



Organisational Performance Report

QUARTER 3: 1 January to 31 March 2023



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

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Introduction

This Organisational Performance Report is the third quarterly report for the 2022-2023 financial year and covers the period of 1 January to 31 March 2023.

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 third report for year two in our Long Term Plan 2021-2031.

Responding to Cyclone Gabrielle was the immediate focus for the organisation in this quarter. The ex-tropical cyclone swept through the upper and eastern North Island in mid-February and was one of the worst storms to hit Aotearoa New Zealand in living history. Hawke's Bay was one of the hardest hit regions.

The cyclone brought gale-force winds and a staggering amount of rain over a relatively short period of time – significantly more than was forecast in some areas. For example, one of our monitoring sites for the Esk Valley recorded rainfall that was more than double what was forecast. It received 501mm over 24 hours, which is equal to nearly six months of rain. At the onset of the cyclone, the region had already experienced the wettest six-month period since records began.

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Levels of Service Measures - Summary

- 31 On track to reach end of year target
- 14 Not on track and at risk of not reaching end of year target
- 4 Not on track and not likely to reach end of year target
- 9 Reporting not due and/or no measures to report on

The impacts of the cyclone were devastating with extensive and widespread flooding. Eight lives were tragically lost in Hawkes' Bay. Many homes, businesses, and livelihoods were badly damaged or destroyed, and many communities were cut off with state highways, roads, and bridges unsurpassable. Power and communications went down causing widespread disruption and distress for whānau, businesses, and response teams.

Our Civil Defence staff led a massive multi-agency operation which relied heavily on staff from the emergency management sector, the Defence Force, central government agencies, emergency services, our local councils, volunteers, and people who simply decided to roll up their sleeves and help. More than 1000 people worked with our team of 12, with many of those from outside the region including Australia, Fiji, and America. Shifts ran around the clock for the first three weeks at the Group Emergency Coordination Centre, at the Civil Defence building in Hastings. In total the centre operated for eleven weeks.

Staff say the response was the most complex and large scale ever mounted in Hawke's Bay. Supporting our isolated communities was an ongoing focus and presented some incredibly complex logistical challenges. At the peak of the response, teams coordinated with Fire and Emergency NZ to organise up to 25 helicopter supply missions a day, using New Zealand Defence Force and civilian helicopters.

We also ran our own Emergency Operations Centre, as all councils are required to, which also stood up a 24/7 response.

A huge effort by a crew of around 160 people, including consultants and contractors, worked tirelessly repairing stopbanks. With 30 stopbank breaches the initial focus in the first three to four weeks was to construct temporary flood protection. The focus then turned to completing permanent repairs.

Another priority was repairing flooded pump stations and restoring rain and river level monitoring sites. The remote monitoring sites were recording but

the information was delayed for approximately five days before being transmitted back to Regional Council.

Cyclone Gabrielle dumped huge volumes of silt in the region and created vast amounts of waste. We have been collecting and disposing silt. We collected thousands of animal carcasses, and coordinated the removal of fence posts and wire where large quantities were ripped and strewn across vineyards, farms, or orchards. We also worked with local councils on disposal of wood waste from beaches and rivers.

The region's mayors and Regional Council Chair reactivated the Hawke's Bay Disaster Relief Trust. Behind the scenes we are continuing to manage this on behalf of our local councils. As of 2 June 2023, the fund had distributed \$3 million to 4055 applicants.





Corporate Metrics

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

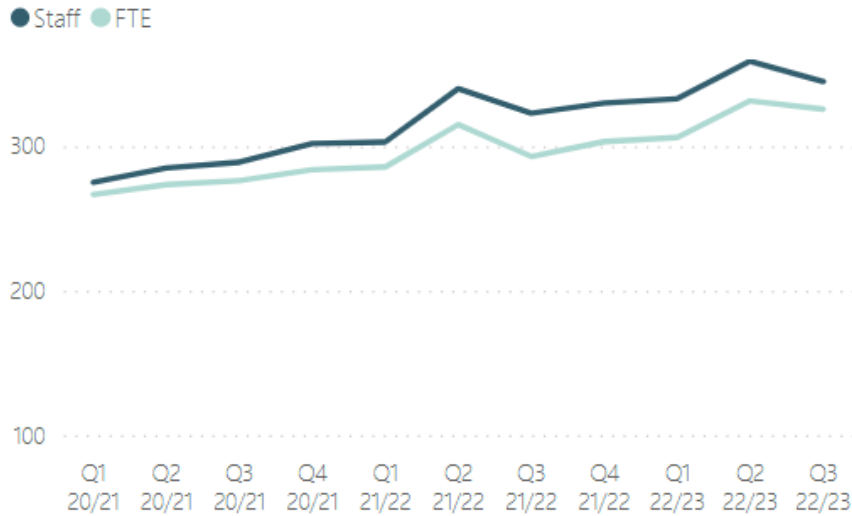
Our work supports our community, and it is important we ensure customers have the best experience with the Regional Council. With climate change a major operations driver, we are also working to reduce our corporate carbon footprint.

This section provides a snapshot of:

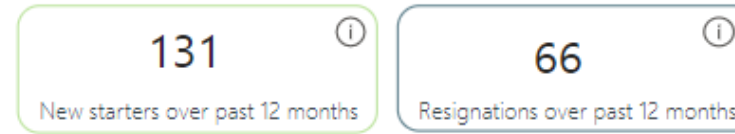
- staff numbers and turnover
- Reported health and safety incidents
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures.

People and Capability

Employee Count



Turnover



Our employees

While our total full-time equivalent (FTE) is at 326, we have 345 staff. This demonstrates that our policy to enable flexible working and part-time hours is valuable to staff. Our summer students finished in February so their exits accounted for some of the drop in FTE from the previous quarter. The decrease of FTE is likely due to staff exits during the response to Cyclone Gabrielle not being immediately recruited to, while staff were busy in the civil defence teams. Now that we are returning to some more business-as-usual workflows we are able to progress more recruitments which is positive. We hope that HBRC is seen as a secure employer with a strengthening employer brand in the current market, which will positively contribute to increasing levels of retention and a trend of reducing resignations.

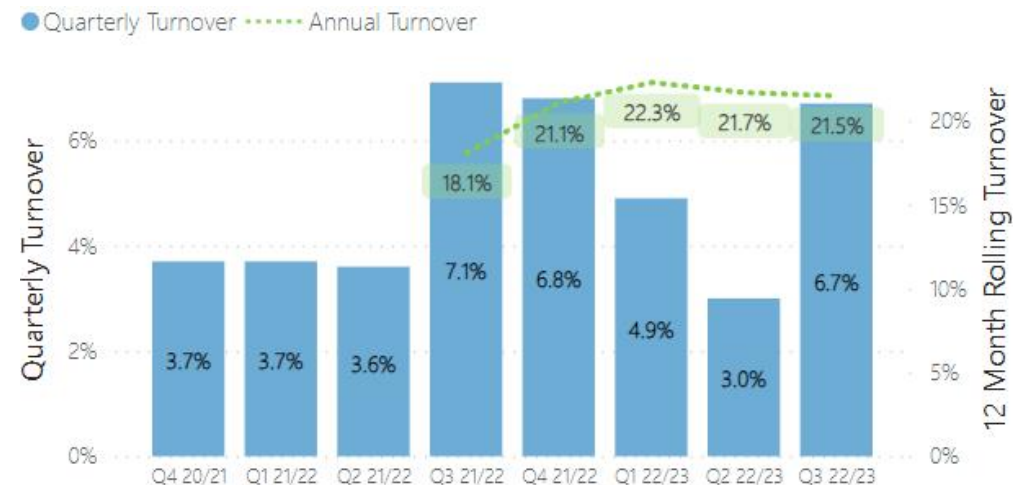
Vacancies and recruitment

In response to Cyclone Gabrielle, we rapidly created new roles to meet recovery needs for the organisation. Of the 36 vacancies for this quarter, six were created specifically to address recovery in our region. We have internally seconded several staff to fill recovery roles and will not backfill their substantive roles.

Resignations

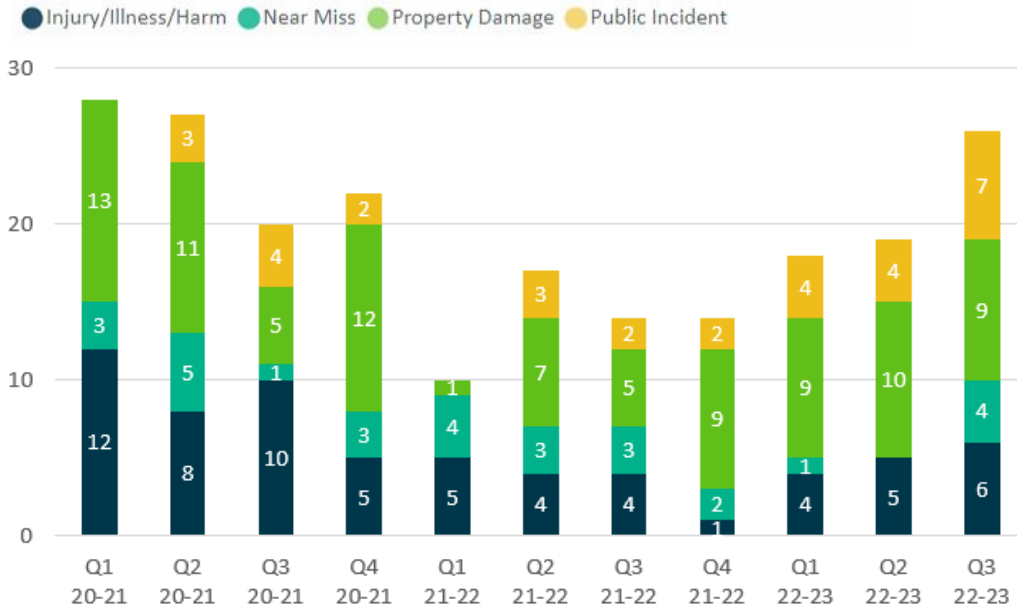
Resignations totalled 24 this quarter (up from 10 last quarter). Four were resignations on fixed-term contracts, where their full term was not completed. In addition, we had two retirements. Our annual turnover is currently 21.5%.

