



# Organisational Performance Report

*Quarter 4: 1 April to 30 June 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 last quarterly report for the 2021-22 financial year and covers the period of 1 April to 30 June 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. Six monthly financial 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 fourth and last report for year one to measure progress against our revised level of service measures in our new Long Term Plan 2021-2031.**

The period between April and June has been challenging for HBRC staff across the organisation. There has been significant staff illness due to Covid-19, flu, and other winter illnesses. Combined with experienced staff leaving and bringing on new recruits, this has put pressure on the day to day mahi as well as on our larger strategic projects.

Heavy rain in March continued into April and saw our Wairoa community hit hard by the affects of ensuing flooding. HBRC staff and councillors rallied in providing practical on-the-ground support. High-quality satellite imagery was captured and our science team has been analysing it to assess the impact of those weather events.

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 *MyWay Hawke's Bay*—the on-demand public transport trial in Hastings—was launched on 7 June. There was a 20% increase of passenger numbers on day one and a 20% increase on day two.
- HBRC teams prepared in advance for the ex-tropical cyclone Fili that hit the region in April. Additional staff were rostered to monitor and respond, and river management teams checked flood protection infrastructure in advance.
- In partnership with Wairoa District Council, Gisborne District Council, GNS and Manaaki Whenua Landcare Research, HBRC's science team collected high-quality satellite imagery to asses the impact of the recent weather events in Wairoa.

- Following public consultation, it was agreed that HBRC join other regional and unitary councils in a shared services council controlled organisation. This will improve access to specialist and expensive resources, pool talent, and share risks.
- *We breathe what you burn campaign* was launched to help educate our communities on the rules around rural and urban burning in winter, as well as the effects burning has on air quality and human health.
- The Hawke's Bay Hazard Portal now has a contaminated site layer added to existing property information available to the public. This is part of a wider programme to unlock data for public use.
- The Local Government Commission confirmed the representation arrangements following September 2021 representation review consultation. This formally changed the current configuration of nine councillors and five constituencies, by adding a further two Māori constituencies bringing the total to 11 councillors and seven constituencies.

- Work completed in response to protecting the Ahuriri-Napier community from floods included upgrades to control gates, assessment and replacement of pumps, control gear at pump stations where required, and a new joint consent for stormwater discharge.
- Public consultation on *The Future of our Coastline* and *Changing Possum Control* was given the go-ahead by the Regional Council on 30 June to run in July.
- Our customer satisfaction rating has moved from 79% to 90% this quarter.

### Lowlights

- Ex-tropical Fili in April compounded the affects of the floods at the end of March. The Wairoa community was particularly hard hit.
- HBRC responded to a pollution incident in May after a significant number of dead eels were discovered in Ruahāpia Stream by Kenilworth Road, Hastings.
- Hawke's Bay public bus services experienced an increase in cancellations due to driver shortages from Covid-19, seasonal illnesses and driver vacancies.



# 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:

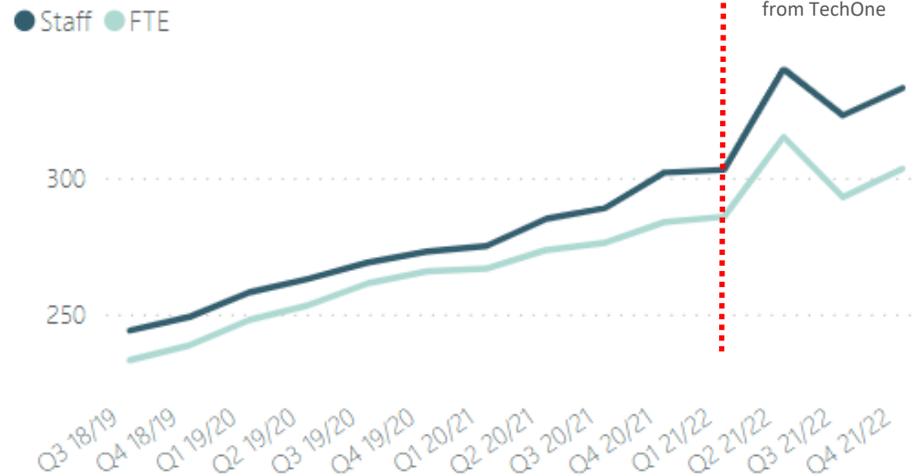
- staff numbers and turnover
- health and safety incidents reported
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures
- enterprise risk management.

# People and Capability

## Employee Count



Staff Count and FTE by Quarter



### Our employees

The number of FTEs increased slightly from last quarter with larger than usual numbers leaving and joining the organisation.

We had 30 new employees join HBRC this quarter (up from 23 last quarter), and 49 staff working part-time hours.

Our total headcount was 333 staff as at 30 June 2022.

### Vacancies and recruitment

A total of 46 vacancies were held this quarter compared with 41 in the last quarter. Of these, 5 were in ICT and 4 each were in Environmental Information and in Environmental Science. It has been challenging to recruit suitable candidates in Asset Management where demand and competition for these skills is high. The Policy & Planning and Consents teams are now fully resourced.

Included in the vacancies were 5 manager roles and 3 team leaders. All vacancies are promoted on SEEK, relevant journals and publications, optimising our HBRC career's page, LinkedIn, and social media to attract potential candidates.

