



# Organisational Performance Report

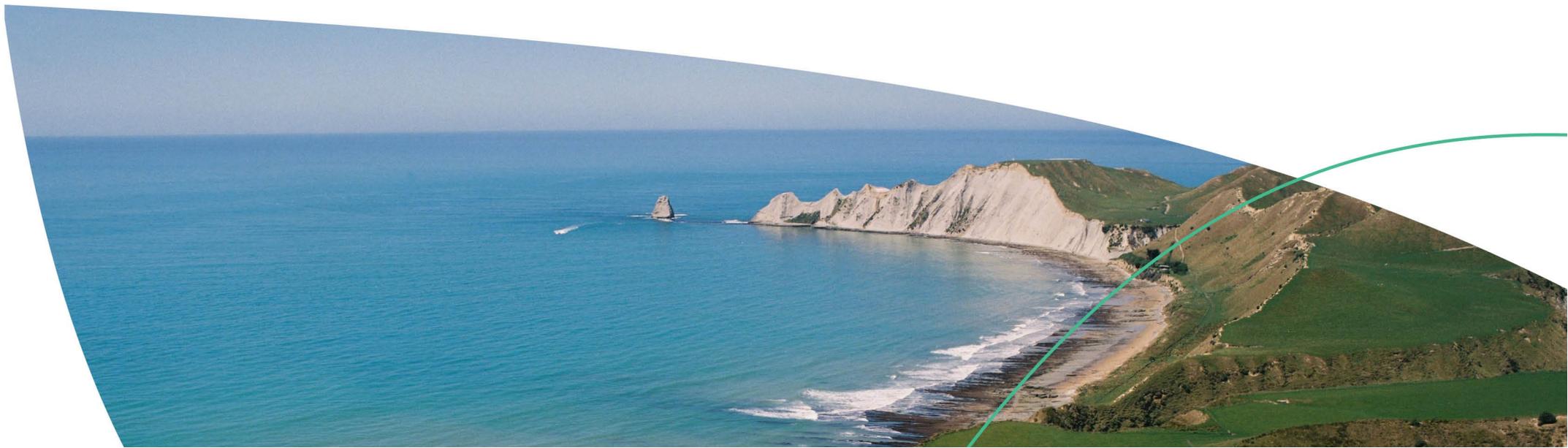
QUARTER 1: 1 July to 30 September 2022



**HAWKES BAY**  
**REGIONAL COUNCIL**  
TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

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# Introduction

**This Organisational Performance Report is the first quarterly report for the 2022-2023 financial year and covers the period 1 July to 30 September 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 measures. It 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.

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.

This quarterly report does not include reporting on our level of service measures. A six-monthly status update will be included in the next quarterly report. Financial activity reporting is currently presented in a separate report.





# Executive Summary

**This Organisational Performance Report is the first quarterly report for year two in our Long Term Plan 2021-2031.**

This quarter we released our *State of the Environment 2018-2021* report. This three-yearly report gives us an overview of the Hawke's Bay environment. It evaluates environmental conditions and provides important information on pressures on our natural resource use. This benefits our local communities and enables us to respond to any adverse effects through our plans and regulations.

Hawke's Bay reached a major milestone for the TANK Plan Change (the freshwater catchment plan for Tūtaekurī, Ahuriri, Ngaruroro and Karamū). The independent hearings panel released its landmark decisions on submissions to the plan in September this year. Seventeen appeals have been lodged with the Environment Court, with a number of parties subsequently serving notice to become a party to proceedings. Details of which can be found on the HBRC website [hbrc.govt.nz](https://www.hbrc.govt.nz), search: #tank

Thirty-eight new staff members started with us during this quarter. Resignation numbers are declining and we have seen an increase in the number of candidates applying for roles. Retention is particularly challenging in the Hawke's Bay CDEM Group with a strong national demand for emergency management professionals and staff leaving the sector after the pressures of the last few years. Scientist roles are difficult to appoint, with our People and Capability team actively recruiting in this space.

This quarter saw lots of engagement with our community. Staff completed the first phase of engagement for the Kotahi Plan through a series of drop-in sessions throughout the region. Following strong support from a community feedback process the HBRC decided it should, in principle, take charge of coastal hazard adaptation for the coastline between Clifton and Tangoio (subject to confirming the proposal through its Long Term Plan). There was a great level of interest and engagement on proposed changes to the public transport system in Hawke's Bay, with the Regional Transport Committee recommending and Council adopting the reviewed *Regional Public Transport Plan 2022-2032*. We also engaged our community on a proposal to change the way possum control is undertaken in designated areas in Hawke's Bay, moving from occupier responsibility to a HBRC-managed contract delivery model. A decision is expected in December 2022.

Lots of work went on behind the scenes preparing for the local body elections held in October 2022. This included preparing candidate information and a Pre-Election Report, processing nominations, enforcement of electoral rules, and preparing a briefing programme for the incoming Council.

Rates invoices went out to our 73,000 ratepayers in August. Rate enquiries were the biggest contributor for a 45% increase in calls (compared to the previous quarter) for our Customer Experience team.

Below are some further key highlights and lowlights from the past quarter.

## Highlights

- Delivery of our first *Hawke's Bay Community Carbon Footprint*, completed by AECOM.
- HBRC's inaugural Hawke's Bay Secondary Schools Environmental Challenge presentations – the culmination of the year-long 'Sustainability Challenge' involving 10 schools. Sacred Heart College, Napier, won first prize.
- The HBRC corporate carbon emissions have reduced for four quarters in a row, largely due to our fuel use across the fleet.

- We were a finalist in the Plain Language Awards 2022 (NZ and Australia) in three categories: Best Plain Language Document – Public Sector, Best Plain Language Website – Public Sector, and Best Plain Language Annual Report.
- Work started on the Future Development Strategy with Napier City and Hastings District councils.
- Work with catchment groups in Tukituki has seen an overarching catchment collective formed – Tukituki Land Care – to enhance collaboration between the groups and attract external funding.
- The first trees were planted on the first pilot farm in the Right Tree Right Place programme.
- Three-dimensional mapping of the region's aquifers is now available for the public.
- The upgrade of the Taradale stopbank was completed.
- The Wairoa flood forecasting system has been implemented and has performed well.
- HBRC received a \$400,000 grant for Waitangi Regional Park to build a toilet block and put in permanent electricity to the marquee site.

