



Organisational Performance Report

Quarter 1: 1 July to 30 September 2021-22


HAWKES BAY
REGIONAL COUNCIL

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI



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Introduction

This Organisational Performance Report is the first quarterly report for the 2021-22 financial year and covers the period of 1 July to 30 September 2021.

The purpose of the report is to provide the Regional Council with an overview of how well we are performing across a number of corporate-wide measures and uses the groups of activities from our new Long Term Plan 2021-2031 to present actual non-financial and financial performance using a traffic light reporting approach. It also provides the Regional Council with qualitative information to understand the situation-specific factors affecting performance.

This quarter does not include financial information due to the implementation of a new financial system. Financial information could not be exported in time for inclusion for this quarter.

The secondary purpose of the report is to provide the Chief Executive, executive leadership team and staff with information to ensure alignment of the Regional Council's work programme across different groups and teams to achieve the Regional Council's Strategic Plan outcomes and to ensure a steadfast focus on performance and accountability.



Executive Summary

This Organisational Performance Report is the first report to measure progress against our revised level of service measures in our new Long Term Plan 2021-2031.

It has been a busy quarter despite a national COVID-19 lockdown with some restrictions still in place locally. Below are key highlights and lowlights from across our corporate service metrics, level of service measures and activity reporting within our six groups of activities.

Highlights

- The Hastings Constituency By-election process was successfully completed during this quarter, with the new elected member— Jacqueline Taylor — sworn in at the 29 September Regional Council meeting.
- CO₂ emissions data now includes Works Group. This will enable the Regional Council to establish a more complete picture of our organisational carbon footprint.
- The Regional Council and MPI co-funded the development of a Drought Risk Indicator web application. This tool was developed as part of our regional Drought Resilience Strategy. This is now on our Farmers Hub webpage [hbrc.govt.nz, search: #farmershub](https://hbrc.govt.nz/search/#farmershub)
- Our application for a Stock Water Reticulation Extension Project through MPI's Sustainable Land Management and Climate Change (SLMACC) Fund was successful. The project aims to build farmer and farm system resilience to the impact of increasing dry/extreme dry climatic conditions through creating awareness of the benefits of reticulated stock water systems.
- In September 2021, Environmental Science, Environmental Information, Consents, Compliance and Harbourmaster underwent a four-day re-validation assessment of its ISO 9001:2015 certification. We received a continuation of our certification.
- Planning is underway to deer fence and undertake pest control at four new Ecosystem Prioritisation sites.

- A joint council workshop between Hawke's Bay Regional Council and Hastings District Council was held on 21 September at which council staff were tasked with identifying up to 10 programmes to collaborate on to achieve tangible carbon reductions.
- A survey to determine percentage change in stock exclusion and riparian vegetation across the region has begun.
- Right Tree Right Place (RTRP) and the partnership with The Nature Conservancy (TNC) has been publicly recognised with additional funding brought forward from year three of the project to accelerate the due diligence on RTRP. TNC has appointed a project manager to help lead the impact investment part of the RTRP project.
- The Predator Free HB team has completed the bait stationing of the Māhia peninsula over the last three months. In addition, the predator dog team has investigated the first 5,500 hectares of the operation and found a very small number of possums, most of which were on or close to the boundary of phase two of the operation.
- The Outstanding Waterbodies Plan Change decision has been appealed by Te Taiwhenua o Heretaunga and Ngāti Kahungunu Iwi Incorporated, Forest and Bird, and The Māori Trustee.
- The baseline carbon footprint compiled in 2020 highlighted the impact the COVID-19 alert level fluctuations had on business operations mid-2020, and therefore didn't show a complete representation of our footprint. Given last year's circumstances and disruptions, it is likely we will report an increase to our carbon footprint this financial year.
- There are currently 21 significantly non-compliant resource consents identified in this quarter.
- While the delivery of the Regional Water Assessment remains behind the original schedule it is anticipated that the deadline for the development of an action plan within quarter four will be met.
- Bus patronage has dropped as a result of the August/September alert level changes. This is likely due to more people studying and working from home, as well as a possible reluctance to share transport during a pandemic.

Lowlights

- Several hydrology sites have been vandalised recently with batteries stolen requiring extra work to replace equipment and strengthen doors and locks.
- In view of the Government response to the Science Advisory Panel's review of Overseer, implementation of the Tukituki catchment plan has had to be revised.
- The deadline for lodging Tukituki production land use consents still stands as 30 November 2021. This is unlikely to be met by all applicants due to the delays and uncertainty regarding Overseer and ongoing capacity issues with FEMP providers.
- Some delays to processing production land use consents due to the loss of Overseer. The team has reset the Procedural Guidelines and are re-engaging with land owners in the Tukituki to advance the consenting process.



Corporate Services Metrics

Our people are our greatest asset working to deliver services to meet outcomes outlined in our Long Term Plan 2021-31.

Our work supports our community and it is important we ensure customers have the best experience with the Regional Council. With climate change a major operations driver, we are also working to reduce our corporate carbon footprint.

This section provides a snapshot of:

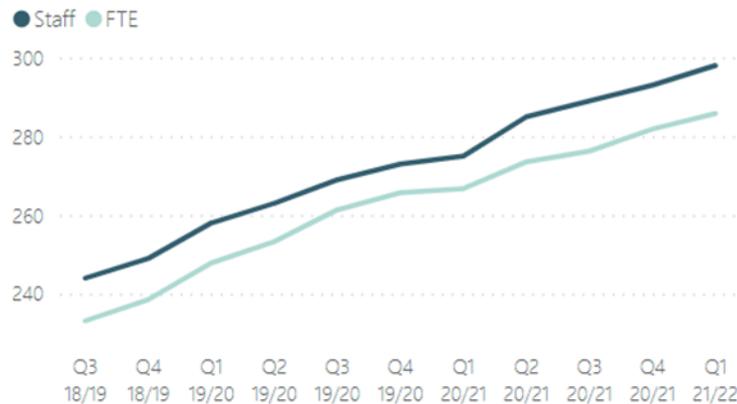
- staff numbers and turnover
- incidents reported and accidents requiring time off work
- LGOIMA requests
- customer feedback
- website and social media reach
- media enquiries
- corporate carbon footprint measures
- risk management.

