



# Organisational Performance Report

*Quarter 2: 1 October to 31 December 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 second quarterly report for the 2021-22 financial year and covers the period of 1 October to 31 December 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 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 a new financial system. Financial information could not be exported in time for inclusion for this quarter. Six monthly activity reporting will be presented separately.

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 second report to measure progress against our revised level of service measures in our new Long Term Plan 2021-2031.**

It has been a challenging quarter with COVID-19 traffic light measures in place and the introduction of vaccine mandates. Everyone at HBRC has been putting in some incredible mahi - not just keep things ticking over, but make some great progress on our ambitious programme of work. Below are key highlights and lowlights from across our corporate metrics, level of service measures and activity reporting within our six groups of activities.

## Events

- Pan Pac Business Awards on 12 November 2021.

## Highlights

- In October, Regional Council voted to increase the number of councillors from nine to 11. It is proposed that the new councillors will represent two new Māori Constituencies: Māui ki te Raki and Māui ki te Tonga.
- Hawke's Bay's first full survey of its coastline shows a healthy coastal bird population along 321 kilometres.
- Five new Ecosystem Prioritisation sites totaling approximately 270 hectares have been identified for protection this year.
- HBRC's brand video, 'Behind the Scenery' was completed and previewed by staff ready to launch next quarter.
- HBRC and Hasting District Council staff met this quarter to identify up to ten programmes to collaborate on to achieve tangible carbon reductions.
- The Right Tree Right Place pilot formalised its partnership with global environmental organisation The Nature Conservancy (TNC). A detailed project plan has been developed and a project manager appointed by TNC.

- In total, 213 consent applications were received this quarter - this is nearly double the applications received last quarter.
- The Policy Implementation (Regulation) team held community engagement meetings in the DIN (dissolved inorganic nitrogen) exceeding sub-catchments prior to the application deadline of 30 November. This will help provide updated guidance to the FEMP providers. The establishment of a new process using a bespoke 'two tiered risk matrix', to assess consent applications from properties inside DIN exceeding sub-catchments in the Tukituki has supported this work.
- A public facing portal of the hazardous industries and activities list (HAIL) in our selected land use register (SLUR) has been designed - with a go-live date of 31 January 2022. The register is fully spatially mapped and, until now, only visible to HBRC staff.
- The first Regional 2022 Elections Planning meeting of all the Region's Electoral Officers was held this quarter, and work to establish a regional communications plan was initiated.
- Through our Erosion Control Scheme, we have already protected 832 hectares towards our annual target of 900 hectares.
- Work has begun on the Resilient River Communities programme starting on the Taradale stop bank. This is part of wider piece of work to help upgrade protection in the Heretaunga Plains.
- To improve the public access to rivers, extra rubbish collections, upgrades to public access areas, fencing and repairs have been undertaken.
- Seven buoys for the swimming area off Hardinge Road have been placed in position. This has greatly increased the visibility of the area and improved safety for swimmers.
- The Sustainable Homes programme (including Heatsmart) processed 221 applications this quarter, with a value of \$1,591,500.
- A successful waste education and beach clean-up day was undertaken in collaboration with Westshore Sea Scouts.
- Two Enviroschool celebrations were held for Napier Central School and Poukawa School for successful Bronze reflections.
- LED lighting has been installed in various locations across our facilities to replace existing fluorescent solutions. This aims to reduce waste and energy consumption and was carried out as part of planned building maintenance.
- The first Tukituki production land use consents have now been issued.
- Support for a new regional development agency has been agreed by the five councils to support businesses and sectors in the region, focusing on priority areas that support growth and productivity.
- In November, Professorial Chair Edgar Burns presented his first research paper 'What Forms of Engagement Work for HBRC' to the Environment Integrated Catchment Committee. His second research paper, 'Developing Ways of Working with Rural Women', will be presented at the next meeting in March 2022.
- An Interim Regional Water Assessment for the Regional Water Security project was provided to a Regional Council workshop in November along with a wider programme update.

## Lowlights

- Staff recruitment and retention has affected a number of teams across the Regional Council, notably the Environmental Science section, the Compliance section and our Maritime Oil Spill team who have been carrying out core work with reduced capacity.
- Just under 50 % of FEMP resubmissions are still being worked on by providers, or are being followed up by the Compliance team.
- Given circumstances and disruptions in quarters one and two, we may report an increase to our carbon footprint if levels of operational activity return to normal in subsequent quarters, although the impacts of Omicron may see some of this activity and associated emissions pushed to the next financial year.
- The Asset Management team has not yet reached agreement with Iwi groups on gravel management. A hearing in December resulted in no decision. Further work and kōrero have been requested by the Hearing panel. This is scheduled for next quarter.
- Various events, such as the Hawke's Bay A&P and Central Hawke's Bay A&P shows, have been postponed or cancelled due to the uncertainty and risks associated with the COVID-19 Delta outbreak. This has limited the opportunities for the Catchment Management Delivery team to interact with the community on the work they are undertaking.
- The Waikare River ISCO Sediment Sampler Site was subject to extensive theft and the decision made to not re-establish this site due to concerns of ongoing issues.



# Corporate 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:

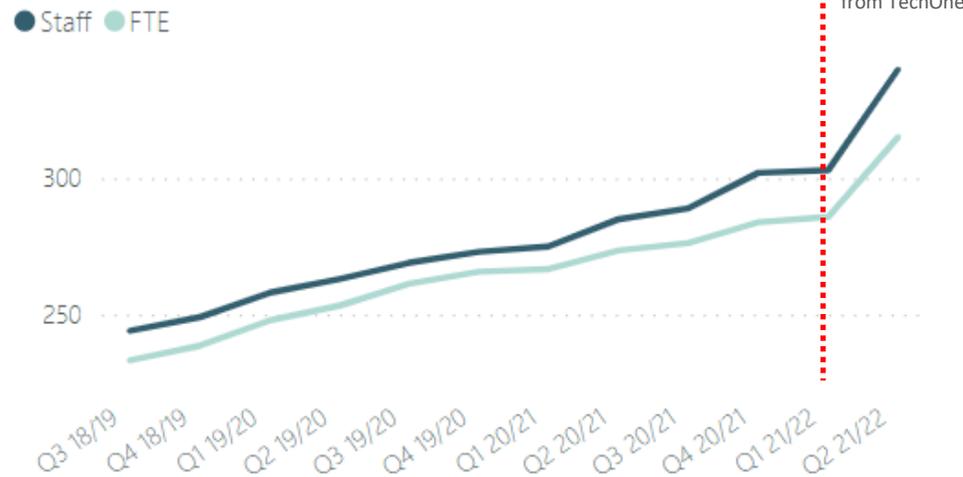
- staff numbers and turnover
- health & safety incidents reported
- LGOIMA requests
- website and social media reach
- media enquiries
- corporate carbon footprint measures
- enterprise risk management.

