

CENTRAL HAWKE'S BAY



**I hereby give notice that a Finance and Planning Committee Meeting will  
be held on:**

**Date:** Wednesday, 13 June 2018  
**Time:** at the conclusion of the Public Forum  
which commences at 9.00am  
**Location:** Council Chamber  
28-32 Ruataniwha Street  
Waipawa

# **AGENDA**

## **Finance and Planning Committee Meeting**

**13 June 2018**

**Monique Davidson  
Chief Executive**



## Order Of Business

<b>1</b>	<b>Apologies .....</b>	<b>5</b>
<b>2</b>	<b>Declarations of Conflicts of Interest .....</b>	<b>5</b>
<b>3</b>	<b>Standing Orders.....</b>	<b>5</b>
<b>4</b>	<b>Confirmation of Minutes .....</b>	<b>5</b>
<b>5</b>	<b>Local Government Act Compliance – Planning, Decision Making and Accountability .....</b>	<b>13</b>
<b>6</b>	<b>Report Section .....</b>	<b>14</b>
6.1	Finance and Planning Committee Report .....	14
<b>7</b>	<b>Date of Next Meeting .....</b>	<b>38</b>
<b>8</b>	<b>Time of Closure.....</b>	<b>38</b>



**1 APOLOGIES****2 DECLARATIONS OF CONFLICTS OF INTEREST****3 STANDING ORDERS****RECOMMENDATION**

THAT the following standing orders are suspended for the duration of the meeting:

- 20.2 Time limits on speakers
- 20.5 Members may speak only once
- 20.6 Limits on number of speakers
- THAT 21.4 Option C under section 21 General procedures for speaking and moving motions be used for the meeting.

**4 CONFIRMATION OF MINUTES**

Finance and Planning Committee Meeting - 22 March 2018

**RECOMMENDATION**

THAT the minutes of the Finance and Planning Committee Meeting held on 22 February 2018 as circulated, be confirmed as true and correct.



**MINUTES OF CENTRAL HAWKES BAY DISTRICT COUNCIL  
FINANCE AND PLANNING COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER, 28-32 RUATANIWHA STREET, WAIPAWA  
ON THURSDAY, 22 MARCH 2018 AT 9.30 AM**

**PRESENT:** Cr Ian Sharp (Deputy Mayor),  
Cr Tim Aitken,  
Cr Kelly Annand,  
Cr Shelley Burne-Field,  
Cr Tim Chote,  
Cr Gerard Minehan,  
Cr Brent Muggeridge,  
Cr David Tennent

<b>IN ATTENDANCE:</b> Monique Davidson	CEO
Joshua Lloyd	Group Manager, Community Infrastructure and Development
Harry Robinson	Utilities Engineer
Helen O'Shaughnessy	Senior Planner
Bronda Smith	Group Manager, Corporate Support and Services
Doug Tate	Group Manager, Customer and Community Partnerships
Nicola Bousfield	People and Capability Manager
Lisa Harrison	Organisation Transformation Lead
Leigh Collecutt	Governance and Support Officer

**1 APOLOGIES**

Her Worship the Mayor Alex Walker

**APOLOGY**

**COMMITTEE RESOLUTION**

Moved: Cr Ian Sharp  
Seconded: Cr Brent Muggeridge

That the apology received from Mayor Alex Walker be accepted and leave of absence granted.

**CARRIED**

**2 DECLARATIONS OF CONFLICTS OF INTEREST**

**NONE**

**3 STANDING ORDERS**

**COMMITTEE RESOLUTION**

Moved: Cr David Tennent  
Seconded: Cr Kelly Annand

THAT the following standing orders are suspended for the duration of the meeting:

- 20.2 Time limits on speakers
- 20.5 Members may speak only once

- 20.6 Limits on number of speakers
- THAT 21.4 Option C under section 21 General procedures for speaking and moving motions be used for the meeting.

**CARRIED**

#### **4 CONFIRMATION OF MINUTES**

##### **COMMITTEE RESOLUTION**

Moved: Cr Tim Chote

Seconded: Cr Gerard Minehan

That the minutes of the Finance and Planning Committee Meeting held on 8 February 2018 as circulated, be confirmed as true and correct.

**CARRIED**

#### **5 LOCAL GOVERNMENT ACT COMPLIANCE – PLANNING, DECISION MAKING AND ACCOUNTABILITY**

Council is required to make decisions in accordance with the requirements of Part 6 Subpart 1 of the Local Government Act 2002.

##### **COMMITTEE RESOLUTION**

Moved: Cr Kelly Annand

Seconded: Cr David Tennent

THAT Council has read the reports associated with items 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.7, 6.8 and 6.9 and considers in its discretion under Section 79(1)(a) that sufficient consultation has taken place in addition to the Councillors knowledge of the items to meet the requirements of Section 82(3) in such a manner that it is appropriate for decisions to be made during the course of this meeting.

**CARRIED**

#### **6 REPORT SECTION**

##### **6.1 WASTE WATER REPORT**

###### **PURPOSE**

The purpose of this report is to provide the Finance and Planning Committee with an update on the status, and performance, of CHBDC' waste water assets as well as an update on key programmes of work specific to waste water.

##### **COMMITTEE RESOLUTION**

Moved: Cr Tim Aitken

Seconded: Cr Kelly Annand

That the content of this report is received as read

**CARRIED**



- Mr Lloyd spoke to the report.
- It was noted that upgrades to treatment plants would be considered as part of an ongoing project.
- Mr Lloyd advised that a project reference group would be set up and membership would be considered as part of wider objectives.

## **6.2 WASTEWATER FINANCIAL UPDATE**

### **PURPOSE**

The purpose of the report is to update the Finance and Planning Committee on the Forecast Wastewater Financials for the year ending 30 June 2018.

### **COMMITTEE RESOLUTION**

Moved: Cr Gerard Minehan

Seconded: Cr David Tennent

That the report on the Wastewater Financial Report be noted.

**CARRIED**

- Mrs Smith spoke to the report
- Cr Tennant noted that had an independent report been undertaken previously, the Council could have made allowances in the budget for the projected costs
- It was noted that a recommendation would be brought before Council at the end of the financial year to determine funding sources and costs.

## **6.3 DRINKING WATER UPDATE**

### **PURPOSE**

Update Council on the supply of drinking water and an overview of how we are achieving the recommendations from the Havelock North enquiry.

### **COMMITTEE RESOLUTION**

Moved: Cr Shelley Burne-Field

Seconded: Cr Tim Chote

That the Drinking Water Update report be received as read.

**CARRIED**

- Mr Robinson spoke to the report
- Noted that blanket water restrictions applied to Porangahau area this year when this had not taken place previously. This was because during last year's restriction period, the plant had had issues meeting necessary demand.
- Dr Maaka noted that the matters raised in this report had implications for the district plan.
- It was noted that the Long Term Plan currently out for consultation seeks to address issues raised in the report but would require investment.

**6.4 LAND TRANSPORT REPORT****PURPOSE**

The purpose of this report is to provide Council with an update on the performance of the Land Transport team as well as an update on key activities within the team.

**COMMITTEE RESOLUTION**

Moved: Cr Kelly Annand

Seconded: Cr Brent Muggeridge

That this report is received as read

**CARRIED**

- Mr Lloyd spoke to the report
- Cr Burne-Field wished to congratulate the Land Transport team for their focus on processes which promote excellence, action and value for money.
- Cr Sharp congratulated Mr Lloyd on taking a wider view than road transport when looking to engage engineers

**6.5 DISTRICT PLAN REVIEW UPDATE****PURPOSE**

**The purpose of this report is to:**

Update the Committee on the District Plan Review.

**COMMITTEE RESOLUTION**

Moved: Cr Kelly Annand

Seconded: Cr Shelley Burne-Field

That the report on the update of the District Plan is received as read.

