



# EMBRACING FUTURES THINKING

## DRAFT STRATEGIC GOALS AND OBJECTIVES

APRIL 2008

An initiative of Hawke's Bay Regional Council





## Introduction

The Hawke's Bay Regional Council has a responsibility<sup>1</sup> to promote environmental, economic, social and cultural well-being in the region and it has identified the need to provide a more strategic framework within which it will perform those responsibilities.

The starting point is the development of 14 Draft Strategic Goals and Objectives that will be used as a basis for ongoing discussion towards the Long Term Council Community Plan for 2009 - 2019 and beyond.

The goals are signposts, signalling what Council considers to be the significant strategic issues facing the region. They are developmental and will evolve as the Council and the regional community discusses and explores these and other issues further.

This document contains those goals and shows how they fit with the Council's vision statement and the community outcomes.

## Vision

Our vision is for a region that develops and prospers within a clean and healthy environment.

## Values

- Being focused on the people of Hawke's Bay and responsive to their needs
- Providing a quality and cost effective service to our customers
- Being positive in all our actions and innovative in our approach
- Honesty, fairness and acting with integrity in all our relationships
- An enjoyable and cooperative workplace where we recognise and acknowledge our achievements
- Aiming high and learning from our mistakes.

## Goals

Hawke's Bay Regional Council has adopted three goals for the region – **a vibrant community, a prosperous region, and a clean and healthy environment.**

These goals are a bridge between our vision for "a region that develops and prospers within a clean and healthy environment", our community outcomes and our group of activity work programmes. All of our work should meet the definition of at least one of our goals; if not, we should not be doing the work. However much of our work meets all three goals.

**"A clean and healthy environment"** is the most strategic of the goals and underpins the success of the others – without a good environment our community will not enjoy living in the region and prosperity may be hard to achieve.

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<sup>1</sup> Local Government Act 2002

## Community Outcomes

### A Regional Approach to Community Outcomes

The five Hawke's Bay Councils - Hastings District Council, Napier City Council, Central Hawke's Bay District Council, Wairoa District Council and the Hawke's Bay Regional Council undertook a regional approach and worked collectively to identify community outcomes in 2004. These outcomes were included in the 2006-16 Long Term Council Community Plan being the first Long Term Council Community Plan prepared under the full provisions of the Local Government Act 2002.

### What Are Community Outcomes?

These are goals that the community believes are important for its present and future economic, social, cultural and environmental well-being.

The purpose of identifying community outcomes is:

- To allow communities to discuss their desired outcomes and to prioritise these;
- To measure progress over time;
- To promote the better co-ordination and application of community resources;
- To inform and guide the setting of priorities in relation to the activity of a local authority and other organisations.

It is important to remember that the outcomes belong to the community – they are not Council outcomes. The role of Council is to provide the community with an opportunity to have its say in the future direction and well-being of Hawke's Bay.

Effective partnerships and collaboration between local government, central government, non government agencies, businesses and individuals will help our community achieve the following nine identified outcomes.

### A Prosperous Region

- A strong, prosperous and thriving economy
- Transport, infrastructure and services that are safe, effective and integrated

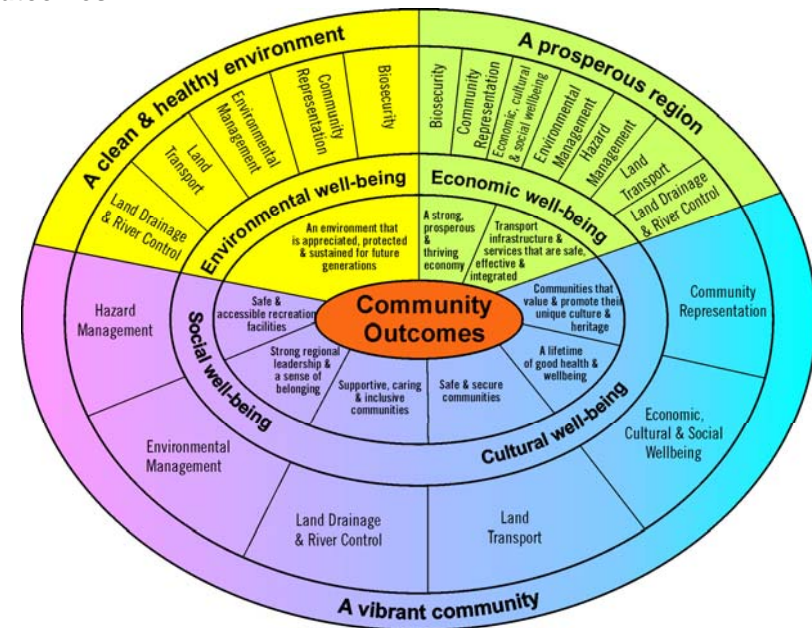
### A Vibrant Community

- A lifetime of good health and well-being
- Safe and secure communities
- Supportive, caring and inclusive communities
- Strong regional leadership and a sense of belonging
- Safe and accessible recreational facilities
- Communities that value and promote their unique culture and heritage

### A Clean and Healthy Environment

- An environment that is appreciated, protected and sustained for future generations.

