



# Organisational Performance Report

*Quarter 3: 1 January to 31 March 2022*

  
**HAWKES BAY**  
**REGIONAL COUNCIL**

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

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# Introduction

**This Organisational Performance Report is the third quarterly report for the 2021-22 financial year and covers the period of 1 January to 31 March 2022.**

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 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. Six monthly activity reporting is 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 third report to measure progress against our revised level of service measures in our new Long Term Plan 2021-2031.**

This quarter has proved particularly challenging as we feel the effects of Omicron in our communities. There has been staff illness due to Covid-19. The organisation elected to work in segregated bubbles in the office to ensure business continuity which resulted in staff working from home to support this, and we also had people working from home as contacts of those with Covid-19. Omicron has also impacted those we work with such as contractors and partner organisations resulting in a slow down in work in some cases.

Heavy rain in March throughout the region saw staff out day and night making sure the pump stations were functioning well and monitoring conditions. Most areas received double or more of the average March rainfall, and triple for Wairoa. The Regional Council's Wairoa catchment staff are working hard on the ground with landowners to support them in their flood recovery.

Below are key highlights and lowlights from across our corporate metrics, level of service measures and activity reporting within our six groups of activities.

## Highlights

- The Climate Action Ambassador was appointed in February. A draft work programme was presented to the Environment & Integrated Catchment Committee and Māori Committee.
- The *MyWay Hawke's Bay* brand for the on-demand public transport trial was confirmed, and public engagement commenced.
- The Customer Experience team launched a new customer service software (Zendesk) this quarter after substantial planning. This aims to better support customer enquiries and provide efficiencies for the team.

- The Hawke's Bay Hazard Portal reporting on contaminated sites was launched online.
- Both the Road Safety s17a and the Regional Public Transport Plan (RPTP) reviews were completed.
- Two staff from the CDEM team were seconded to help with the Hawke's Bay DHB Covid-19 Coordination Centre for six weeks to support them in developing their welfare systems and processes.
- There were two successful prosecutions for illegal burning.
- In the Environmental Science team, two additional major projects were contracted; the partnership project between HBRC and Manaaki Whenua Landcare Research to develop tools to maximise the investment made in the LiDAR imagery collection, and the acquisition of satellite imagery following weather events in Wairoa/Northern Hawke's Bay.
- A survey of marine pests has begun as part of a national biosecurity programme.
- Two new schools signed up with Enviroschools.
- Ten schools are taking part in a year long 'Sustainability Challenge'.
- Campaigns during this quarter included *Swim thru Summer*, *Good Wood*, *Safer Boating* and *Water Conservation*.

## Lowlights

- Rainfall events in March caused damage particularly in Central Hawke's Bay and Wairoa. Teams prioritised a swift HBRC response. As a result, scheduled tasks may not be undertaken this year.
- GoBay buses operated to a Saturday plus timetable from 14 February. This is due to staff shortages and has impacted the number of bus routes for bus passengers across Napier and Hastings.
- Covid-19 has affected all areas of our work including staff illness, staff isolation, access to external labour forces and supplies, and reduced

activity as a strategy to limit infection spread.

- Recruitment and retention has impacted many areas of work across HBRC with some teams operating with less than 50% of staff. Competition for skills in IT, engineering, science, and planning is being felt across the labour market.
- There is only one trained Regional On-Scene Commander for oil spills in HBRC region, meaning one person is on call 100% of the time.
- The audit opinion for the Annual Report 2020-21 has not been received. This is seven months later than normal due largely to a shortage of auditors and extra time needed to resolve a technical issue to do with how we disclosed the ACC liability. Staff are working towards adoption on 25 May and are expecting an unmodified audit opinion.
- Work on the Group risk profiles (phase IV of the Risk Maturity Roadmap) has been placed on hold due to business disruption due to Covid-19.
- Seven Hybrid vehicles, to replace older vehicles, are on order but are delayed due to wider supply issues exacerbated by Covid-19.

# Corporate Metrics

**Our people are our greatest asset working to deliver services to meet outcomes outlined in our Long Term Plan 2021-2031.**

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:

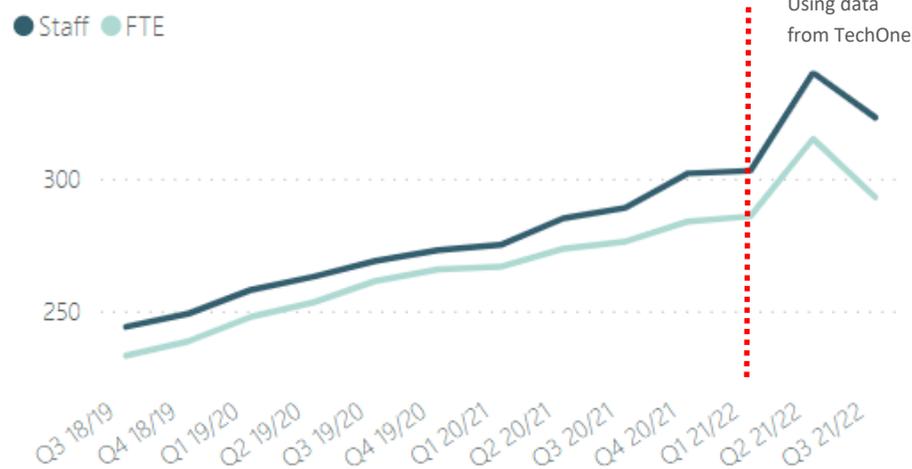
- staff numbers and turnover
- health & safety incidents reported
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures
- enterprise risk management.

# People & Capability

## Employee Count



Staff Count and FTE by Quarter



### Our employees

The number of FTEs decreased by 7% from last quarter largely due to the end of summer student agreements.

We had 23 new employees join HBRC this quarter, and have 45 staff working part-time hours.

Our total headcount is 323 staff as at 31 March 2022.