### Resignations

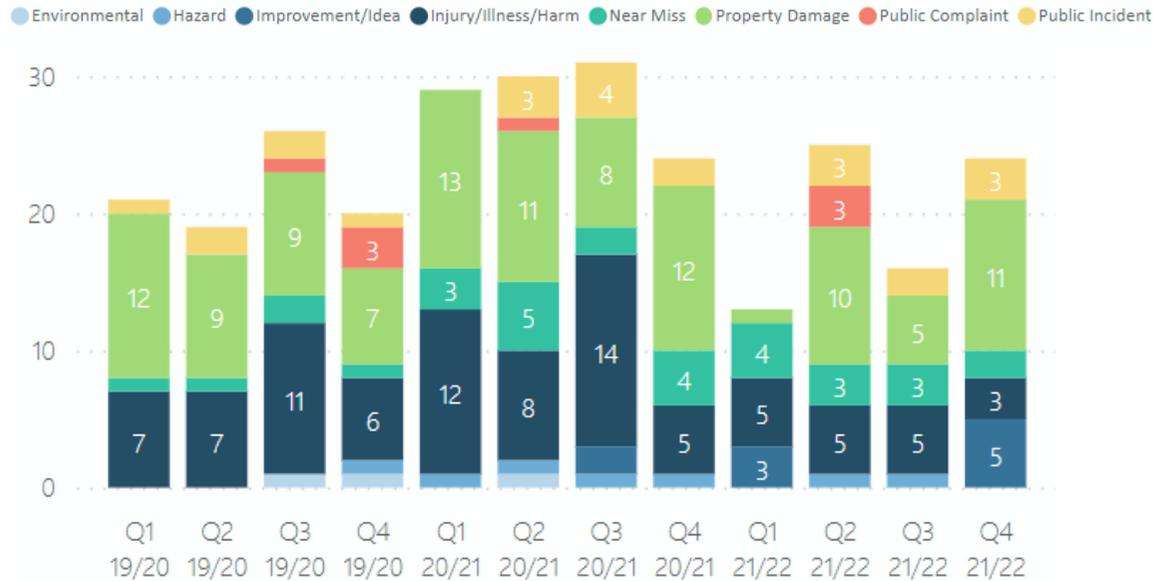
We had 20 permanent staff exit HBRC this quarter, including 1 redundancy, 2 fixed term contracts, and 17 resignations. These have been across the organisation but notably in the Environmental Science section, Emergency Management and Finance.

### Employee turnover (permanent staff only)



# Health, Safety and Wellbeing (HSW)

## Incidents Reported



### Health & Safety incidents

There were 24 incidents reported this quarter with the majority being property damage (11), injury/illness (3), near miss (2), public incidents (3), and improvement/idea (5).

### Training for staff

In Q4, First Aid training (7), Outdoor First Aid training (11), 4WD training (16), and Health and Safety representative training was delivered to staff.

### Wellness

Approaching the winter season, 106 influenza vaccinations were given to staff and weekly staff funded massage sessions have been scheduled.

### Across HBRC

The HSW 3-year strategic plan and workplan were approved by the ELT, presented to Council, and the organisational Health, Safety and Wellbeing group.

The HSW team attended organisational group Health and Safety meetings and also the quarterly June Health and Safety committee meeting. The HSW team conducted a site visit to the Napier Port with the Harbourmaster.

The Operational Felling Plan template has been updated and a Daily Safety Plan is being considered for all work vehicles.

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

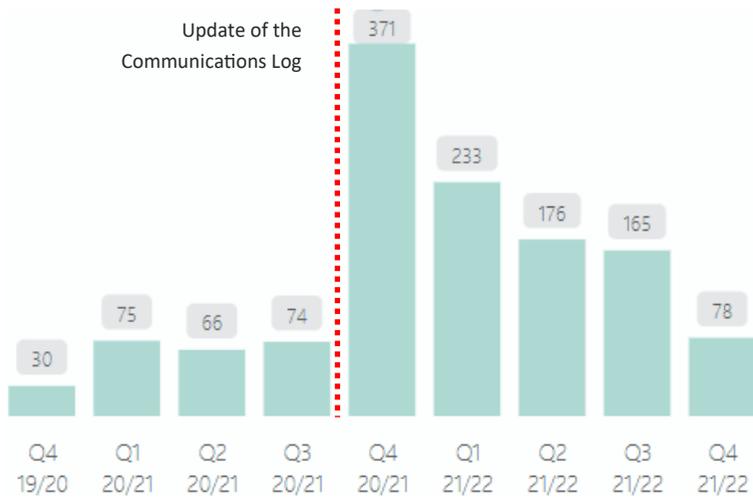
### Supporting our staff through Covid-19 (Omicron)

Our response and navigation of Omicron is managed by the Executive Leadership Team (ELT) with the HSW team working alongside them, and adhering to the orange Traffic Light Framework under guidance from Ministry of Health, WorkSafe NZ, and Local Government NZ.

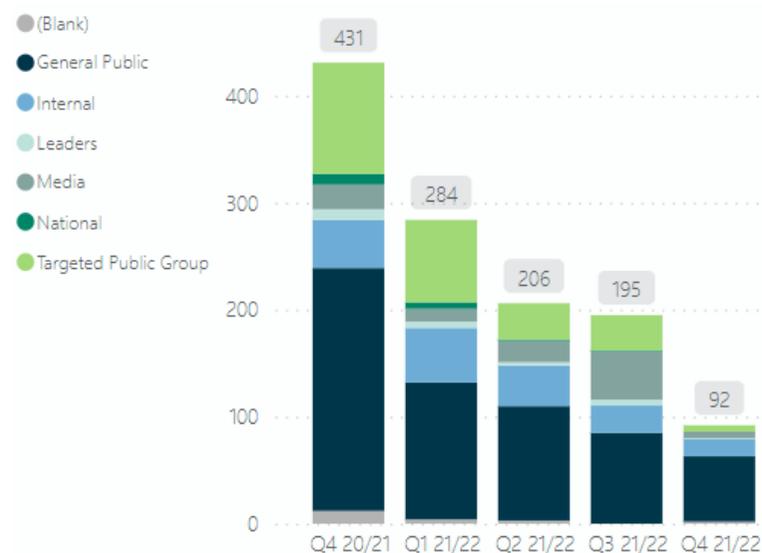
The effects of Omicron were still lingering within HBRC with around 90 staff affected in Q4, either as a positive Covid-19 case or as a household/close contact. With this in mind, we reminded our staff to reduce spread and impact, by wearing masks when moving in and around the business and keeping up with the sanitisation of hands/workstations—every bit helps! Using our Covid-19 register, we reported to ELT the number of staff affected by either being a positive case or as a household or close contact.

