



Organisational Performance Report

QUARTER 2: 1 October to 31 December 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 second quarterly report for the 2022-2023 financial year and covers the period of 1 October to 31 December 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, including corporate 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.

Executive Summary

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

The quarter started with the local body elections in October. Our new Council was sworn in on 26 October 2022 where for the first time for HBRC we introduced two Māori constituencies – Māui ki te Raki and Māui ki te Tonga.

Also of significance, Council elected its first Māori and youngest chairperson, Hinewai Ormsby. Councillor Ormsby was first elected to HBRC in 2019.

In mid-December, HBRC's chief executive James Palmer announced he would be resigning, finishing in February 2023 to take up the position of Secretary for the Environment and Chief Executive, for the Ministry for the Environment. Te Pou Whakarae (Māori Partnerships Group Manager) Pieri Munro has stepped up as Interim Chief Executive until a permanent new chief executive is appointed.

...continued over

Levels of Service Measures - Summary

- 36 On track to reach end of year target
- 11 Not on track and at risk of not reaching end of year target
- 1 Not on track and not likely to reach end of year target
- 10 Reporting not due and/or no measures to report on

The wet weather continued this quarter, playing havoc in our primary sector, disrupting communities, and hindering several of HBRC's workstreams. Rainfall monitoring figures released in mid-January 2023 showed it had been the wettest six months since records began.

Staff shortages also affected some areas of work. Turnover has been reducing since it peaked in January to March 2022 but recruitment to some roles has been slow due to demands in the labour market.

Underspends in our budgets are largely attributable to vacancies, and to the wetter than normal weather—resulting in some of our work programmes being delayed.

The next quarterly report will cover the impacts of Cyclone Gabrielle, February 2023, for HBRC. The cyclone has been devastating — taking lives and destroying homes and livelihoods.

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

Highlights

- HBRC completed a significant stopbank upgrade in Taradale. This work is part of our Resilient River Communities project to protect local communities, and prepare the region for climate change.
- HBRC shared the Regional Water Assessment (RWA) with Treaty partners, mayors and stakeholders ahead of a wider release in due course. The RWA investigates how much water the region currently has, how it's used, and what that will look like in future. It is part of the HBRC's wider Regional Water Security Programme.
- HBRC's Pūrongo ā-Tau/Annual Report 2021-2022 was adopted in December 2022 with an unmodified audit opinion.
- The TANK water quality dashboard was completed. This provides catchment context information to catchment groups and the community.

- Hawke's Bay Trails, a local collaboration led by HBRC, celebrated its 10th anniversary since it opened as one of 23 iconic 'Great Rides' in New Zealand.
- HBRC secured funding of \$1.39 million from central government to upgrade eight bus stops in the region and create two new stops. The funding is part of a *Transport Choices* package included in the Government's Climate Emergency Response Fund (CERF) led by Waka Kotahi NZ Transport Agency.
- HBRC hosted the Climate Resilient Development breakfast event with more than 120 attendees.
- The Environmental Education team hosted and participated in the 'local day' for the New Zealand Association of Environmental Education Conference with a visit to Ātea a Rangi, Te Mata Park, Ōtātara Outdoor Learning Centre, and Fish & Game.
- HBRC launched the *Summer Sorted* and *Know our Water* campaigns. The *Know our Water* campaign is a joint initiative between the region's five councils.

Lowlights

- GoBus, HBRC's bus operator, had to temporarily suspend a number of daily bus trips due to a serious shortage of drivers and ongoing illness. Not being fully staffed means GoBus is vulnerable to further cancellations if drivers get ill.
- The bus driver shortage also impacted the *MyWay* service, with two vans operating rather than the planned three. The service, however, consistently met its target at 70% above baseline patronage.
- Staff vacancies in our Customer Experience team created a huge pressure in workload for the team at a time busy with calls for rates and bus enquiries. Staff from other teams were called in to help out with calls and enquiries.



Corporate Metrics

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

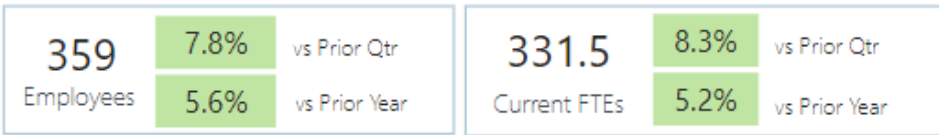
Our work supports our community ,and it is important we ensure customers have the best experience with the Regional Council. With climate change a major operations driver, we are also working to reduce our corporate carbon footprint.

This section provides a snapshot of:

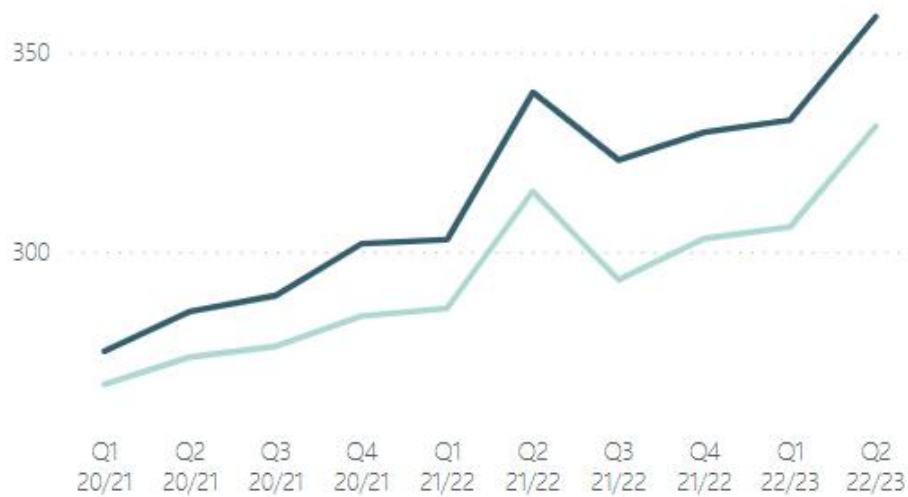
- staff numbers and turnover
- health and safety incidents reported
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures.

People and Capability

Employee Count



● Staff ● FTE



Turnover



Our employees

We saw a sharp increase in staff of almost 8% from last quarter, reflecting the onboarding of 39 new staff members. Of those 12 are summer students who joined us in November 2022, and who will remain with us through to February 2023. The induction programme for this year's intake of students was much more involved, and we have had positive feedback regarding this experience. We hope to continue to build our student programme as it is a wonderful way to build relationships and succession planning for our organisation. We are seeing positive results and highly capable people are joining the HBRC team. In total 59 of our staff now work part-time hours as we embrace flexible working options as a means of retention for our people.

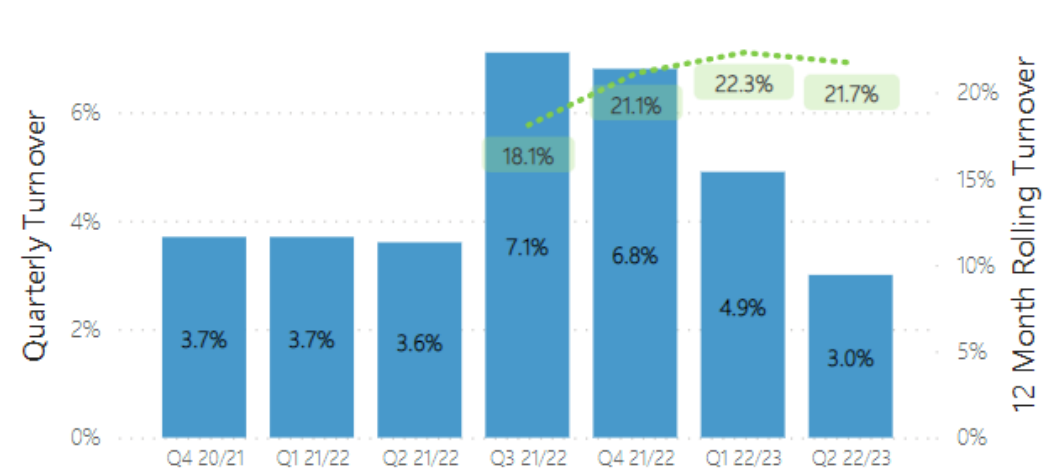
Vacancies and recruitment

We have seen a significant decline of vacancies from 46 last quarter to 29 this quarter. This reflects the decrease in resignations, low numbers of new roles being created and the high number of new staff recruited. It is positive to see our vacancy numbers declining as we recruit and retain staff.

Resignations

Resignations have continued to decline over the last four quarters with 10 staff (9 of them are permanent staff) giving notice between October and December. Our exit interviews indicate that staff are predominantly leaving for career progression and development.

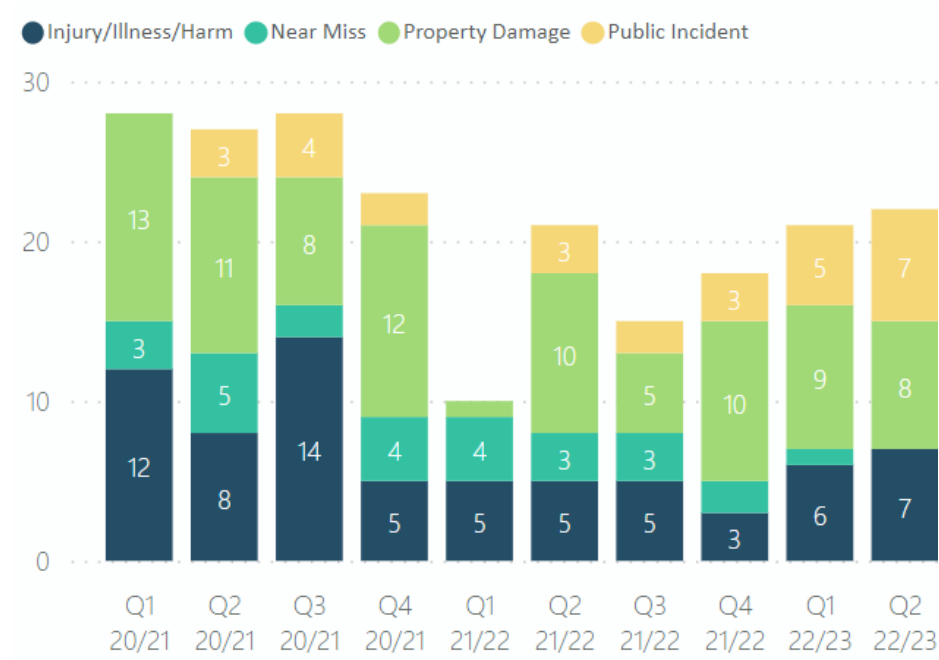
Employee turnover (permanent staff only)*



*This graph has revised data from last quarter

Health, Safety and Wellbeing (HSW)

Incidents Reported



Health & Safety incidents*

There were 22 incidents reported this quarter with the majority being property damage (8), injury/illness (7), and public incidents (7).

Corrective actions

Property damage was mainly to fleet, and repairs were co-ordinated by HBRC Fleet Manager. Public incidents of note were regarding MyWay calls. An internal investigation was conducted and Police were informed. Training with staff was undertaken and work is underway to review the scripting process.

Training for staff

The Operational Felling Plan template was updated and now in use by the tree fallers. Dealing with Aggressive People training was undertaken with frontline reception and rates staff. Other training including first aid, student 1 day 4WD, light utility vehicle, 1 day 4WD, H&S induction, Port induction were delivered to staff.

Staff wellness

MoleMap NZ delivered a skin health education session to all staff.

*Other Health & Safety incidents captured but not reported in the figure include: environmental incidents, hazards, improvement/ideas and public complaints

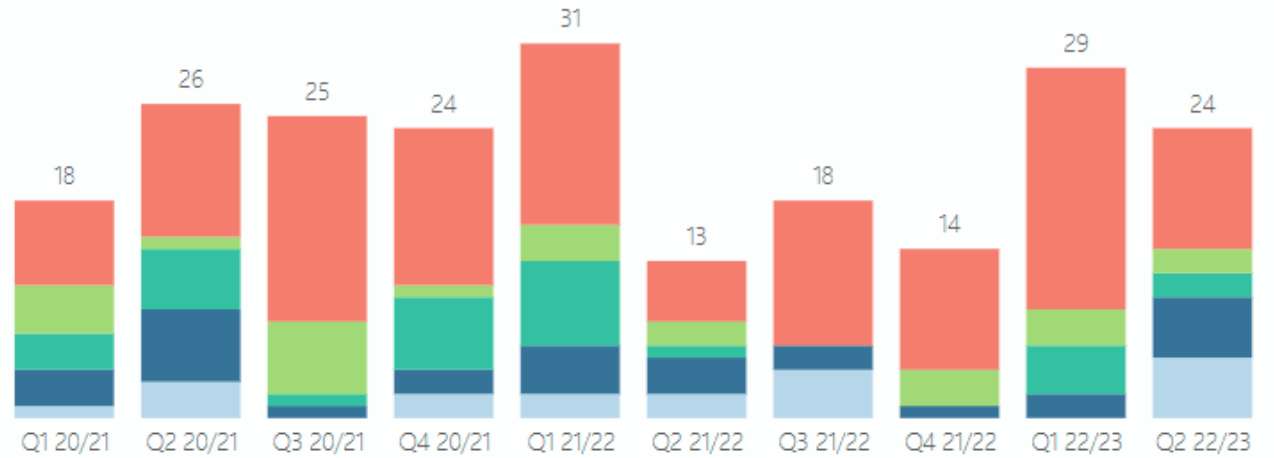
Supporting our staff through Covid-19

Covid-19 is still very much in the community with 29 staff testing positive in quarter two. Household contacts do not need to isolate and are able to continue to work with daily rapid antigen testing and mask wearing. HBRC continues to contact trace.

Customer Services

Local Government Official Information and Meeting Act (LGOIMA) requests

Of the 24 LGOIMA requests received in quarter two, 2 were withdrawn and 2 were not provided with the information requested within the required 20 working day timeframe. In both cases, the requests were for a substantial amount of information and requested by solicitors.



Customer Experience

It has been another busy quarter with rates continuing to be the most common enquiry. Staff vacancies in the team has put a huge pressure on the workload with other staff being pulled in to deal with the number of calls and enquiries.

Note that we don't have Customer Experience data to share this quarter due to staffing pressures

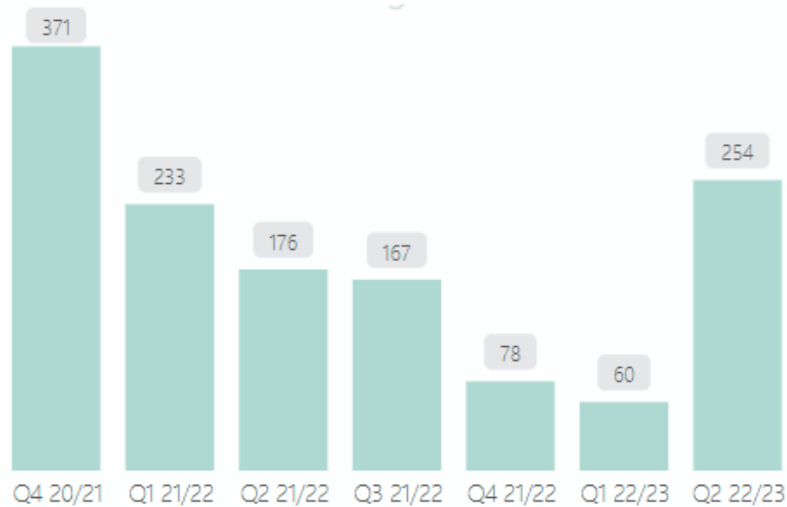
Rate Collection



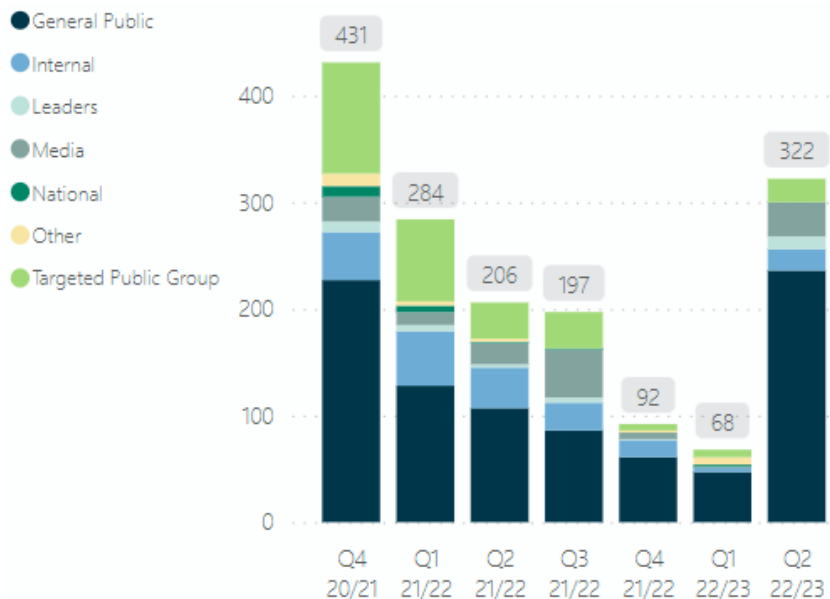
Rates bills are issued annually in September. Some ratepayers pay by direct debit.

Communications and Engagement

Items in Communications Log



Items in Communications Log by Audience



Website



Social Media



Work this quarter has included the design, collateral, engagement, digital advertising and messaging for a wide range of HBRC projects. We produced six videos, produced material for the Coastal Hazards hui at Westshore, began the *Summer Sorted* and *Know our Water* campaigns. We produced 13 media releases (answered an additional 12 media enquiries). We produced information material and coordinated the staffing of a stand at the Hawke’s Bay A&P show in October. We published three State of the Environment reports, four project-based brochures, nine advertisements across multiple publications, as well as several posters and signs for HBRC.

Each week we averaged more than a dozen posts on social media and responded to many more.

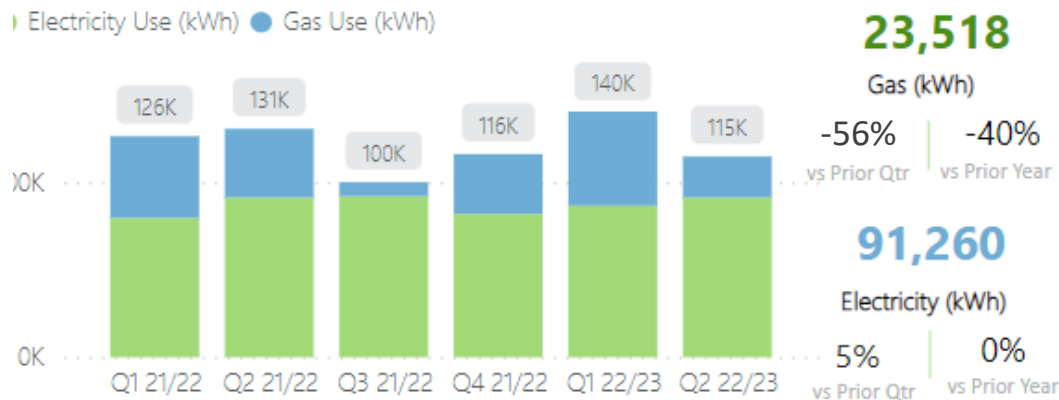
Corporate Facilities and Fleet

Vehicles



Vehicles and Fleet
 HBRC’s total fleet of 152 vehicles is an increase of 3 vehicles since last quarter. This has been intentional to have enough vehicles for the students who work from November to the end of February. Another set of orders went into 'All of Government' suppliers to fulfil the replacements due this financial year. The intent is to continue increasing the Hybrid vehicles fleet over this financial year.

Energy Usage



Fuel Use



Fuel
 We have observed a 30% increase in fuel consumption this quarter. Common contributors to this include an increase in fleet over the summer period for student work programmes, a higher fuel consumption connected to the operation of pump stations, and vehicle use for multiple weather event responses. The disproportionate cost increase can largely be attributed to the increase in fuel costs due to the effects of the Global market maintaining fuel levels at an elevated figure.

Energy Use
 Gas consumption has reduced this quarter. Heading in to summer there has been less demand for heating. We were not able to obtain electricity usage from our Wairoa office this quarter. Data from quarter two 2021/22 was used. This will be updated in the next report.

Corporate Carbon Footprint and Air Travel

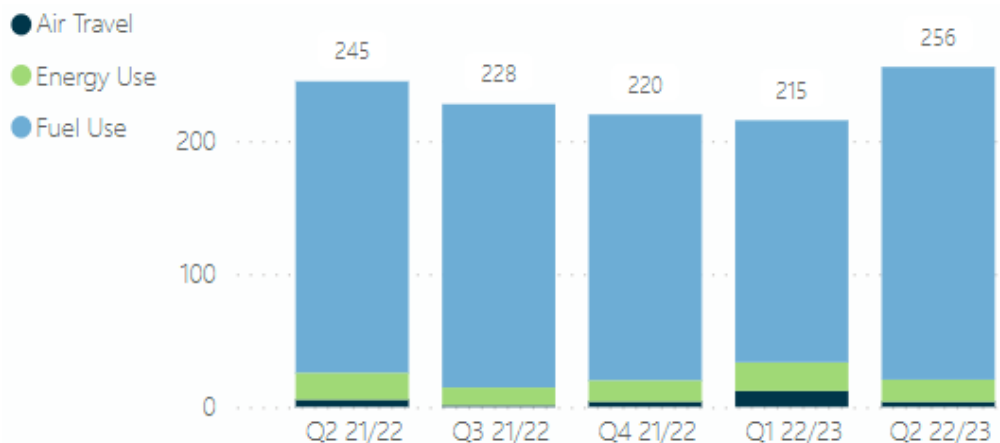
Air Travel



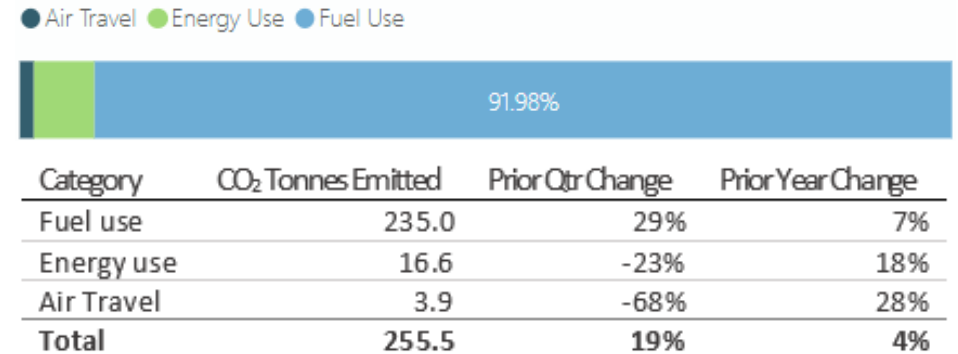
Air Travel

Through quarter two there has been a decline in staff travel, which is not uncommon as December is a quieter month due to the holiday period. Corporate staff will continue to remind travellers to consider using video technology attendance as an alternatives to air travel where possible.

CO₂ Emissions (tonnes)



CO₂ Quarterly Emissions



Carbon Emissions

The HBRC corporate carbon emissions have trended upwards slightly this quarter. This is largely due to the increase in fuel consumption, particularly diesel.

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 \$12.26 million, noting this is based on market rates of NZ\$76 as at 23 December 2022 (source: carbonnews.co.nz). The price has dropped after rises in the last two quarters, however it is 20% more compared to quarter two last year.

HBRC in the process of developing a carbon trading policy.

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:

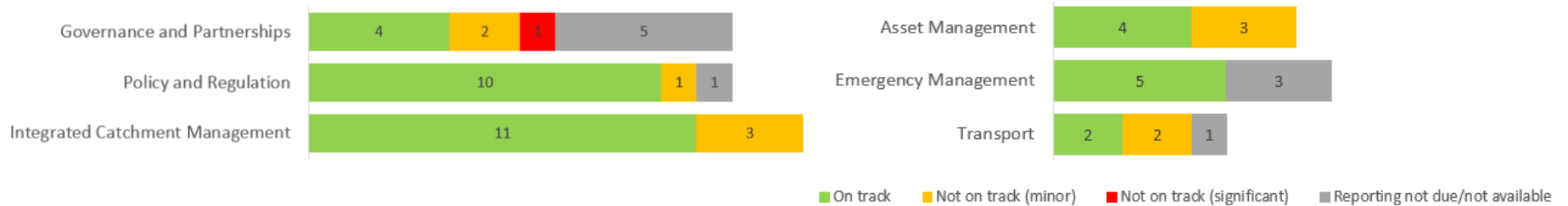
1. Governance & Partnerships
2. Policy & Regulation
3. Integrated Catchment Management
4. Asset Management
5. Emergency Management
6. Transport

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.

Level of Service Measures

Summary—by Group of Activities



Summary of results

Governance and Partnerships

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Triennial election processes are undertaken in accordance with the Local Electoral Act 2001	Achieve	Achieved	Achieved			n/a	●	The Declaration of the final results of the 2022 local election was made on 14 October 2022, and the new Council sworn in on 26 October 2022 in accordance with LGA requirements.
Council meetings are conducted in compliance with statutory requirements and Standing Orders	Achieve	Achieved	Achieved			n/a	●	There were 4 meetings of Council and 2 sub-/committee meetings, and 2 All Governors fora.
Percentage of LGOIMA requests responded to within 20 working days	100%	93%	92%			92.5%	●	24 LGOIMA requests were received this quarter and 22 were completed within the timeframes.
Funding agreements with performance targets and reporting requirements are in place	Achieve	Achieved	Achieved			n/a	●	Funding contracts are in place noting that Business Hawke's Bay has ceased operation.
Long Term Plans and Annual Reports receive "unmodified" audit opinions	Achieve	Achieved	Achieved			n/a	●	The HBRC Annual Report 2021-2022 was adopted in December 2022 with an unmodified audit opinion.
Percentage of tāngata whenua representatives "satisfied or very satisfied" with the Treaty-based partnership approach to engagement and decision making (source: biennial survey of RPC and Māori Committee members)	No survey	-	-			-	●	No survey this year.

Level of Service Measures

Governance and Partnerships cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Percentage of staff who feel confident to engage with relevant iwi, hapū, post settlement governance entities, taiwhenua or their representative agencies	Increase trend (51%)	n/a	n/a			n/a	●	Annual staff engagement-level survey was due to be run in Q3 but now likely not until next financial year.
Annual reporting on mātauranga Māori monitoring and reporting activities	Achieve	n/a	n/a			n/a	●	Monitoring and reporting on mātauranga Māori will become more evident with the appointment of a Kaihautū Pūtaiao Mātauranga Māori specialist starting Q3.
Number of early childhood centres and schools participating in the Enviroschools programme	Maintain/ Increase (71)	70	70			70	●	One primary school has withdrawn from the programme.
Number of properties utilising the Sustainable Homes programme including Heatsmart per year	Increase (1,056)	271	152			423	●	The number of applications is down 25% at 423 compared with 531 at this time last year. Rising interest rates are likely to be affecting applications.
Annual reporting to Council on progress made on coordinated programme of actions (climate action)	Achieve	n/a	n/a			n/a	●	Annual report to Council to be completed by the end of the year. No reporting required this quarter.
Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)	Improve 1217tCO2e	n/a	n/a			n/a	●	Report to completed and audited for inclusion in the HBRC Annual Report. No reporting required this quarter.

Policy and Regulation

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Compliance with statutory timeframes as set by legislation	Achieve	Achieved	Achieved			n/a	●	Appeals were submitted to the Environment Court on the TANK plan change (PC9). Mediation continued for Outstanding Waterbodies Plan Change 7.
All matters logged in the Statutory Advocacy Register. All submissions to be posted on HBRC website	Achieve	0	3			3	●	Three submissions logged in November 2022.
Percentage of resource consents processed within statutory timeframe in Resource Management Act	100%	100%	100%			100%	●	All timeframes have been met with 288 applications received, 90 consents issued in Q2.
Overall allocation of water from each water resource is allocated up to but not exceeding the allocation limits set in the Regional Plan	</=100% Tukituki	n/a	88%			88%	●	Minor changes have occurred since previous reporting. All areas remain at or within the allocation limits. The overall direct take surface water allocation from the Tukituki catchment is 88% .

Level of Service Measures

Policy and Regulation cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy	95% high risk 90% other	On track	On track			n/a	●	70% of the priority 1, 2, and 3 consents required to be monitored for the year have had a monitoring activity in the first half of the year. The teams (rural and urban) are on track to meet targets for the year.
Percentage of monitored consents which receive an overall grade of full compliance	90%	n/a	71.6%			71.6%	●	Moderate non-compliance has been identified in a significant amount of pre-expiry monitoring of watertakes particularly in regard to Bore Security Reports. As these are rectified and reassessed, the percentage of full compliance will improve particularly in Q4 after the rush of the irrigation season.
Percentage of significant non-compliance (SNC) where action is taken in accordance with HBRC's Enforcement Policy within 6 months	100%	100%	100%			100%	●	All significant non-compliance consents are being addressed in accordance with the Enforcement Policy.
Maintain a 24-hour/7 day a week duty management/pollution management response system	Achieve	Achieved	Achieved			n/a	●	The Pollution Hotline is staffed by the Pollution Response Team (PRT) during normal working hours. The afterhours service is staffed by the PRT plus 3 officers from the Compliance Team, who currently work on a 7-week rotation roster.
A Selected Land Use Register of potentially and confirmed contaminated sites is maintained	Achieve	Achieved	Achieved			n/a	●	HBRC maintains a list of hazardous industries and activities (HAIL) in our selected land use register (SLUR), including a public facing portal.
An operative Tier 2 Oil Spill Plan and a trained and qualified oil spill response team is in place at all times	Achieve	Achieved	Achieved			n/a	●	An in-date and operative Tier 2 Plan exists. There is a ROSC and alternate ROSC appointed. There are 17 (85%) responders trained, with the remaining 3 (15%) booked on training in the next reporting period.
Maintain a Maritime New Zealand accredited Hazard Identification/Risk Assessment and Safety Management System for the Napier Pilotage Area	Achieve	Achieved	Achieved			n/a	●	The HBRC Safety Management System has been reviewed and is now in place. A comprehensive review of our Risk Assessments is underway over 3 parts: breakwater harbour, inner harbour, and regional recreation.
Number of maritime incidents occurring per year reported to Maritime NZ in accordance with regulations	Maintain or decreasing trend	n/a	n/a			n/a	●	Q1 & 2 data will be available in May 2023.

Level of Service Measures

Integrated Catchment Management

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Council maintains its International Organisation for Standardisation (ISO) 9001-2015 accreditation for data collection, analysis and storage	Achieve	On track	On track			n/a	●	HBRC has (ISO) 9001-2015 accreditation for the following teams: Environmental Science, Environmental Information, Consents, Compliance, Harbourmaster, and Works Group. Annual review is in September 2023.
SOE monitoring programmes are in place and results are published on HBRC and LAWA websites for: - Climate and Air Quality - Freshwater - Land Science - Marine and Coast	Achieve	Achieved	Achieved			n/a	●	Data for SOE data have been delivered on time and to the relevant standards, and published hbrc.govt.nz , search: #envirodata and lawa.org.nz
A 3-yearly State of the Environment Synthesis Report is produced, that meets requirements of NPS-FM 2020. Monthly updates are delivered through digital media	11 monthly updates	3 updates	3 updates			6 updates	●	Monthly SOE reports have been delivered and posted to hbrc.govt.nz , search: #SOEMonthly
The Science team develops and implements an annual work programme to support plan change requirements and to inform regulatory implementation of the Regional Resource Management Plan	Achieve	Achieved	Achieved			n/a	●	The 2022-2023 Operational Plan was developed in June 2022. Despite staff shortages, most programmes have remained on track, partially assisted by delays in the Kotahi Plan.
Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP	100% Tukituki	n/a	95.4%			95.4%	●	A total of 724 FEMP re-submissions for the 2021 deadline, plus 420 Low Intensity submissions have been received.
Maintain an effective FEMP accredited provider programme with applicants processed to a conclusion within agreed timelines	100% of applicants	100%	100%			100%	●	There are 17 approved FEMP providers for the Tukituki catchment. There is currently one additional provider going through the approval process.
Additional area of erodible land, planted with fit-for-purpose erosion control species, transitioned to more sustainable land use or retired and protected	900ha under cover	279.7ha	156.1ha			435.8ha	●	This total is 48 percent of our target of 900 hectares for the year.
Additional kilometres of waterway protected annually through erosion mitigation works to reduce sediment, nutrient and/or bacterial contamination	60km	9.43km	3.05km			12.48km	●	This total is 20.81% of our target of 60 kilometres for the year.
Annual percentage change in stock exclusion and vegetation across the region by land use and stream order *includes all orders of streams including drains	Increasing trend	n/a	n/a			n/a	●	Baseline data for the region is on track by the end of this financial year. Imagery of the region, excluding the Tukituki Catchment (previously field surveyed), has been studied by a summer student to identify fencing and riparian properties at randomly selected sites. This work should be completed Q3. The annual percentage change therefore won't be reported this financial year but baseline data is the stepping stone ongoing.

Level of Service Measures

Integrated Catchment Management cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Q1&2 Commentary
Sediment load in tonnes per year in receiving waterbodies (streams/rivers and estuaries). (Source: 20 ISCO automated sediment samplers in priority catchments with highly erodible land)	Reducing load	n/a	n/a			n/a	●	ISCO sediment sampling has been disrupted due to staff shortages. The very wet year meant that a number of events were missed due a technician vacancy to keep the ISCOs sampling. Staffing is now resolved but the downtime will affect the calculation of annual load. NIWA is reviewing the ISCO network to check it is fit for purpose and examining the data to determine if we can extract information from the data collected.
Annual water use efficiency campaign is delivered	Achieve	Achieved	Achieved			n/a	●	Public facing <i>Know Our Water</i> summer campaign was launched in Q2 as a joint initiative with the five Hawke's Bay councils.
Number of Ecosystem Prioritisation sites protected per annum	3 new, 7 maintained	n/a	4 new, 8 maintained			4 new, 8 maintained	●	Deer fencing, pest plant control and planting is underway at four new Priority Ecosystem sites with a further five sites in the being finalised. Eight existing sites are receiving maintenance pest control work, including pest plants and feral ungulate control. Wet weather has hindered fencing and earthworks. If the wet weather continues it may result in some sites not being completed this financial year.
Maintain and implement current Regional Pest Management Plan (RPMP) and prepare an Operating Plan and Annual Report in accordance with the Biosecurity Act	Achieve	Achieved	n/a			n/a	●	2022-2023 Operating Plan and 2021-2022 Annual Report were presented to Environment & Integrated Catchments Committee in September 2022. Work is on track.
Area of predator control per annum	10,000ha	n/a	14,600ha			14,600ha	●	The Whakatipu Māhia – Predator Free Māhia project includes predator trapping for mustelids across the 14,600ha project area. The field team have continued to mop up remaining possums through a challenging wet spring and summer. This mop up period of the project is taking longer than expected and the team has been unable to begin the 10-week 'proof of absence' period. The project team are in discussions with PF2050 Ltd to determine the best course of action to complete the possum eradication, and requirements for transition to maintenance of the possum free area.

Level of Service Measures

Asset Management

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Q1&2 Commentary
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	Achieved	Underway	Underway			n/a	●	1. Annual maintenance programme has been developed and a contract is in place with the Works Group to deliver the programme. 2. Annual capital programme: IRG Projects have experienced delays due to weather, and as a result of the need for additional stakeholder engagement.
Following a flood event, affected areas are surveyed and repairs are programmed: 1. Following a major flood event, a flood report will be compiled within 6 months of the event 2. Major event report outcomes incorporated into AMP	Achieved	Achieved	n/a			n/a	●	The report for the March-April 2022 major flood event was completed within 6 months and outcomes incorporated in the Asset Management Plan.
Ecological Management and Enhancement Plans (EMEP) are implemented	Achieved	On track	On track			n/a	●	EMEPs are managed and delivered by the Environmental Engineer and Schemes team to identify the ecological, cultural, recreational, and drainage values associated with the reach of the rivers managed for drainage and flood control purposes. A review of EMEP is due in 2022-2023.
Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year	98%	n/a	98%			98%	●	No issues at prioritised sites
Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan	Implementation on track	Underway	Underway			n/a	●	Final report presented to 'All Governors' and Regional Leaders forum in December 2022, with hardcopies to key stakeholders for feedback. All three projects continue to progress, particularly with the conclusion of a significant body of technical work for Heretaunga Water Security. The Heretaunga Water Security budget is unlikely to deliver a full feasibility outcome owing to the additional geotech/seismic assessments undertaken in order to confirm the final dam alignment and design. We are working closely with the Kānoa unit on project funding streams.
Regional Parks and HBRC trails are maintained as per Council's Asset Management Plan	Achieved	n/a	Achieved			n/a	●	Maintenance on the four regional parks (Waitangi, Tūtira, Pākōwhai and Pekapeka), as well as the development and maintenance of Hawea Historical Park, Waipatiki Beach Holiday Park and Te Mata Park are all on track.
HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans	Achieve	Underway	Underway			n/a	●	The bulk of the silviculture programme started late due to labour shortage. Recruitment of labour with forestry skills within HBRC Works Group hope to resolve this. The wet season has led to significant plant pest growth. Logging at Tūtira is likely to be delayed until next summer due to the wet ground conditions.

Level of Service Measures

Emergency Management

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Q1&2 Commentary
A 10-yearly Hazard Research Plan is approved by and reported on annually to the CDEM Group Coordinating Executives Group and hazard information is publicly available on the Hawke's Bay Hazard Portal	Achieve	On track	On track			n/a	●	The current Hazard Research Plan is approved by the CEG. Hazard information is maintained on Hawke's Bay Hazard Portal gis.hbrc.govt.nz/Hazards/ . We are currently reviewing how hazard information is disseminated and to make it more accessible to the public.
Percentage of surveyed residents that can identify 3 of our top 5 hazards; earthquake, tsunami, volcanic, pandemic or flooding (source: 2-yearly SIL Perception Survey).	>50%	n/a	n/a			n/a	●	No survey was planned until Q4, however this is likely to be delayed due to Cyclone Gabrielle.
An operative Group Plan under the CDEM Act 2002 is in place, reported on annually and reviewed within statutory timeframes by the Joint Committee.	Achieve	n/a	n/a			n/a	●	No reporting required this quarter. We are awaiting the release of the Emergency Management Bill which will impact on this work.
A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group.	Achieve	On track	On track			n/a	●	A two-year Group Work Programme was approved by the CEG - and endorsed by the Joint Committee this quarter. Progress will be reported at the CEG meeting in late February 2023.
A 5-yearly independent assessment of CDEM Group's capability is completed and shows continuous improvement.	No assessment	-	-			-	●	No assessment required this year.
Percentage of surveyed residents prepared to cope for at least three days or more on their own (source: 2- yearly SIL Perception Survey)	>50%	n/a	n/a			n/a	●	No survey was planned until Q4, however this is likely to be delayed due to Cyclone Gabrielle.
HBRC provides support to the Hawke's Bay CDEM Group in accordance with a service level agreement	Achieve	On track	On track			n/a	●	HBRC provides support to the HBCDEM Group in accordance with an agreed roles and responsibilities matrix. This matrix and levels of service will need to be reviewed after the recent CDEM Review report recommendations implementation, and as part of the current Group Work Programme.
Maintain established team, training, procedures including Emergency Operations Centre Manual and Business Continuance Plan	Achieve	On track	On track			n/a	●	Training to support any response is well supported by HBRC staff. HBRC has fully supported the Group's recent responses. Training is coordinated by the People and Capability Team.

Level of Service Measures

Transport

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Q1&2 Commentary
Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan and Regional Cycling Plan in place	Achieve	Achieved	Achieved			n/a	●	All plans are currently in place. The RLTP is due to be reviewed in the next quarter for adoption in 2024.
Percentage of the Hawke's Bay population that use public or active transport for work or education	Increasing trend	n/a	n/a			n/a	●	Other than the Census, we are still aiming to find alternative ways to track this data.
Incidence of deaths and serious injury crashes in our region (per 100,000 people)	Decreasing trend	Tracking above rolling average				n/a	●	Provisional results from Waka Kotahi for July to December 2022 are 11 deaths and 66 serious injuries for the Hawke's Bay region.
Annual patronage on the Hawke's Bay bus services	Maintain or increasing trend	125,147	110,657			235,804	●	Patronage is directly connected to the number of route cancellations. We have not seen a conclusive increase in patronage relating to the Half Price Fares scheme. The MyWay trial has increased patronage in Hastings, however patronage drops during the school holidays.
Percentage of urban households within 400m of a regular bus route	100% Hastings urban area	100%	100%			100%	●	MyWay, the on-demand public transport trial, services urban households in the Hastings area within 200m. The service operates between 6am-6pm, Monday to Friday.



Activity Reporting

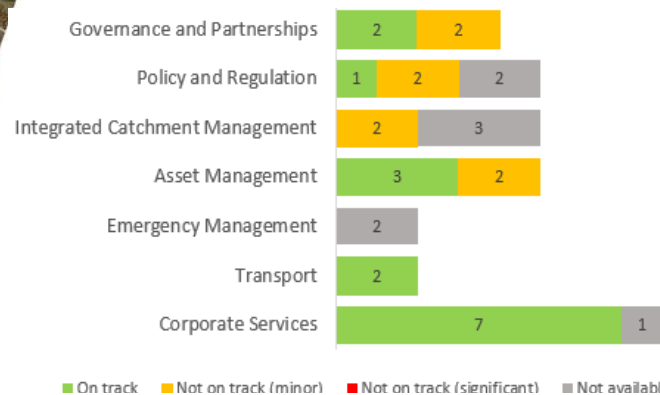
by group of activity

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

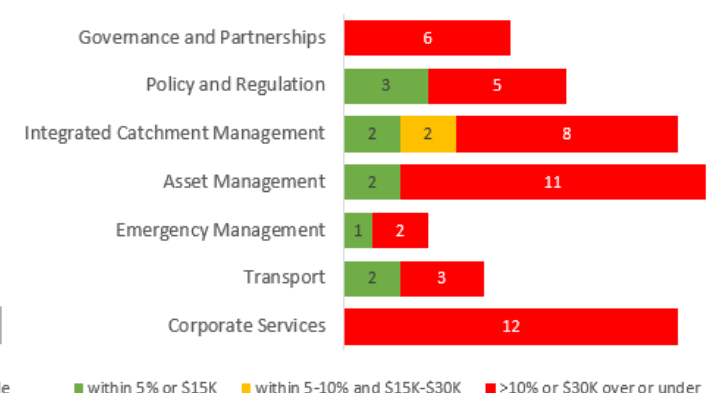
- a summary for both financial and non-financial performance by group of activity (see figures below)
- individual activity reporting within the six groups of activities.
- a traffic light reporting approach to show financial and non-financial results.

Performance Summary

Non Financial (by 31 activities)



Financial (by 59 cost and income lines)



Governance and Partnerships

Community Representation and Leadership

Type	Status	Commentary
Non financial	●	October through December 2022 was focused on bringing new and returning elected representatives on board, including swearing in all councillors, elections of the Chair and Deputy Chair, and setting the governance structure for the new triennium. There were 4 regional council meetings, 2 sub/committee meetings, 2 All Governors fora. A Regional Collaboration Day with elected members from the region's 5 councils was held on 11 November. Less committee meetings than normal allowed time for briefings and training particularly for new councillors. Of the 24 LGOIMA requests received, 2 were not provided with the information within 20 days. In both cases, the requests were for a substantial amount of information and made by solicitors.
Operating expenditure	●	The YTD budget was underspent by 55% or nearly \$350K due to unspent contingency funding and election costs. Invoices for the election costs are due in Q3.

Tangata Whenua Partnerships

Type	Status	Commentary
Non financial	●	HBRC maintains active relationships with tangata whenua, formally through the Regional Planning Committee (9 appointees), and the Māori Committee (12 representatives). Both committees are preceded by a tangata whenua-only meeting. The 2022 triennium election resulted in two new councillors representing two new Māori constituencies. There were no meetings of RPC or Māori Committee this quarter to allow time for briefings for new councillors. HBRC provides for attendance online and also pays for a technical adviser to the RPC. Tangata whenua reps have voting rights on other committees of HBRC including Environment & Integrated Catchments, 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.
Operating expenditure	●	Underspent by 57% (\$169K) due to fewer meetings and associated costs over the local election period.

Regional Development

Type	Status	Commentary
Non financial	●	On behalf of the five HB councils, HBRC continues to fund the establishment of new regional economic development agency (REDA), operations of the Business Hub and a Food & Fibre Sector Programme. Tenants are now occupying the relocated Hub at 101 Queen St, Hastings with Hasting District Council committing to the lease and supporting fit-out alterations. The meeting room space at the Hub will be open around May. The Board for REDA has been appointed and they will shortly begin advertising for a chief executive. The Board will have a constitution and Letter of Expectation endorsed by the Matariki Governance Group. Once PSGEs have confirmed/established the entity to hold their 1/3 share in REDA, the organisation will be incorporated enabling the Board to sign funding agreements with councils and transfer the lease and operations of the Hub.
Operating expenditure	●	Overspent by 41% (\$401K). HBRC is holding REDA's funding on behalf of the five HB councils and is paying for establishment costs and operations of the Business Hub. HDC is paying the lease for the Business Hub, fit-out alterations and associated costs. Council finance teams are in the process of preparing for a washup of

Governance and Partnerships contd

Community Sustainability

Type	Status	Commentary
Non financial	●	HBRC promotes sustainability using incentives, education, advocacy and leadership. 152 applications to Sustainable Homes (including Heatsmart), compared to 271 in previous quarter. Drop in applications likely due to interest rates, cost of living and new funding options, for example, ANZ Good Energy Home Loan. However, demand remained strong for Heatsmart up from 72 to 122 grants valued at \$84,500 and up from 7 to 8 loans valued \$32,250. 70 Enviroschools unchanged with Sherwood School in CHB undertaking a Green-gold reflection. Other highlights were hosting the climate resilient breakfast and 'local day' for NZ Environmental Education Conference. The focus for corporate sustainability was streamlining carbon footprint reporting and creating a system to reduce environmental impacts of running the organisation. We are continuing to replace fuel/diesel fleet vehicles with EV or hybrid options through replacement schedules. We are looking ahead to plan and budget to replace gas operated HVAC system to a more energy efficient heating and cooling alternative.
Operating expenditure	●	Underspent by 18% for the combined activity spread across corporate sustainability (\$45K); Sustainable Homes (\$48K); Climate Action (\$35K).
Capital expenditure	●	Underspent by \$550K in the Sustainable Homes programme.
Other revenue	●	Other income is showing as a large under budget which relates to a un-journalled Sustainable Home interest income which has since been rectified.

Policy and Regulation

Policy Planning

Type	Status	Commentary
Non financial	●	We have been focusing on the Kotahi plan, Outstanding Water Bodies, TANK and Water Conservation Orders. There were meetings bringing the newly elected members up to speed with Kotahi and an All Governors hui held in December, as well as holding the first Technical Advisory Group meeting prior to Christmas. In this quarter OWB mediation was on-going. 16 Appeals were lodged with the Environment Court to the TANK plan change decision. HBRC lodged an appeal against the Environment Court decision on the Water Conservation Orders on points of law and is also involved in the drafting of the Order.
Operating expenditure	●	Underspent by 40% (\$709K). Contracts with tangata whenua for the Kotahi plan remain outstanding due to the lack of capacity, capability and personnel to resource the work. Significant funding will be required to support legal expenses associated with mediations and appeals for TANK, Outstanding Water Bodies and the Water Conservation Orders in the second half of the year.

Policy and Regulation contd

Policy Implementation

Type	Status	Commentary
Non financial	●	We have been focused on providing intensive winter grazing guidance to both internal teams and external stakeholders. There has been a range of one-to-one, small groups as well as wider advertising. The team has been heavily involved in the ongoing Freshwater Farm Plan discussions and preparing for when they finally land. The team continued to support the development of a FEMP project plan for the 2024 review. There have been some delays in the implementation of TANK due to the appeals process. We continue to support the policy team for the Kotahi plan and working with the Catchment Policy Implementation and the Policy teams to determine the shape of catchment Action Plans. Time has been spent on internal training and developing guidance material including for Intensive Winter Grazing.
Operating expenditure	●	Underspent by 42% (\$69K). Delays in the TANK process due to appeals, means we have been unable to implement the regulatory provisions in the plan. Remaining uncertainty regarding the final version of the Freshwater Farm Plan regulations has meant that the team has been unable to spend time on developing a regional response. Delays in the Kotahi plan engagement, and catchment context values and challenges setting has meant that we have not been required to hold as many catchment meetings as expected. Less external activity has lessened the need for expert legal opinions and therefore less expenditure.

Consents




Type	Status	Commentary
Non financial	●	We have processed and issued 96 consents and processed 71 transfers over Q2. All consents issued were processed within statutory timeframes. Three hearings were held over this period. Two key decisions were issued for Ravensdown Ltd. and the Tangoio wastewater group. The decision on the Tangoio group has been appealed and will incur time and cost to represent over several quarters. In total 288 applications were received during this quarter.
Operating expenditure	●	We have incurred higher costs for external consultants taking the expenses over budget by 24% (\$203K). These include consultant input for three major hearings during this quarter. These costs are recoverable from the applicants.
Other revenue	●	We are recording income in excess of 42% of budget. This means that overall the consents work is currently in a surplus position.

Compliance and Pollution Response

Type	Status	Commentary
Non financial	●	[No commentary provided]
Operating expenditure	●	Under budget by 51% (\$765K) largely due to staff vacancies in the team.
Other revenue	●	Over budget by 22% (\$114K) due to proceeds from enforcement action.





Policy and Regulation contd

Maritime Safety

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		Overspend is 18% (\$37K) due to the phasing of costs throughout the year.
Other revenue		Over budget by 25% (\$45K) due to phasing.





Integrated Catchment Management

Environmental Information





Type	Status	Commentary
Non financial		We have managed to keep up with workload during a very wet few months. The team is fully resourced and a lot of training is going in to bring the new members up to speed. The wet weather gave us the opportunity to measure some good river flows but also created a few maintenance issues with the high water damaging a few sites (Kahahakuri, Ruakituri, Ngaroto and Fernhill). The high and turbid water has also pushed a few water quality programmes out a few weeks.
Operating expenditure		The budgets are under spent by 21% (\$273K) but this is mainly due to unders and overs and should balance over the next few months.
Capital expenditure		Under half of the Capex budget (34% or \$246K) is spent and this will show up when the items arrive and are correctly added into our system. Several large items are on order.
Other revenue		The annual science billing run will be done in April 2023 which will impact current budgets and balances.

Integrated Catchment Management contd




Environmental Science

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		Underspent by 45% (\$975K) due to staff vacancies, and subsequent delays in the work programmes.
Capital expenditure		Underspent by 11% (\$20K).
Other revenue		Under budget by 8% (\$68K).

Catchment Management

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		Underspent by 41% (\$2.1M) due to distribution of erosion control scheme grants that are weighted for dispensing at the end of financial year. However, this is likely to be under budget at end of the year.
Capital expenditure		Underspent by 31% (\$64K) due to no HBRC financing sought by landowners for Land for Life programme. This is likely to be underspent at end of year.
Other revenue		Under budget by 34% (\$576K) due to delay in MFE funding for environmental protection and enhancements (particularly the Whakakī project).

Biosecurity and Biodiversity

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		Underspent by 14% (\$305K) due to phasing of work in biosecurity work programmes.
Other revenue		Over budget by 34% (\$187K) due to grants received that weren't originally in the budget (eg Department of Conservation's <i>Jobs for Nature</i>)

Integrated Catchment Management contd

Catchment Policy Implementation

Type	Status	Commentary
Non financial	●	There was some slowing of the work with catchment groups in the TANK catchments this quarter due to a staff vacancy that was filled at the end of 2022. Other work stayed on track. Highlights were: TANK water quality dashboard completed to provide catchment context information to catchment groups and the community; Water efficiency campaign developed and rolled out with Comms team; Continued development and support of catchment groups and catchment collectives. Of note is the formation of Tukituki Land Care collective; Auditing is underway for FEMPs in the Tukituki, and the project plan was developed leading to 2024 resubmission period; Intensive winter grazing work with the Regulatory Implementation team to contact high risk properties and follow up with offers of assistance to plan and manage risks.
Operating expenditure	●	Budget is underspent by 29% (\$125K) due to staff vacancy for part of the year and even pro-rata split of expenditure by month. Budget is expected to be used by end of financial year.

Asset Management

Flood Protection and Control Works (Rivers, Drainage and Small Schemes)

Type	Status	Commentary
Non financial	●	Maintenance work was carried out as per contract. Some delays were due to wet conditions, but we are expected to recover in second half of the year. The Strategic Enterprise Asset Management system is in development, and is expected to improve efficiency and reporting. There is a focus on asset mapping and information as part of the implementation.
Operating expenditure	●	Underspent by 16% (\$543K) due to delays in maintenance contract with some work not able to be completed.
Capital expenditure	●	Underspent by 62% (\$5.96M) due to some construction projects being affected by wet conditions, and delays on planning and consenting.
Other revenue	●	This revenue is under budget by 23% (\$1.09M) due to IRG funding for flood protection works. Payments relate to completed work that has been delayed due to

Asset Management contd

Flood Risk Assessment and Warning

Type	Status	Commentary
Non financial	●	The Wairoa Flood Forecasting system has been implemented, is now operational, and has performed well. Work is progressing on implementing the system for the Tukituki catchment. 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 Levels of Service). The telemetry system has been performing above the target threshold.
Operating expenditure	●	Time spent on other projects meant this budget was underspent by 13% (\$33K).
Capital expenditure	●	Capital expense for improved Flood Forecasting system was less than budget as the work was done internally and staff time was coded elsewhere.

Open Spaces

Type	Status	Commentary
Non financial	●	Maintenance work was carried out as per contract, with a focus on Waitangi, Pākōwhai and Pekapeka Regional Parks, and the pathway connections. Public expectations are continuing to increase as parks mature and become significant part of the community, including the celebration of 10 years of the Hawke's Bay Trails.
Operating expenditure	●	On track
Capital	●	Underspent by 78% (\$807K) due to the capital works being in the planning phase, and the seasonal nature of work.
Other revenue	●	Revenue is under budget by 48% (\$126K) due to harvesting of our forests. Forestry harvesting is generally completed in Q4 however, it is worth noting that a decision has been made to delay harvesting until next financial year and this budget will not be reached.

Asset Management contd

Coastal Hazards

Type	Status	Commentary
Non financial	●	Annual gravel re-nourishment for Westshore was completed. There will be a continuation of the monitoring of Westshore to identify additional re-nourishment.
Operating expenditure	●	Underspent by 43% (\$326K) due to staffing over the quarter with staff on long term leave and the continued unsuccessful recruitment of a Coastal and Rivers Specialist. This has limited progress over Q2 and possibly into Q3.
Capital expenditure	●	Underspent by 100% (\$25K) due to installation of camera monitoring equipment. This work is programmed for Q3 and Q4.
Other revenue	●	Over budget by 27% (\$6K) due to advanced receipting of revenue from other council's contributions associated with the Clifton to Tangoio Coastal Strategy.

Regional Water Security



Type	Status	Commentary
Non financial	●	The Heretaunga Tamatea Settlement Trust provided written support for consent application for the Managed Aquifer Recharge. We expect a consent decision in the next quarter. For the Heretaunga Water Storage, a final round of advanced pre-feasibility Geotech investigations on preferred dam has been completed. Landslide and seismic assessments received and peer review process has commenced. Final report for the Regional Water Assessment was completed and presented to an All Governors and Regional Leaders forum in December. Hardcopies were provided to key stakeholders for feedback.
Operating expenditure	●	Regional Water Assessment and CHB Managed Aquifer Recharge work programmes remain on budget. Consenting delays have exposed that project to the current inflationary pressures and, assuming a successful consenting outcome, will need to be closely managed during the final design and construction phase. Heretaunga Water Security budget is unlikely to deliver a full feasibility outcome (if pursued by HBRC) owing to the additional geotech/seismic assessments undertaken in order to confirm the final dam alignment and design. Additional funding options will be developed and presented as part of the final report and recommendations to Council in Q4.
Capital expenditure	●	

Emergency Management

Hawke's Bay CDEM Group

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		On track
Other revenue		Under budget by 51% (\$50K) due to East Coast Lab research funding.