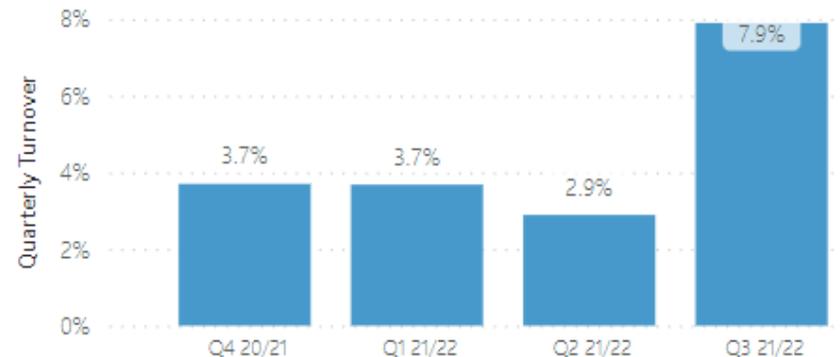
### Vacancies and recruitment

A total of 41 vacancies were held this quarter compared with 48 in the last quarter. Of these, 8 were in ICT and 9 were for analyst roles across various functions of HBRC. IT is a tricky area to recruit to with the current market demands. Vacancies for planners and in the Consents Team have also proved challenging to recruit suitable candidates. Demand and competition for these skills are high in the current market. We are working with a talent agency in Australia to help support recruitment in science and engineering roles, while continuing to promoting our vacancies in the usual ways.

### Resignations

We had 22 permanent staff exit HBRC this quarter, including one retirement after 37 years of service. There were 18 fixed term contracts that ended in this period, 11 of which were for summer student placements who typically leave in late February each year so they can return to studies.

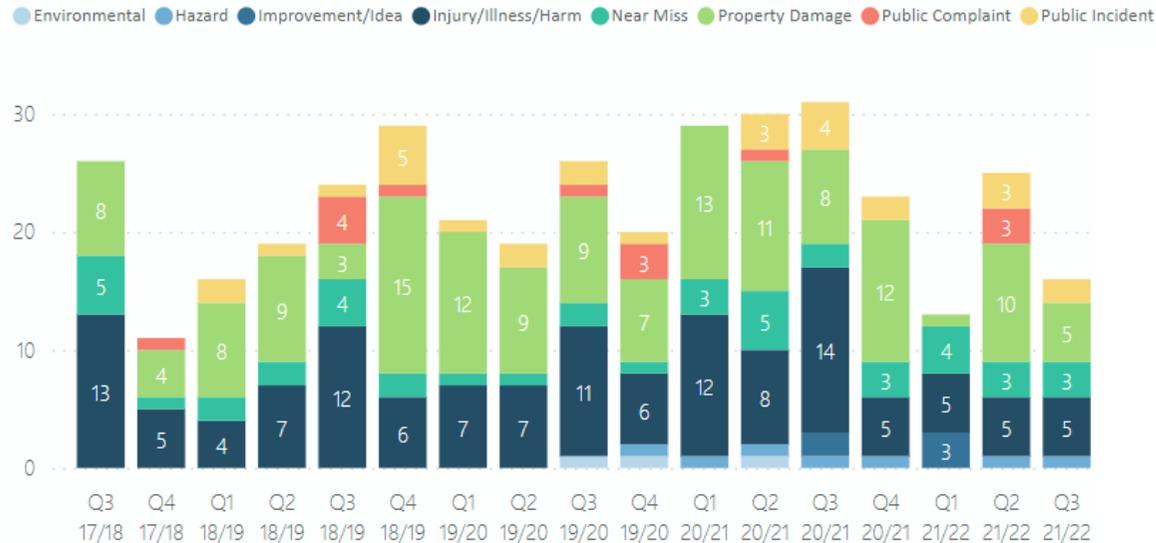
### Employee turnover (permanent staff only)



**18.4%**  
Annual turnover in past 12 months

# Health, Safety & Wellbeing (HSW)

## Incidents Reported



### Health & Safety incidents

There were 16 incidents reported this quarter with the majority being property damage (5), injury/illness (5), near miss (3), hazard (1) and public incidents (2)

### Training

In Q3, First Aid training (14), 4WD training and Advanced Driver training (10) was delivered to staff.

### Across HBRC

The Environmental Information Team are working with the Integrated Catchment Management group on improvements to the digital *Staff Daily Safety Plan* before roll-out to the wider organisation.

The Health Safety & Wellbeing 3-year strategic plan and workplan was drafted for Executive Leadership Team review.

### Supporting our staff through Covid-19 (Omicron)

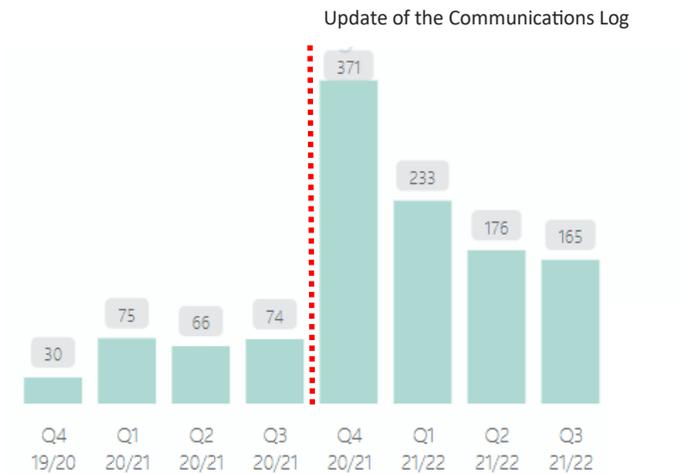
Our response and navigation of Omicron is managed by the Executive Leadership Team and HSW team working alongside, and adhering to the Traffic Light Framework under guidance from Ministry of Health, WorkSafe NZ and Local Government NZ. The effect of Omicron was not felt until late February/early March. Around 60 staff were affected in this quarter, either with Covid-19 or as a household/casual contact - however the weekly numbers have remained low.

As a strategy to reduce spread and impact, the entire business has elected to work in segregated bubbles to ensure business continuity with some staff working from home to support this.

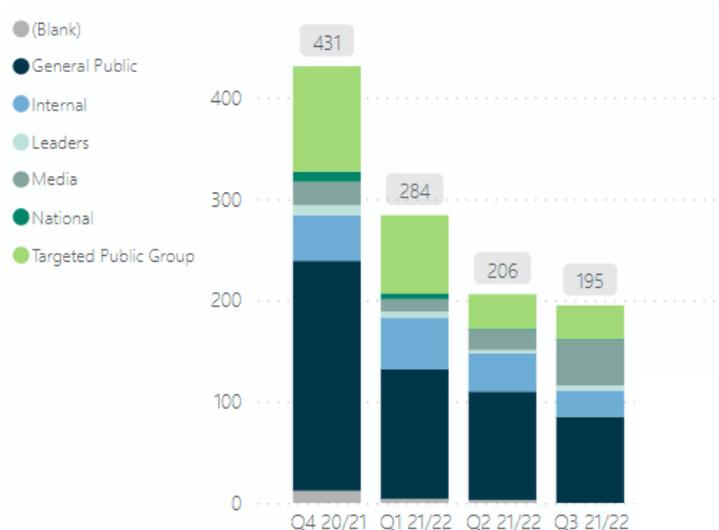
\*we have temporarily removed the 'Accidents Reported by Time Off Work' Graph in order to review the data.

