

HAWKE'S BAY REGIONAL COUNCIL

# STRATEGIC PLAN

2017-2021

ADOPTION - 30 AUGUST 2017



# OUR STRATEGY AT A GLANCE

## OUR VISION: WE WANT

a healthy environment, a vibrant community  
and a prosperous economy

## 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

- 1.** Water quality, safety and certainty  
Kia kounga, kia haumaru, kia pūmau te pai o te wai
- 2.** Smart, sustainable land use  
Kia koi, kia ukauka te whakamahinga o te whenua
- 3.** Healthy and functioning biodiversity  
Kia ora, kia mahi tika te kanorau koiora
- 4.** Sustainable services and infrastructure  
Kia ukauka ngā ratonga me ngā hanganga ā-rohe

## OUR VALUES: WE BELIEVE IN

- **Partnership and Collaboration**  
we work with our community in everything we do
- **Accountability**  
we hold ourselves to account 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 MISSION STATEMENT:

ENHANCING OUR  
ENVIRONMENT TOGETHER

TE WHAKAPAKARI  
TAHI I TŌ TĀTAU TAIAO



**CLIMATE CHANGE IMPACTS  
OUR REGION'S PHYSICAL  
AND BIOLOGICAL  
RESOURCES, AND IS A KEY  
CONSIDERATION IN  
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 & 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

**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

## Stronger Leadership

# Introduction

A new Hawke's Bay Regional Council was elected in October 2016. This Council has resolved to provide stronger, more visible and connected regional leadership to protect and enhance Hawke's Bay's remarkable environment.

The purpose of this document is to help re-orientate the organisation to achieve priorities for this electoral term and beyond, as agreed by the current Council. In the increasingly resource-constrained environment we operate, hard choices about priorities have to be made.

To do this, this Council has decided to focus on achieving real results in areas of core business.

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

James Palmer,  
Chief Executive,  
HBRC



## Our Strategic Drivers

# Times are Changing

Hawke's Bay Regional Council operates in a dynamic environment. The region and Council's operating environment is different today from what it was when the regional council was first established in 1989. In developing this strategy and framing new priorities, the Council has identified a number of strategic drivers - as shown opposite.

Understanding these drivers helps the Council to anticipate change and apply it to our business. It also ensures that decisions made by the Council now are as future-proofed as possible. More information on each of the strategic drivers is available on request.





**Fiscal pressures**

**Hazards and emergency management**

**Community values and expectations**

**Socio-economic development**

**Strategic drivers for HBRC**

**Technology, data and information**

**Past, present and future resource use**

**Partnerships with Tāngata Whenua**

**Central government direction**

## Our Strategic Priorities

# Four Focus Areas

In response to the Council's eight strategic drivers, and 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 priorities are additional to the other 'business as usual' work we do, and signal where more attention is needed in the short to medium term.

## 1.

**WATER QUALITY,  
SAFETY AND  
CERTAINTY**

**KIA KOUNGA,  
KIA HAUMARU,  
KIA PŪMAU  
TE PAI O TE WAI**

**2.  
SMART,  
SUSTAINABLE  
LAND USE**

**KIA KOI, KIA UKAUKA  
TE WHAKAMAHINGA  
O TE WHENUA**

## 4.

**SUSTAINABLE SERVICES  
AND INFRASTRUCTURE**

**KIA UKAUKA NGĀ  
RATONGA ME NGĀ  
HANGANGA Ā-ROHE**

**THE PRIORITY  
FOCUS AREAS WILL  
BE GIVEN HIGHEST  
PRIORITY FOR NEW OR  
MORE FUNDING IN THE  
LONG TERM PLAN  
2018-28.**



### 3.

#### HEALTHY AND FUNCTIONING BIODIVERSITY

KIA ORA,  
KIA MAHI TIKA TE  
KANORAU KOIORA

#### 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. These are listed in the following pages. These measures will be refined over time and will include work under way to better integrate 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 the people (our community) outside our building. As expressed in our purpose statement, "working with our community" is at the heart of 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 state and trend monitoring of the current situation. 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.