# Communications and Engagement

## Items in Communications Log

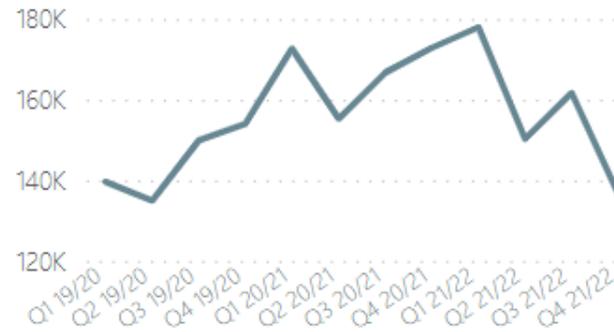


## Items in Communications Log by Audience



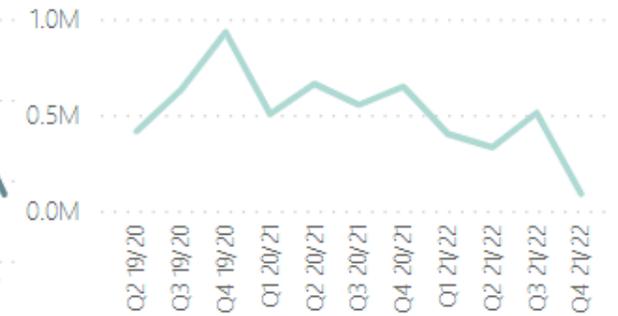
## Website

Number of HBRC Website Page Views

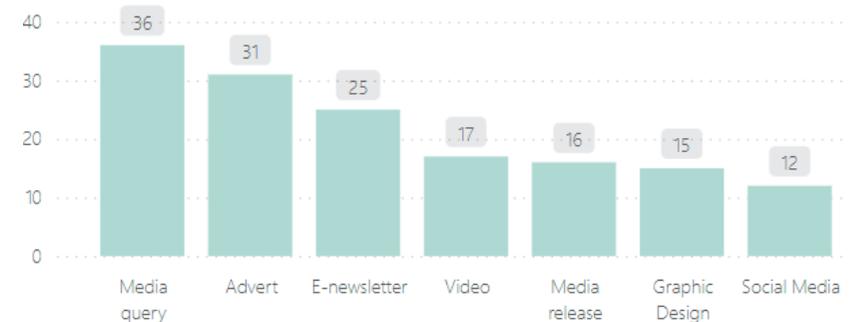


## Social Media

Total Reach on Facebook



## Items in Communications Log by Type this quarter



Focus during Q4 was particularly towards the launch of *MyWay* in June, and preparing for the coastal hazards and possum control consultations (both in July). The 13 media releases issued during the period were largely flood/CDEM, climate, and public transport-related. Key events supported were the Careers Expo, the Primary Sector Awards, and Ballance Farm Environment Awards. Additional support was given to Kotahi, Elections, the Pre-Election Report, and the Annual Plan.

HBRC's social and website traffic was down significantly quarter-on-quarter which may correlate to many people returning to work or less downtime, ie. website use was down 16% on the last quarter.

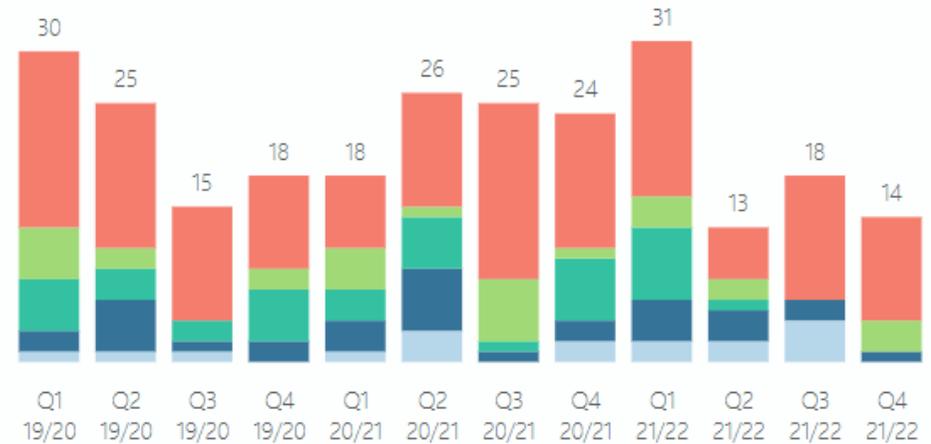
Staff maintained regular internal communications (videos, newsletters, staff meetings, intranet) and support for the #fun and #kind HBRC behaviours.

# Customer Services

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

Of the 14 LGOIMA requests received in Q4, 13 were responded to within 20 working days. The one responded to outside the timeframe (3 working days) was a media request related to communications budgets and staff.

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



## Customer Experience

It was a busy quarter with call volumes increasing by 16% in May compared to the 4 months prior. By June, volume increased by 50% which aligned to public transport enquiries incorporating the new *MyWay* customer volume. Rates remained our top category for enquiries followed by *Total Mobility*, *Sustainable Homes*, and bus enquiries.

Our customer satisfaction rating moved from 79% to 90%. In addition, the turnaround time for queries showed a positive trend each consecutive month. HBRC has moved from last place and up 47 places to 33rd in the annual ALIGM Customer Experience survey. This gives insight to the early success of recent process and technology changes, and to the way we interact with our customers. There is more to build on in the coming year.

Top 5 Categories	
Rates	2545
Total Mobility	1385
Sustainable Homes	1142
MyWay	861
Bus Queries	600



66% Phones medium of choice



Surveys completed

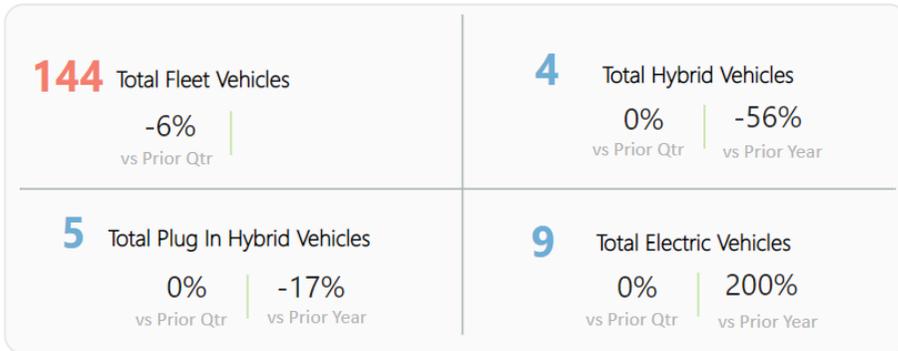


Compared with 34% in last quarter

There was a high volumes of calls compared with last quarter. Data shows the most common reason for contacting HBRC was to enquire about rates, followed by *Total Mobility*, *Sustainable Homes*, *MyWay*, and public transports enquiries.

