

**COLLABORATION
ACROSS
HAWKE'S BAY**

SEPTEMBER 2017



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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



JOHN FREEMAN
Interim 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 14,111km². Most of the population, approximately 140,000 people, live in the two main cities of Hastings and Napier. Three smaller centres, Waipukura, 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.

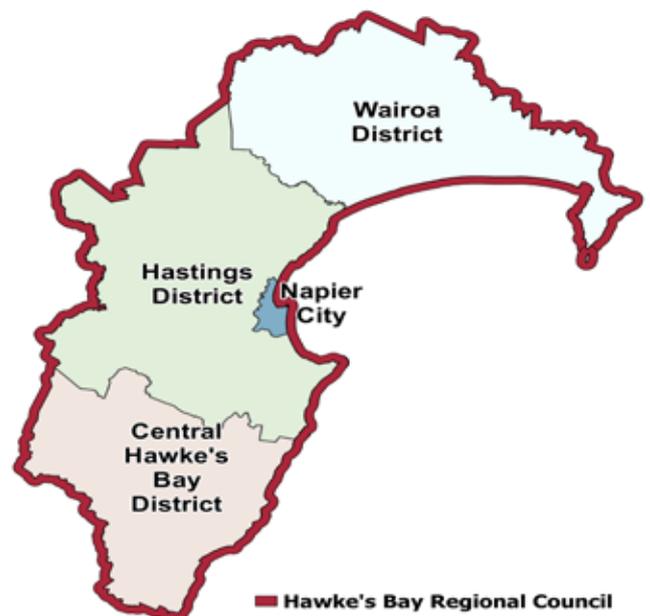
Meet the Board:

Craig Waterhouse	Independent Chair
Monique Davidson	CEO Central Hawke's Bay District Council
Wayne Jack	CEO Napier City Council
Ross McLeod	CEO Hastings District Council
James Palmer	CEO Hawke's Bay Regional Council
John Freeman	Interim CEO Wairoa District Council

HBLASS acknowledges the contribution of Board members who resigned in 2017: John Freeman, CEO Central Hawke's Bay 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 Hawkes' 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 Hawkes 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>Creates Opportunities</p>  <ul style="list-style-type: none"> 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. The development of proper archive storage, with the potential to house regional archives has been planned. 	<p>Improves Service</p>  <ul style="list-style-type: none"> Increased security and improved ease of access to archives and records Improved identification and quality of records, plus improved cycles of retention and disposal
<p>Adds Value</p>  <ul style="list-style-type: none"> Joint decision-making Acknowledging and utilising shared expertise, exchanging knowledge 	<p>Economies of Scale</p>  <ul style="list-style-type: none"> Reduction in required storage space Ease of moving files to storage Consideration for outsourcing archives based on regional participation <p>Reduces Costs</p>  <ul style="list-style-type: none"> Long term storage becomes less cost prohibitive

CREMATORIUM SERVICES

Participants:

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

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:

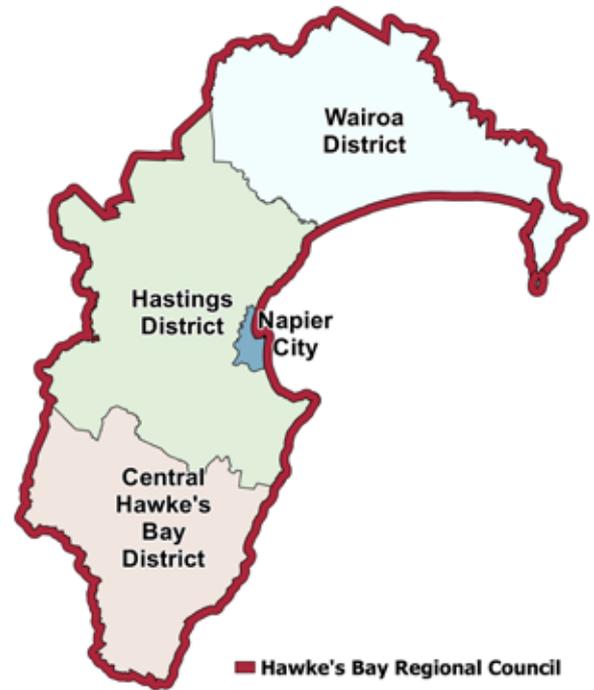
Central Hawke's Bay District Council, Hastings District Council, Hawke's Bay Regional Council, Napier City Council, Wairoa District Council