#### 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.

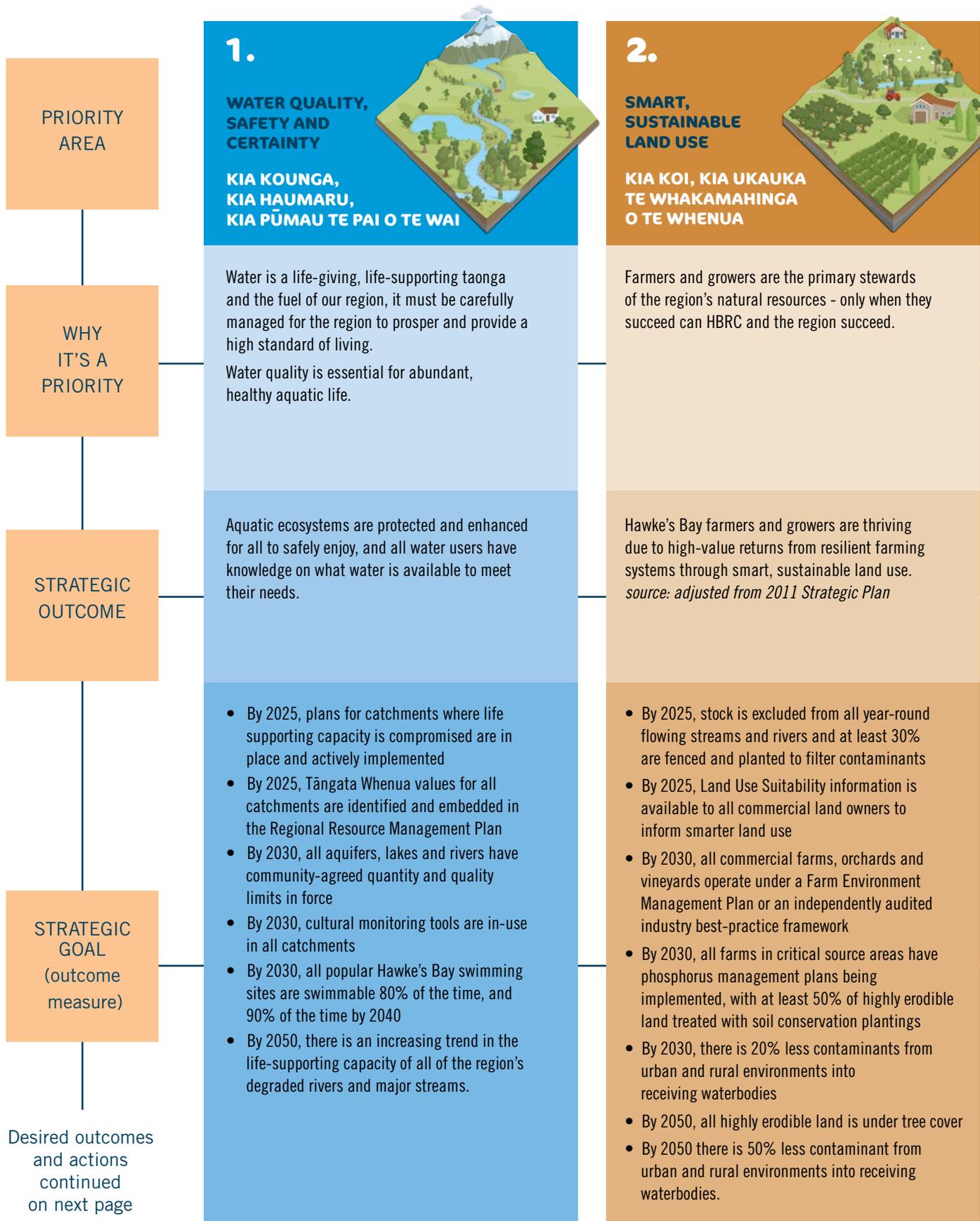
The key point is that the Council needs to design the way in which it organises its resources and its activities so these are aligned and mutually reinforcing.

#### 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.

## Strategic Plan 2017-2021

# Desired Outcomes and Actions



Desired outcomes and actions continued on next page

### 3.

#### HEALTHY AND FUNCTIONING BIODIVERSITY

KIA ORA,  
KIA MAHI TIKA TE  
KANORAU KOIORA



Healthy, functioning ecosystems - from our mountains to sea - underpin the vitality of our region. This includes habitat restoration alongside plant and animal pest control, and attention to the sensitive coastal marine environment.

