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Introduction

This plan outlines activities the Hawke's Bay Regional Council (HBRC) intends to carry out over the next year. The following groups of activities work toward meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses in the region.

The Structure of the Annual Plan

For the purpose of this Annual Plan, HBRC has arranged its activities into eight groups:

- Strategic Planning
- Land Drainage and River Control
- Regional Resources
- Regulation
- Biosecurity
- Emergency Management
- Transport
- Governance and Community Engagement.

The section on each of the eight core groups provides:

- An Introduction
- How the activity contributes to meeting Council's objectives
- Any Significant Negative Impacts arising from its implementation

- Estimated expenses for each activity and how it will be funded. *It is important to note that funding sources and the reason it was selected, is covered in detail in the Long Term Plan 2012-22.*
- An analysis of the forecast expenditure and income for the 2013-14 Annual Plan and for the same year in the Long Term Plan 2012-22 (LTP). LTP 2012-22 budgets for 2012-13 and actual figures for 2011-12 are also provided for comparative purposes.

Sub-groups within each group provide:

- The rationale for HBRC involvement and the level of service that it expects deliver to the community
- Current performance and Performance targets for the year



Introduction

These activities pull together Hawke's Bay Regional Council's (HBRC) strategic thinking initiatives, economic development, investments and resource management policy development. Together with State of the Environment reports, these provide information for further planning decisions.

Links to Regional Community Objectives

Strategic Planning initiatives and projects are undertaken in order to meet the needs of the regional community for good quality performance of regulatory functions.

They help focus conversations on what the future might look like in order to ensure that any regulatory response contributes toward the achievement of this future.

This group of activities contributes to Council's objectives for the regional community in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* – HBRC is managing the region's natural and physical resources to ensure they are used efficiently and effectively; and the State of the Environment (SOE) project will inform the community of environmental change and the effectiveness of HBRC programmes.
- *A strong prosperous and thriving economy* – by funding and undertaking activities which support economic development based on the region's natural resources; maximising the sustainable input of natural and physical resources into economic activities; and enabling sustainable development through environmental information that can be used to report on activity effects.
- *Strong regional leadership and sense of belonging* – by providing a mechanism to co-ordinate regional initiatives through the Regional Economic Development Strategy and Strategic Plan; engaging the community in making decisions about the future of their region, and promoting integrated strategy and planning processes.

- *Communities that value and promote their unique culture and heritage* - by helping inform communities of future issues and on the current state of the region.
- *Supportive, caring and inclusive communities* - by providing the community with information that enables informed decisions to be made.
- *Safe and accessible recreational facilities* – by providing information to enable safe recreational activities, e.g. recreational water quality programme.

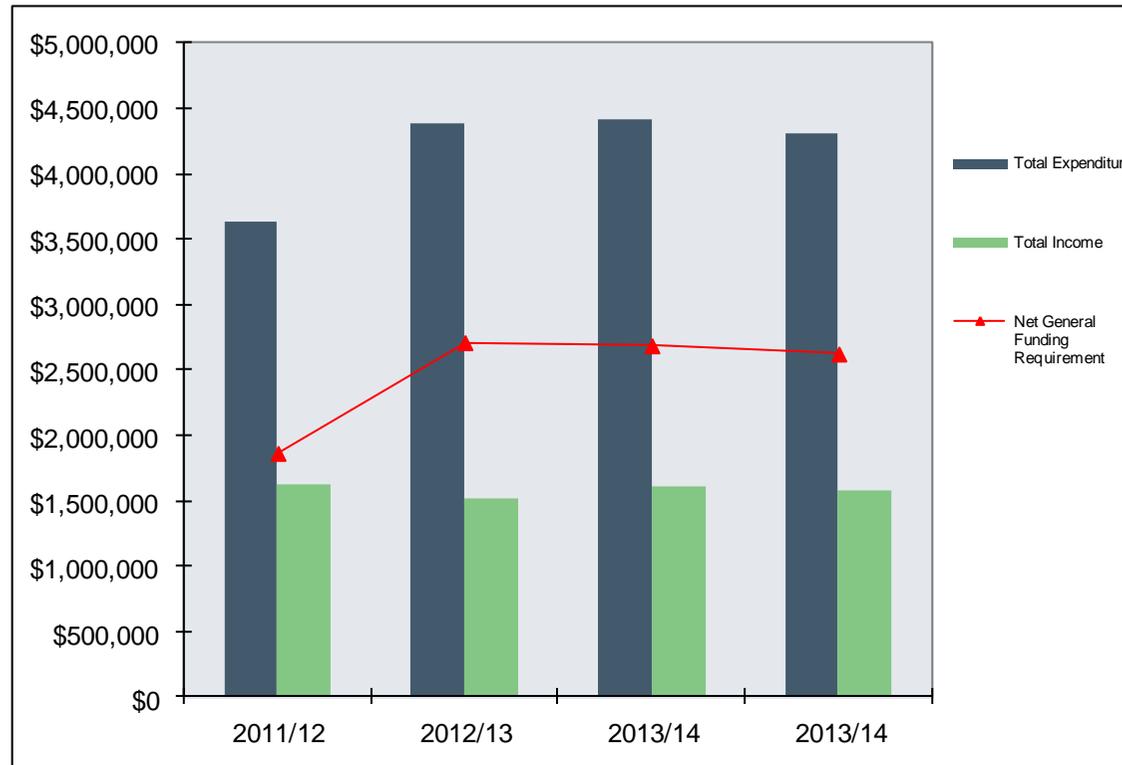
Significant Negative Impacts

HBRC's involvement in strategic thinking and planning helps to ensure that inevitable change in our communities is positive and not merely random or reactive. Strategic Planning often involves striking a balance between competing interests to ensure that the natural and physical resources we have now are maintained and enhanced for our grandchildren and their grandchildren. Some planning decisions must be made under the Resource Management Act [RMA], and to create and implement those RMA plans can be lengthy and involve significant costs.

Expenditure and Funding

Cost of Services Statement Strategic Planning					
	Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)
EXPENDITURE					
Operating Expenditure					
Economic Development	1.	1,396	1,476	1,591	1,465
Strategy and Planning	2.	1,208	1,776	1,688	1,789
Policy Implementation	3.	414	424	421	410
State of the Environment Reporting	4.	425	438	439	451
Depreciation/Amortisation Expense			0	0	0
Total Operating Expenditure		3,443	4,114	4,139	4,115
Capital Expenditure					
On-Site Waste Water Disposal Advances		0	200	200	200
Rugby World Cup Advances		130			
Venture Hawke's Bay Loan Repayments		59	75	78	0
Total Capital Expenditure		189	275	278	200
TOTAL EXPENDITURE		3,632	4,389	4,417	4,315
REVENUE					
Activity Revenue					
Direct Charges		59	(7)	(1)	0
Total Activity Revenue		59	(7)	(1)	0
Other Revenue					
Targeted Rates		1,252	1,320	1,362	1,284
Grants		320	165	169	207
On-Site Waste Water Disposal Loan Repayments		0	40	80	80
Total Other Revenue		1,572	1,525	1,611	1,571
TOTAL REVENUE		1,631	1,518	1,610	1,571
TOTAL GENERAL FUNDING REQUIREMENT		(2,001)	(2,871)	(2,807)	(2,744)
Asset Replacement Reserve		130	0	0	0
Sale of Land (Environmental Initiatives) Reserve		7	160	120	120
NET GENERAL FUNDING REQUIREMENT		(1,864)	(2,711)	(2,687)	(2,624)

Net Funding Requirement: Strategic Planning



Activity 1 – Economic Development

Service Levels and Performance Targets Activity 1 – Economic Development				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
<i>Regional Economic Development Strategy</i> mission statement: “To make Hawke’s Bay the best location in which to visit, work, invest, live and grow”.	Comprehensive visitor strategy in place within an overall regional marketing plan.	– 3 year funding agreement in place for Hawke’s Bay Tourism Ltd with approved performance targets and reporting requirements.	2013-2014 – Continue quarterly reporting to Council on key performance indicators.	– Maintain funding of Hawke’s Bay Tourism Ltd as per funding agreement.
	Long term Regional Economic Development Strategy.	– Last reviewed 2010-11.	2013-2014 – Annually review and progress the regional economic development strategy. –	– Review and refresh annually the Regional Economic Development Strategy, and participate fully in Business Hawke’s Bay operations.
	Investment for research and development and business development.	– In 2011-12 a total of \$2.7 million of grants came into the region via Ministry of Science and Innovation. – Underway in partnership with Ministry of Science and Innovation (Regional Partner Network).	2013-14 – At least \$800,000 per annum achieved for Research and Development investment.	– Implement Regional Business Partner Network programme in partnership with Chamber of Commerce locally, New Zealand Trade and Enterprise and Ministry of Science and Innovation nationally.
	Sustainable regional growth.	– Key strategies and actions contained in Regional Economic Development Strategy	2013-14 Continue to develop and initiate sustainable primary production programmes.	– Develop and implement collaborative programmes.

Activity 2 – Strategy and Planning

Service Levels and Performance Targets Activity 2 – Strategy and Planning				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will help the community prepare for the future.	Number of <i>Embracing Futures Thinking</i> events held.	<i>Embracing Futures Thinking</i> Breakfasts held over last three years.	Each year – Host 3 <i>Embracing Futures Thinking</i> events.	– Identify speakers for relevant and current issues.
	Trends review completed.	Social, technological, Economic, Environmental and political trend report completed in 2009 and summarised in HB2050: <i>LandRiver Us</i> report	2013-14 – Refresh the Trends and Environmental Scan analysis.	– Engage consultants to undertake trend and environmental scans.
	Agreement reached on Spatial Planning Framework.	Individual strategies are in place that would support spatial planning e.g. Heretaunga Plains Urban Development Strategy, Regional Land Transport Strategy.	2014-15 – Reach agreement on regional and lower North Island spatial planning framework.	– Engage with Lower North Island Regional Councils and other agencies such as New Zealand Transport Agency.
HBRC will integrate land and water and biodiversity management to deliver environmental, economic, social and cultural outcomes.	Action plans and monitoring reports prepared for: - Land and Water Management Strategy. - National Policy Statement for Freshwater Management.	To date, two Land and Water symposiums have been held.	Each year – Prepare action plans and monitoring reports for: 1. Land and Water Management Strategy. 2. National Policy Statement for Freshwater Management – Hold a Land and Water Symposium to engage the wider community.	– Project manage the preparation of the action plans and monitoring reports including the establishment of an independent reference group.
	Regional Biodiversity Strategy completed.	No current biodiversity strategy in place.	Develop a Regional Biodiversity Strategy as follows 2013-14: Consult on the draft and prepare final Strategy 2014-15: Prepare programme for work relevant to HBRC for inclusion in the next Long Term Plan.	– Project manage the preparation of a Regional Biodiversity Strategy in conjunction with key stakeholders.