## Lowlights

- HBRC and Napier City Council (NCC) oil spill responders investigated a small spill of oil from a stormwater pipe into Napier's inner harbour.
- The Environmental Science team is at 60% capacity. This has meant some programmes have been put on hold and some are not being delivered to the same standard.
- Wet weather has delayed some work, including fencing projects for the Erosion Control Scheme. However, the high soil moisture levels bode well for the plantings going into summer.
- Bus patronage continues to decrease on the previous year. The on-demand-public-transport trial is seeing a consistent increase in patronage however this is not sustainable without an additional vehicle.



# Corporate Metrics

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

It is important to us that our 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:

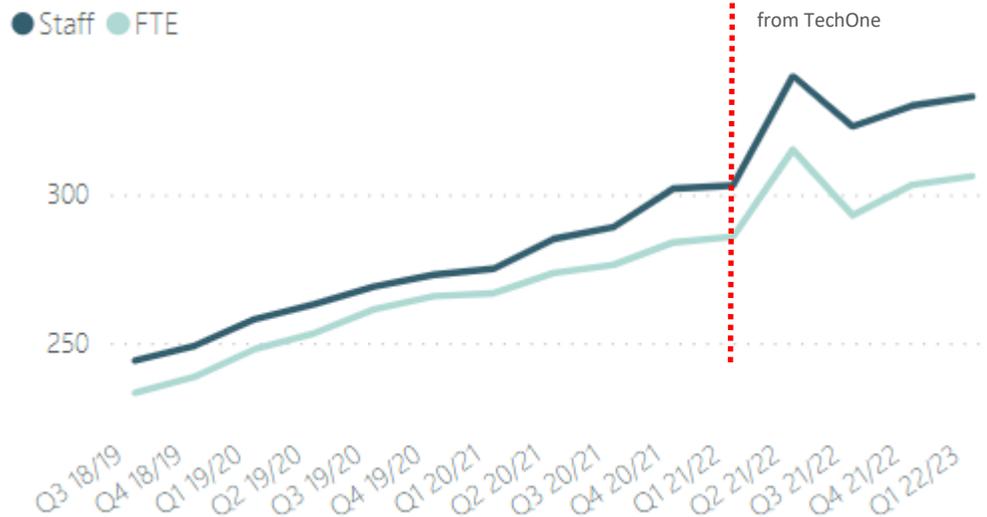
- staff numbers and turnover
- health and safety incidents reported
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures

# People and Capability

## Employee Count



Staff Count and FTE by Quarter



### Our employees

A total of 38 new employees joined us this quarter (up from 30 last quarter). We had 48 staff working part-time hours demonstrating our commitment to flexible working arrangements.

## Employee turnover (permanent staff only)



### Vacancies and recruitment

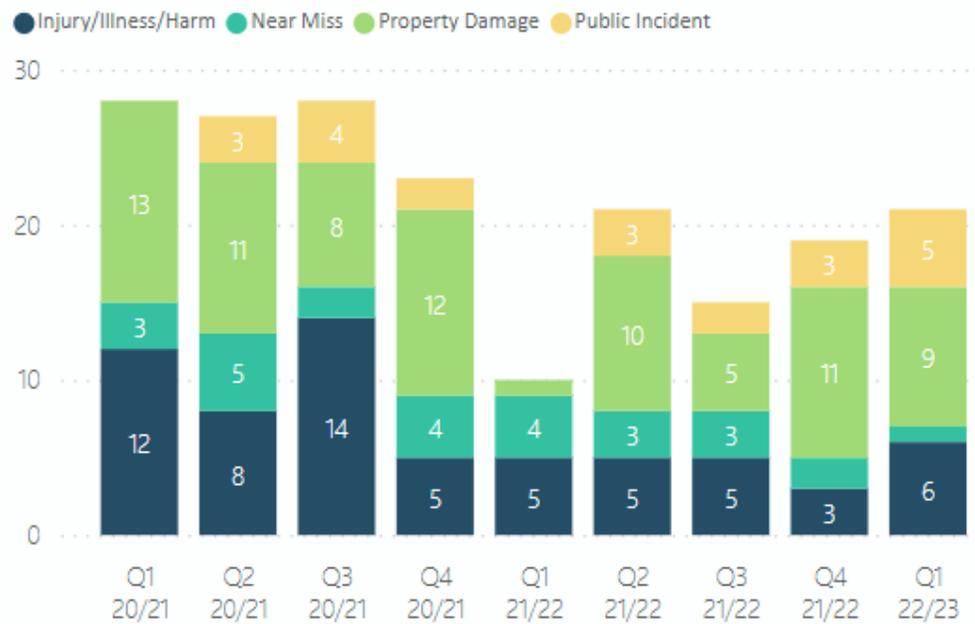
A total of 46 vacancies were held this quarter. Vacant roles proving challenging to recruit are scientist roles.

### Resignations

Our resignation numbers are declining with 13, down from 20 last quarter. Our exit interviews indicate that staff are predominantly leaving for career progression and development.

# Health, Safety and Wellbeing (HSW)

## HSW Incidents Reported



**Supporting our staff through Covid-19**  
 The Covid-19 Protection Framework, also known as the traffic light system, was removed at 11.59pm, Monday 12 September. This ended months of mask wearing and physical distancing within all our environments. We still contact trace if our staff contract Covid-19. In total 52 staff have been impacted by Covid-19 this quarter, either as a positive case or a household contact.

**Health & Safety incidents**  
 There were 21 incidents reported this quarter compared with 19 last quarter. The majority being property damage (9), injury/illness (6), near miss (1), and public incidents (5).