# Communications & Engagement

## Items in Communications Log



## Items in Communications Log by Audience



## Website

Number of HBRC Website Page Views

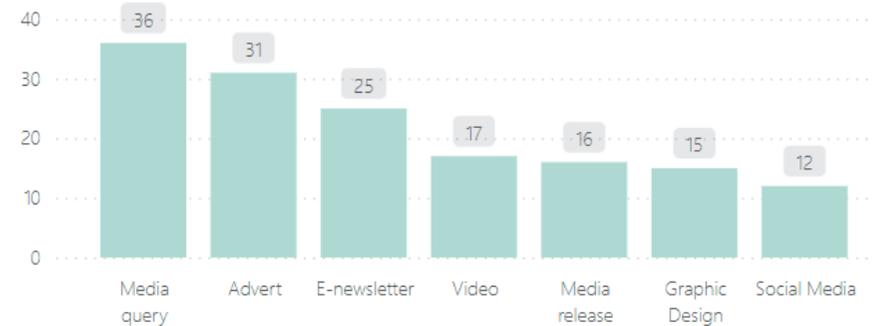


## Social Media

Total Reach on Facebook



## Items in Communications Log by Type this quarter



As the new year started, the focus on Covid-19 receded, enabling renewed attention on the Regional Council's work. A total of 16 media releases during this quarter delivered a picture of HBRC's focus on climate change (5), biodiversity (3), the environment (3) and freshwater (2), with the balance made up in transport (2) and regulation (1). Campaigns during the period included *Swim thru Summer*, *Good Wood*, *Safer Boating* and *Water Conservation*.

HBRC averaged 40 Facebook posts each month, and has over 11,000 followers. HBRC has 2,318 followers on LinkedIn. Website use was up 7% on the last quarter (161,640 visits).

Staff sustained a strong focus on internal communications and support for the 'proud' and 'fun' staff behaviours.

# Customer Services

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

Of the 18 LGOIMA requests received in Q3, 17 (94.4%) were responded to within 20 working days. The request responded to outside the timeframe related to the impact of Three Waters reform on HBRC projects.

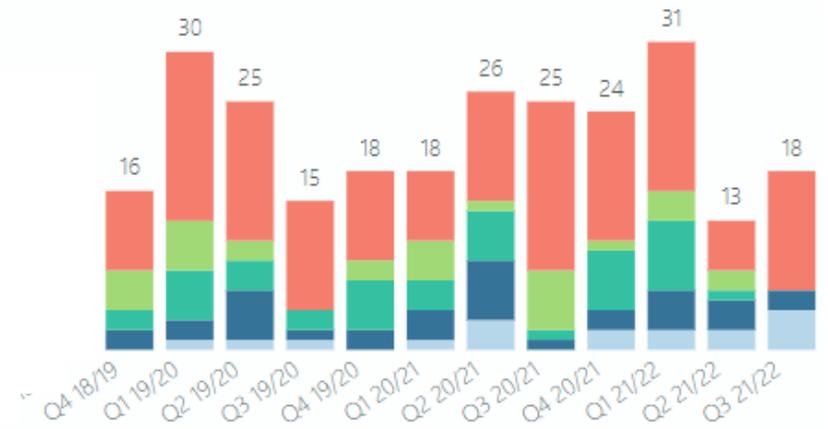
## Customer Experience

New technology was rolled out this quarter to better support customer enquiries. This resulted from feedback highlighting shortfalls in our customer service offering. Previous processes hindered efficiency of the service that affected the experience for customers.

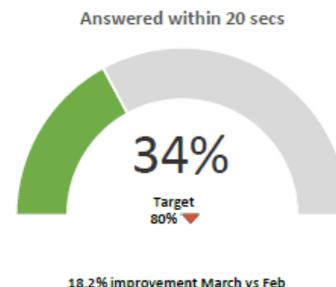
We've learnt that phone calls are still the preferred medium of choice—62% of all interactions. Our Customer Experience team has changed the operating model which now aims to centralise all customer interactions to provide a quicker, more efficient service with first contact resolution. Customers are given the opportunity to offer feedback on our customer service once an email interaction ends, which will help to drive further improvements as staff get familiar with the new tools.

\*Note that data provided is from February & March 2022 only

● Asset Management ● CDEM ● Corporate Services  
● Executive Advisory Group ● Integrated Catchment Management ● Policy and Regulation



Top 5 Categories	
Rates	1640
Sustainable Homes	1130
Bus Routes	439
Total Mobility	419
Consents	292



Data shows the most common reason for contacting HBRC is to enquire about rates, followed by Sustainable Homes, public transport and consents enquires. With this information, we can look at the data to understand why customers are calling, how we can better provide for them and drive more proactive communications.

# Corporate Carbon Footprint

## Vehicles

<p><b>153</b> Total Fleet Vehicles</p> <p>13% vs Prior Qtr   89% vs Prior Year</p>	<p><b>4</b> Total Hybrid Vehicles</p> <p>-56% vs Prior Qtr   33% vs Prior Year</p>
<p><b>5</b> Total Plug In Hybrid Vehicles</p> <p>0% vs Prior Qtr   -17% vs Prior Year</p>	<p><b>9</b> Total Electric Vehicles</p> <p>29% vs Prior Qtr   350% vs Prior Year</p>

### Vehicles and Fleet

HBRC's total fleet of 153 includes electric motorbikes, tractors which enable our staff to do their role in the field and across Hawke's Bay. We also have 47 trailers. This quarter has seen an increase as new roles are recruited that require vehicle capability, and retaining some of the older fleet while we wait for replacements.

As per the replacement schedule, Plug in Hybrid Vehicles (PHEV) will be replaced by Battery Electric Vehicle (BEV) or Petrol Hybrid. Results show they are no better than the NON-plugin hybrids in terms of fuel use and savings. This allows us to make better use of existing Dalton Street infrastructure without the immediate need to increase charging outlets. Staff are actively looking for future charging site possibilities to accommodate EV growth.

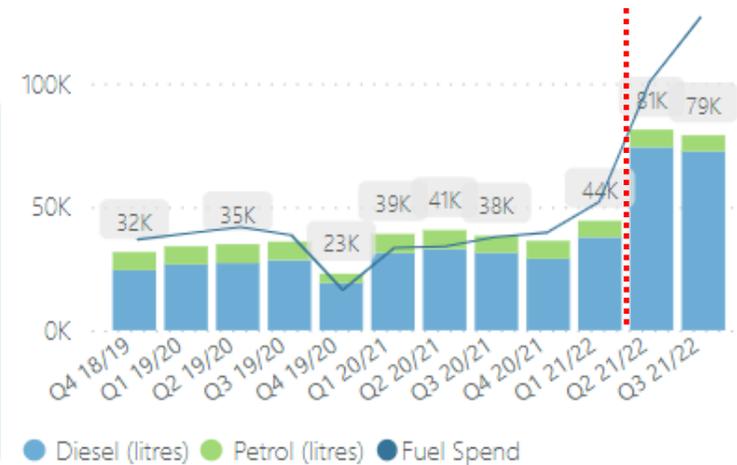
We have 7 Petrol Hybrids on order to replace older fleet vehicles but are experiencing supply chain issues exacerbated by Covid-19. These vehicles are providing us with the cleanest solution where a BEV is not possible as it reduces the infrastructure required to have chargers available everywhere. However, our current infrastructure is being reallocated to BEV assets, so not going to waste.

## Fuel Use

**\$135,801**

Fuel Quarterly Spend (\$)

25% vs Prior Qtr



Increase due to inclusion of all HBRC vehicles, plant and bulk diesel store

### Fuel

The price of fuel continued to rise resulting in an increase of 25% in our fuel spend on last quarter despite a 3% decrease in kilometres. This data includes both Works Group fleet and plant fuel consumption, as well as HBRC vehicle use.

### Air Travel

Travel by air was considerably reduced this quarter. This is likely due to internal and external strategies to reduce Omicron spread by reducing travel attending meetings and conferences by Zoom.

## Air Travel

**5,193**

Total Distance Traveled (Km)

-77% vs Prior Qtr | -81% vs Prior Year



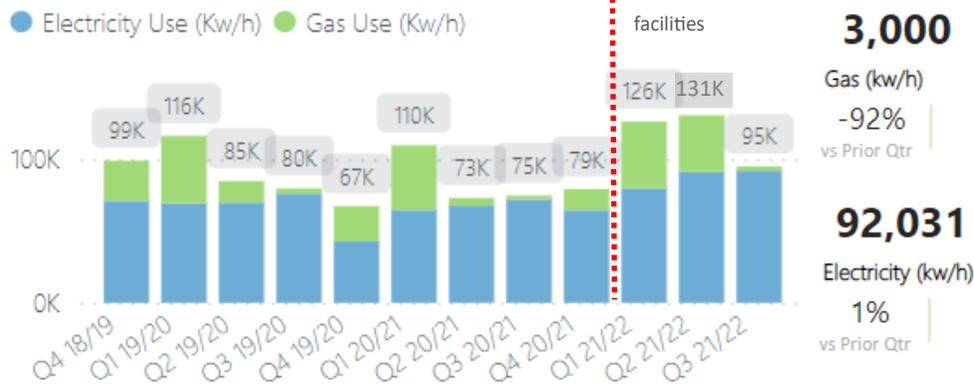
# Corporate Carbon Footprint

## Energy Use

Electricity consumption increased 21% at the Guppy Road office compared to Q3 2020-21. A likely cause is the weather event in March where those involved with the response are based. A slight decline (13%) in electricity use at our Dalton Street site is likely attributed to staff working from home in a strategy to reduce Omicron spread amongst staff.

Note that due to the unreliable supplier estimates, gas was estimated according to previous Q3 usage. Accurate Q3 emission data will be updated next report.

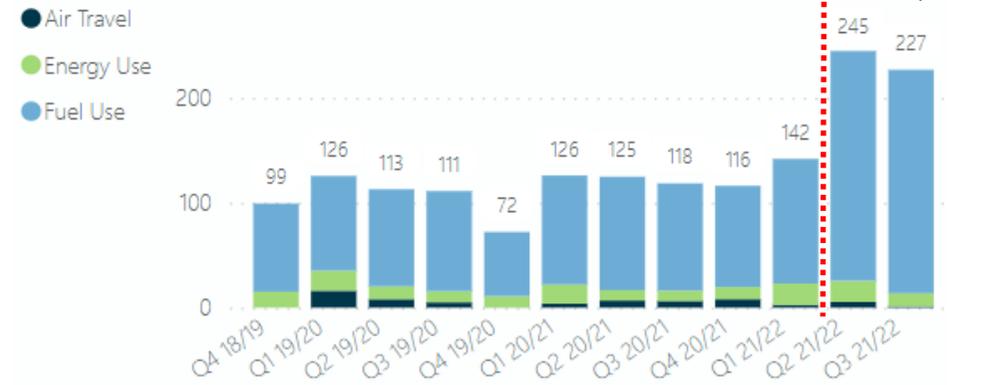
## Energy Usage



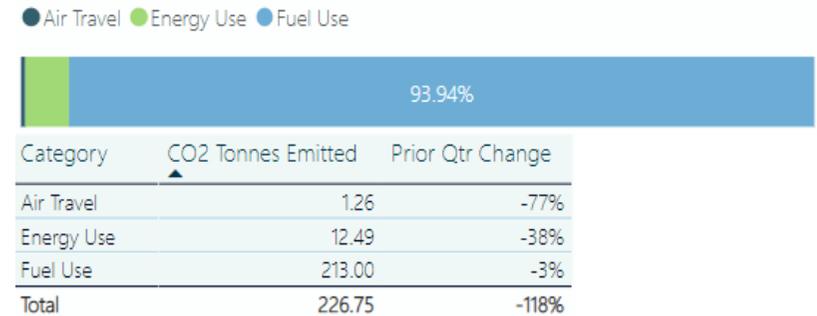
## Carbon Credits

At the end of Q3, HBRC's Carbon Holding Account had a total balance of 161,307 NZU, comprising 146,400 NZU post 1989 and 14,907 pre 1990. This gives an overall carbon portfolio a value of approximately \$12.26 million, noting this is based on market rates of NZ\$76.00 as at 31 March 2022. HBRC will trade NZU for the first time in the near future to address climate change related issues (to fund a Climate Change Ambassador role and address forest health issues in Central Hawke's Bay forests). HBRC does not currently have a carbon trading policy but this is planned for development in Q4.

