

HAWKE'S BAY REGIONAL COUNCIL

Strategic Plan 2020-25

Adoption 24 June 2020



hbrc.govt.nz


HAWKES BAY
REGIONAL COUNCIL

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Our Mission Statement

Te whakapakari tahi
i tō tātau **taiao**.

Enhancing our
environment
together.

Strategic Plan Mahere Rautaki 2020-25

Our Vision and Values	4
Strong Leadership	6
Times are Changing	7
Four Focus Areas	8
Our Strategic Outcomes, Goals and Actions	10

Our Vision and Values

Our Vision

We want a healthy environment and a resilient and prosperous community.

Our Purpose

We work with our community to protect and manage the region's precious taonga of rivers, lakes, soils, air, coast and biodiversity for health, wellbeing and connectivity.

Our Focus

We prioritise:

Water quality, safety and climate-resilient security.

Te kounga o te wai, te haumarutanga me te mārohirohi ā-āhuarangi o te whakamarutanga.

Climate-smart and sustainable land use.

Kia koi, kia toitū hoki te whakamahinga o te whenua.

Healthy, functioning and climate-resilient biodiversity.

Kia ora, kia āhei, kia mārohirohi ā-āhuarangi hoki te rerenga rauopi.

Sustainable and climate-resilient services and infrastructure.

Kia toitū, kia mārohirohi ā-āhuarangi hoki ngā ratonga me ngā hanganga ā-whare.

Our Values

We believe in:

Partnership and Collaboration

We work with our community in everything we do.

Accountability

We hold ourselves accountable to deliver results, be responsive to community expectations, and the best use of ratepayers' funds and assets.

Transparency

We report on what we do and the value this delivers for our community.

Excellence

We set our sights and expectations high, and never stop striving to do better.

Our Organisation

We are:

- Outcome and result focused
- Agile and forward looking
- Open and outward facing
- Data driven and science informed
- In tune with the community we serve
- Committed to continuous improvement
- An employer of choice
- Committed to health and safety
- Passionate about our work.

“Climate Change is at the heart of everything we do.”

Our Approach

We will:

Inspire

Provide inspirational and inclusive regional leadership that addresses difficult issues, motivates and mobilises action.

Collaborate

Develop our skills and capacity to partner with Tāngata Whenua, communities, councils, central government, businesses, farmers and growers for collective action.

Prioritise

Clearly identify the core business priorities for our communities and target our resources and capabilities for tangible results, alongside the resources of partners.

Invest

Drive environmentally sound and sustainable regional growth to leverage Hawke's Bay's comparative advantages, regional provenance and values.

Monitor, Learn and Adapt

Track and transparently report our progress and performance, use 'systems thinking' and adaptive management to address complex issues and causes.

Innovate

Adopt new technology and data to deliver more effective and efficient services.

Strong Leadership

This document was first adopted in August 2017 to help re-orientate the organisation to achieve priorities set by the elected Council for its term and beyond.

Our strategy still reflects a desire by the current Council to:

- Deliver strong, visible and connected regional leadership
- Protect and enhance Hawke's Bay's remarkable environment and
- Focus on achieving real results in areas of core business.

Core business refers to the unique functions, skills and resources provided by the Regional Council that are 'mission critical' to the region's wellbeing. The Regional Council has significant roles and responsibilities required by law, particularly in natural resources (land, water, air, coast and biosecurity), hazard management and transport. Many of Council's activities and services need to be managed at a regional scale, and/ or call for specialist expertise not available elsewhere.

2020 Refresh

The focus areas, outcomes and time bound goals that were set have been workshopped and reviewed by the Council and Māori Committee elected in 2019 with a small number of amendments to reflect current circumstances and new priorities. In particular, climate change is now reflected in the vision and focus areas as well as targets realigned to national timeframes.

As the ink dries on this document, the real effects of COVID-19 and the region's worst-ever drought remain to be felt. A conscious effort has been made to ensure each response we make to the COVID-19 recovery is carefully considered and aligns to our vision, values and priorities. The direction of travel set in this plan remains on track with a focus on a Climate Smart Recovery.



James Palmer
Chief Executive
Hawke's Bay Regional Council

"to provide strong, visible and connected regional leadership to protect and enhance Hawke's Bay's remarkable environment."