# Corporate Carbon Footprint

## Vehicles



### Vehicles and Fleet

HBRC's total fleet of 144 includes electric motorbikes and tractors which enable our staff to do their role in the field and across Hawke's Bay. We also have 47 trailers. The biggest reduction in number has been within the older vehicles in the diesel fleet.

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.

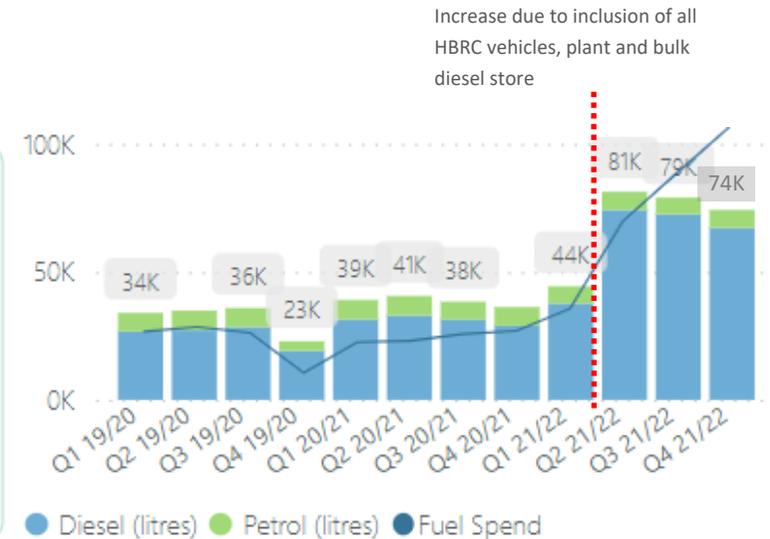
We have 7 Petrol Hybrids on order to replace older fleet vehicles but are experiencing supply chain issues exacerbated by Covid-19. These vehicles are providing us with the cleanest solution where a BEV is not possible as it reduces the infrastructure required to have chargers available everywhere. However,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

## Fuel Use

**\$163,392**

Fuel Quarterly Spend (\$)

20% vs Prior Qtr



### Fuel

The price of fuel continued to rise which resulted in an increase of 20% in our fuel spend on Q3 despite a decrease in fuel usage. With the increasing use of petrol over diesel, the quarterly spend may increase but the carbon footprint will reduce.

### Air Travel

Requirements for business travel is trending downwards compared to previous years. This could indicate that staff confidence and behaviour has changed by opting for video conferencing technology over travel.

## Air Travel

**17,110**

Total Distance Traveled (Km)

229% vs Prior Qtr | -49% vs Prior Year



# Corporate Carbon Footprint

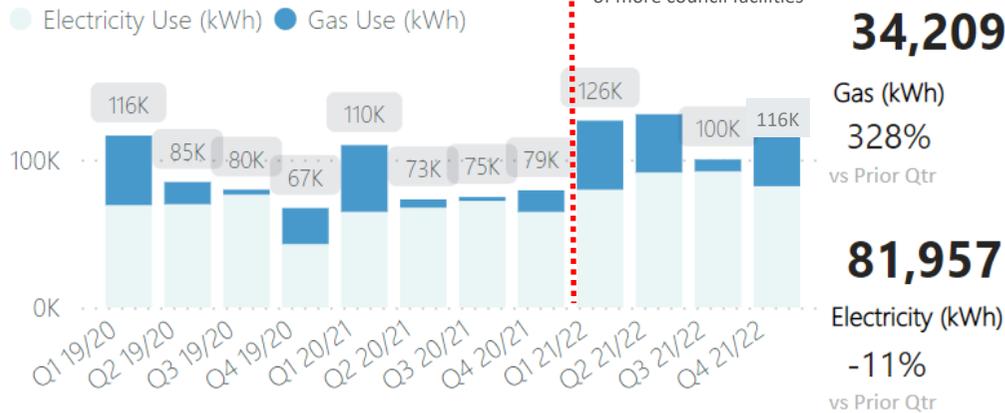
## Energy Use

Electricity consumption decreased slightly at our Dalton Street office—likely due to more staff working from home.

Statements for gas consumption have resumed and replace Q3’s holding estimate. Increase in gas consumption was in line with winter weather.

Efforts to reduce energy consumption of our facilities is through staff education and replacing equipment with more efficient alternatives as able through maintenance schedules.

## Energy Usage

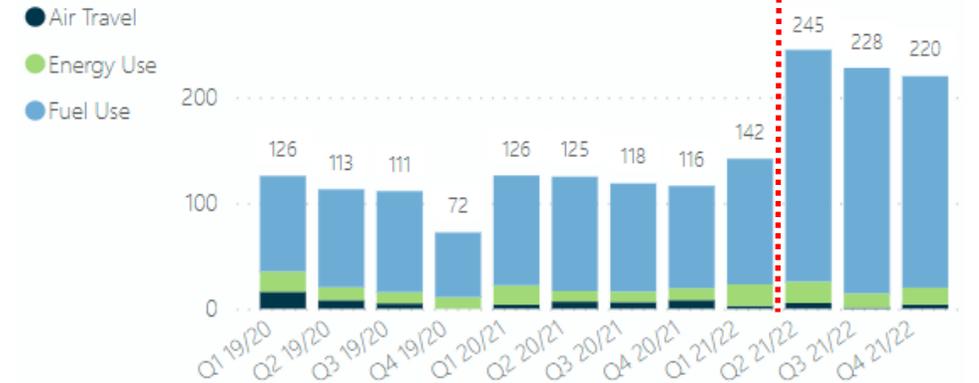


## Carbon Credits

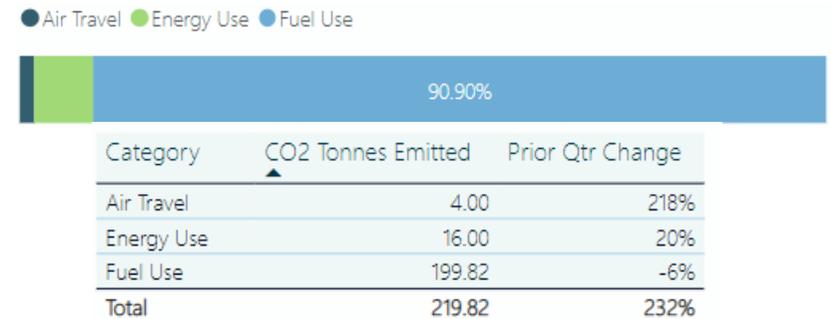
At the end of Q4, HBRC’s Carbon Holding Account had a total balance of 161,307 NZU, comprising 146,400 NZU post 1989 and 14,907 pre 1990. This gives an overall carbon portfolio a value of approximately \$12.26 million, noting this is based on market rates of NZ\$76.00 as at 30 June 2022.