People & Capability

Employee Count



Staff Count and FTE by Quarter



Talent Acquisition

We have continued with steady recruitment to our Long Term Plan (LTP) approved roles since July 2021 and have welcomed 16 new staff members this quarter. In regards to vacancies, we currently have 4 student vacancies to fill for the summer months, 3 maternity cover roles, 12 new roles from the LTP and 23 roles which replace existing staff that have vacated positions. Not all of those internal vacancies are due to resignations, some have moved internally which has created the need to backfill. Recruitment is busy and on track to fill these roles, however we are mindful that a number of more specialised roles have had to be re-advertised due to a combination of the specific skill sets required and a competitive labour market.

Off-Boarding

There were 11 resignations this quarter. Exit interview questionnaires are offered as part of the exit process, however this is not compulsory. Of the

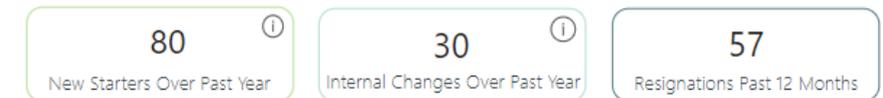
11 staff who resigned, 7 completed the survey. The feedback shows the main reason for leaving their role was the content of the new job suggesting that career progression and opportunities have attracted staff to other roles outside of Council. Overall we are noticing that staff with the skills and experience that are held at Council make very attractive candidates on the external market and so we are competing against this for the retention of talented people.

Leadership

Last quarter we identified 73 leaders out of a total of 302 staff – these are the staff that have direct reports and take a formal leadership role. Over the past 3 months the number of staff in formal leadership roles has decreased by 5 but the total number of staff has risen by 7. Many of those who undertake leadership functions without having direct reports are subject matter experts who provide guidance, mentoring and leadership in specific areas of work. There are also roles with contractor management functions but who do not have staff reporting to them.

There is an almost 50/50 split between male and female leaders. We are actively working to support and grow our leaders more through the quarterly leader’s forum. A key focus at the last two forums has been the valued behaviours. Our #LOVEHBRC campaign has been visible across the organisation and highlights the behaviours we want to promote. This feeds into our everyday work and culture through recruitment practices, candidate selection, induction processes and over all performance conversations linking to behavioural expectations. Our regular *Team Connect* has proven to be another popular touch point with leaders, keeping them up to date with changes and guidance from our P&C team.

Turnover

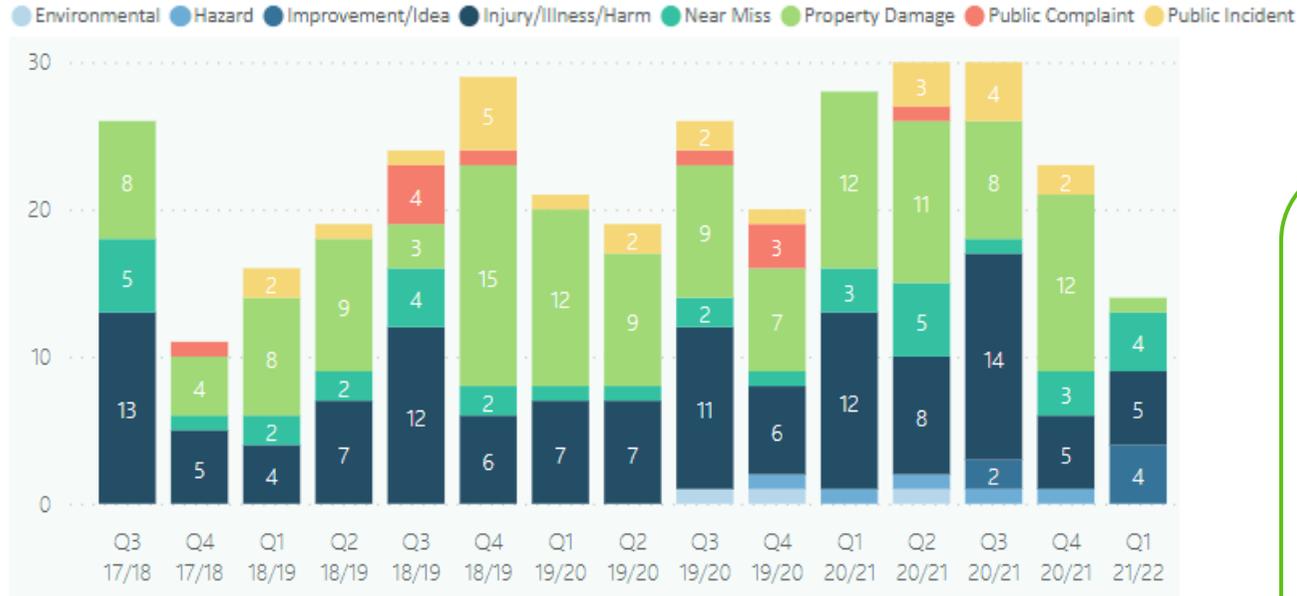


Employee Turnover



Health, Safety & Wellbeing

Incidents Reported



Accidents Reported by Time Off Work



Health, Safety & Wellbeing

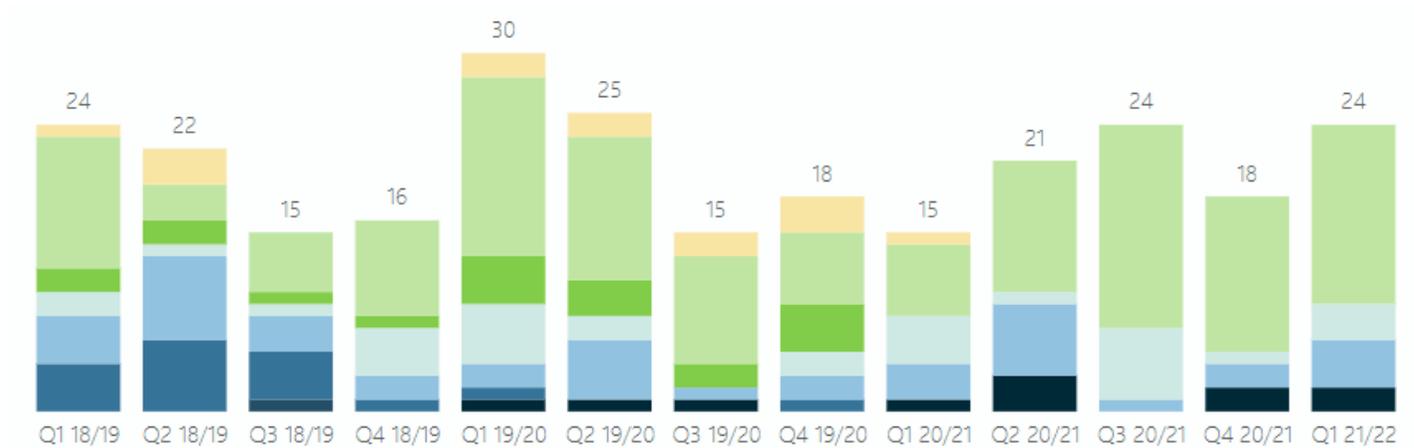
There were 14 incidents reported which is lower than normal due to the lock-down of staff during COVID-19 Level 3 and the restriction of work activity.