**CARRIED**

- Mrs O'Shaughnessy spoke to the report
- It was noted that Councillors were pleased with the progress of the District Plan review

**6.6 ELECTED EXPENSES UPDATE JULY TO DECEMBER 2017****PURPOSE**

The purpose of this report is to update Council on the Elected Members Expenses for the six month period of July to December 2017.

**COMMITTEE RESOLUTION**

Moved: Cr Gerard Minehan

Seconded: Cr Tim Chote

That the Elected Members Expenses update for the six month period of July to December 2017 be received as read.

**CARRIED**

- Mrs Smith spoke to the report

**6.7 HAWKE'S BAY DRINKING WATER JOINT GOVERNANCE COMMITTEE TERMS OF REFERENCE****PURPOSE**

To obtain a decision regarding the updated Hawke's Bay Drinking Water Joint Governance Committee Terms of Reference.

**COMMITTEE RESOLUTION**

Moved: Cr Tim Aitken

Seconded: Cr Shelley Burne-Field

1. That the updated Terms of Reference for the Hawke's Bay Drinking Water Governance Joint Committee be adopted.

**CARRIED**

- CEO spoke to the report
- Cr Sharp thanked members for their involvement in the Joint Committee

**6.8 TEMPORARY ROAD CLOSURE FOR TARGA HAWKE'S BAY 2018 EVENT****PURPOSE**

To obtain a decision for the temporary road closure for the Targa Hawkes Bay 2018 Event.

**COMMITTEE RESOLUTION**

Moved: Cr Tim Chote

Seconded: Cr Kelly Annand

That the Finance and Planning Committee resolves to allow the temporary road closures For the Targa Hawke's Bay 2018 Event

**CARRIED**

- CEO spoke to the report
- It was noted that officers would bring a recommendation before Council to update the delegation register to enable the Chief Executive to approve future road closures.

## **6.9 TEMPORARY ROAD CLOSURE - PATTISON ROAD, WAIPUKURAU**

### **PURPOSE**

To obtain a decision for the temporary road closure of Pattison Road, Waipukurau for a gravel sprint event.

### **COMMITTEE RESOLUTION**

Moved: Cr Tim Chote

Seconded: Cr Tim Aitken

That the Finance and Planning Committee resolves to allow the temporary road closure of Pattison Road, Waipukurau.

**CARRIED**

## **7 DATE OF NEXT MEETING**

### **COMMITTEE RESOLUTION**

Moved: Cr David Tennent

Seconded: Cr Kelly Annand

THAT the next meeting of the Central Hawke's Bay District Council be held on 3 May 2018.

**CARRIED**

## **8 TIME OF CLOSURE**

The Meeting closed at 10.33am.

The minutes of this meeting were confirmed at the Finance and Planning Committee Meeting held on 13 June 2018.

.....  
**CHAIRPERSON**

**5      LOCAL GOVERNMENT ACT COMPLIANCE – PLANNING, DECISION MAKING AND ACCOUNTABILITY**

Council is required to make decisions in accordance with the requirements of Part 6 Subpart 1 of the Local Government Act 2002.

**RECOMMENDATION**

THAT Council has read the reports associated with items 6.1 and considers in its discretion under Section 79(1)(a) that sufficient consultation has taken place in addition to the Councillors knowledge of the items to meet the requirements of Section 82(3) in such a manner that it is appropriate for decisions to be made during the course of this meeting

## 6 REPORT SECTION

### 6.1 FINANCE AND PLANNING COMMITTEE REPORT

**File Number:** COU1-1410

**Author:** Monique Davidson, Chief Executive

**Authoriser:** Monique Davidson, Chief Executive

**Attachments:** 1. Collaboration across Hawke's Bay  

#### PURPOSE

The purpose of this report is to formally report to the Finance and Planning Committee, progress on projects and issues within the Finance and Planning Committee work programme.

#### RECOMMENDATION

**That, having considered all matters raised in the report, the contents be noted.**

#### SIGNIFICANCE AND ENGAGEMENT

This report is provided for information purposes only and has been assessed as being of some importance.

#### LONG TERM PLAN 2018-2028

Council adopted the Long Term Plan 2018-2028 on the 31 May 2018. This is a significant milestone. Final edits and production of the Long Term Plan 2018-2028 is currently underway, and will be published in the middle of June. The Long Term Plan 2018-2028 is effective from 1 July 2018. A debrief on the process, and key learnings will be arranged for July 2018.

#### ANNUAL PLAN

The annual plan process focuses on year-to-year budgets. Councils prepare an annual plan in each of the two years between LTP reviews, and set out in them what the council plans to do in the next 12 months to move towards achieving its goals.

Now that the Long Term Plan 2018-2028 is adopted, corporate focus will now turn to the development of the Annual Plan 2019-2020.

Workshops for Council throughout September and October are already scheduled. The Annual Plan 2019-2020 will be a priority project for the Finance and Planning Committee over the coming 12 months.

#### HBLASS AND SHARED SERVICES

At a Council meeting in April, Council resolved the following to:

- a) Agree HBLASS, as a legal entity will be dormant in the short term; with the ability for the legal entity able to be reactivated in the future.
- b) Note that the dormant status of HBLASS is effective on receipt of agreement by all members of the Board.
- c) Note that the decision on the dormant status of HBLASS will be determined by the majority of councils.

- d) Note that each Council will continue its participation in a Collaborative approach that has proven effective in a pilot: Hawke's Bay Councils delivering Service and Value.
- e) That the Councils approve the exemption of HBLASS from the Council Controlled Organisation requirements (Local Government Act Section 7(3))
- f) Note that each Council will actively support shared and common goal setting, decision-making, resourcing including financial contribution, staff and communication.

Napier City Council, Hastings District Council, Wairoa District Council and Hawke's Bay Regional Council have also adopted the same resolution.

**Attached** to this report is a copy of a collaboration booklet that the five Councils have put together that demonstrates the level of collaboration occurring already. Focus is now turned to enhancing shared services through the Regional Chief Executives forum, which the Central Hawke's Bay District Council Chief Executive, is Chair.

#### **¼ FINANCIAL REPORT**

The third quarter financial report was formally presented to Council on the 31 May 2018.

#### **¼ NON-FINANCIAL REPORT**

The third quarter activity report was formally presented to Council on the 31 May 2018.

#### **ANNUAL REPORT**

The Annual Report is provided to our community each October. It is Councils statement about the progress we have made toward the goals and targets identified in the previous year's Long Term Plan or Annual Plan. Auditors are on site throughout June to complete the interim audit. We are looking at the Audit being completed by mid-September, for adoption in October 2018.

#### **POLICY AND BYLAW DEVELOPMENT**

Our policies and bylaws set the foundation for how we interact with the community. It is timely for CHBDC to undertake a review to ensure we are getting the best value for our community and also have policies and bylaws in place that aligns with our strategic objectives - such as how we promote smart growth, protect our environment, and plan for tomorrow to future proof the District. The review will undertake a full stocktake of our compliance areas, identify areas for improvement, develop, and overall approach for this area. We are currently aiming for the review to be completed in the third quarter of the 2018/2019 financial year.

#### **LIQUEFACTION RISK POLICY**

In 2017, the Ministry for the Environment (MfE) released new guidance on how to manage liquefaction risk. This guidance included information on when to write liquefaction guidelines into Council documents and policy, as well as how to undertake liquefaction assessment studies. Following this, Hawke's Bay Regional Council undertook new liquefaction mapping in the Hawke's Bay region. This reduced the areas susceptible to liquefaction risk in CHB by a considerable amount, but has left many areas as high risk areas. The main areas of liquefaction risk are now found in Otane, Lake Hatuma and Porongahau. Because we have areas of high risk liquefaction and are in a high risk seismic area, it is important that CHB follow the MfE guidance and pass this information on to applicants. We are following the lead of Hastings District Council and will draw up a policy that requires applicants to do a geotechnical report to accompany any subdivision resource consent applications and any new house applications either at resource consent or building consent stage. These will be required when a property is located in an area of high risk

liquefaction. A workshop on this matter and draft policy will be brought in front of the Finance and Planning Committee in the near future.