Times are changing

Hawke's Bay Regional Council operates in a dynamic environment.

The starting point for this refresh of the Strategic Plan was to see what has changed in the macro-environment that impacts on the Regional Council's business, since the Strategy was first adopted in 2017.

Three key changes include accelerating community and political expectations around climate change action, economic conditions and freshwater reform.

Climate change action

On 26 June 2019 the Hawke's Bay Regional Council declared a climate emergency, recognising climate change to be an urgent and pervasive threat to human and ecological wellbeing.

The Council has reviewed both what we are doing to mitigate and adapt to climate change and how we communicate it. This iteration of the Strategic Plan further strengthens our commitment to a climate-smart future. We have included a field in the matrix on the following pages that speaks to the impact of climate change in the four focus areas.

Economic outlook

Like other organisations, the Council is susceptible to income 'shocks' - most recently a forecast drop in investment income due to the financial effects of COVID-19. These shocks impact on the Council's ability to fund its work programmes and achieve its strategic outcomes.

Since 2017, the Council has improved its financial resilience by diversifying income streams through the sale of shares in Napier Port, and will look at other ways to strengthen financial resilience in light of increased uncertainty.

Central government co-funding is prioritised for environmental projects that contribute to the region's economic recovery, with sensitivity to community hardship through the Council's approach to rates.

Freshwater reform

New government regulations aim to clean up rivers, lakes, streams and wetlands. The new National Policy Statement for Freshwater Management 2020 will require councils to accelerate efforts to improve freshwater and enable stronger, more prescriptive management.

Four Focus Areas

To deliver stronger leadership on behalf of our region's remarkable environment, Hawke's Bay Regional Council has identified four areas of focus for the next five years and beyond.

These four pillars complement the other "business as usual" work we do, and signal where more attention is needed in the short to medium term. Each pillar has equal weighting.

Water



Water quality, safety and climate-resilient security.

Te kounga o te wai, te haumarutanga me te mārohirohi ā-āhuarangi o te whakamarutanga.

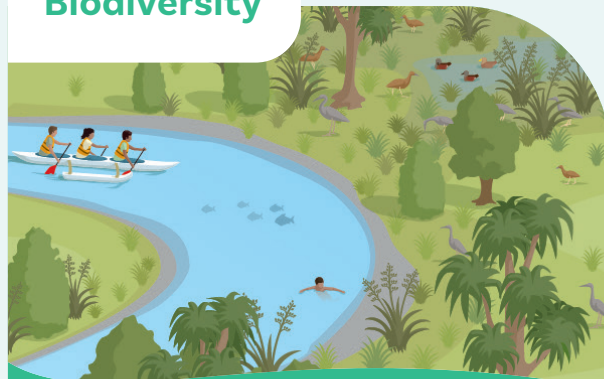
Land



Climate-smart and sustainable land use.

Kia koi, kia toitū hoki te whakamahinga o te whenua.

Biodiversity



Healthy, functioning and climate-resilient biodiversity.

Kia ora, kia āhei, kia mārohirohi ā-āhuarangi hoki te rerenga rauopi.

Infrastructure & Services



Sustainable and climate-resilient services and infrastructure.

Kia toitū, kia mārohirohi ā-āhuarangi hoki ngā ratonga me ngā hanganga ā-whare.

Outcome and result focused

A number of time-bound and measurable strategic goals have been identified in support of these focus areas. These demonstrate a desire by Council to shift from reporting activity or outputs to managing for and reporting on outcomes - the things that matter to the community. Typically, the Council does not have full control over whether these outcomes are achieved, but it has a clear statutory role in achieving them, along with others. Focusing on the outcome will enable our Councillors to track progress better and also allow more agile and adaptable delivery.

Wherever possible, the outcomes, goals and objectives in this strategy align with either a national target or an existing Hawke's Bay strategy or plan. Refinements were made in 2020 to reset targets to match national targets related to the Essential Freshwater Reform package and carbon neutrality. Further work is needed to set milestones for longer term goals and build Mātauranga Māori (Māori knowledge) into our monitoring and reporting activities.