Service Levels and Performance Targets				
Activity 2 –Strategy and Planning				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will establish and maintain clear and appropriate policy in a responsive and timely manner that will enable sustainable management of the region's natural and physical resources.	<ul style="list-style-type: none"> – Status of Resource Management Plans and Policy Statements. – No more than 2 years elapse from notification of a plan change to decisions on submissions being issued. 	<p>Plan changes in process</p> <ul style="list-style-type: none"> – Plan Change 4: Built Environment. – RPS Change 5: Land and Freshwater Management – Plan Change 6: Tukituki Catchment <p>Policy under development in following catchments</p> <ul style="list-style-type: none"> – Taharua and Mohaka – Heretaunga Zone (Clive/Karamu, Ngaruroro, Tutaekuri, Ahuriri, Heretaunga Plains aquifer) 	<p>2013-14 Plan change for Tukituki River Catchment publicly notified <i>May 2013</i></p> <p>2014-15 Plan change for Taharua /Upper Mohaka catchment publicly notified <i>Dec 2014</i></p> <p>2016-17 Plan change for Heretaunga Zone publicly notified <i>Dec 2016</i></p>	<ul style="list-style-type: none"> – Project manage the development of policy for inclusion in the Regional Resource Management Plan and Regional Policy Statement including: <ul style="list-style-type: none"> – Co-ordinate and integrate all the necessary inputs into the planning processes. – Co-ordinate and undertake the required stakeholder community engagement before notification.
		Regional Natural Hazards Strategy and Implementation Plan prepared.	<p>2014-15 Plan change for Natural Hazards publicly notified <i>July 2014</i></p>	
	<p>Regional Coastal Environment Plan</p> <ul style="list-style-type: none"> – At all times there is a regional plan in force for the HB coastal marine area. – New Zealand Coastal Policy Statement (NZCPS) put into action in accordance with statutory requirements. 	<p>Plan Change 1- Geographical Coverage of Regional Resource Management Plan:</p> <ul style="list-style-type: none"> – awaiting resolution of appeals. 	<p>2013-14</p> <ul style="list-style-type: none"> – Scoping and prioritising of plan changes required to give effect to 2010 NZCPS. <p>2014-15</p> <ul style="list-style-type: none"> – Start review of coastal hazard zones if re-assessment (Project 322) necessary. – Notify plan change to give effect to 2010 NZCPS. 	<ul style="list-style-type: none"> – Project manage the development of policy in the Regional Coastal Environment Plan that gives effect to the 2010 NZCPS including: <ul style="list-style-type: none"> • Coordinate and integrate the necessary expert and legal advice inputs into planning processes. • Coordinate and undertake the required stakeholder community engagement prior to notification.

Activity 3 – Policy Implementation

Service Levels and Performance Targets Activity 3 –Policy Implementation				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will promote integrated management by proactively communicating its policies and responsibilities through dialogue and submissions on district plans, consent applications and central government initiatives.	Lodging of submissions on district plans, district planning applications and central government initiatives where there are relevant regional council policies.	A report on statutory advocacy activities: – Prepared and considered at HBRC's Environmental Management Committee meetings and Maori Committee meetings.	2012-22 – Submissions made on district plans, district planning applications and central government initiatives reported to HBRC's Environment and Services Committee. – Staff of HBRC and territorial local authorities to meet at least twice a year to discuss integration issues and steps to improve the regional and district plan are identified and acted upon.	– Continue to receive, review and report on consent applications and plan development activities. – Facilitate the Hawke's Bay Planners' group.
HBRC will help communities without sewers improve the management of domestic wastewater.	Number of interest free loans approved.	– One loan provided to Hastings District Council for the Waipatiki system has been repaid in full.	– Provide a fund to help the territorial authority-led upgrading of community wastewater systems in communities without sewers (\$200,000pa contributions capped at \$1,000,000) – Non-regulatory initiatives developed and implemented to complement regional plan policy development that implements National Policy Statements and/or National Environmental Standards.	– Continue to provide an interest-free loan scheme to assist territorial authorities' upgrade wastewater services in communities without sewers. – Continue to consider a broad range of interventions to achieve the objectives of nationally driven regulations and standards.
HBRC will investigate and manage contaminated sites to ensure public health and safety and environmental protection.	Maintain a database of potentially and confirmed contaminated sites	– Upgrading of database to enable both public and territorial authority access	2012-22 – To administer and maintain the database, including checking of record details, site visits to GPS areas of contamination, transfers to Territorial Local Authorities (TLA) as per agreed protocol and advising landowners of the contaminated sites status of their property.	– Review database. – Verification of sites listed on database. – Transfer protocols with TLAs.

Activity 4 – State of the Environment Reporting

Service Levels and Performance Targets				
Activity 4 –State of the Environment Reporting				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will monitor and provide accurate information to the community so that it understands the State of the Environment (SOE) for Hawke’s Bay.	<p>Data quality as assessed against HBRC’s quality assurance system.</p> <p>Amount of State of the Environment monitoring data available through HBRC’s website.</p>	<p>HBRC’s quality assurance system is based on nationally recognised standards and guidelines. <i>The Quality Management System that guides activities in the Environmental Science Sections was accredited in December 2012 in terms of ISO9001:2008.</i></p> <p>Some data for limited sites is available on HBRC’s website:</p> <ul style="list-style-type: none"> • Recreational water quality • Groundwater quality • Groundwater levels • River flows • Rainfall • Air quality 	<p>2012-22</p> <ul style="list-style-type: none"> – Maintain the current level of SOE data on HBRC’s website. – Continue to make information from the following monitoring sites available through HBRC’s website: <ul style="list-style-type: none"> • All telemetered river flow sites • All telemetered rainfall sites • All telemetered climate stations • All data collected, processed, analysed and stored in accordance with ISO requirements. • Maintain ISO accreditation. 	<p><i>Maintain</i> quality assurance system <i>requirements to maintain ISO accreditation.</i> Regular auditing of the quality assurance system. <i>Take corrective action as identified by internal and external audits. Respond to “Areas of concern” and “Opportunities for improvement” identified by internal and external audits.</i> Maintain monthly reports for website.</p>
	State of the Environment Monitoring Report.	Five Yearly State of the Environment Report June 2009.	<p>2012-22</p> <p>Annual Update State of the Environment Reports available by June each year.</p> <p>2013-14</p> <p>State of the Environment Monitoring Report available.</p>	Prepare annual update and five yearly Reports.

Introduction

Land drainage and river control activities focus on the management of the region's rivers, streams and drainage network to reduce the effects of flooding in areas where there is significant risk to people and property. Much of this work relates to the maintenance of the flood control and drainage schemes which have been developed over many years, and now have a replacement value of more than \$140 million.

Land drainage and river control covers the inter-related programmes of:

- Flood protection and drainage schemes
- Investigations and enquiries
- Sundry works.

The empowering legislation for this function of the Hawke's Bay Regional Council (HBRC), is the Soil Conservation and Rivers Control Act 1941, the Land Drainage Act 1908, the Local Government Act 2002 and the Civil Defence Emergency Act 2002.

Links to Regional Community Objectives

This group of activities contributes to Council's objective to meet the current and future needs of communities for good-quality local infrastructure in a way that is most cost-effective for households and businesses in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* – by managing and enhancing the river environment by mechanically opening river mouths; erosion mitigation; enhancement of the waterways with an holistic management philosophy; implementation of an environmental strategy and compliance with a code of practice; and by ensuring activities are sustainable.
- *A strong, prosperous and thriving economy* – by reducing the risk of flooding to the community and productive land.
- *A lifetime of good health and wellbeing* – by minimising the flooding of homes and productive land, and providing safe waterway environments.

- *Safe and accessible recreational facilities* – by providing for public access to HBRC managed waterway environments for recreation and enjoyment and enhancing amenity values where appropriate.

Significant Negative Impacts

The construction of flood protection and drainage systems has resulted in significant changes to the natural hydrology of their associated catchments, including a reduction in areas frequently flooded, diversion and straightening of waterway reaches, removal of streamside vegetation, and the use of structures to control flows and erosion.

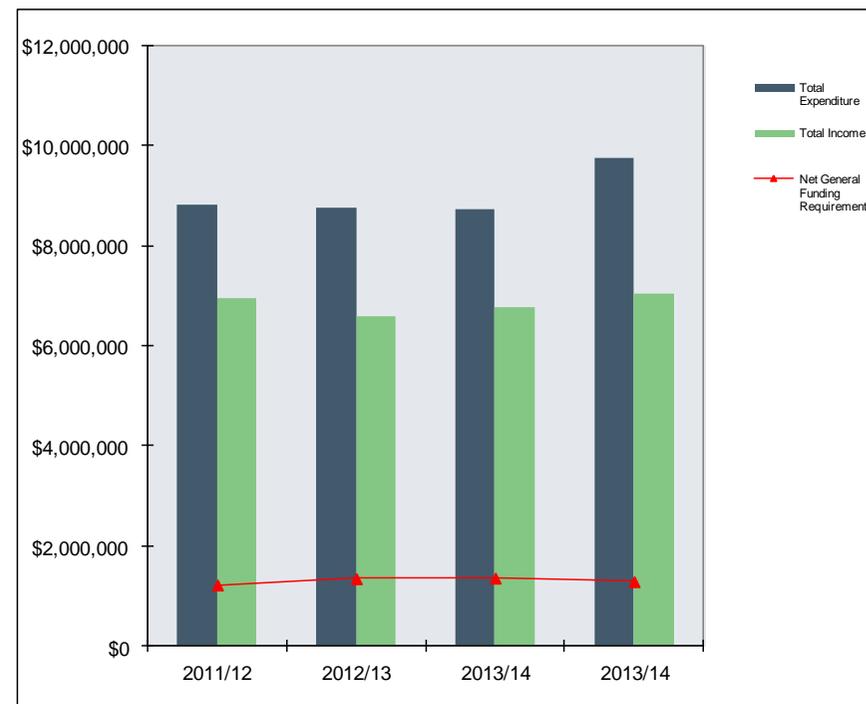
These changes and the ongoing methods used to maintain the schemes have resulted in adverse effects on river and stream ecology and habitats, as well as affecting the social and cultural values of the waterways. HBRC has initiated an enhancement programme, including alternative management of riparian areas, which will promote improvements in water quality and aquatic and terrestrial habitats in efforts to repair and remediate those negative impacts.



Expenditure and Funding

Cost of Services Statement Land Drainage & River Control					
	Activity	Annual Report	Year 1	Year 2	Ann Pln 2a
	(#)	2011/12	LTP	LTP	Ann Pln
		(\$'000)	2012/13	2013/14	2013/14
			(\$'000)	(\$'000)	(\$'000)
EXPENDITURE					
Operating Expenditure					
Flood Protection & Drainage Schemes	1a,b & c	5,517	5,274	5,288	5,156
Investigations & Enquiries	2.	217	428	443	425
Sundry Works		234	218	225	219
Operations Group External Contracts		624	412	412	412
Total Sundry Works	3.	858	630	637	631
Depreciation/Amortisation Expense			580	580	585
Total Operating Expenditure		6,592	6,912	6,948	6,797
Capital Expenditure					
Infrastructure Asset Construction		1,344	1,062	1,001	2,165
Disaster Damage Excess Deposits		105	0	0	0
Loan Repayments		774	785	785	785
Total Capital Expenditure		2,223	1,847	1,786	2,950
TOTAL EXPENDITURE		8,815	8,759	8,734	9,747
REVENUE					
Activity Revenue					
Direct Charges		189	167	82	151
Operations Group External Charges		811	516	516	516
Total Activity Revenue		1,000	683	598	667
Other Revenue					
Targeted Rates		5,514	5,723	5,992	6,013
Grants and Other Income for Capital		40	0	0	0
Interest on Scheme Reserves		156	171	187	148
Loans Drawn Down		250	0	0	220
Total Other Revenue		5,960	5,894	6,179	6,381
TOTAL REVENUE		6,960	6,577	6,777	7,048
TOTAL GENERAL FUNDING REQUIREMENT		(1,855)	(2,182)	(1,957)	(2,699)
Specific Scheme Reserves		525	763	457	314
Scheme Depreciation Reserves		114	77	147	380
Regional Disaster Reserve Funding		0	0	0	722
NET GENERAL FUNDING REQUIREMENT		(1,216)	(1,342)	(1,353)	(1,283)

Net Funding Requirement: Land Drainage & River Control



Activity 1a,b,c – Flood Protection and Drainage Schemes

Service Levels and Performance Targets				
Activity 1a – Flood Protection & Drainage Schemes: Heretaunga Plains Scheme				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will maintain an effective flood control network that provides protection from frequent river flooding to communities and productive land within the Heretaunga Plains Scheme.	A full assessment of the capacity and integrity of flood control works is completed every twelve years by a chartered professional engineer with interim audits undertaken annually.	Full initial assessments have been made for the following rivers : – Tutaekuri 2009-10 – Ngaruroro 2010-11 – Lower Tukituki 2011-12	2013-15 – Review of the current level of service (LOS) provided by the Heretaunga Plains Scheme to determine whether they are still appropriate or should be increased.	Ongoing – Ongoing maintenance and gravel extraction to maintain the channel capacity and integrity of the flood protection assets. – Monitoring of flood events in accordance with the Flood Manual. – Annual asset audit by a chartered professional engineer, and full assessment of each of the major rivers every twelve years. – Ongoing sawfly damage monitoring and alternative species planting.
The level of protection in technical terms is to convey a flood discharge with a 1% probability of being exceeded in any one year (1%AEP) safely to the sea.	The level of service will be reported as: – Kilometres and percentage of floodway that provide the design level of service.	Audits in past years indicate the following levels of service: – Tutaekuri: 100% (23.6km of river channel) – Ngaruroro: 100% (39km of river channel) – Lower Tukituki: 100%(10.2km of river channel)	2012-22 – Tutaekuri, Ngaruroro & Lower Tukituki Audits: No change.	
HBRC will maintain an effective drainage network that provides protection from frequent flooding from smaller watercourses to communities and productive land within the Heretaunga Plains Scheme.	A full assessment of the capacity and integrity of the drainage network within each drainage catchment is completed every twelve years by a chartered professional engineer with interim audits undertaken annually.	The historic level of service based on rainfall runoff is no longer considered appropriate given modern design techniques. New measures will be developed as part of the level of service review to be completed over the next three years.	2013-14 and 2014-15 – Review the current level of service provided by the scheme and determine new level of service measures and targets.	Ongoing – Monitoring, operation and maintenance. – Annual asset audit by a chartered professional engineer.
HBRC will protect and enhance the scheme's riparian land and associated waterways administered by the Regional Council for public enjoyment and increased biodiversity.	The level of service will be reported as the length of scheme riparian land enhanced. (Each side of a waterway measured separately and includes new planting and inter-planting).	Completed to date: – Tutaekuri (left bank): 6km – Tukituki (left bank): 3.4km (right bank): 3.4km – Ngaruroro (left bank): 4.5 km	Ongoing - 0.5km of riparian land enhanced a year (on average).	2013-20 – Develop Rivers Environmental Concept Plans. Ongoing – Implement annual programme from Environmental Strategy.

Service Levels and Performance Targets				
Activity 1b – Flood Protection & Drainage Schemes: Upper Tukituki Scheme				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
<p>HBRC will maintain an effective flood control network that provides protection from frequent river flooding to communities and productive land within the Upper Tukituki Scheme.</p> <p>The level of protection in technical terms is to convey a flood discharge with a 1% probability of being exceeded in any one year (1%AEP) safely to the sea.</p>	<p>A full assessment of the capacity and integrity of flood control works is completed every twelve years by a chartered professional engineer with interim audits undertaken annually.</p>	<p>Full initial assessments have been made for each of the rivers in the flowing years:</p> <ul style="list-style-type: none"> - Upper Tukituki 2009-12 - Waipawa 2011-12 	<p>Full Scheme Reviews</p> <ul style="list-style-type: none"> - Upper Tukituki: Start Date 2013/14; completion date 2014/15. 	<p>Routine 2013-22</p> <ul style="list-style-type: none"> - Ongoing maintenance and gravel extraction to maintain the channel capacity and integrity of the flood protection assets. - Monitoring of flood events in accordance with the Flood Manual. - Annual asset audit by a chartered professional engineer, and full assessment of each of the major rivers every twelve years. - Ongoing sawfly damage monitoring.
	<p>The level of service will be reported as:</p> <ul style="list-style-type: none"> - Kilometres and percentage of floodway that provide the design level of service. 	<p>Past audits indicate the following levels of service:</p> <ul style="list-style-type: none"> - Upper Tukituki: 34.4km, 95%. - Waipawa: 26.5km, 95%. 	<p>2015-16</p> <ul style="list-style-type: none"> - River View Edge Risk: Review of the current level of service provided by the Scheme to determine whether they are still appropriate or should be increased. 	
<p>HBRC will protect and enhance its scheme riparian land and associated waterways for public enjoyment and increased biodiversity.</p>	<p>The length of Scheme riparian land enhanced by inter-planting with alternative native and exotic species (each side of a waterway measured separately).</p>	<p>Completed to date:</p> <ul style="list-style-type: none"> - Waipawa (Left Bank): 1.5km. - Tukituki River (Right Bank): 2km. 	<p>Ongoing</p> <ul style="list-style-type: none"> - 0.5km of riparian land enhanced a year (on average). 	<p>2013-19</p> <ul style="list-style-type: none"> - Implement annual programme from Environmental Strategy.

Service Levels and Performance Targets				
Activity 1c – Flood Protection & Drainage Schemes: Other Schemes				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
<p>HBRC will maintain an effective flood control and drainage network that provides protection from frequent flooding to communities and productive land within designated Scheme areas. These Schemes include:</p> <ul style="list-style-type: none"> - Makara Flood Control - Paeroa Drainage - Porangahau Flood Control - Ohuia – Whakaki Drainage - Esk River - Whirinaki Drainage - Maraetotara - Te Ngarue - Kopuawhara Flood Control - Poukawa Drainage - Kairakau (proposed) - Waimarama (proposed) 	<p>A full assessment of the capacity and integrity of flood control works is completed every twelve years by a chartered professional engineer with interim audits undertaken annually.</p> <p>The level of service will be reported as:</p> <ul style="list-style-type: none"> - Percentage of assets that provide the design level of service. 	<p>Estimated at 95%.</p>	<p>2013-15</p> <ul style="list-style-type: none"> - Kairakau and Waimarama Flood Protection Schemes accepted by community and operation phase begun. - No change to other schemes. 	<p>Ongoing</p> <ul style="list-style-type: none"> - Ongoing maintenance to preserve channel capacity and integrity of flood protection and drainage assets. - Monitoring of flood events in accordance with the Flood Manual. - Annual asset audit by a chartered professional engineer, and full assessment of each of the scheme areas every twelve years.

Activity 2 – Investigations and Enquiries

Service Levels and Performance Targets Activity 2 –Investigations and Enquiries				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will be available to provide expert advice on drainage, flooding, and coastal erosion issues.	All queries are dealt with by appropriate qualified and experienced staff.	– HBRC employs two chartered professional engineers with experience in flood management, river control and coastal issues.	Ongoing – No Change.	Ongoing – Staff retention. – Recruitment of graduates and promotion of local government careers to ensure staffing capacity for the future.
HBRC will provide up to a 30% subsidy for river control and flood protection where the criteria set out in the Regional Council's guidelines for technical and financial assistance are met.	Value of subsidies provided annually.	– Subsidies valued at \$42,000.	Ongoing – \$42,000 plus inflation of subsidy money is provided each year at a subsidy rate of 30%.	Ongoing – Continue to promote the HBRC subsidy programme.
HBRC will provide a consultancy service for drainage, flooding, and coastal erosion issues according to individual project agreements on a full cost recovery basis.	Cost recovery. Satisfaction with Service.	– Costs are recovered. – Not specifically measured.	Ongoing – Full costs of any consultation work are recovered. – Major clients are satisfied with service provided.	Ongoing – Promote the HBRC consultancy services.

Activity 3 – Total Sundry Works

Service Levels and Performance Targets				
Activity 3–Sundry Works				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will ensure that the beach at Westshore has erosion checked to 1986 erosion line. <i>(The 1986 line was the extent of erosion before beach renourishment began. This line is identified on a series of posts along the foreshore)</i>	The comparison of annual beach cross section surveys to the 1986 erosion line.	The erosion remains seaward of the 1986 line.	Ongoing – Erosion does not extend landward of the 1986 line.	Ongoing – Renourishment is completed annually with the quantity of material assessed from pre-contract beach cross section surveys.
HBRC will maintain river mouths so that they do not flood private land above a specified contour subject to suitable river, sea and weather conditions that will allow a safe and successful opening to be made.	Incidences of flooding of private land above levels as specified in the River Opening Protocol.	No incidences.	Ongoing – Private land above a specified contour is not flooded as a result of a river mouth being closed.	Ongoing – River mouths and lagoon outlets are inspected regularly and opened when required, and when river, sea and weather conditions allow.

Introduction

Regional Resources covers the region's public shared resources (air, water, coast, gravel), its land resource (in private ownership) and Hawke's Bay Regional Council (HBRC) owned property managed as a regional resource.

These activities include the gathering of information to improve sustainable management and efficient use for enhanced economic and environmental performance.

Links to Regional Community Objectives

This group of activities contributes to Council's community objectives in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* –by understanding that the region's natural and physical resources are being managed to ensure they are used efficiently and sustainably; identifying and promoting sustainable land management practices; improving air quality; sustainably managing rivers and the gravel resource; and providing opportunities for access to open space areas.
- *A strong, prosperous and thriving economy* – by maximising the sustainable use of natural and physical resources for economic activity, which will make Hawke's Bay a more attractive place to live, work and establish commercial and industrial enterprises.
- *Communities that value and promote their unique culture and heritage* – by protecting sites of cultural significance with open space areas and, where appropriate, identifying and valuing them for public education and interest.
- *Supportive, caring and inclusive communities* – by enabling community-led water user groups to develop ways to efficiently use the region's water allocations, through actions such as audited self management.

- *Safe and accessible recreational facilities* –by providing access to the coast and safe off road pathways/cycleway opportunities for recreational enjoyment.
- *A lifetime of good health and wellbeing* – by protecting the natural environment particularly fresh and coastal swimming water quality. By improving air quality to reduce respiratory disease and the related cost of health services and lower absenteeism from school and work, caused by exacerbated respiratory symptoms from higher than acceptable levels of PM₁₀ (particulate matter or fine particles in dust and smoke); By providing open space areas and cycleways to encourage good health and wellbeing.

Significant Negative Impacts

There are no significant negative impacts relating to the collection of information about regional resources, unless the information raises more questions than answers and results in delays in decision-making.

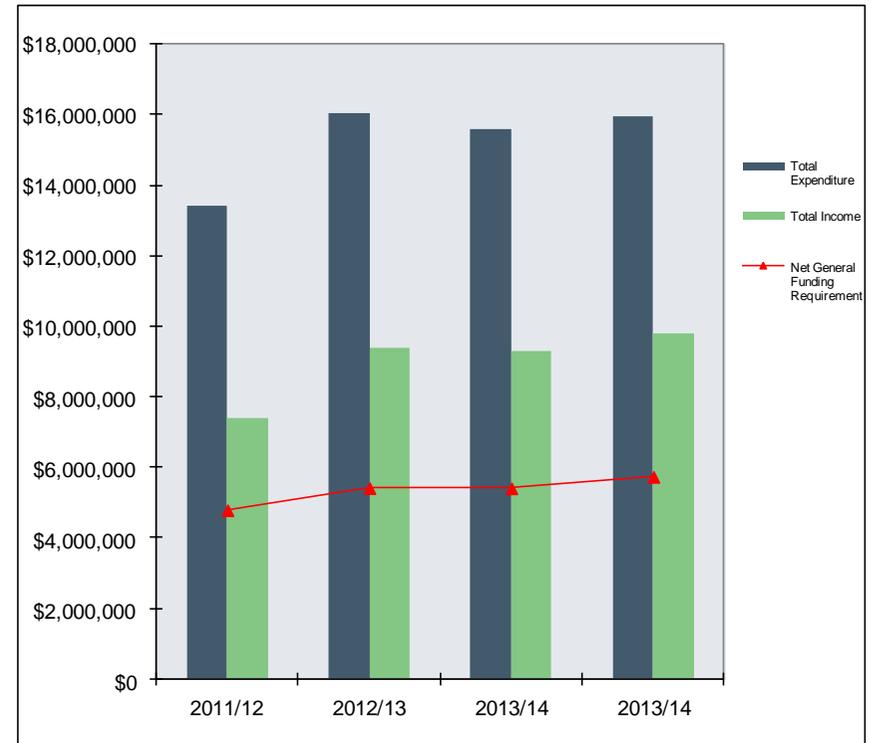
With sustainable land management, the Ministry for Primary Industries also has a role to meet New Zealand's Kyoto Protocol obligations. Therefore landowners may be confused by having two agencies engaging with them on the same issues and it is important that HBRC and MAF work together to avoid duplication.



Expenditure and Funding

Cost of Services Statement: Regional Resources					
	Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)
EXPENDITURE					
Operating Expenditure					
Land Management	1.	2,402	3,212	2,885	3,235
Air Management	2.	927	861	1,310	1,286
Water Management	3.	2,950	3,251	3,276	3,337
Coastal Management	4.	431	603	571	553
Gravel Management	5.	435	475	495	486
Open Spaces	6.	1,570	1,168	1,164	1,127
Depreciation/Amortisation Expense		0	101	109	193
Total Operating Expenditure		8,715	9,671	9,810	10,217
Capital Expenditure					
Clean Heat Advances		1,556	2,634	5,284	3,850
Council Owned Wetlands		81	0	0	0
Tangoio Soil Conservation Reserve Forestry		14	146	106	198
Soil Conservation Nursery		0	0	0	0
Lake Tutira Forest Park Forestry		38	0	0	0
Public Good Capital Purchases		2,652	3,200	0	1,400
Loan Repayments - Regional Park Reserves		372	370	370	300
Total Capital Expenditure		4,713	6,350	5,760	5,748
TOTAL EXPENDITURE		13,428	16,021	15,570	15,965
REVENUE					
Activity Revenue					
Direct Charges		1,936	3,091	3,309	3,249
Total Activity Revenue		1,936	3,091	3,309	3,249
Other Revenue					
Targeted Rates		595	583	583	583
Grants and Other Income for Capital		1,770	288	520	1,000
Interest on Scheme Reserves		190	145	174	149
Grants		534	1,426	0	80
Loans Drawn Down		2,350	3,855	4,710	4,729
Total Other Revenue		5,439	6,297	5,987	6,541
TOTAL REVENUE		7,375	9,388	9,296	9,790
TOTAL GENERAL FUNDING REQUIREMENT		(6,053)	(6,633)	(6,274)	(6,175)
Specific Scheme Reserves		255	81	227	(166)
Sale of Land (Other Initiatives) Reserve		1,009	1,138	639	607
NET GENERAL FUNDING REQUIREMENT		(4,789)	(5,414)	(5,408)	(5,734)

Net Funding Requirement: Regional Resources



Activity 1 – Land Management

Service Levels and Performance Targets Activity 1–Land Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
Viable and resilient farming systems are being achieved through sustainable land use.	Annually reporting on research project outputs and how they have contributed to sustainable land management outcomes.	<p>Research and extension projects are currently active including the following:</p> <ul style="list-style-type: none"> – Creating a climate for success – Huatokitoki community project. (MAF, HBRC, Hatuma, Landcorp, Beef and Lamb, Massey, Landcare). – Wairoa sediment reduction initiative. (MAF, HBRC). – Alternative grassland species(Landcare, MAF, HBRC, Beef and Lamb). 	<p>Ongoing</p> <ul style="list-style-type: none"> – Continue a programme of research and extension to investigate and field trial issues relevant to sustainable land management in Hawke’s Bay. – Actively seek collaboration with primary product organisations undertaking research relevant to HB. 	<p>Ongoing</p> <ul style="list-style-type: none"> – Develop a research strategy that identifies the research partners HBRC will collaborate with and defines the long term research improvements desired. – Initiate at least one new research or research extension initiative annually.
	Outputs achieved through HBRC Regional Landcare Scheme.	<p>Sample of approx outputs from Regional Landcare Scheme since its inception in 1995.</p> <ul style="list-style-type: none"> – Total HBRC investment: \$7.13M. – Number of poplar and willow poles planted for soil erosion: 440,000. – Clients: 744. – Projects: 2450. 	<p>Ongoing</p> <ul style="list-style-type: none"> – Regional Landcare Scheme (RLS) reviewed outcomes to be implemented by June 2014. – Report in the operation plan how RLS activity directly contributes to sustainable land management. – Annual output targets delivered from the RLS investment to be established and implemented as part of the annual operating plan. 	<p>Ongoing</p> <ul style="list-style-type: none"> – Conduct a review of the Regional Landcare Scheme to assess the effectiveness of the current expenditure and identify other options that will contribute to sustainable land management outcomes – Annual operating plan to be developed and presented to Council before the start of each financial year.
	The operational plan will show the focus of Regional Landcare Scheme activity and alignment with the Regional Afforestation programme and the intensification of land use.	Regional Landcare Scheme subsidies are assessed on the basis of region wide criteria.	– A portion of Regional Landcare Scheme subsidy will be targeted, and the level of subsidy varied, to encourage initiatives that more effectively respond to environmental change.	

Service Levels and Performance Targets				
Activity 1–Land Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will increase its knowledge of the region's land, soil and terrestrial habitats so it is aware of any current and likely future issues that may arise. This knowledge will allow for a timely and effective response that enables land sustainably for future generations.	Regional baseline hill country erosion monitoring.	Baseline hill country erosion survey.	2013-14 – Plains erosion monitoring programme to begin by December 2013. – Erosion monitoring repeated (about every 5 years but contingent on any major regional storm event).	– complete project plan for regional baseline erosion monitoring report – Implementation of new plains erosion monitoring programme.
	Integrated catchment management including staged computer modelling & monitoring of the: <ul style="list-style-type: none"> – Mohaka – Heretaunga/Ahuriri – Tukituki 	<ul style="list-style-type: none"> – Currently Land and water monitoring of the Taharua and upper Mohaka Rivers. Computer modelling of the entire Mohaka catchment is underway. – Heretaunga/Ahuriri catchments are next in line to be investigated. – Tukituki modelling being developed 	2013-15 – Catchment models developed for Taharua and the entire Mohaka catchment.	– Development of catchment models.
Hawke's Bay's land resource is maintained for future generations	<ul style="list-style-type: none"> – Area of erosion prone land with tree cover – Baseline erosion monitoring 	Much of Hawke's Bay's pastoral hill country needs more vegetative cover to minimise erosion and improve productivity	See Regional Afforestation Scheme targets	– Annual reporting

Activity 2 – Air Management

Service Levels and Performance Targets Activity 2–Air Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will have adequate knowledge about the level of air pollutants that may impact on public health and aesthetic values so that it can manage air quality for human health needs and aesthetic values.	State of the Environment monitoring programme for: <ul style="list-style-type: none"> – Air quality – Climate 	Regional Air Quality Monitoring Strategy revised in 2011.	<p>2013-22</p> <ul style="list-style-type: none"> – Monitoring undertaken in accordance with the Regional Air Quality Monitoring Strategy. <p>2013-22</p> <ul style="list-style-type: none"> – Report on breaches of the National Environmental Standards in accordance with the standard. 	<ul style="list-style-type: none"> – Annual reporting on PM₁₀ monitoring. – 4-yearly surveillance monitoring of other core parameters. – Source apportionment monitoring in the region’s airsheds <i>as needed</i> to identify pollution sources. – Mobile PM₁₀ monitoring campaign. – 3-yearly review of the Air Quality Monitoring Strategy.
HBRC will provide financial assistance for those who qualify for insulation and clean heat support.	Number of clean heat systems installed under financial assistance programme.	Following a slow start, the number of clean heat installations are now tracking against agreed targets.	<p>2013-22</p> <ul style="list-style-type: none"> – Provide loan assistance to homeowners region wide for home insulation <i>and clean heat</i> under HBRC’s financial assistance programme. 	<ul style="list-style-type: none"> – Develop and implement a communications strategy to promote the programme.
Hawke’s Bay’s air is suitable to breathe	Compliance with National Environmental Standard (NES) for Air Quality	<i>In 2012, Napier airshed did not exceed the standard, Hastings airshed had 10 exceedances and Awatoto had 1.</i>	<ul style="list-style-type: none"> – Napier Airshed meets NES: No more than 1 exceedance by 2016 – Hastings Airshed meets NES: No more than 3 exceedances by 2016 and no more than 1 exceedance by 2020. 	<ul style="list-style-type: none"> – Annual reporting against NES for Air Quality

Activity 3 – Water Management

Service Levels and Performance Targets Activity 3–Water Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will increase its knowledge of the region's water resources in terms of quantity, quality and habitats so that a policy framework can be developed to sustainably manage the water and land resources within Hawke's Bay.	State of the Environment monitoring programme for: <ul style="list-style-type: none"> – Climate – River flows – Groundwater levels – Surface water quality – Groundwater water quality – Aquatic ecosystems 	– State of the Environment monitoring network review: <ul style="list-style-type: none"> • Climate - 2008 • River flows - 2009 • Groundwater levels - 2008 • Surface water quality - 2009 • Groundwater water quality - 2008 • Aquatic ecosystems - 2009 – Gaps were identified in climate and rainfall	2013-15 <ul style="list-style-type: none"> – Establish 1 climate station a year <i>in response to identified requirement</i>. – Monitoring undertaken in accordance with State of the Environment monitoring strategy (reviewed in 2012 2013/14 to reflect national reporting and regional consistency). – Upgrade rainfall sites <i>as required to maintain level of service</i>. 	<ul style="list-style-type: none"> – Annual Monitoring Performance Reports. – <i>Achieve Quality Management System targets.</i>
	Knowledge available to inform environmental flow and allocatable volume review of the following river catchments and groundwater basins: Tukituki River; Ngaruroro River; Karamu Stream; Tutaekuri River; Ruataniwha Plains ; Heretaunga Plains.	<ul style="list-style-type: none"> – Information used to determine minimum flows needs updating to ensure habitat protection. Single factor assessments to determine environmental flows are no longer appropriate. – There is no groundwater level or allocation regime for any of the region's groundwater basins. – <i>Minimum flows required to maintain identified values, including aquatic habitat, established for Plan Change 6 (Tukituki River catchment).</i> – <i>Groundwater use estimated for Ruataniwha basin.</i> – <i>Draft groundwater use report prepared for Karamu Stream catchment.</i> 	2013-15 <ul style="list-style-type: none"> – Groundwater <i>abstraction and allocation report prepared for Heretaunga Plains.</i> – Environmental flow, and allocation reports prepared for the: <ul style="list-style-type: none"> • Karamu Stream, Tutaekuri River, Ngaruroro River and inflows to the Ahuriri Estuary – <i>Capability required of groundwater model confirmed by defining specifications.</i> 	<ul style="list-style-type: none"> – Undertake Catchment Sensitivity Analysis. – Increase IFIM surveys. – Increase gauging. – Groundwater/surface water interaction gauging. – Determine methodology for in-stream assessment.

Service Levels and Performance Targets Activity 3–Water Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
	Knowledge available to inform review of water quality objectives and setting limits.	<ul style="list-style-type: none"> – Water quality objectives and guidelines are contained in the Regional Resource Management Plan. – <i>Water quality limits required to maintain identified values, including aquatic habitat, established for Plan Change 6 (Tukituki River catchment).</i> 	2013-15 <ul style="list-style-type: none"> – Review of water quality guidelines and objectives completed and reported. – <i>Water quality requirements identified for recognised values, including aquatic habitat, established for Heretaunga Plan Change catchments (Tutaekuri and Ngaruroro Rivers, Ahuriri and Karamu Streams).</i> 	<ul style="list-style-type: none"> – Undertake catchment sensitivity analysis. – Review existing plan guidelines.
	Knowledge available to manage nutrient inputs to rivers.	<ul style="list-style-type: none"> – The effects of nutrient inputs is known but information is needed on their source and quantity. – <i>Nutrient sources, loads and fates determined for the Tukituki River catchment.</i> 	2013-15 <ul style="list-style-type: none"> – Report on Nutrient limits: Ngaruroro River, Tutaekuri. 	<ul style="list-style-type: none"> – Develop monitoring programmes for selected catchments. – Undertake catchment load analysis and limits based on regional and community values.
HBRC will increase its knowledge in terms of potential regional water demand and availability and how it is valued so that it can strategically plan for regional economic, social, cultural and environmental benefits.	Regional Water Values study.	<ul style="list-style-type: none"> – Some existing information contained in the Heretaunga and Ruataniwha Plains investigation reports. 		Undertake a study to assess the value of water from a social, environmental, economic and cultural perspective and review funding policy for HBRC's water related activities.

Service Levels and Performance Targets Activity 3–Water Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will encourage efficient and effective water use to maximise the benefits of the water allocated.	Number of active water user groups. Implementation of water efficiency tools by Water User Groups.	– Water User Groups: <ul style="list-style-type: none"> • Three formally established and facilitated • One potential group under development – Ngaruroro, Ruataniwha and Twyford Water User Groups engaged in efficiency projects i.e. rationing and rostering and tree and vine calculator. – Knowledge transfer through meetings, Council presentations, and one on one assistance.	2013-22 <ul style="list-style-type: none"> – Continue to establish and facilitate Water User Groups on a catchment priority basis. – In conjunction with Water User Groups, investigate and apply for research grants relating to water use and resource allocation efficiency. – Continue to transfer latest water efficiency and allocation information to Water User Groups. 	<ul style="list-style-type: none"> – Establish and facilitate Water User Groups. – Investigate and apply for water efficiency and allocation research grants. – Water user Group facilitators to: <ul style="list-style-type: none"> • keep up to date with latest water related information from science and other council departments and forward onto water user groups. • Ensure meetings are held to transfer knowledge.
	Number of consent holders with water meters operating using telemetry or web/text systems.	– Water Information Unit Established. – Water metering web/text water use web page developed. – 668 consents using web entry system. – 425 consents reporting water use via telemetry.	2013-2014 <ul style="list-style-type: none"> – Cumulative total of 1000 consents using telemetry or a web entry system. 	<ul style="list-style-type: none"> – Coordinate the implementation of water metering across Hawke’s Bay. – Establish and maintain web entry and telemetry systems that encourage consent holders to accurately report their water. – Carry out communication with the Hawke’s Bay irrigators to ensure a high level of understanding of water metering requirements. – To establish a set of “Verification procedures” in liaison with industry. – To establish a Verification programme of water meters in accordance with government regulations.

