

Te anga rautaki Strategic framework



Tō mātou wawata Our vision

Tō tātou whenua ora - mauri wai, mauri whenua, mauri ora
Our region – a healthy environment where people are thriving

Ngā rautaki arotau Our strategic priorities

Te piki manawaroa ki te āhuarangi hurihuri
Building resilience to the impacts of climate change

Te whakakaha whanaungatanga ki te tangata whenua
Strengthening partnerships with tangata whenua

He ara torowhārahi – mai i ngā maunga ki te moana
(whakahaere riu)
A holistic approach, from the mountains to the sea
(integrated catchment management)

He tūhono wāhi he honohono tangata
Connecting people and place through effective
public transport connections

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He whanaungatanga whai mana
Our region's relationship with iwi and hapū
are respectful and mana-enhancing



He pūnaha hauropi ora
Our region's ecosystems are healthy



He whatunga waka mauritau
Our region has effective transport networks



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally
sustainable



He hapori manawaroa
Our region's communities are resilient to the impact
of natural hazards and climate change



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

This Long-term Plan has been prepared in an environment of political and economic uncertainty. We discuss the impact of this uncertainty on Council on page 277 assumption 4. Council's strategic framework ensures a big-picture focus when it comes to resource allocation, decision making and strategic oversight, particularly when dealing with the challenge of planning during uncertainty. Along with our vision, we have identified four strategic priorities and six community outcomes which will help us keep our eye on the big picture.

OUR VISION:

Tō tātou whenua ora - mauri wai, mauri whenua, mauri ora

Our region – a healthy environment where people are thriving

This is what all of us at Council are working to achieve. Our primary focus is on a healthy environment and thriving people across the rohe, both now and in the future.

OUR STRATEGIC PRIORITIES



Te piki manawaroa ki te āhuarangi hurihuri | Building resilience to the impacts of climate change

Reducing risk and building resilience of communities, the economy and the environment

Climate change and its impact on our communities is one of the most pressing issues facing our region. The majority of Horizons' mahi touches on the issue in some way – science and research, flood protection and drainage schemes, emergency management, promotion and protection of biodiversity and ecosystems, policy setting to promote responsible land and water management, mitigation and adaptation initiatives, community education, public transport, collaboration with local, regional and central government, etc. It is critical that our communities, our economy and our environment are prepared and resilient when facing the increasing impacts of climate change.

As one of Council's strategic priorities. Council has ensured that it has a clear action plan for responding to climate change and promoting community resilience. For more information, see *Āhuarangi hurihuri | Climate change*, page 11.

To see how the different activities of Council play their role in addressing this issue, see *Ā mātou kaupapa | Our areas of work* from page 127 onwards.



He whanaungatanga whai mana
Our region's relationship with iwi and hapū are respectful and mana-enhancing



He whatunga waka mauritau
Our region has effective transport networks



He hapori manawaroa
Our region's communities are resilient to the impact of natural hazards and climate change

Te whakakaha whanaungatanga ki te tangata whenua | Strengthening partnerships with tangata whenua

Responding constructively to changing expectations, realising the potential contribution of Māori leadership, building mana-enhancing relationships

Horizons' is committed to strengthening our partnerships with tangata whenua. As Te Tiriti /Treaty partners, we work to foster partnerships, enable participation, protect Māori interests and values, support capacity and capability building, and encourage early and meaningful engagement.

While central government reform is directing planning at regional scale, this doesn't align well with increasing call to work more locally at hapū scale and connected to place. Horizons is committed to exploring formal and informal ways of partnering with Māori. Council values Te ao Māori and seeks to incorporate mātauranga Māori gained through tangata whenua involvement.

In the first year of this Long-term Plan Council will undertake an independent Tiriti/Treaty partnership health check to assess where we can do better, then develop an action plan for improvement. This will be a focus for years 2-3.

For more information on how Horizons works with tangata whenua, see *Hei hoa Tiriti pai | Becoming Better Treaty Partners*, page 1, and *Te rangapū, te whakahaere, te tātaki | Partnership, Governance, and Leadership*, page 128.

