



Climate. Smart. Recovery.

HBRC's COVID-19 Response 2020



HBRC Executive Leadership Group



TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Climate.Smart.Recovery Action Plan

“Before COVID-19 the HBRC team was leaning into the big issues facing our region’s future. Now that future is even more challenging, and demands even more from us in impact and performance.”

We can no longer just add more resources. Instead we need to think and act smarter about how we achieve impact from the resources we have: our balance sheet, our information and physical assets, and most of all the ideas and innovation of our people.”

- James Palmer, HBRC CEO



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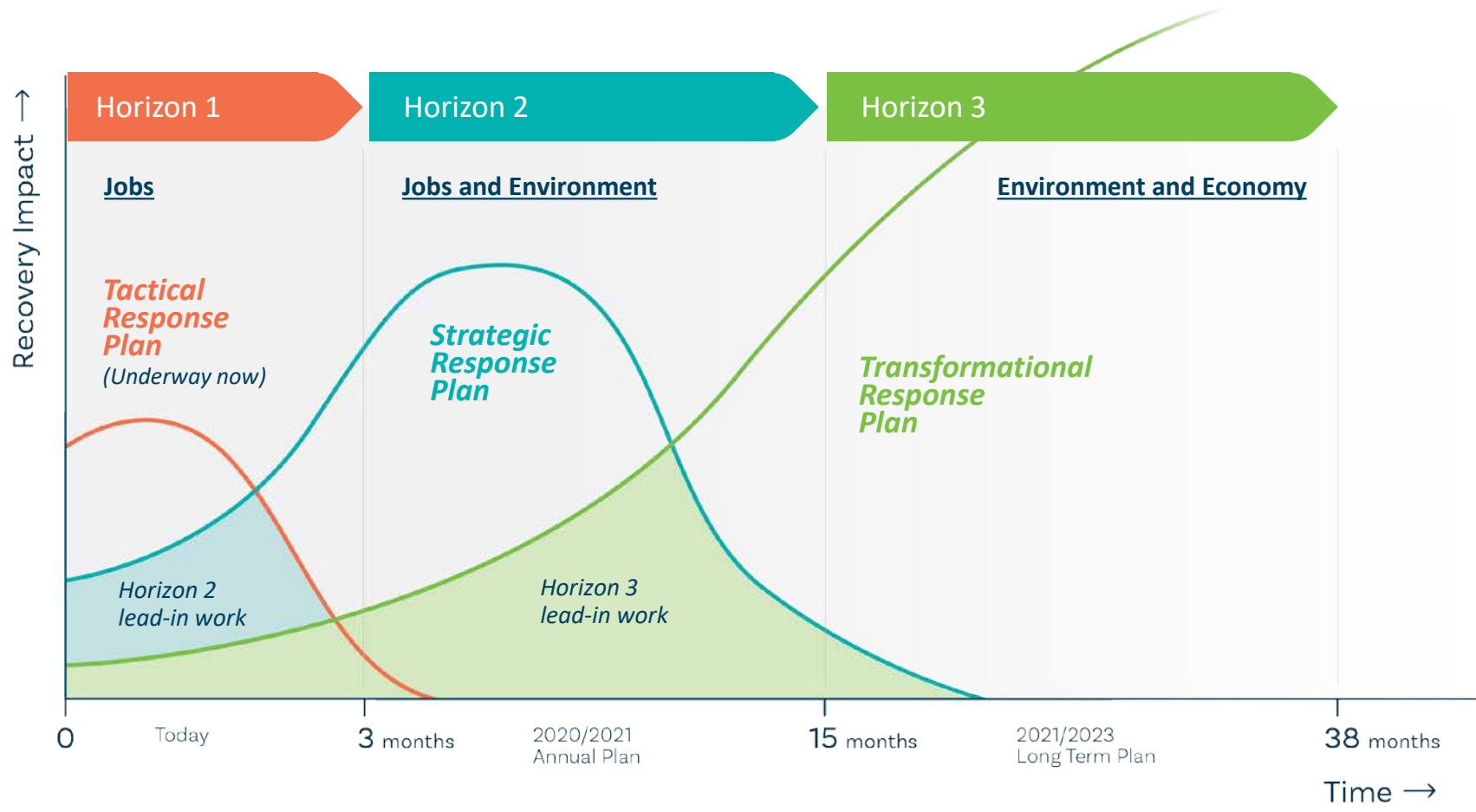


What is a Climate. Smart. Recovery?

