

Tā Tātou Rautaki **Our Strategy** 2026-2030

TŌTIKA ANA, HEI WHAKAMUA
FIT FOR THE FUTURE

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*Strategy matters
as it guides
decision-making
at all levels.*

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He aha tēnei tuhinga?

What is this document?

This document sets out Hawke's Bay Regional Council's strategic direction for the next five years. Strategy matters as it guides decision-making at all levels. It is particularly important now given the challenges and opportunities we are facing as an organisation.

We are ambitious about delivering positive outcomes for Hawke's Bay through partnering with others to manage natural resources effectively, for current and future generations. We have heard from our community about the importance of delivering the services that have the most impact across the region.

This strategy will guide what we prioritise, how we invest public money, and how we will work with our community over the next five years to achieve our desired outcomes. It provides high-level direction to shape key decisions this council will make, including the next long-term plan. This will set us up for enduring success so our critical services can continue to be effectively delivered, regardless of the shape and form our organisation may take in years to come.

Tā tātou tirohanga **Our vision**

Kia toitū
te taiao
Kia manawaroa,
kia whairawa
hoki te hāpori.

A healthy
environment
and a resilient
and prosperous
community.

Tā tātou tauaki whainganga **Our mission**

Ka mahi tahi tātou
me tō tātou hāpori hei
whakatutuki i ēnei
whāinga kia tiaki
ai nga taonga, a,
ko ngā awa,
ko ngā roto,
ko ngā akau,
ko ngā koiora taiao,
ko te hononga taiao
me te Hauora.

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.

Tauaki whainganga matua **Our priorities**

Whakaiti ana ngā take waipuke

Reducing flood risk

Tautoko ana i te haumaru wai

Supporting water security

Hāpaitia i te oranga o te
whenua me te wai

Promoting land and
water health

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

Enhancing our
environment together.

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Deciding what to invest in, where and who should pay requires constant evaluation and ongoing conversations with our community.

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Ko ō tātou whāinga rautaki

Our strategic **goals**

1. A confident, effective council delivering on its priorities

Our organisation has navigated significant disruption and change over the last five years. Central government policy and legislative reforms mean more changes are on the horizon.

It is important we remain focused on our priorities and core services regardless of these changes. We have looked closely at the challenges and opportunities we face as a region and where we should put our focus to make the biggest impact.

2. A Council trusted by its community and grounded in regional realities

Hawke's Bay is fundamentally dependent on water. It is a critical natural resource that is foundational for the health and wellbeing of our community and our primary industries. The amount (too much or too little), availability, and health of water has significant impacts that are felt across our region. There are stressors that also need managing – like too much sediment in our waterways and competing demands for water use.

We play a key role in both managing and regulating water, and this is reflected in our strategic priorities.

Costs of living and recovering from severe weather events are also ongoing challenges

for our communities and this organisation. These challenges highlight the ongoing tension between reducing financial pressure for our communities now and the urgency with which we need to invest in climate adaptation efforts to reduce long term costs and loss.

3. An agile organisation with enduring financial strength

Deciding what to invest in, where and who should pay requires constant evaluation and ongoing conversations with our community. We need to give our community real choices that balance impact with affordability.

We also need to maximise returns from our investments to reduce the burden of rates while building financial resilience for the future, including the ability to respond and recover from more frequent severe weather.

As a regional council, we deliver a wide range of services. Our strategic priorities do not reflect everything our organisation does, but are the areas we want to 'shift the dial' over the next five years. This small number of strategically selected priorities will guide our investment decisions. By defining fewer, clearer priorities, we can confidently say "yes" to what matters most and say "no" when we need to.

Ko ō tātou aronga matua rautaki

Our strategic **priorities**

Our strategic priorities are interconnected. They also respond to a changing climate and must be affordable, which are shown below as cross-cutting priorities.



Responding to a changing CLIMATE

Ko te urupare ki te āhuarangi e panoni haere ana



Ko te toitūtanga pūtea me te āhei utu

FINANCIAL health and affordability



Reducing **FLOOD RISK**

Whakaiti ana ngā take waipuke

- River flooding
- Surface flooding
- Coastal inundation and erosion



Supporting **WATER SECURITY**

Tautoko ana i te haumarua wai

- Water conservation
- Water storage and aquifer recharge
- Water regulation



Promoting **LAND AND WATER HEALTH**

Hāpaitia i te oranga o te whenua me te wai

- Soil conservation, including erosion control
- Biodiversity and biosecurity
- Water quality

Why these are our **strategic priorities**

Whakaiti ana ngā take waipuke Reducing flood risk

In recent years, our region has experienced severe flooding with devastating impacts. With climate change, the intensity and frequency of severe weather events will increase, and we know the levels of protection we've had in the past won't be enough.