Service Levels and Performance Targets Activity 3–Water Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
Hawke's Bay's water resource is available for future generations	Allocation limits and water quality limits. Implementation of National Policy Statement for Freshwater Management.	– Regional Resource Management Plan contains limits for some catchments. Limits in catchments under resource pressure are currently being reviewed. Some catchments are over allocated and some parts of the region have degraded water quality and habitats.	Refer to other performance targets listed within this table.	– Annual Reporting against National Policy Statement for Freshwater Management and Implementation Plan



Activity 4 – Coastal Management

Service Levels and Performance Targets				
Activity 4–Coastal Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will measure water quality at key recreation sites and make the results available to ensure public health and safety	Recreational water quality monitoring programme and website management	<ul style="list-style-type: none"> – Weekly sampling undertaken at 30 recreational water sites, information available on website within 2 days of results being available – Faecal source tracking at bathing sites that regularly exceed guidelines 	<p>Ongoing</p> <ul style="list-style-type: none"> – Weekly monitoring of key recreational sites as per recreational water quality monitoring plan – Recreational water information available on website and social network site within 2 days of results being available – Identification of pollution sources for sites that regularly exceed guidelines. 	<ul style="list-style-type: none"> – Annual review of recreational water quality monitoring plan – Regular monitoring of key recreational sites – Action faecal source tracking when sites exceed guideline values
HBRC will continue to monitor, research and investigate coastal processes to inform coastal planning including climate change and coastal hazards.	<p>Annual coastal monitoring and investigation programme including:</p> <ul style="list-style-type: none"> – Beach profiling – Storm monitoring – Sediment transport and processes investigation and modelling. – Hazard prediction including tsunami, inundation, erosion, storm surge 	<ul style="list-style-type: none"> – Coastal monitoring has been undertaken for at least 11 years – A research and investigation programme was implemented in 2004. 	<p>Ongoing</p> <ul style="list-style-type: none"> – Annual monitoring and investigation programme completed and reported each year 	<ul style="list-style-type: none"> – Prepare, implement and report on coastal monitoring and investigation programme.

Service Levels and Performance Targets				
Activity 4–Coastal Management				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14e	Required Actions to Achieve Performance Targets
HBRC will provide long term, relevant and specific information on Hawke’s Bay’s coastal ecosystems, so that it and the community can remain engaged with, and informed of, the current state and potential threats to the health of coastal environments.	Identify the state and health of selected regional beaches, reefs and estuaries; Identify the state and health of near-shore coastal waters and coastal sediments; Maintain an operative and relevant Coastal Monitoring Strategy.	<ul style="list-style-type: none"> – Monitoring undertaken according to the Coastal Monitoring Strategy (2006). – Annual reporting on the state of regional estuaries and sandy beaches. – 6-weekly monitoring of near-shore coastal water quality. 	<p>Ongoing</p> <ul style="list-style-type: none"> – Monitoring undertaken in accordance with State of the Environment Monitoring Strategy (2006) and reported on annually. <p>2013-14</p> <ul style="list-style-type: none"> – <i>Five-year State of the Environment report compiled</i> 	<ul style="list-style-type: none"> – Implement and report on monitoring as specified in the Coastal Monitoring Strategy (2006). – <i>Comprehensive State of the Environment reports compiled every five years</i>
HBRC will increase its knowledge of coastal ecosystems through targeted research and investigations so that it is better able to understand and respond to the effects of activities on the coastal environment.	Undertaking specific investigation and/or research, and reporting on these outcomes where appropriate	<ul style="list-style-type: none"> – Clive/Karamu –Waitangi estuary and Ahuriri estuary/Taipō stream identified as sites of special interest 	<ul style="list-style-type: none"> – Targeted investigations into coastal receiving environments receiving stormwater discharges. – Saline transition zones in <i>Wairoa, Esk, Maungawhio and Pakuratahi Estuaries will be investigated (weather dependent).</i> 	<ul style="list-style-type: none"> – Describe the seasonal movement of the saline wedge at a variety of HB rivers/estuaries. – Develop a work programme to assess the effects of stormwater on coastal ecosystems.

Activity 5 – Gravel Management

Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will monitor and manage river-bed sediment to ensure flood protection schemes work as expected.	River surveys (3-6 yearly) show all scheme rivers have sufficient capacity.	Refer to Heretaunga Plains Scheme and Upper Tukituki Scheme sections.	Ongoing – No decline in river flood capacity.	Ongoing Undertake gravel monitoring, assessment and extraction programmes as desired in Regional Resource Management Plan
	The average riverbed level where gravel extracted is managed within +/- 200mm of the design grade line.	Average riverbed within design grade range.	Ongoing – Average riverbed within design grade range.	Ongoing – Undertake river surveys every 3-6 years.
	No incidences of erosion or flooding as a result of undesirable gravel levels.	No incidences.	Ongoing – No incidences.	Ongoing – Implement review of gravel issues.
River-bed gravel is equitably allocated to gravel extractors.	The gravel allocation process complies with the Regional Resource Management Plan	No compliance issues.	Ongoing – No compliance issues with gravel extraction.	Ongoing Undertake gravel allocation process as proposed in the Regional Resource Management Plan
River gravel management activities have no significant adverse effects on river ecology and water quality.	No reported incidences of adverse impacts following gravel extraction or beach raking activities.	No reported incidences.	Ongoing – No reported incidences of adverse impacts following gravel extraction or beach raking activities.	Ongoing – Undertake gravel management activities in compliance with Regional Resource Management Plan, Ecological Management Plans and River Environment Code of Practice.
Knowledge necessary for sustainable management of riverbed gravel is improved.	Completion of investigation and research work recommended in riverbed gravel scoping study.	Scoping study completed in 2010. Investigation and research programme.	Ongoing – Annual Programme of work completed.	Ongoing – Undertake investigations and research programmes.

Service Levels and Performance Targets				
Activity 6—Open Spaces				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide public access to, and manage existing Council owned parks and wetlands for multi-purpose benefits.	Levels of service associated with all open space areas are set out in current management plans.	<p>Current management plans/ operation and maintenance contracts for:</p> <ul style="list-style-type: none"> - Tutira Country Park: expires 2014 - Tukituki wetland: expires 2014 - Pakowhai Country Park - HBRC maintained cycleways <p><i>Management plans currently under review:</i></p> <ul style="list-style-type: none"> - <i>Pekapeka wetland: expired 2010.</i> - <i>Waitangi wetlands: expired 2012</i> 	<p>Ongoing</p> <ul style="list-style-type: none"> - <i>Maintain</i> a current Open Space Vision and Management Plan and, where appropriate, further development programmes for all open space areas and facilities. <p>Ongoing</p> <ul style="list-style-type: none"> - Implement management plans to deliver levels of service established. 	<ul style="list-style-type: none"> - Develop management plans/ operation and maintenance contracts as required. - Maintain and develop areas in accordance with management plans. - <i>Consider, as part of management plan reviews, maximising opportunities for public access to open spaces and facilities associated with the cycleway network.</i>
HBRC will actively look for opportunities to provide the public with opportunities to enjoy open space available within the region with opportunities assessed against the HBRC Open Space policy and evaluation criteria.	<p>Open space policy and evaluation criteria.</p> <p>Note \$915,000 remaining in HBRC open space and community facilities to provide for opportunities.</p>	Community facility and open space policy and evaluation criteria in place.	<p>Ongoing</p> <ul style="list-style-type: none"> - Continue to assess affordable open space opportunities in accordance with the open space vision. - Action any opportunities approved by Council. <p>2013-14</p> <ul style="list-style-type: none"> - <i>Investigate open space development opportunities with the region's territorial authorities that align with visitor facilities and attractions and meet policy and evaluation criteria.</i> 	<ul style="list-style-type: none"> - Establish levels of service and management plans for all additional open space facilities.

Introduction

Regulation activities cover the Hawke's Bay Regional Council's (HBRC) regulatory functions for resource use, building dams and safe navigation of the region's navigable waters.

The empowering legislation for HBRC functions include the Resource Management Act 1991, the Local Government Act 2002, the Soil Conservation and Rivers Control Act 1941, the Building Act 2004, the Foreshore and Seabed Act 2004, the Hazardous Substances and New Organisms Act 1996, and the Maritime Transport Act 1994.

Link to Community Objectives

This group of activities contributes to Council's objectives for the regional community in the following ways:

- *An environment that is appreciated, protected and sustained for future generations* – by enforcing rules and issuing resource consents which enable access and use of natural and physical resources, based on sustainable management principles.
- *A strong, prosperous and thriving economy* – by permitting sustainable use of the natural and physical resources through permitted activities within the rules and administering resource consents.
- *Safe and accessible recreational facilities* – by considering recreation where appropriate when assessing resource consents.
- *A lifetime of good health and wellbeing* – by protecting the natural environment, particularly fresh water quality for drinking; fresh and coastal water quality for ecological support and recreational purposes; and air quality.

Significant Negative Impacts

The functions of the Resource Management Act for this group of activities seek to balance the requirement to safeguard the environment while providing for the social, economic and cultural needs of the wider community.

In some instances, decisions made on individual resource consents can enable economic and social growth, while on other occasions it can limit such benefits.