HBRC is in the process of developing a carbon trading policy planned for the next financial year.

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



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



## Carbon Emissions

The emissions relating to HBRC fuel was slightly down over the last two quarters. This data includes both Works Group fleet and plant fuel consumption (recorded from Q2 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

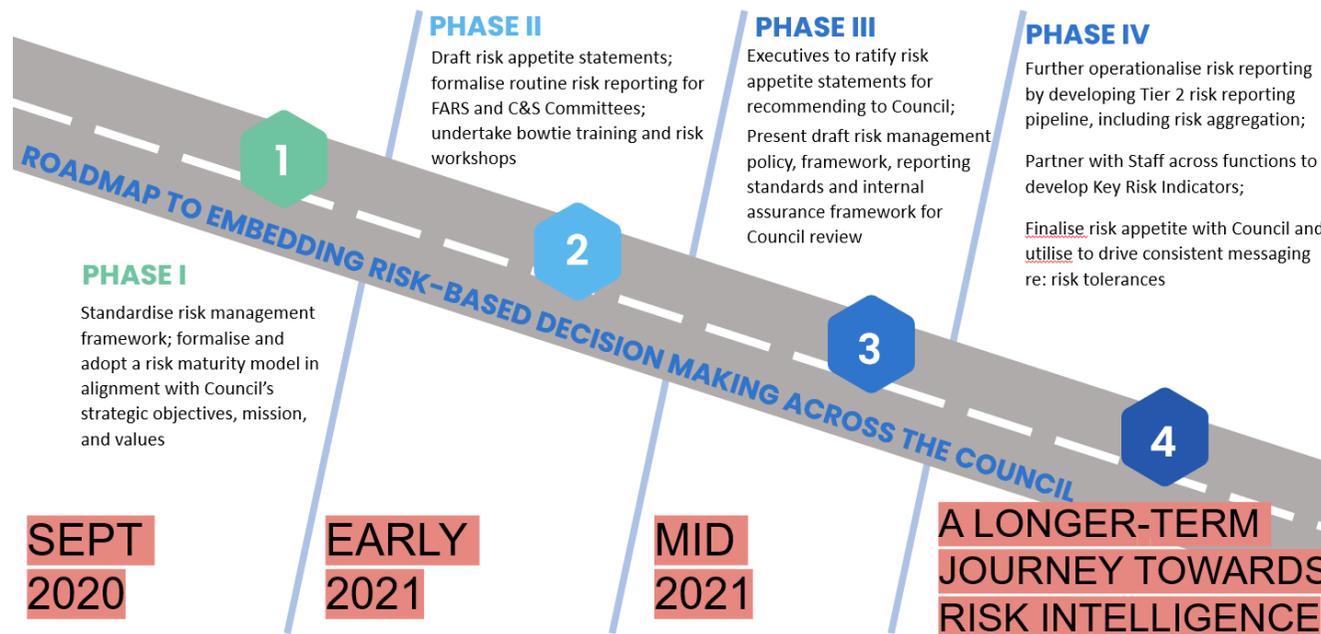
In 2020, the Corporate and Strategic Committee endorsed a roadmap to mature the Regional Council’s risk management system. The longer-term vision for maturity of the risk system is to establish value creating, risk intelligent decision-making that is embedded consistently throughout the Regional Council.

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

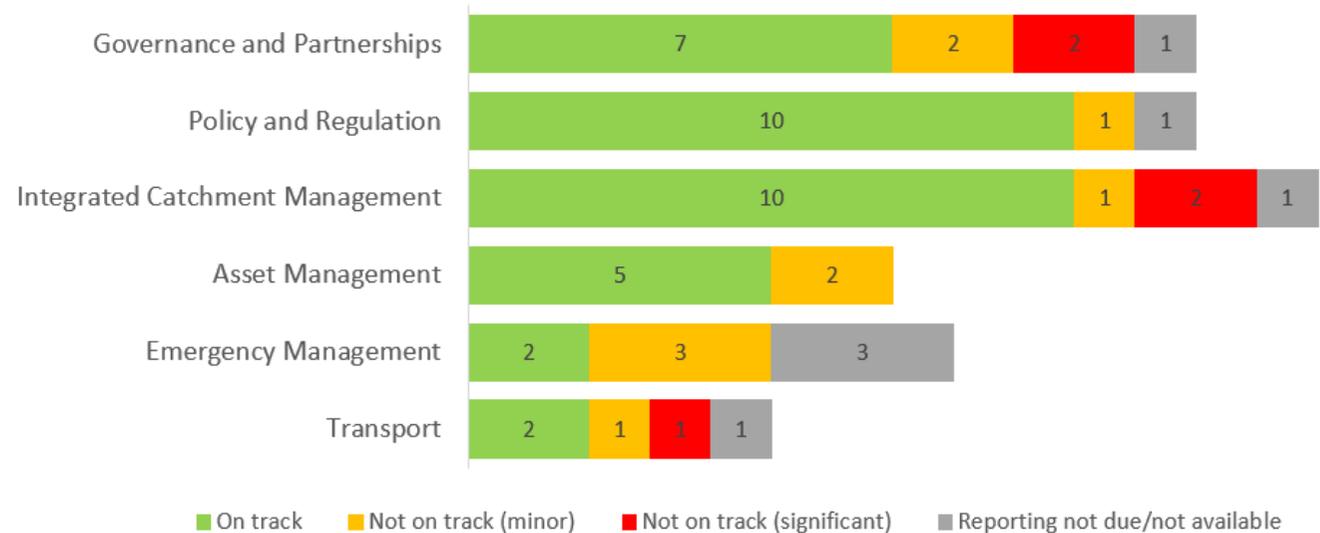
The exception reporting over the page provides commentary regarding measures that are currently off track or forecasted to be 'at risk' of not being achieved. The Regional Council's Executive Leadership Team monitors the measures throughout the year to enable proactive action to improve performance.