# People & Capability

## Employee Count



Staff Count and FTE by Quarter



The total FTE count has increased significantly since last quarter due to our annual summer student intake. There are currently 17 students across various functions including forestry, engineering, consents, compliance and water quality & ecology. A more structured approach was applied to student recruitment this summer and the P & C team will develop a much more robust system in the future with the aim to improve the student experience and our employer brand.

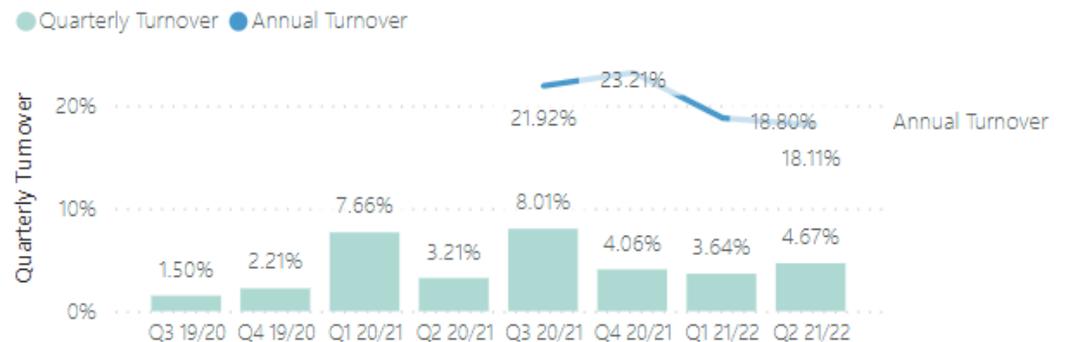
We have recruited to vacancies and welcomed 24 staff over the quarter, 17 of these are permanent roles, 4 casual to cover demand in pole harvesting at the nursery and 3 fixed term for various reasons.

**Leadership**  
Staff who have direct reports take a formal leadership role such as responsibility for day to day management of staff and undertaking Performance Development Plan processes. The number of leaders has increased from 68 to 81. Some new leaders have been created through change processes such as the introduction of 2 team leader roles in the Policy & Planning team to support the growth of the team and spread the leadership workload. Roles approved in the Long Term Plan have created the need for more mid-level leaders as we onboard more staff at various levels, for example Health & Safety. We successfully recruited 2 of our more difficult to fill leadership roles in this quarter - Team Leader Engineering and Transport Manager.

## Turnover

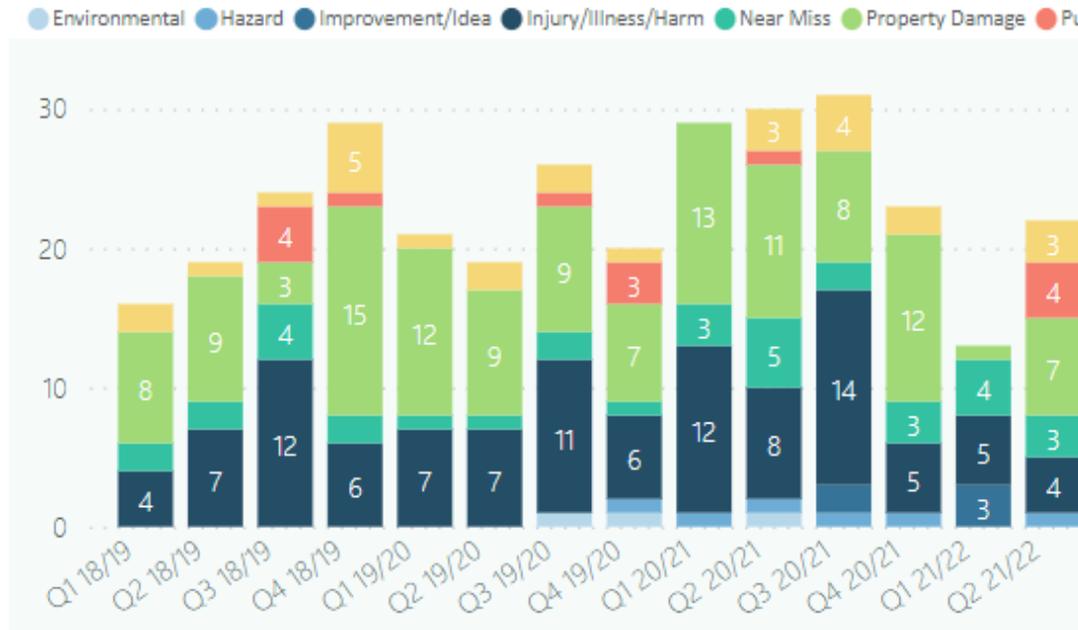


### Employee Turnover



# Health, Safety & Wellbeing

## Incidents Reported



There were 22 incidents reported this quarter, up from 14 last quarter. The majority of incidents being property damage (7), injury/illness (4), near miss (3), hazard (1), public incidents (3) and public complaint (4). The Health, Safety and Wellbeing team (HSW) delivered first aid (46 staff), 4WD (6 staff) and LUV/quad training (8 staff). For students, 4WD awareness and first aid training (8 students). The HSW team attended organisational group health and safety meetings and chaired the Regional Council health and safety committee meeting.

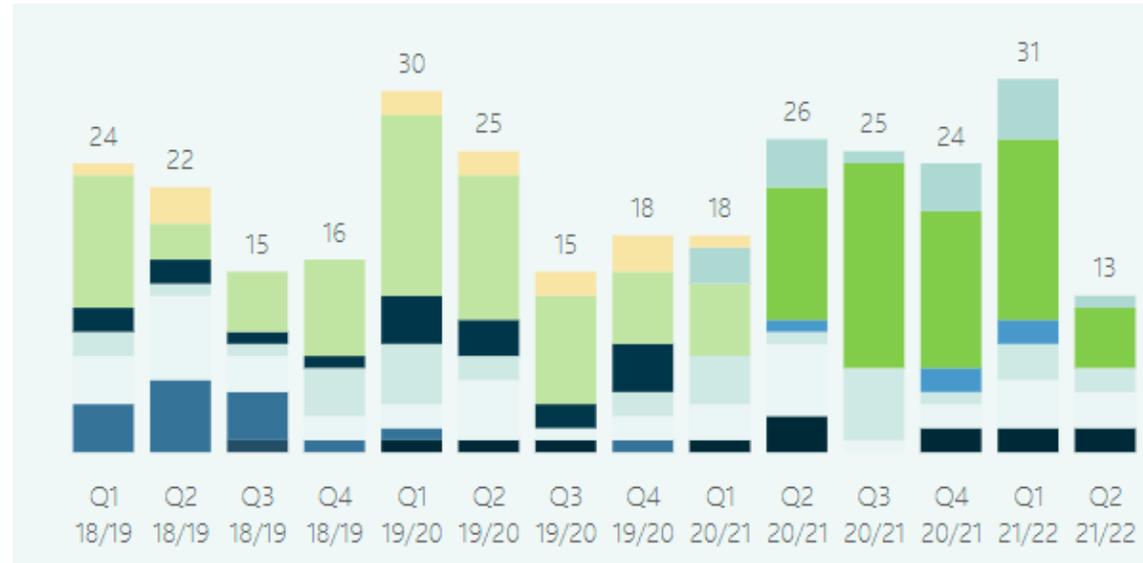
\*we have temporarily removed the 'Accidents Reported by Time Off Work' Graph in order to review the data.