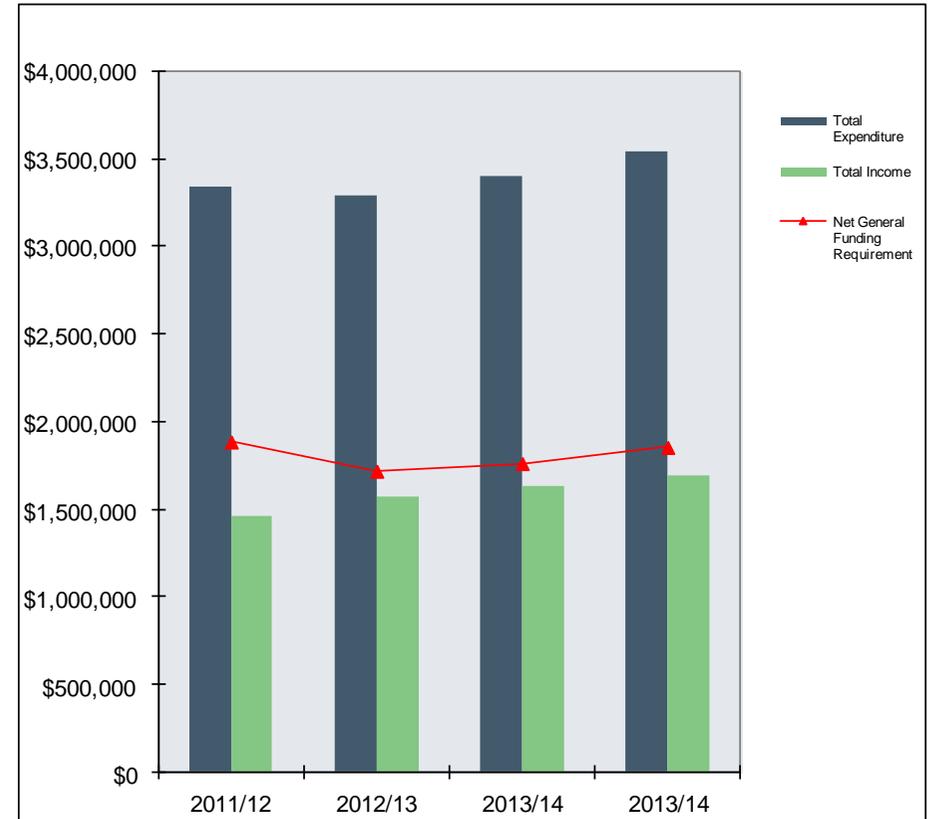
The costs to HBRC and individuals of implementing the RMA can be significant, if not kept to actual and reasonable levels.



Expenditure and Funding

Cost of Services Statement: Regulation					
Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)	
EXPENDITURE					
Operating Expenditure					
Resource Consent Processing	1.	1,792	1,598	1,667	1,657
Compliance Monitoring	2.	1,197	1,273	1,307	1,343
Maritime Safety & Navigation	3.	260	315	317	444
Building Act Implementation	4.	92	98	100	96
Depreciation/Amortisation Expense		0	7	7	4
Total Operating Expenditure		3,341	3,291	3,398	3,544
TOTAL EXPENDITURE		3,341	3,291	3,398	3,544
REVENUE					
Activity Revenue					
Direct Charges		1,456	1,573	1,636	1,690
Total Activity Revenue		1,456	1,573	1,636	1,690
TOTAL REVENUE		1,456	1,573	1,636	1,690
TOTAL GENERAL FUNDING REQUIREMENT		(1,885)	(1,718)	(1,762)	(1,854)
Specific Scheme Reserves		0	0	0	0
NET GENERAL FUNDING REQUIREMENT		(1,885)	(1,718)	(1,762)	(1,854)

Net Funding Requirement: Regulation



Activity 1 – Resource Consent Processing

Service Levels and Performance Targets Activity 1–Resource Consent Processing				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will ensure that accurate information about resource consent requirements and processes is readily available.	Application and submission guides are available in electronic and hard copy form.	Currently meeting all performance targets.	<p>2012-22</p> <ul style="list-style-type: none"> – No verified reports of inaccurate information being given in relation to resource consent requirements. <p>2012-22</p> <ul style="list-style-type: none"> – Electronic application and submission forms, application and submission guides are available through HBRC’s website. 	<ul style="list-style-type: none"> – Maintain up-to-date application forms and information packs.
HBRC will process resource consent applications in a timely manner.	100% of resource consents processed within statutory timeframes set down in the Resource Management Act 1991.	100% of non-notified resource consents, 100% of limited notified resource consents and 100% of notified resource consents processed within statutory timeframes in the 2012/2013 financial year.	<p>2012-22</p> <ul style="list-style-type: none"> – 100% of resource consents processed within statutory timeframes. 	<ul style="list-style-type: none"> – Improved tracking of Resource Management Act timeframes. – Ensure professional competency of staff to provide regulatory services. – High performance ratings achieved in the biennial Ministry for the Environment Survey on Resource Management Act performance of Local Authorities.

Activity 2 – Compliance Monitoring

Service Levels and Performance Targets Activity 2–Compliance Monitoring				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will check that consent holders comply with the resource consent conditions imposed to protect the environment.	Number of consents monitoring in accordance with the adopted compliance monitoring strategy.	91% of programmed inspections/reports completed in 2011/12.. At the end of the 2011/12 year there were 4 consents that were graded significant non compliance that were more than six months old and not resolved.	2012-22 – 90% of programmed inspections/reports completed each year. – 95% of monitored consents achieve an overall grading of full compliance.	– Maintain an up-to-date compliance monitoring strategy which reflects the level of risk to the environment. – Annual Work programmes.
HBRC will provide a 24 hr/7 day a week pollution response service for reporting environmental problems.	Duty management/Pollution Management response system.	24 hour Duty management/Pollution Management response system in place.	2012-22 – 24 hour duty Management/pollution management response system maintained.	– Appropriate appointments of staff to operate systems

Activity 3 – Maritime Safety & Navigation

Service Levels and Performance Targets				
Activity 3–Maritime safety and Navigation				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide local navigation safety control of shipping and small craft movements to ensure the region's navigable waters are safe for people to use.	The Navigation Safety Bylaws and Port and Harbour Safety Management System.	<ul style="list-style-type: none"> – Bylaws reviewed and approved by HBRC in December 2011. – A Maritime New Zealand accredited Safety Management System for the Napier Pilotage Area audited with no deficiencies in 2012. – The boating community will be informed of bylaws and issues. 	<p>2012-22</p> <ul style="list-style-type: none"> – Bylaws to be reviewed in 2016. – Maintain a Maritime New Zealand accredited Safety Management System for the Napier Pilotage Area. – Marine accidents and incidents are investigated and acted upon using education and enforcement as appropriate. – Region wide risk assessment and review of current work programme with forward looking recommendations by 1 July 2013. – Review community education effectiveness by 1 July 2013. 	<ul style="list-style-type: none"> – Hawke's Bay Regional Council provides an appropriately qualified and experienced Harbourmaster. – Maintain Safety Management System monitor and enforce Navigation and Safety Bylaws.

Activity 4 – Building Act Implementation

Service Levels and Performance Targets Activity 4–Building Act Implementation				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
Process Building Act consent applications within timeframes.	Contract with Waikato Regional Council to process dam consents on behalf of Hawke's Bay Regional Council (HBRC).	Contract in place.	2012-22 – Maintain contract with Waikato Regional Council, for the processing of dam building consents.	– Maintain contract
Maintain an accurate Dam Register and help dam owners prepare dam safety assurance programmes in accordance with Building Act timeframes.	All known dams have been recorded on the Dam Register, and dam owners informed of Building Act requirements.	All known dam owners informed of Building Act requirements and timeframes.	2012-22 – 100% of dams comply with regulation requirements that come into force in July 2012.	– Maintain staff levels and increase their knowledge of Building Act requirements.
HBRC will investigate illegally built dams and will ensure that they are removed or made compliant.	An illegally built dam is made compliant or removed within six months of identification.	Any illegally built dam is made compliant or removed within six months of identification.	2012-22 – 100% of dams comply with regulations.	– Maintain staff levels and increase their knowledge of Building Act requirements.

Introduction

Animal and plant pest control is carried out in accordance with Hawke's Bay Regional Council's (HBRC) Regional Pest Management Strategy and the Biosecurity Act 1993.

Biosecurity covers the inter-related programmes of:

- Regional animal pest control
- Regional plant pest control
- Pest management strategies.

Links to Community Objectives

This group of activities contributes to Council's objectives for the regional community in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* – by restoring native biodiversity and ensuring that it is maintained for future generations to enjoy.
- *A strong, prosperous and thriving economy* – by reducing the economic impact that pests have on agricultural and horticultural production, and by ensuring that options for economic growth are not impaired by the presence of pests.
- *A lifetime of good health and wellbeing* – by reducing the presence of pests that impact on human health, and increasing Hawke's Bay's biodiversity for public enjoyment.

Significant Negative Impacts

Because Animal pest control is undertaken using a range of methods including poisons and traps, and Plant pest control can involve the use of agrichemicals there is the potential for a number of non-target animal and plant species to be killed.

To offset these potential negative impacts, HBRC ensures staff and contractors follow best industry practice for biosecurity activities. Also, significant biodiversity enhancement from pest control activities includes improved native birdlife and revegetation of native flora. Increased regional economic returns can also be expected to accrue through increased production and reduced pest control costs when key pests are well managed.