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 Hawkes 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:

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

HBLASS INSURANCE PROCUREMENT

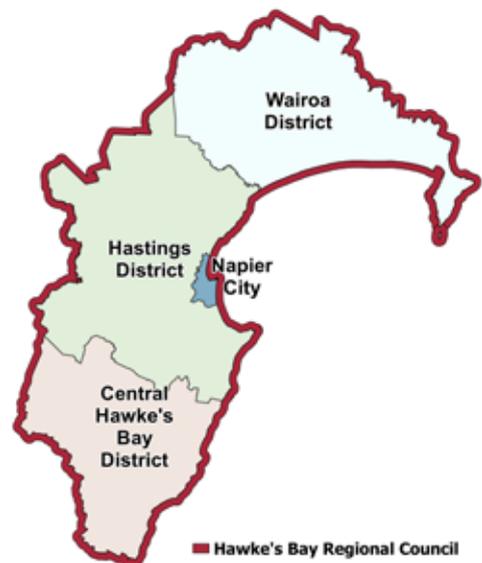
Participants:

Central Hawkes 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:

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

HBLASS INTERNAL AUDIT

Participants:

Central Hawkes 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

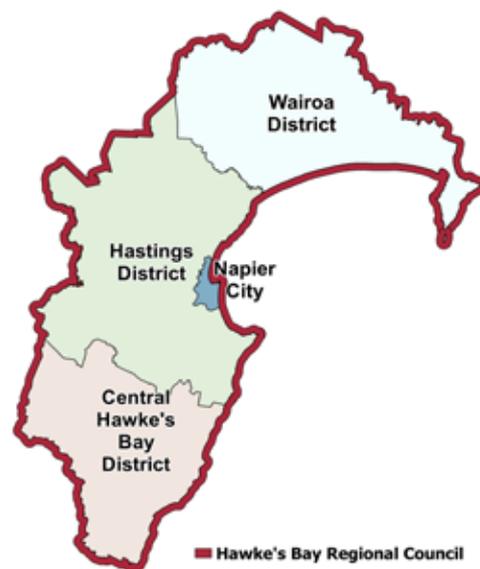


- Aligned practices for greater consistency and reliability

Improves Service



- Quality of service with reduced risk



HBLASS PROPERTY VALUATION CONTRACT

Participants:

Central Hawkes 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



MAUNGAHARURU
TANGITŪ



Te Taiwhenua o
HERETAUNGA



Ngāti Kahungunu Iwi
INCORPORATED



HAWKE'S BAY
District Health Board
Whakawāteatia



BUSINESS
HAWKE'S BAY



HAWKE'S BAY
TOURISM



NAPIER
CITY COUNCIL
Te Kōwhiri o Ahuriri



WAIROA DISTRICT COUNCIL



HASTINGS
DISTRICT COUNCIL



EIT

EASTERN INSTITUTE OF TECHNOLOGY

New Zealand Government



HAWKE'S BAY
REGIONAL COUNCIL



NZ TRANSPORT AGENCY
WAKA KOTAHĪ



MATARIKI - REGIONAL ECONOMIC DEVELOPMENT STRATEGY SERVICES

Participants:

Central Hawkes Bay District Council, EIT, Great Things Grow Here, Hastings District Council, Hawke's Bay Regional Council, Maungaharuru-Tangitū, Napier City Council, Ngāti Kahungun Iwi, 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