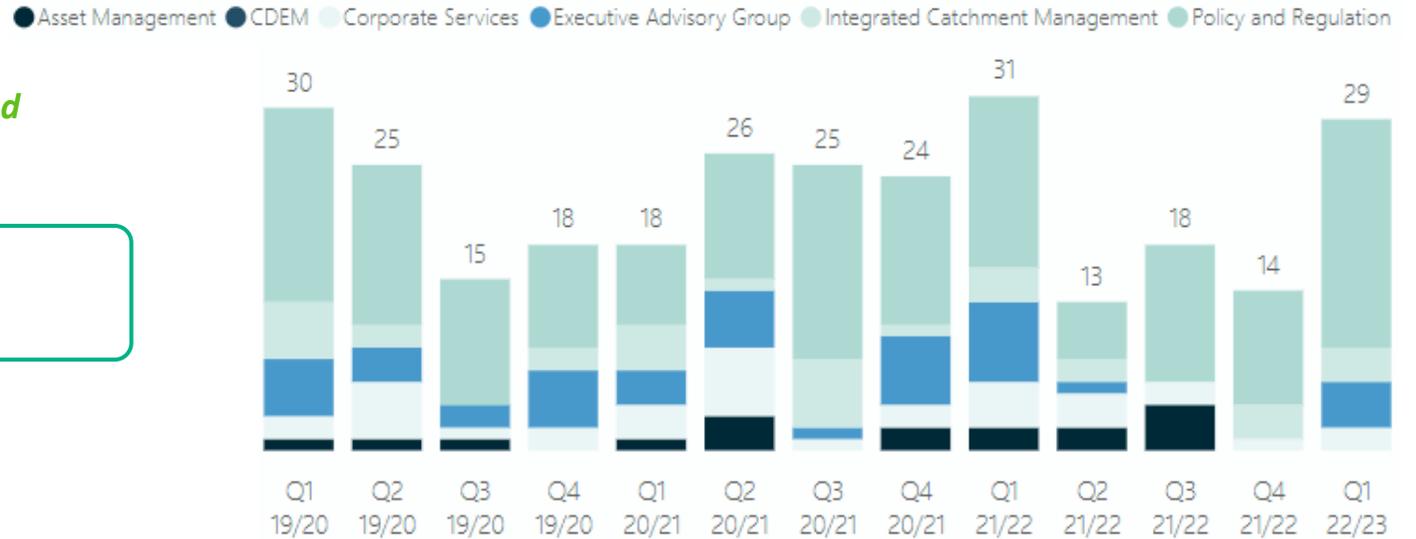
**Training for staff**  
 In this quarter, First Aid training (31), 4WD training (12), and Health & Safety Representative training (10) was delivered to staff. The Operational Felling Plan template has been trialled and is being updated.

**Wellness**  
 Molemap NZ completed 31 skin checks on site, 3 staff were involved in a promotion and 30 redeemed vouchers .

# Customer Services

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

Of the 29 LGOIMA requests received in Q1, 27 were responded to within 20 working days.



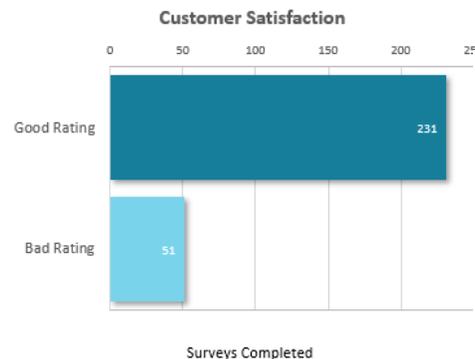
## Customer Experience

It has been another busy quarter with call volume increasing by 45% compared to last quarter. This was due to rates invoices being sent out plus a full quarter of MyWay volume. Our new phone system's *Call Back* technology helped our cause and we kept on top of the volume each day. Public Transport and Total Mobility calls eased off.

Rates continue to be our top category for enquiries followed by MyWay, Total Mobility, bus enquiries.

Our volume of payments processed this quarter was 2,152 compared with 273 last quarter.

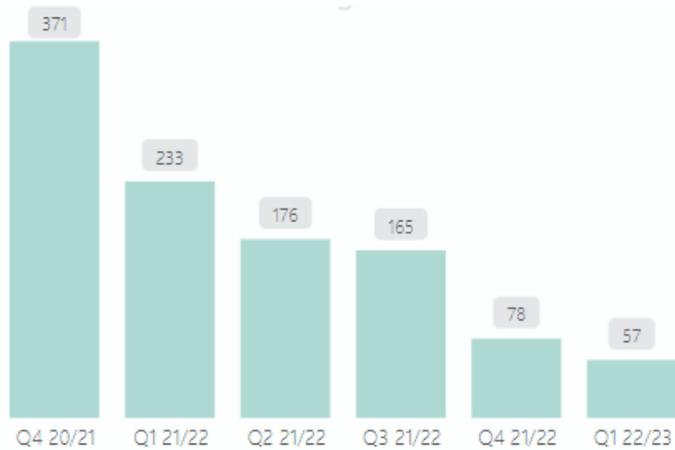
Top 5 Categories	
Rates	5196
MyWay	2302
Total Mobility	656
Bus Routes	470
Consents	462



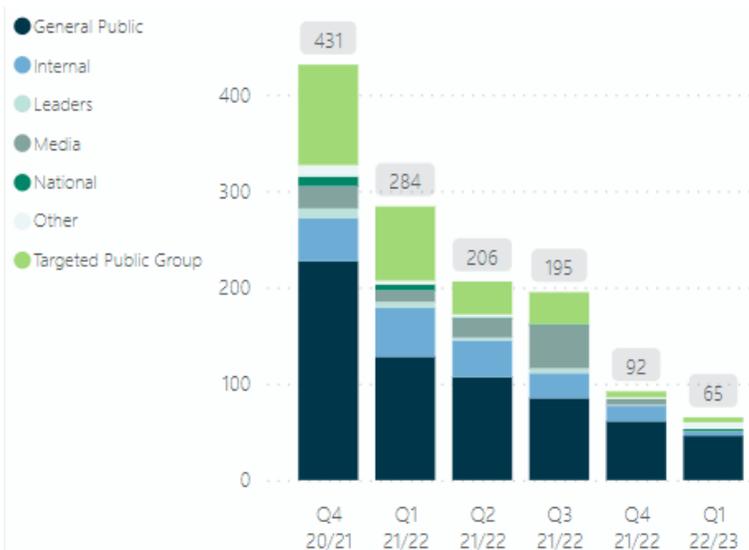
We had a larger volume of customer satisfaction surveys (282 in total) completed and 82% of those who responded gave a 'good' rating. The rates volume was channelled through ZenDesk (previously was via email). This worked well as a test of higher volume through this platform.