### Group Activities where Council will contribute to furthering Community Outcomes





## Strategic Goals

Using the overall goals of a *vibrant community*, a *prosperous region* and a *clean and healthy environment*, the Strategic Goals that have been identified by Council have been categorised in the following table and are provided in full along with objectives for each goal on the following pages.

Some goals relate to existing areas of Council work such as water management and land management. Others, however, such as Climate Change, Renewable Energy and Future Regional Infrastructure, are new areas that Council wants to explore from a regional perspective.

The objectives for each goal are to be considered and prioritised along side the activities that Council must perform due to its statutory responsibilities and activities that Council has already committed to in the past.

Sustainability has been identified as a separate goal, but the elements of sustainability are inherent in the remaining strategic goals and the work that Council does.

Strategic Goal	A Vibrant Community	A Prosperous Region	A Clean and Healthy Environment
Sustainability	✓	✓	✓
Water Futures	✓	✓	✓
Land Use Change		✓	✓
Climate Change	✓	✓	✓
Renewable Energy		✓	✓
Future Regional Infrastructure	✓	✓	
Open Space	✓		✓
Economic Development	✓	✓	
Regional Futures Scenarios	✓	✓	✓
Regional Leadership	✓	✓	✓
Partnerships with Maori	✓	✓	✓
Investment	✓	✓	✓
Operational Activities	✓	✓	✓
Organisational Competency	✓	✓	✓



## SUSTAINABILITY

**GOAL** Comprehensively integrate environmental, economic, social and cultural wellbeing into council's strategic goals and work programmes to achieve long term quality of life for the regional community

**SCOPE** The Local Government Act refers to sustainable development and the Resource Management Act refers to sustainable management. Both concepts contain elements of environmental, economic, social and cultural well being. Sustainability is an intuitively attractive concept, which has no single and agreed meaning. This is a 'Work in Progress' for the Council.

### OBJECTIVES

1. Develop and articulate Council's interpretation of sustainability and review Council's vision, values and goals statement accordingly for the Long Term Council Community Plan 2009-19.
2. Assess the outcomes of Council's Strategic Goals and programmes against indicators of the four well beings.

## WATER FUTURES

**GOAL** Generate foresight and knowledge on water quality, availability and demand, improve management of community expectations around water and establish the value of water to the region's well-being

**SCOPE** This encompasses all facets of water: quantity, quality, demand and supply, storage and distribution, water allocation and efficient use, management of flows, management and ownership, environmental, social, economic and cultural value of water.

### OBJECTIVES

1. Develop potential demand scenarios for water.
2. Quantify water availability (allocation limits), prioritise work based on potential demand scenarios.
3. Quantify high flow run-of-river water harvesting regimes and storage capabilities.
4. Investigate mechanisms for valuing water.
5. Communicate more effectively to the community the water quality targets for the region's river.
6. Where community water quality expectations exceed minimum acceptable standards for specific purposes, define a transparent process for determining beneficiaries of additional interventions and fund according to the public's willingness to pay.
7. Raise community awareness of water's intrinsic value as the 'life sustaining mauri' of the region's well-being.
8. Develop a robust regional strategy for water.



## LAND USE CHANGE

**GOAL** Informing and encouraging optimal land use for economic benefit which maintains / enhances environmental sustainability

**SCOPE** While recognising the importance of good economic return from the land to Hawke's Bay's economy, it needs to be achieved in a way that is environmentally sustainable. Land use changes and land use intensification is generally driven by economic forces but can have externalised (community) costs in the form of environmental impacts. Production land is also facing pressure from urban growth and rural subdivision.

### OBJECTIVES

1. Develop scenarios of regional land use intensification / change.
2. Contribute to and fully participate in the Heretaunga Plains Urban growth study.
3. Review Regional Policy Statement to provide leadership and clearer direction for territorial authorities on urban growth objectives.
4. Develop financial competencies to improve land management advice.
5. Investigate the impacts and options arising from the Emissions Trading Scheme to assist the land based sector.
6. Investigate options for integrating carbon sequestration with other land uses.
7. Gain \$0.5 - \$1M per annum of regional Council allocation of Afforestation Grants Scheme funding for Hawke's Bay investment.
8. Review / measure the effectiveness of the Regional Land Care Scheme.

## CLIMATE CHANGE

**GOAL** Build community resilience to climate change, reduce greenhouse gas emissions as far as reasonably practicable, and maximise climate change opportunities

**SCOPE** Irrespective of whether climate change is human induced or part of the natural cycle, there are a number of actions that the Council and community can take to prepare for changes in the region's climate, including reducing emissions and adapting our practices to cope with changing weather patterns. There are also new opportunities that climate change can bring.

### OBJECTIVES

1. Council lead by example and inspire others to follow through:
  - i. Establishing the Council's and the region's carbon footprint and set achievable targets for reducing emissions;
  - ii. Maintaining an ongoing regional inventory of HB carbon emissions;
  - iii. Promoting, educating and informing the community of climate change mitigation and adaptation.
  - iv. Continuing to purchase fit for purpose, fuel and financially efficient vehicles for Council fleet replacement;
  - v. Conserving energy use.
2. Develop and implement effective hazard and risk management (noting links to other goals).
3. Investigate Investment Opportunities (includes Carbon Trading and offsets).
4. Identify potential opportunities arising from climate change.
5. Facilitation of private sector investment in carbon neutrality.



## RENEWABLE ENERGY

**GOAL** Develop regional understanding of renewable energy options and advocate renewable energy use

**SCOPE** This encompasses renewable source of power generation (water/ wind / wave / solar) and renewable alternative fuels.

### OBJECTIVES

1. In liaison with the Energy Efficiency and Conservation Authority, inform the community of renewable energy alternatives and energy saving practices.
2. Build appropriate relationships around energy issues and examine the potential for alternative energy industry in Hawke's Bay
3. Develop Policy and Regulatory Framework supporting renewable energy.

## FUTURE REGIONAL INFRASTRUCTURE

**GOAL** Facilitate the planning for, design and development of integrated regional infrastructure which meets present and identifiable future needs, in partnership with relevant organisations

**SCOPE** This covers infrastructure related to water, energy, transport and communications and community facilities that cross territorial boundaries.

### OBJECTIVES

1. Collate current knowledge on the region's infrastructure.
2. Commence analysis of future infrastructural needs through a regional scenario planning exercise.
3. Explore investment opportunities including public / private partnerships and Council investment.
4. Explore funding mechanisms including the earlier proposal for a regional rate.
5. Effectively manage the implementation of the Regional Land Transport Strategy.



## OPEN SPACE

**GOAL** Facilitate the provision of Open Spaces for Recreational and Ecological Use in the Region that meet the environmental, social and cultural needs of the community.

**SCOPE** While the region has a number of open spaces available for recreation purposes, a recent study indicated that there is a perceived shortfall of open space areas particularly near urban centres, and the coast. There is also a shortfall of areas which represent Hawke's Bay ecological habitat types. Council also recognises that such spaces should be multi purpose and achieve a number of environmental, economic, social and cultural outcomes.

### OBJECTIVES

1. Develop criteria for Council investment in open spaces and an associated funding model.
2. Identify needs and complete an Inventory of available and potentially available open space.
3. Fulfil open space needs in partnership with the Department of Conservation, territorial authorities and private land owners where appropriate.
4. Develop a Management Plan for Council-owned assets.

## ECONOMIC DEVELOPMENT

**GOAL** Deliver strong leadership in sustainable regional economic growth

**SCOPE** Council acknowledges the mandate that the Local Government Act gives it to promote economic well being. Council will deliver this through its investment and stewardship of Hawke's Bay Incorporated, and a whole of organisation approach.

### OBJECTIVES

1. Refocus Hawke's Bay Inc strategy and implement.
2. Develop inputs / output models for regional economic activities and trends (via Hawke's Bay Incorporated).
3. Complete the full integration of Hawke's Bay Incorporated into the operational framework of Hawke's Bay Regional Council.
4. Ensure satisfaction and full ongoing participation of other funding partners in Hawke's Bay Incorporated.
5. Build an appropriate economic analysis capability into the organisation.