# Customer Experience

## Local Government Official Information and Meeting Act (LGOIMA) requests

● Asset Management ● CDEM ● Chief Executive ● Corporate Services ● Integrated Catchment Management ● Maori Partnerships ● OCEC ● People and Capability ● Policy and Regulation ● Regulation ● Strategy and Governance ● Strategic Planning



All 13 LGOIMA requests received this quarter were responded to within the required 20 working day timeframe.

**Customer Feedback**

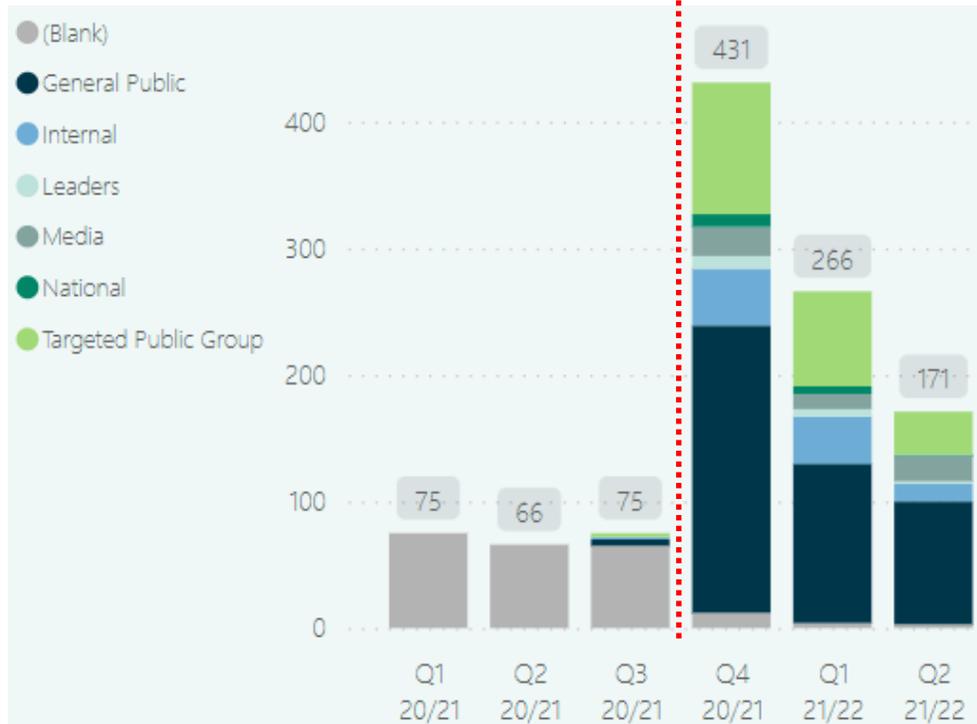
New customer service technology was implemented during this quarter. This will be reported on next quarter with the first set of full data.



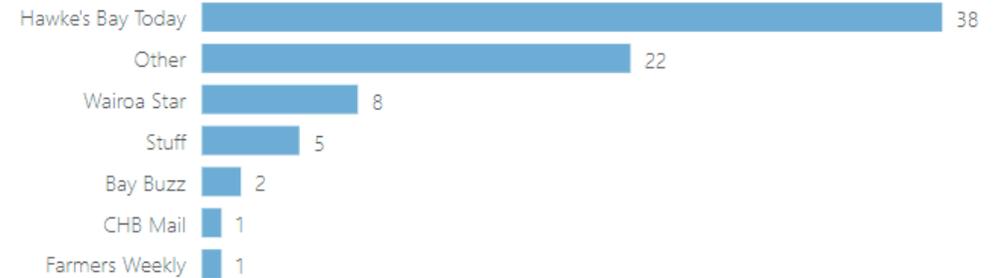
# Communications

## Items in Communications Log by Audience

Update of the Communications Log



## Media Enquiries



The strong national and in-region focus on COVID-19 led to reduced interest in HBRC activities during this quarter.

There was media coverage of water programmes, flood protection infrastructure, Right Tree Right Place, regulation/enforcement activities, biodiversity programmes, the establishment of a new regional development agency, and the Regional Council's decision in October to establish Māori constituencies.

A total of 23 media releases during the period (7 Oct, 9 Nov, 7 Dec) gave a broad picture of the Regional Council's work. Campaigns during the period included *Swim thru Summer*, *Good Wood*, *Safer Boating* and *Water Conservation*. There was a downturn in media queries during the period, but a continuing strong relationship and coverage of the Regional Council's work by local media. A strong focus on internal communications and the support of positive staff behaviours was maintained during the quarter.