Working together, Hawke's Bay's biodiversity is enhanced, healthy and functioning.

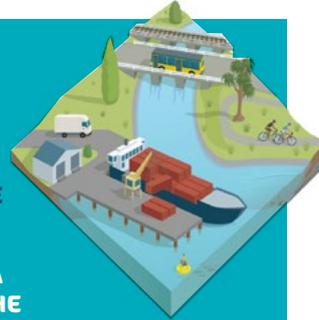
source: *HB Biodiversity Strategy, 2015-2050*

- By 2020, regional priority locations for ecosystem restoration - including in the coastal marine area - have been identified
- By 2030, key (target) species and habitat (sites) are prioritised and under active restoration  
source: *HB Biodiversity Strategy, 2015-2050 and Action Plan 2017-2020*
- By 2050, a full range of indigenous habitats and ecosystems, and abundance and distributions of taonga species are maintained and increased in every catchment in Hawke's Bay  
source: *HB Biodiversity Strategy, 2015-2050 and Action Plan 2017-2020.*
- By 2050, Hawke's Bay is predator free in line with NZ 2050 target source: *proposed RPMP.*

### 4.

#### SUSTAINABLE SERVICES AND INFRASTRUCTURE

KIA UKAUKA NGĀ  
RATONGA ME NGĀ  
HANGANGA Ā-ROHE

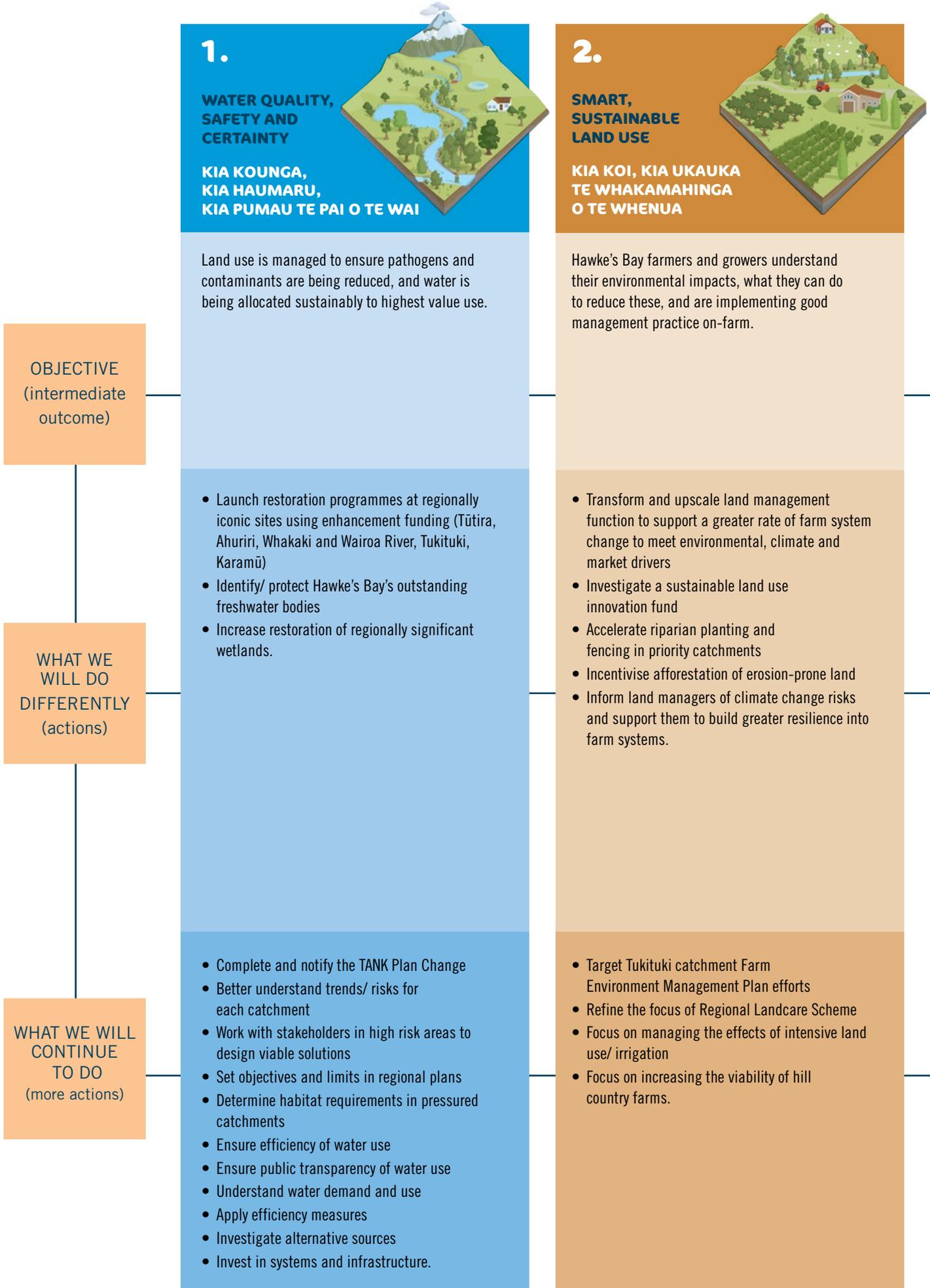


High performing regional infrastructure enables the region's natural resources to transform into goods and services that underpin the prosperity and wellbeing of the Hawke's Bay community.

The region has resilient physical, community and business infrastructure to unlock potential growth and prosperity from our natural resource base.

source: *Matariki HB Regional Economic Development Strategy and Action Plan 2016*

- By 2025 regional air quality consistently meets World Health Organisation guidelines
- By 2025 coastal hazards are being managed to meet foreseeable climate change risks to coastal communities out to 2100
- By 2025, the Napier Port is future-proofed with the addition of a new wharf with supporting land transport infrastructure
- By 2030 flood risk is being managed to meet foreseeable climate change risks out to 2100
- By 2030, Hawke's Bay has environmentally sustainable, harvestable water identified and stored or plans to be stored if required
- By 2040, Hawke's Bay is carbon neutral.



### 3.

#### HEALTHY AND FUNCTIONING BIODIVERSITY

KIA ORA,  
KIA MAHI TIKA TE  
KANORAU KOIORA



Strong knowledge of target species, ecosystems and habitats is shared, informing joint prioritisation and active collaborative management.