# Communications and Engagement

## Items in Communications Log



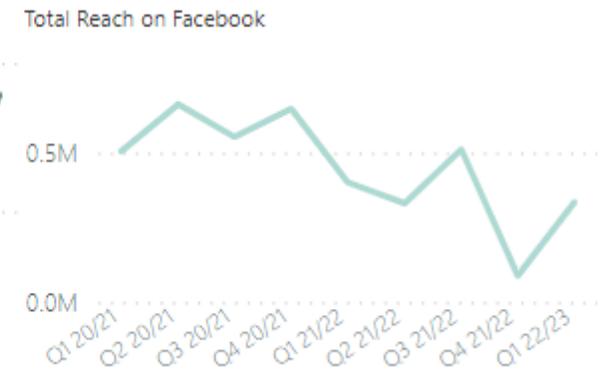
## Items in Communications Log by Audience



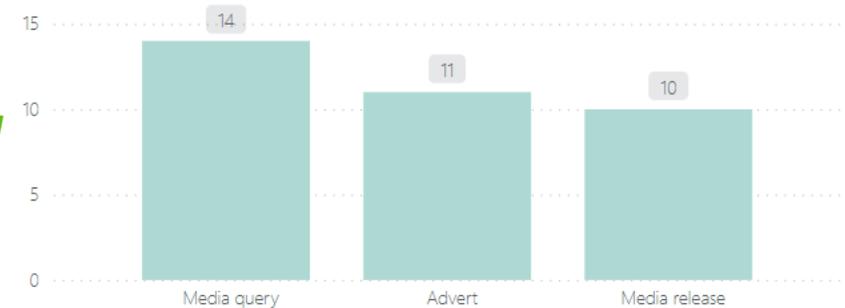
## HBRC Website



## Social Media



## Items in Communications Log by Type this quarter



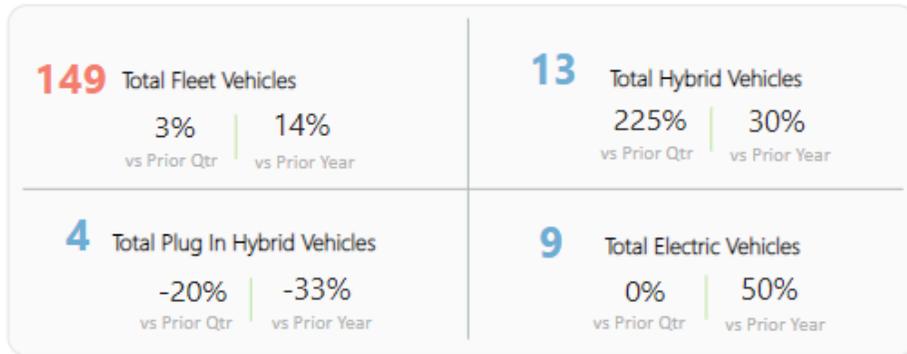
Work this quarter has included the design of collateral, digital advertising and messaging for the Kotahi Plan community engagement. We supported the public consultation of the Regional Public Transport Plan that received over 225 submissions with 17 of those giving a verbal submission at a public hearing.

A key focus this quarter has been leading and delivering the communication and marketing campaign for the rates mail out, and the local body elections.

Supporting our Science and Engineering teams, we produced five State of the Environment videos and a Resilient River Community video.

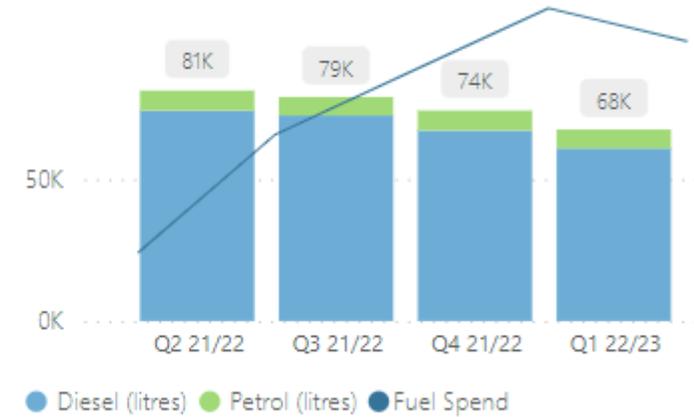
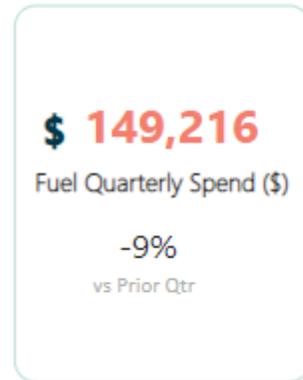
# Corporate Facilities and Fleet

## Vehicles



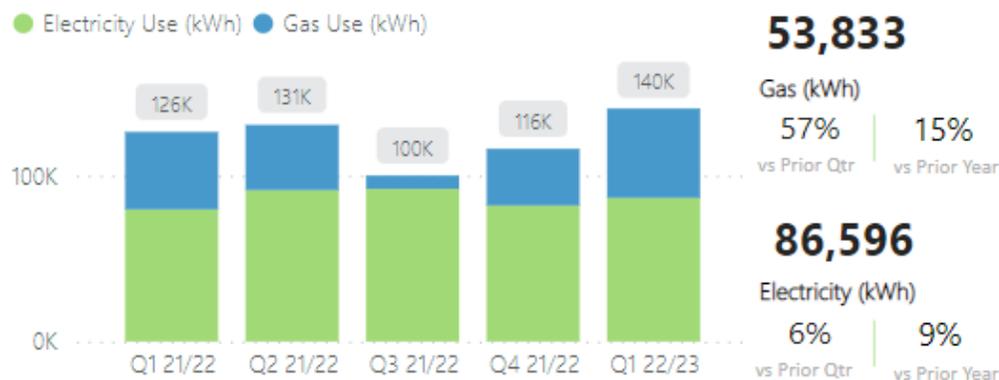
**Vehicles and Fleet**  
 HBRC's fleet includes electric motorbikes and tractors which help our staff to do their role in the field and across Hawke's Bay. In addition, we have 47 trailers.  
 We have completed an emissions project to investigate reducing our fleet or structure of the fleet. A focus on Hybrids will continue.