Each response we make to the post COVID-19 recovery is carefully considered and aligns with our organisational values.



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Before COVID-19

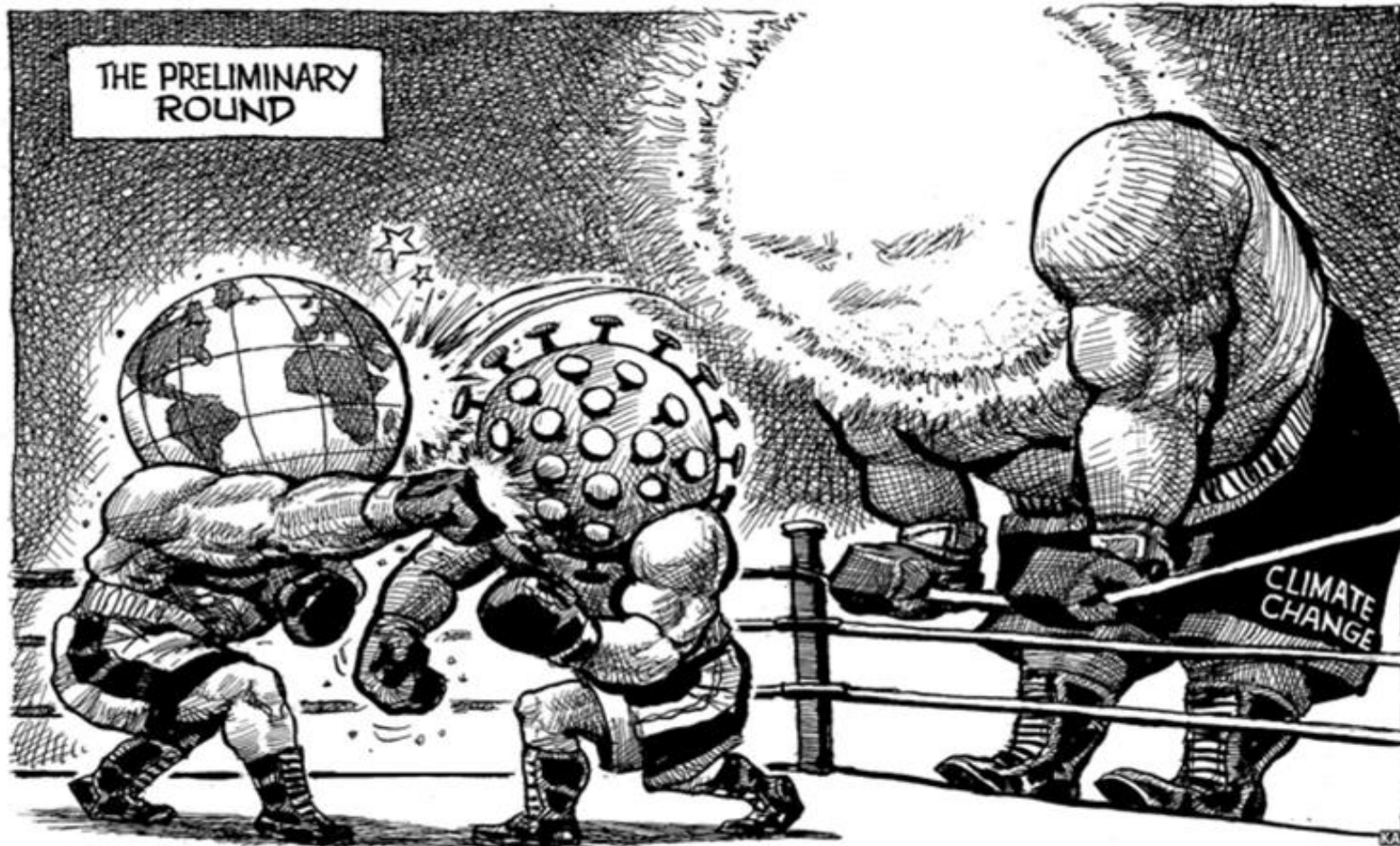
As a part of the 21/31 Long Term Plan both Council and the Maori Standing Committee participated in a Strategic Plan Refresh workshop.