## FUTURE REGIONAL SCENARIOS

**GOAL** Lead community strategic thinking on the region's long term future

**SCOPE** There are numerous social, technological, environmental, economic and political factors (STEEP categories), at a global level as well as at a national and regional level which will have an impact on the future of Hawke's Bay. A strategic thinking process is required to gather and assimilate that information, along with understanding the uncertainties, so that Hawke's Bay can be responsive to future change.

### OBJECTIVES

1. Establish partnerships with local authorities, government agencies and other key stakeholders and build a team for scenario building.
2. Develop a plan which maintains active and ongoing engagement with the above team and key influential stakeholders, in the scenario building, validating and back-casting processes, and in the identification of strategies.
3. Develop a set of regional scenarios and identify strategies for input into a Council Strategic Plan and the Long Term Council Community Plan.
4. Seek external funding for scenario building.

## LEADERSHIP FOR THE REGION

**GOAL** Provide regional leadership through partnership, community engagement and advocacy

**SCOPE** This is a role for the Chairman, Council and Chief Executive to engage with the community, stakeholders, and central government on behalf of the region

### OBJECTIVES

1. Develop and implement a HBRC social marketing and communications strategy.
2. Participate in inter-regional leaders initiatives promoting Hawke's Bay issues.
3. Build relationships with leaders at a national level.
4. Engage with stake holders to discuss and influence strategic regional issues.
5. Work with region's territorial authorities in accordance with the spirit of the Triennial Agreement.



## PARTNERSHIPS WITH MĀORI

**GOAL** Establish and grow positive and mutually beneficial relationships with Maori in the region

**SCOPE** While legislation places a responsibility on Council to consult with tangata whenua / iwi, Council recognises that Maori are a growing proportion of the population in Hawke's Bay. Treaty claim settlements will increase their opportunity to improve their overall wellbeing.

### OBJECTIVES

1. Enable meaningful input by the Maori Committee on matters being considered by Council and Committees.
2. Establish effective strategic partnerships with Ngati Kahungunu Iwi Incorporated.
3. Acknowledge and explore issues impacting on the economic, environmental, social and cultural well being of Maori in Hawke's Bay.
4. Explore mutually beneficial investment opportunities.

## INVESTMENT STRATEGY

**GOAL** Develop an optimal mix of investments that recognises the four well-beings of the Local Government Act whilst retaining and improving capital and income values, in real terms

**SCOPE** Council's investments currently include property, infrastructure, equities and cash

### OBJECTIVES

1. Develop an evaluation model for future investments which includes an ethical dimension and takes into account Council's strategic goals.
2. Where all other factors are equal, select investments which have a direct benefit to Hawke's Bay.
3. Model the impact on the operating account of reinvesting the cash portfolio in new investments that in the short to medium term yield less than the Council's costs of capital but deliver high return in council's economic, social and cultural objectives.
4. Taking into account the long term Council Strategic Goals, review the optimum mix in the investment portfolio.
5. Explore and develop a growth strategy across the investment portfolio that will deliver increased return on investment over a 10 to 20 year time horizon.



## OPERATIONAL ACTIVITIES

**GOAL** Effectively deliver on Council's statutory responsibilities, projects and services as approved by Council through its Long Term Council Community Plan.

**SCOPE** Council carries out a number of essential functions and services. Many of these are derived from legislation, such as the Biosecurity Act 1993, Civil Defence and Emergency Management Act 2002, Resource Management Act 1991, Soil Conservation and Rivers Control Act and Land Transport Management Act 2003. The Local Government Act 2002 has broadened Council's responsibilities to include the promotion of economic, social and cultural wellbeing in the region.

### OBJECTIVES

1. Maintain a rolling three year work plan and have this signed off with Council annually. Ensure the work plan alongside Council strategic goals and objectives forms the guide for council and committee agendas.
2. Report on operational activities by exception only and focus on reporting on governance matters including issues of strategic importance, significant public interest, major changes to project direction and significant risk to the Council.
3. For accountability purposes, ensure that Council has access to and can if it so wishes in review performance reporting systems through progress against the Long term Council Community Plan and Annual Plan and budget including reporting every second month on finance.
4. Maintain appropriate Council Committees to enable effective and efficient management of the Councils ongoing agenda.
5. Ensure the Council's delegations policy is consistent with achieving the above objectives.

## ORGANISATIONAL COMPETENCY

**GOAL** Grow a thriving organisation with great people

**SCOPE** Competent and professional staff with the right attitude are essential to achieving council goals

### OBJECTIVES

1. Undertake an Organisational Competency Audit.
2. Develop an Organisational Development Plan.
3. Support a Remuneration Structure that values key competencies.