Property damage (1), injury/illness (5) near miss (4), improvement ideas (4). In this quarter the health and safety team coordinated 4 sessions of First Aid training and an LUV/Quad course. Senior Advisor attended organisational group health and safety meetings, instrumental in organisational response to COVID-19 and leading progress on digital platform for staff daily safety plans.

Customer Experience

LGOIMA

● Asset Management ● CDEM ● Chief Executive ● Corporate Support ● Integrated Catchment Management ● Maori Partnerships ● OCEC ● Regulation ● Strategic Planning



LGOIMA

Of the 31 LGOIMA requests received during the quarter, 29 were responded to within the required timeframes.

Customer Feedback

New customer experience tools are soon to be implemented. The system is currently being tested and installed to enable improved reporting and monitoring of the service provided to our customers through various channels of customer interaction. This project is due for completion by the end of quarter two.

Customer Feedback

Expected response time is 5 days, excluding complaints which is a 10 day response time.

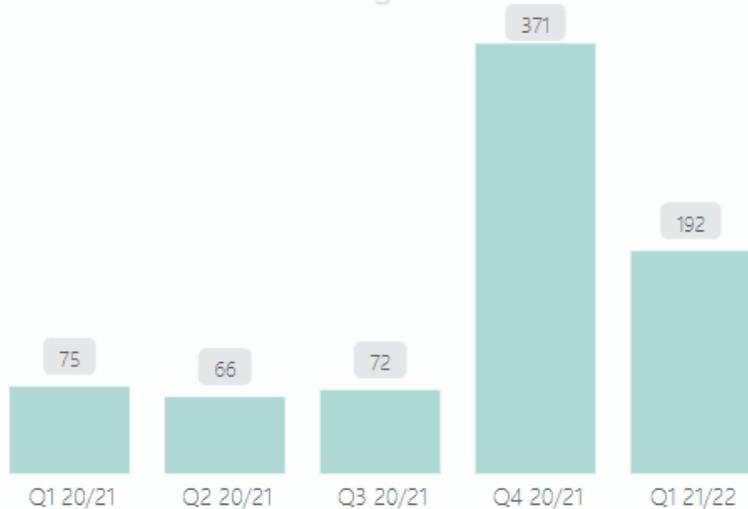
Feedback Received with % Completed Within Due Date