Without proactive investment, we're increasingly exposed to flood risk. Engineering solutions like spillways and seawalls work together to reduce risk but do not make it 100% "safe" – there will always be some risk. Nature-based solutions like making room for rivers and wetlands can help reduce flood impacts.

By reducing flood risk now, we build resilience for when flooding occurs – reducing risk to homes, livelihoods and lives, and ensuring our region can recover from events quickly.

Outcome:

Flood risks are reduced and our communities are resilient, through an effective combination of engineered flood protection and natural systems.



Tautoko i te haumaruru wai Supporting water security

Hawke's Bay faces increasing water stress driven by climate variability, changing rainfall patterns, and growing demand across municipal, agricultural, industrial, and environmental uses.

A proactive approach requires collective investment in diverse solutions - from conservation and efficiency efforts, water allocation, and investigating water storage opportunities - that build resilience in the face of growing demand and climate change. This multi-faceted approach recognises that no single solution or efforts by one organisation will be enough.

By working together to prioritise long-term water security, we're safeguarding the health, livelihoods and future opportunities of everyone in our region.

Outcome:

The gap between supply and demand of freshwater is reduced for a thriving Hawke's Bay, driven by multi-faceted approaches and investment in long-term availability.



Hāpaitia i te ora o te whenua me te wai Promoting land and water health

The health of our physical environment is essential to our way of life, yet it continues to degrade. Hawke's Bay's landscapes and waterways are under pressure from climate variability, extreme weather events, historical land use practices, and increasing demands.

Soil erosion and sediment are a major stressor for our region and can have significant downstream impacts. Looking after our land and water means reduced flooding impacts, healthier soil for growing kai, cleaner rivers for swimming, abundant native plants and animals, and sustainable land use.

Achieving enduring environmental outcomes requires an integrated, catchment approach. Strong collective action is needed to ensure our land and water is healthy and communities and nature are thriving together.

Outcome:

Our land and water is healthy and life supporting, built on strong collective and evidence-based action at catchment scale.



Some **big shifts** in what and how we deliver our **services** are needed

The work we do addresses long-term, intergenerational, and complex challenges. The scale of these challenges means we need to work closely with others to achieve our strategic goals and desired outcomes.

A strong focus on what is most important to our communities needs to guide how we deliver our critical services more than ever. We will continue to take a partnership approach to maximise impact and achieve more across our region. But some big shifts are needed as we look to the future. These will be set out in our annual plans and long-term plan.

Doing things differently requires strategic rationing of our resources so we deliver high-quality services within our means. This means reviewing and adjusting what services we provide and how they are delivered. This includes identifying where we are best placed to lead delivery of projects and services, or to empower communities to lead at place.

Future decisions on the services we provide and right-sizing services will be guided by our vision and strategic priorities set out in this document.

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The work we do addresses long-term, intergenerational, and complex challenges.”

*For more information on how we are living our strategy and the work of the Hawke's Bay regional council visit **hbrc.govt.nz***

KIA TOITŪ TE TAI AO,
KIA TOITŪ TE TANGATA

WHEN THE NATURAL
WORLD IS HEALTHY THE
PEOPLE ARE HEALTHY

hbrc.govt.nz

The design elements in this document acknowledge the interwoven partnership we share with iwi and hapu, as well as the environmental kaitiaki (stewardship) role held by the Regional Council.

Mangokoru - The shark fin

The koru design is reshaped as a Mangokoru motif to acknowledge the shark fin. It has a beauty, a balance of positive and negative space and a repeating continuity. It speaks to the environmental journey led by Hawke's Bay Regional Council Te Kaunihera Ā-Rohe O Te Matau-A-Māui.

Three-lashings

The takitoru or threefold plaiting commonly found in meetings houses symbolizes strength, connection and special relationships as personified by Tāne when he ascended the highest heaven to obtain the three baskets of knowledge.

These designs have been guided by Sandy Adsett, Te Wānanga o Aotearoa, Heretaunga Toi.


HAWKES BAY
REGIONAL COUNCIL

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI