



# Organisational Performance Report

QUARTER 4: 1 April to 30 June 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 fourth quarterly report for the 2022-2023 financial year and covers the period of 1 April to 30 June 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 last report for year two of our Long Term Plan 2021-2031.**

The focus for the Regional Council this quarter remained on Cyclone Gabrielle response and recovery work. The cyclone has had a significant impact on our levels of service (see graphics below) and budgets across the organisation.

This Executive Summary highlights some of the key work not covered in our performance measures as we changed the way we work to attempt to deal with the impact the cyclone has had. This includes how our staff out in the field are working to mitigate risk for communities and also the essential work being done behind the scenes.

...continued over

## *Levels of Service Measures - Summary*

33

Achieved end of year target

21

Did not achieve end of year target

4

Not measured or not due for reporting this year

## Out in the field

### Rapid repair of stopbanks

HBRC staff, helped by local contractors, local and out-of-town consultants, and staff from Environment Canterbury and Environment Southland, focused on making permanent repairs to the breached stopbanks, after initially constructing temporary flood protection.

Rapid repairs of around five kilometres of stopbank breaches on the Ngaruroro and Tūtaekurī rivers were completed in early June. Central Hawke's Bay stopbank breaches on the Tukituki and Waipawa rivers were nearly finished with teams working closely with Central Hawke's Bay District Council. We have also been managing significant gravel extraction from rivers and streams across the Central Hawke's Bay district as part of ongoing river management. Three sites that were initially on hold waiting for technical review are now nearing completion.

### Cleaning up

As a region we have collectively faced tough decisions about how to deal with cyclone and flood waste. In May 2023, we put an exception in place for flood damaged properties within airsheds to responsibly burn waste over winter. A temporary law change came into effect on 5 July 2023 to enable rural landowners to burn cyclone and flood waste on commercial-scale horticultural and agricultural properties not located in the Hastings or Napier airsheds. A fire management plan must be submitted to the Regional Council.

Also in May, Hawke's Bay secured \$133.2 million from central government for removing sediment and debris - \$70.6 million of that was spread across the region's five councils and \$62.6 million was ringfenced for commercial entities. The Regional Council is administering the commercial fund which opened on 7 June 2023 to help commercial entities (including growers and farmers) to

recover some of the costs of cleaning up sediment and debris on their land as a result of the cyclone.

The Silt Recovery Taskforce was established to help locals clean up their homes and properties. It is a joint initiative between the Regional Council and Hastings District Council. The taskforce set up systems to manage silt, debris, and waste to keep as much as possible away from the landfill.

This has been and continues to be a massive job. Taskforce crews, made up of mainly local contractors, were shifting hundreds of truckloads of silt a day. As of 7 July 2023, approximately 470,000 cubic metres of silt had been collected with 23 contractors removing silt, seven contractors managing sites, and four contractors collecting/processing wood. In Wairoa, a project manager was appointed to deal with the huge amount of debris around the district, and particularly along the coast.

### Official Civil Defence response ends

The Hawke's Bay Civil Defence Emergency Management Group ended its official response in early May after activating on 10 February in preparation for Cyclone Gabrielle.

More than 1000 people worked with our team in the official response, either at the Group Emergency Coordination Centre (in Hastings), the Regional Distribution Centre (set up at the Hawke's Bay Showgrounds), or at Bridge Pa Aerodrome. Most of these people were deployed from outside of Hawke's Bay. We also had people come from overseas to help.

### Supporting the rural recovery

Staff reoriented their planned work and redeployed many staff to support our rural community. The Rural Recovery team continue to support farmers and growers to understand their needs so they can connect them to appropriate services, assist with individual farm recovery planning, and partner them with appropriate Regional Council programmes.

## Behind the scenes

### Providing technical assessment for land categorisation

We have staff undertaking flood hazard modelling and providing technical assessments to support decision making on land use categorisation and affordable options for flood protection.

Land categorisation community meetings and drop-in sessions started in mid-June. Further technical analysis and assessment has resulted in re-categorisation of many properties.

Another critical role for staff has been negotiating for additional funding for the region and the land categorisation flood mitigation cost sharing agreement with the Government.

### Supporting the Regional Recovery Agency

We continue to provide support to the Hawke's Bay Regional Recovery Agency (RRA). Central government, with the support of other councils, and the Matariki Governance Group, requested that HBRC manage and administer the Regional Recovery Agency for now as it can provide the required services and has regional jurisdiction. The RRA is not currently a registered entity and has no bank account, or ability to execute any agreement with any stakeholders such as the Government for funding agreements. Importantly, doing this means recovery work can continue while other arrangements for the Regional Recovery Agency are explored.

### Environmental resilience planning

We submitted the first edition of our Environmental Resilience Plan to the Regional Recovery Agency on 28 April 2023. This Plan along with Locality Plans for the district and city councils and some community and iwi groups, fed into the Regional Recovery Plan and Action Plan.

### Managing the Regional Disaster Relief Trust

We continued to manage the Hawke's Bay Disaster Relief Trust on behalf of the region's councils. The Disaster Relief Trust was closed on 21 July 2023 and paid out nearly \$6.5 million to 4,630 applicants, plus \$2.3 million to local councils for grants to be paid to owners of yellow and red-stickered properties.

### Preparing cost recovery claims

Additional staff have been employed to assist our Finance team in the substantial job of preparing NEMA (National Emergency Management Agency) and insurance claims to recover costs incurred through both the Regional Council response and the Hawke's Bay Civil Defence Emergency Management Group (CDEM) response. The Regional Council administers CDEM on behalf of the region's councils.

CDEM welfare costs to the year-end are \$8.5 million. Staff have identified \$6 million is recoverable. NEMA has to date paid the Regional Council \$4 million for welfare claims with a further \$2 million with NEMA for review. The majority of the \$2 million claim is for helicopter operator invoices. Some of these flights were for non-welfare purposes and will not be refunded by NEMA. NEMA has been made aware of this issue and are working with staff to find a solution.

Staff continue to work with our Assets team and other staff to finalise costs for infrastructure damage and business interruption to compile insurance claims.

We have received a prepayment of \$4.25 million from insurance in preparation for our submissions.

### Significant increase in LGOIMA requests

We received 57 Local Government Official Information and Meeting Act (LGOIMA) requests – almost three times the number of requests we receive on average a quarter. Requests have been complex and have required significant amount of staff time.

## Annual Plan 2023-2024 budgeting

Following Cyclone Gabrielle, we had to take a hard look at our budget and previously planned work for 2023-2024. We had to make some tough choices and reprioritise work so we could respond to the recovery and reduce our previously forecast 14.5 percent average rate increase, conscious of the impacts of the cyclone and increased costs-of-living on people. We were able to reduce rates to an average 6 percent increase and we introduced a Regional Cyclone Recovery charge to help with response and recovery costs that we don't expect to be covered by other sources.

## Other key happenings

- We had changes at the helm of the organisation with new interim Chief Executive Bill Bayfield starting on 18 April until our newly appointed Chief Executive Dr Nick Peet was able to start. Mr Bayfield took over from our Te Pou Whakarae Pieri Munro who was acting Chief Executive (following James Palmers' departure to the Ministry for the Environment). Dr Peet started in the Chief Executive position in early July.
- On 12 April, HBRC released its report on the make-up of the woody debris that washed up against bridges, on beaches, and ended up on flooded areas.
- On 12 April, staff identified Alligator weed at Lake Whatumā in Central Hawke's Bay. Alligator weed is an invasive pest and recognised as a severe threat to agriculture and biodiversity. A delimiting survey later found the main outbreak is on the northern and eastern edges of the lake, where it was well established. It was also found at the head of the Mangatarata Stream.
- Scientists from around Aotearoa New Zealand pitched in and continue to help the Hawke's Bay region understand the impacts of Cyclone Gabrielle on lakes and estuaries.
- In April, HBRC commissioned an independent review of the region's flood scheme assets and river management programmes.
- On 1 May, the Biodiversity Hawke's Bay Environmental Enhancement contestable fund opened, supporting individuals and groups with projects to advance biodiversity in the region. We partnered with Biodiversity HB to trial the fund and provided \$50,000 towards it.
- On 15 May, HBRC received \$3.6 million from MPI's Hill Country Erosion Fund to work with the farming community to help protect erosion-prone land and keep productive soils on farms and out of waterways.
- On 22 May, the first meeting of the Climate Action Joint Committee was held. The governance group will oversee climate mitigation and adaptation, and is made up of representatives from the Regional Council, HBRC's Māori Committee, PSGE Post (Treaty) Settlement Group Entities, Central Hawke's Bay District Council, Napier City Council, Hastings District Council, and Wairoa District Council.
- We announced new bus fares starting 1 July 2023 following half price bus fares ending on 30 June. People can apply for the Community Connect concession which enables free fares for 5-12-year olds, half price fares for 13-24 year olds and Community Services Card holders, and permanent half price Total Mobility fares for card holders of the Total Mobility service.
- In June 2023, Hawke's Bay's first Regional Water Assessment was publicly released. It is the first report of its kind completed in Aotearoa New Zealand and provides a regional stocktake of our freshwater system and analysis of future supply and demand trends. It provides baseline data and options to inform decisions about how we manage water and make our region more resilient – both with not enough water or drought, and too much water or severe-weather events.

# 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 possible 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 (new graphs)
- website and social media reach
- media enquiries
- corporate carbon footprint measures.



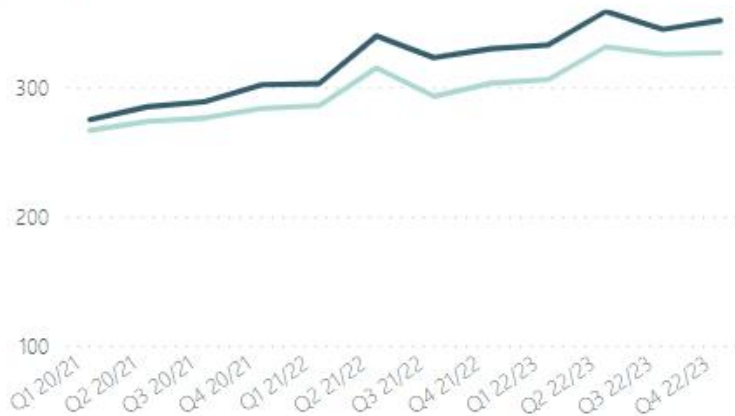


# People and Capability

## Employee Count



● Staff ● FTE



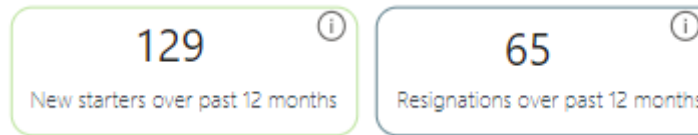
### Vacancies and recruitment

In response to Cyclone Gabrielle, we have continued to recruit additional roles. Of the 46 vacancies for this quarter, 14 new staff are scheduled to start in the next quarter. New talent will be joining HBRC that will help support us achieve our work programmes while continuing the recovery work following the cyclone.

### Resignations

Resignations totalled 22 for this quarter (down 2 from last quarter). Of these, 15 were permanent employees. Information collected through exit surveys and interviews shows that new career opportunities are a major contributing factor of staff deciding to leave HBRC. We are working to address this by building internal career pathways for staff. In this quarter, 36% of exit survey respondents say that they are leaving for personal reasons unrelated to the job.

## Turnover



### Our employees

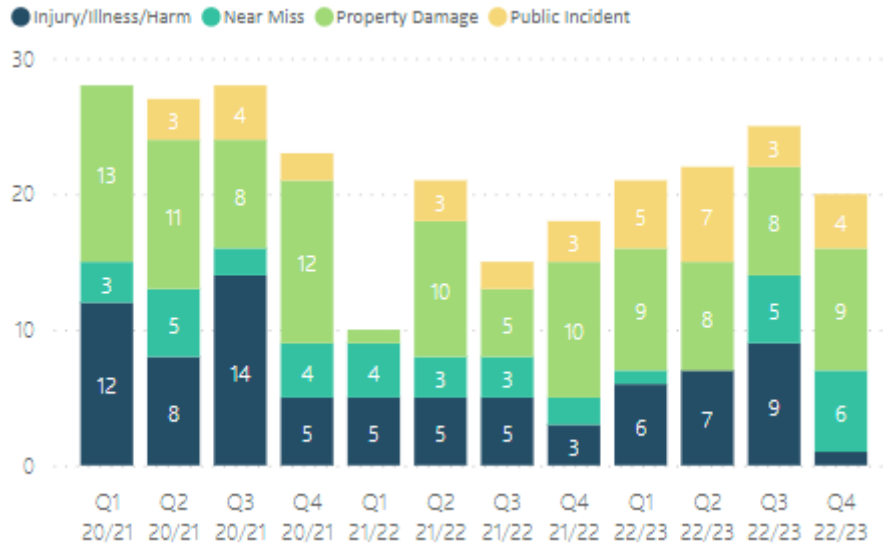
We currently have a total of 352 staff, totalling 326.8 full-time equivalent (FTE). It is positive to see declining resignation numbers and many successful recruitment rounds as we progress into the new financial year. These trends support HBRC's return to business-as-usual work, providing our existing staff with more support, and enabling people to take leave after the busy period we have all been through. Staff have been encouraged to ensure their work/life balance is working for them, and were gifted a wellbeing day on 18 July to encourage everyone to take a day of rest.

## Employee turnover (permanent staff only)



# Health, Safety and Wellbeing (HSW)

## Incidents Reported



## Staff Wellness

Employee Assistance Programme and psychologists continue to support staff. Our HSW team arranged team specific workshops with psychologists to debrief and support staff mental health. Flu vaccination clinics were carried out and vouchers were provided for those not able to attend.

Hawke’s Bay Marathon registrations are being supported to encourage staff participation with HBRC branded activewear provided. The Nutrition Clinic delivered a lunchtime presentation for staff regarding sleep, nutrition and stress.

Security has been on site at times to support staff in the reception area at the Dalton Street office.

### Health & Safety incidents\*

During and after Cyclone Gabrielle, staff have been exposed to more aggressive behaviour from the public than is typical. This behaviour was spread across the roles, but more concentrated in the areas of Customer Experience and the Recovery Grant teams.

Nine instances of property damage were reported. Some involved vehicle incidents or public property.

#### Corrective actions

- Dealing with Aggressive People training has been delivered to all front-line staff and some field staff
- Property damage was either replaced or fixed. Training assessments were completed, and training in 4WD and quad bike were delivered where required.

### Training for staff

The Community Engagement Safety Plan is a risk assessment tool developed by HSW team, and was presented to and approved by our Executive Leadership Team. Workshops have been arranged with teams working in a public arena with the aim to allow them to ascertain risk, consider factors they may not usually think about and put mitigations in place.

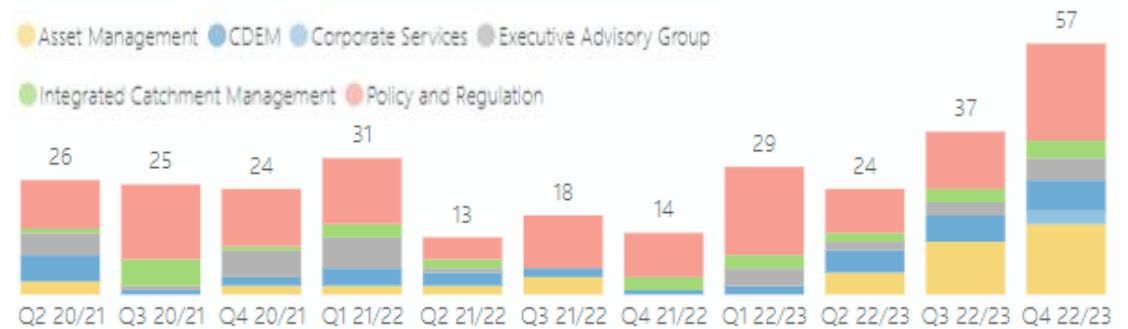
Other training provided this quarter included: dealing with aggressive behaviour, first aid, quad bike, LUV, 4WD, and motorbike.

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

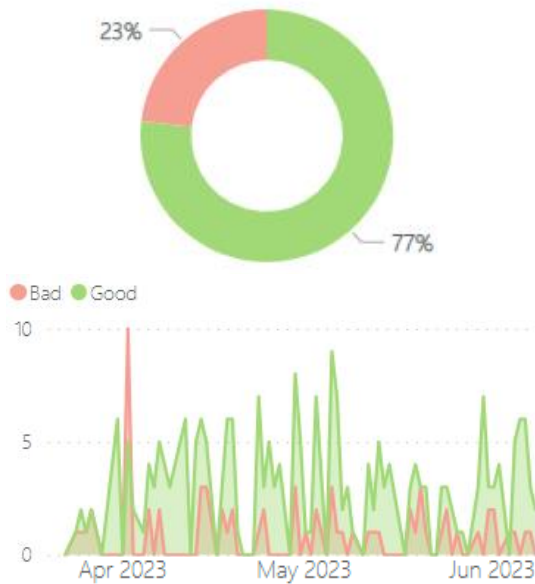
# Customer Services

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

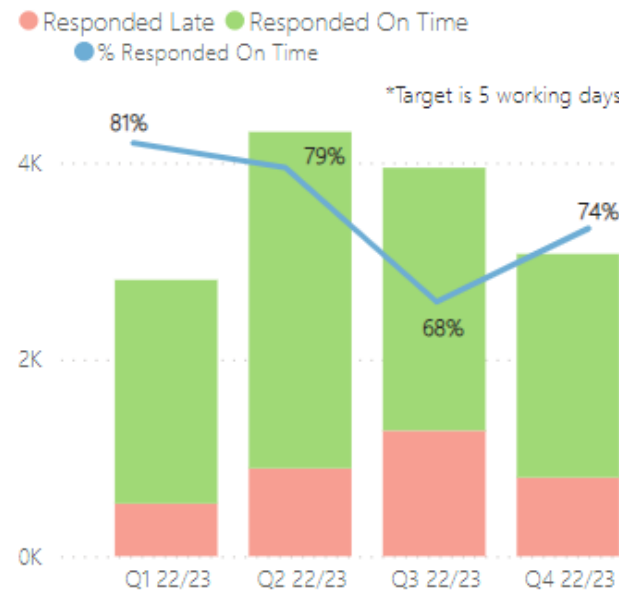
The 57 LGOIMA requests received this quarter demonstrate the scale and pace that requests are coming in. In total 19 were not provided with the information requested within the required timeframe. Four of those were granted a timeframe extension to provide the information under LGOIMA sections 14(1)(a) and (b) "substantial research and collation required".



### Daily Feedback this quarter



### Response time for customer enquiries\*



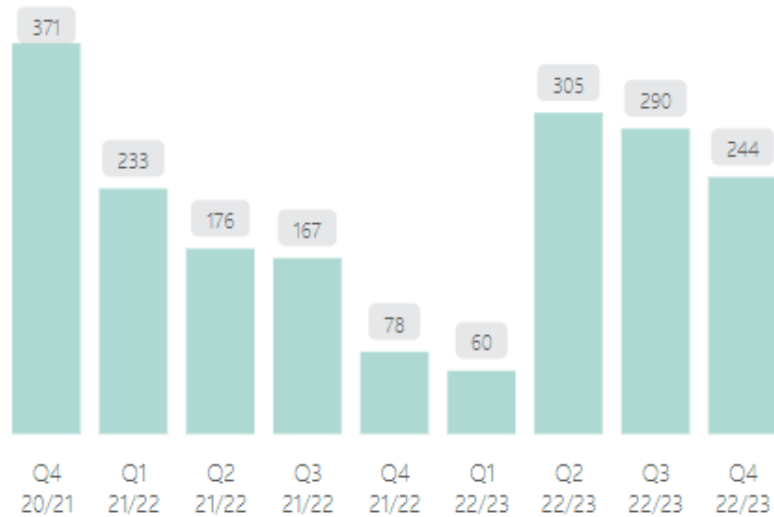
### Customer Experience

The Customer Experience (CX) team has been dealing with public enquiries in the aftermath of Cyclone Gabrielle. There has been a whole new level of complexity to the role with information from all areas of HBRC being given to the CX team at pace. The team is dealing with some challenging conversations on a daily basis. Five months on from Cyclone Gabrielle, callers are becoming increasingly frustrated and are demanding to talk to someone. We are also managing to resolve a number of calls ourselves without having to refer them on to the wider organisation. Rates and MyWay enquiries are still topping the category list.

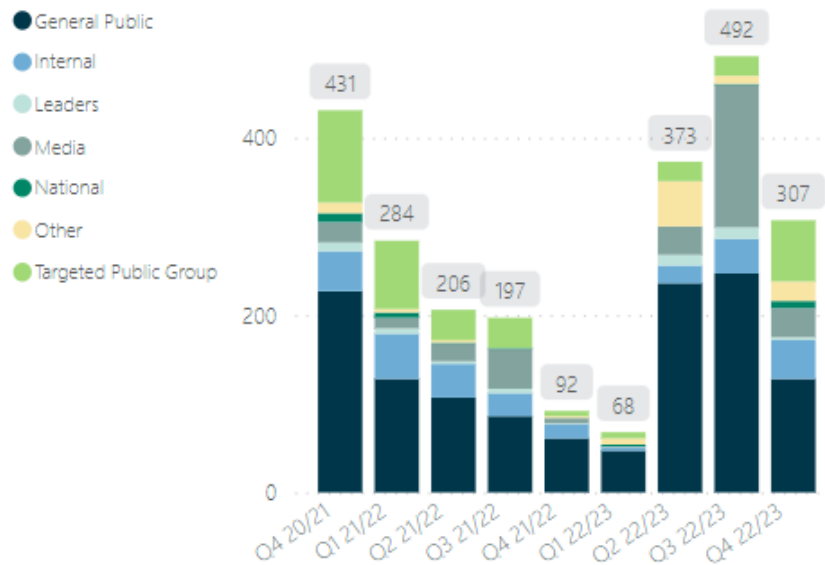
Contacts Handled					
	Inbound Calls		Payments		Emails
7883	254	1976	338	406	105

# Communications and Engagement

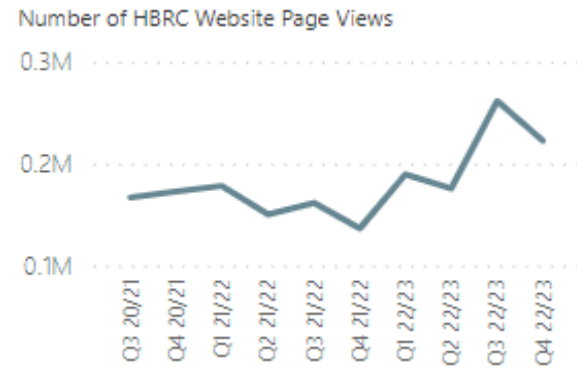
## Items in Communications Log



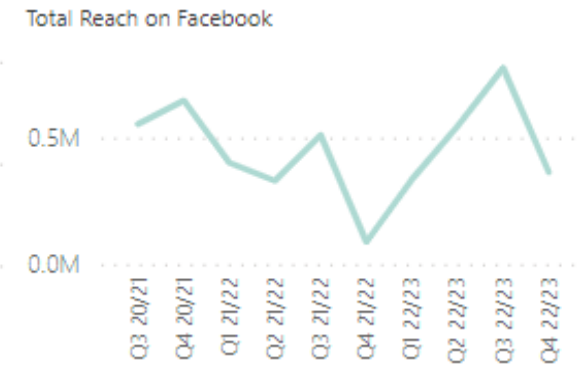
## Items in Communications Log by audience



## Website



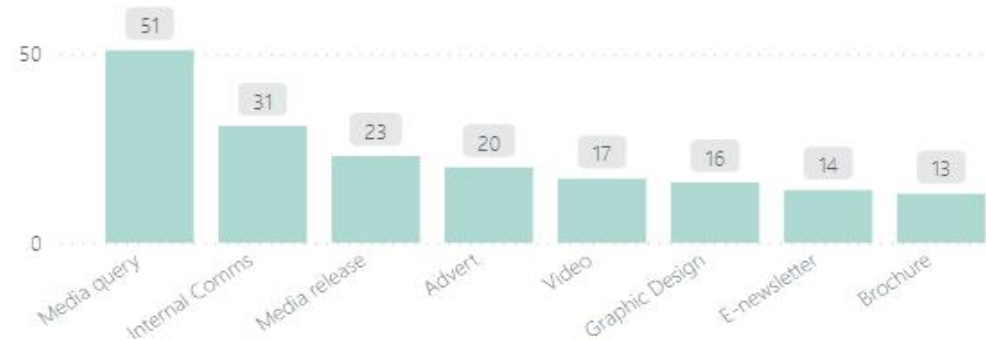
## Social Media



The Communications & Engagement Team has been stretched beyond its capacity with a massive increase in demands for work in the post-cyclone environment.

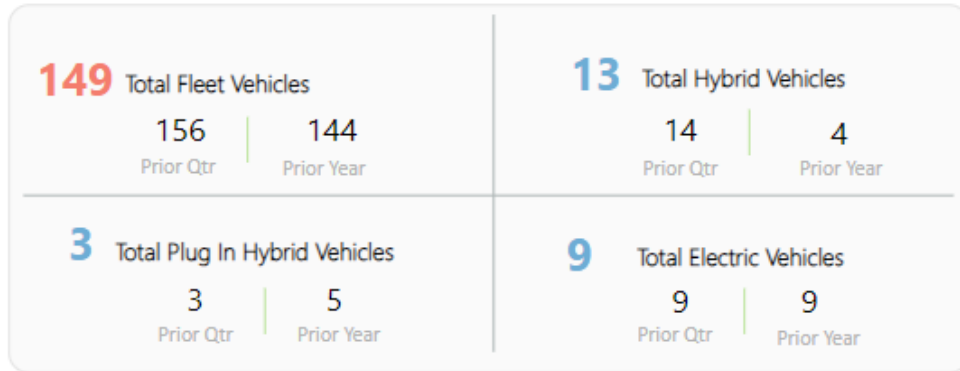
We held six Facebook Live sessions this quarter on Land Categorisations, stopbanks and slit which proved highly valuable for engaging with the community around topics of high interest. Media enquiries have decreased post Cyclone Gabrielle although still contribute to LGOIMA requests.

## Items in Communications Log by type

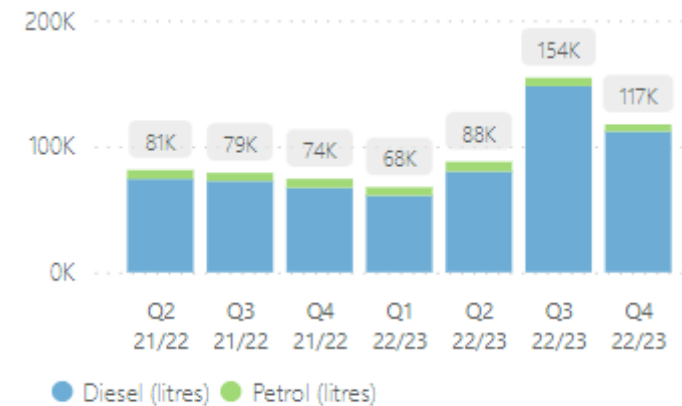


# Corporate Facilities and Fleet

## Vehicles



## Fuel Use



**Vehicles and Fleet**

This final quarter sees a reduction in HBRC’s total fleet vehicles from 156 to 149. There are requests for additional vehicles however given the current situation we are retaining vehicles scheduled to be replaced, rather than sourcing additional fleet. We still intend to increase the number of petrol (passive) hybrids in our fleet to continue in the reduction of our carbon footprint.

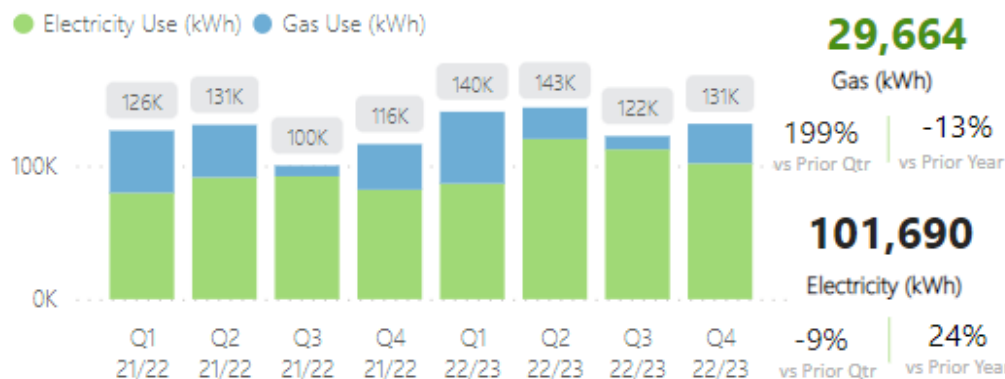
**Fuel**

This quarter has seen a reduction in costs for fuel as we move out of the initial response phase of the cyclone. HBRC is part of the All-of-Government contracts which means fuel prices have remained fairly stable. The significant drop in diesel use of approximately 36,000 litres shows the post-cyclone easing of demand across HBRC related to immediate response work. Work is still in progress to encourage vehicle sharing and driving reduction.

**Energy use**

Gas consumption increased as we move into the colder months and relied on gas boilers to power heating systems. Electricity has decreased this quarter as offices move to business as usual from the extended operation of facilities during response.

## Energy use



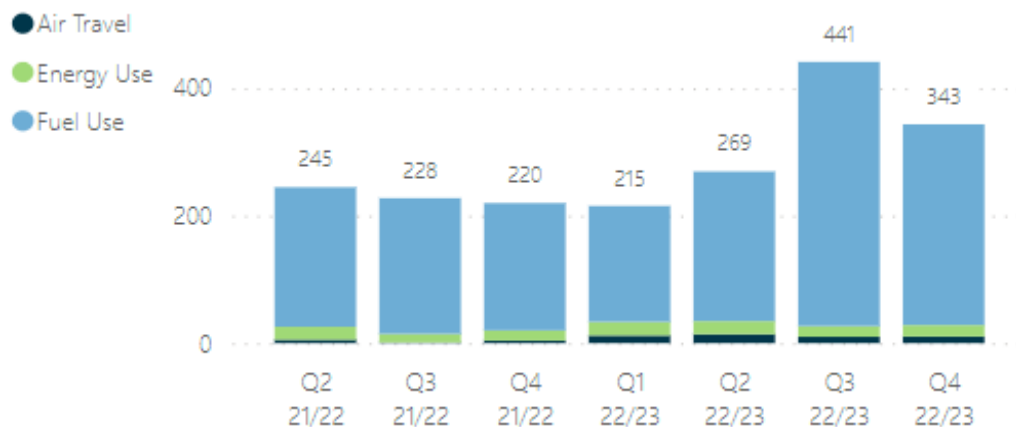
# Corporate Carbon Footprint and Air Travel

## Air Travel



**Air travel**  
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 more controls around staff travel.

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



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

● Air Travel ● Energy Use ● Fuel Use



Category	CO2 Tonnes Emitted	Prior Qtr Change	Year Increase
Energy Use	17.98	7%	12%
Air Travel	10.40	4%	160%
Fuel Use	315.03	-24%	58%
<b>Total</b>	<b>343.41</b>	<b>-22%</b>	<b>56%</b>

### Carbon emissions

Our corporate carbon emissions have come down from last quarter however this is still trending high. Diesel consumption is still the biggest factor as we respond to the Cyclone Gabrielle rebuild, although this is lessening.

### 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 \$6.61 million, noting this is based on market rates of NZ\$41 as at 30 June 2023 (source: carbonnews.co.nz). The market rate has dropped \$13 from last quarter.

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 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

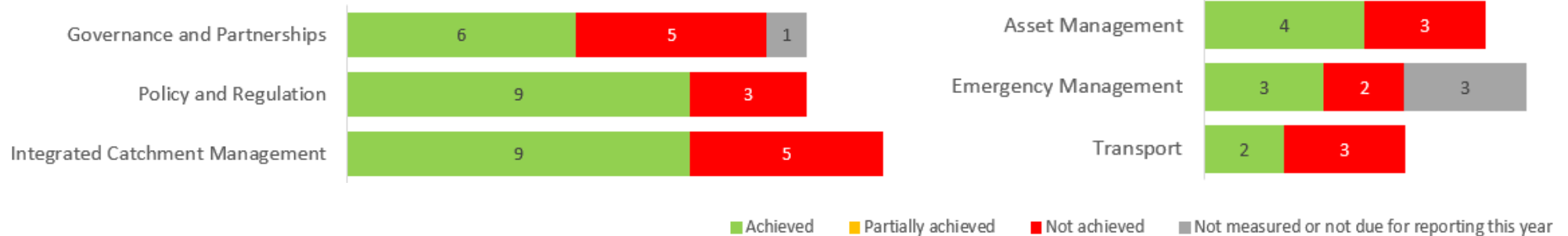
These groups of activities in our long-term plan are made up of 22 activities, 34 levels of service statements, and 58 level of service measures.

A traffic light reporting approach is used to show results against targets.



# Level of Service Measures

## Summary—by Group of Activities



## Summary of results

### Governance and Partnerships

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year Commentary
Triennial election processes are undertaken in accordance with the Local Electoral Act 2001	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	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	Achieved	<b>Achieved</b>	●	In total, 48 meetings of the Regional Council and other committee meetings were held through the year, all in compliance with statutory requirements and Standing Orders.
Percentage of LGOIMA requests responded to within 20 working days	100%	93%	92%	78%	68%	<b>79%</b>	●	147 LGOIMA requests were received throughout the year and 116 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	Achieved	<b>Achieved</b>	●	Funding contracts are in place. The new Regional Economic Development Agency (REDA) was established in November 2022, and a new CE joined in August 2023. REDA is based at the new Business Hub in the former Post Office Building in Hastings. Both REDA and Hawke's Bay Tourism report direct to the Corporate & Strategic Committee.
Long Term Plans and Annual Reports receive "unmodified" audit opinions	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	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	End of Year 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 was required 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	n/a	<b>Not achieved</b>	●	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	Not achieved	<b>Not achieved</b>	●	This measure is marked not achieved as no formal report was submitted to Council. However, work has been ongoing since our Kaihautū Pūtaiao Mātauranga Māori specialist was recruited in February 2022. Much of their time has been spent in recovery efforts specifically regarding the rapid rebuild of stopbanks along the Tūtaekurī river. Personal knowledge of the area and connection to ngā hapū o Tūtaekurī has expedited repairs of these stopbanks and fostered trust with these hapū. Mātauranga Māori has a significant role in the Clifton to Tangoio coastal hazards strategy work.
Number of early childhood centres and schools participating in the EnviroSchools programme	Maintain/ Increase	70	70	71	71	<b>71</b>	●	One new primary school—Te Pohue school—has joined the programme this year.
Number of properties utilising the Sustainable Homes programme including Heatsmart per year	Increase (1,056)	349	153	86	206	<b>794</b>	●	The cumulative 12 months total is 794 properties using the programme and \$3.85 million expended. The volumes are down due to a combination of factors including Cyclone Gabrielle and a 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	Achieved	<b>Achieved</b>	●	An annual report covering progress in 2022-2023 was provided to Council on 28 June 2023. The report covered technical inputs, regional emissions reduction plan, joint committee for climate action, cross council collaboration, community engagement and communication, and HBRC staff engagement.
Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report)	Improve 1152tCO <sub>2</sub> e	n/a	n/a	n/a	1,578.01 tCO <sub>2</sub> e	<b>1,578.01 tCO<sub>2</sub>e</b>	●	This shows a 37% increase in emissions from last year. The recovery efforts and rapid rebuild since 14 February have accounted for the majority of increase in emissions due to increased use of vehicles and plant.

# Level of Service Measures

## Policy and Regulation

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year Commentary
Compliance with statutory timeframes as set by legislation	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	TANK and Outstanding Water Bodies (OWB) appeals processes continue to progress. Evidence is currently being prepared for OWB by experts. A further memo is to be submitted to the Environment Court regarding the revised order of topics to be discussed in mediation for TANK.
All matters logged in the Statutory Advocacy Register. All submissions to be posted on HBRC website	Achieve	2	4	3	3	<b>Achieved</b>	●	In total 12 submissions have been made and posted to <b>hbrc.govt.nz, search: #hbrcsubmissions</b>
Percentage of resource consents processed within statutory timeframe in Resource Management Act	100%	100%	100%	100%	100%	<b>100%</b>	●	All timeframes have been met with a total of 644 applications received over the year, and 362 consents issued. Heretaunga Plains water take consents are still processed as a group and in line with the TANK provisions.
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%	<b>92%</b>	●	The overall direct take surface water allocation from the Tukituki catchment remains at 92%. All sub-catchment areas remain at or within the surface (direct take) allocation limits. Stream depletion groundwater is 47% allocated over the total catchment. Groundwater in Zones 1, 2 and 3 is fully allocated.
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	Off track	<b>62% high risk 85% other</b>	●	This is in part due to Cyclone Gabrielle and staff turnover. There are many of the priority one consents for which monitoring reports are issued after the period so this current low number is provisional and will be increased as the reports are completed over the coming months.
Percentage of monitored consents which receive an overall grade of full compliance	90%	n/a	71.6%	89%	87.6%	<b>87.6%</b>	●	This is not achieved in part due to a number of water take inspections completed identifying non-compliance with meter verification and bore security, and a large drop off in bore security work completed after the cyclone due to capacity issues. This meant these takes weren't rectified in the normal numbers.
Percentage of significant non-compliance (SNC) where action is taken in accordance with HBRC's Enforcement Policy within 6 months	100%	100%	100%	100%	80%	<b>80%</b>	●	Significant non-compliance (SNC) has been identified with 10 consents, 8 of these have been rectified, ceased or are part of a long term upgrade programme.

## Level of Service Measures

### Policy and Regulation cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year Commentary
Maintain a 24-hour/7 day a week duty management/pollution management response system	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	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	Achieved	<b>Achieved</b>	●	HBRC maintains a list of hazardous industries and activities (HAIL) in our selected land use register (SLUR), including a public facing portal. General enquiries increased following Cyclone Gabrielle and were sent to various members of the Urban & Industrial Compliance team.
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	Achieved	<b>Achieved</b>	●	HBRC has an in-date and operative Tier 2 Plan. There is a externally contracted Regional On-Scene Commander (ROSC) until a HBRC ROSC is trained (booked for Q1 2023-34). There are 17 responders trained, with the remaining 3 booked for training next quarter.
Maintain a Maritime New Zealand accredited Hazard Identification/Risk Assessment and Safety Management System for the Napier Pilotage Area	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	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. Risk Assessments are presently being reviewed. This will include any additional risks identified as part of the renewal of the MoU with Napier City Council concerning conduct in the Inner Harbour.
Number of maritime incidents occurring per year reported to Maritime NZ in accordance with regulations	Maintain or decreasing trend	Tracking below rolling average	Tracking below rolling average	Tracking below rolling average	Tracking below rolling average	<b>38</b> (3-yr rolling average)	●	A total of 32 incidents were reported to Maritime NZ for the 2022-2023 year. There has been a downward trend in maritime incidents for the last four years.

### Integrated Catchment Management

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year 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	On track	<b>Achieved</b>	●	HBRC has (ISO) 9001-2015 accreditation for the following teams: Environmental Science, Environmental Information, Consents, Compliance, Harbourmaster, and Works Group. Annual review is in December 2023.

## Level of Service Measures

### Integrated Catchment Management cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year 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	Achieved	<b>Achieved</b>	●	Data for SOE has been collected and delivered on time and to the relevant standards. Some sites and collection methods were changed to allow us to collect as much data as possible due to the weather events over the past six months. Accessing some sites to collect data proved to be a challenge, as did a change in sampling frequency. Data is published <b>hbrc.govt.nz</b> , search: <b>#envirodata</b> and <b>lawa.org.nz</b>
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	12 monthly updates	3 updates	3 updates	3 updates	3 updates	<b>Achieved</b>	●	Monthly SOE reports have been delivered and posted to <b>hbrc.govt.nz</b> , search: <b>#SOEMonthly</b>
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	Achieved	<b>Achieved</b>	●	The Environmental Science team developed its 2022-2023 Operational Plan in June 2022. Post-cyclone, we have completed project plans to support disaster impact assessments and supported the development of projects to inform the Environmental Resilience Pou of the Resilience Plan. With Plan changes currently stalled, we have continued working on those projects to support them eg the Ruataniwha Groundwater Modelling, and projects to support Plan changes when these recommence eg re-establishment of baselines for National Objectives Framework attributes.
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%	<b>96.1%</b>	●	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%	<b>100%</b>	●	There are 18 approved FEMP providers for the Tukituki catchment.
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	373.8ha	187.43ha	126.63ha	88.94ha	<b>776.8ha</b>	●	This is 86% of our target. Projects have been delayed, cancelled, or targeted towards remediation of past Erosion Control Scheme works 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	3.95km	6.63km	1.32km	<b>21.33km</b>	●	This is 36% of our target. Note that under the Erosion Control Scheme we can only fund waterway protection where there is stream bank erosion.

# Level of Service Measures

## Integrated Catchment Management cont.

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year Commentary
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 established	<b>Baseline established</b>	●	This measure is a year behind therefore marked not achieved, however, establishing a baseline is a significant milestone. Baseline data for the region was collected by aerial imagery analysis combined with data from the previously surveyed Tukituki catchment. Approximately 22% of surveyed waterways were effectively fenced on both banks and a further 21% were fenced on only one bank. Grass and weeds were the riparian cover across 62% of surveyed waterway length, woody vegetation accounted for 28%, indigenous flax/sedge/rush 6%, woody native 3% and no vegetation 1%. Current stock access was observed at 35% of surveyed waterways and a further 12% and 2% showed past and recent stock access respectively. No evidence of stock access was observed along 51% of surveyed waterways.
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	Off track	Off track	Off track	Off track	<b>Not achieved</b>	●	ISCO sediment sampling has been disrupted due to staff shortages, followed by the loss of some sites during Cyclone Gabrielle. Unfortunately, this means the annual load across the region cannot be calculated. NIWA completed a review of the ISCO network and the recommendations are in the process of being implemented. This includes correlating event-based ISCO data with turbidity to provide a continuous record of sediment load and waterway sediment gauging to ensure load calculations account for the full cross-section sediment profile.
Annual water use efficiency campaign is delivered	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	Public facing <i>Know Our Water</i> summer campaign was launched in Q2 as a joint initiative with the five Hawke's Bay councils. For irrigators, the Tier Three Water Demand report was received and reviewed alongside reports on irrigation efficiency.
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	<b>4 new, 8 maintained</b>	●	Deer fencing, pest plant control, and planting is underway at 4 new 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	Achieved	<b>Achieved</b>	●	The 2023-2024 Operating Plan and 2022-2023 Annual Report have been compiled and approved by the General Manager, Integrated Catchment Management.
Area of predator control per annum	10,000ha	n/a	14,600ha	14,600ha	14,600ha	<b>14,600ha</b> (Whakatipu Māhia)	●	Cyclone Gabrielle caused significant challenges for the project with roading issues limiting travel between Napier and Māhia. The project team continues 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	End of Year 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	Off track	<b>Not achieved</b>	●	The annual maintenance plan was completed as per the contract at the start of the 2022-2023 financial year. Maintenance and capital works were behind schedule due the extreme wet weather which was hampering access to the assets across the region. Cyclone Gabrielle has impacted severely on the capital and maintenance delivery plan and has seen a major shift to reactive and remedial works.
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	<b>Achieved</b>	●	Inspections and surveys post-Cyclone Gabrielle continue. A full repair programme will take a number of years to complete. Due to the size of the event, it is expected that the review will be completed in 12 months rather than 6 months. As cyclone occurred less than 6 months from the end of the financial year, this has not exceeded the measure for 2022-2023.
Ecological Management and Enhancement Plans (EMEP) are implemented	Achieved	On track	On track	Off track	On track	<b>Achieved</b>	●	EMEPs are being reviewed and implemented where possible. The draft Heretaunga Plains Rivers Re-vegetation 10-year Strategy has been completed with maps loaded to GIS. Improvements to gravel management associated with introduction of the global consents and Tangata Whenua Gravel Operational Groups for the Tūtaekurī, Ngaruroro, and Tukituki Rivers continue.
Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year	98%	n/a	98%	n/a	99%	<b>99%</b>	●	19 sites are identified as priority or critical sites because they provide the earliest, most complete information for an early warning, are less accessible for maintenance in an emergency and can be combined with other information to give a better picture of the situation. Due to a repeater fault during Cyclone Gabrielle, 5 sites were off air for up to 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	Underway	<b>Not achieved</b>	●	The Regional Water Assessment was adopted in June 2023. A decision was made to wait until further notice before launching a broader public campaign. This measure is behind schedule as the Action Plan has not been fully developed and agreed.
Regional Parks and HBRC trails are maintained as per Council's Asset Management Plan	Achieved	n/a	Achieved	Off track	Off track	<b>Not achieved</b>	●	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 in full due to wet conditions.
HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans	Achieved	Underway	Underway	Underway	Underway	<b>Achieved</b>	●	Most of the work required for the HBRC forests has been carried out for the year as per the respective management plans. The cyclone impacted the delivery of items at Tūtira and Waihapua, though almost all other activities have been completed.

## Level of Service Measures

### Emergency Management

Measure	Target	Q1	Q2	Q3	Q4	YTD Result	Status	End of Year 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	Off track	<b>Achieved</b>	●	The current Hazard Research Plan was published in June 2015. Hazard information is maintained on Hawke's Bay Hazard Portal <a href="https://gis.hbrc.govt.nz/Hazards/">gis.hbrc.govt.nz/Hazards/</a> . CEG receives and reviews new information as it becomes available.
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	<b>Not measured</b>	●	Survey was planned for Q4, however this was 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	On track	On track	On track	Off track	<b>Not achieved</b>	●	The Emergency Management Bill was introduced to Parliament this quarter and submissions to the select committee are due in November 2023. The Group will make a submission. In the meantime resourcing has been submitted to the LTP 2024 so a review of the operative Group Plan can commence next year.
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	Off track	<b>Not achieved</b>	●	Due to the response to Gabrielle the implementation of this was effectively suspended. The Group Work Programme is being reviewed by CEG at its next meeting.
A 5-yearly independent assessment of CDEM Group's capability is completed and shows continuous improvement	No assessment	-	-	-	-	<b>Not required</b>	●	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	<b>Not measured</b>	●	Survey was planned for Q4, however this was 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	On track	<b>Achieved</b>	●	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	On track	<b>Achieved</b>	●	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	End of Year Commentary
Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan and Regional Cycling Plan in place	Achieve	Achieved	Achieved	Achieved	Achieved	<b>Achieved</b>	●	The Regional Public Transport Plan was adopted in August 2022. The Regional Land Transport Plan is currently being prepared and on-track for adoption in May 2024. A regional Cycling Plan is in place. All plans can be found at <a href="https://hbrc.govt.nz">hbrc.govt.nz</a> , 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	<b>Not achieved</b>	●	No alternative ways of measuring this target, other than through the Census, had been developed. Results from the 2023 Census will not be available until May 2024.
Incidence of deaths and serious injury crashes in our region (per 100,000 people)	Decreasing trend	Tracking above rolling average		Tracking above rolling average		<b>66.4</b> 5-year rolling average	●	Data from Waka Kotahi through their Crash Analysis System indicates that there were 13 fatalities and 111 serious injuries on Hawke's Bay roads this financial year. Outcomes from the Road Safety section 17A review completed in March 2022 recommended establishing a road safety subcommittee of the technical advisory group, development of a strategy and a rebrand of the website roadsafehb.org.nz to be launched.
Annual patronage on the Hawke's Bay bus services	Maintain or increasing trend	125,147	110,657	73,397	96,360	<b>517,304</b> 5-year rolling average	●	A total of 405,561 trips were undertaken by public transport this year. The regional transport network has a range of challenges following the cyclone whereby not all services have resumed operating at previous levels which has had an additional negative material impact on patronage.
Percentage of urban households within 400m of a regular bus route	100% Hastings urban area	100%	100%	100%	100%	<b>100%</b>	●	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. There were some disruptions to this service during the year. Driver shortages resulted in only 2 of the 3 available buses were operating for periods of time.



# Activity Reporting

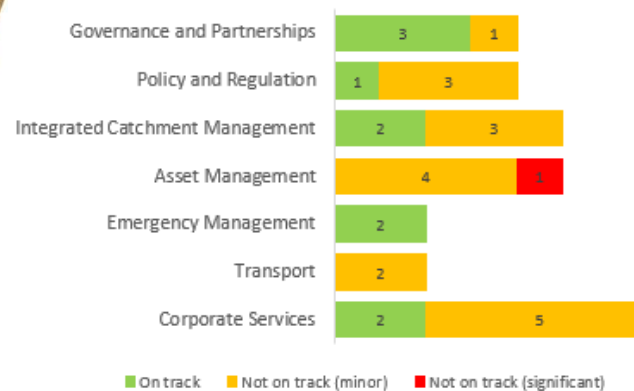
## by group of activity

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

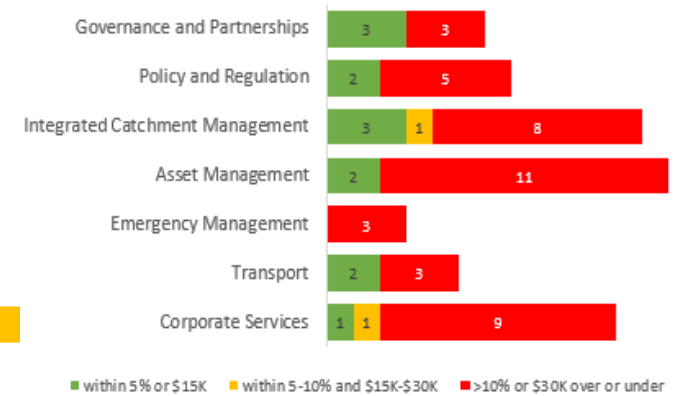
- a summary for both financial and non-financial performance by group of activity (see figures below)
- individual activity reporting within the six groups of activities
- a traffic light reporting approach to show financial and non-financial results
- financial reporting is year to-date

### 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	<span style="color: green;">●</span>	A more normal rhythm was restored to the council meeting schedule this quarter. There were 4 Regional Council meetings, 8 Committee meetings, 5 Joint Committee meetings and 10 Council briefing sessions/ workshops held during the quarter. All public meetings were notified and conducted lawfully. A highlight was the first ever Climate Action Joint Committee meeting held on 22 May 2023. There has been a significant increase in LGOIMA requests received from 24 (Q2), 37 (Q3) to 57 this quarter. Of the 57 LGOIMA requests received, 38 were provided with the information within the target 20 working days. Delays were due to the number and complexity of requests post-Cyclone.
Operating expenditure	<span style="color: green;">●</span>	Underspent by 19% with the majority of that unspent contingency funding. Excluding this, the year-end result is on budget (i.e. within 5%).

## Tangata Whenua Partnerships

Type	Status	Commentary
Non financial	<span style="color: orange;">●</span>	HBRC has maintained active relationships with tangata whenua, formally through Regional Planning Committee (RPC, 9 appointees) and the Māori Committee (13 representatives). Tangata whenua have voting rights on other committees of HBRC. This quarter, there was one meeting each of the Māori Committee and the RPC. The Māori committee confirmed nominations to HBRC committees, and received reports on the Cyclone Gabrielle response and the spatial climate vulnerability assessment. The RPC also confirmed nominations to HBRC committees, and received reports on the Cyclone Gabrielle response and other policy updates. Support for the adoption of the six freshwater management units necessary for the Kotahi plan was deferred to a future meeting. Other tangata whenua engagement regarding Te Mana o te Wai has been stalled by Cyclone Gabrielle and momentum was lost. Increased workloads across HBRC and tangata whenua since the cyclone has slowed progress to completing contracts of work ongoing.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 70% due to significant delays as a consequence of Cyclone Gabrielle pausing of key components of the Kotahi work programme. During this quarter there was not a lot of financial expenditure other than for meeting expenses. Contracts to initiate work to support Te Mana o te Wai stalled following the cyclone.

## Regional Development

Type	Status	Commentary
Non financial	<span style="color: green;">●</span>	Since the cyclone, the Regional Economic Development Agency (REDA) has proactively worked with the Regional Recovery Agency to coordinate implementation of the Regional Recovery Plan. 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. Meanwhile, the new CE for REDA starts in August and REDA is working on its programme of work.  Hawke's Bay Tourism presented to the Corporate & Strategic Committee in June on the effects of the cyclone on Tourism and first viewing of a website <b>tematauamaui.com</b> in partnership with Ngā Toi (a creative agency) ahead of a public launch.
Operating expenditure	<span style="color: green;">●</span>	On budget. Business Hub and REDA activities funded from HBRC contribution and topped up by other council contributions (balance held on behalf to be transferred to REDA once the new organisation is incorporated). Hawkes Bay Tourism Funding is collected in rates by HBRC and paid directly on a monthly basis (\$1.52m per annum).

## Governance and Partnerships contd

### Community Sustainability

Type	Status	Commentary
Non financial	<span style="color: green;">●</span>	HBRC promotes sustainability using incentives, education, advocacy, and leadership. There were 74 applications to Sustainable Homes (including Heatsmart), compared to 73 in Q3 and 152 in Q2. For the whole year, 794 homes were helped with \$3.8M in expenditure. Volumes and spend are down this year due to the cyclone and a fall in demand for borrowing. EnviroSchools was stable at 71 schools and ECEs. Three education roles were filled resulting in a full-strength team. Secondary Schools Careers programme is being worked on and will include classroom sessions, workshops, mentorship and work experience with HBRC professionals to help promote pathways to council employment as well as leadership in the community. Compilation of HBRC's carbon footprint is underway and on-track for reporting. There was a significant increase in diesel used at Works Group bulk fuel store, connected to the reliance on fuel to power backup generators, large plant and pumps over Cyclone Gabrielle.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 17% due to work disruptions due to the cyclone.
Capital expenditure	<span style="color: red;">●</span>	Underspent by 35% which reflects the reduced number of Sustainable Homes applications.
Other revenue	<span style="color: green;">●</span>	Slightly under budget by 4% and relates to income from Sustainable Homes and Environmental Education.

## Policy and Regulation

### Policy Planning

Type	Status	Commentary
Non financial	<span style="color: orange;">●</span>	The Policy team has been undertaking business as usual including TANK and Outstanding Water Bodies (OWB) plan changes, making submissions to central government legislation and Orders in Council, as well as supporting other parts of HBRC in response to Cyclone Gabrielle, such as the development of the Environmental Resilience Plan. Work progresses with iwi/Māori standing up contracts for Te Mana o Te Wai Visions and values for the Freshwater Planning Instrument under the National Policy Statement for Freshwater Management.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 48% due to significant delays as a consequence of Cyclone Gabrielle pausing key components of the Kotahi work programme. During this quarter there was not a lot of financial expenditure from the Policy budgets other than for consultants providing expert evidence for the OWB Environment Court Hearings.

## Policy and Regulation contd

### Consents

Type	Status	Commentary
Non financial	<span style="color: green;">●</span>	A total of 362 consents were issued and within statutory timelines. There has been a turnover of staff with successful recruiting to maintain numbers. There were two positions vacant at year end with the intention of filling one and holding the other. Cyclone Gabrielle has led to a change in consent application load. A lot of time has been spent in providing advice on recovery consenting requirements including the emergency provisions of the Resource Management Act and the subsequent Orders in Council.
Operating expenditure	<span style="color: red;">●</span>	Overspent by 21%. This is mostly due to consultancy costs associated with three major applications that were notified, and their required hearings.
Other revenue	<span style="color: green;">●</span>	Revenue through fees & charges, with allowance for work in progress, ended the year in line with budget. However, with the additional consultancy costs, and a larger proportion of staff time spent on non-recoverable activities post the cyclone (eg: providing advice), additional general rates will be required to cover the total costs of providing the consent activities.

### Compliance and Pollution Response

Type	Status	Commentary
Non financial	<span style="color: orange;">●</span>	Cyclone Gabrielle still has an impact on the entire Compliance team both operationally and on staff. The monitoring of consents is ramping up, though which consents are monitored is closely scrutinised taking into consideration which consent holders have been affected by the cyclone. Some big industrial sites are still not up and running but the respective officers are in regular contact with them. The Pollution Response team's workload is still high dealing with cyclone-related activities and non-compliance. Recruitment still continues, with new appointments being made during the quarter but still not up to full FTE.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 35% due to vacancies in the team and decreased access to sites post-cyclone.
Other revenue	<span style="color: red;">●</span>	Under budget by 20%. The consequences of reduced activity is the reduction in associated revenue.

### Maritime Safety

Type	Status	Commentary
Non financial	<span style="color: orange;">●</span>	The 2018 Navigation Safety Bylaw is presently under review and work has progressed towards the consultation scheduled for September/October. The joint Port and Harbour Marine Safety Code with Napier Port and HBRC was submitted on time at the end of June. Risk assessments and Safety Management System for the Napier Pilotage Area have also been under review to identify additional risks as part of the renewal of the MoU with Napier City Council concerning conduct in the Inner Harbour.
Operating expenditure	<span style="color: red;">●</span>	Overspent by 15% is partly due to unplanned costs associated with the Navigation Safety Bylaw review and consultation.
Other revenue	<span style="color: green;">●</span>	Slightly over budget due to user recoveries for marine event advertising, and additional hot work permit income and jet ski registrations.

# Integrated Catchment Management

## Environmental Information

Type	Status	Commentary
Non financial	●	The Environmental Information team managed to collect process and save data during the last quarter despite some challenging access issues. Sites were repaired and plans drawn up to make them as resilient as possible. The Water Information Service (WIS) Technical Advisor has left (contract ended) and replacement has been recruited. The WIS team continue to engage with customers regarding damaged properties and meters and is passing on advice from the Compliance team around potential leniency if cyclone impacted.
Operating expenditure	●	On budget.
Capital expenditure	●	Underspent by 19% largely from the groundwater information equipment budget.
Other revenue	●	Under budget by 16% largely related to reduced fees and charges as per Council agreement to reduce the annual freshwater science charges for water quality activity (to discharge consent holders) for the period following the cyclone.

## Environmental Science

Type	Status	Commentary
Non financial	●	The Environmental Science team developed its 2022-2023 Operational Plan in June 2022. Post Cyclone Gabrielle, these resources have been diverted where appropriate, including project plans to support disaster impact assessments and the development of projects to inform the Environmental Resilience Pou of the Resilience Plan. Resource shortages (staff) have impacted on some discipline (predominantly hydrology and groundwater), and delayed the implementation of NPS-FM monitoring plans and accounting. Despite these shortages, the science team has implemented post-cyclone monitoring, and have been leveraging funding from a variety of sources. Highlights include: study of lake sedimentation at Lake Tūtira, LiDAR complete regional resurvey, flood frequency analyses, post-cyclone air quality survey, post-cyclone groundwater study and ecological assessments of natural habitats. Large multiyear projects SkyTEM and Ruataniwha groundwater modelling are largely on target with minor slippage.
Operating expenditure	●	Underspent by 25% largely due to staff shortages and challenging recruitment.
Capital expenditure	●	Underspent by 72% due to drilling delays caused by Cyclone Gabrielle and existing shortage of contractors.
Other revenue	●	Under budget by 6% largely related to reduced fees and charges as per Council agreement to reduce the annual freshwater science charges for water quality activity (to discharge consent holders) for the period following the cyclone.

## Integrated Catchment Management contd

### Catchment Management

Type	Status	Commentary
Non financial	●	Due to a wet summer and the impacts of Cyclone Gabrielle, Erosion Control Scheme (ECS) projects have been delayed, cancelled, or targeted towards the remediation of past ECS works. We achieved a total of 776.80 hectares this year, which is 86% of our target of 900 hectares. We have also achieved a total of 21.34km length of the waterways protected this year, which is 36% of our target of 60km. Under the ECS, we only fund waterway protection where there is stream bank erosion. Harvesting of poles started in late May and will be completed by early July. Fifteen protection and enhancement projects have been established across the region targeting improved water quality and biodiversity outcomes through fencing, native planting and pest animal/plant control. The Land for Life draft business case was submitted to MPI end of June.
Operating expenditure	●	Underspent by 38%. Over half of that is Erosion Control Scheme (ECS) budget not spent due to ongoing wet weather from winter to summer, followed by the cyclone. And Land for Life underspend for the business case. The balance of the underspend is for Environmental Protection and Enhancement projects which have been delayed due to cyclone impacts.
Capital expenditure	●	Underspent by 78% relating to Land for Life activity.
Other revenue	●	Under budget by 13% mostly related to the delayed delivery of the Whakakī Lake enhancement programme, which in turn delays the income from MfE as this is expected upon project completion.

### Biosecurity and Biodiversity

Type	Status	Commentary
Non financial	●	<p>Cyclone Gabrielle hindered access for a portion of the year to various places, and this has affected our overall delivery, with the timings of pest control being somewhat interrupted.</p> <p>Pest plants: our operational plan was delivered, with additional work as Alligator weed was found in our region in Q3. All MPI-funded wilding conifer work was completed and three privet were removed in Q3. Most woolly nightshade properties were visited and Chilean needle grass continues to be a focal point of the community.</p> <p>Pest animals: rats continue to be a focus for the public. Possum control work has continued throughout the relevant PCAs, on budget and time.</p> <p>Biodiversity: Five wetlands are being monitored. The 1 Billion Tree planting programme is completed. Four new Priority Ecosystems have deer fencing, pest plant control and planting underway, with a further five sites being finalised. Eight sites were cyclone-damaged, and remediation work is underway.</p>
Operating expenditure	●	Underspent by 14% due to weather disruptions causing delays in project progress.
Other revenue	●	Over budget by 117% due to additional funding agreements for the extension of the Predator Free control work in Whakatipu Māhia and DOC Department of Conservation's Jobs for Nature.

## Integrated Catchment Management contd

### Rural Recovery (Catchment Policy Implementation)

Type	Status	Commentary
Non financial	<span style="color: green;">●</span>	The impact of Cyclone Gabrielle has impacted on planned activities with catchment activity developed and delivered in the context of response and recovery, versus business as usual. Catchment activity has been delivered through a collaborative model, and in particular through the Rural Advisory Group (RAG). This has maintained a high level of engagement and delivery, with reduced cost to HBRC with a shared investment across sector groups and government agencies.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 11% due to the lower cost of delivery and engagement. As identified in non-financial, reduced cost of engagement is relative to timing through Cyclone Gabrielle where engagement has been delivered through a shared cost model. This is not likely to continue into the future, and HBRC cost of community engagement, policy implementation is expected to be delivered.

## Asset Management

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

Type	Status	Commentary
Non financial	<span style="color: orange;">●</span>	<p>Part of this activity is managed by Scheme managers in the Operations team. Maintenance work was carried out as per contract with continuing delays due to wet conditions and significant interruption due to assessment and repairs following Cyclone Gabrielle. Staff have been involved in priority cyclone response. Work continues on the Strategic Enterprise Asset Management system in development, and is expected to improve efficiency and reporting. Focus is on asset mapping and information as part of the implementation.</p> <p>The capital programme activity is managed by our Regional Projects team. After works were put on hold during the Rapid Rebuild phase, the capital programme has resumed this quarter. Some gravel extraction has occurred and several extraction contracts have been extended to better enable contractors to reach their contracted volumes. The Ngatarawa Stopbank Upgrade contract recommenced in June, although has been effected by wet weather.</p>
Operating expenditure	<span style="color: red;">●</span>	Overspent by 12%. Gravel extraction was moved from capital to operating expenditure. For other activity, this was slowed this year due to the limited ability to carry out maintenance work due to an exceptionally wet season and cyclone damage.
Capital expenditure	<span style="color: red;">●</span>	Underspent by 75% similarly due to delays caused by an unusually wet season and work paused following the cyclone. Consenting activities also played a part in delays. Gravel extraction was moved from capital to operating expenditure at end of year budget wrap ups.
Other revenue	<span style="color: red;">●</span>	Under budget by 55% due to being behind in the work programme directly resulting in delays to funding.

## Asset Management contd

### Flood Risk Assessment and Warning

Type	Status	Commentary
Non financial	●	Work continued on implementing the flood warning system for the Tukituki catchment. It was partially implemented when Cyclone Gabrielle occurred. 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. In terms of the telemetry system, 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	●	Overspent by 17% due to the additional unbudgeted activity of land categorisation and other recovery related work.
Capital expenditure	●	The Flood Forecasting system was underspent by 69% as the system was being created using staff time instead of planned consultants.

### Open Spaces

Type	Status	Commentary
Non financial	●	Open Spaces is managed by teams from Regional Assets and Operations and cover our Regional Parks, Hawke's Bay Trails and forestry work. This activity has been affected by the cyclone and not all planned maintenance activities have been carried out. Furthermore, large sections of the cycle network have been damaged and closed pending repairs. Forestry plans have been put on hold for most of the forests north of Napier due to issues with access. The regional parks, for the most part, were not too badly affected by the cyclone and were able to be opened relatively quickly following the event. Most capital projects have been put on hold due to issues with staff availability and the need to resource our cyclone response. The two major capital projects in the regional parks - Hawea Historical Park and Waitangi Park stage 3 - have been deferred to the next financial year.
Operating expenditure	●	Underspent by 15% due to some maintenance work not carried out.
Capital expenditure	●	Underspent by 76% due to two major Hawea & Waitangi projects being deferred as a result of the impact of Cyclone Gabrielle. The Ahuriri Regional Park project was also deferred. The Ahuriri Regional Park is budgeted at around \$1M per year.
Other revenue	●	Under budget by 79% due to delays in harvesting of our forests.



## Asset Management contd

### Coastal Hazards

Type	Status	Commentary
Non financial	●	Parts of this activity has been delayed due to the focus on the Cyclone Gabrielle response and vacancies of staff. These delays limited the progress of the Clifton to Tangoio Coastal Hazards Strategy and the Coastal Processes work. Additional renourishment work was carried out at Westshore this quarter as part of a follow up from Cyclone Gabrielle.
Operating expenditure	●	Underspent by 46% due to the slowing down of work in this area.
Other revenue	●	Under budget by 78% and work output is related to the funding of completed work.

### Regional Water Security

Type	Status	Commentary
Non financial	●	The Regional Water Assessment final report was publicly released at the end of June. A decision around launching a broader public campaign is on hold. A Water Demand Assessment report focused on the Industrial and Territorial water users has been issued and is under review alongside another independent report on potential opportunities. The Heretaunga Water Storage project has engaged independent technical peer reviewers of the Tonkin & Taylor Stage 2 technical study for Option 3 dam site. The Terrestrial Ecologist revisited the dam site post-cyclone to provide revised mapping, data and initial observations of its impact. The CHB Managed Aquifer Recharge Pilot has issued and reviewed draft consent conditions, and applicant's comments/amendments have been proposed. Mana whenua input was sought, and consent conditions reflect a commitment to form an alliance with Tamatea mana whenua, overlay and incorporate Mātauranga Māori. A final consent decision is expected in the near future.
Operating expenditure	●	Underspent by 61% due to the time delays for the Regional Water Assessment and CHB Managed Aquifer Recharge Pilot projects. The Heretaunga Water Storage project will not have sufficient budget for progress the feasibility phase without additional funding approved.

# 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. At the same time staff turnover in what is a small team has added further challenges and delays to implementing the Group work programme. Recruiting is hard with strong demand across the sector for experienced staff. The Group has maintained a capability to respond to emerging events. This is a priority. A key part of this is maintaining and building relationships with the emergency services and other key partners which continue to be strong.
Operating expenditure	●	The Cyclone Gabrielle response costs means that this budget is significantly overspent. We are currently working through the NEMA claims process and other recovery processes to recover as much of these costs as possible. However, it is likely that a significant overspend in this area will remain.
Other revenue	●	

## HBRC Emergency Management

Type	Status	Commentary
Non financial	●	The Cyclone Gabrielle response and the post-response work has been challenging for the HBRC team. Staff turnover has also added to challenges in training and maintaining experience levels. Over the last 12 months there has been a succession of weather events which have required the Asset Management and Science Groups to provide impact analysis and support to the CDEM response. The HBRC Incident Management Team (IMT) has activated on a number of occasions in the reporting period. After each event a review is held and any corrective actions identified. The IMT has also held training sessions and all team members are required to attend Coordinated Incident Management System (CIMS) training organised by the CDEM Group. The challenge is the involvement of the same people in recovery and the general fatigue of staff. This is monitored and strategies put in place if needed, but this is an area of risk.
Operating expenditure	●	The overspend in this area is as a result of the Cyclone Gabrielle response and recovery. Some of these costs will be recovered from central government and this process is being worked through.

# Transport

## Transport Planning and Road Safety

Type	Status	Commentary
Non financial	<span style="color: yellow;">●</span>	In the Road Safety function, a new strategic direction and framework has been developed and finalised in line with the Section 17(a) recommendation. Staff have been working collaboratively with key stakeholders to develop the RoadSafe Hawkes Bay strategy for each TLA. RoadSafe Hawkes Bay rebrand is being developed and associated collateral are being developed. A review focusing on redefining the activity list and objectives is underway.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 23% due to the delay in the programme of advertising and education for RoadSafe.
Other revenue	<span style="color: green;">●</span>	Over budget slightly by 7%.