● Completed Late ● Completed On Time ● Incomplete ● % Completed On Time

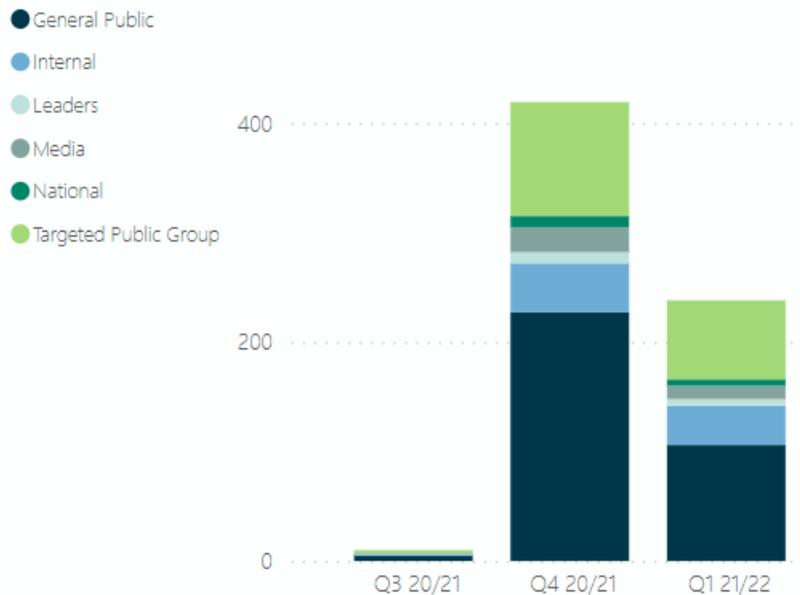


Communications

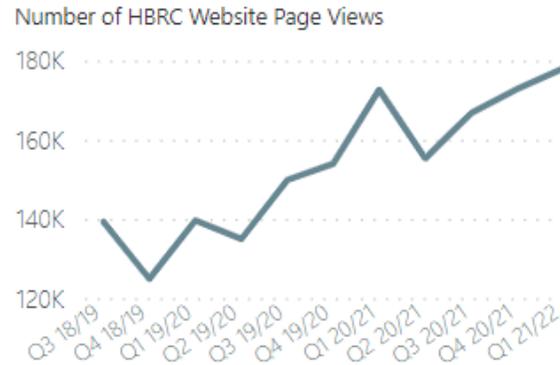
Items in Communications Log



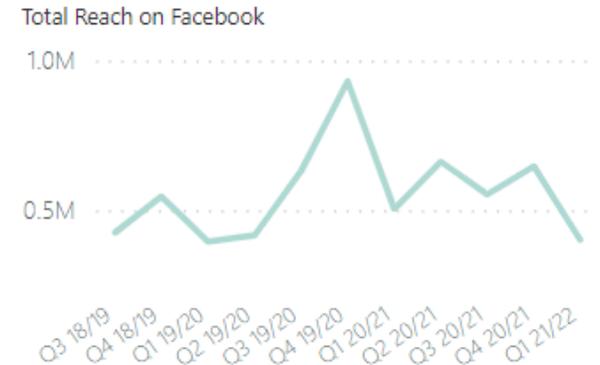
Items in Communications Log by Audience



Website



Social Media

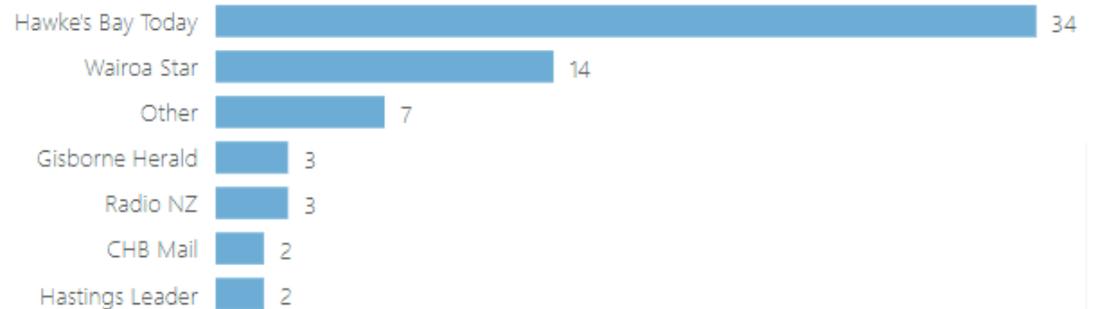


Communications

Communications covered a range of topics over the 23 media releases generated during the quarter, including land and biodiversity (4 each), biodiversity, water, regulation and governance (3 each), transport (2) and climate change (1). Quarter one contained the Representation Review consultation and extended Hastings By-Election voting period.

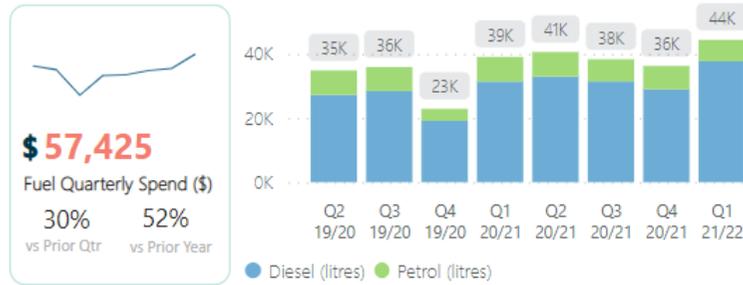
The communications team's varied service delivery included high and growing levels of website views and reach using social media, in the context of a three week COVID-19 lockdown.

Media Queries



Corporate Carbon Footprint

Fuel Usage



Vehicles



Air Travel



Vehicles and Fuel
From this quarter, reporting now includes all vehicles and powered plant. Petrol and diesel figures are for all Regional Council vehicles and Works Group equipment/plant. While the fuel usage and quarterly has increase it has not increased by as much as expected due to COVID-19 lockdown in August.

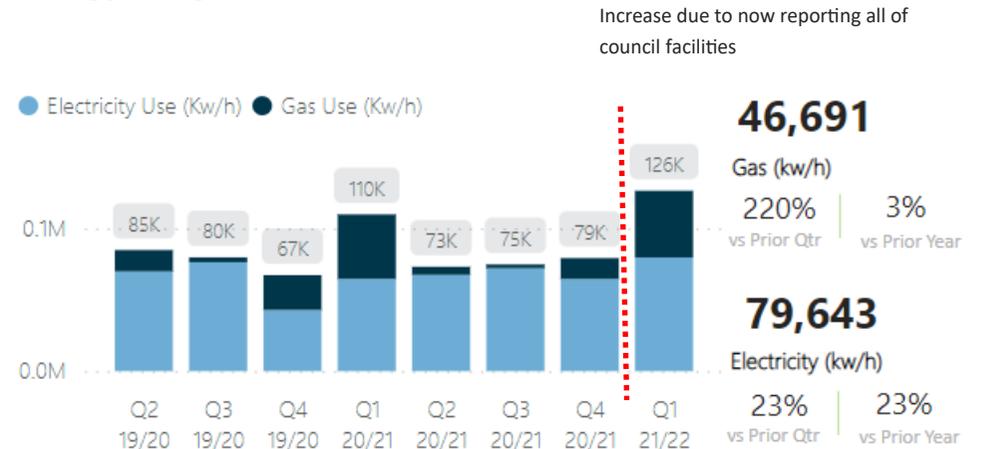
Air Travel

11,231kms were traveled by air this quarter. When compared to the 16,022kms travelled in the same quarter last year, we have seen a reduction of air travel by 30%. A contributing factor to the reduction in air travel could be linked to the COVID-19 alert level fluctuations starting mid August 2021.

Energy Use

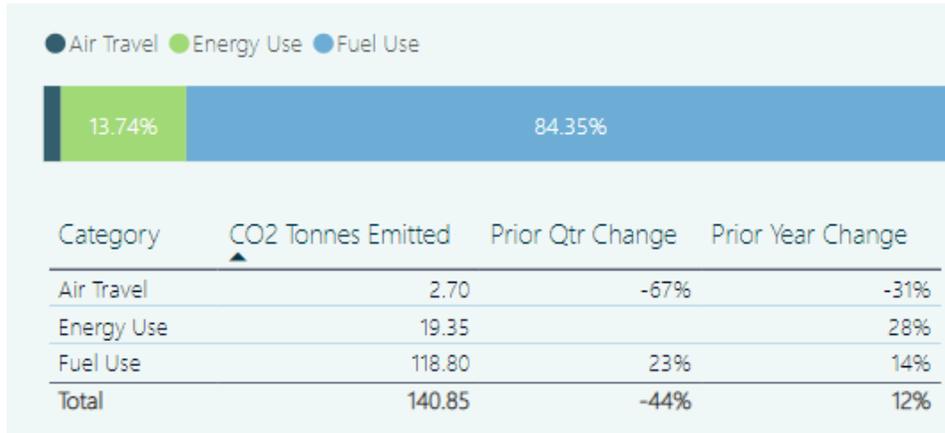
Electricity consumption data has now been included from Guppy Road, Wairoa offices, and Raffles Street offices in addition to the main office at Dalton Street. Next quarter energy consumption data from the two leased properties on Station Street in Napier and Ruataniwha Street in Waipawa will be included. All offices saw a significant drop in energy consumption this quarter due to COVID-19 lockdown with a majority of our staff working from home. The main Dalton Street site used 46,691 Kw/h of gas to supply the boilers connected to the heating systems. Data over this quarter is showing slightly higher consumption than usual, so the systems and plant will be thoroughly checked to ensure there are no underlying maintenance issues.