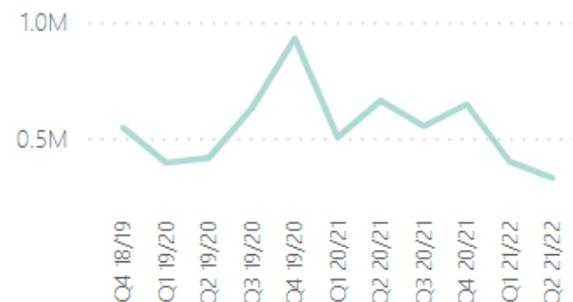
## Website

Number of HBRC Website Page Views



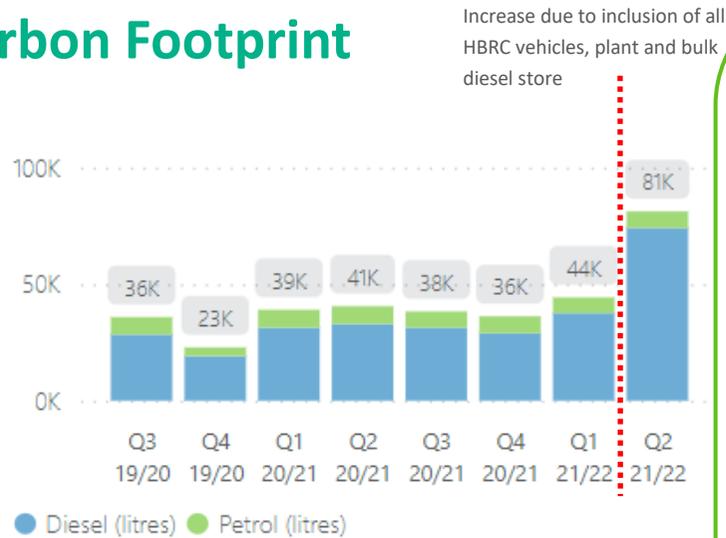
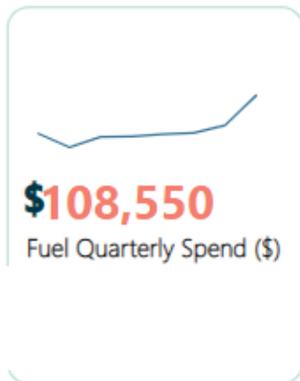
## Social Media

Total Reach on Facebook



# Corporate Carbon Footprint

## Fuel Usage



## Vehicles

| 135<br>Total Fleet Vehicles |               | 5<br>Total Plug In Hybrid Vehicles |               | 9<br>Total Hybrid Vehicles |               |
|-----------------------------|---------------|------------------------------------|---------------|----------------------------|---------------|
| 3%                          | 69%           | -17%                               | -17%          | -10%                       | 200%          |
| vs Prior Qtr                | vs Prior Year | vs Prior Qtr                       | vs Prior Year | vs Prior Qtr               | vs Prior Year |

### Vehicles and Fuel

Works Group fleet numbers and fuel use data has now been included into quarterly reporting. Given our large emissions profile relating to fuel use this will help to bring visibility to usage and help to better monitor and manage the impacts of our fleet.

Over the summer period, fleet numbers increased slightly due to the retention of older vehicles for summer student use, reflected in our fuel use data over this quarter.

Through replacement schedules every opportunity is investigated to introduce vehicles with increased efficiency whether it be hybrid, plug-in hybrid or full electric vehicle. The HBRC fleet now includes 5 plug-in hybrids, 4 full electric vehicles, and 3 electric motorcycle/cycle options for field work, with additional hybrid vehicles on backorder to replace full fuel alternatives. Further infrastructure to charge vehicles will need to be incorporated to our office sites to facilitate additional EV uptake over the next year.

Over 81,000 litres of fuel was consumed between both HBRC and Works Group fleet. The breakdown of fuel consumption sits at 7,055 litres of petrol for both HBRC and Works Group fleets and 74,205 litres of diesel, 33,139 litres for HBRC fleet, 15,411 litres for Works Group fleet with the remainder of 25,655 litres connected to the Works Group bulk diesel store which is used to power larger plant (heavy duty machinery).

There is a large spike in usage this quarter due to all Works Group data being incorporated into this report. In total as an organisation \$108,550 was spent on fuel, with a vision for this to track down alongside usage as we continue to add more economical models to the fleet. Fuel prices are 30% higher than this time last year.

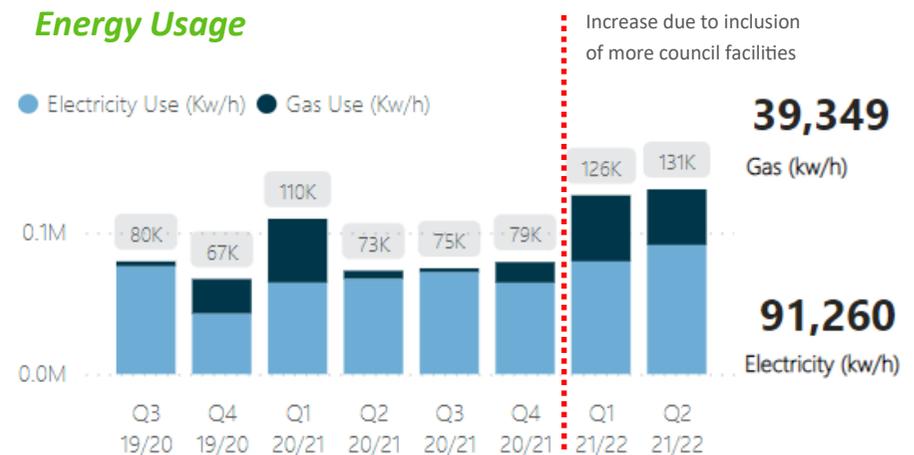
### Air Travel

Data for this quarter is not currently retrievable as the travel agent has transitioned to a new data management system. This data will get backfilled and reported next quarter.

### Energy Use

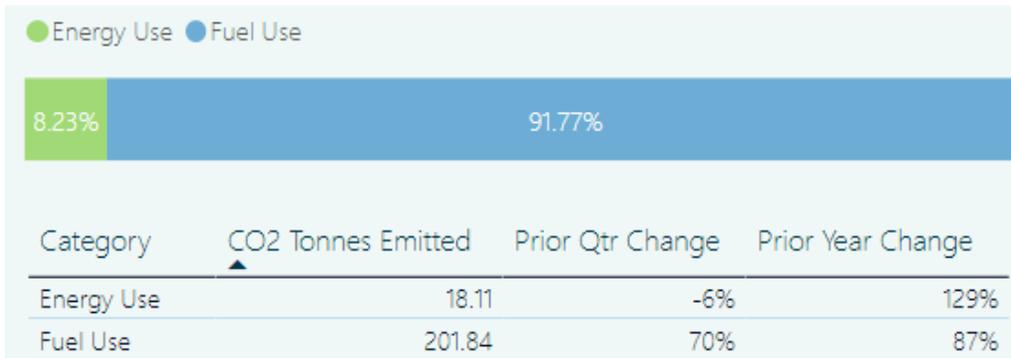
To generate a more realistic representation of our overall energy consumption, usage data from additional satellite offices is now incorporated into quarterly reporting. The bulk of our energy consumption is still connected to our main and largest office site on Dalton Street. In total 39,349kw/h of gas was estimated to be used by our heating boilers this quarter, which is much higher than expected for this time of year. Our gas supplier has been contacted to reinforce that more regular and actual readings need to be completed to best monitor consumption.