### **WAIPAWA AND DISTRICTS CENTENNIAL AND MEMORIAL POOL REDEVELOPMENT**

Following Council's adoption of the Long Term Plan on Thursday 31 May, Council noted the direct procurement approach of the supply of the Myrtha Pool to allow the pool to be procured from Italy and shipped in order to meet the 1 December opening timeframe. Council will be at a later date directly procuring the installation of the pool also.

The project reference group, are now focussed on fundraising the community portion of funds with some great initial ideas to fundraise the bulk of the community portion already being planned. The project has made a great start with an initial \$120,000 grant being successful from the New Zealand Community Trust.

Signage and a communications plan are under development for implementation, raising the community awareness of the project. The project is on track to meet the 1 December opening and a full project status report update will be given at Councils Risk and Audit Committee in July.

### **DISTRICT PLAN UPDATE**

The District Plan is progressing well with the overall project programme remaining on target for an initial draft to be completed by 1 November 2018, ready for review. The Subcommittee have now progressed over halfway through the ambitious work programme, with the Coastal Subdivision, Cultural and other remaining chapters still remaining for [completion](#) review. The Subcommittee at its June workshop, received a project outline on the second phase of the project post 1 November, in order to begin detailed planning around engagement and consultation on the draft plan with key stakeholders and the wider community.

A full project status report will be taken to Councils Risk and Audit Committee in July.

### **EARTHQUAKE PRONE BUILDINGS**

The Building (Earthquake-prone Buildings) Amendment Act 2016 introduced major changes to the way earthquake-prone buildings are identified and managed under the Building Act 2004. Following the Canterbury Earthquakes Royal Commission and a comprehensive review undertaken by the Government, problems were identified with the system for managing earthquake-prone buildings under the Building Act 2004, including:

- too much variability in local practice
- poor quality information about the number and specific location of earthquake-prone buildings across the country
- a lack of central government guidance.

The new legislation addresses these issues and aims to strike the right balance between protecting people from harm in an earthquake, the costs of strengthening or removing buildings and impacts on heritage.

CHBDC started work on identifying earthquake-prone buildings in 2012, with a list of 63 buildings in the region being considered earthquake-prone and the owners of these buildings were contacted. Assessments were undertaken on some of these buildings including a number of Council owned buildings. Some follow up letters were sent to building owners to follow up the assessments, with work ceasing on the project in 2013 consistent with guidance from the Ministry of Business, Innovation and Employment (MBIE) at the time.

The new legislation varies the timeframes for identifying and remediating earthquake-prone buildings according to seismic risk, with New Zealand categorised into areas of high, medium and low seismic risk. Central Hawke's Bay District is in a high risk area, requiring Council to have



identified all earthquake prone buildings within five years from 1 July 2017, using a risk based methodology set by the Chief Executive of the MBIE. Building owners will be required to provide an engineering assessment within 12 months of their building being identified as potentially earthquake-prone. Council has limited discretion to extend this timeframe for up to a further 12 months – for example, where there is insufficient engineering resource available to undertake assessments.

Council is also required to identify priority routes and consult with the community on these. Priority routes as defined by the MBIE are busy roads or footpaths where falling masonry from buildings damaged in an earthquake would pose a high risk to life and public safety. The owners of unreinforced masonry buildings located on priority routes will have a shorter timeframe to make their buildings safe: seven-and-a-half years instead of 15 years. An outline of the timeframes Council and the community are required to meet are detailed in the table below:

Seismic risk area	TAs must identify potentially earthquake-prone buildings by:		Owners of earthquake-prone buildings must carry out seismic work within (time from issue of EPB notice):	
	Priority	Other	Priority	Other
High	1 Jan 2020	1 July 2022	7.5 years	15 years

A full workshop update will be presented to Council in August on the proposed timeframe and overall approach to be undertaken to address the matter in Central Hawke's Bay. This approach includes close liaison with Town Centre businesses and building owners on opportunities to share advice, how Council can respond strategically using the Town Centre Planning and Community Pride and Vibrancy Fund, and how we utilise external support such as the Heritage EQUIP fund and support from Heritage New Zealand.

#### **RECOMMENDATION**

**That, having considered all matters raised in the report, the contents be noted.**

# COLLABORATION ACROSS HAWKE'S BAY



## Contents

Background .....	1
Vision and Guiding Principles.....	2
<b>Shared Service and Value through Collaboration .....</b>	<b>3</b>
HBLASS Archives and Records Management .....	4
Crematorium Services .....	4
HBLASS Geographic Information Services (GIS).....	5
HBLASS Information Services (IS).....	6
Hawke's Bay Pathways Development.....	7
HBLASS Insurance Procurement.....	7
HBLASS Internal Audit.....	8
HBLASS Property Valuation Contract.....	8
Oamarunui Joint Landfill .....	9
<b>Regional Services .....</b>	<b>10</b>
Matariki - Regional Economic Development Strategy Services.....	11
Regional Transportation.....	12
Hawke's Bay Tourism .....	13
LIFT Hawke's Bay - Kia Tapatahi Development and Implementation of a Social Inclusion Strategy.....	14
Civil Defence Emergency Management Group .....	15
Coastal Management.....	16
<b>LOOKING FORWARD .....</b>	<b>17</b>

April 2018

## HAWKE'S BAY LOCAL AUTHORITY SHARED SERVICES BOARD OF DIRECTORS



ROSS MCLEOD  
Chief Executive  
Hastings District  
Council



JAMES PALMER  
Chief Executive  
Hawke's Bay  
Regional Council



MONIQUE DAVIDSON  
Chief Executive  
Central Hawke's Bay  
District Council



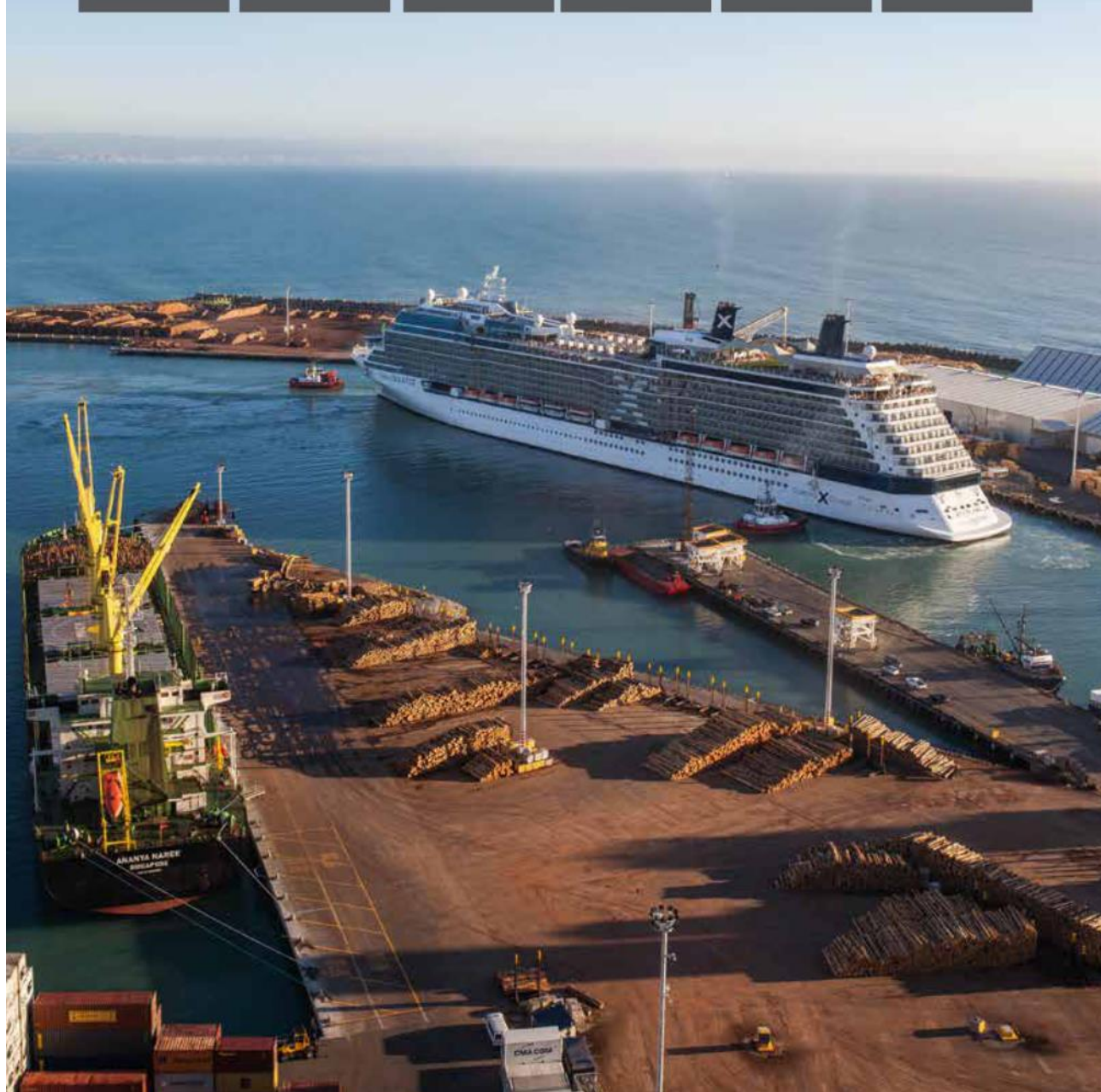
WAYNE JACK  
Chief Executive  
Napier City Council



