

Strategy and Policy Committee

NOTICE IS GIVEN

that an extraordinary meeting of the **Strategy and Policy Committee** will be held in **Council Chambers, Bay of Plenty Regional Council, Regional House, 1 Elizabeth Street, Tauranga** on:

Thursday, 25 June 2020 commencing at 9.00 am

This is an Extraordinary Strategy and Policy Committee Meeting.

Fiona McTavish
Chief Executive
17 June 2020



Strategy and Policy Committee

Membership

Chairperson	Cr Paula Thompson
Deputy Chairperson	Cr Stuart Crosby
Members	All Councillors
Quorum	Seven members, consisting of half the number of members
Meeting frequency	Six weekly rotation between committee meetings and strategic sessions

Purpose

- Inform the strategic direction for the Council and implement through approved planning and policy frameworks.
- Identify regional issues resulting from emerging trends, providing thought leadership on matters of regional significance, analysing implications and developing a strategic response.

Role

- Develop, implement and review best practice strategy, policy and planning framework for decision making which enables connection across committees of Council.
- Consider emerging environmental issues and provide advice on the implications for effective resource management within the region.
- Inform Council's strategic direction, including prioritisation and policy responses.
- Enhance awareness and understanding of emerging issues and trends relating to meeting Councils strategic direction.
- Develop Council's position on regionally significant issues and provide guidance on sub-regional and regional strategy matters such as spatial planning and SmartGrowth.
- Approve submissions on matters relating to the committee's areas of responsibility that are not delegated to staff.
- The provision of governance oversight into the development and review of policies, plans, and strategies.

- Approve statutory and non-statutory plans, strategy and policy other than those required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement.
- Develop, review and approve Council's position on regional economic development.
- Consider any issues delegated by Council that have a regional, environmental, social or economic focus.
- Develop and review bylaws.
- Delegate to hearings commissioners under section 34A of the Resource Management Act 1991 to exercise the powers, functions duties in relation to any authorities that have been delegated by Council to the committee.

Power to Act

To make all decisions necessary to fulfil the role and scope of the committee subject to the limitations imposed.

The Strategy and Policy Committee is not delegated authority to:

- Approve the Regional Policy Statement and bylaws;
- Review and adopt the Long Term Plan and Annual Plan;
- Develop and review funding, financial, Risk and Assurance Policy and frameworks;
- Approve Council submissions on Maori related matters;
- Develop, approve or review non statutory policy for co-governance partnerships.

Power to Recommend

To Council and/or any standing committee as it deems appropriate.

Recommendations in reports are not to be construed as Council policy until adopted by Council.

Agenda

1 Declarations of Conflicts of Interests

2 Reports

2.1 Endorsement of Strategic Direction

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Reports

Report To: Strategy and Policy Committee

Meeting Date: 25 June 2020

Report From: Namouta Poutasi, General Manager, Strategy & Science

Endorsement of Strategic Direction

Executive Summary

The purpose of this paper is to seek Council endorsement of the strategic direction content (2.2 below) for use in the development of the Council Long Term Plan (LTP) 2021-2031.

Formal adoption will come through adoption of the LTP per se, and formal consultation in early 2021.

The content has been developed through a series of workshops over later 2019 and early 2020, which reviewed the existing strategic framework in the light of our changing operating environment.

Design options will be presented at the Council meeting for feedback.

Recommendations

That the Strategy and Policy Committee:

- 1 Receives the report, Endorsement of Strategic Direction;**
- 2 Endorses the strategic direction content for use in the development of the Long Term Plan 2021-2031**
- 3 Notes that the strategic direction will be formally adopted as part of Long Term Plan adoption in 2021.**

1 Context

Council began in 2019 reviewing the existing strategic framework in light of the changing operating environment. A series of six workshops beginning in March 2019 covered the process of reviewing each component of the strategic framework in the context of the changing operating environment. Factors in the operating environment that posed challenges for Council included: climate change, infrastructure reform,

environmental regulatory reform, land-use and growth pressure, regional development trends, the changing Iwi Māori landscape, public sector reform, new models of community engagement and changing social and regional dynamics.

A draft was ready for endorsement when COVID-19 struck. A further workshop in June 2020 explored how the COVID-19 pandemic affected the work done in the previous workshops. The impacts discussed included: the economic shock and unemployment predicted for the region, increased sub regional differences through vulnerabilities/resilience to the economic shock, central government seeking to stimulate recovery through a series of stimulus projects, Council's significant number of stimulus project bids which could create jobs and deliver long term environmental outcomes, a potential central-local government recovery work programme, Iwi Māori taking a prominent role in response and recovery space, and Territorial Authorities / Economic Development Agencies active roles sub-regional recovery and Bay of Connections looking to an overarching recovery strategy.

The strategic direction now needs to be endorsed by Council to enable it to become part of the LTP building. This is especially the case for the community outcomes and the development of activity work planning and budgeting. Given that the operating environment is so dynamic there will be opportunities for tweaking as the LTP develops e.g. modifying priorities based on community feedback.