Energy Usage



Corporate Carbon Footprint

CO₂ Quarterly Emissions



CO₂ Emissions Tonnes



Carbon Emissions

This quarter, 118.8 tonnes of CO₂ can be linked to fuel use. Monitoring data now includes our Works Group fuel use to establish a more complete picture of organisational fuel consumption. To power the Regional Council's vehicles and plant, over 30,000 litres of diesel was consumed alongside 6,688 litres of petrol. Continuous monitoring and a commitment to the introduction of electric alternatives and more fuel efficient options will be key requirement to reducing our fuel use footprint going forward.

A total of 2.7 tonnes of CO₂ can be attributed to air travel in this quarter (see over). When compared to the air travel emissions in quarter one, we have seen a reduction of 1.2 tonnes. A contributing factor to the reduction in air travel emissions could be linked to the COVID-19 alert level fluctuations starting in mid August 2021.

Carbon Credits

As at the end of the quarter, the Regional Council's Carbon Holding Account had a total balance of 123,186 NZU. This gives an overall carbon portfolio a value of approximately \$7.82 million, noting this is based on market rates of NZ\$63.50 as at 30 September 2021.

The Regional Council's forests have sequestered an average of 15,398 tonnes annually, though the actual average sequestration rate varies significantly year to year based on the age of the different compartments of trees within the forests and the timing of forest harvest (1 tonne is equivalent to 1 NZU).

Work is underway to assess whether Hawke's Bay Regional Council is carbon zero in line with its strategic goal.

Risk Management

On 10 June 2020, the Corporate and Strategic Committee endorsed a roadmap to mature the Regional Council's risk management system. The longer-term vision for maturity of the Regional Council's risk system is to establish value creating, risk intelligent decision-making that is embedded consistently throughout the Regional Council.

The risk maturity roadmap is made up of four phases. Final stages of phase three of the roadmap are now actively being closed out. Focus of the roadmap is shifting to implementation of the phase four, the final phase of the roadmap, which commenced in September 2021. The goal of phase four is to embed the Regional Council's risk management framework, processes and philosophies consistently into the broader business.

Phase four of the roadmap is therefore the longest of the roadmap phases and anticipated to take up to two years to fully implement. However, business benefits from phase four will be realised throughout implementation as risk culture and attitudes progressively unify and as structured tools and processes are systematically applied within the business.

Milestones currently being delivered as part of phase four include:

- finalising a detailed 12-month project plan
- appointing a Risk Champion to represent each Group with a commitment of 0.1 FTE, and
- training Risk Champions on the Regional Council's risk management framework, processes and risk philosophies.



Level of Service Measures

by group of activity

Each quarter we monitor and report on the 58 level of service measures as agreed in our Long Term Plan 2021-2031.

The figure on the next page provides a summary of the level of service measures and how they are tracking by our six groups of activities:

1. Governance & Partnerships
2. Policy & Regulation
3. Integrated Catchment Management
4. Asset Management
5. Emergency Management
6. Transport

The six groups of activities are made up of 22 activities, 34 levels of service statements and 58 level of service measures.

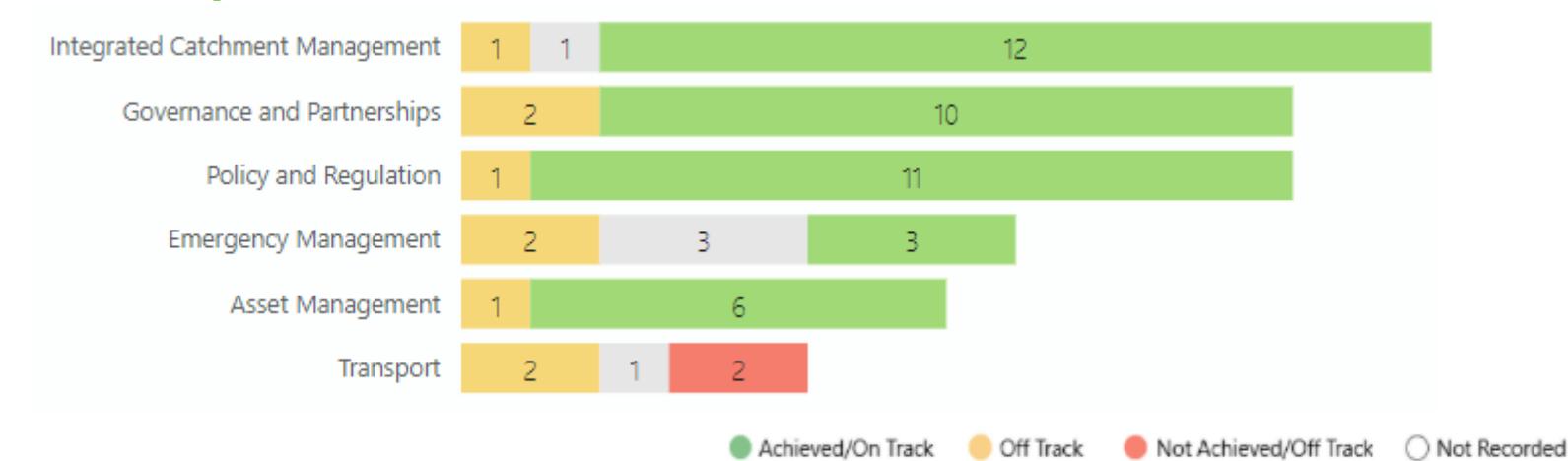
A traffic light reporting approach is used to show non-financial results.

Exception reporting

The exception reporting over the page provides commentary regarding measures that are currently off track or forecasted to be 'at risk' of not being achieved. The Regional Council's Executive Leadership Team monitors the measures throughout the year to enable proactive action to improve performance.