STEVEN MAY  
Chief Executive  
Wairoa District Council



CRAIG  
WATERHOUSE  
Independent  
Board Member





## BACKGROUND

### Hawke's Bay Region

The Hawke's Bay Councils serve 162,000 residents and 18,000 businesses, in a geographic area of 14,111km<sup>2</sup>. Most of the population, approximately 140,000 people, live in the two main cities of Hastings and Napier. Three smaller centres, Waipukurua, Wairoa and Waipawa have 10,000 residents, and there are another 12,000 living more rurally. Māori comprise 24% of the total regional population.

The five councils had combined operating expenditures of \$213 million in 2015/16 and combined assets of \$4.6 billion.

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, and Wairoa District Council have been involved in "Shared Services" initiatives for many years. This was formalised in 2012 with the formation of Hawke's Bay Local Authority Shares Services Limited (HBLASS). The five Hawke's Bay local authorities jointly own the company and their purpose is to facilitate shared services, promote joint procurement, and facilitate best practice and efficiencies in delivering services and value across Hawke's Bay.

HBLASS is a limited liability company providing a legal entity that can enter into contracts and agreements with external suppliers. Each council chooses the initiatives it participates in. The legal entity provides flexibility to develop, incubate and promote services to other local authorities and to external parties.

The foundation for the success of HBLASS is the leadership and expertise of managers and staff from the shareholding councils who work collaboratively towards shared goals.

HBLASS member councils pay a small annual levy, depending on their size. HBLASS Services are funded on a user pays basis – each council pays for and receives the financial benefit of its share of any particular service.

The HBLASS Board has five directors; being the chief executive of each of the local authorities representing the shareholding councils and one independent director, who is the chair. The Chief Executives do not receive any directors' fees or expenses for work undertaken on behalf of the LASS. The chair receives a modest, annual fee.

### Meet the Board:

Craig Waterhouse	Independent Chair
Monique Davidson	CE Central Hawke's Bay District Council
Wayne Jack	CE Napier City Council
Ross McLeod	CE Hastings District Council
James Palmer	CE Hawke's Bay Regional Council
Steven May	CE Wairoa District Council

HBLASS acknowledges the contribution of Board members who resigned in 2017: John Freeman, CEO Central Hawke's Bay District Council and Interim CE Wairoa District Council, Liz Lambert, Interim CEO Hawke's Bay Regional Council and Andrew Newman, CEO Hawke's Bay Regional Council.

The Board publishes a Statement of Intent in June and holds an Annual General Meeting in November each year. Audit New Zealand annually audits the accounts, and the report is generally published in August.

This report sets out a selection of the areas and activities where the five Hawke's Bay Councils have or are currently working together to provide effective and efficient services to the people of Hawke's Bay.



## VISION AND GUIDING PRINCIPLES

HBLASS has a Vision of Hawke's Bay Councils delivering Service and Value through Collaboration.

Guiding Principles outline the way councils work together:

**Think regionally and act locally.** The ability and capacity to think and plan across the region is essential, this includes delivering services in relevant ways for the people living in Hawke's Bay. To enhance regional cohesion it is necessary to consider the diverse communities, industries and businesses, both urban and rural, and significant Maori, Pacifica and Asian communities; this approach can sustain regional harmony and productivity.

**Collaboration.** Working towards a co-designed vision and shared goals through open, honest conversation where diverse knowledge and experience, information sharing, learning, diversity and creative thinking are valued.

**Joint Procurement.** Councils collectively buy goods and service amounting to millions each year. Joint Procurement within Hawke's Bay and with other LASS organisations offers opportunities to improve service and reduce costs.

**Shared Services.** Shared service models and policy improve consistency and reliability in delivery of services creating capacity, critical mass of expertise, opportunities for development, reduced costs, improved efficiency, innovation and/or increased value.

**Best Practices.** Pursuit of best practices in customer service, service models, collaboration and leading change obtains best value and minimises risk.

**Fiduciary Responsibility.** Ensure that initiatives are adequately resourced and investments in people, goods and services provide value.

**Partnerships.** Explore and develop opportunities with other Councils or organisations.

Over many years, council leaders and managers have naturally explored best practices between Hawke's Bay councils and with other councils around New Zealand; many have done this under Business As Usual without specific direction. There are also specific initiatives the HBLASS board has started. Much of the collaborative and shared service work has resulted in excellence, without recognition or acknowledgement of their progressive thinking and desire to make improvements, as well as

delivering good value in public services. In addition, the work has been carried out with little communication to the public.

By stepping back and looking at the bigger picture for Hawke's Bay and Hawke's Bay residents, solutions can be more creative and effective - socially, economically and environmentally.

This approach creates a cohesive direction and shared goals while supporting the delivery of services focused on local requirements and context. As councils consider new initiatives, by contacting and consulting with each other on tenders and procurement there is considerable opportunity for better solutions than any one council might find affordable, as well as efficiencies and leverage with suppliers. This collaboration also leads to effective working relationships, alignment and more consistency in policy, standards and controls across councils.

Service levels and the value generated from all resources: people, information, technology, buildings, equipment and money can also be improved. In addition, the expertise and capacity required to manage and deliver the broad array of council services within each urban area and across the whole of Hawke's Bay can be daunting, especially with a small population. Delivering service and value firstly require attracting, retaining, developing and empowering good people.

Collaboration supports sharing of subject matter expertise and best practices across Hawke's Bay. Experts need to be both aware of current developments in their field of expertise, as well as applying their knowledge and experience in long term planning and practical, relevant day to day operations. Further, by considering how day to day services are run, there are also opportunities for better customer service, shared services and shifting the balance of resources used between maintenance and new developments.

The next two sections outline some of the collaborative initiatives underway, and several regional successes.