Employee turnover (permanent staff only)



Health, Safety and Wellbeing (HSW)

Incidents Reported



Support for staff at Civil Defence

The HSW team lead the Safety and Risk function under the CIMS framework for both the General Emergency Coordination Centre (GECC) and HBRC. A member of the HSW team remained permanently at GECC and the Distribution Centre.

Overall 24 staff contracted Covid-19 during the Response but strict controls meant that the outbreak was controlled at GECC, Hastings District Council and HBRC who rostered most of the local staff into positions.

Staff wellbeing was paramount, and three psychologists were engaged to support staff at GECC and HBRC. Our HSW team assisted to manage the risk to contractors at the Awatoto site with work methods and strong communication regarding the use of correct PPE. The HSW team has also supported the Rapid Rebuild project with advice and site visits.

Health & Safety incidents*

There were 26 incidents reported this quarter comprising property damage (9), injury/illness (6), near miss (4), and public incidents (7).

Corrective actions

Property damage was mainly to our fleet with repairs co-ordinated by our Fleet Manager. Public incidents were mostly calls regarding the impact of Cyclone Gabrielle, silt, waste, injury/illness, and sprains/strains.

Training for staff

A comprehensive Community Engagement Assessment tool was created for staff representing HBRC at public and community meetings relating to Cyclone Gabrielle.

Training delivered included first aid training (16), H&S one-day 4WD (4), and H&S induction (15).

Staff wellness

Three psychologists were engaged during Cyclone Gabrielle to be on-site at the GECC and HBRC while in Response. Our Employee Assistance Programme services were also promoted. Some teams also engaged support as they progressed into Recovery.

Health checks delivered this quarter included eye checks (7), annual health checks (14), melanoma checks (1), and hepatitis vax (1).

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

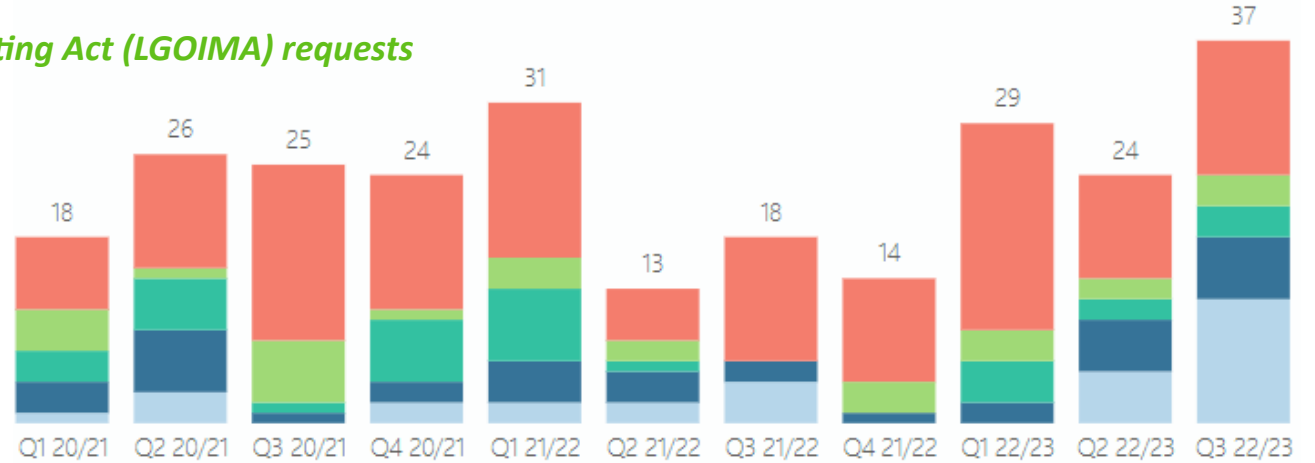
Supporting our staff through Covid-19

Nine staff tested positive during this quarter which required the GECC and HBRC Emergency Operations Centre to implement daily testing to reduce further cases during the cyclone response.

Customer Services

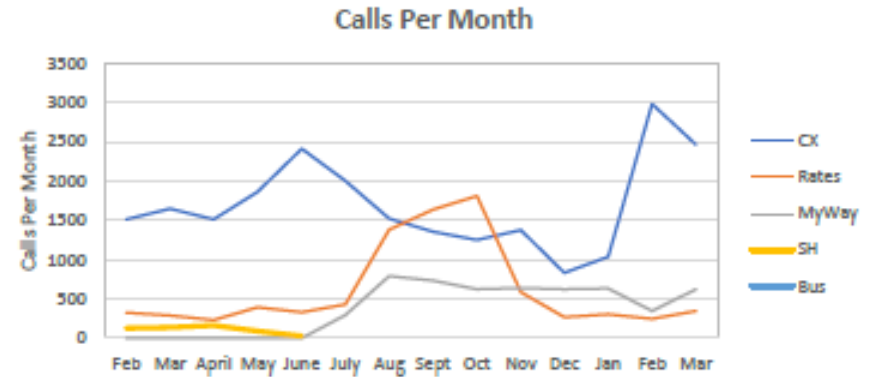
Local Government Official Information and Meeting Act (LGOIMA) requests

Of the 37 LGOIMA requests received this quarter, one was withdrawn, and 8 were not provided with the information requested within the required 20 working day timeframe. Delays in providing information were due to the complexity in requests and impacts on staff resources caused by the Cyclone Gabrielle response.



Customer Experience

The beginning of the quarter saw some pressure on the Customer Experience team due to staff transfers and extended sick leave. These vacancies have now been filled. We handled a large volume of customer queries and complaints regarding the cancellation of bus services. February saw us stand up a Call Centre with increased operating hours to manage the influx of calls generated by Cyclone Gabrielle. Our busiest times saw us receive the equivalent of a weeks calls in one day. We seconded staff from across HBRC who helped with a variety of scenarios (some harrowing). With communications and power being down, we spoke with



Cyclone	4720
Rates	1612
MyWay	1380
Bus Routes	451

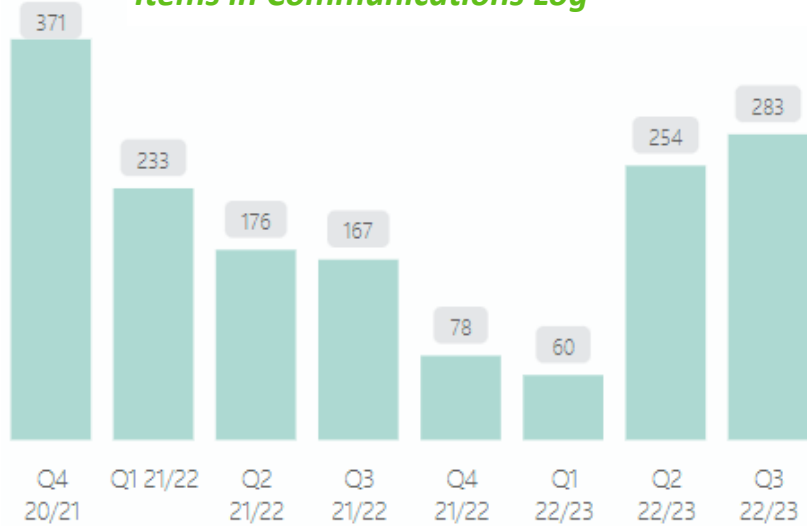
Inbound Calls 9335	Payments 197
Emails 1971	Walk Ins 88
Web 331	Social Media 302

76 % Calls - Phones preferred medium

concerned family members wanting to know whether their whānau were safe. We also handled calls with people needing urgent access to welfare services – medication, emergency power etc. Calls about silt make up one of our key enquiries topics.