Hawke's Bay has a comprehensive regional network of predator control programmes on land.

Growing knowledge of the coastal marine environment, and associated pressures and impacts is informing active management.

- Identify high priority ecosystems, develop partnerships to protect and restore these and identify synergies with land and water management initiatives
- Expand 'Cape to City' in a network of predator control initiatives across Hawke's Bay
- Partner with funders and communities to scale up effort using new technologies and techniques
- Promote the co-ordination of marine pest management between regions
- Actively identify and control pests that pose a direct threat
- Develop a Coastal Marine Monitoring and Management Plan, supported by the stakeholder led Coastal Marine research strategy
- Restore and enhance the region's estuaries
- Investigate the establishment of a Marine Institute.

- Marine and coastal state of environment monitoring
- Continue to minimise pest impacts.

### 4.

#### SUSTAINABLE SERVICES AND INFRASTRUCTURE

KIA UKAUKA NGĀ  
RATONGA ME NGĀ  
HANGANĀ Ā-ROHE



Investment in critical enabling infrastructure is being facilitated in a timely manner through strategic planning and capital raising.

- Develop a capital investment strategy for regional infrastructure
- Promote low-impact transport and energy reductions solutions
- Work with others to implement the Matariki Hawke's Bay Regional Economic Development Strategy and Action Plan 2016; HBRC is the lead in seven of the 47 identified actions (inclusive of three actions assigned under the Regional Transport Committee)
- Strategically plan for future coastal erosion and sea-level rise with Napier City and Hastings District Councils
- Increase flood protection levels where practical and affordable.

- Manage flood scheme assets affordably
- Continue to use scheme assets for environmental and amenity enhancement
- Continue to build community resilience through civil defence, well designed plans, sound investment and infrastructure provision
- Identify and manage risks arising from climate change
- Plan for and prioritise roading investment
- Connect urban communities via public transport and cycle networks
- Provide regional leadership and enhance relationships and partnerships.