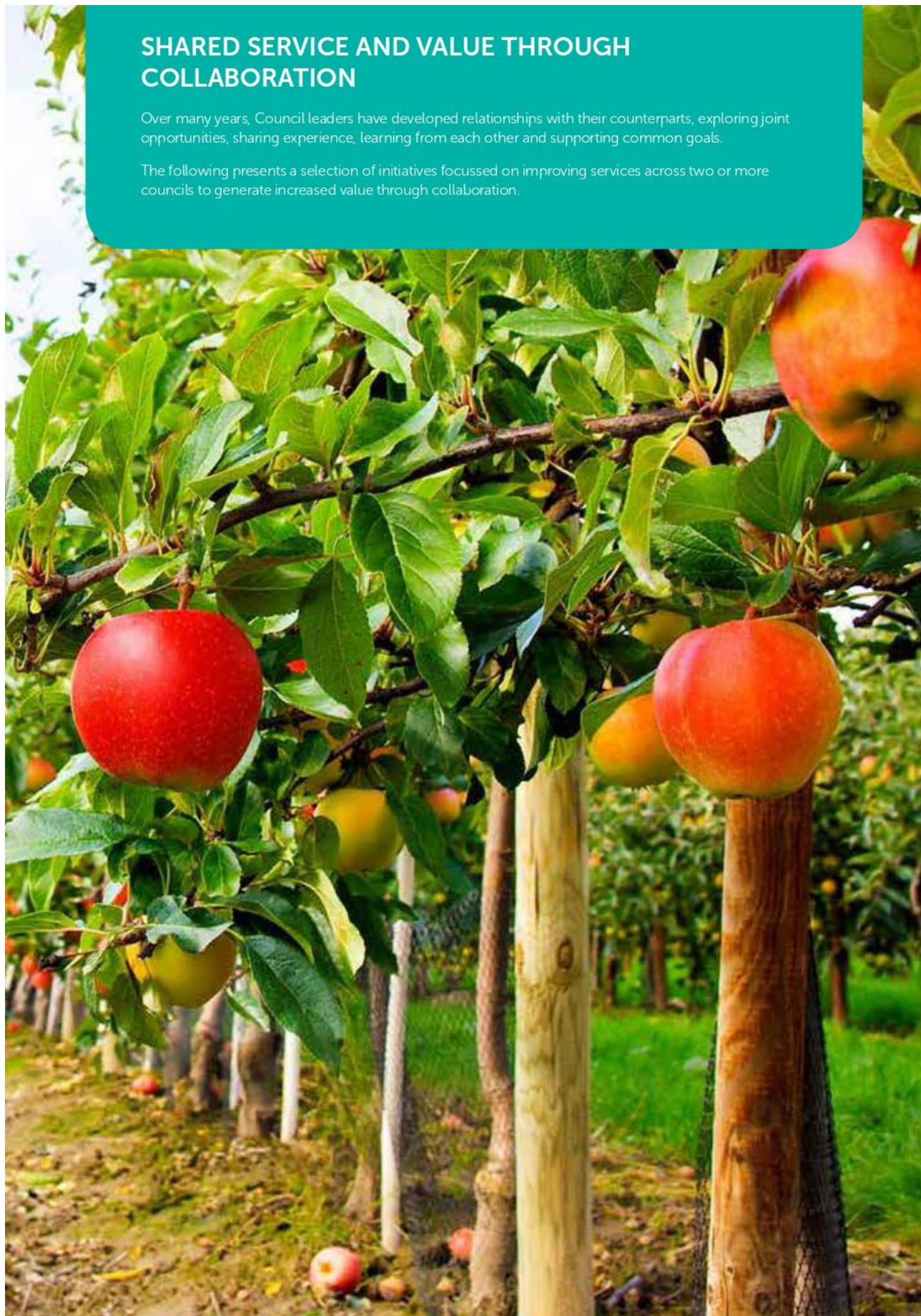




## SHARED SERVICE AND VALUE THROUGH COLLABORATION

Over many years, Council leaders have developed relationships with their counterparts, exploring joint opportunities, sharing experience, learning from each other and supporting common goals.

The following presents a selection of initiatives focussed on improving services across two or more councils to generate increased value through collaboration.



## HBLASS ARCHIVES AND RECORDS MANAGEMENT

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

This initiative was established to improve the management of archive files; an essential resource for historical research as well as planning and ongoing operations. The arrangement and listing of archival collections in a series-based system, consistent with New Zealand government practices has been initiated. Digitization is progressing across Hawke's Bay with each council at different stages. This requires a review of file classification plans and Records Management Systems.

### The Benefits:

<p><b>Creates Opportunities</b></p>  <ul style="list-style-type: none"> <li>Archival collections, which include rare collections, are well preserved. However storage can be improved; considerable effort is required to assess, sort, serialise and store records; archives and records could be more available and easily accessible.</li> <li>The development of proper archive storage, with the potential to house regional archives has been planned.</li> </ul>	<p><b>Improves Service</b></p>  <ul style="list-style-type: none"> <li>Increased security and improved ease of access to archives and records</li> <li>Improved identification and quality of records, plus improved cycles of retention and disposal</li> </ul> <p><b>Economies of Scale</b></p>  <ul style="list-style-type: none"> <li>Reduction in required storage space</li> <li>Ease of moving files to storage</li> <li>Consideration for outsourcing archives based on regional participation</li> </ul>
<p><b>Adds Value</b></p>  <ul style="list-style-type: none"> <li>Joint decision-making</li> <li>Acknowledging and utilising shared expertise, exchanging knowledge</li> </ul>	<p><b>Reduces Costs</b></p>  <ul style="list-style-type: none"> <li>Long term storage becomes less cost prohibitive</li> </ul>

## CREMATORIUM SERVICES

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Napier City Council






Construction is about to start on a significant upgrade of the Crematorium facility which will also see the Chapel expanded.

### The Initiative:

The Hawke's Bay Crematorium meets the needs of Hawke's Bay's residents for high quality, professional and cost-effective crematorium services.

A new cremator was installed in September 2015 and undertakes approximately 770 cremations annually.

### The Benefits:

<p><b>Creates Opportunities</b></p>  <ul style="list-style-type: none"> <li>Hawke's Bay residents have a choice in how their loved ones are taken care of after they have passed away</li> <li>Nonpartisan view of service development and future needs</li> </ul>	<p><b>Improves Service</b></p>  <ul style="list-style-type: none"> <li>Future growth needs anticipated and planned for with regional support</li> <li>Collaboration with a focus on local communities</li> </ul> <p><b>Economies of Scale</b></p>  <ul style="list-style-type: none"> <li>Regional scale offers choice for the community at an efficient scale</li> <li>Collaborative regional approach means greater efficiency</li> </ul>
<p><b>Adds Value</b></p>  <ul style="list-style-type: none"> <li>Availability of choice to the entire region, across Council boundaries</li> <li>Service is operationally fully funded by users; no financial burden on ratepayers</li> </ul>	<p><b>Reduces Costs</b></p>  <ul style="list-style-type: none"> <li>Facility operates on a cost recovery, not a for-profit basis</li> <li>Sharing resources reduces costs for individual Councils</li> </ul>



## HBLASS GEOGRAPHIC INFORMATION SERVICES (GIS)

### Participants:

Central Hawkes Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

The primary purpose of this initiative is to establish a Geographic Information Service including:

1. Region-wide datasets accessible by councils and the public
2. Tools for the public to access, download, and visualise data
3. Educate users about available data, where to find it, and how to use visualisation tools

Understanding the customers, who they are and what they need; obtaining and storing one set of consistent, reliable, quality data that is continuously updated/maintained; providing access and tools to visualise information as well as analytics and education are the key challenges.

Aerial photographs are central to GIS providing an effective way to present, and share information about land for research, legal and regulatory purposes by residents, businesses as well as council planning and services.

A customer survey has been distributed to understand service and value with on going monitoring of GIS data usage. Several opportunities have been identified to improve the service and value provided through Regional GIS Services including: to create one region-wide data set, to synchronise flyovers for aerial photography, to jointly procure aerial photography, data set storage, viewer, applications and analytics software as well as physical infrastructure, to rationalise and improve management of software licensing, to ensure appropriate support, development resources and services to manage, maintain and use the data.



### The Benefits:

#### Creates Opportunities



- A collaborative approach to planning, decision-making, implementation and issues for GIS creates opportunities that may not be feasible within each council.
- Council staff, businesses and ratepayers have data available to clarify, analyze and plan. Many opportunities exist where GIS could significantly improve planning and decision-making.
- Hawke's Bay as a leader in GIS has the opportunity to attract and retain a core group of experts in analytics and education.
- By developing a GIS centre of excellence, leadership and technical capacity grow with opportunities for professional jobs through mentorship.