Communications and Engagement

Items in Communications Log



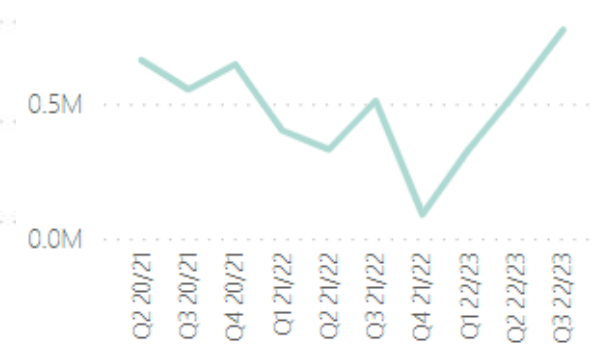
Website

Number of HBRC Website Page Views

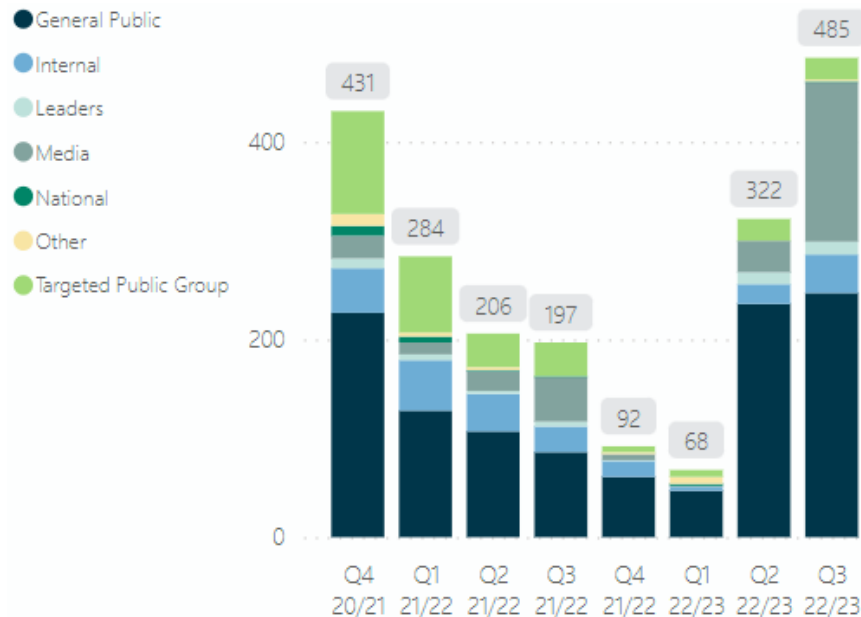


Social Media

Total Reach on Facebook

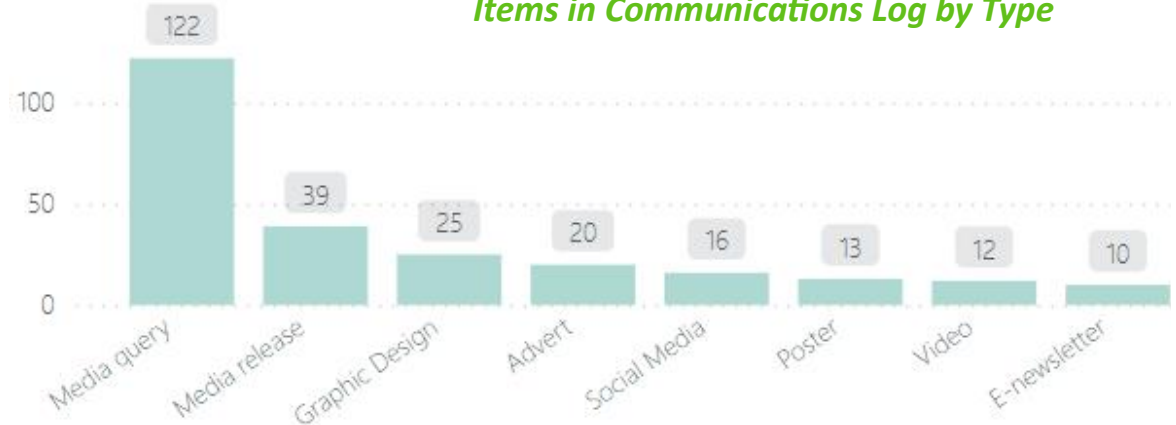


Items in Communications Log by Audience



Cyclone Gabrielle dominated this quarter given the importance of good quality and timely information. The Communications & Engagement team became the HBRC Public Information Management (PIM) team and became a key part of the emergency response. The small team covered shifts between 10 to 16 hours per day, seven days a week.

Items in Communications Log by Type



Corporate Facilities and Fleet

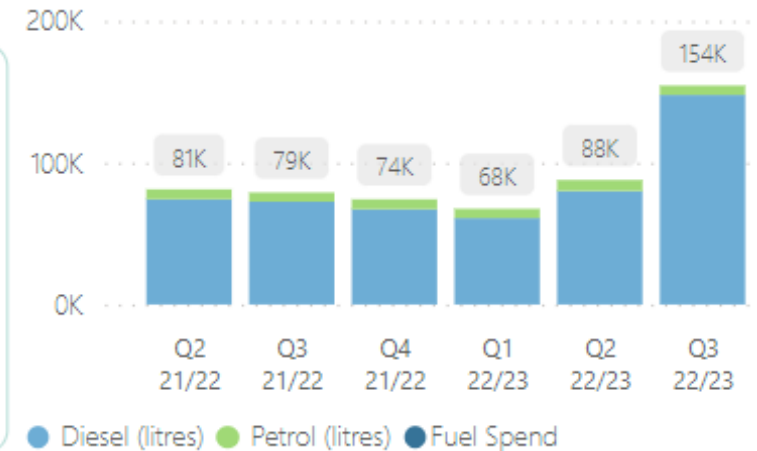
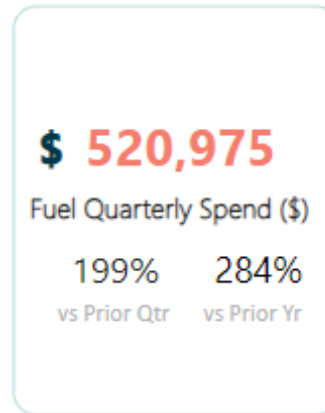
Vehicles



Vehicles and Fleet

HBRC's total fleet of 156 vehicles was an increase of four vehicles from last quarter. The primary reason is the rapid expansion of additional tasks (Recovery and Rapid Rebuild) following on from Cyclone Gabrielle. The need for additional vehicles has meant we have vehicles already replaced this financial year. As the new ones arrived these have been redirected to the Rapid Rebuild and the older vehicle retained.

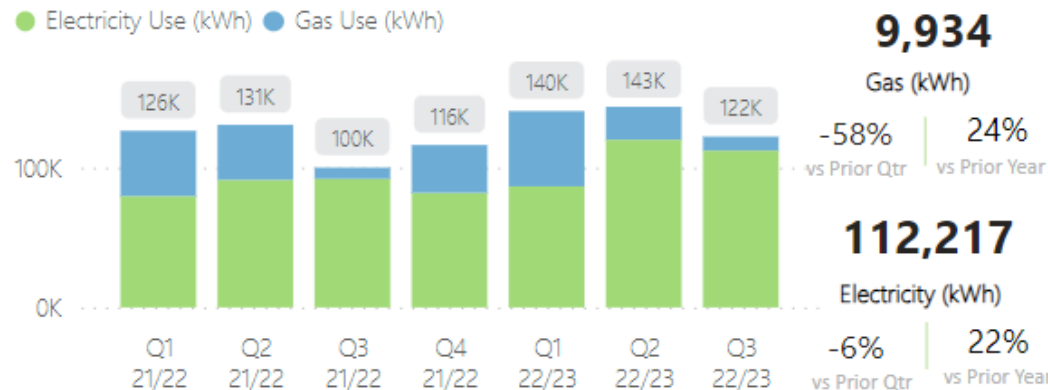
Fuel Use



Fuel

This quarter has seen a substantial increase (almost double) in diesel used. This can be attributed to the increase in kilometres travelled, and the use of multiple generators 24/7 for extended periods during the Cyclone Gabrielle response. The disproportionate cost increase can largely be attributed to the increase in fuel costs due to the effects of the global market and fuel delivery costs from private suppliers during the cyclone response.

Energy Usage



Energy Use

Gas consumption has reduced (seasonal, due to summer months) and electricity has increased this quarter. Electricity has risen largely due to increase in office occupancy and extended operating hours throughout February and March, with staff running split shifts while responding to Cyclone Gabrielle.

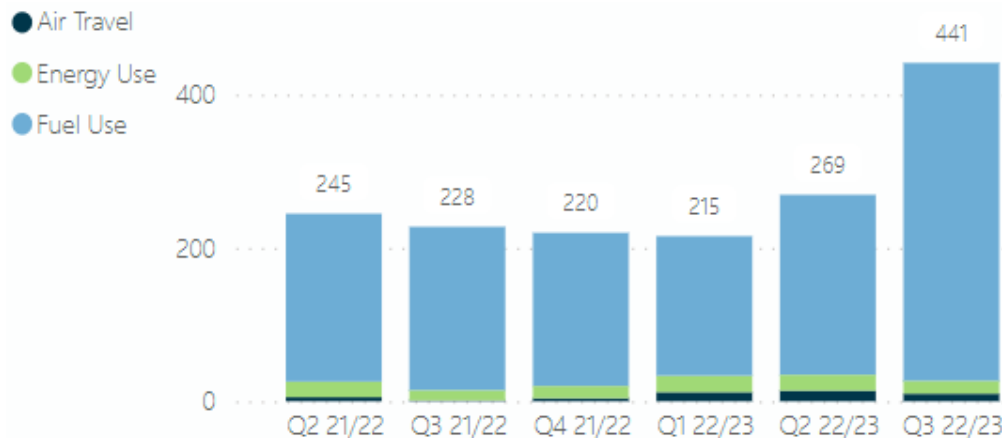
Corporate Carbon Footprint and Air Travel

Air Travel



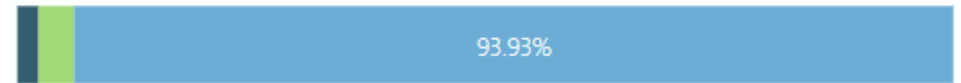
Air Travel
This quarter we have observed a decrease in staff travel requests, primarily for out-of-region conferences and workshops. The increase in air travel in this financial year has highlighted that our policy (which is for staff to consider using video technology attendance as an alternative to air travel where possible) may need reviewing to put controls around how many staff attend the same conference at any one time.

CO₂ Emissions (tonnes)



CO₂ Quarterly Emissions

● Air Travel ● Energy Use ● Fuel Use



Category	CO ₂ Tonnes Emitted	Prior Qtr Change	Year Increase
Fuel Use	414.54	77%	95%
Energy Use	16.81	-19%	26%
Air Travel	10.00	-29%	696%
Total	441.35	64%	94%

Carbon Emissions

Our corporate carbon emissions have trended upwards for a third quarter in a row. Diesel consumption has been the biggest factor this quarter as we responded to Cyclone Gabrielle.

Carbon Credits

At the end of the quarter, our Carbon Holding Account had a total balance of 161,307 NZU, comprising 146,400 NZU post 1989 and 14,907 pre 1990. This puts our overall carbon portfolio value at approximately \$8.71 million, noting this is based on market rates of NZ\$54 as at 31 March 2023 (source: carbonnews.co.nz). The price has dropped 29% from the end of quarter two.

HBRC is 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 outlined 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

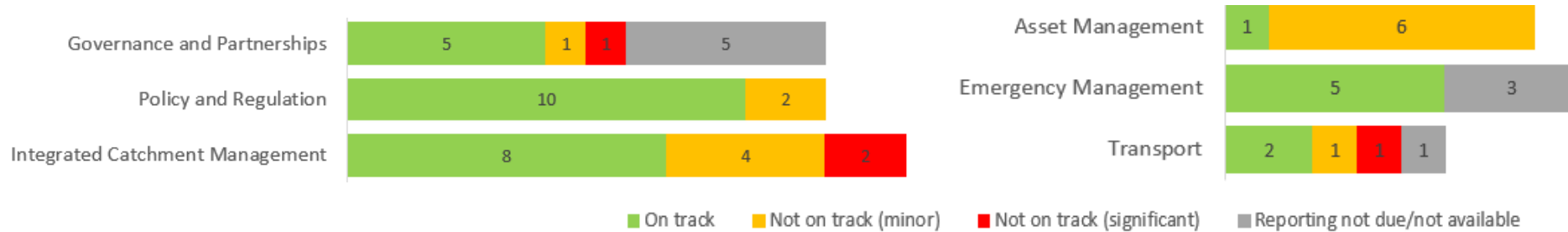
These groups of activities in our long-term plan are made up of 22 activities, 34 levels of service statements, and 58 level of service measures.

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	Achieved		n/a	●	All election activities completed within timeframes including statistics delivered to the Department of Internal Affairs.
Council meetings are conducted in compliance with statutory requirements and Standing Orders	Achieve	Achieved	Achieved	Achieved		n/a	●	We held 4 Regional Council meetings, including 2 Extraordinary meetings, 1 All Governors Forum, and 3 committee meetings.
Percentage of LGOIMA requests responded to within 20 working days	100%	93%	92%	78%		86.7%	●	36 LGOIMA requests were received this quarter and 28 were completed within the timeframes. Delays in providing information were due to the complexity in requests and impacts on staff resources caused by the Cyclone Gabrielle response.
Funding agreements with performance targets and reporting requirements are in place	Achieve	Achieved	Achieved	Achieved		n/a	●	Funding contracts are in place. With the new Regional Economic Development Agency close to being established, planning is underway to transition operations of the Business Hub to the new organisation.
Long Term Plans and Annual Reports receive "unmodified" audit opinions	Achieve	n/a	Achieved	n/a		n/a	●	All current documents have received an unmodified audit opinion.

Level of Service Measures

Governance and Partnerships cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Percentage of tangata whenua representatives "satisfied or very satisfied" with the Treaty-based partnership approach to engagement and decision making	No survey	-	-			-	●	No survey this year.
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	Not measured		Not measured	●	Annual staff engagement-level survey was due to be undertaken in Q3 but now not likely until next financial year.
Annual reporting on mātauranga Māori monitoring and reporting activities	Achieve	n/a	n/a	n/a		n/a	●	Our Kaihautū Pūtaiao Mātauranga Māori specialist recruited in early February 2023 has spent their time in recovery efforts specifically the rapid rebuild of stopbanks along the Tūtaekurī river. Their personal knowledge of the area and connection to Ngā Hapū o Tūtaekurī has expedited repairs of these stopbanks and inadvertently fostered trust with these hapū. Our Kaihautū Pūtaiao Mātauranga Māori specialist provided expertise on the cultural significance of the rebuild sites and enabled our Rapid Rebuild team to uphold the mana of these sites as they were repaired .
Number of early childhood centres and schools participating in the Enviroschools programme	Maintain/ Increase (71)	70	70	71		71	●	One new primary school—Te Pohue school—has joined the programme.
Number of properties utilising the Sustainable Homes programme including Heatsmart per year	Increase (1,056)	271	152	73		496	●	The number of applications are unlikely to reach the target this year largely due to a 50% fall in demand for borrowing in the current financial climate.
Annual reporting to Council on progress made on coordinated programme of actions (climate action)	Achieve	n/a	n/a	n/a		n/a	●	Annual report to Council to be completed by the end of the year. An update to the first meeting of the Climate Action Joint Committee will be provided in May 2023.
Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)	Improve 1217tCO ₂ e	n/a	n/a	n/a		n/a	●	Data is being collated throughout the year in order to produce a timely annual report at year end.

Level of Service Measures

Policy and Regulation

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Compliance with statutory timeframes as set by legislation	Achieve	Achieved	Achieved	On track		n/a	●	TANK and Outstanding Water Bodies (OWB) appeals processes continue post-cyclone (following correspondence with the appellants and interested parties). Regarding OWB, parties have been asked to set a hearings date in late 2023 for those appeal matters where agreement could not be achieved. A revised evidence exchange timetable has been reached with hearings now scheduled on or around 20 Nov 2023. For TANK, HBRC submitted a memo to the Environment Court outlining grouping of appeal points/topics. An extension was provided for parties to respond following the cyclone. Three memoranda have been filed proposing an alternative.
All matters logged in the Statutory Advocacy Register. All submissions to be posted on HBRC website	Achieve	0	3	3		6	●	Three submissions have been made and posted to hbrc.govt.nz , search: #hbrcsubmissions
Percentage of resource consents processed within statutory timeframe in Resource Management Act	100%	100%	100%	100%		100%	●	All timeframes have been met with 190 applications received, and 62 consents issued in Q3. The need for resource consents has been complicated by Cyclone Gabrielle.
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%	92%		92%	●	One further consent allocated for direct surface take. The overall direct take surface water allocation from the Tukituki catchment is 92%. All other areas remain within allocation limits.
Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy	95% high risk 90% other	On track	On track	Off track		n/a	●	73% of the priority 1,2 and 3 resource consents have been monitored for the year. The teams (Urban and Rural) have fallen below expected monitoring targets largely due to Cyclone Gabrielle, the response work, and staff turnover.
Percentage of monitored consents which receive an overall grade of full compliance	90%	n/a	71.6%	89%		89%	●	With a high number of pre-expiry watertake monitoring undertaken, a significant amount of bore security non-compliance has been identified. The Rural team is working with providers to boost the bore security work completed to address this non-compliance. Much of this work was parked after the cyclone and we are optimistic some good results will be made in Q4. The Urban team has increased monitoring of on-site effluent treatment systems improving compliance rates.
Percentage of significant non-compliance (SNC) where action is taken in accordance with HBRC's Enforcement Policy within 6 months	100%	100%	100%	100%		100%	●	Significant non-compliance (SNC) has been identified with 4 resource consents since January 2022. All significant non-compliance consents are being addressed in accordance with the Enforcement Policy.

Level of Service Measures

Policy and Regulation cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Commentary
Maintain a 24-hour/7 day a week duty management/ pollution management response system	Achieve	Achieved	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	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. Over Q3 we received 11 information requests and completed 4 Site Contamination Reports. General enquiries increased following Cyclone Gabrielle and were sent to various members of the Urban & Industrial Compliance team, and are therefore difficult to quantify.
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	Achieved		n/a	●	An in-date and operative Tier 2 Plan exists. There is a Regional On-Scene Commander (ROSC) and alternate ROSC appointed. There are 19 responders trained, with the remaining 1 booked for training in Q2 2023-34.
Maintain a Maritime New Zealand accredited Hazard Identification/Risk Assessment and Safety Management System for the Napier Pilotage Area	Achieve	Achieved	Achieved	Achieved		n/a	●	The HBRC Safety Management System was reviewed late 2022 in conjunction with Napier Port to ensure both documents were consistent. This was carried out after the construction of Wharf 6 (Te Whiti) and the associated dredge programme.
Number of maritime incidents occurring per year reported to Maritime NZ in accordance with regulations	Maintain or decreasing trend	Tracking below rolling average		n/a		n/a	●	A total of 13 incidents were reported to Maritime NZ between 1 July to 31 December 2022. Q3 data will be reported in the Annual Report.

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	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.