Level of service measures

Summary



Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Governance & Partnerships	Percentage of LGOIMA requests responded to within 20 working days	Off Track	Of the 31 LGOIMA requests received, 29 or 94% were responded to within 20 working days. Both requests were received immediately prior to lockdown, and missed communication and not adhering to the prescribed process were factors that contributed to the 'late' responses. To prevent late responses in future, the staff involved have since received additional LGOIMA training and a video explaining the LGOIMA process is being prepared.	100%

Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Governance & Partnerships	Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)		A carbon footprint has yet to be collated following the end of 20/21 financial year and staff will endeavor to have this completed over the next quarter. The baseline carbon footprint compiled in 2020 highlighted the impact the COVID 19 alert level fluctuations had on business operations mid 2020, therefore didn't show a complete representation of our footprint under business as usual conditions. Given last year's circumstances and disruptions, it is likely we will report an increase to our carbon footprint this financial year.	Improve
Policy & Regulation	An operative Tier 2 Oil Spill Plan and a trained and qualified oil spill response team is in place at all times		The Tier 2 plan completed in March 2020 is still operative under a 3-yearly review cycle. One exercise has been conducted this quarter and a response team is in place at all times, although the team is at 75% of required strength. There is only one currently trained Regional On Scene Commander in HBRC region.	Achieved
Integrated Catchment Management	Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP		Since the start of FY21, 433 FEMP resubmissions and Low Intensity submissions have been received. These submissions cover 38 % of all land area in the Tukituki catchment. A majority of FEMP resubmissions are being worked on still by providers. Approximately 50 % of properties have resubmitted a FEMP and an additional 32 % of properties are currently engaged with a provider to have the review completed.	Tukituki 100%
Asset Management	Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan		While the delivery of the Regional Water Assessment remains behind the original schedule it is anticipated that the deadline of the development of an action plan within Q4 will be met. An interim report will be presented to Council in Q2 detailing current sources and uses of water as well as future demand projections and scenarios. The final component of the report addressing the impacts of climate change on the regional supply of water is due for completion by the end of Q2.	Action plan developed

Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Emergency Management	An operative Group Plan under the CDEM Act 2002 is in place, reported on annually and reviewed within statutory timeframes by the Joint Committee		<p>Work has commenced of the review of the Group Plan with the Hazards Risk assessment being largely complete. This project has been delayed by the ongoing COVID-19 response.</p> <p>The Group Plan may also be impacted by the outcomes of the recent CDEM review.</p> <p>It is also noted that the National Emergency Management Agency has also just</p>	Achieved
Emergency Management	A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group		<p>Work has commenced of the review of the Group Plan with the Hazards Risk assessment being largely complete. This project has been delayed by the ongoing COVID-19 response.</p> <p>The Group Plan may also be impacted by the outcomes of the recent CDEM review.</p> <p>It is also noted that the National Emergency Management Agency has also just commenced a delayed review of the CDEM Act and the CDEM National Plan.</p>	Achieved
Transport	Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan (RPTP) and Regional Cycling Plan in place		<p>The Regional Land Transport Plan was adopted in May 2021 in accordance with statutory timeframes and lodged with Waka Kotahi. Work is soon to begin on the service review that will influence the Regional Public Transport Plan. This was last reviewed during the 2018-19 year and was adopted by Council in June 2019. This should have been due within 6 months of the RLTP but has been delayed due to staffing. The Regional Cycle Plan 2015 is in place but also under review.</p>	Achieved
Transport	Annual patronage on the Hawke's Bay bus services		<p>Bus patronage is tracking downwards with the monthly average dropping from 48,567 to 38,589 between Q4 2020/21 and Q1 2021/22. This is most likely due to the changes in Alert levels during August and September of Q1. All data shows that patronage is steadily declining. Given the patronage hit its peak during 2014, when most changes were made to the service, it appears that the service has not changed frequently enough to meet the needs of the changing population.</p>	Increasing trend

Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Transport	Percentage of the Hawke's Bay population that use public or active transport for work or education (source: Statistics NZ, bus patronage, cycleway meters)		The most recent figures, obtained from the Waka Kotahi Arataki document for Hawke's Bay, has our public transport use for work and education at 7%. This is likely not to change until the next census. We aim to find alternative ways of obtaining this data more frequently. Unfortunately, patronage and cycleway meters does not indicate whether a user is travelling to work or education. We will look to involve the Ministry of Education to gain figures on their school bus patronage data as well.	Maintain/ increasing trend
Transport	Percentage of urban households within 400m of a regular bus route		Currently just 69.2% of urban households are within 400m of a bus route. This statistic hasn't changed, as our services haven't yet changed, but with the roll out of our On Demand Public Transport Trial, we will be on track to report 100% for the Hastings area, and soon following, the Napier area.	100% Hastings urban



Activity Reporting

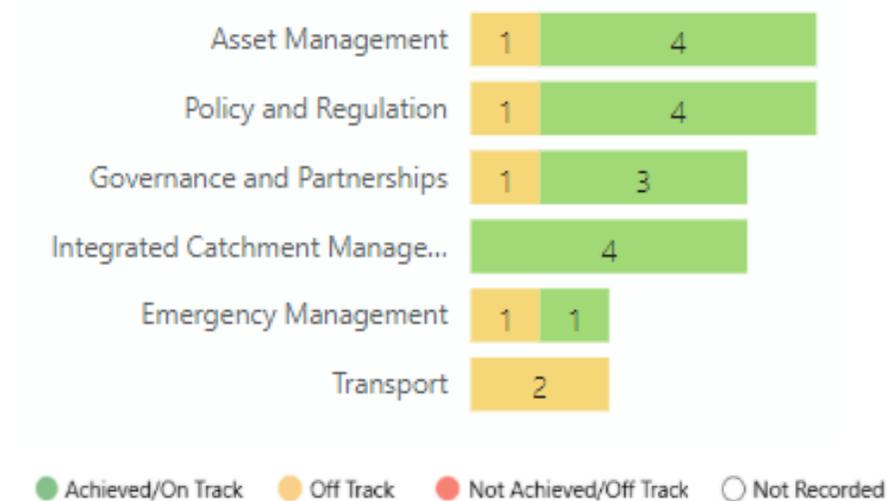
by group of activity

This section provides an overview of performance by activity. It includes:

- a summary for non-financial performance by group of activity (see figure below)
- individual activity reporting within the six groups of activities.