#### Adds Value



- GIS provides a platform for better analytics, intelligence to improve planning and decision-making.
- Region-wide thinking and planning focuses on opportunities to strengthen the service.
- Shared knowledge and understanding offers more service with the same resources.

#### Improves Service



- A collaborative approach to planning, decision-making, service delivery and problem solving leverages the expertise and technologies in GIS
- One common and shared data set presenting visual maps across the whole of Hawke's Bay
- Providing visualisation tools
- Providing education, analytics, applications and tools for customers

#### Economies of Scale



- Simplifying processes and management through synchronising aerial photography, creating one core data set, attracting, developing and retaining expertise.
- Resources are shared across locations to ensure delivery of services

#### Reduces Costs



- \$160,000 savings from joint procurement
- Less tendering effort from synchronising photography
- Less software licensing and maintenance costs

## HBLASS INFORMATION SERVICES (IS)

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

Information Services are central to all Council governance, management, services and operations as well as supporting ratepayers and businesses directly.

The IS HBLASS group is exploring the possibilities for greater service and value through a partnership approach in the following areas:

- **Standardisation** - investing in common standards and technology systems that allows services to be centred on our residents.
- **Selection** - through an integrated & joint procurement approach to achieve common solutions.
- **Expertise** - pooling our collective expertise and skills enabling us to be more responsive to our staff and our communities.
- **Processes** - establishing processes and data governance to ensure sound investments on joint initiatives.



### The Benefits:

Creates Opportunities



- A collaborative approach to planning, decision-making, implementation and issues for IS creates opportunities that may not be feasible within each council e.g. redundancy, security, data centre, network services, subject matter experts.
- Council staff, businesses and ratepayers have information to manage, research, analyze, plan and process.
- Hawke's Bay has the opportunity to attract and retain the expertise required to plan, manage and maintain progressive IS.
- Both leadership and technical capacity grow through development of shared services.

Adds Value



- Shared ITS provides for better planning, capital investment and decision-making.
- Region-wide thinking and planning focuses on applications to strengthen the services.
- Shared knowledge and understanding offers more service with the same resources.

Improves Service



- A collaborative approach leverages the expertise and technologies in IS
- Common website interface simplifies use by customers and maintenance
- Providing current and reliable information and tools

Economies of Scale



- Simplifying processes and management through capital planning, communications and infrastructure planning as well as attracting, developing and retaining expertise

Reduces Costs



- Software license savings of up to 18% for councils; \$50,000
- Shared website hosting

## HAWKE'S BAY PATHWAYS DEVELOPMENT

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

The Hawke's Bay Trails network covers 200km of cycling and walking off-road pathways, the largest network of easy cycle paths in New Zealand. The trails link Napier and Hastings, as well as coastal and country settlements. They run along the coast, along rivers, connecting wineries and cafes while offering stunning scenery of mountains, coastal lookouts, wetlands, orchards and vineyards.



From small beginnings in Napier the pathway has grown through leadership and funding from councils and the Rotary Pathway Trust. The network continues to grow with facilities developed along the trails including shelters, benches, picnic and swimming areas.

The pathways were carefully constructed to meet flood control requirements along river stopbanks. Councils maintain the quality of the trail surface and the facilities.

### The Benefits:

<b>Creates Opportunities</b>  <ul style="list-style-type: none"> <li>A region-wide approach has created economic development opportunities through tourists as well as in hospitality.</li> </ul>	<b>Improves Service</b>  <ul style="list-style-type: none"> <li>More cohesion supports ease of access to information and use for the public.</li> <li>Increased professional capability and capacity</li> </ul>
<b>Adds Value</b>  <ul style="list-style-type: none"> <li>Health, fitness and recreation for the public; encourages more cycle commuters</li> <li>Venue and facilities for events</li> <li>One place for information about all pathways simplifies use</li> </ul>	<b>Economies of Scale</b>  <ul style="list-style-type: none"> <li>The alignment across the region supports more and improved service from the resources available.</li> <li>Growth in Tourism across the region exceeds the national average</li> </ul>

## HBLASS INSURANCE PROCUREMENT

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

This initiative was established to improve the service and value from insurance policies, manage risks and reduce costs where possible.

Through a third party assessment and negotiation, all Councils including insurance for buildings, vehicles and professional indemnity were established with insurance firms. The policies are jointly reviewed each year as renewal comes up.



### The Benefits:

<b>Creates Opportunities</b>  <ul style="list-style-type: none"> <li>Working with other LASS to create buying power and improved service</li> </ul>	<b>Economies of Scale</b>  <ul style="list-style-type: none"> <li>Reduction of policy costs</li> </ul>
<b>Adds Value</b>  <ul style="list-style-type: none"> <li>Improved coverage</li> </ul>	<b>Reduces Costs</b>  <ul style="list-style-type: none"> <li>Annual savings of \$930,000 across the region from joint procurement</li> <li>Reduction in time to manage insurance company relationships, contracts, and claims</li> </ul>

## HBLASS INTERNAL AUDIT

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

This initiative was established to improve the service and value from internal audit through a developmental approach. Opportunities for learning and development; as well as improving quality, consistency, appropriate controls and reliability; while reducing risks is the focus. These services will be outsourced with one vendor providing region-wide services for each council.

### The Benefits:

Creates Opportunities



- Aligned practices for greater consistency and reliability

Improves Service



- Quality of service with reduced risk



## HBLASS PROPERTY VALUATION CONTRACT

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

### The Initiative:

This initiative led to the contracting of property valuation from one vendor for all Councils.

### The Benefits:

Improves Service



- One valuer provides a consistent view of property value

Economies of Scale



- Common valuation provides better analytics
- The buying power of all councils improves cost-effectiveness





## OAMARUNUI JOINT LANDFILL

### Participants:

Hastings District Council, Napier City Council

### The Initiative:

Land is a primary resource central to the Hawke's Bay economy. Through joint planning, shared investment and creative partnerships, Oamarunui Landfill is a role model for shared services.

Oamarunui Landfill, formerly a farm, uses four original valleys that are suitable for refuse disposal, with capacity for at least another 50 years. The peak volume was 140,000 tonnes in 2005 and lowest volume was 71,000 tonnes in 2013. With recent growth in the economy, refuse disposal volumes are increasing and 2017 volumes are expected to be about 80,000 tonnes.

Oamarunui ranks amongst New Zealand's best landfill operations adhering to best international practices such as a three-liner system and using heavy compactor machinery.



### The Benefits:

#### Creates Opportunities



- Bigger picture thinking allows for longer term waste management and waste minimisation strategies
- More cohesion supports broader staff and public education, improved information and technology
- Napier would struggle to find a suitable landfill site within its boundaries

#### Adds Value



- Reduced risks related to waste management
- Increased trust, visibility and relationships
- Savings from a joint facility has allowed reinvestment in the service, technologies and infrastructure
- Greater capability and capacity to educate
- Opportunities to develop leadership and technical capacity

#### Improves Service



- Increased professional capability and capacity

#### Economies of Scale



- Less environmental impact from having one landfill instead of two
- Lower charge per tonne with one landfill and increases are less often

#### Reduces Costs



- Oamarunui per tonne rate of \$101.20 in 2016 has been benchmarked '9,' 83% below other municipal refuse rates
- Significant savings from operating one landfill
- Efficiencies from a collaborative approach to resourcing and managing
- Efficiencies from procurement

## REGIONAL SERVICES

Hawke's Bay Councils and the following organisations collaborate and focus on the delivery of services, and the betterment of our communities.