# Level of Service Measures

## Summary

- 36 On track to reach end of year target
- 10 Not on track and at risk of not reaching end of year target
- 5 Not on track and not likely to reach end of year target
- 7 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	Percentage of LGOIMA requests responded to within 20 working days	<span style="color: red;">●</span>	Of the 14 LGOIMA requests received this quarter, 13 (92.9%) were responded to within 20 working days. The one responded to outside the timeframe (3 working days ) was a media request related to communications budgets and staff.	100%
Governance & Partnerships	Number of properties utilising the Sustainable Homes programme including Heatsmart per year	<span style="color: red;">●</span>	The total number of applications for Sustainable Homes (including Heatsmart) has dropped slightly this year, attributed to Covid-19 disruption and increased market caution when borrowing.  The Sustainable Homes programme has processed 771 applications while the Heatsmart programme has processed 232 grants and 53 loans giving a total of 1,056 receiving financial assistance to the value of \$6.6M compared to \$6.7M last year.	Increase

## 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)		Carbon footprint data has been collated and supplied to Ekos for footprint calculation but won't be available until October 2022. Going forward in to the new financial year, the way footprint reporting is presented will be revisited to align with quarterly reporting instead of reporting annually to improve efficiency and bring more immediate visibility to how we're tracking in this space.	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% ) . Some feedback - "Greater clarity and support for tangata whenua partnerships."; "The Te Rito course has been great, but ever more support for engaging with iwi/tangata whenua could be useful. For those of us who who may still not feel entirely comfortable with our pronunciation and knowledge of tikanga."  Over quarters 3 & 4, three relationship managers (north, central, southern HB) have been established. The vacant senior adviser Māori role has been reviewed with greater focus on staff cultural and capacity development. The existing suite of tools eg Pātaka, 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
Governance & Partnerships	Annual reporting on Mātauranga Māori monitoring and reporting activities		Relationship managers within the Māori Partnership team have been the initial pathfinders for Mātauranga Māori this year. Monitoring and reporting will be more evident in the coming year with recruitment of a Kaihautū Pūtaiao Mātauranga Māori specialist, complemented with a Cultural Development Advisor.	Achieved
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, however we are one month away from having a second trained ROSC to provide additional cover for the region.	Achieved
Integrated Catchment Management	Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP		Over the last quarter, 171 FEMP resubmissions have been received, and the combined 1060 submissions received cover 94.21 %, or 203,476 hectares of eligible land in the Tukituki Catchment. Since last quarter reporting, this is an increase of 51,335 ha covered under a current (2021) FEMP or Low Intensity submission. A total of 704 FEMP resubmissions for 2021 and 356 Low Intensity submissions have been received. FEMPs are still only currently required in the 17 sub-catchments that form the Tukituki catchment.	100% Tukituki
Integrated Catchment Management	Sediment load in tonnes per year in receiving waterbodies (streams/rivers and estuaries).		Sediment samplers are currently deployed at 18 sites around the region although one sampler was lost in the Wairoa weather event. These samplers have been effective at capturing sediment water samples during high flow events, and the Senior Land Scientist, coming in late July, will progress work analysing and displaying (eg dashboards) information for each event.	Reducing load

## Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
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>The riparian survey programme (field assessment across 300 sites) can't as originally designed provide a figure of annual percentage change given the significant resourcing required to achieve that. Furthermore, 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 an internal group to progress this issue. We are ourselves exploring the potential for remote sensing to achieve spatial and temporal efficiencies in data collection and expect this to be advanced by the new Senior Land Scientist who starts in July.</p> <p>This LOSM may need revisiting to be consistent with national regulations.</p>	Increasing trend
Asset Management	Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan		We have nearly completed a programme of engagements with Territorial Authorities and large industry water users to inform the business case development process under both the Regional Water Security Programme and HBRC's long term plan initiative to support demand-reduction initiatives.	Action plan developed
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>The Capital Programme has experienced significant delays as a result of 60+ wet weather days during the construction season. As a consequence the major Taradale stop bank upgrade project is only 90% complete as at the end of the financial year with work continuing into July. Preparation continues on other capital projects for which project briefs have been developed.</p> <p>The annual maintenance programme has also experienced delays due to wet weather events and similarly has not been completed in full. Tendering for the 2022-23 IRG projects has commenced and planning of other capital projects continues. Vacancies continue to constrain delivery of the capital programme, with recruitment to fill these vacancies ongoing.</p>	Achieved

## Exception Reports

Group of activity	Level of service measure	Status	Commentary	Target
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 Portal		The current Hazard Research Plan has been approved by the CEG however, the last annual report to CEG was in October 2020. Hazard information is maintained on Hawke's Bay Hazard Portal ( <a href="https://gis.hbrc.govt.nz/Hazards/">gis.hbrc.govt.nz/Hazards/</a> ). GNS have completed a final draft report to provide Level 3 Tsunami modelling from Tangoio to Clifton which is co-funded by Earthquake Commission. This will need to be finalised and reported to the CEG and Joint Committee before it is added to the Hazard Portal. Level 3 modelling is considered robust enough to be used by councils in land use planning decisions such as resource consents and plan changes.	Achieved
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 ongoing Covid-19 and flu illnesses 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. It is understood that the new CDEM Bill will have its first reading towards the end of 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 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. A new 2 year Group work program will be presented to the CEG at its July meeting then to the Joint Committee in August. this work program will incorporate the outstanding workstreams from the "Strengthening CDEM in HB" report and the implementation of the other projects already completed. The review of the Group Plan will also be provided for in 2023.	Achieved
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. The PT network review is now complete and the Regional Public Transport Plan (RPTP) is in draft, with the consultation document being produced currently. The RPTP ready for adoption after submissions in September 2022. The Regional Cycle Plan 2015 is in place but also will be under review and likely adopted in 2023 prior to the next review of the RLTP.	Achieved
Transport	Annual patronage on the Hawke's Bay bus services		Bus patronage has remained low in Q4. Although the PT service was restored on 23 May, the operator has cancelled a large number of trips due to further resignations and a spike in illness. Data continues to show that patronage is 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. The On Demand Public Transport trial launched in Q4, with day one seeing numbers meet that of the replaced routes 16a, 16b and 17, and after a month, patronage is sitting 50 to 70 percent above baseline, however averaging 50 percent. The target for the trial was a 70 percent increase in patronage.	Maintain or increasing trend