## Fuel Use



**Fuel**  
 An unexpected drop in use of petrol affected a reduction in fuel spend despite the increased number of petrol vehicles in the fleet. The newer vehicles are more economical than the outgoing fleet.

## Energy Use



**Energy Use**  
 There has been an increase in gas consumption. The heating system start-up time was altered over the winter months as the building was taking longer to heat, so will likely be the cause of the increase.  
 Our electricity consumption has levelled to what is consistent with this time of year. It is interesting to note that although we are now operating 6 EV chargers from our main site, electricity consumption doesn't appear to be greatly impacted implying that savings are being achieved elsewhere.

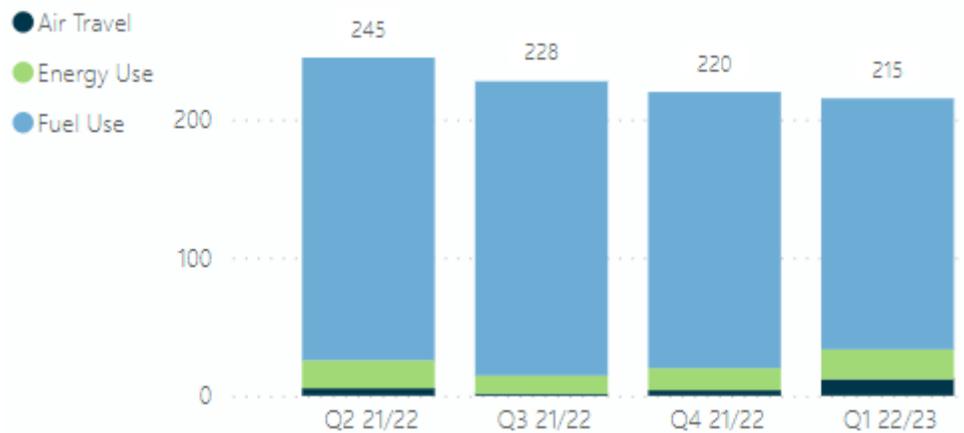
# Corporate Carbon Footprint and Air Travel

## Air Travel

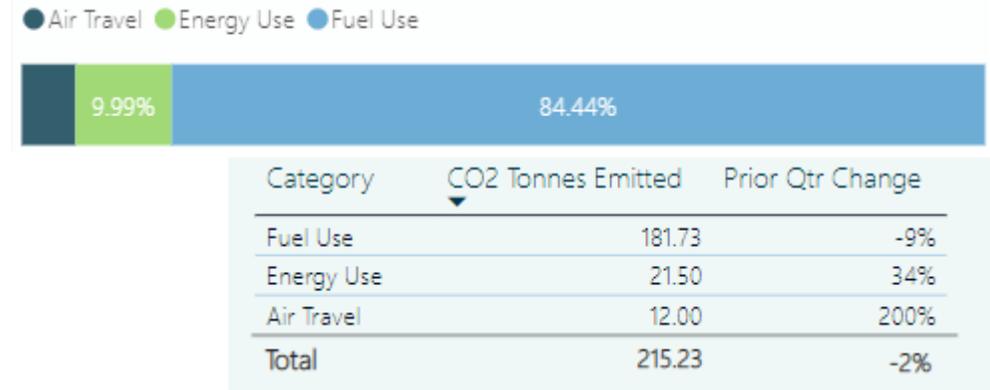


**Air Travel**  
As Covid-19 disruptions begin to stabilise somewhat, we have seen an increase in air travel when compared to previous quarters. Staff will continually be reminded to consider using video technology or finding alternatives to air travel.

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



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



**Carbon Emissions**  
HBRC's corporate carbon emissions have reduced for four quarters in a row, largely due to reduced fuel use across the fleet. Staff are hopeful this is the beginning of a positive trend downwards; however, we do anticipate that fuel use may increase again over the summer period with increased vehicle numbers retained for student use.

**Carbon Credits**  
At the end of the quarter, 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 \$13.78 million, noting this is based on market rates of NZ\$85.40 as at 7 September 2022.

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



# Activity Reporting

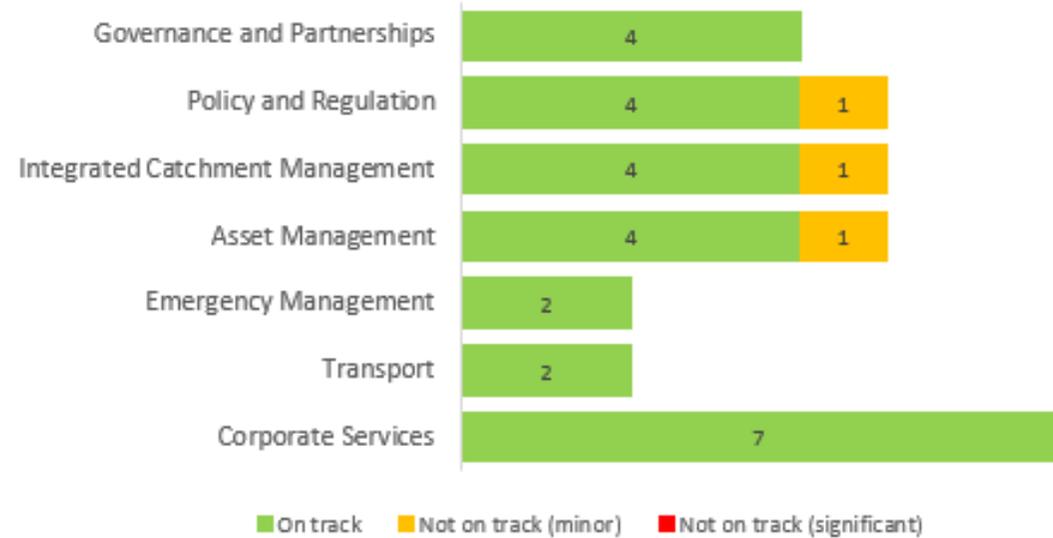
## by group of activity

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 seven groups of activities.
- a traffic light reporting approach to show non-financial results.