## Energy Usage



# Corporate Carbon Footprint

## CO<sub>2</sub> Quarterly Emissions



## CO<sub>2</sub> Emissions Tonnes



### Carbon Emissions

The total of 18.11 tonnes of CO<sub>2</sub> can be connected to the electricity and gas use at Dalton Street, Raffles Street, Guppy Road and Wairoa offices this quarter. Over the same period 201.84 tonnes of CO<sub>2</sub> can be linked to fuel use.

To establish a more complete picture of organisational fuel consumption, monitoring data includes Works Group fuel use which now also incorporates the bulk diesel store consumption.

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.

### Carbon Credits

As at the end of the quarter, the Regional Council’s Carbon Holding Account had a total balance of 161,307 NZU. This comprises 146,400 NZU post 1989 and 14,907 pre 1990. This gives an overall carbon portfolio a value of approximately \$10.24 million, noting this is based on market rates of NZ\$68.50 as at 24 December 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, but on the face of it the rate of safe carbon sequestration (that not required for surrender on harvest) comfortably exceeds the emissions of the Council’s core operations.

# Enterprise Risk Management Maturity

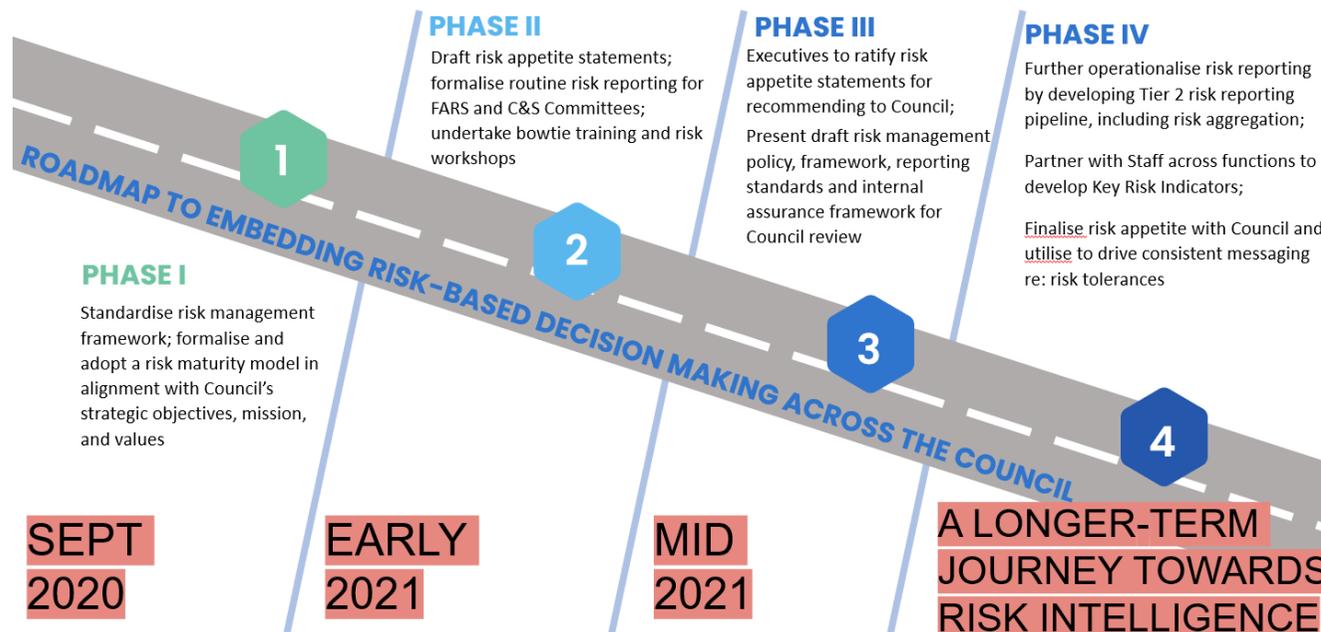
In 2020, the Corporate and Strategic Committee endorsed a roadmap to mature the Regional Council’s risk management system. The longer-term vision for maturity of the risk system is to establish value creating, risk intelligent decision-making that is embedded consistently throughout the Regional Council.

The risk maturity roadmap is made up of four phases. The first three phases are now completed. Focus of the roadmap is now shifting to implementation of phase four, the final phase of the roadmap. Phase four commenced in October 2021 with the formal appointment of a Risk Champion by each Group Manager. The goal of phase four is to embed the 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.

Recognising the current levels of business disruption due to New Zealand’s Omicron outbreak, phase four milestones within each project plan have been shifted around. Rather than beginning to embed risk-based thinking in the business through the systematic development of risk profiles for each Group, the Risk team will now work closely with the Strategy and Performance team to weave risk elements and assessments into appropriate metrics contained within the organisational performance reporting. This reporting is already in place and developed by the Strategy and Performance team.

## HBRC RISK MATURITY ROADMAP – Updated March 2022





# 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.

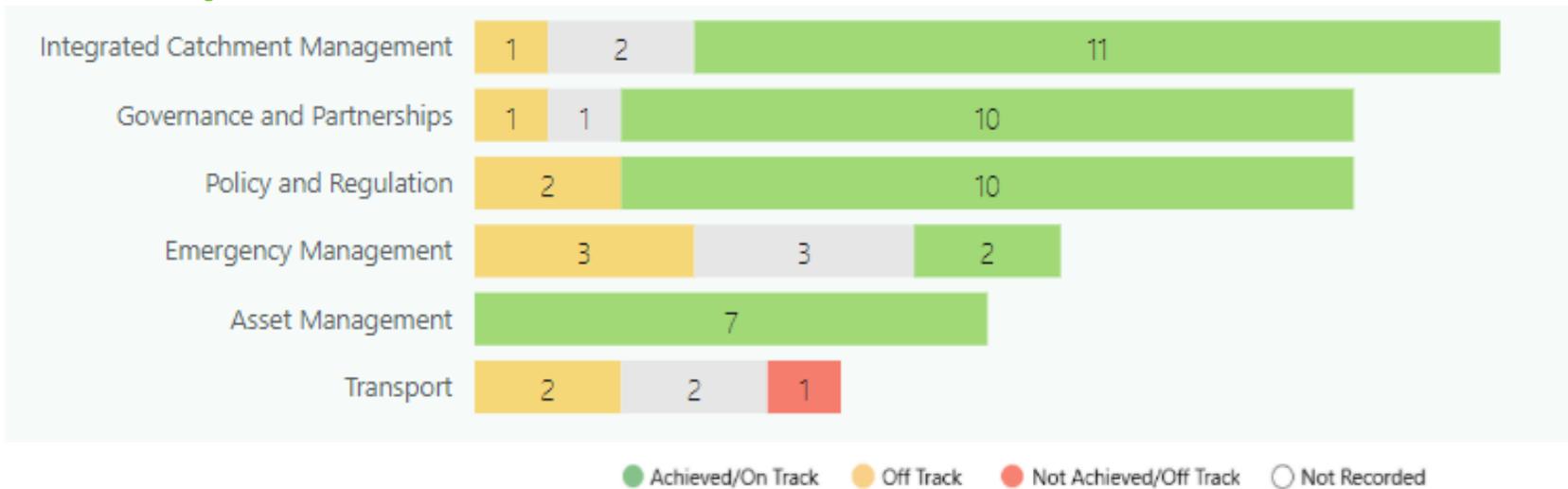
A traffic light reporting approach is used to show non-financial results.