Level of Service Measures

Integrated Catchment Management cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	Q1&2 Commentary
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	On track		n/a	●	Data for SOE has been delivered on time and to the relevant standards where possible due. Accessing sites to collect data proved to be a challenge, as did a change in sampling frequency. Data is 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	3 updates		9 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	Achieved		n/a	●	Post-cyclone, the Science team has completed project plans to support disaster impact assessments and supported the development of projects to inform the Environmental Resilience pou of the Environmental Resilience Plan. With Plan changes currently stalled, we continue to work on those projects to support them.
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%	96.1%		96.1%	●	725 FEMP re-submissions, plus 413 Low Intensity submissions have been received. FEMPs are only required in the 17 sub-catchments that form the Tukituki catchment.
Maintain an effective FEMP accredited provider programme with applicants processed to a conclusion within agreed timelines	100% of applicants	100%	100%	100%		100%	●	There are 18 approved FEMP providers for the Tukituki catchment. This is one more than last quarter.
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	175.8ha		611.6ha	●	This total is 68% of our target of 900 hectares for the year. Projects have been delayed or cancelled due to a wet summer and the impacts of Cyclone Gabrielle.
Additional kilometres of waterway protected annually through erosion mitigation works to reduce sediment, nutrient and/or bacterial contamination	60km	9.43km	3.05km	5.72km		18.20km	●	This total is 30.3% 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		n/a	●	Baseline data for the region is on track for the end of this financial year, but this will have since been impacted by Cyclone Gabrielle. 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. Note that post-cyclone imagery of the most flood affected areas is being reviewed to determine the impact of the cyclone on the previously assessed sites.

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	Off track		n/a	●	ISCO sediment sampling has been disrupted due to staff shortages and the loss of some sites during Cyclone Gabrielle. Unfortunately, this means the annual load cannot be calculated. NIWA has reviewed the ISCO network and made some recommendations to make it easier to manage in the long term, and to provide a more continuous rather than event-based record of sediment loads. The plan is to rebuild the network implementing these recommendations in a staged approach (due to cost and resourcing) but that means region-wide estimates of sediment loads is likely to take a few years to realise. Future estimates will be focused on areas where the changes are progressively made.
Annual water use efficiency campaign is delivered	Achieve	Achieved	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. The campaign will be reinitiated in spring 2023.
Number of Ecosystem Prioritisation sites protected per annum	3 new, 7 maintained	n/a	4 new, 8 maintained	4 new, 8 maintained		4 new, 8 maintained	●	Deer fencing, pest plant control, and planting is underway at 4 new Priority Ecosystem sites with a further 5 sites in the process of being finalised. Eight existing sites are receiving maintenance pest control work, including pest plants and feral ungulate control.
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	On track	On track		n/a	●	2022-2023 Operating Plan and 2021-2022 Annual Report were presented to Environment & Integrated Catchments Committee in September 2022. Activities are slightly behind schedule as some staff were supporting our emergency operations centre after Cyclone Gabrielle.
Area of predator control per annum	10,000ha	n/a	14,600ha (Whakatipu Māhia)	14,600ha (Whakatipu Māhia)		14,600ha	●	Cyclone Gabrielle caused significant challenges for the project with roading issues limiting travel between Napier and Māhia. Little operational work has occurred this quarter. Additional resourcing from PF2050 Ltd has meant animal pest contractors will be brought in to help with the mop up and 'proof of absence' work. These contracts are expected to start in June 2023. The project team continue to scope what transitioning the project to an external organisation could look like.

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	Off track		n/a	●	1. Annual maintenance programme has been developed with a contract in place with the Works Group to deliver the programme. Work is behind schedule as a result of cyclone Gabrielle with the focus on immediate recovery and limited access to assets. 2. IRG projects have been put on hold due to focus on stopbank repairs through the Rapid Response team. It is unlikely that the IRG projects will be completed to programme this financial year.
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		n/a	●	Inspections and surveys are being undertaken post-Cyclone Gabrielle. A new Delivery team has been created to undertake repairs on damaged assets. It is expected that the full repair programme will take a number of years to complete. Cyclone Gabrielle flood reviews we've started. Due to the size of the event, it is expected that the review will be completed in 12 months rather than 6 months.
Ecological Management and Enhancement Plans (EMEP) are implemented	Achieved	On track	On track	Off track		n/a	●	EMEPs are being reviewed and implemented where possible. This includes the development of the Heretaunga Plains Rivers Re-vegetation Strategy and improvements to gravel management associated with introduction of the global consents, and Tangata Whenua Gravel Operational Groups for the Tūtaekurī, Ngaruroro, and Tukituki rivers.
Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year	98%	n/a	98%	n/a		n/a	●	Due to a repeater fault during Cyclone Gabrielle a number of sites were off air for approximately 5 days until power was restored but all data has been subsequently retrieved.
Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan	Implementation on track	Underway	Underway	Underway		n/a	●	The Regional Water Assessment has been delayed. The consultant is due to complete their report next quarter, and this along with key recommendations will be presented to the Executive team for prioritisation.
Regional Parks and HBRC trails are maintained as per Council's Asset Management Plan	Achieved	n/a	Achieved	Off track		n/a	●	All parks and parts of the HBRC trails were closed for repairs following Cyclone Gabrielle. Repairs have been completed or are in progress. The maintenance programme was not completed due to wet conditions.
HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans	Achieve	Underway	Underway	Underway		n/a	●	The wet season has led to significant plant pest growth and logging at Tūtira is likely to be delayed until next summer due to the wet ground conditions. On the positive side, it has enabled good establishment of commercial and native plantings.

Level of Service Measures

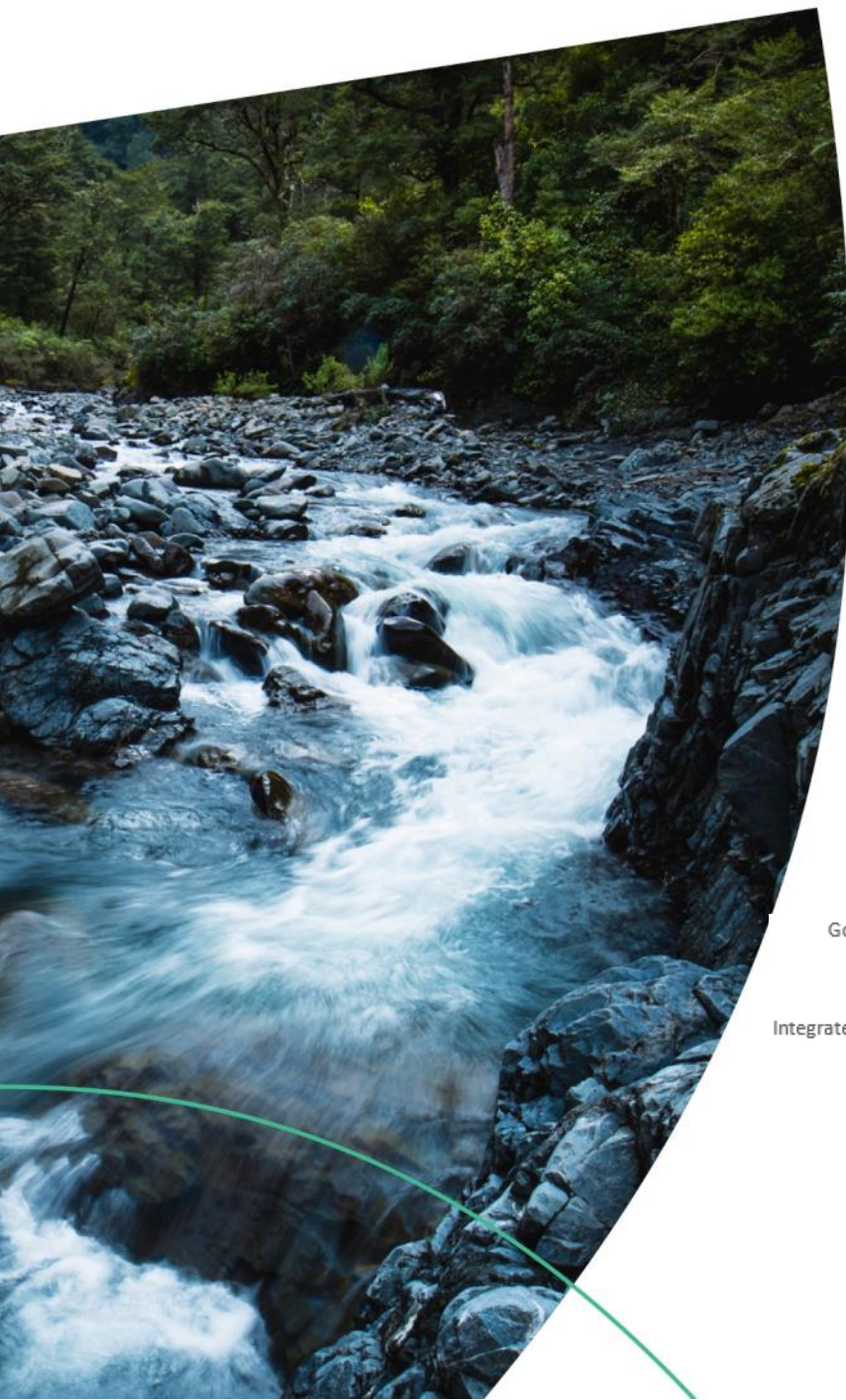
Emergency Management

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 (CEG) and hazard information is publicly available on the Hawke's Bay Hazard Portal	Achieve	On track	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/ . The impacts staff availability post Cyclone Gabrielle will impact on the work in this area moving forward.
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		n/a	●	Survey was planned for 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		n/a	●	No reporting required this quarter. We are still awaiting the release of the Emergency Management Bill which will impact on this work. It is understood the Bill is likely to be introduced in the House before the election.
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	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 May 2023. Following the cyclone response, staff are still committed to closing off outstanding response matters and ensuring the Group is able to respond to further events. It is likely that the work programme will need a significant review.
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		n/a	●	Survey was planned for 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	On track		n/a	●	As the administrative authority for the Hawke's Bay CDEM Group, HBRC has provided support to the Group in accordance with an agreed roles and responsibilities matrix. HBRC has fully supported the Group's recent responses.
Maintain established team, training, procedures including Emergency Operations Centre Manual and Business Continuance Plan	Achieve	On track	On track	On track		n/a	●	This was tested during Cyclone Gabrielle response and any issues will be identified for corrective actions during the review process.