### Summary

#### Non Financial Performance



## Governance and Partnerships

Activity	Status	Commentary
Community Representation and Leadership		A total of 26 HBRC workshops/meetings were held in Q1, equal to the previous quarter which was also unusually busy. This included 4 Council meetings, 14 committee meetings including an EICC meeting held in Central Hawke's Bay, and 7 workshops including 1 All Governors forum to progress a joined-up approach to Kotahi held offsite. All other meetings were held in the HBRC Council Chamber with MS Teams availability. A Regional Collaboration day with governors from the region's five councils was held on 4 July. Highlights this quarter included the conclusion of consultation processes for coastal hazards, possum control, and public transport as well as adoption of stage 1 of the Revenue & Financing Policy by the outgoing Council. The Governance Team were busy with the election preparation and LGOIMA requests. All but 2 of the 29 LGOIMA requests (93%) were responded to within 20 working days.
Tangata Whenua Partnerships		Council has maintained active relationships with tangata whenua, formally through Regional Planning Committee (RPC, 9 appointees) and the Māori Committee (12 representatives). Both committee meetings are preceded by a tangata whenua only meeting. The 2022 triennium election result with 2 new Māori constituency representatives will require a review of RPC numbers. HBRC provides for attendance online and also pays for a technical adviser to the RPC. Tangata whenua reps have voting rights at other committees of HBRC including Environment & Integrated Catchment, Corporate & Strategic, Hearings, and Clifton to Tangoio Coastal committees. HBRC covers all related costs including meeting fees or an annual salary proportionate to a chair or co-chair role. We anticipate however RPC & MC will continue in the 'All Governors' alliance in regard the Kotahi Plan.
Community Sustainability		HBRC promotes sustainability using incentives, education, advocacy and leadership. Sustainable Homes processed 270 applications, compared to 274 and 212 in the previous two quarters. Heatsmart provided 72 grants valued at \$48,500 and 7 loans valued at \$29,000 (to be repaid via a voluntary targeted rate). 71 ECEs and schools continued to be involved in Enviroschools, with two schools undertaking silver reflections. Highlights included strengthened relationships with our Wairoa schools with a new team member on board, the culmination of the year-long 'Sustainability Challenge' involving 10 schools with Sacred Heart College taking out the win, delivery of the first Regional Community Carbon Footprint completed by AECOM, Future Fit low emissions lifestyles app launch and participating in the Green Expo in August. Internally, a sustainability committee got the go ahead, and an independent fleet emissions reduction review was completed.
Regional Development		The Matariki Governance Group has confirmed its responsibility for the Regional Economic Development Agency (REDA) board appointments and the appointment panel has been selected. The appointment process has been approved and ready to advertise. Shareholding arrangements have been agreed and a constitution drafted. It has taken longer than anticipated but is on track. The Food & Fibre Sector Programme continues to deliver its targeted results in partnership with industry. The Hi-tech/Agri-tech Programme has been put on hold from the end of September. The Business Hub in Ahuriri has been given notice of lease termination as at end of January 2023, a search for a new home is underway alongside key tenants. A project manager continues to manage the establishment of REDA. A proposal from Napier Port to develop a HB Distribution Network Strategy has been presented as a key initial project to be supported by REDA.

## Policy and Regulation

Activity	Status	Commentary
Policy Planning		<p>Policy and Planning staff have had a significant focus on Kotahi working with the 'All Governors' forum through workshops and undertaking the first phase of engagement with tangata whenua and wider community through a series of drop-in sessions throughout the region.</p> <p>There has been a lull in the governors' work programme as a result of the local body elections, which will put further pressure on the statutory timeframes set under the RMA. (Kotahi is running behind on budget and schedule). In this quarter Outstanding Water Bodies mediation was on-going. A decision was issued for the TANK Plan Change by the Independent Hearings Panel in August (delay was approved by Minister for the Environment). Work has commenced on the Future Development Strategy with NCC and HDC, through the appointment of external consultants.</p>
Consents		<p>The Consents team processed and issued 105 consents through this quarter and 27 transfers of consents to new owners. All consents issued were processed within statutory timeframes. Production Land Use consents are being processed. To date 41 have been issued. Intensive winter grazing applications are starting to be processed. Replacement consents are currently being lodged in advance of the 6 month date of expiry (to ensure s124 rights continue being exercised).</p>
Compliance and Pollution Response		<p>The Pollution Response team still has a significant workload due to the increased focus on breaches of our regional rules and consented conditions. The team is prioritising their workload to risk and the workload that currently exists in relation to prosecutions. We have appointed a new team leader for the Urban &amp; Industrial team, starting on 14 November 2022. Currently recruiting for a second forestry position that HBRC will share with Hastings District Council.</p> <p>Monitoring of consents is on track.</p>
Maritime Safety		<p>Work with our Safe Boating programme in schools has begun. The uptake for this programme has decreased significantly this year. The Harbourmaster team will undertake a review to determine what education programmes are needed against what programmes already exist, and how might we support existing and supplement these, noting that we receive funding from Maritime New Zealand to undertake our education campaigns.</p> <p>The VHF booster system based at Pourerere and used by locals along that stretch of coast has been repaired and is now included in an ongoing routine maintenance programme. The lead lights at the beach have been renovated following slips in the beach approach area and are now lit to help with navigation at dawn and dusk. The 200 metre piles at Mahia have been surveyed and we are awaiting a proposal on how to make them more robust.</p>
Policy Implementation		<p>The Policy Implementation team continues to support the development of a Farm Environment Management Plan (FEMP) project plan for the 2024 review. An interim auditing process for the FEMPs has been developed to allow auditing to begin.</p> <p>An internal stock exclusion strategy has been drafted and data from across HBRC is being assimilated into a GIS layer. An internal comms campaign for staff was completed, a stock exclusion app was developed and an external campaign due to launch.</p> <p>Focus is on National Environmental Standards for Freshwater (NES-F) regulations and developing a strategy for how intensive winter grazing consents will be dealt with in the absence of the Freshwater Farm Plans (FW-FP) pathway. The first round of Nitrogen-Cap reporting is complete. The FW-FP cabinet paper has been released and we are waiting for more detailed regulations to consider how FW-FPs can be rolled out across the region. We are involved at a national level and working through the regulations and implementation strategies for the NES-F.</p>