### 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 | Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)     | Off Track | A final carbon footprint has yet to be collated following the end of 2020/21 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 | Off Track | The Tier 2 plan completed in March 2020 is still operative under a 3-yearly review cycle. A response team is in place at all times, although the team is at 75% of required staffing strength. There is only one currently trained Regional On-Scene Commander in HBRC region, meaning one person is on call 100% of the time.  | Achieved |

## Exception Reports

| Group of activity               | Level of service measure   | Status  | Commentary  | Target   |
|---------------------------------|--|---|---|--|
| Policy & Regulation             | Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy  |    | Overall 70.2% of programmed inspections/reports due to be undertaken for the year (3,678) as per the adopted risk-based Compliance Monitoring Strategy have been completed. There has been reduced monitoring during Q2 due to staff vacancies. This is expected to increase in Q3 but may affect year on year performance.<br><br>To Q2, 171 of 442 (38.7%) of identified high risk sites (priority 1) have been monitored.  | 95% for high-risk consents; 90% for all other consents |
| Integrated Catchment Management | Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP  |    | To Q2, 541 FEMP resubmissions and Low Intensity submissions have been received. These submissions cover 53.5 % or 115479.5 ha of all land area in the Tukituki catchment. Just under 50 % of FEMP resubmissions are being worked on still by providers or are being followed up by the Compliance Team.<br><br>FEMPs are currently only required in the 17 sub-catchments that form the Tukituki catchment.   | Tukituki 100%  |
| 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  |    | 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 which is a priority for staff. The Group Plan may also be impacted by the outcomes of the recent CDEM review. 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. For these reasons the review has been placed on hold. The current Plan remains operative until replaced.   | Achieved   |
| Emergency Management            | A 10-yearly Hazard Research Plan is approved by and reported on annually to the CDEM Group Coordinating Executives Group and hazard information is publicly available on the Hawke's Bay Hazard Portal |   | Current Research Plan has been approved by the CEG however, the last annual report to CEG was October 2020. Hazard information is maintained on Hawke's Bay Hazard Portal ( <a href="https://gis.hbrc.govt.nz/Hazards/">https://gis.hbrc.govt.nz/Hazards/</a> ). GMS has been contracted to provide Level 3 modelling for tsunami from Tangoio to Clifton which is co-funded by EQC. This will be completed by the end of May 2022.   | Achieved   |
| Emergency Management            | A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group  |  | The outcomes of the recent review of CDEM has been agreed to by the Joint Committee and Coordinating Executives Group. An outline change programme was approved by the Joint Committee at its meeting in November 2021. Priority in the last quarter was placed on project planning to implement the resulting changes as part of the continuous improvement process. There is also ongoing effort in planning for a COVID-19 resurgence with HBDHB which was substantial during Q2. It is likely that the ongoing response and future recovery to COVID-19 will impact on work programmes for at least the next 12 months. | Achieved   |

## Exception Reports

| Group of activity | Level of service measure  | Status  | Commentary   | Target              |
|-------------------|---|---|--|---------------------|
| Transport         | Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan (RPTP) and Regional Cycling Plan in place |  | The Regional Land Transport Plan was adopted in May 2021 in accordance with statutory timeframes and lodged with Waka Kotahi. Work has begun on the network 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 in conjunction with the RPTP.  | Achieved            |
| Transport         | Annual patronage on the Hawke's Bay bus services  |  | Bus patronage is continuing to track downwards with the monthly average dropping from 48,567 to 38,922 between Q4 2020/21 and Q2 2021/22. This is most likely due to the inclination for people to work from home, as well as an ongoing reduction in service quality. We are likely to see a further trend downwards as a result of the recent spate of cancellations, that will likely impact the perception of reliability. All data shows that patronage is steadily declining as a rule, and the data available at the end of the financial year will be of value. Patronage hit its peak during 2014, when changes were last made to the service. Given that the upcoming network review and subsequent public transport plan will rejuvenate the transport offering, we hope to see an increase in patronage as a result. | Increasing trend    |
| Transport         | Percentage of urban households within 400m of a regular bus route   |  | Currently 69.2% of urban households are within 400m of a bus route. This has remained constant as our bus services hasn't changed. A key objective of the On Demand Public Transport trial is for 100% of urban households in the Hastings area to be within 400m of a regular bus service. The roll out is scheduled to extend into the Napier area.  | 100% Hastings urban |