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	Achieved		n/a	●	Review of the RLTP has begun with adoption due in 2024. All plans can be found at hbrc.govt.nz , search: #aboutplans
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		n/a	●	Other than using Census data, we are still aiming to find alternative ways to track this measure.
Incidence of deaths and serious injury crashes in our region (per 100,000 people)	Decreasing trend	Tracking above rolling average		n/a		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. Results for January to June 2023 will be available after year end.
Annual patronage on the Hawke's Bay bus services	Maintain or increasing trend	125,147	110,657	73,397		309,201	●	Cyclone Gabrielle disrupted the goBay service. Between 14 - 28 February, the service did not operate due to road closures, power outages, and driver displacement. From 1 March, goBay resumed suburban services, including MyWay, but did not operate intercity commuter services due to ongoing road closures and extreme congestion.
Percentage of urban households within 400m of a regular bus route	100% Hastings urban area	100%	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

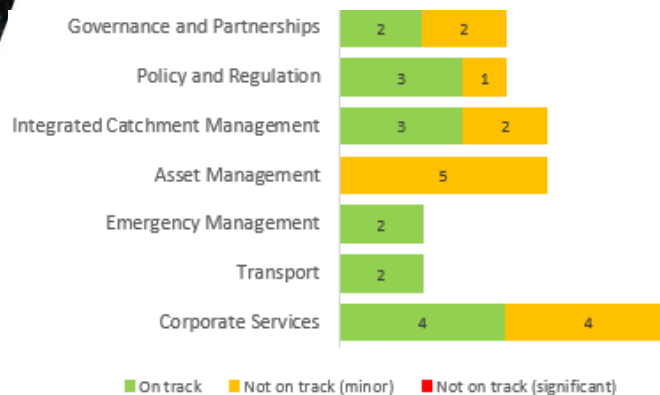
by group of activity

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

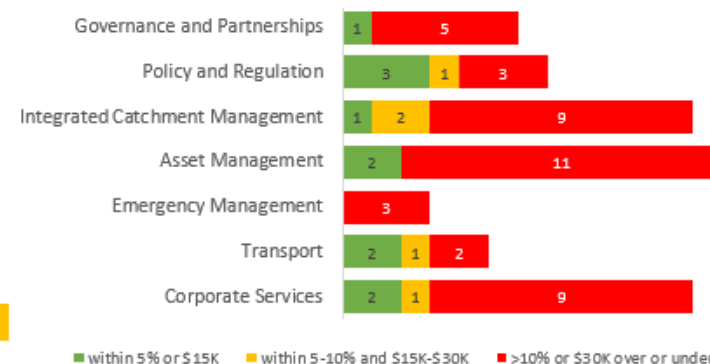
- a summary for both financial and non-financial performance by group of activity (see figures below)
- individual activity reporting within the six groups of activities
- a traffic light reporting approach to show financial and non-financial results.

Performance Summary

Non Financial (by 30 activities)



Financial (by 58 cost and income lines)



Governance and Partnerships

Community Representation and Leadership

Type	Status	Commentary
Non financial	●	The council meeting schedule was upended by Cyclone Gabrielle. Several meetings in February and March were rescheduled to occur in May. In total, there were 4 council meetings, 5 council briefings, 3 committee meetings and 1 All Governors forum. This included, 2 extraordinary council meetings, and 1 extraordinary meeting of the HB CDEM Group Joint Committee in March. In addition, elected members received twice-weekly emergency briefings from HBRC's Incident Management Team. Of the 37 LGOIMA requests received (compared to 24 last quarter), 8 were not provided with the information within 20 days. Delays were due to the complexity in requests and impacts on staff resources caused by the Cyclone Gabrielle response.
Operating expenditure	●	The operating budget was underspent by 26%, or nearly \$250k, largely due to unspent contingency funding and less so the reduced number of meetings held in the immediate aftermath of the Cyclone. It is expected to be fully spent by year end.

Tangata Whenua Partnerships

Type	Status	Commentary
Non financial	●	Council has maintained active relationships with tangata whenua, formally through the Regional Planning Committee (9 appointees) and the Māori Committee (12 representatives). This quarter, the meeting schedule was disrupted by Cyclone Gabrielle with only one meeting of the Māori Committee and one All Governors forum. All others were cancelled and/or rescheduled. Tangata whenua have voting rights on other committees of HBRC.
Operating expenditure	●	Operating expenditure was underspent by 54% (\$248.8k) due to fewer meetings and associated meeting costs over the quarter.

Regional Development

Type	Status	Commentary
Non financial	●	The Board for the new Regional Economic Development Agency (REDA) met for the first time in January. Since the Cyclone, they have proactively worked with the HB Regional Recovery Agency to sharpen regional priorities and associated REDA focus areas of activities, which have been confirmed with Matariki Governance Group. The shareholding parties are now ready to move forward with incorporating the organisation, which will proceed over the next two months. Operations of the Business Hub can then be transferred. The draft funding agreement and associated KPIs have been developed and will be discussed with councils.
Operating expenditure	●	The operating budget is overspent by 27% (\$402k). REDA finances are held by HBRC. Forecasted financial year-end budgets have been discussed with the other councils and will come in under funding limits at year end.

Governance and Partnerships contd

Community Sustainability

Type	Status	Commentary
Non financial	●	HBRC promotes sustainability using incentives, education, advocacy, and leadership. 73 applications to Sustainable Homes (including Heatsmart), compared to 152 in Q2. The drop is likely due to interest rates, cost of living, and new funding options. The cumulative year to date total is 496 homes totalling \$2.9M expenditure. Te Pohue School joined our Enviroschools programme bringing the total to 71 schools and early childhood centres. Our planned Youth Climate Action camp in Rissington was cancelled due to the cyclone, however the HB Secondary Schools Environment Challenge is underway. Highlights this quarter include the Emissions Reduction Programme hosting 2 practitioner group workshops and meeting with the Climate Change Commission to provide feedback on their advice to Government on the national Emissions Reduction Plan. Focus for corporate sustainability was completion of the 2021-22 HBRC carbon footprint report.
Operating expenditure	●	Underspent by 11% for the combined activity spread across corporate sustainability \$37k; Sustainable Homes \$80k; Climate Action \$70k.
Capital expenditure	●	Underspent by \$1.58M in the Sustainable Homes Programme due to lower than expected applications.
Other revenue	●	Other income is over budget by \$156k, largely around Sustainable Homes interest income.

Policy and Regulation

Policy Planning

Type	Status	Commentary
Non financial	●	Due to Cyclone Gabrielle much of the Policy and Planning work was disrupted with staff deployed to the immediate emergency response and then to recovery and environmental resilience planning. That being said the statutory processes of submissions and appeals continued and not resulted in any delays or non-performance.
Operating expenditure	●	Underspent by 48% (\$1.32M). During this quarter there was not a lot of financial expenditure from the Policy budgets as a consequence of the Kotahi work programme and the intention of working at pace being paused while team efforts focused on response and recovery.

Policy and Regulation contd

Consents

Type	Status	Commentary
Non financial	●	Consents continued to be processed and timelines have been met but Cyclone Gabrielle caused a change of focus. More time has been spent determining provisions and providing advice for people wishing to carry out emergency and repair works. Consents may or may not follow these works.
Operating expenditure	●	The budget is overspent by 26% (\$337k) and over-recovered for the year to date by 19% (\$254k).
Other revenue	●	Overspent amount is attributable to experts and costs associated with hearings. These costs are recoverable from the applicants.

Compliance and Pollution Response

Type	Status	Commentary
Non financial	●	Cyclone Gabrielle had a huge impact on the entire Compliance team both operationally and on staff. The monitoring of consents more or less ceased from mid-February through to most of March as staff were redeployed. The Pollution Response team's workload increased dealing with cyclone related activities and non-compliance. Turnover of staff continues - 3 senior compliance officers, senior investigator, and an officer resigned. We have appointed a Senior Compliance Officer, Compliance Officer, and a Regulatory Compliance Officer starting in April.
Operating expenditure	●	The time taken to fill vacant position has led to an underspend in the budget by 36% (\$819k).
Other revenue	●	Due to the cyclone there was no compliance monitoring charges recovered or monitoring work carried out meaning revenue was down 7% (\$56K). This decrease is likely to carry through into the next quarter.

Maritime Safety

Type	Status	Commentary
Non financial	●	In the aftermath of Cyclone Gabrielle the Harbourmaster team was heavily involved in checking the depths of available water in the approach channels for any areas which may be affected by silt. These were identified and a dredge commissioned by Napier Port was brought in to carry out the necessary work. We also checked the locations of all the necessary navigation aids, which were on site and which had moved. Navigation warnings were issued about the same and the Port operated under daylight hours for some days. The amount of debris (slash) was also more than we have ever seen, which led to an even more cautious approach. At the same time, Napier City Council was instructed to have the Inner Harbour (for which they have responsibility) depth checked and any remedial dredging carried out.
Operating expenditure	●	All budgets remain on track.
Other revenue	●	All budgets remain on track.