Summary

Non Financial Performance



Governance and Partnerships

Below are the non-financial reporting for the four activities within Governance and Partnership group of activities

Activity	NF Status	Commentary
Community Representation and Leadership		Q1 was notable for the Hastings constituency By-election and Representation Review processes which ran concurrently during the quarter. There were 14 Council and Committee meetings and workshops held (compared to 18 last quarter), with five of those held virtually using Zoom during COVID-19 lockdown.
Tangata Whenua Partnerships		Q1 signalled an enhanced relationship focus and resourcing of the Māori Partnerships Group in Northern HB, Central and Internal, Southern HB. Primarily, foundational relationships (establishment and maintenance) with mana whenua/tāngata whenua across HB region will be premised in each of these three new roles. Their mode of operation will be to support the Regional Council to connect with tāngata whenua (engagement and functional) over work programmes and activity, particularly those elements identified by tāngata whenua (through RPC & Māori Committee) of strategic importance. Relationship managers will monitor and report on the level of service measures
Community Sustainability		Work is underway across the Regional Council and will be coordinated and developed into a regional strategy when the Climate Action Ambassador position is filled.
Regional Development		Funding contracts are in place noting that Business Hawke's Bay has ceased operation. The Regional Council assumed responsibility for managing the Hawke's Bay Business Hub in Ahuriri pending agreement of a revised regional economic development delivery framework.

Policy and Regulation

Below are the non-financial reporting for the five activities within Policy and Regulation group of activities

Activity	NF Status	Commentary
Policy Planning		Q1 has seen the Policy and Planning staff resource focused on both the TANK plan change hearings and Outstanding Waterbodies Plan change appeal. Policy staff have dedicated a significant proportion of their time and resource to work with the Regional Planning Committee, Executive Leadership Team and the rest of organisation on Kotahi to ensure that this is understood and recognised as an HBRC priority programme of work. Specifically the working partnership with NPDT in the Mohaka takiwā continues as does the Māori-led workstream. Statutory Advocacy this quarter has been focussed on Napier City Draft Plan and Spatial Plan/Picture and feedback on a number of central government regulations.
Consents		The receipt and processing of applications within the statutory timelines is on track. There have been some delays to processing Production Land Use consents due to the loss of Overseer as a tool for modelling N leaching. The Procedural Guidelines have been reset with the production sector. Staff are re-engaging with land owners in the Tukituki to advance the consenting process.
Compliance and Pollution Response		<p>There remains a number of prosecutions before the courts and a few new incidents have been prepared for prosecution. Pollution response, permitted activity and consent monitoring are still at a high level and enforcement action is taken if required.</p> <p>Staffing has proved the biggest challenge in Q1 with two staff in the process of leaving (1 in pollution response and 1 in compliance). There are currently three positions being advertised in the compliance team and one in the pollution response team. There has been an appointment of a new Team Leader for the Rural Compliance team and a Senior Compliance Officer in the Urban and Industrial team.</p>
Maritime Safety		A full time qualified Deputy Harbourmaster was appointed who will provide capacity for additional maritime safety activities to be undertaken across the region that previously were not properly resourced. The additional resource will enable additional activity and presence to be undertaken outside the pilotage area and provide visibility of the Harbourmaster function at recreational boating areas such as the Clive River more frequently. The Safe Boating education programme in our region's schools has begun. We are co-ordinating with Gisborne to extend the programme into schools in that Region, however due to the departure of the Gisborne Harbourmaster, this has been delayed.
Policy Implementation		In view of the Government response to the SAP review of Overseer, implementation of the Tukituki catchment plan has been revised and the Procedural Guidelines updated. Only properties located within a DIN exceeding sub catchment will now be consented. A working group was established to work with primary industry bodies to develop a 'two tiered N loss risk matrix' which will be used to assess consent applications for potential N loss risk. Re-engagement with the affected communities will commence in October. The deadline for lodging Tukituki production land use consents still stands as 30th November 2021. This is unlikely to be met by all applicants due to the delays and uncertainty regarding Overseer and ongoing capacity issues with FEMP providers. Policy implementation (Regulation) has been involved in HBRC's submissions to MfE's consultation on Freshwater farm plans, low slope map and intensive winter grazing.

Integrated Catchment Management

Below are the non-financial reporting for the four activities within Integrated Catchment Management group of activities

Activity	NF Status	Commentary
Environmental Information		The Environmental Information team continues to work quietly and efficiently. Two vacancies in the data team have been advertised and all going well those positions will be filled by Christmas. The Resource Analyst Land position has been seconded to the Science Team until Christmas and a decision on the best place for this position will be made at the end of the secondment. Students are arriving and desk space is scarce as we try to fit everyone into areas that best suits their work. Several monitoring sites have been vandalised recently with batteries being stolen and this has required extra work to replace equipment and strengthen doors and locks. A busy quarter leading into a busier quarter for the Environmental Information Team.
Environmental Science		The Science section commenced data analysis for the 2018-2021 State of the Environment Synthesis Report, which is scheduled for publication by 1 July 2022. The TANK hearing reconvened in September and was supported by the Science Section, with preparation and expert caucussing in Q1. The Marine and Coast Science team continued collaborative research with the Hawke's Bay Marine and Coast (HBMaC) Group and the Sustainable Seas National Science Challenge. The Regional Council and MPI co-funded the development of a Drought Risk Indicator web application, which has been well received. Tukituki groundwater and surface water modelling has progressed. The use of streamwater eDNA is being expanded for invertebrates and broader ecosystem health metrics, in addition to the already established protocol for freshwater fish.
Catchment Management		Work programmes including Catchment Delivery, Catchment Policy Implementation and Right Tree Right Place are on track. There are some risks around a replacement for Overseer, capacity and capability, resources for on the ground works (including plants), extreme weather events, increasing average temperatures and rising costs. These are being managed as part of mitigation strategies.
Biodiversity and Biosecurity		The Catchment Services section has had a number of additional staff employed over the last three months and some internal prioritisation of resources. Overall we are on track to deliver our commitments.