## CO<sub>2</sub> Emissions (tonnes)



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



## Carbon Emissions

Q3 reduction in emissions relating to energy use reflects the summer season and that of large numbers of the workforce worked from home.

The emissions relating to HBRC fuel is comparable to last quarter. This data includes both Works Group fleet and plant fuel consumption (from quarter 2 only), as well as general HBRC vehicle use.

Total fleet decarbonisation is challenging due to our reliance on 4x4 and large diesel plant. A review is underway to assess the efficiency of our current fleet model, look at best use of assets and establish a more strategic approach to making a dent in reducing overall fleet emissions through annual replacement schedules, without impacting service.

# Enterprise Risk Management Maturity

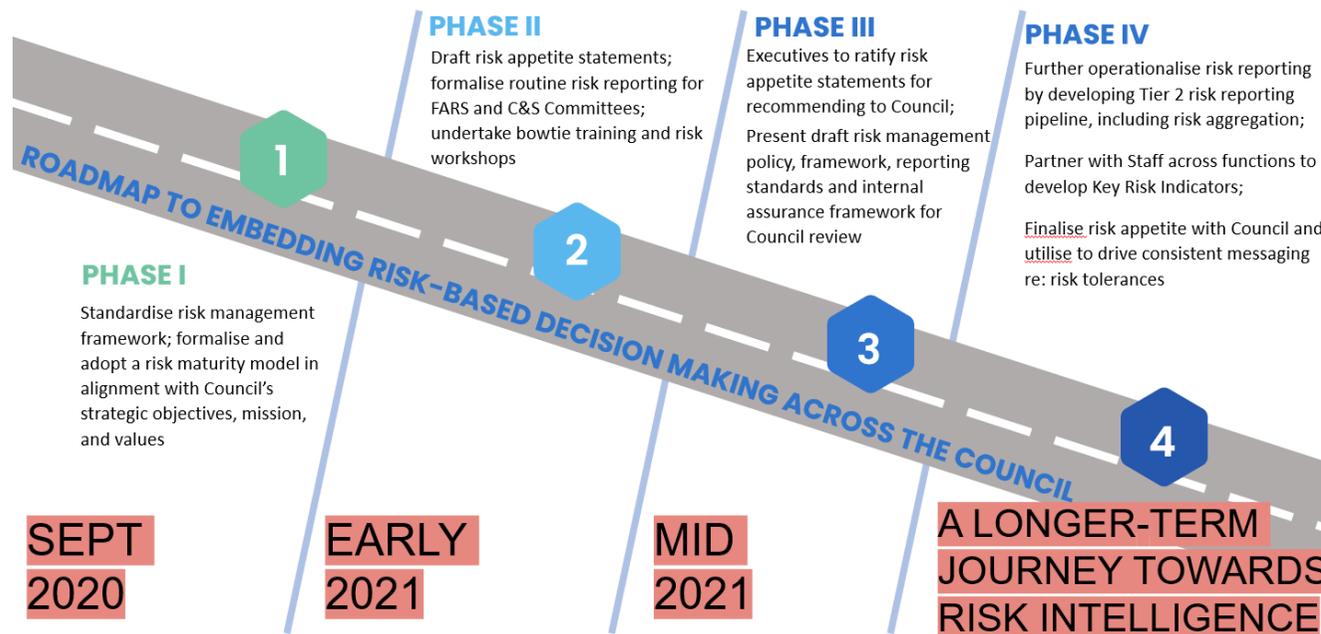
In 2020, the Corporate and Strategic Committee endorsed a roadmap to mature the Regional Council’s risk management system. The longer-term vision for maturity of the risk system is to establish value creating, risk intelligent decision-making that is embedded consistently throughout the Regional Council.

The risk maturity roadmap is made up of four phases. The first three phases have been delivered. Focus of the roadmap has shifted to implementation of phase four, being 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.

The last update noted the rollout of phase four of the roadmap that required engagement with the business to develop Group risk profiles had been temporarily placed ‘on-hold’. This was due to business disruption from the Covid-19 outbreak. Since that update and due to continuing business disruption, all of the rollout of phase four has been temporarily paused as the business focusses on delivering its critical activities. Management is regularly monitoring and reviewing the pause in rollout and will recommence implementation of phase four of the risk maturity roadmap when the business disruption reduces.

## 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

- 35 On track to reach end of year target
- 15 Not on track and at risk of not reaching end of year target
- 2 Not on track and not likely to reach end of year target
- 6 Reporting not due and/or no measures to report on

## Summary Group of Activities



## Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Governance & Partnerships	Long Term Plans and Annual Reports receive "unmodified" audit opinions	<span style="background-color: #FFD700; border-radius: 50%; padding: 5px; display: inline-block; width: 20px; height: 20px;"></span>	<p>The Long Term Plan 2021-2031 <i>'Time to Act Kia Rite!'</i> was adopted on 30 June 2021 and received an unmodified audit opinion.</p> <p>At the time of writing, the audit opinion for the Annual Report 2020-21 had not be received but staff are working toward adoption on 25 May. This is seven months later than normal due largely to a shortage of auditors and extra time needed to resolve a technical issue to do with how we disclosed the ACC liability. Staff are expecting an unmodified audit opinion.</p>	Achieved
Governance & Partnerships	Percentage of LGOIMA requests responded to within 20 working days	<span style="background-color: #FFD700; border-radius: 50%; padding: 5px; display: inline-block; width: 20px; height: 20px;"></span>	Of the 18 LGOIMA requests received this quarter, 17 (94.4%) were responded to within 20 working days. The one responded to outside the timeframe related to a request about the impact of Three Waters reform on HBRC projects and the response was not applicable. The late response was an oversight by staff.	100%

## Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Governance & Partnerships	Number of properties utilising the Sustainable Homes programme including Heatsmart per year		The Sustainable Homes programme (including Heatsmart) processed 212 applications in Q3, with a value of \$1,547,425. The year-end total is likely to be less than last year attributed to Covid-19 disruption and increasing interest rates.	Increase
Governance & Partnerships	Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)		The complete carbon footprint data (including waste and freight) for the 2020-21 financial year continues to be collated however due to Covid-19 disruptions, there has been a delay in retrieving data. The baseline carbon footprint compiled in 2020 was significantly impacted by Covid-19 alert level fluctuations mid-2020, therefore it didn't show a complete representation of our footprint under business as usual conditions. It is likely we will report an increase to our carbon footprint this financial year as the baseline is unusually low.	Improve
Governance & Partnerships	Percentage of staff who feel confident to engage with relevant iwi, hapū, post settlement governance entities, taiwhenua or their representative agencies (source: annual staff survey)		Staff Engagement survey results (reported in Q2 with an average of 51% ) align with feedback received in the Communications & Engagement review undertaken by a consultant this quarter. Staff seek more tools/training and education to support an increasing requirement to engage effectively with tangata whenua/mana whenua.  To improve this result, the recruitment of a cultural development adviser will focus solely on cultural capacity/capability build across all staff and governors. The existing suite of tools eg Pataka, Te Kupenga App, Te Rito modules, Engagement framework are being revised and added-to as part of an ongoing development journey that commenced late 2018.	Increasing trend
Policy & Regulation	Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy		In total, 65.3% of identified high risk sites (priority 1) have been monitored to Q3. This will be a priority focus for Q4 to ensure the target is met. Reduced physical monitoring is due to isolation requirements for staff and operators.  Overall 82.8% of programmed inspections/reports due to be undertaken for the year, as per the adopted risk-based Compliance Monitoring Strategy, have been completed.	95% for high risk, 90% for all other consents
Policy & Regulation	Percentage of monitored consents which receive an overall grade of full compliance		To Q3, 82.2% of all consents monitored (2,808) achieved full compliance with all conditions; and 500 were non-compliant. The large increase in non-compliance continues to be the bore security inspections programme as well as onsite effluent discharges for commercial and residential properties.  To Q3, 87.5% water take consents were compliant with 20 low, 221 moderate and 2 significant.  To Q3, 66.9% discharge consents monitored were compliant with 140 low, 69 moderate and 6 significant.	90%
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. 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. A table top exercise is planned for Q4 and is designed to test the command structure.	Achieved

## Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
Integrated Catchment Management	Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP		<p>A total of 881 FEMP resubmissions (for 2021) and Low Intensity submissions have been received. In total, these cover 70.4% or 152,141 hectares of land in the Tukituki Catchment. Over the last quarter, this has seen an increase of 36,661 hectares of land covered under a current (2021) FEMP or Low Intensity.</p> <p>FEMPs are still only currently required in the 17 sub-catchments that form the Tukituki catchment.</p>	100% Tukituki
Integrated Catchment Management	Annual percentage change in stock exclusion and vegetation across the region by land use and stream order (includes all orders of streams including drains)		<p>We are currently unable to map areas of stock exclusion using remote sensing. The current regulations have different requirements for exclusion between different animals that may be rotated between paddocks meaning that an accurate assessment will be difficult.</p> <p>We have engaged a consultant who is currently navigating similar issues on behalf of the regional sector for E. coli, to assist with understanding how other councils are measuring this, and have started an internal group to progress this issue.</p> <p>This LOSM may need revisiting to be consistent with national regulations.</p>	Increasing trend
Asset Management	Major flood protection and control works maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan and annual works programme: 1. An annual maintenance programme is prepared and delivered. 2. Annual capital programme is prepared and delivered		<p>Both capital and operating budgets are forecast to be underspent. The renewal projects and some of the capital work is delayed due to prioritisation of resources for IRG Resilient Rivers projects. Additional staff are being recruited. The maintenance work is administrated and delivered throughout the year but due to recent rain events we will be unable to complete all of the tasks scheduled in the contract. An example is beach raking which is not required this year due to floodwaters shifting gravel and removing weeds naturally.</p>	Achieved
Asset Management	Regional Parks and HBRC trails are maintained as per Council's Asset Management Plan		<p>With limited availability of contracting resources and recent rain events, we won't deliver all work as per the Asset Maintenance Plan this financial year.</p> <p>The Open Spaces team are responsible for the delivery of all maintenance on the 4 regional parks (Waitangi, Tūtira, Pākōwhai and Pekapeka), as well as the development and maintenance of Hawea Historical Park, Waipatiki Beach Holiday Park and maintenance of Te Mata Park.</p> <p>Works progressing for the HB Trails currently include further scoping of Ngaruroro Explorer and the Karamū extension.</p>	Achieved
Asset Management	HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans		<p>Wet weather and ongoing weather events provided some challenges in terms of logging and slips on forestry roads. Sediment controls have worked well and environmental impacts have been minimal. Silviculture was completed for the financial year, and sites were prepared for replanting over the winter months. Plant and animal pest control is ongoing. Despite being behind on the work plan due to adverse events, this is on track to being achieved by the end of year.</p>	Achieved

## 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		Work commenced on the review of the Group Plan with the Hazards Risk assessment being largely complete. This project has been delayed by the ongoing Covid-19 and other recent responses which are 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 (and outside of statutory period) review of the CDEM Act and the CDEM National Plan. For these reasons the review has been placed on hold. While the Group Plan review is now outside of statutory 5-year period, the current Plan is still relevant and remains operative until replaced.	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 review of CDEM were agreed to by the Joint Committee and Coordinating Executives Group. An outline change programme was approved by the Joint Committee in Q2. Priority in Q3 was placed on advancing the common operating platform and Group operating framework projects. There is also ongoing effort in supporting the Hawke's Bay DHB with operational planning staff. It is likely that the ongoing response and future recovery to Covid-19 will impact on work programmes for at least the next 6-12 months.	Achieved
Transport	Annual patronage on the Hawke's Bay bus services		Bus patronage has dropped dramatically in Q3 due to the reduced timetable that has been operating since 14 February 2022. February saw 37,109 passengers travel compared to 53,760 in February 2021. Despite the low numbers due to the reduced timetable (a result of driver shortage) all data shows that patronage is still steadily declining as a rule. Patronage hit its peak during 2014, when changes were last made to the service. The upcoming network review and subsequent public transport plan will rejuvenate the transport offering and will hopefully result in an increase in patronage.	Maintain or increasing trend
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)		This data will not be captured until the next census. The baseline from the 2018 Census for Hawke's Bay, has our public or active transport use for work at 7%, and education at 38%. 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. HBRC is working with Hastings District Council (HDC) to undertake a survey of the Hastings CBD businesses to understand their car parking demand, facilities for active transport users and modes of transport for their employees. HDC and HBRC are in discussion with Napier City Council with a view to undertaking a similar exercise in the Napier CBD.	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 haven't changed. A key objective of the On Demand Public Transport trial, launching on 7 June, is for 100% of urban households in the Hastings area to be within 200m of a regular bus service which means the target for Hastings will be met by the end of year. The roll out is scheduled to extend into the Napier area in 2023.	100% Hastings



# 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.
- a traffic light reporting approach to show non-financial results.