# Activity Reporting

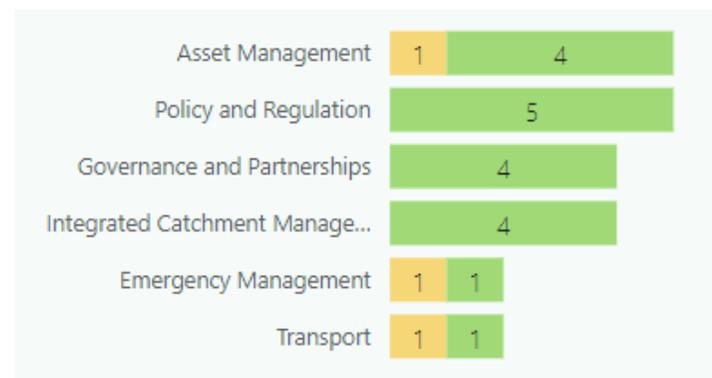
## by group of activity

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



● Achieved/On Track 
 ● Off Track 
 ● Not Achieved/Off Track 
 ○ Not Recorded

## Governance and Partnerships

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

| Activity                                | NF Status   | Commentary  |
|---|---|---|
| Community Representation and Leadership |    | A total of 23 Council and Committee meetings (14) and workshops (9) were held in Q2, the same as Q1. This included an extraordinary Council meeting to consider submissions on the representation review and an extraordinary FARs meeting to consider the Annual Report 2020-2021. All meetings were held in the HBRC Council Chamber with Zoom available for members. Two All Governors workshops were held offsite to facilitate joined-up planning and direction setting between tangata whenua representatives on the Māori Committee and Regional Planning Committee and elected members, particularly related to Kotahi. The first 2022 Elections planning meeting of all the region's Electoral Officers was held during this quarter, and work to establish a regional communications plan initiated.  |
| Tangata Whenua Partnerships             |    | Through Q2 Council has maintained active relationships with tangata whenua, formally through Regional Planning Committee (RPC, 9 appointees) and the Māori Committee (12 representatives). Both committees are preceded by a tangata whenua only meeting. Council supports Zoom attendance and also pays for a technical adviser to the RPC. Tangata whenua have speaking and voting rights at other committees of Council including the Environment & Integrated Catchment, Corporate & Strategic, Hearings and Clifton to Tangoio Coastal committees. Council covers all related costs including meeting fees or an annual salary proportionate to a chair or co-chair role. During Q2 'All Governors' - councillors, RPC & MC tangata whenua workshops were held to consider stronger strategic alliance. Tangata whenua expect to continue that discussion in Q3.   |
| Community Sustainability                |    | Council continues to promote sustainability using the full range of tools in its toolbox (incentives, education, advocacy and leadership). The Sustainable Homes programme (including Heatsmart) processed 221 applications in Q2, with a value of \$1,591,500 YTD and is on target to achieve 1000+ applications this year. Environmental education highlights included waste education and beach clean-up with Westshore Sea Scouts, water sampling activities with schools, two EnviroSchool celebrations with Napier Central and Poukawa Schools for successful Bronze reflections and ongoing collaboration with Ōtātara Outdoor Learning Centre educators. The Youth Environment Council had a successful year, completed by presenting to EICC on 10 November. The Climate Action Ambassador role was recruited. Internally, the Corporate Operations Team has implemented a number of emission reduction initiatives including replacing 4 diesel vehicles with hybrids, installing EV chargers at Guppy Rd and Wairoa and replacing fluorescent lighting with LED. |
| Regional Development                    |  | Funding contracts are in place noting that Business Hawke's Bay has ceased operation and HBRC has 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 is the non-financial reporting for the five activities within Policy and Regulation group of activities

| Activity                          | NF Status   | Commentary  |
|-----------------------------------|---|---|
| Policy Planning                   |    | <p>During Q2 the Policy and Planning staff have been undertaking a stocktake of work programmes and projects across the organisation, a s35 effectiveness review and literature review in preparation for Kotahi plan development. The Regional Planning Committee, Māori Committee and Councillors have had hui to discuss governance arrangements and resourcing requirements for leadership of, and involvement in, Kotahi. Regular meetings and workshops are being held with the Executive Leadership Team and the rest of organisation to ensure the extent of the Kotahi work programme is understood and recognised as an HBRC priority programme of work.</p> <p>Outstanding Water Bodies mediation commenced this quarter. Statutory Advocacy this quarter has largely been focussed on providing feedback to MFE consultation documents.</p>   |
| Consents                          |    | <p>The team are processing consents within statutory time limits. A large number of consents were received in Q2 because of consents expiring in May 2022. By lodging 6 months in advance of expiry, it gives them s124 rights allowing them to continue to be exercised. Many of these consents are water takes from the Heretaunga Plains. These are being placed on hold pending the completion of the TANK Plan Change hearings and</p>   |
| Compliance and Pollution Response |    | <p>Recruitment has been a significant challenge in Q2. Two new compliance officers joined the Urban &amp; Industrial team in November, with a further officer to join the team in January 2022. Appointments of a Senior Investigator and Pollution Response Officer have been made, with a start of 10 January 2022. One experienced Pollution officer and one compliance officer resigned at the end of Dec. There still remains a number of prosecutions before the courts and a few new incidents have been prepared for prosecution. Pollution response has been steady but with the new staff coming on board the permitted activity and consent monitoring activity has reduced. Once the new staff are trained, we anticipate work volumes to return to normal. Enforcement action continues to be taken if required with a particular focus on the use of abatement notices – this is resulting in actions to achieve compliance being taken more readily.</p> |
| Maritime Safety                   |  | <p>The new Harbourmaster has enabled a greater level of engagement across the region.</p> <p>Recreational boating activity around the region has increased slightly. The team has been working hard at raising the profile of what constitutes dangerous unacceptable behaviour. As such, despite the increase in activity on the water, there has not been an increase in complaints about nuisance behaviour. Our role in covering for the Gisborne Harbourmaster position is now over as the full-time incumbent has taken up residence. We do, however, remain as cover in a Deputy position.</p>   |
| Policy Implementation             |  | <p>A new bespoke ‘two tiered risk matrix’ process has been established to assess consent applications from properties inside Dissolved Inorganic Nitrogen (DIN) exceeding sub-catchments in the Tukituki. This has enabled the Policy Implementation (Regulation) team to hold the final community engagement meetings in the DIN exceeding sub-catchments and provide updated guidance to the FEMP providers. The first Tukituki production land use consents have now been issued. The team has been working closely with the Catchment Policy Implementation team on TANK guidance for landowners, and with the policy team on Kotahi that includes a review of the Tukituki plan.</p>   |

# Integrated Catchment Management

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

| Activity                     | NF Status   | Commentary  |
|------------------------------|---|---|
| Environmental Information    |  | <p>The Environmental Information team had a busy Q2 collecting data on time and to standard, including recreational beach sampling over the holiday period.</p> <p>The team has worked hard to fill two vacancies, and the holiday period has meant more staff have been on leave. There has been no vandalism or excessive weather events and we have managed our workload despite staff availability. We are on track to deliver all work to schedule.</p>  |
| Environmental Science        |  | <p>State of Environment reporting has progressed on track despite the Science Section operating at 65% capacity following staff turnover. There was less time spent on investigations during this period, as attention focussed on drafting sections for the 2018-2021 State of the Environment report, which is scheduled for publication in July 2022. Progress continued with investigations and research programmes including 3D Aquifer Mapping, eDNA identification of aquatic species in freshwater environments, and Ruataniwha groundwater and surface water modelling.</p>  |
| Catchment Management         |  | <p>Considering the uncertainty and risks associated with the COVID-19 Delta outbreak during this quarter we are still on track. Our Erosion Control Scheme continues to be a success and is close to meeting its annual target of 900ha of erodible land under management. MPI's Hill Country Erosion Fund agreed to fund additional development of our pole nursery. An aerial survey to identify fencing and riparian vegetation across the region has been completed and image analysis will now be undertaken. We continue to engage and support catchment groups across the region. In Q2 we brought together leaders from these catchment groups to share learnings. We have received 53% of FEMP resubmissions. The outstanding re-submissions are either being worked on by FEMP providers or followed up by compliance. Our Right Tree Right Place project has identified seedling supply is a risk with up to three years wait on some varieties.</p>   |
| Biodiversity and Biosecurity |  | <p>The Biodiversity team has work underway at five new Ecosystem Prioritisation sites plus six existing sites to include deer fencing, planting, and pest plant and pest animal control. The five new sites are old growth bush remnants (two in Pōrangahau, one in Southern Coast, one in Tukituki and one in Waikare). Of the six existing sites, three are wetlands, one old growth forest, one estuary and one dune system. A NZ long tailed bat survey and SOE wetland monitoring programme are currently underway.</p> <p>The Pest Plant team has seen two new advisors support activity with a focus on Chilean Needle Grass (CNG) and Barberry control. Controls on plants that affect agriculture, such as saffron thistle, CNG and others have been actively managed. The privet season has been busy with medical certificates being obtained by complainants (as required under the RPMP) for removal by our contracted services.</p> <p>The Pest Animal team has been busy with involvement in the EPA brodifacoum review, the Predator Free 2050 strategy and the Regional Council Biosecurity Working Group. Rats and rabbits continue to be the main focus of enquiries. A total of 50 active rook nests were treated in Q2 and work is on track. For possum control, the River Berm project has been completed with all bait stations serviced.</p> <p>Predator Free HB lead the activity on the Māhia peninsula and is on track to deliver possum eradication by end of Q4, noting it is a complex eradication and this status could change for a range of reasons.</p> |

