

The future – our strategic direction

In the time since its establishment in 1992, NIWA has developed into a successful research organisation and commercial consultancy with a reputation for its great science and an outstanding financial performance.

NIWA was restructured in 1994 to embody the innovative 'One NIWA' concept. This removed the divisional barriers within the company, so that research policies and strategies could be applied evenly across the organisation and multidisciplinary work could flourish. Since then, the company has developed into a very successful research organisation and commercial consultancy firm, with a reputation for excellent science, excellent services, highly skilled and motivated staff, and an outstanding financial performance.

Our growth has been based on strong revenue gains in both public good research and commercial projects. In 1992, NIWA had 329 staff, revenue of \$35.5 million, and assets of \$20 million. Fifteen years later, these measures have largely doubled or trebled: NIWA now has 682 permanent staff, revenue of nearly \$114 million, and more than \$78 million of assets.

Our strategic priorities

Crown Research Institutes are expected to 'play a broad transformative role in New Zealand's economy, society, and environment and contribute to the government's economic transformation goals'. We have identified a set of 12 desired national outcomes where our skills can play a role in transforming New Zealand's economy and environment.

- New Zealand reduces emissions of greenhouse gases and local air pollutants, mitigating long-term climate change and human health impacts.
- New Zealand is well prepared for and adapts efficiently to the impacts of climate change and variability, climate extremes, and natural hazards.
- New Zealand is powered by sustainable and secure energy, optimising renewable and low emissions solutions at national and local levels.
- New Zealand's aquatic biodiversity is understood, conserved, and managed sustainably. There are no further human-induced extinctions, and threatened species and important habitats are protected or are on their way to recovery. Biosecurity systems reduce the arrival of undesirable aquatic species, and those that are here are effectively controlled so they do not threaten aquatic biodiversity and the economic use and enjoyment of our waters by all New Zealanders.
- New Zealand's freshwater resources are wisely allocated and have measurably improved water quality and ecosystem health, with sustainable management decisions being made on the basis of sound knowledge of the resource and robust predictive capability.
- New Zealand's estuaries and coasts will have measurably improved water quality and ecosystem health, with sustainable management decisions being made on the basis of sound knowledge of the resource and robust predictive capability.



- New Zealand manages exploitation of its marine resources in a way that maintains the environmental health of the oceans and meets the needs of all stakeholders.
- New Zealand has a nationally integrated environmental data and information collection, storage, and dissemination system for tracking environmental change, reporting environmental state, and making informed decisions on natural resource use.
- The innovation potential of Māori knowledge, resources, and people is unlocked to help New Zealanders create a better future. Kia tū Rangatira ai te ao Māori – Māori aspirations are pursued in partnership with others.
- New Zealand aquaculture is a financially and environmentally sustainable billion dollar export industry by 2025, through the production of high-value species and value-added products.
- New Zealand manages and develops its marine fishery resources in a sustainable and environmentally sound manner.
- New Zealand is recognised as a global leader and provider of the research and technology required for sound environmental management and sustainable use of natural resources.

Contributing to these long-term outcomes is the focus of each of our science portfolios, and helps set priorities in allocating human and capital resources, our research collaborations, and developing stakeholder relationships and technology transfer tools.

Our five medium-term priorities

In the short- to medium-term we have identified five strategic priorities where our skills and knowledge will make a significant difference to resolving current issues and achieving the desired outcomes for New Zealand Inc.

- mitigating and adapting to climate change;
- ensuring a secure and sustainable energy supply;
- achieving high returns from aquaculture by farming high-value species;
- ensuring the wise allocation of freshwater resources and protecting water quality;
- improving responses to impending weather-related hazards by using new real-time technologies for data capture and forecasting.

Retaining our staff

NIWA's past success can be attributed to the high quality skills, adaptability, and dedication of our staff. Our future success will depend on recruiting and retaining the skills we need through being an employer of choice. NIWA is committed to providing staff with a safe and healthy working environment that is collegial, enhances career development, promotes work/life balance, rewards staff for performance, and encourages innovation and excellence.

Our commitment to sustainability

NIWA is fully committed to operating in a sustainable manner and working with others to achieve the government's economic, environmental, and social goals. In 2007–08 we plan to take a leadership role in sustainability by providing advice to the public and government bodies on major sustainability issues, demonstrating alternative energy sources, investing in more energy efficient systems at our regional offices, defining our carbon footprint, investigating and taking initiatives towards carbon neutrality, and continuously monitoring our performance for structured improvements.