### Summary

#### Non Financial Performance



■ On track  
 ■ Not on track (minor)  
 ■ Not on track (significant)

## 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 16 Council and Committee meetings (13) and workshops (3) were held in Q3 down from 23 in each of Q1 and Q2 reflecting the time of year (Jan-Mar). All meetings were held in the HBRC Council Chamber with Zoom available for members. One 'All Governors' workshop to progress a joined-up approach to Kotahi was held offsite. At the time of writing, the audit opinion for the Annual Report 2020-21 had still not be received. This is seven months later than normal due largely to a shortage of auditors and extra time needed to resolve a technical issue to do with how we disclosed the ACC liability. In March, Council resolved to randomise the order of candidates on voting documents for the 2022 local elections. A communication plan and collateral for Stand, Enrol and Vote campaign is on track to be finalised by end of April.
Tangata Whenua Partnerships		Through Q3, 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 advisor to the RPC. Tangata whenua have speaking and voting rights at other committees of Council. Council covers all related costs including meeting fees or an annual salary proportionate to a chair or co-chair role. The 'All Governors' group (comprised councillors and tangata whenua members of RPC & Māori Cttee) has continued over Q3 with a workshop on 13 April 2022 to support the Kotahi Plan with their supporting leaderships based on takiwā (catchments).
Community Sustainability		<p>HBRC continues to promote sustainability using incentives, education, advocacy and leadership. Sustainable Homes processed 212 applications this quarter and 743 year-to-date. The year-end total is likely to be less than last year due to Covid-19 and increasing interest rates. Covid-19 also resulted in a slow start to the year for EnviroSchools facilitators. On a positive note, 2 new schools signed up to the programme: Te Mata Primary and Hereworth. Additional roles, funded via the LTP 21-31, for EnviroSchools (focused on secondary schools) and the Climate Action Ambassador were filled this quarter.</p> <p>Q3 highlights included working with 10 schools on a year long 'Sustainability Challenge', presentation of a draft work programme for climate action to EICC and Māori Committee, procuring a Regional GHG Emissions Inventory and a dynamic carbon dashboard. Internally, the Corporate Operations Team is collating the 2020-21 carbon footprint data and undertaking a fleet review.</p>
Regional Development		HBRC continues to deliver the Regional Business Partner Programme, until the MBIE contract ends on 30 June 2022, and is the primary funder for Hawke's Bay Tourism. The \$330K annual joint economic development funding from the five Hawke's Bay councils has subsequently been re-directed to fund the following activities over the next 12 months: Hawke's Business Hub Business Hub operations (including 2 full time staff), two sector development initiatives that were developed by the Food & Fibre Sector Programme focused on supporting the region's food industry, and Hi-tech/Agri-tech Programme that is focused on building an internationally recognised technology sector to support regional productivity and sustainability. The five councils have agreed to the formation of a new regional economic development agency under a partnership model with iwi/hapū and business. Planning for establishment of the new agency in2022/23 is underway.