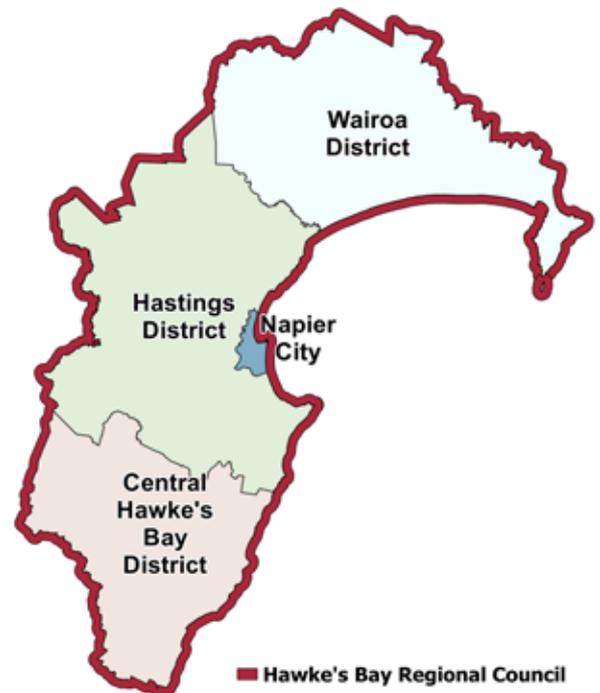


- The alignment across the region supports more and improved service from the resources available

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 Hawkes 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 Hawkes 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 tradeshows, 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



- A region-wide view of what Hawke's Bay has to offer attracts more diverse travellers. 4% annual growth in visitors arriving
- A region-wide approach to marketing provides access to media, tradeshows and tourism industry opportunities that would be challenging for any one council
- Businesses across Hawke's Bay are a thriving Industry working together to promote Hawke's Bay and each other's businesses
- One Hawke's Bay Tourism team provides opportunities to strengthen and develop skills in marketing and digital media
- All areas of Hawke's Bay have shared access to marketing expertise
- A region-wide service creates an opportunity to develop a cohesive long term vision and plan for Hawke's Bay as a destination

Adds Value



- Shared knowledge and understanding of tourists, tourism providers and councils' services and infrastructure creates a cohesive offer for tourists
- Development of comprehensive information about the region
- Development of industry leadership and marketing capacity
- A collaborative approach to planning, decision-making, events, implementation and issues
- The tourist spend has grown by 7% in the past year

Improves Service



- Tourists choose to see and experience all that Hawke's Bay has to offer
- Greater coordination and alignment between marketing and management of the tourist experience

Economies of Scale



- All areas of Hawke's Bay benefit from the growth in tourists numbers and tourist spend
- All areas of Hawke's Bay have access to expertise and promotion

Reduces Costs



- Effective and efficient use of limited funds available to support growth in tourism as an important part of the Hawke's Bay economy
- Efficiencies from collaborative approaches to resourcing and managing
- Efficiencies from joint procurement, e.g. media

LIFT HAWKE'S BAY - KIA TAPATAHI

DEVELOPMENT AND IMPLEMENTATION OF A SOCIAL INCLUSION STRATEGY

Executive Group:

Central Hawkes 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 Kahungun Iwi, Te Puni Kōkiri, Wairoa District Council

Leadership Group:

Mayors from Central Hawkes 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 Kahungun 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 Administrating 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

Creates Opportunities



- Bigger picture thinking allows for a five-year strategy and adaptability to change
- 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
- More cohesion to create the opportunities to develop leadership and technical capacity; mentoring
- Created a new team approach and environment where effective delivery of common training and exercises occurs

Adds Value



- Increased trust, visibility and credibility allow for effectiveness within council relationships and with the public
- Region-wide access to technical expertise and shared knowledge
- Civil Defence Emergency Management is working well and has established an excellent platform for future development
- A collaborative approach to issue identification, planning, decision-making and decision implementation resulting in greater capability and capacity to prepare, educate, and respond

Improves Service



- Improved interoperability between councils thereby increasing professional capability and capacity
- Improved access to resources in supporting readiness and response to smaller communities
- Unified vision about how the service will operate in an event, reducing risks where there would be significant consequences
- Training provided to keep people informed, skilled, and current

Economies of Scale



- Increased efficiencies from a collaborative approach to resourcing and managing emergency responses
- Better purchasing for resources to be used across the region where these could not be afforded by individual councils
- Increased ability to support Council BAU activities through regional resources

Reduces Costs



- Less duplication of service and effort, and a stronger alignment across the region supports an improved service from the existing available resources
- Procurement for one region-wide group increases savings for reinvestment
- Savings are reinvested in strengthening the capability and capacity of the service, technologies, tools and infrastructure

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

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.