# Activity Reporting

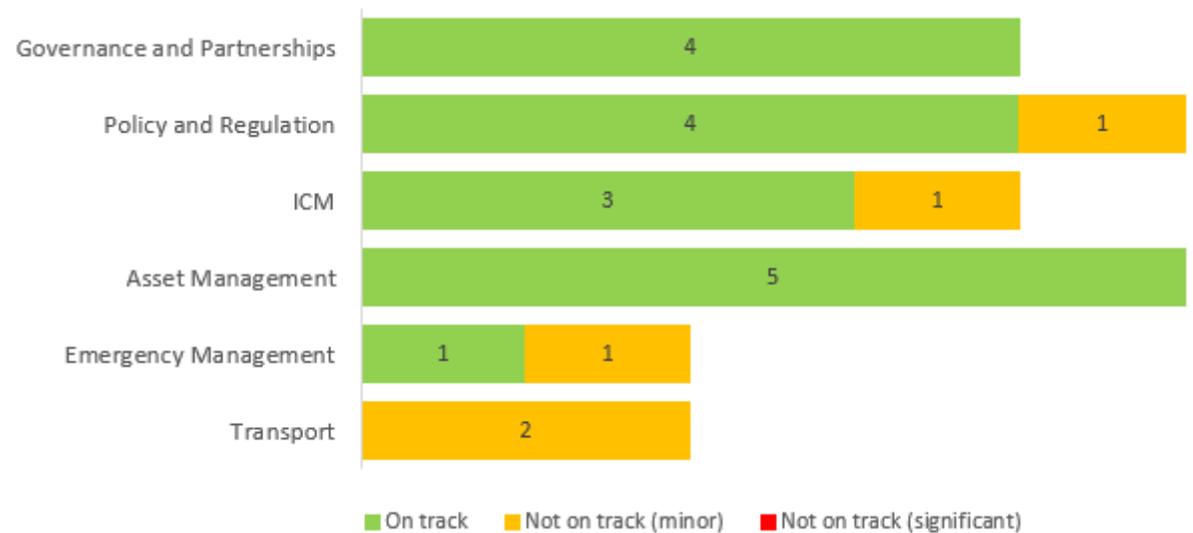
## by group of activity

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



## Governance and Partnerships

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

Activity	Status	Commentary
Community Representation and Leadership		A total of 26 meetings were held in Q4, compared to 18 and 23 in Q3 and Q2 respectively. This included 3 Council meetings, 14 Committee meetings, 9 workshops including 2 'All Governors' wānanga to progress a joined-up approach to Kotahi held offsite. All other meetings were held in the HBRC Council Chamber with MS Teams available for members. A clear audit opinion was received for the Annual Report 2020-21 albeit later than usual. Stand, Enrol and Vote media campaigns were finalised in April with the first ads going live on 23 May 2022. The 2022 Pre-election Report was printed and available 1 July 2022. All but one of 14 LGOIMA requests (93%) received this quarter, were responded to within 20 working days.
Tangata Whenua Partnerships		Through Q4, 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 an agenda-setting meeting with Chairs, Co-Chairs and Deputy Chairs. Council supports Zoom attendance and also pays for a technical adviser to the RPC. Tangata whenua have speaking rights (not voting) at other committees of Council including Environment & Integrated Catchment, Corporate & Strategy, Hearings, Clifton to Tangoio Coastal and Regional Council committees. Council covers all related costs including meeting fees or an annual salary proportionate to a Chair or Co-Chair role. During Q2 an 'All Governors' (comprised councillors, RPC & MC tangata whenua) wānanga was held to consider stronger strategic alliance particularly in regard the Kotahi Plan. Water, Biodiversity and Climate Change is their collective focus with three further meetings held through Q3 and Q4.
Community Sustainability		HBRC promotes sustainability using incentives, education, advocacy and leadership. Sustainable Homes processed 274 applications in Q4 vs 212 in Q3 resulting in a year-end total of 771. The year-end total for Heatsmart was 232 grants and 53 loan applications. Combined, 1056 products received financial assistance to the value of \$6.6M vs \$6.7M last year. A drop in applications is attributed to Covid-19 disruption and increased market caution when borrowing. Mahora Primary School signed up to EnviroSchools this quarter, resulting in a record 71 participating ECEs and schools. Q4 highlights included Matariki celebrations, working with 10 secondary schools on the year-long 'Sustainability Challenge', engaging AECOM to produce a Regional Carbon Footprint, launching HB Climate Action Network with businesses, HB Today column and various outreach presentations. Internally, the first Climate Fresk workshop was held resulting in a staff sustainability group, and an independent fleet emissions reduction review. The report is due mid-July.
Regional Development		Regional Development continued to deliver the Regional Business Partner Programme, until the MBIE contract ended on 30 June 2022. The \$330K annual joint economic development funding from the five Councils was re-directed from the former Business HB to fund the following activities: Hawke's Business Hub Business Hub operations (including 2 full time staff), two sector development initiatives that were developed by BHB - Food & Fibre Sector Programme that is 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. A programme manager has been appointed to manage the formation of the new EDA model and transition of aforementioned activities.