# 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 Q3 the Policy and Planning staff prepared a range of materials to support our governors, tangata whenua and wider community engagement as part of the first phase of Kotahi Plan preparation (Kotahi is running behind on budget and schedule).</p> <p>The Regional Planning Committee, Māori Committee and Executive Leadership Team have made good progress in establishing a joint partnership approach to the development of the Plan. Outstanding Water Bodies mediation is on-going. Statutory Advocacy on MFE consultation documents has also continued as they continue to make amendments to regulations.</p>
Consents		<p>A total of 450 consents received to date this year and 285 consents issued all within statutory timeframes. Large number of consents continue to be received in this quarter because of consents expiring at the end of the year. Lodging 6 months in advance of expiry gives submitters 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.</p>
Compliance and Pollution Response		<p>A Senior Investigator and Pollution Response Officer started on 10 January 2022. This completes the Pollution Response Team FTE along with the Urban &amp; Industrial team.</p> <p>One of the Forestry Officers resigned in February. This coincided with the forestry sector slowing down due to low pricing. The Compliance Group was split in two teams because of the Covid-19 working arrangements, with one week in the office and the other week working from home. This had a minor effect operationally.</p> <p>There remains a number of prosecutions before the courts and some new incidents have been prepared for prosecution. The court process has been lengthened with significant backlogs because of Covid-19.</p> <p>Monitored consents are behind target. Reduced physical monitoring is due to isolation requirements for staff and operators.</p>
Maritime Safety		<p>The Deputy Harbourmaster was successful in being recruited as the Harbourmaster for Marlborough, and recruitment for replacement is currently underway.</p> <p>Recreational Boating has been a focus for the team. The team has been working hard 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. As winter approaches, recreational boating activity around the region decreases.</p> <p>Our role in covering for the Gisborne Harbourmaster position has ended as the full-time Harbourmaster has taken up residence. We do, however, remain as cover in a Deputy position as does the Gisborne Harbourmaster for us until a deputy has been recruited.</p>
Policy Implementation		<p>Tukituki production land-use consents have transitioned to business as usual for the Consents and Compliance Teams. The Policy Implementation Team continued to work with the Catchment Policy Implementation Team on TANK dashboards, and with the Policy Team regarding Kotahi. There were further developments to the National Environmental Standards for Freshwater which require interpretation and guidance for both internal and external stakeholders. An internal working group looking at stock exclusion was established looking at compliance, monitoring and reporting across the region.</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 recorded two near record flows in the Waipawa and Kopuawhara rivers.</p> <p>Staffing has been down this quarter. Recruitment is underway for 2 vacancies in the 3 person Water Information Services team, 1 in each of the Water Quality &amp; Ecology, and Hydrology teams. Despite this, the teams have still monitored 91 river, 5 lakes and 7 estuaries this quarter. Sediment data was collected at all ISCO sites although one sampler was washed away as the road was closed and we couldn't rescue it in time. Data continues to be checked cleaned and quality coded. Low flow measurements have been largely on hold as a result of the recent rainfall events.</p>
Environmental Science		<p>State of the Environment (SoE) 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 focused on drafting sections for the 2018-2021 SoE 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, estuarine and marine environments, Ruataniwha groundwater and surface water modelling, paired air quality sampling following equipment upgrades, estuarine ecosystem health and our collaboration with the Sustainable Seas National Science Challenge and Hawke's Bay Marine and Coast group.</p> <p>Two additional major projects have been contracted; the partnership project between HBRC and Manaaki Whenua Landcare Research to develop tools to maximise the investment made in the LiDAR imagery collection, and the acquisition of satellite imagery following weather events in Wairoa/Northern Hawke's Bay.</p>
Catchment Management		<p>The Soil Conservation Nursery has been preparing for the installation of drip irrigation and June's harvest. The erosion control scheme has noticeable shortages in the local labour market (fencers and planting crews) which is making it difficult to spend this year's budget.</p> <p>There has been further development working with a range catchment groups in key sub-catchments to develop materials and messaging on critical issues.</p> <p>An extended deadline of 31 May 2022 given to all outstanding FEMPs across Tukituki. A number of properties not engaged have been handed to the Compliance Team to follow up.</p> <p>Right Tree Right Place project identified c.500 target farms. A survey was developed and circulated to target landowners with calls to individual landowners. The farm/forestry plan has been completed on the initial pilot farm. Meetings progressed with MPI re partnership opportunities. The partnership with The Nature Conservancy continues to develop. Procuring a panel of forestry/agri advisors has been delayed due to workload.</p>
Biodiversity and Biosecurity		<p>The Catchment Services section continues with work on the five Ecosystem Prioritisation sites including deer fencing, plant pest and animal control. Delays in sourcing materials and the recent significant rainfall event will mean not all sites will be finished by financial year end.</p> <p>Bat surveys and SOE wetland monitoring programs have continued. The Predator Free team have been hampered by weather, COVID, lack of contractors, and this project will now finish next financial year.</p> <p>Pest Animal and Pest Plant teams continue to deliver on their projects, although due to budget restraints no rabbit control projects were initiated this quarter.</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 maintenance work is administrated and delivered throughout the year but due to recent rain events we are not on track to complete all the tasks scheduled in the 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 Wairoa Flood Forecasting system has been implemented, and is now in the testing phase, and has performed well in the 24 March flood. Work is progressing on implementing the system for the Ngaruroro, Tūtaekurī and Tukituki catchments. The Engineering team has been working on catchment reviews, hydrodynamic modelling for flood hazard planning and mapping. This is part of the capital upgrade work programme (HPFCS Level of Services).
Open Spaces		Limited availability of contracting resources and recent rain events has meant the Open Spaces team is not on track to deliver all the maintenance work on the regional parks as per the Asset Maintenance Plan this financial year. This includes parks such as Waitangi, Tūtira, Pākōwhai and Pekapeka, as well as the development and maintenance of Hawea Historical Park, Waipatiki Beach Holiday Park and maintenance of Te Mata Park.  Work is progressing for the HB (cycle) Trails currently include further scoping of Ngaruroro Explorer and the Karamū extension.  Wet weather and ongoing weather events provided challenges for the forestry teams. Despite being behind on the work plan this quarter, the team is on track to achieving it by the end of Q4.
Coastal Hazards		The Engineering team has been progressing the Joint Coastal Strategy design work stream. The Engineering team is finalising a contract for the rental of an ocean monitoring buoy.
Regional Water Security		Technical aspects of programme delivery continue to progress, albeit with Covid-19 and weather related impacts. Heretaunga Storage preliminary ecological surveys completed. Advanced technical pre-feasibility completed, independently peer reviewed and next phase of geotechnical work initiated with Provincial Growth Fund support.  For Central Hawke's Bay Managed Aquifer Recharge the completion of the Cultural Impact Assessment remains outstanding, but the timeframes are beyond our control. Once received, it will lodged the consent. While the project team is predominantly focused on the question "Do we have water storage options?", the issues of when, how and why water storage will play a part in a long-term regional water security strategy is best dealt with through the Kotahi Plan change, in particular with co-governance perspectives being fully incorporated.

## 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 Civil Defence Emergency Management (CDEM) Group		<p>Work has progressed as can be expected in the current environment. While work is progressing, the pace has had to be managed with ongoing disruption from CDEM staff and our partner agencies being directly impacted by Covid-19. March was also challenging with a series of weather events that required responses in support of Wairoa District Council. Two staff were also seconded to the Hawke's Bay DHB Covid-19 Coordination Centre for 6 weeks to support them in developing their welfare systems and processes.</p> <p>Work on implementing the recommendations of the CDEM review that was reported to Council in Q2 has continued with progress being reported to the Joint Committee and CEG. Another emerging issue is staff retention with strong national demand for emergency management professionals. In Q3, four experienced staff (out of 15) have either retired or taken up other roles with emergency management agencies.</p>
HBRC Emergency Management		<p>Work is on track and the required level of service is being maintained. The HBRC response incident management team supported the CDEM Group in its response to the two ex-tropical cyclones that impacted northern Hawke's Bay in March. Readiness activities are also being disrupted by the ongoing organisational response to Covid-19 and staff turnover. Furthermore, the long serving and senior CDEM staff member supporting HBRC readiness and response has retired. Recruitment for this role is advanced. At this stage this is not envisaged to be critical, however the next couple of quarters will be challenging.</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 Road Safety s17a review is complete. The Regional Public Transport Plan review is complete, and the planning is underway. The team is still experiencing significant disruption. 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. This has not been helped by the operation of a reduced service since 14 February, due to major driver shortages. The service is only due to resume in full on the 23 May. Fares are being discounted by 50% from 1 April until 30 June, although no impact has been seen at this stage.</p> <p>The On Demand Public Transport trial is due for launch on 7 June and 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-19 disruptions and the upcoming changes, this area is delivering better than expected.</p>

# How Metrics are Calculated

**Employee count (p 7)** 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 7)** are the total FTEs as at the end of the quarter. Staff employed on casual contracts are counted as a 0 FTE.

**Turnover (p 7)** 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 8)** are all the incidents reported in HBRC's health & safety software Hasmate.

**Communications Log (p 9)** tracks media queries and team activity by type, logged by staff on SharePoint.

**Website and social media (p 9)** data is sourced from Google and Facebook analytics.

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

**Vehicle number, fuel usage and fuel CO<sub>2</sub> emissions (pp 11 & 12)** data is provided by our internal systems and our fuel suppliers.

**Energy usage and energy CO<sub>2</sub> Emissions (pp 11 & 12)** data is provided to HBRC by our energy suppliers.

**Air Travel (p. 11)** data is provided to HBRC by our travel agent.