# Integrated Catchment Management

Activity	NF Status	Commentary
Environmental Information		The Environmental Information team has continued to collect and process data on time and to standard during this quarter. The team has several vacancies which are currently being advertised. A Resource Analyst has been seconded to the Science team for the next 6 months.
Environmental Science		The Environmental Science team continue to deliver despite still being at 60% capacity by identifying innovative solutions to cover work and provide training. These include employing a project manager for the LiDAR tools project and requesting new employees 'shadow' staff at alternate Council meetings when no senior is available for training internally. Programmes of work that are currently on hold pending new staff include groundwater monitoring bore drilling, drinking water information provision, shallow groundwater assessments, and freshwater accounting implementation.
Catchment Management		Catchment Delivery and Works Group staff successfully harvested and delivered ~26,000 poplar and willow poles across our region. Catchment Advisors have been following up with field inspections and completion of grant claims. It has been a very wet winter, which has delayed progress on several fencing projects. While ground conditions have also delayed redevelopment works and stool bed replacement in our Allen Road pole nursery, high soil moisture levels across the region bode well for all plantings going into summer. The Right Tree Right Place lead consultants have completed the farm plan template and approach. Discussions have been held with MfE to align with their imminent Fresh Water Farm Plan programme, with 15 shortlisted farms starting farm plan development. The Nature Conservancy has progressed the commercial model for scaling up the programme. The HBRC Science team has been engaged to be part of developing a monitoring programme alongside government agencies.
Catchment Policy Management		<p>The Catchment Policy Implementation team works across HBRC and is involved in a range of work.</p> <p>Revisions to the Water Efficiency Campaign is underway with an element of delivery into schools.</p> <p>Work with catchment groups in Tukituki has resulted in formation of an overarching catchment collective structure to enhance collaboration between the sub-catchment groups to attract external funding. This is called Tukituki Land Care.</p> <p>Resubmission of the majority of FEMPs for the 2021 cycle is complete. The Compliance team will follow up with those farms not completed and property ownership changes will be updated by the FEMP team. Focus is now on improvements leading up to the 2024 resubmission period. Ongoing surveys and interviews of farmers and FEMP providers will inform this work.</p> <p>Work in TANK catchments has been more restricted in this quarter due a current staff vacancy in that role.</p>
Biodiversity and Biosecurity		Work commenced across all Biosecurity and Biodiversity programmes with no issues to report. The Biosecurity and Biodiversity team has been focusing on work planning, meeting with land occupiers, and getting contracts in place.

# Asset Management

Activity	NF Status	Commentary
Flood Protection and Control Works (Rivers, Drainage and Small Schemes)		The response to the March and April 2022 rain events required a refocus of resourcing, and is now complete. 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 now operational, and has performed well. Work is progressing on implementing the system for the Ngaruroro, Tūtaekurī, and Tukituki catchments. The Engineering team has been working on catchment reviews and hydrodynamic modelling for flood hazard planning and mapping. This is part of the capital upgrade work programme for the Heretaunga Plains Flood Protection Scheme. The telemetry system has been performing above the target threshold.
Open Spaces		The Open Spaces portfolio is 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. Works progressing for the HB Trails currently includes 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 workstream and provide advice at the Clifton to Tangoio Coastal Hazards Joint Committee meetings. The Westshore annual nourishment works have been awarded with works to be completed next quarter prior to Christmas.
Regional Water Security		The Heretaunga Storage preliminary ecological surveys have been completed. Heretaunga upper-catchment site landslide and secondary faulting study has been completed and the final phase of Advanced Pre-Feasibility has commenced. The Central Hawke's Bay Managed Aquifer Recharge Cultural Impact Assessment has been completed and the final consent lodged. The Final Regional Water Assessment draft is complete and being reviewed, and made ready for publication.

## Emergency Management

Activity	NF Status	Commentary
Hawke's Bay Civil Defence Emergency Management (CDEM) Group		Work has progressed as can be expected in the current environment. The pace has had to be managed with ongoing disruption as CDEM Group office and HBRC staff continue to be directly impacted by Covid-19, the flu, and helping in national level responses such as the recent Nelson/Tasman floods. Work on implementing the recommendations of the "Strengthening CDEM in HB" review that was reported to Council last year has continued with progress being reported to the Joint Committee and CEG. The most significant issue with ongoing implications until 2023, are challenges to staff retention with a strong national demand for emergency management professionals and staff leaving the sector given the pressures of the last 2-3 years. 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.
HBRC Emergency Management		Work is on track and the required level of service is being maintained. However ongoing readiness activities have been disrupted by staffing changes. Furthermore, a new CDEM staff member supporting HBRC readiness and response has just started and is moving through the induction process. At this stage this is not envisaged to be critical, however the next quarter 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 remains 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. With staffing levels settling in the last few weeks, it is thought that combined with a break over Christmas this situation should improve.

## Transport

Activity	NF Status	Commentary
Transport Planning and Road Safety		The Road Safety s17a review is complete and is now being monitored for implementation. The Regional Public Transport Plan is complete and is being monitored for implementation. The Transport team is now fully staffed and working efficiently together. Work has begun to reshape the delivery of Road Safety, digitize and automate the Total Mobility Scheme, and road map the future of Public Transport, including the trial of On Demand Public Transport (ODPT). Transport and the Transport team are undergoing and facilitating a lot of change.
Passenger Transport		Bus patronage continues to decrease on the previous year, despite services stabilising and fares being half price. However, the ODPT trial is seeing a consistent increase in patronage, although unsustainable without adding an additional vehicle. This service has seen a dramatic improvement in patronage in the trial area as a result of offering a more flexible style of public transport. We now have a full team on board which is seeing gradual improvement to service delivery. Despite the patronage and cancellations, this area is delivering better than expected.