## Policy and Regulation

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

Activity	Status	Commentary
Policy Planning		During Q4, the Policy and Planning staff prepared a range of materials to support the Governors, tangata whenua and wider community engagement as part of the first phase of Kotahi Plan preparation. The Regional Planning Committee, Māori Committee and staff have made good progress in establishing the ways in which Governors can work together and what their individual roles are in regards to the Plan development. Two significant 'All Governors' hui have been held in April and June and have been essential to develop understanding around roles and responsibilities of Governors. While this places pressure on the statutory timeframes set under the RMA, taking time to do this will ensure relationships endure. (Kotahi is running behind on budget and schedule). Outstanding Water Bodies mediation is on-going. Statutory Advocacy on MFE consultation documents has also continued as they continue to make amendments to regulations.
Consents		All timeframes have been met with 559 applications received and 369 consents issued in the year.
Compliance and Pollution Response		The Pollution Response team is now at full strength and making headway with current prosecutions. This team currently has a very high workload due to the increased focus on regulatory actions over the past three to five years. The team leader for the Urban & Industrial team left in late May, and in the current tight job market, is proving difficult to find suitable applicants. The second forestry position was filled and comes at the right time with the forestry activities picking up. Covid-19 cases within the team have caused disruptions, but this has been managed well by all staff. The amount of prosecutions is steadily rising, and coincides with the increased complaints the pollution team is dealing with. Revenue targets were not quite reached due to Covid-19 disruptions and staff changes, however all key monitoring targets were achieved.
Maritime Safety		<p>We have successfully recruited a well qualified Deputy HM who replaces the previous incumbent. Recreational boating has been a focus for the team. The team has been working hard raising the profile of what constitutes dangerous and unacceptable behaviour. 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.</p>
Policy Implementation		<p>The Policy implementation team continues to work closely with the Catchment policy implementation team (FEMP project) to deliver an auditing process for the Tukituki farm plans.</p> <p>A working draft was developed for an internal HBRC stock exclusion strategy, with a communications campaign for staff due in Q1 next year, followed by an external campaign. There continues to be further developments to the National Environmental Standards (NES) which require interpretation and guidance for both internal and external stakeholders. Focus on Intensive winter grazing, N-Cap and reporting, stock exclusion and Freshwater Farm Plans. Team members are very involved at a national level, working through the regulations and implementation strategies for the NES.</p> <p>Also increased activity in the Kotahi space, working with the Policy team.</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		The Environmental Information team has collected data on time and to standard during this period. The team is now fully resourced. Data continues to be checked, cleansed and quality coded.
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>Over 94% of eligible land area in the Tukituki is covered through an active 2021 FEMP or Low Intensity submission. Enquiries for becoming an accredited Farm Plan provider have increased. The number of Catchment groups across the region continue to grow with our ongoing support. Although our erosion control scheme was impacted by ongoing weather disruptions, illnesses, and inflation (creating an uncertain financial climate for our landowners) annual targets were met. Aligned with this is our ongoing improvements to our soil conservation nursery.</p> <p>Sediment samplers are deployed at 18 sites around the region although one sampler was lost in the Wairoa weather event. Accurate assessments for stock exclusion are difficult due to differing regulations. We have engaged a consultant to assist with understanding how other councils are measuring this.</p> <p>We have identified approx. 60 priority farms interested in Right Tree Right Place. Initial plantings are complete on our pilot farm.</p>
Biodiversity and Biosecurity		<p>The Catchment Services section delivered a significant amount of biosecurity and biodiversity work this financial year, largely due to additional external funding received. This included fencing seven new Ecosystem Prioritisation sites, largely through the jobs for nature programme, alongside completing a significant wilding conifer programme which was jointly funded by MPI. An Inner Harbour marine pest survey was completed, inspecting 194 vessels and the team responded to a <i>Styela clava</i> incursion. The rook and PCA programmes were completed and a number of community groups were supported in undertaking predator control.</p> <p>All programmes were delivered except for rabbit control (budget limitations) and the two Ecosystem Prioritisation sites where work on the fencing will be carried into 2022-23.</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)		The response to the March and April 2022 rain events has required a focus of resourcing. Significant projects are in progress including the Heretaunga Plains Rivers stopbank upgrades (IRG), asset ownership 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, is operational, and 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). The telemetry system has been performing above the target threshold.
Open Spaces		Works progressing for the HB Trails currently include further scoping of Ngaruroro Explorer and the Karamū extension. All Parks, Trails, forests, and holiday park maintained as per the agreed level of service parameters.
Coastal Hazards		The Engineering team have continued to progress the Joint Coastal Strategy design work stream. The Westshore annual nourishment works is completed, however, additional reactive repair works have been undertaken that has increased the total annual cost. The ocean monitoring buoy contract and rental has been finalised and the buoy has been installed.
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 Group office and council staff being directly impacted by Covid-19 and flu. Work on implementing the recommendations of the "Strengthening CDEM in HB" review that was reported to Council in Q2 has continued with progress being reported to the Joint Committee and CEG.</p> <p>The most significant issue with ongoing implications until 2023, are challenges to staff retention with a strong national demand for emergency management professionals and at times staff burnout. In this year, six experienced staff (out of 15) have either retired or taken up other roles with emergency management agencies. This has placed added pressure on remaining staff while there is also a need to recruit, onboard and train new staff, especially to be effective in responses.</p>
HBRC Emergency Management		<p>Work is on track and the required level of service is being maintained. However ongoing readiness activities are also being disrupted by the ongoing impacts of Covid-19/flu and high staff turnover. Furthermore, the long serving and senior CDEM staff member supporting HBRC readiness and response retired, and has just been replaced. At this stage this is not envisaged to be critical, however the next couple of quarters will be challenging especially if we have a significant event. It is fair to say that staff are weary after 2 years of being impacted by Covid-19 and other weather related events, and their ability to effectively respond to a significant or lengthy event is diminished. Senior staff are very aware of this, and if needed support from within or outside of the region may need to be requested quickly.</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, and is now being monitored for implementation. The Regional Public Transport Plan draft is complete, and is due to go to public consultation in August. The team is still experiencing significant disruption due to staffing. 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. Transport and the transport team is undergoing a lot of change.</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 23 May. Fares have been discounted by 50% from 1 April until 31 August, although no impact has been seen at this stage, due to the inconsistent delivery of service due to cancellations.</p> <p>The ODPT trial launched on 7 June and enables public transport within 400m of each household in urban Hastings. This service has seen a dramatic improvement in patronage in the trial area as a result of offering a more flexible style of PT. 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.