Integrated Catchment Management

Environmental Information

Type	Status	Commentary
Non financial	●	The Environmental Information team had a busy quarter, visiting and repairing sites with limited access on quite a few occasions. Data was collected and processed largely on time and some cyclone data is beginning to be collected and collated, adding to busy workloads. The team has a couple of vacancies and has requested extra staff to undertake the increased sampling being asked for due to the cyclone.
Operating expenditure	●	
Capital expenditure	●	Budget is where it should be for this time of year but will have some unders and overs as we near year end as we try to train staff and deliver top class data.
Other revenue	●	

Environmental Science

Type	Status	Commentary
Non financial	●	The Environmental Science team has responded to the challenges of Cyclone Gabrielle with the development of a post-Cyclone monitoring plan that aims to provide important information to the organisation to support recovery. The science programmes promote the ability to be agile in this space and respond to needs and demands such as emerging issues, policy direction and natural perturbations. This is an extremely important ability for the section and we have been able to respond accordingly while meeting our commitments.
Operating expenditure	●	Underspent by 37% (\$1.22M). The Environmental Science section will be largely on budget at year end with carryforwards identified in contracted projects that have had delays due to the cyclone.
Capital expenditure	●	Underspent by \$130k.
Other revenue	●	Other revenue is slightly under budget by 12%.

Integrated Catchment Management contd

Catchment Management

Type	Status	Commentary
Non financial	●	Delays for this activity is largely due to the wet summer and the cyclone. Impacts include reduced growth rate and grade of poles, nursery infrastructure damage, reduced farmer engagement and focus, contractor availability, site access issues and the postponement of the 2023 East Coast Farming Expo. Teams continued with pole allocation and sourcing from external suppliers. Despite the nursery damage, the pole crop withstood the flood inundation and is now being harvested with assistance from RSE labour. Future focus is on scaling up and aligning farmer needs with different capacities and agencies. Whakaki FIF completed 3km of fencing and 15 environmental enhancement projects established region wide. Land for Life is prioritising developing financial modelling, business case and scaling up post-cyclone, with 15 plans in different stages of development. The Erosion Control Scheme has treated 68% of 900ha of land and protected 30% of 60km waterways to date.
Operating expenditure	●	Underspent by 42% (\$3M). Cyclone Gabrielle has impacted our ability to spend this quarter's budget.
Capital expenditure	●	Underspent by 65% (\$281k). This is still likely to be underspent at year end.
Other revenue	●	Other income is down 35% (\$648k) due to the ongoing delay in MFE funding for environmental protection and enhancements.

Biosecurity and Biodiversity

Type	Status	Commentary
Non financial	●	The cyclone impacted at different levels, causing delays or changes in workstreams across the region. In total, 21 Priority Ecosystem Sites are being developed or undergoing maintenance, and 102ha planted through 1Billion Trees this season. Wetland monitoring is halfway with 5 monitored to date. Pest plant focused on privet, Old Man's Beard, Chilean Needle grass, Woolly Nightshade, and wilding conifers control co-funded by MPI. Pest animal focused on possum control in urban areas, and in northern HB with DOC where funding was received for this work. Aerial rook control used new technology to target rookeries. Rats were a focus for public enquiries. eDNA sampling showed new marine pest to HB but physical surveys showed no presence. Marine High Risk Site Surveillance due soon after development with NIWA/MPI. No new biocontrols this quarter but a process to liaise with iwi groups about biocontrol has started.
Operating expenditure	●	Underspent by 20% (\$691k). For biodiversity, this quarter's budget is typically allocated to site preparation, and we spend most of the budget in the final quarter, which is planting season. Regarding biosecurity, we are on track to spend the budget and deliver our work programmes up to the end of the year. For biosecurity, we are on track to spend the budget and deliver our work programmes up to the end of the year.
Other revenue	●	Over budget by 33% (\$183k) 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	●	Post Cyclone Gabrielle, the Catchment Policy Implementation team evolved into a Rural Recovery Team. Discussions continue as to the process and timing for transitioning FEMPs into Fresh Water Farm Plans. Catchment Group engagement and alignment to Rural Community Hubs were established in the aftermath of Cyclone Gabrielle and is one of the two foundations in developing a Rural Recovery Strategy. These foundations will continue to deliver on key objectives and priorities from Catchment Policy Implementation.
Operating expenditure	●	Operating expenditure is underspent by 16% (\$104k) due to delays in recruitment of catchment advisors to support catchment groups and delays caused through the impact of Cyclone Gabrielle. Projects and activities are expected to correct before the end of the financial year.

Asset Management

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

Type	Status	Commentary
Non financial	●	This activity is managed by Scheme managers in the Operations team. Maintenance work was carried out as per contract. Continuing delays were due to wet conditions and significant interruption due for assessment and repairs following Cyclone Gabrielle. Staff have been involved in priority cyclone response. Work continues on the Strategic Enterprise Asset Management system continues its development, and is expected to improve efficiency and reporting. Focus for this ICT is on asset mapping and information as part of the implementation.
Operating expenditure	●	Underspent by 21% (\$1.15M) due to delays in maintenance contract with some work not able to be completed.
Capital expenditure	●	Underspent by 65% (\$9.6M) 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 delayed payments for IRG funding for flood protection works. This work has been delayed due to wet weather events and payments are made relating to completed work.

Asset Management contd

Flood Risk Assessment and Warning

Type	Status	Commentary
Non financial	●	The Wairoa Flood Forecasting system has performed well. Work continues to progress 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. Cyclone Gabrielle impacted the activity and diverted staff time away from this work. Due to a repeater fault during Cyclone Gabrielle a number of sites were off air for approximately five days until power was restored but all data has been subsequently retrieved.
Operating expenditure	●	Operating expenditure is on track.
Capital expenditure	●	Capital expenditure for Flood Forecasting system was not incurred, as the system is being created using staff time instead of using consultants. It is underspent by 63% (\$85k).

Open Spaces

Type	Status	Commentary
Non financial	●	Staff who work in Open Spaces are across both the Operations and Regional Assets team. All parks were closed for assessment and repairs following Cyclone Gabrielle. Staff were involved in priority cyclone response. Repairs were undertaken and parks re-opened where possible. Regional parks Waipatiki, Tūtira, Whittle, and Hawea are yet to open. Our forestry work slowed due to the cyclone and resignation of our Forestry Officer. Our Hawke's Bay Trails Great Ride network sustained damage from recent weather events. Around 70% of trails currently open and undergoing urgent repair with 30% (58km) severely damaged and closed. Open sections that require \$300k of repairs, are the focus of an application for the MBIE Managing Great Rides (MGR) fund.
Operating expenditure	●	Underspent by 17% (\$246k). This is generally underspent due to work not completed due to wet seasonal conditions and cyclone response.
Capital	●	Underspent by 73% (\$1.14M). This is generally underspent due to work not completed due to wet seasonal conditions and cyclone response.
Other revenue	●	Revenue is down 83% (\$657k) largely due to a delay in harvesting of our forests.

Asset Management contd

Coastal Hazards

Type	Status	Commentary
Non financial	●	Parts of this activity were delayed due to the current focus on the Cyclone Gabrielle response and absence of internal resources. These delays have limited the progress of the Coastal Strategy and the Coastal Processes work. Additional renourishment work is required at Westshore before the end of the year. With the return of some staff, there is an increased focus to reactivate coastal processes work in Q4.
Operating expenditure	●	Operating budget is underspent by 43% (\$400k) and other income is under budget by 83% (\$628k). Delays due to the absence of staff and Cyclone Gabrielle indicate that the budget will not be spent this year. Focus for the Q4 is to reactivate some of the delayed projects and request carry forwards for next year.
Capital expenditure	●	
Other revenue	●	Over budget by 83% (\$628k) due to advanced receipting of revenue from other councils' contributions associated with the Clifton to Tangoio Coastal Strategy.

Regional Water Security

Type	Status	Commentary
Non financial	●	<p>Regional Water Assessment final report (including a summary version) was due to be tabled with councillors in March but has been delayed until June due to Cyclone Gabrielle events. The water demand assessment has also been delayed. A report and key recommendations will be tabled in July. This will complete this co-funded project with Kānoa.</p> <p>The Heretaunga Water Storage project is planning the targeted advanced pre-feasibility investigations assessing an alternative dam alignment at the preferred dam site in Whanawhana. A technical peer review will be commissioned leading to the completion of the prefeasibility package of work in July/August.</p> <p>The Central Hawke's Bay (CHB) Managed Aquifer Recharge Pilot has been delayed throughout the consent process in this first quarter with both the Auckland floods in January and then Cyclone Gabrielle. Consent conditions are currently being reviewed with mana whenua and technical subject matter experts. A consent decision is anticipated in June.</p>
Operating expenditure	●	Carry forward of unspent budgets due to time delays for the Regional Water Assessment and CHB Managed Aquifer Recharge Pilot projects. The Heretaunga Water Storage project will not have sufficient budget to progress the feasibility phase later in 2024 without additional funding approved. A submission into the Regional Resilience Plan is proposed.
Capital expenditure	●	

Emergency Management

Hawke's Bay CDEM Group

Type	Status	Commentary
Non financial	●	The Cyclone Gabrielle response and the post-response work has been challenging. Despite this, progress was made prior to the cyclone in terms of implementing the corrective actions from the Covid-19 and November 2020 Napier Floods. Some of this was evident and contributed to the cyclone response which was at a much larger and complex scale than any other events the Group has had to respond to in the past.
Operating expenditure	●	Expenses as a result of Cyclone Gabrielle are being processed by the HBRC finance team are in excess of was budgeted for this financial year.
Other revenue	●	

HBRC Emergency Management

Type	Status	Commentary
Non financial	●	During Cyclone Gabrielle, initial response through to start of recovery, HBRC staff formed part of the 1000+ team of people working with our team of 12 Civil Defence staff on what was the most complex and large-scale responses ever mounted in Hawke's Bay. At HBRC, an Emergency Operation Centre was established and focused on support in the region.
Operating expenditure	●	Expenses as a result of Cyclone Gabrielle are being processed by the HBRC finance team are in excess of was budgeted for this financial year.