Two consistent themes emerged:

1. Natural resource management adaptation in the face of Climate Change is HBRC's #1 priority, and
2. Additional resourcing and increased partnership with iwi is needed to respond to ever increasing community and central government expectations for environmental and climate change resilience.

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“...much of this hurt is future darkness that has time travelled back to hit us too soon.”



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After COVID-19

- Impossible to quantify the short, medium and long term impacts of the COVID 19 crisis.
- Safe to acknowledge the impacts are not only dramatic but further exacerbated by the current drought. This is severely impacting the part of our economy identified by Infometrics as the region's primary source of economic resilience.
- However, HBRC cannot pivot from its core responsibilities. While remaining pragmatic in light of the current circumstances and the immediate needs of the community, we will be expected to uphold our integrity as environmental management expert and regulator.

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Response

HBRC Executive and Senior Leadership have considered these challenges and have landed on the Climate. Smart. Recovery. framework to guide the organisation's strategic response.

- **Climate:** Climate Change remains our core long term focus and priority.
- **Smart:** An all-of-organisation focus on how we work, where we can cut costs and where we can add local value through our work programmes and priorities.
- **Recovery:** A principled and agile alignment with both national and regional recovery initiatives that meet agreed objectives and evaluation criteria. Also a considered and targeted set of priorities initiated through the Annual Plan (PGF Applications, Partnerships, Recovery Fund) and Long Term Plan (Level of Service reviews and new Level of Service business cases).

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Now Horizon 1

~ Tactical

Jobs

Immediate actions

Smart cost review – cost microscope and budgeting while continuing current work programme. Low hanging fruit - immediate reduction in business travel eg conferences and meetings, training & development, Guppy Road.

No new staff recruitment for vacancies without Exec approval. Salary freeze.

Fiscal impact – exploring how to accelerate work that will have a local benefit. Go local buy local campaign to support local businesses.

Commit to continued five day payment terms for small/medium sized suppliers.

Drought continues – supporting RAG providing resources and support.

Representing and advocating HBRC's core competencies in Regional recovery Plan.

Contribute to CDEM regional welfare response with staff support for Government's *Caring for Communities*.

Through HBRC board representation, provide guidance and expectations to Hawke's Bay Tourism about how their remaining budget is most impactfully deployed.

COVID-19 RESPONSE 2020
HAWKE'S BAY REGIONAL COUNCIL

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Next Horizon 2

~ Strategic

Jobs and Environment

Actions

- Continuous focus on costs and working smart. Adding local value follows smart procurement accelerating delivery of existing programmes.
- Level of Service Reviews and establishment of consistent and objective evaluation criteria for the assessment of existing and new programmes, especially non-statutory. E.g.
 - Statutory or non-statutory?
 - Are we doing it in a smart cost-effective way?
 - Does it promote C.S.R?
 - Cost/benefit criteria?
- Agreed “pitch-deck” used to proactively hunt down external funding opportunities, and supporting other aligned agencies to do same.
- Organisational Performance – financial exception reporting and stronger corporate accountability.
- Economic Recovery Fund (non-contestable) in the Annual Plan.

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Near Horizon 3

~ Transformational

Environment and the Economy

Actions

- Reinforce the Council's commitment to a climate smart future through ongoing development of the Long Term Plan. This will be informed by new economic and social assumptions and potentially new strategic objectives as HBRC and the community evolve in the post-COVID world.
- Council moderation of LOSM reviews, including application of evaluation criteria against transformational Climate. Smart. Recovery. projects
- Developing a new funding strategy that returns HBRC to a balanced budget.
- Review of capital work program, maintain a rolling re-forecast of the 2020- 21 year to quickly action / incorporate any changes required, accelerating capital projects, redeployment of staff etc. Debt fund to offset any increase in rates and funding gap (adopt an unbalanced budget).
- Progress a package of transformational projects and programs focused on delivering positive environmental impacts and that achieve regional employment and growth that get carried through consultation, building on the review of work programmes initiated in Horizon Two.

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Dynamic and evolving portfolio of Interventions

A strategy is much more than a plan. In times of uncertainty an appropriate picture of strategy is governed by the starting point and not by the end point – and therefore must remain fluid and flexible in the face of evolving (and opposing) interests.



Te whakapakari
tahi i tō tātau
taiao.

Enhancing our
environment
together.