Working together

Fostering good working relationships is fundamental to the successful achievement of all of these strategic goals. We know we can't achieve change without our community. As expressed in our purpose statement, we work with our community in everything we do. This is particularly relevant to our relationships with Tāngata Whenua in terms of co-governance and co-management. Successful relationships involve building trust, which in turn enables us to support each other to respond to new challenges as they arise.

There are a range of possible interventions available to the Council to achieve its goals and objectives. These range from provision of goods and services directly to controlling activities through regulation and enforcement. The Council needs to decide on the best mix of these to get results in a desired timeframe. This does not mean that we will always take the lead on an issue. A regional leadership role means proactively identifying regional issues and working with others to deal with these.

Assumptions

The table on the following pages shows the link between a desired strategic outcome and the actions needed to achieve it, in each of the four priority focus areas. A number of assumptions underpin the link between the action and the desired outcome. There are too many to mention here but it is worth noting that these assumptions will directly impact whether the outcomes are achieved in the manner assumed.

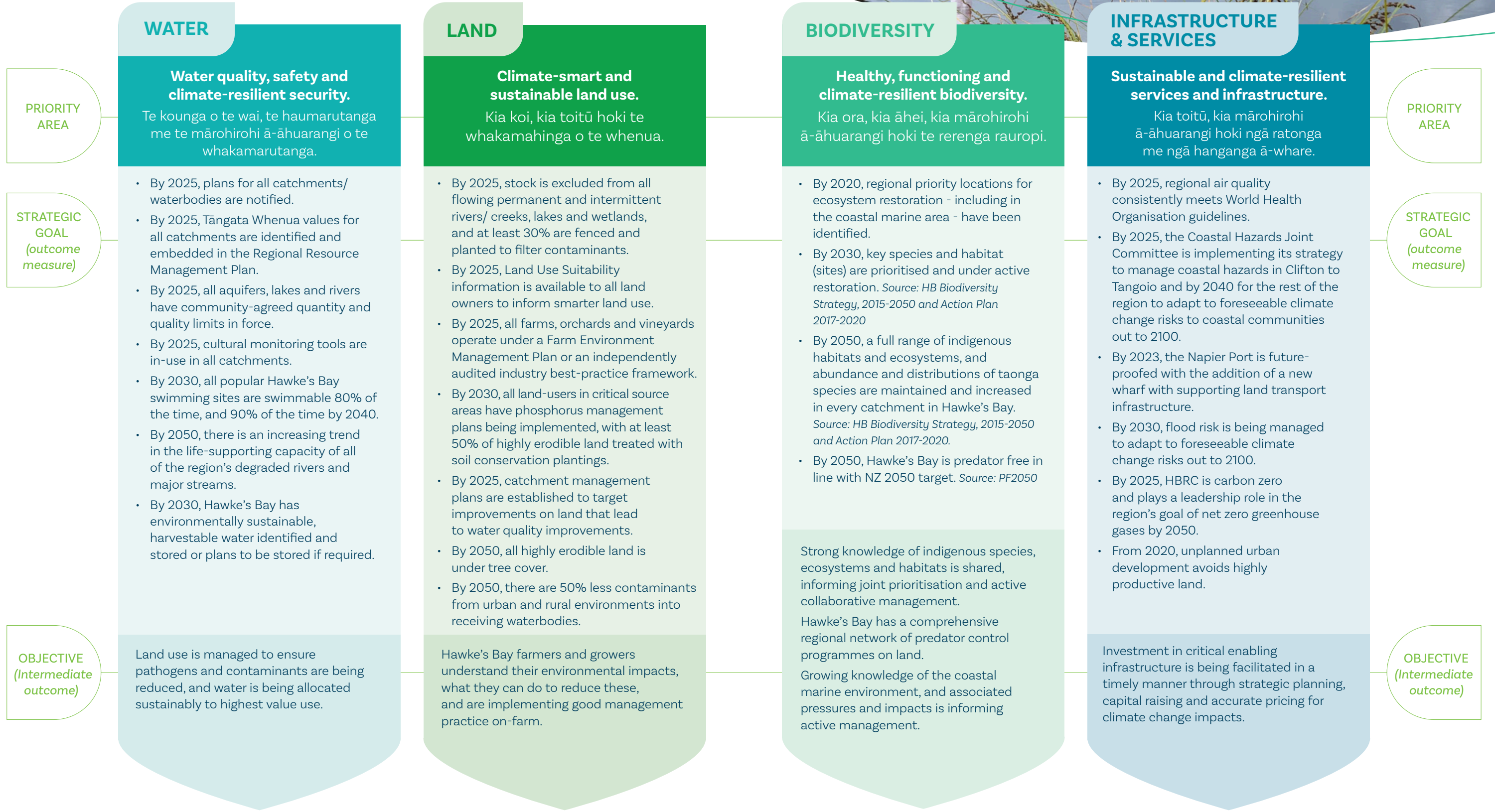
Interconnectedness

The strategic priorities and goals are connected to one another, so success in one area cannot be at the expense of another. Equally the priorities have been grouped into four separate domains but could just as easily be grouped in other ways, for example land and water together. The key point is that the Council needs to design the way in which it organises its resources and its activities so these are aligned and mutually reinforcing.

Our Strategic Outcomes, Goals and Actions

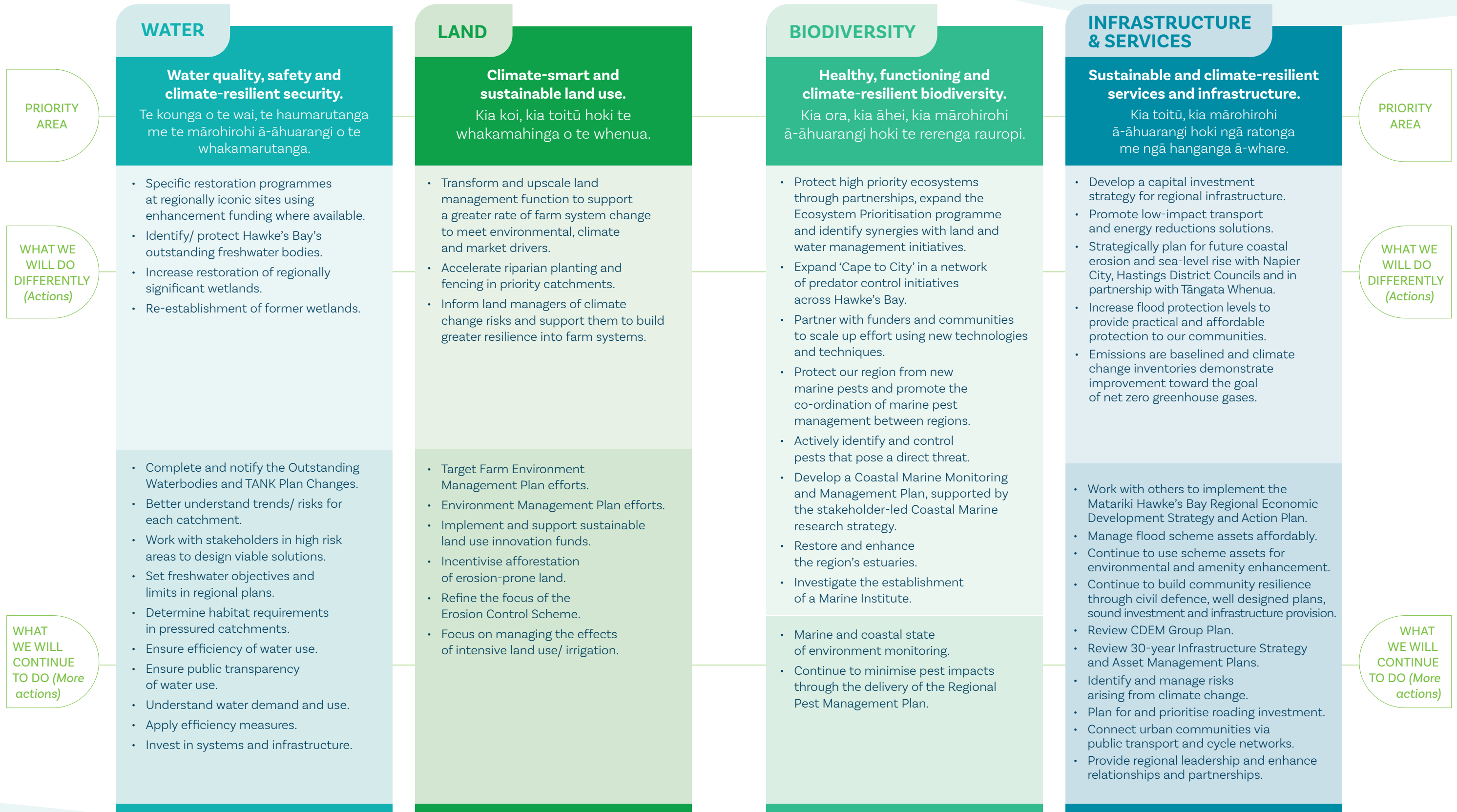
	WATER	LAND	BIODIVERSITY	INFRASTRUCTURE & SERVICES	
PRIORITY AREA	Water quality, safety and climate-resilient security. Te kōunga o te wai, te haumarutanga me te mārohirohi ā-āhuarangi o te whakamarutanga.	Climate-smart and sustainable land use. Kia koi, kia toitū hoki te whakamahinga o te whenua.	Healthy, functioning and climate-resilient biodiversity. Kia ora, kia āhei, kia mārohirohi ā-āhuarangi hoki te rerenga rauropi.	Sustainable and climate-resilient services and infrastructure. Kia toitū, kia mārohirohi ā-āhuarangi hoki ngā ratonga me ngā hanganga ā-whare.	PRIORITY AREA
WHY IT'S A PRIORITY	Water is a life-giving, life-supporting taonga, it must be carefully managed for the region to prosper and provide a high standard of living. Water quality is essential for abundant, healthy aquatic life.	Farmers and growers are the primary stewards of the region's natural resources - only when they succeed can HBRC and the region succeed.	Healthy, functioning ecosystems - from our mountains to sea ki uta ki tai - underpin the vitality of our region. This includes habitat restoration alongside plant and animal pest control, and attention to the sensitive coastal marine environment.	High performing regional infrastructure enables the region's natural and human resources to deliver goods and services that underpin the prosperity and wellbeing of the Hawke's Bay community.	WHY IT'S A PRIORITY
CLIMATE CHANGE IMPACTS	Water will become more scarce as demand continues to grow and supply is less certain resulting in increasing frequency of water shortages and variability in river flows.	Climate change impacts land use and productive systems which must adapt to the challenges posed such as increased rainfall intensity impacting on erosion and sediment loss, drier and warmer summers, and changing growing conditions for food production.	With many of our lowland ecosystems reduced to small, fragmented remnants with poor connectivity they are particularly vulnerable to the effects of climate change such as drought and heavy rainfall. This includes all the biodiversity that lives within them.	The climate assumptions that underpin our infrastructure investments and decisions are changing rapidly - we must ensure our assets and services are future-proofed for climate change impacts.	CLIMATE CHANGE IMPACTS
STRATEGIC OUTCOME	Aquatic ecosystems are protected and enhanced for all to safely enjoy. Water use is prioritised so that all users have sufficient water available to meet their needs within sustainable limits. The kaitiakitanga role of Tāngata Whenua and their whakapapa and cultural connection with water are recognised and provided for. Groundwater is protected to enable the provision of safe and secure supplies of drinking water.	Hawke's Bay farmers and growers are thriving and maximising returns from resilient farming systems through smart, sustainable land use.	Working together, Hawke's Bay's biodiversity is enhanced, healthy and functioning. <i>Source: HB Biodiversity Strategy, 2015-2050</i> Agricultural and environmental pests are managed and eradicated through the Regional Pest Management Plan.	The region has resilient physical, community and business infrastructure to unlock potential growth and prosperity from our natural resource base. <i>Source: Matariki HB Regional Economic Development Strategy and Action Plan 2016</i>	STRATEGIC OUTCOME

Our Strategic Outcomes, Goals and Actions – continued



Our Strategic Outcomes, Goals and Actions – continued

“On 26 June 2019 Hawke’s Bay Regional Council declared a climate emergency.”



Te whakapakari
tahi i tō tātau
taiao.

Enhancing our
environment
together.