Transport

Transport Planning and Road Safety

Type	Status	Commentary
Non financial	●	Following the Section 17(a) review of the Road Safety function a new strategic direction and framework has been developed in line with the Section 17(a) recommendation. Officers have been working collaboratively with key stakeholders to develop the RoadSafe Hawkes Bay strategy for each council. Accompanying this, RoadSafe Hawkes Bay is going through a rebrand process.
Operating expenditure	●	Underspent by 33% (\$150k). A significant programme of advertising and education is planned for later in the calendar year. This will likely use the available budget.
Other revenue	●	Under budget by 30% (\$99k) due to entitled funding yet to be claimed.

Passenger Transport

Type	Status	Commentary
Non financial	●	<p>Cyclone Gabrielle substantially disrupted goBay services. Between 14 and 28 February, the service did not operate due to road closures, power outages, and driver displacement. The Napier and Hastings via Clive service resumed 27 March. HBRC staff were deployed to emergency response immediately following the cyclone and subsequently the work programme was disrupted. Bus routes have been significantly impacted as roads and bridges failed and are still under repair. Congestion on the expressway, driver shortage, and road closures has resulted in routes being paused and altered.</p> <p>MyWay continues to perform well. The Hastings trial has met its successful ridership targets, however we can see that the service vulnerable to driver shortages and struggles to meet demand during peak time.</p> <p>The number of Total Mobility trips rose because of the increased subsidy to users and resulted in a significant increase in March, likely also due to the reduction in intercity bus services.</p>
Operating expenditure	●	The operating budget is running slightly over by 9%.
Capital expenditure	●	On track.
Other revenue	●	Over budgeted income by 28%. Revenue is higher than budgeted due to the 27% indexation in actuals but not included in the budget because it was an unknown at the time.

Corporate Services

Strategy & Governance

Type	Status	Commentary
Non financial	●	Most of the Strategy and Governance team were deployed to help with the regional response for six weeks following the cyclone event. A number of planned Council and Committees meetings were cancelled in this quarter, however there were 4 meetings of Council, including 2 extraordinary meetings, 5 council briefing sessions, 1 All Governors forum and 3 committee meetings. There were 37 LGOIMA requests (vs 24 last quarter). Our senior project manager was seconded to the Regional Recovery Programme and a vacancy in our Governance team has been filled. Highlights included the Q2 2022-23 Organisational Performance Report and progression with the Annual Plan 2023-2024.
Operating expenditure	●	This budget was underspent by 24%. This was largely due to a timing issue with budgeted consultancy costs for the Long Term and Annual plans, 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	●	Several ICT staff supported Auckland Council during the Anniversary Weekend floods, and then the entire team were deployed in Cyclone Gabrielle response roles. Further work commenced in March to organise, cleanse, and secure information collected during the cyclone response. As we moved into recovery, processes were design for new activities, such as silt collection, rapid design and deployment of technology solutions to support recovery work, such as asset inspection tool, analysis and reporting for recovery activities. A network and technology infrastructure for regional recovery agency was established. A significant milestone in this quarter was the public sharing of the Regional LiDAR 2020 dataset. Other tasks completed by the ICT teams were mostly on track with workplans.
Operating expenditure	●	Underspent by 18% (\$1.06M). 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 50% (\$741k). The majority of the underspends across ICT workstreams are due to the phasing of costs throughout the year.

Communications and Engagement

Type	Status	Commentary
Non financial	●	The Communication and Engagement team had a challenging quarter. Two key team members resigned for new opportunities. The cyclone, and ensuing emergency response and recovery, has exponentially increased workload of the whole team. During the period mid-to-late February team members were covering the Public Information Management function for 10-16 hours per day, 7 days per week from the Dalton Street office. Since that time there has been a large increase in media and LGOIMA requests. The already thin-on-the-ground, the team has employed a series of contractors to cover shortfalls.
Operating expenditure	●	The operating budget is on track.

Corporate Services contd

People and Capability

Type	Status	Commentary
Non financial	●	The team's focus continues to be recruiting to keep pace with additional demand brought about by Cyclone Gabrielle. Turnover has decreased again this quarter, although still high at 21.5%. Attraction and retention strategies continue to a priority. We introduced a new university student summer programme, with 11 students participating. The programme included a student group induction, social events, and exit interview process. Under development is an HBRC Alumni link to our website where we can keep our former employees up to date with current vacancies and activities. Cyclone Gabrielle affected the team's priorities, for example, the HSW team spent most of this quarter working at the Group Emergency Coordination Centre as well as in our HBRC response team.
Operating expenditure	●	Overspent by 12% (\$146k). This continues to be largely related to HSW 'required' training and recruitment costs, both affected by high turnover. Required training includes all new staff who drive vehicles must have driver training. Recruitment advertising costs continue to grow with high turnover plus additional roles to cover recovery work in relation to the Cyclone.

Māori Partnerships

Type	Status	Commentary
Non financial	●	Our Māori Partnerships team was inundated with mahi in the response and recovery of Cyclone Gabrielle. Our three relationship managers (north, central, and southern Hawke's Bay) and cultural development advisor were heavily involved in all aspects of the response and recovery. Our Kaihautū Pūtaiao Mātauranga Māori specialist spent time specifically on the rapid rebuild of stopbanks along the Tūtaekurī river using personal knowledge of the area and connection to Ngā Hapū o Tūtaekurī has expedited repairs of these stopbanks and inadvertently fostered trust with these hapū. As such, our regular mahi as been on pause to focus efforts where needed.
Operating expenditure	●	Operating expenditure is underspent by 23% (\$102k). This is largely due to vacancies in the team over the year that have now been filled. We are on track to come in under budget with the only expenses remaining being staffing costs.

Risk, Quality and Assurance (RQA)

Type	Status	Commentary
Non financial	●	The RQA team was deployed to help at GECC and HBRC EOC during this quarter. Deliverables not reflected in the workplans included review of the Enterprise Risk Report template. Next targeted areas for risk maturity will likely include the review of HBRC's current risk management policy and framework. Specifically, consideration is on whether to proceed with disaggregation of risk through group manager risk profiles and risk champions, critical control/mitigation, integrated incident identification and management, compliance management (obligations register), risk reporting including high-level KRIs, oversight of post-cyclone reviews through the internal assurance framework. Quality management system milestones remain 'on-track'.
Operating expenditure	●	Underspent 50% (\$153k). This is largely due to three factors: FTE for information management officer was moved from Risk to ICT with the budget staying in RQA, some contracting spend was deferred, and some internal audit budget has been held back to undertake a mid-year review.

Corporate Services contd

Corporate Support

Type	Status	Commentary
Non financial	●	The Customer Experience (CX) team held several vacancies so there has been a focus on recruitment and upskilling of staff. In February, we expanded our contact centre staffing and operating hours to respond to public enquiries generated by Cyclone Gabrielle. Call volume topped that of highest volume received through the months that rates are collected. Throughout March, processes were fine-tuned for a faster turnaround time when responding to customers, particularly silt collection requests. New CX technology implemented last year withstood the pressure and meant we were able to work from site or remotely manage call flow as required. The Corporate Assets team took a lead role in the HBRC Logistics function through the response, supporting HBRC with business needs to maintain continuity, such as diesel, fleet, procurement goods and services. Alterations to the Dalton St facility came to a standstill, with most staff and contractors prioritising the cyclone response. The new open plan office environment on the ground floor lent itself well to the HBRC response keeping staff connected, and enabling direct information sharing and collaboration.
Operating expenditure	●	Overspent by 8% (\$190k), largely due to staff turnover and our need to rely on temp agencies to cover workload.
Capital expenditure	●	Underspent by 28% (\$715k), largely due to our fleet. Even as part of the All of Government vehicle contract, purchase prices have increased and delivery times continue to be long.
Other revenue	●	Other revenue is back on track despite fleet vehicles earmarked for sale being retained to provide flexibility and to get staff out on the ground assisting the community during the cyclone.

Finance, Treasury, and Procurement

Type	Status	Commentary
Non financial	●	The Finance team experienced a significant increase in workload following the cyclone. We have been involved in additional work to manage NEMA and insurance claims, administer the HB Disaster Relief Fund, work on agreements and budgets for additional government funding for the region, and administration for the Hawke's Bay Regional Recovery Agency, and monitor the total spend of Council in relation to the event. Also this quarter we have continued work on the Annual Plan, started the 2023/24 rate setting process, prepared for the Annual Report and Long Term Plan, and started on step two of the Revenue and Financing Policy review. This is alongside the normal BAU and the Synergy project to extract the best out of our TechOne financial system. The additional workload is starting to be mitigated by the introduction of additional staff funded from various cyclone recovery sources.
Operating expenditure	●	Direct costs in finance (staffing and external) are over budget year by 10% to date due to the additional staff and resources brought in to cover additional workloads following the cyclone. These costs will be covered by additional funding, although there may be a timing difference.
Other revenue	●	Other income is 23% (\$3.5M) behind budget due to a phasing inaccuracy in leasehold income and decreased valuation of investments at the start of the year. Leasehold revenue will be on budget by year end and the unrealised losses on investments have been reducing in recent months.

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 staff count (previous end of quarter staff + current end of quarter staff 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.