# Asset Management

Below is 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 Rivers stopbank upgrade (IRG), asset review with Napier City Council, SCADA monitoring upgrades, and pump station renewals.   |
| Flood Risk Assessment and Warning                                       |  | The Engineering team has been working on catchment reviews, hydrodynamic modelling for flood hazard planning, mapping. This is part of the capital upgrade work programme (HPFCS Level of Services). The flood forecasting system is being upgraded. Work is progressing well on the implementation of the new system.  |
| Open Spaces   |  | Work in all Regional Parks is being delivered as per the Asset Management Plan. The public recognise the value of the Open Space (parks) and trails being well managed, particularly during locks downs in 2020 and 2021. The installation of CCTV cameras in Waitangi, Pākōwhai and Pekapeka Regional Parks have seen a reduction of illegal and antisocial behaviour in these open spaces managed by HBRC.  |
| Coastal Hazards   |  | The Engineering team has progressed the Joint Coastal Strategy design work stream. The Westshore nourishment work was delayed 2 weeks due to COVID lockdown in Q1 but has been completed within budget.   |
| Regional Water Security   |  | The Regional Water Assessment 2019/20 Sources and Uses draft report and Demand Projections study was completed and an interim report provided to Council in November 2021 - pending additional information for the water asset accounts. The CHB MAR mana whenua Marae engagement took place in late November, including site visits and work in support of the Cultural Impact Assessment. Most technical workstreams for the Package Two application have been completed and awaiting the Cultural Impact Assessment work. The Heretaunga pre-feasibility report and additional GeoTech investigations were completed with the Provincial Growth Fund requirement for independent peer review also procured. Recommendations from principal consultants and peer review team will inform the next phase of technical investigations. Ecological assessments are underway to identify key issues and confirm environmental consentability. |

## Emergency Management

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

| Activity                  | NF Status   | Commentary   |
|---------------------------|---|--|
| Hawke's Bay CDEM Group    |  | <p>Work has progressed as can be expected in the current environment. Contingency planning for the arrival of the COVID-19 Omicron variant has been a priority over other work. Staff have been assisting the Hawke's Bay DHB and MSD in developing their response, particularly in the welfare of infected and isolating people.</p> <p>Relevant staff across the councils commenced work on implementing the recommendations of the CDEM review that were completed and reported to the Council in December. This work is on track. This work programme will continue to be impacted by the ongoing COVID response including the need to work remotely and in isolation, and staff disruption through sickness and requirements to isolate is expected. Good progress was made in the risk reduction and community resilience area in terms of community Tsunami preparedness.</p> |
| HBRC Emergency Management |  | <p>Work is on track and the required level of service is being maintained. The HBRC response incident management team's ability to respond has been maintained. However readiness activities will be disrupted by the ongoing organisational response to COVID-19 Omicron and the potential need for staff to isolate into the future. At this stage this is not envisaged to be critical. Good technical support has been provided to the HB CDEM Group during the recent Tongan eruption/Tsunami, and storm events.</p>  |

## Transport

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

| Activity                           | NF Status   | Commentary   |
|------------------------------------|---|--|
| Transport Planning and Road Safety |  | <p>The Public Transport Review is underway and Road Safety s17a near completion. The team has experienced significant disruption and has only settled somewhat in Q2, with the Road Safety Team Leader still on extended sick leave. Work has begun to reshape the delivery of Road Safety, digitise and automate the Total Mobility Scheme, and road map the future of Public Transport, including the trial of On Demand Public Transport.</p>   |
| Passenger Transport                |  | <p>Largely due to COVID-19, and lack of service changes in conjunction with regional development, 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>Over Q2, there has been significant progress on the planned roll out of the On Demand Public Transport trial which will enable us to have public transport within 400m of each household in urban Hastings. This service will hopefully see a dramatic improvement in patronage in the trial area as a result of a mode shift and travel demand management approach. 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                                  |

# How Metrics are Measured

**Employee count (p 8)** is the total count of all staff employed by HBRC. This includes staff employed on casual and fixed term (eg students) contracts. This is calculated as at the end of the quarter.

**Full time equivalents (FTE) (p 8)** are the total FTEs as at the end of the quarter. Staff employed on casual contracts are counted as a 0 FTE.

**Turnover (p 8)** is calculated by averaging the FTE count (previous end of quarter FTE + current end of quarter FTE divided by 2). This is then divided by the number of resignations. Only resignations of permanent staff are included in this figure.

**Health and Safety Incidents (p 9)** are all the incidents reported in HBRC's health & safety software Hasmate.

**LGOIMA (p 10)** are all the LGOIMA requests that are registered in our LGOIMA register on SharePoint.

**Communications Log (p 11)** tracks media queries and team activity by type, logged by staff on SharePoint.

**Website and social media (p 11)** data is sourced from Google and Facebook analytics.

**Vehicle number, fuel usage and fuel CO<sub>2</sub> emissions (pp 12 & 13)** data is provided by our internal systems and our fuel suppliers.

**Energy usage and energy CO<sub>2</sub> Emissions (pp 12 & 13)** data is provided to HBRC by our energy suppliers.

**Air Travel (p. 13)** data is provided to HBRC by our travel agent.