He ara torowhārahi – mai i ngā maunga ki te moana (Whakahaere Riu) | A holistic approach, from the mountains to the sea (integrated catchment management)

Working together to protect and enhance what matters most

We believe we can do better at working with local communities to protect and enhance the things they value. This means being clear about what we are aiming to achieve and ensuring that all our actions line up to deliver the best results we can. It means supporting communities, iwi and stakeholder groups in their efforts to look after our environment. This way of working, known as 'integrated catchment management', builds on the work we already do with a greater focus on local outcomes.

Taking a holistic approach to environmental management - from the mountains to the sea - is a significant change for Horizons, even though many of our programmes already operate on a catchment-by-catchment basis. Working out how an integrated catchment management approach will work in practice will involve engagement with a range of stakeholders. It will mean changes in policy, financial and operational settings. It requires investment in the tools to enable our staff to plan, monitor, and report on our work in the joined-up way we think communities expect of us.

An integrated catchment management approach will help us to ensure we can understand the implications of new national direction at a local level, respond effectively to local priorities (and the local impacts of issues like climate change), and deploy the right resource where it is needed most. This will be crucial in our efforts to navigate regulatory complexity, address affordability challenges, and attract and retain skilled staff. Council has allocated the resources to this important project as an investment in the health of te taiao in the long term.

For more information on the integrated catchment management project, see "Issue 2: Planning for the future" in the consultation document, page 29.

He tuhono wahi he honohono tangata | Connecting people and place through effective public transport connections

Providing public bus services, and total mobility services, also supporting national and local road safety education programmes.

Our vision for public transport in our region is to have an attractive, integrated and convenient public transport system that connects us, enhances our wellbeing and environment, and becomes the preferred mode of transport in and between urban areas. Our ambition is that public transport becomes the preferred choice of transport for more people, and contributes to greenhouse gas emission reductions in our region.

We are well on our way to achieving this goal. In 2024 Palmerston North became the first city in Aotearoa New Zealand to have a fully decarbonised bus fleet.

Ngā putanga ā-hapori Our community outcomes



He whakamana hapori, he hapori kori
Our region's communities are vibrant and empowered



He pūnaha hauropi ora
Our region's ecosystems are healthy



He rohe piki te ōhanga, piki te taiao
Our region's economy is thriving and environmentally sustainable

For more information on the public transport activity of Council, see *Ngā ratonga ā-rohe, ā-waka* | *Transport and Regional Services*, page 186.



He whanaungatanga whai mana
Our region's relationship with iwi and hapū
are respectful and mana-enhancing



He whatunga waka mauritau
Our region has effective transport networks



He hapori manawaroa
Our region's communities are resilient to the impact
of natural hazards and climate change

OUR COMMUNITY OUTCOMES

The purpose of local government is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.² Council describes how it seeks to do this across the Manawātū-Whanganui Region through its six community outcomes. Council keeps these outcomes front and centre when it is making decisions that impact the current and future wellbeing of communities in the rohe.



He whakamana hapori, he hapori kori

Our region's communities are vibrant and empowered

Communities are enabled to participate meaningfully in decision making and take action to benefit our collective wellbeing.



He punaha hauropi ora

Our region's ecosystems are healthy

A full range of healthy ecosystems from the mountains to the sea are valued for their intrinsic worth and provide sustainably for communities.



He hapori manawaroa

Our region's communities are resilient to the impact of natural hazards and climate change

Communities understand natural hazards and our changing climate and are supported to respond and adapt.



He whatunga waka mauritau

Our region has effective transport networks

Safe, sustainable public transport and infrastructure planning that support connected communities and reduce the region's carbon emissions.



He rohe piki te ohanga, piki te taiao

Our region's economy is thriving and environmentally sustainable

A sustainable economy that supports communities to thrive socially, culturally and environmentally.



He whanaungatanga whai mana

Our region's relationship with iwi and hapū are respectful and mana-enhancing

Mutually beneficial partnerships with tangata whenua reflect the intent of te Tiriti o Waitangi / the Treaty of Waitangi.

² Local Government Act 2002, section 10.

Ngā putanga ā-hapori **Our community outcomes**



He whakamana hapori, he hapori kori

Our region's communities are vibrant and empowered



He punaha hauropi ora

Our region's ecosystems are healthy



He rohe piki te ohanga, piki te taiao

Our region's economy is thriving and environmentally sustainable