Asset Management

Below are the non-financial reporting for the five activities within Asset Management group of activities

Activity	NF Status	Commentary
Flood Protection and Control Works (Rivers, Drainage and Small Schemes)		Flood Protection and Control Works were carried out in accordance with asset management plans and the annual maintenance contract. Significant projects are in progress including the Heretaunga Plains level of service review, asset review with NCC, SCADA monitoring upgrades, and pump station renewals.
Flood Risk Assessment and Warning		The Engineering team is working on catchment reviews, hydrodynamic modelling for flood hazard planning, mapping. This is part of the capital upgrade work programme (HPFCS Level of Services).
Open Spaces		<p>The level of Service for all Regional Parks is on track as per Asset Management Plan. The public recognise the value of the Open Space (parks) and trails being well managed, especially during recent locks down.</p> <p>Unfortunately, over Q1 there was increased dumping and antisocial behaviour, specifically at Waitangi Park. We have installed CCTV in Waitangi and Pekapeka Parks to reduce these issues in the future.</p>
Coastal Hazards		The Engineering team has been progressing the Joint Coastal Strategy design work stream. The Westshore nourishment work was delayed 2 weeks due to Covid lockdown. Survey and tender documents complete, work to start in Q2.
Regional Water Security		<p>Q1 has made good progress notwithstanding the impacts of the August COVID-19 lockdowns. The Regional Water Assessment 19/20 Sources and Uses draft report and Demand Projections study were completed and continue to be refined. Long Term supply projections scoped, reviewed internally and contracted for December delivery. The CHB MAR Package One consent for water take was lodged and accepted by HBRC pending the review of the Package Two application - including the completion of the Cultural Impact Assessment with Marae engagement now confirmed for late November. Most technical workstreams for the Package Two application have been completed and awaiting the CIA work. Heretaunga Pre-feasibility report completed and additional GeoTech investigations were approved, procured and initiated. Work was demobilised during Level 4 lockdowns with 4-5 weeks lost in total by the time full operations recommenced. Cautious but constructive re-engagement with iwi/hapū following conclusion of TANK hearings and Maori Representation decisions.</p>

Emergency Management

Below are the non-financial reporting for the two activities within Emergency Management group of activities

Activity	NF Status	Commentary
Hawke's Bay CDEM Group		<p>Overall this quarter was a challenging period with the recent COVID-19 resurgence lockdown and ongoing work in planning and coordinating for the COVID-19 pandemic into the future. Therefore the business as usual work programme had to be flexible and at times priorities amended.</p> <p>Recruitment for vacancies has been challenging but most vacancies posts have now been filled. Onboarding and training new staff has had an impact on the work programme. This will require careful management of staff in an ongoing response environment.</p> <p>The completion of the "Strengthening Civil Defence Emergency Management in Hawke's Bay" review report has identified a number of areas for work prioritisation over the next 12 months. A work programme to implement the recommendations of the report is currently being developed.</p>
HBRC Emergency Management		<p>HBRC has continued to support the CDEM group in its response to COVID-19 with staffing of the Group coordination centre for the last Level 4 lockdown in Q1 in particular. The level of activity in this area remains high and staff wellbeing is beginning to be a concern. These need to be managed as a new phase in the COVID-19 pandemic evolves and there is still a requirement to respond to other events.</p>

Transport

Below are the non-financial reporting for the two activities within Transport group of activities

Activity	NF Status	Commentary
Transport Planning and Road Safety		The Public Transport Review and Road Safety s17a review are now both underway. Overall the team has had significant disruption in the last quarter, with the Road Safety Team Leader on extended sick leave and the Transport Manager role being unoccupied or "acting" for some time. The Transport Manager Role was permanently filled in October.
Passenger Transport		<p>Largely due to COVID-19, bus patronage is decreased on the previous year. The new Regional Land Transport Plan, the passenger transport service review, and subsequent Regional Passenger Transport Plan will provide the team with opportunity to investigate further changes to delivery and operations of our passenger transport service to improve the decreasing trend in patronage.</p> <p>We are looking to the roll out of the On Demand Public Transport trial to enable us to have public transport within 400m of each household in urban Hastings, and also hopefully see a dramatic improvement in patronage in the trial area. Given the staffing disruption, COVID disruptions and the upcoming changes, this area is delivering better than expected.</p>

Glossary

AMP	Asset Management Plan	MACAA	Marine and Coastal Area Act
BAU	Business as usual	MBIE	Ministry of Business, Innovation & Employment
CCTO	Council Controlled Trading Organisation	MNZ	Maritime New Zealand
CDEM	Civil Defence Emergency Management	MSC	Māori Standing Committee
C&S	Corporate & Strategic Committee	NCC	Napier City Council
CEG	Coordination Executives Group	NES	National Environmental Standards
CHBDC	Central Hawke's Bay District Council	NPS-FW	National Policy Statement for Fresh Water
CRM	Customer Relationship Management System	NZTA	New Zealand Transport Agency
ECS	Erosion Control Scheme	OCEC	Office of the Chief Executive and the Chair
EICC	Environment Integrated Catchment Committee	OWB	Outstanding Water Bodies
ERA	Employment Relations Act	PCA	Possum Control Area
ECS	Erosion Control Scheme	PONL	Port of Napier Limited
EOY	End of year	PPDC	Personal Performance Development Charter
FARS	Financial Audit and Risk Subcommittee	RBP	Regional Business Partners
FEMP	Farm Environmental Management Plans	RCEP	Regional Coastal Environment Plan
FENZ	Fire and Emergency New Zealand	RLTP	Regional Land Transport Plan
FIF	Freshwater Improvement Fund	RMA	Resource Management Act
FTE	Full Time Equivalent	RPC	Regional Planning Committee
HPFCS	Heretaunga Plains Flood Control Scheme	RPTP	Regional Public Transport Plan
HBRC	Hawke's Bay Regional Council	RRMP	Regional Resource Management Plan
HBT	Hawke's Bay Tourism	RTC	Regional Transport Committee
HDC	Hastings District Council	SOE	State of the Environment
HPUDS	Heretaunga Plains Urban Development Strategy	TAIC	Transport Accident Investigation Commission
LGOIMA	Local Government Official Information & Meetings Act	TANK	Tūtaekurī, Ahuriri, Ngaruroro, Karamū
LOS	Level of Service	TLA	Territorial Local Authorities
LOSM	Level of Service Measure	WCO	Water Conservation Order
LTP	Long Term Plan	WDC	Wairoa District Council
		YTD	Year to date