2 Strategic Direction

2.1 Changes to the existing framework

This review of the existing strategic framework led to the following changes:

- Inclusion of the four well-beings in the framework
- Maintenance of the existing four outcome areas, including confirmation that each outcome area is of equal weight
- Recasting of the outcome objectives to 'what we are trying to achieve' as opposed to 'what we do'
- Addition of a new Recovery sub outcome to the Vibrant Region outcome area.
- In place of listing strategic challenges, the framework now lists strategic priorities. These are the 'big rocks' that Council are focused on shifting for the next 3 year period of the LTP, through discretionary/extra effort.
- The strategic priorities include 'Assisting the region to recover from COVID-19 while delivering lasting well-being for the community'.
- The existing 'ways of working' are retained with three new ways of working that relate to the strategic priorities.
- No change to our values.

Design options will be presented at the meeting for feedback.

Note – the current strategic framework remains in place until the new LTP is adopted.

2.2 Content for endorsement

Endorsement is sought for the following content:

Central Content

- *Our Vision - Thriving together- mo te taiao, mo ngā tangata*
- *Environmental, Social, Cultural, and Economic well-being*

Community Outcomes

A Healthy Environment. We protect and enhance our air, land, freshwater, geothermal, marine, coastal resources, and biodiversity for our communities. We support others to do the same.

- *Our community understands the state of our environment and is involved in its care*
- *The diverse range of ecosystems in the region are in a healthy state*
- *Resource users implement good practice in using our natural resources*
- *A sound science base, including Mataranga Māori, supports decision making*
- *Effective natural resource limits are in place, enforced and monitored*
- *Prioritised actions are in place where natural resources do not meet community expectations*

Freshwater for Life. Our water and land management practices maintain and improve the life giving ability of the region's freshwater resources

- *Our community is connected to freshwater and involved with its management*
- *Freshwater ecosystems, along with estuarine and coastal connections in the region, are thriving*
- *Freshwater provides for intrinsic well-being, along with cultural, recreational and economic well-beings*

Safe and Resilient Communities. Our planning and infrastructure supports resilience to natural hazards so that our communities' safety is maintained and improved.

- *Our communities understand the natural hazard and climate change risks they live with*
- *Our partners and our organisation incorporate climate change and hazard risk into planning and decision making*
- *Our region has the capacity and capability ready to respond to and recover from emergencies*
- *Our region's natural hazard risks, in particular flood risk, are managed through how we work, in a way that is affordable and takes a long term perspective*

- *Navigation and water activities within our region strive to keep people safe*

A Vibrant Region. Our stewardship of natural resources and the connections we make provides for sustainable economic development across our region.

- *Economic Development opportunities are enabled and connected across our region*
- *Regional transport and regional land use planning is integrated and responsive to growth and natural resource pressures*
- *A fit for purpose public transport system enables a growing economy and a safe, healthy and vibrant region*
- *Our partnerships and collaborative approach leads to improved environmental outcomes*
- *Our region is reducing net greenhouse gas emissions in line with national targets and is transitioning to a low carbon economy*
- *Our region is recovering quickly and well from COVID-19*

Strategic Priorities

- *Assisting the region to recover from COVID-19 while delivering lasting well-being for the community*
- *Ensuring we deliver on natural resource regulatory reform and our work programmes that deliver results on the ground*
- *Ensuring the region is adapting to a changing climate and helping to facilitate a transition to a low carbon economy*
- *Integrating land-use and transport planning in the region, including the intersection with natural hazards, climate change, and natural resource limits*
- *Working effectively with Māori in partnerships to deliver outcomes for the region*
- *Making the best use of BOPRC's resources to deliver on all of our Community Outcomes, including supporting others to deliver*
- *Taking a regional view while recognising important sub-regional variations and ensuring constructive relationships: nationally, regionally, and sub-regionally*
- *Ensuring effective community participation in decision making and in the delivery of our roles*

The Way we Work

3 new priority ways of working:

- *We look to Add Value regionally*
- *We think Integrated*
- *What we do we do well*

Existing ways of working remain: We provide great customer service, We honour our obligations to Māori, We deliver value to our ratepayers and our customers, We continually seek opportunities to innovate and improve, We look to partnerships for best outcomes, We use robust information, science and technology.

Our Values

Trust, Integrity, Courage, Manaakitanga, Kotahitanga, Whanaungatanga

3 Implications for Māori

The strategic direction work and subsequent LTP development enables us to deliver partnerships and outcomes for Iwi Māori. One of the strategic priorities is specifically for working effectively with Māori in partnership. While the community outcomes as a whole contribute to cultural well-being, and specifically around Mātauranga Māori and freshwater management. The framework gives us a basis to plan and budget these activities through the Long Term Plan.

4 Next Steps

Following endorsement the strategic direction content will be used in Long Term Plan development.

Design options will be further progressed following Councillors' feedback.

5 Budget Implications

5.1 Current Year Budget

Development of strategic direction is within existing budget.

5.2 Future Budget Implications

Any future budget implications will become part of LTP deliberations.

6 Community Outcomes

This item relates to each Community Outcome in the Council's Long Term Plan 2018-2028.

Nic Newman
Principal Advisor

for General Manager, Strategy & Science

17 June 2020