NGĀTI  
PĀHAUWERA  
Development Trust

GREAT THINGS  
GROW HERE™  
HAWKE'S BAY NEW ZEALAND



## MATARIKI - REGIONAL ECONOMIC DEVELOPMENT STRATEGY SERVICES

### Participants:

Central Hawke's Bay District Council, EIT, Great Things Grow Here, Hastings District Council, Hawke's Bay Regional Council, Maungaharuru-Tangitū, Napier City Council, Ngāti Kahungunu Iwi Inc., Ngāti Pahauwera, Hawke's Bay District Health Board, Hawke's Bay Tourism, Business Hawke's Bay, New Zealand Government, Te Taiwhenua o Heretaunga, Wairoa District Council

### The Initiative:

Matariki is about working together to grow jobs, increase household incomes and raise economic performance into the top quarter of New Zealand regions and sustaining

that position long-term. The focus is on building from the whanau level to generate a healthier, wealthier, more inclusive and fulfilled population.

Key steps include helping existing businesses who want to grow; improving pathways to and through employment; attracting new business; promoting great new ideas; attracting new business and skilled workers and planning major public projects to benefit the whole region. Plans align with the New Zealand Government's Regional Growth Programme and Māori Economic Development and Action Plan 'He Kai Kei Aku Ringa'.

### The Benefits:

Creates Opportunities



- Alignment supports staff success and public education
- Grow Māori participation in regional economic development
- Improves pathways to and through employment
- Bigger picture thinking allows for strategy and adaptability
- More cohesion supports, improved information and technology

Adds Value



- Shared knowledge and understanding; region-wide expertise
- Reduced risks related to investments
- Increased trust and visibility increases credibility and effectiveness
- Greater capability and capacity to invest, educate and respond
- Opportunities to develop leadership capacity; mentoring

Improves Service



- Improved interoperability of the service
- Increased professional capability and capacity

Economies of Scale



- The alignment across the region supports more and improved service from the resources available

Reduces Costs



- Savings to reinvest in strengthening the service capability and increasing capacity
- Efficiencies from a collaborative approach to resourcing and managing
- Reduced duplication of service(s)
- Efficiencies from regional procurement





## REGIONAL TRANSPORTATION

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, New Zealand Transport Agency, Wairoa District Council

### The Initiative:

The Regional Transport Committee has been working together for more than twelve years to understand Hawke's Bay transportation system and develop plans supporting the region's economic development, population, social and environmental requirements.

Increasing scope and complexity, such as the growth in volume at Napier Port requires significant long term planning for efficient and safe transport around Hawke's Bay.

Councils work closely with NZTA, Kiwirail, businesses and residents to plan, design and build road and rail access to maintain levels of service and safety.



### The Benefits:

Creates Opportunities



- The Committee is a strong advocate for transport improvements in Hawke's Bay.
- It develops the Regional Transport Strategy which forms the basis of land transport funding for the region.

Adds Value



- By developing priorities for the region's transport needs the Strategy provides strong support for attracting partnership funding from NZTA
- It tells "one story" for the region and reduces the potential for conflicting interests to override successful funding applications.

Improves Service



- The Regional Land Transport Strategy recognises the region's social, economic and environmental drivers and looks to meet those needs from a transport perspective, including the provision of roading infrastructure, public transport, road safety promotion and cycle ways.

Economies of Scale



- The land transport system within Hawke's Bay, and beyond, depends on safe and efficient linkages across regional and territorial boundaries. The Regional Transport Strategy ensures, as far as possible, consistency of priorities and levels of service across the region.

Reduces Costs



- One strategic transport document serves the five councils of Hawke's Bay and avoids the need for each Council to prepare its own document.



## HAWKE'S BAY TOURISM

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Napier City Council, Wairoa District Council, Hawke's Bay Regional Council



### The Initiative:

Hawke's Bay Tourism is an industry led initiative that promotes the region of Hawke's Bay as a destination first; then focuses on the attractions of each city/area. The regional thinking, planning and marketing has proven highly effective with growth, in both numbers of tourists and the amount they spend, exceeding the national average. Currently visitors are 70% from New Zealand and 30% international. Promotion of Hawke's Bay has been successful through media and tradeshow, as well as hosting travel agents (which is 95% funded by the industry).

Hawke's Bay Tourism puts the customer first and is preparing to launch a website as a one-stop planning and information source for travellers to be inspired about the region and help them plan a future visit to the region.

Each council works with Hawke's Bay Tourism on a day-to-day basis to communicate what is happening, what's coming up and keeping everyone informed. The Hawke's Bay Tourism team works closely with councils to ensure marketing and management of infrastructure and services are aligned. Staff members in both Wairoa and Central Hawke's Bay Councils are considered part of the Hawke's Bay Tourism team assisting in the development of tourism in these areas.

### The Benefits:

Creates Opportunities 	<ul style="list-style-type: none"> <li>A region-wide view of what Hawke's Bay has to offer attracts more diverse travellers. 4% annual growth in visitors arriving</li> <li>A region-wide approach to marketing provides access to media, tradeshow and tourism industry opportunities that would be challenging for any one council</li> <li>Businesses across Hawke's Bay are a thriving industry working together to promote Hawke's Bay and each other's businesses</li> <li>One Hawke's Bay Tourism team provides opportunities to strengthen and develop skills in marketing and digital media</li> <li>All areas of Hawke's Bay have shared access to marketing expertise</li> <li>A region-wide service creates an opportunity to develop a cohesive long term vision and plan for Hawke's Bay as a destination</li> </ul>
Adds Value 	<ul style="list-style-type: none"> <li>Shared knowledge and understanding of tourists, tourism providers and councils' services and infrastructure creates a cohesive offer for tourists</li> <li>Development of comprehensive information about the region</li> <li>Development of industry leadership and marketing capacity</li> <li>A collaborative approach to planning, decision-making, events, implementation and issues</li> <li>The tourist spend has grown by 7% in the past year</li> </ul>
Improves Service 	<ul style="list-style-type: none"> <li>Tourists choose to see and experience all that Hawke's Bay has to offer</li> <li>Greater coordination and alignment between marketing and management of the tourist experience</li> </ul>
Economies of Scale 	<ul style="list-style-type: none"> <li>All areas of Hawke's Bay benefit from the growth in tourists numbers and tourist spend</li> <li>All areas of Hawke's Bay have access to expertise and promotion</li> </ul>
Reduces Costs 	<ul style="list-style-type: none"> <li>Effective and efficient use of limited funds available to support growth in tourism as an important part of the Hawke's Bay economy</li> <li>Efficiencies from collaborative approaches to resourcing and managing</li> <li>Efficiencies from joint procurement, e.g. media</li> </ul>

## LIFT HAWKE'S BAY - KIA TAPATAHI DEVELOPMENT AND IMPLEMENTATION OF A SOCIAL INCLUSION STRATEGY

### Executive Group:

Central Hawke's Bay District Council, Department of Corrections, EIT, Hastings District Council, Hawke's Bay District Health Board, Hawke's Bay Regional Council, Langley Twigg Law, Ministry of Business, Innovation and Employment, Ministry of Education, Ministry of Social Development, Napier City Council, New Zealand Police, Ngāti Kahungunu Iwi Inc., Te Puni Kōkiri, Wairoa District Council

### Leadership Group:

Mayors from Central Hawke's Bay District Council, Hastings District Council, Napier City Council, and Wairoa District Council, Councillor from Hawke's Bay Regional Council, Local Ministers of Parliament, Ngāti Kahungunu Iwi, Penkev Group

### The Initiative:

Leaders from across Hawke's Bay recognised that the socio-economic challenges can be tackled best by working across the region rather than in separate silos.

This model, working across a whole region with member diversity, is one of the first of its kind in New Zealand.

The vision is "Hawke's Bay is a vibrant, cohesive and diverse community where every household and whānau is actively engaged in, contributing to and benefitting from a thriving Hawke's Bay." Key areas of focus are social inclusion and economic development; as well as housing and labour plus resources, infrastructure and construction growth over the next ten years.

Four support groups are planned:

Planning	Finance / Funding
Communications	Information / Intelligence



### The Benefits:

Creates Opportunities



- Leaders working together to make a difference for the people of Hawke's Bay
- Values-driven leadership:
  - Pono - open and honest;
  - He kauanuanu - respect the views and contributions of partner organisations;
  - Tutika - responsibility for delivering on commitments;
  - Raranga te tira - use collective resources to maximise benefit for our community;
  - and Akina - strive for excellent outcomes.