HBRC Emergency Management

Type	Status	Commentary
Non financial		[No commentary provided]
Operating expenditure		Underspent by 94% (\$113K).

Transport

Transport Planning and Road Safety

Type	Status	Commentary
Non financial	●	The Road Safety s17a review implementation is on track. The road safety function and action plan are being redeveloped in line with the new Road Safety Strategy. The Regional Public Transport Plan is complete and is being monitored for implementation. The Regional Land Transport Plan process is underway for the next funding cycle, which includes investment logic mapping and a programme business case. The Transport Team also intends to develop an Active Transport Strategy in partnership with the technical advisory group (TAG) workstream.
Operating expenditure	●	Underspent by 35% (\$121K) due to work being delayed to the next quarter.
Other revenue	●	Under budget by 99% due to entitled funding yet to be claimed.

Passenger Transport

Type	Status	Commentary
Non financial	●	Bus patronage continues to decrease on the previous year, despite services stabilising and fares being half price. However, MyWay (the on demand public transport) trial is seeing consistent patronage levels. Without adding additional vehicles, capacity is limited. The improvement in patronage is likely because of offering a more flexible style of public transport, although capacity is more limited than fixed route, and costs more to operate.
Operating expenditure	●	On track
Capital expenditure	●	On track
Other revenue	●	Under budget by 46% due to entitled funding yet to be claimed, and fare revenue less than expected.

Corporate Services

Strategy & Governance

Type	Status	Commentary
Non financial	●	This quarter featured a comprehensive series of 5 briefings to the incoming council supported by the Strategy and Governance Team. There was also 4 meetings, 2 sub/committee meetings, 2 All Governors fora and a Regional Collaboration Day. There were less committee meetings than normal to allow time for briefings and training, particularly for new councillors. There was 24 LGOIMA requests (vs 29 in Q1). The Strategy and Performance team filled a vacancy after 9 months and are on track with its work plan. Highlights included the Q1 2022-23 Org Performance Report and adoption of the 2021-22 Annual Report and Summary at the December council meeting.
Operating expenditure	●	This budget was underspent by 11% (\$55K). This was largely due to a timing issue with budgeted consultancy costs for the Long Term Plan/Annual Plan and strategy execution that has not been incurred yet. Internal time has not been at the budgeted level as the team was not at full capacity.

Information and Communications Technology (ICT)

Type	Status	Commentary
Non financial	●	Across the ICT section most elements in the workplans are on target. The longer term projects tracking well overall include: SharePoint migrations (ahead of schedule); Synergy, SEAM and Biodiversity projects are on track but resourcing risks are surfacing in these projects. These risks are being mitigated, so we don't expect them to cause significant delays to progress. There are minor delays in the operational work programmes due to the limited availability of resources. To counter this, we've reprioritised and adjusted the sequencing of activities. The completion of the following tasks are now expected to be delayed beyond EOY: Implementation of a shared ICT tool, and Dynamics CRM erosion control system enhancements.
Operating expenditure	●	Underspent by 18% (\$717K). We are also starting to see some savings in operational areas as a result of efficiency measures. Project costs are lower than forecast, but are also largely attributed to the phasing of costs and are not expected to cause delays to progress.
Capital expenditure	●	Underspent by 51% (\$582K). The majority of the underspends across ICT workstreams are due to the phasing of costs throughout the year.

Finance, Treasury and Procurement

Type	Status	Commentary
Non financial	●	We continue to work on a number of large projects: improvement of TechOne to BAU, revenue & financing policy review, rates modelling, 2023-2024 Annual Plan, investment strategy. There is a lot of work outside of BAU at present which is starting to have impacts on staff. We are also still trying to recruit to a Senior Group Accountant and a new Project Manager for the Synergy project. Accommodation is getting a bit tight as we await the refurbishment of the ground floor.
Operating expenditure	●	Overspend in operating expenditure (24% or \$324K) and under budget in revenue (28% or \$2.96M). They are mainly impacted by investment returns. These have been low (or negative) for the year so far following the general market.
Other revenue	●	

Corporate Services contd

People and Capability

Type	Status	Commentary
Non financial	●	HBRC's annual turnover rate is 21.7%, and is lower than the previous quarter, highlighting the importance of recruitment and retention, and associated initiatives. We are continuing our focus on staff engagement, with a staff survey planned for February 2023. Focus has been on ensuring summer students have a great experience, learn something relevant to their field of study, and find out what it's like to work for a council and HBRC. Students can be our ambassadors and may return to work for us once they graduate. Various development programmes have been running, including Leaders' Forums and courses on Excel, time management, and change management. Organisational Change Management is in its infancy but seen as a critical function. The Health & Safety committee is functioning well and an H&S audit next quarter. Looking to implement talent mapping in the next quarter.
Operating expenditure	●	Overspent by 20% (\$160K). The continuing high turnover of staff has negatively impacted the budget. We have overspent our recruitment budget and our training budget. We are not in a position to cease recruitment nor can we cease training people (particularly health & safety training which is compulsory).

Māori Partnerships

Type	Status	Commentary
Non financial	●	The Māori Partnerships team is now established with three relationship managers (north, central, southern Hawke's Bay) supported by a cultural development adviser focused solely on cultural capacity and capability across all staff and governors. The existing suite of tools in use at HBRC include Pataka, Te Kupenga App, Te Rito modules, and an engagement framework. All are being revised and added-to as part of their mahi. A Mātauranga Māori specialist has been recruited from Q3 (3 days a week), in particular to complement our policy, planning and catchment delivery work. This all lends toward growing confidence within our staff in their engagement with tangata whenua.
Operating expenditure	●	Underspent by 28% due to staff vacancies in the team, that have now been filled.

Corporate Support

Type	Status	Commentary
Non financial	●	[No commentary provided]
Operating expenditure	●	Overspent by 75%. Our Customer Experience team has hired temporary staff at an additional cost to cover public enquiries and MyWay bookings. The rising cost of fuel and demand for HBRC cars for the growing number of staff has incurred additional costs for fleet.
Capital expenditure	●	This budget is underspent by 40% largely due to underspends in the accommodation project, including delays etc
Other revenue	●	We are under budget due to delays in the sale of fleet assets. We are holding on to them for longer to help manage the numbers.

Corporate Services contd

Community and Engagement

Type	Status	Commentary
Non financial	●	We delivered on our key workstreams including design, collateral, engagement, digital advertising and messaging for a wide range of HBRC projects. We produced six videos, produced material for the Coastal Hazards hui at Westshore, began the <i>Summer Sorted</i> and <i>Know our Water</i> campaigns. We produced 13 media releases (answered an additional 12 media enquiries). We produced information material and coordinated staffing at a stand at the Hawke's Bay A&P show. We published three State of the Environment reports, four project-based brochures, nine advertisements across multiple publications, as well as several posters and signs for council. Each week we averaged more than a dozen posts on social media and responded to many more. We produced and delivered our weekly staff e-newsletter, supported for the chief executive in all staff meetings, and key staff and announcements by project leads.
Operating expenditure	●	Overspent by 16% (\$69K) due to staffing changes as part of the community and engagement team restructure.

Risk, Quality and Assurance

Type	Status	Commentary
Non financial	●	Due to Covid19 disruptions and the operational business in 'catch-up' a formal decision was made to halt indefinitely the continued rollout of the risk maturity roadmap. Due to the maturity programme/roadmap being at a point where Group resources were required to workshop risks and maintain the system. The risk maturity rollout was adjusted to focus on specific risk system components. Deliverables not reflected in the workplans included, in development of a controlled doc system, interest register with workflow, and online gift register. RQ&A redrafted and recommunicated expired policies where no one owner was appointed and helped other policy owners review and upload theirs. Next targeted areas for risk maturity will be incident identification and management, and then compliance management (obligations register). Finalising the risk appetite was also halted however redesigning risk reporting including high-level KRIs is continuing. Quality management system milestones remain 'on-track'.
Operating expenditure	●	Underspent by 42% (\$85K). A formal decision was made to halt the continued rollout of the risk maturity which meant some contracting spend has been deferred. In addition, a partial transfer of the information management FTE has not been completed in the financials.

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 CO₂ emissions (pp 11 & 12) data is provided by our internal systems and our fuel suppliers.

Energy usage and energy CO₂ 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.