# Corporate Services

Activity	NF Status	Commentary
Information and Communication Technology		<p>Operational workloads for support, analysis, reporting, system administration and technology renewals take up the majority of ICT time. Current focus areas include:</p> <ul style="list-style-type: none"> <li>-System upgrades to Local Maps and GIS enterprise environments are complete. Preparation for TechOne and IRIS upgrades is ongoing.</li> <li>-Capture of regional LiDAR data is complete. Aerial imagery captured last summer has been embedded in our spatial systems and is in use by staff and the wider community. Final data quality checks are due for completion in Q2.</li> <li>-System implementation projects include successful completion of the Water Allocation Calculator, SharePoint migration (ongoing) and IRIS Next Generation (a collaboration with 9 regional councils) which has completed a solution design (a modern technology solution for regulatory and land management functions) and is with the supplier to build.</li> <li>-We are conducting a shared procurement process with the five HB councils to review and renew our IT networks to conclude in December. We've secured funding from Microsoft and are partnering with them to improve our system to manage Farm Environmental Management Plans. With the five HB councils we are developing a common operating platform for CDEM.</li> </ul>
Finance, Treasury and Procurement		<p>This has been busy quarter for Finance, Treasury &amp; Procurement. Rates invoices were issued to our 73,000 ratepayers and then the expected queries and changes in circumstances have been followed up. We have also issued almost 13,000 penalty notices this year (up 15% from last year). At the same time we completed the Revenue &amp; Financing Policy review workshops and Council agreed the output for stage 1. This will inform the modelling being drafted for stage 2 which will be discussed at Council in Q3. In Finance the concentration was on getting the 2021-2022 year end position finalised and working with the auditors. We also updated the 2022-2023 operating budget to reflect the carry forwards from the previous year and started work on the budget model for the 2023-2024 Annual Plan. The Boost app was launched for staff to access discounts at a number of retailers and we have continued to work with Taituarā and MBIE around Credit Contract and Consumer Finance Act exemptions for sustainable home voluntary targeted rates.</p>
Community and Engagement		<p>Key projects included design of collateral, engagement, digital advertising and messaging for the Kotahi Plan consultation, Regional Public Transport Plan consultation, and leading and delivering the communication and marketing campaign for rates and the local body elections. We produced 5 State of the Environment videos and a Resilient River Community video.</p> <p>We developed a media training model for HBRC staff and councillors, and led media relations across a range of projects and work programmes, and for key council announcements including first trees in the ground for Right Tree Right Place, and the decision around the section 36 water charges.</p> <p>We continued to support internal communications, through production and delivery of our weekly staff e-newsletter, support for the Chief Executive in all staff meetings, support for key staff and announcements by project leads.</p> <p>In progress are a creation of standard templates for key work-flow documents and overarching communication plans for biodiversity, climate change and freshwater. We are rebranding Right Tree Right Place and finalising a cross-council water conservation campaign.</p>

## Corporate Services

Activity	NF Status	Commentary
Corporate Support		This quarter was filled with plenty of variety and progress within the Corporate Support team. The Ground floor of Dalton street was successfully reopened to the Marketing Team, Customer Experience (CX) and Corporate Support in August 2022 having a new fresh fit out with more collaborative space and fresh colour scheme. Refurbishments are scheduled for Asset Management and Finance in the early new year to accommodate staff growth. Q1 is the busiest time of year for the CX team due to rates mailouts, supplemented by increased volume generated from <i>MyWay</i> bookings. Our call volume increased by 45% from last quarter, and the number of in-person payments jumped from 273 to 2152. Unsurprisingly Rates was the top category for customer interaction in Q1 followed by <i>MyWay</i> , <i>Ridewise</i> and bus enquires. In the fleet space, a slight decrease in fuel use was observed across the organisation in Q1. Staff are hopeful this is the beginning of a positive trend downwards; however, we do anticipate that fuel use may rise over the summer period with increased vehicle numbers retained for student use over this time.
Risk, Quality and Assurance		Risk and Assurance maturity initiatives link to HBRC's values of Excellence and Transparency and include: Structured Controlled Documents System (CDS): phase one focusses on corporate policy controlled documents. CDS awareness training underway for document owners and approvers; frontend intranet page for the CDS. Other initiatives yet to start include general staff awareness, ELT CDS reporting, identification of missing corporate policies for managing key risks. Fraud Management Strategy: fraud related suite of policies redrafted and approved by ELT; with the gift policy being rolled first; gift register now accessible to staff via the intranet; organisational fraud awareness training underway; interest register in final testing before being accessible to all staff; confidential whistle-blower line activated. Quality Management System (QMS) - continuous improvement to the Compliance Teams QMS set-up to ready the Team for the 2023 external QMS audit; Works Group QMS enhancements.
People and Capability (Executive Advisory Group)		The P&C team delivered the Policy Handbook for staff with all employment related policies. Recruitment continues to be busy and now supported by a dedicated coordinator. The annual staff engagement survey has been delayed due to a review of providers. Bookings for CDEM training is behind due to problems with the Takatū system. The HS&W Team launched <i>My Everyday Wellbeing</i> , a digital platform offering support to staff and wellbeing leads. Health related benefits, such as skin checks were carried out. A health and safety review was completed and an appropriate external audit programme is now underway. Learning & Development continues to build development opportunities for leaders and staff but busy schedules and staff absenteeism have impacted attendance at workshops. A successful student visit was hosted at HBRC, following Careers Expo in June. There is ongoing liaison with secondary schools and EIT (Te Pukenga). PROCSI™ has been introduced as our main language for change management at HBRC. A Managing Change Hub was established on the staff intranet with tools and information for staff. Support has focused on the Accommodation and Synergy projects with challenging change aspects for staff. Training is underway with the new payroll system and testing of a suite of reports used for checking payroll is underway.
Strategy and Governance (Executive Advisory Group)		The Governance team had a heavy workload in Q1 managing 26 meetings and 29 LGOIMA requests (vs 14 last quarter). On top of this the team was responsible for elections which involved dealing with public enquiries regarding enrolment and voting, preparing candidate information, encouraging potential candidates to stand, processing nominations, media enquiries, enforcement of electoral rules, and preparing a briefing programme for the incoming Council. Another highlight was the launch of the Report Writing Guide to staff and related training. The Strategy and Performance team were kept busy with submissions for the Future of our Coastline (coastal hazards), the production of Q4 2021-22 Organisational Performance Report, 2021-22 Annual Report, stage 1 of the R&F Policy review, monthly strategic project reporting to Council and an increased demand for staff project management training. The 6-monthly spotlight on strategic projects with ELT on 22 August identified areas for improvements.

# 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 some of the key incidents reported in HBRC's health & safety software Hasmate.

**LGOIMA (p 9)** are all the LGOIMA requests that are registered in our LGOIMA register on SharePoint.

**Website and social media (p 10)** data is sourced from Google and Facebook analytics.

**Communications Log (p 10)** tracks media queries and team activity by type, logged by staff 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 12)** data is provided to HBRC by our travel agent.