Adds Value



- Focus on strategic priorities and key objectives for Hawke's Bay
- Alignment improves the use of resources
- More positive impact from investing the \$800 million from central government

Improves Service



- Leverages the talents, knowledge and experience
- Outcomes focus

Economies of Scale



- An integrated approach with a regional perspective has the potential for greater impact

## CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

### Participants:

Central Hawke's Bay District Council, Hastings District Council, Napier City Council, Wairoa District Council, and Hawke's Bay Regional Council is Adminstrating Authority

### The Initiative:

Hawke's Bay has a population of 160,000 residents in an area bounded by ocean to the east and mountain ranges to the west with numerous rivers flowing across the land. There are many challenges to consider in planning, preparing for, educating, and executing civil defence.

The nature of community expectations to emergency response is changing, and a more regional approach is seen as offering an effective and efficient alignment of the CDEM vision, objective, and work programs. As a consequence, improved relationships are being developed with key stakeholders such as the emergency services.






The coordination of personnel, communications, resources and activities is essential and these components are critical to minimise the impacts of an emergency. The community expectation is that the Councils operate a shared and cohesive service to meet the responses to an emergency that may occur.

An important part of the change was the recognition that better region-wide coordination and cooperation was needed; while at the same time ensuring local delivery for preparing communities and in responding to an emergency.

The evolving structured approach was driven by the Mayors and Chief Executives; they support and understand the need to approve the key change principles and objectives to accomplish outstanding levels of service and response to emergencies.



### The Benefits

<p>Creates Opportunities</p> 	<ul style="list-style-type: none"> <li>• Bigger picture thinking allows for a five-year strategy and adaptability to change</li> <li>• Improved understanding of what comprises Civil Defence Emergency Management to give clarity to roles and responsibilities, enhancing the vision throughout all levels of the Councils</li> <li>• More cohesion to create the opportunities to develop leadership and technical capacity; mentoring</li> <li>• Created a new team approach and environment where effective delivery of common training and exercises occurs</li> </ul>
<p>Adds Value</p> 	<ul style="list-style-type: none"> <li>• Increased trust, visibility and credibility allow for effectiveness within council relationships and with the public</li> <li>• Region-wide access to technical expertise and shared knowledge</li> <li>• Civil Defence Emergency Management is working well and has established an excellent platform for future development</li> <li>• A collaborative approach to issue identification, planning, decision-making and decision implementation resulting in greater capability and capacity to prepare, educate, and respond</li> </ul>
<p>Improves Service</p> 	<ul style="list-style-type: none"> <li>• Improved interoperability between councils thereby increasing professional capability and capacity</li> <li>• Improved access to resources in supporting readiness and response to smaller communities</li> <li>• Unified vision about how the service will operate in an event, reducing risks where there would be significant consequences</li> <li>• Training provided to keep people informed, skilled, and current</li> </ul>
<p>Economies of Scale</p> 	<ul style="list-style-type: none"> <li>• Increased efficiencies from a collaborative approach to resourcing and managing emergency responses</li> <li>• Better purchasing for resources to be used across the region where these could not be afforded by individual councils</li> <li>• Increased ability to support Council BAU activities through regional resources</li> </ul>
<p>Reduces Costs</p> 	<ul style="list-style-type: none"> <li>• Less duplication of service and effort, and a stronger alignment across the region supports an improved service from the existing available resources</li> <li>• Procurement for one region-wide group increases savings for reinvestment</li> <li>• Savings are reinvested in strengthening the capability and capacity of the service, technologies, tools and infrastructure</li> </ul>

## COASTAL MANAGEMENT

### Participants:

Hastings District Council, Napier City Council, and Hawke's Bay Regional Council

### The Initiative:

There are many challenges to consider in planning, preparing for, educating and acting to preserve the environment and reduce the risks related to changes at the coast.

Hawke's Bay's coastal settlements from Clifton to Tangoio are the most developed and populated parts of the region's coastline. Hundreds of people's homes along this coast are among businesses and industry, roads, bridges, electrical/gas/water/sewage services, a seaport and an airport.

This united approach by councils and iwi to Coastal Management is working with the areas most at-risk from coastal hazards. The main threat is to public and private property, cultural sites and areas, recreational use and infrastructure services.

This regional approach accommodates settlement-specific scenarios as it supports preparedness and reduces coastal hazards risks.



### The Benefits

#### Creates Opportunities



- A region-wide approach creates alignment across councils
- Bigger picture thinking
- Coast and settlement-specific solutions that complement one another

#### Adds Value



- Shared knowledge, understanding and region-wide access to technical local/ national/ international expertise
- Increased trust, visibility and relationships
- A collaborative approach to planning, decision-making, implementation and issues
- Opportunities to develop leadership and technical capacity

#### Improves Service



- Improved service
- Increased professional capability and capacity
- Team approach and environment

#### Economies of Scale



- Solutions that may be used in multiple locations
- Coordinated investment in infrastructure

#### Reduces Costs



- Less duplication and repetition of effort
- Efficiencies from a collaborative approach to resourcing and managing
- Efficiencies from procurement for one region wide group



## LOOKING FORWARD

### A Cohesive Approach

There is a renewed enthusiasm and momentum to continue building trust, relationships and to further explore opportunities that will improve service and value across the Hawke's Bay.

As the collaborative approach develops and becomes a normal way of operating, co-creating a shared vision and goals for Hawke's Bay services emerges. This region-wide thinking enables effective service delivery with local implementation. Opportunities to align and share expertise will increase the capacity from available resources, improving the service and value. Hawke's Bay will benefit in the short and long term by receiving more effective and efficient service from their resources.

Analysis of different business models to ensure value for ratepayers is also essential to moving forward successfully.

The selected initiatives for the 2017/18 year are:

- Building Control
- Parks
- Information Services (IS)
- Animal Control
- Legal Services
- Archives, Records Management
- Training and Development
- 17A Review

Key managers are creating a Hawke's Bay vision of service delivery to provide value to the public and across the local authorities.

### Outcomes

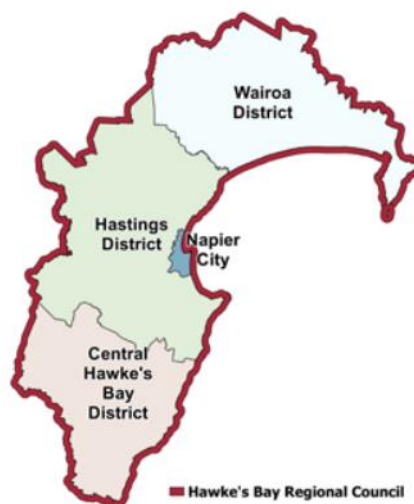
The expected results from these initiatives include:

- A region-wide view of clients, service requirements and an effective service delivery model for each service area.
- Shared and consistent policies, knowledge and understanding.
- Increased capacity from sharing professional and technical expertise.
- Opportunities to develop leadership and expert knowledge and experience; mentorship.
- Collaborative processes for on-going planning, decision-making, implementation, learning and problem solving.
- Efficiencies from a collaborative approach to resourcing and managing.
- Efficiencies from joint procurement.

### How else do we collaborate?

Around New Zealand other LASS organisations are also operating. They share their successes and learning. Where shared services have been implemented, infrastructure is well established allowing provision of services to other LASS organisations and clients.

HB LASS currently liaises with BOP LASS. The Local Government Collaboration Portal, Mahi Tahi has been developed by BOP LASS; HBLASS is preparing the portal to extend collaboration within Hawke's Bay and with other LASS organisations.



**7 DATE OF NEXT MEETING**

**RECOMMENDATION**

THAT the next meeting of the Central Hawke's Bay District Council be held on 26 July 2018.

**8 TIME OF CLOSURE**