## Passenger Transport

Type	Status	Commentary
Non financial	<span style="color: yellow;">●</span>	Cyclone Gabrielle disruption of goBay services continued into this quarter. With the Redclyffe Bridge out of action, the Napier-Hastings commuter service was compromised (noting that from 28 August, route 12 will be reinstated via Redclyffe Bridge, route 11 will extend back out to Havelock North and route 15 will extend back out to Bayview). Congestion on the expressway continued to be problematic for all road traffic and unfortunately due to driver shortages not all services resumed. MyWay in Hastings continues to perform well. The trial has met its successful ridership targets, however we can see that the service is vulnerable to driver shortages and struggles to meet demand during peak time. The Total Mobility trip numbers continue to be strong.
Operating expenditure	<span style="color: red;">●</span>	Overspent by 14% as indexation and the operating cost of passenger transport, including Total Mobility and MyWay exceeds forecasted budgets. Low passenger numbers compromise fare revenue.
Capital expenditure	<span style="color: red;">●</span>	Unspent but hoists are on order now.
Other revenue	<span style="color: green;">●</span>	Over budget by 49% due to performance deductions incurred by goBay for missed trips due to driver shortages and Cyclone Gabrielle triggering force majeure.

# Corporate Services

## Strategy & Governance

Type	Status	Commentary
Non financial	●	Strategy and Governance was busy with the return of regular council and committee meetings this quarter, and Annual Plan development including a 2-week feedback process. The Governance team were back to full strength by the end of April with the successful recruitment of a Governance Advisor and the return of our Senior Advisor from CDEM Group. The Governance team worked with Strategic Pay to facilitate an independent review of remuneration for PSGE and Taiwhenua appointees on council committees. Our Senior Project Manager who heads up the Project Management Office was seconded to HBRC's Recovery team and the Manager was Executive Officer to the Interim CEO. Our Strategy & Performance team delivered the Annual Plan 2023-24 engagement document and coordinated community feedback to Council, and worked with our Finance team to deliver the Annual Plan 2023-24. Key ongoing work for the Strategy team is the Revenue & Financing Policy review, Organisational Performance reporting and the Long-Term Plan development.
Operating expenditure	●	Underspent by 25% This was largely due to a timing issue with budgeted consultancy costs for the Long Term and Annual Plans, that has not been incurred yet (the costs are accrued in the two years between long term plans to smooth rating). Internal time was under budget as the team was not at full capacity (due to a vacancy filled part way through a quarter, and a secondment to the recovery team).

## Information and Communications Technology (ICT)

Type	Status	Commentary
Non financial	●	There were a lot of staff movement in the ICT this quarter. Our Senior Business Analyst took up the role of Technical Delivery Team Lead, and secondments for other team members were put in place as we help ensure the Recovery team is well staffed. A project for the CDEM group is on track to deliver by end of August. Other projects such as SEAM, Synergy and Insurance have monthly reporting through the Strategic Projects report to Council. System upgrades continued with Local Maps and GIS enterprise environments complete. Support of recovery activities included building of survey, mapping tools and cartographic map production. We assisted central government with procurement panel advice and vendor selection for regional wide LiDAR and aerial photography datasets (central government funded). Our workplan activities have been focused on the migration of GIS Desktop Software Users to modern software (ArcGIS Pro). A sector driven EDMS solution was reviewed for RFP. An HBRC nomination for sector-wide Technical Advisory Group was submitted. Other recovery work is ongoing supporting the Silt Taskforce, Woody Debris, Rural Recovery and Insurance.
Operating expenditure	●	Operating expenditure underspent by 26% and capital expenditure underspent by 61%. Significant underspends in digital transformation work programme persisted into this quarter, due to the suspension or slowing of work on the Finance and Biodiversity systems. The cause of this was the unavailability of business teams to assist with scoping. Teams pivoted to focus on tasks that we could achieve independently (such as technical improvements to systems), and support work in new workstreams to prepare for digitisation (rapid rebuild, sediment and debris, rural support). Resource shortages and staff turnover in project roles continue to be a challenge. In ICT infrastructure and support, we're seeing higher demands for desktop computing and cybersecurity services, but these are offset by lower than expected demands on our data storage systems.
Capital expenditure	●	

## Corporate Services contd

### People and Capability

Type	Status	Commentary
Non financial	●	P & C Advisory prioritised recruitment this last quarter to support the organisation with the increased workloads resulting from the cyclone. The Works Group wage negotiations have been implemented. Preparation for the salaried staff collective agreement bargaining was completed (bargaining to commence in August) and clauses will be updated and modernised. Management 101 - the manual for leaders - was finalised and printed. The first internally developed and run recruitment training with managers completed. Managing Performance internal training module content was completed. Talent mapping unable to be achieved due to cyclone and managers being too busy. Our Health, Safety and Wellbeing team (see page 10) has been busy monitoring incidents, training and implementing the staff wellness programme.
Operating expenditure	●	Overspent by 14% due to an increase in salary protection insurance costs, increased recruitment expenditure and health & safety training related to continued staff turnover.

### Māori Partnerships

Type	Status	Commentary
Non financial	●	The Māori Partnerships team has been busy supporting the organisation and community with the aftermath of Cyclone Gabrielle. Relationship management has been vital. Our Senior Advisor was instrumental in preparing staff and council for the Pōwhiri of Dr Nic Peet on 10 July. Our Kaihautū Pūtaiao Mātauranga Māori specialist has spent their time in recovery efforts; specifically regarding 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 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 uphold the mana of these sites as they were repaired. Having this capability allows HBRC to, 1) engage with mana whenua around site of cultural significance, 2) a new perspective on scientific data trends.
Operating expenditure	●	Underspent by 25% due to staff time being costed to the response and recovery efforts, and a delay in recruitment of two members of the small team (one was recruited in November 2022 and the other in February 2022). The post-cyclone work and other factors have stalled some workplans as the team responded to the ongoing needs of recovery.

### Communications and Engagement

Type	Status	Commentary
Non financial	●	The Comms & Engagement team has been stretched beyond its capacity with two key team members departing for other opportunities and a massive increase in demands for its work in the post-cyclone environment. The inevitable lag time in finding replacements meant bringing in short-term contractors to plug some of the gaps. One new activity begun in this quarter was the irregular Facebook Live sessions which proved highly valuable for engaging with the community around topics of high interest.
Operating expenditure	●	Overspent by 12% due to unbudgeted work including hiring a consultant to conduct an overall review of our post-cyclone communications strategy and Facebook Live sessions as part of the recovery communications.

## Corporate Services contd

### Corporate Support

Type	Status	Commentary
Non financial	<span style="color: yellow;">●</span>	There has been a focus on longer term accommodation solutions and maximizing existing office space noting the additional strain extra recovery staffing has put on office space. The demand for fleet vehicles has increased which drove the retention of vehicles through replacement schedules in 2022-2024. Staff completed the year's Carbon Footprint data collation in preparation for verification and audit.
Operating expenditure	<span style="color: green;">●</span>	On budget.
Capital expenditure	<span style="color: red;">●</span>	Underspent by 30% mostly due to delay in the accommodation refurbishments project due to consent and engineering delays combine with impacts from the cyclone.
Other revenue	<span style="color: red;">●</span>	Under budget by 96% due to change in financial accounting treatment for sale of replaced fleet assets, and holding fleet longer.

### Finance, Treasury, and Procurement

Type	Status	Commentary
Non financial	<span style="color: green;">●</span>	The Finance team continue to experience a significant increase in workload resulting from the cyclone. In the months from April to June we: 1) progressed NEMA welfare claims, 2) begun the forensic accounting analysis to develop the insurance claims, 3) continued the administration of the Disaster Relief Fund, 4) finalised agreements and budgets for additional government funding for the region, including setting up the administration processes for the residential and commercial silt and debris funds, and 5) provided analysis to support negotiations with Treasury on the land categorisation flood mitigation cost sharing agreement with central government. Also this quarter we progressed the 2023-24 Annual Plan and 2023-24 rate setting processes, prepared for the financial year-end processing and development of the Annual Report 2022-23, and progressed the Revenue and Financing Policy review.
Operating expenditure	<span style="color: red;">●</span>	Over budget by 16%, mostly relating to the investment fund management and tax expenses not itemised in the budget (but covered by investment income).
Other revenue	<span style="color: red;">●</span>	Under budget by 5% due to shortfall in the Port of Napier dividend (~\$3.5m) and fair value losses in the property investment portfolios (~\$1.5m) due to softening in the property market. This is offset slightly by an improved investment portfolio value and additional interest earnings from cashflow.

### Risk, Quality and Assurance

Type	Status	Commentary
Non financial	<span style="color: yellow;">●</span>	The quality and controlled document deliverables are progressing as planned. The rollout of two internal audit reviews - Data Analytics & Organisational Change and Consolidation and Prioritisation (OCCP) – have been extended due to the Crowe (HBRC's outsourced internal audit provider) being restructured and moving their operations for HBRC to Melbourne. Crowe Melbourne is actively engaged to finalise the OCCP audit and will commence the HBRC's Data Analytics Audit. It was agreed with Audit and Risk Committee that the risk framework used to deliver on HBRC's risk policy be reviewed by an independent and refreshed. A new framework was agreed and rolled out.
Operating expenditure	<span style="color: red;">●</span>	Underspent by 41% due to one role moving from the Risk to the ICT team, and risk maturity work being deferred into next year. The remaining budget for internal audit was paused as cyclone related reviews replacing any enterprise internal audits.

# How Metrics are Calculated

**Employee count (p 9)** 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 9)** are the total FTEs as at the end of the quarter. Staff employed on casual contracts are counted as a 0 FTE.

**Turnover (p 9)** 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 10)** are all the incidents reported in HBRC's health & safety software Hasmate.

**LGOIMA (p 11)** are all the LGOIMA requests that are registered in our LGOIMA register on SharePoint.

**Daily feedback (p 11)** tracks the customer satisfaction score by date. This data is sourced from Zendesk.

**Response time (p 11)** is captured on Zendesk to track the response time to customers within the target of 5 working days.

**Communications Log (p 12)** tracks media queries and team activity by type, logged by staff on SharePoint.

**Website and social media (p 12)** data is sourced from Google and Facebook analytics.

**Vehicle number, fuel usage and fuel CO<sub>2</sub> emissions (pp 13 & 14)** data is provided by our internal systems and our fuel suppliers.

**Energy usage and energy CO<sub>2</sub> Emissions (pp 13 & 14)** data is provided to HBRC by our energy suppliers.

**Air Travel (p 14)** data is provided to HBRC by our travel agent.