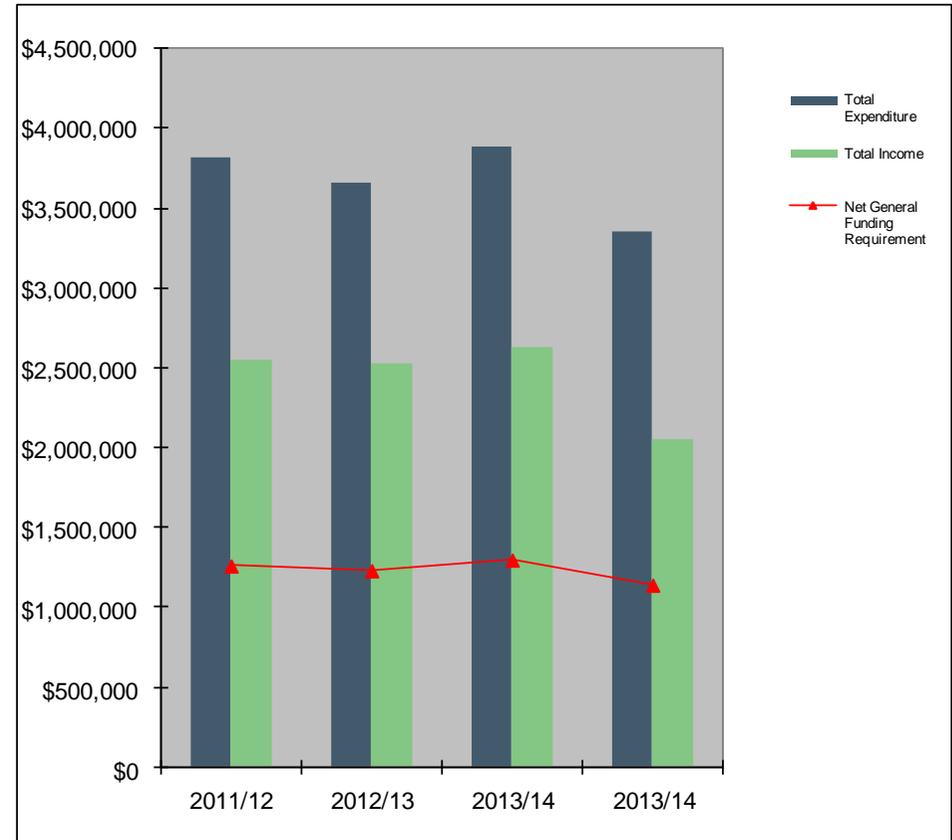
If adequate pest control is not carried out, pests can have significant adverse effects on lifestyles, quality of living and primary productivity.



Expenditure and Funding

Cost of Services Statement: Biosecurity					
	Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)
EXPENDITURE					
Operating Expenditure					
Regional Biosecurity Programmes	1.				
- Plant Pest Control		694	710	737	738
- Regional Animal Pest Control		1,734	1,665	1,721	1,830
- Bovine Tb Regional Vector Control Programmes		1,345	1,237	1,375	735
- Pest Management Strategies		36	50	52	54
Depreciation/Amortisation Expense		0	0	0	0
Total Operating Expenditure		3,809	3,662	3,885	3,357
Capital Expenditure					
AHB Risk Reserve Deposit		5	0	0	0
Total Capital Expenditure		5	0	0	0
TOTAL EXPENDITURE		3,814	3,662	3,885	3,357
REVENUE					
Activity Revenue					
Direct Charges		623	558	581	0
Total Activity Revenue		623	558	581	0
Other Revenue					
Targeted Rates		1,872	1,932	2,000	2,000
Grants		53	25	25	25
Interest on Scheme Reserves		0	17	25	22
Total Other Revenue		1,925	1,974	2,050	2,047
TOTAL REVENUE		2,548	2,532	2,631	2,047
TOTAL GENERAL FUNDING REQUIREMENT		(1,266)	(1,130)	(1,254)	(1,310)
Specific Scheme Reserves		5	(101)	(44)	169
NET GENERAL FUNDING REQUIREMENT		(1,261)	(1,231)	(1,298)	(1,141)

Net Funding Requirement: Biosecurity



Activity 1 – Regional Biosecurity Programmes

Service Levels and Performance Targets				
Activity 1—Regional Biosecurity Programme				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will develop and implement regional pest management strategies that improve biodiversity and economic prosperity.	Pest Management Strategies Maintain a current Regional Pest Management Strategy.	– Current strategy in place until 2017.	2013-2014 – Review the current Regional Pest Management Strategy (RPMS) and complete new Plan by 2015	– Begin review process in the 2013/14 financial year.
	Undertake research and investigation to quantify and/or increase the economic, biodiversity or animal/human health benefits of pest control.	– At least one new initiative undertaken annually.	Ongoing – Undertake at least one research/investigation initiative annually.	Ongoing – Buy new releases of biological control agents where appropriate. – Implement research/investigation to help deliver or quantify the effectiveness of the biosecurity programme.
HBRC will provide effective pest management programmes that improve regional biodiversity and economic prosperity.	Regional Animal Pest Control and Bovine Tb Vector Control Programmes Hectares of rateable land kept at low possum numbers. Low possum numbers means no more than five possums caught per 100 traps set out at night.	– June 2012 Possum Control Area (PCA) programme: 467,000 ha. – 2012: Animal Health Board programme over rateable land: 500,000 ha. Total: 967,000 ha. – Monitoring shows majority of areas under PCAs have trap catches less than 3%.	– By 2016 all rateable land will be reduced to low possum numbers (total rateable land in Hawke's Bay = 1,000,000 ha). Rateable land in transition from the Animal Health Board programme: 2013-14: 30,000 ha 2014-15: 30,000 ha 2015-16: 40,000 ha Rateable land in Possum Control Area (PCA) Programme: June 2013: 490,000 ha June 2014: 534,000 ha Of the PCAs monitored, less than 10% of the monitoring lines exceed 5% trap catch.	Ongoing – Transfer all rateable land under Animal Health Board (AHB) vector control to the PCA programme when AHB vector control stops. <i>Note: HBRC will no longer be responsible for the management of the AHB programme after 30 June 2013. HBRC will continue to liaise with AHB after that date to coordinate animal pest control throughout the region, particularly possums. HBRC will continue to collect rates to meet the cost of the regional contribution to the AHB programme in HB.</i> – Ensure areas under the PCA programme are maintained with low possum numbers by education, encouragement and where necessary, compliance. – Provide an effective region wide possum control product subsidy scheme so materials are readily available to occupiers undertaking their own control. – Undertake possum control along boundaries where there is a risk of re-infestation.

Service Levels and Performance Targets				
Activity 1—Regional Biosecurity Programme				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
				<ul style="list-style-type: none"> – Prepare an annual trend and education monitoring programme before May 30 each year. – Where enforcement action is required staff will issue “Notices of Direction” and encourage land occupiers to comply with that Notice. – Undertake monitoring to confirm the compliance of no less than 10% of the area under the PCA programme in any one year.
	The number of active rook nests treated annually across the region.	Current performance 2011 <ul style="list-style-type: none"> – North of SH5 - 80 active nests treated. – South of SH5 - 657 active nests treated. 	Ongoing <ul style="list-style-type: none"> – Monitoring indicates a downward trend in active rook nest numbers in both areas (North and South of SH5). 	Ongoing <ul style="list-style-type: none"> – Annually treat every active nest in all known rookeries within Hawke’s Bay. – Ground control rooks where operational conditions permit.
	Response time to rabbit complaints/enquiries.	An initial response is given within 5 working days of receipt of each rabbit related complaint/enquiry	Ongoing <ul style="list-style-type: none"> – An initial response is given within 5 working days of receipt of each rabbit related complaint/enquiry 	<ul style="list-style-type: none"> – Maintain regional rabbit night count and Rabbit Haemorrhagic Disease (RHD) monitoring programme – Provide advice and education to occupiers where they wish to reduce rabbit or hare impacts on their property – Record and respond to property owner complaints where rabbits are damaging neighbouring properties.
	Responsiveness to properties identified with rabbit populations over McLean Scale 4.	Management Plans prepared within 4 months of identification.	Ongoing <ul style="list-style-type: none"> – A management plan is prepared within four months for each property identified with rabbit numbers above McLean Scale 4. 	<ul style="list-style-type: none"> – Management plans for properties above McLean Scale 4; identify the cost benefits of undertaking control measures necessary for effective long term management on that property and any risks of not undertaking control to reduce numbers below McLean Scale 4.
	Plant Pest Control Routine plant pest inspections of areas infested with plants controlled under HBRC Regional Pest Management Strategy.	<ul style="list-style-type: none"> – All known infestations of ‘service delivery’ Total Control plant pest sites visited annually and plants controlled. – All known infestations of ‘occupier responsibility’ visited annually 	Ongoing <ul style="list-style-type: none"> – All known infestations of ‘occupier responsibility’ Total Control plant pest sites are visited annually. – All known ‘service delivery’ Total Control plant pest sites are visited annually and plants controlled. 	Ongoing <ul style="list-style-type: none"> – Undertake at least annual control on all ‘service delivery’ Total Control plant pests to prevent their seeding. – Undertake monitoring to measure ‘service delivery’ Total Control plant pests. – Record outputs for key ‘service delivery’ plant pests (Privet and Pinus Contorta). – Record all total control plant visit numbers.

Service Levels and Performance Targets				
Activity 1—Regional Biosecurity Programme				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
		<ul style="list-style-type: none"> - Land around all known infestations of total control plants inspected at least every 3 years. - All areas of high potential risk visited annually and checked for possible new plant pest incursions. 	<ul style="list-style-type: none"> - All Privet sites identified through complaints controlled within 6 months of complaint. - The land around all known infestations of Total Control plants is inspected at least every 3 years. - All areas of high potential risk are visited annually and checked for possible new plant pest incursions. 	

Introduction

Emergency Management covers a range of activities to meet Civil Defence and natural hazard management responsibilities. These activities aim to: identify potential hazards to the community and the means of reducing their impact; prepare the community for potential civil defence emergencies; and assist with the response to and recovery from any emergencies that occur.

Hawke's Bay Regional Council (HBRC) administers both the Hawke's Bay Civil Defence Emergency Management Group and the Coordinating Executive Group, both of which have responsibilities for the implementation of the Hawke's Bay Group Civil Defence Emergency Management Plan.

The relevant legislation for this function of HBRC is the Civil Defence Emergency Management Act 2002 and the Resource Management Act 1991.

Links to Regional Community Objectives

This group of activities contributes to Council's objectives for the regional community in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* – by providing sound advice on rainfall and water flows during flood conditions and hazard information for land use planning purposes.
- *A strong, prosperous and thriving economy* – by enhancing community resilience through the promotion of community response plans and business continuity planning.
- *Strong regional leadership and a sense of belonging* – by co-ordinating groups of organisations, and ensuring their understanding of and collaborative contribution to community resilience and emergency response and recovery activities.

- *Supportive, caring and inclusive communities* – by providing advice that enables individuals to make sound decisions on the risk they are willing to live with and assisting with their effectiveness to respond and recover from a disaster.
- *A lifetime of good health and wellbeing* – by providing flood warning and forecasting and information on how to reduce hazards to encourage community resilience and preparedness.

Significant Negative Impacts

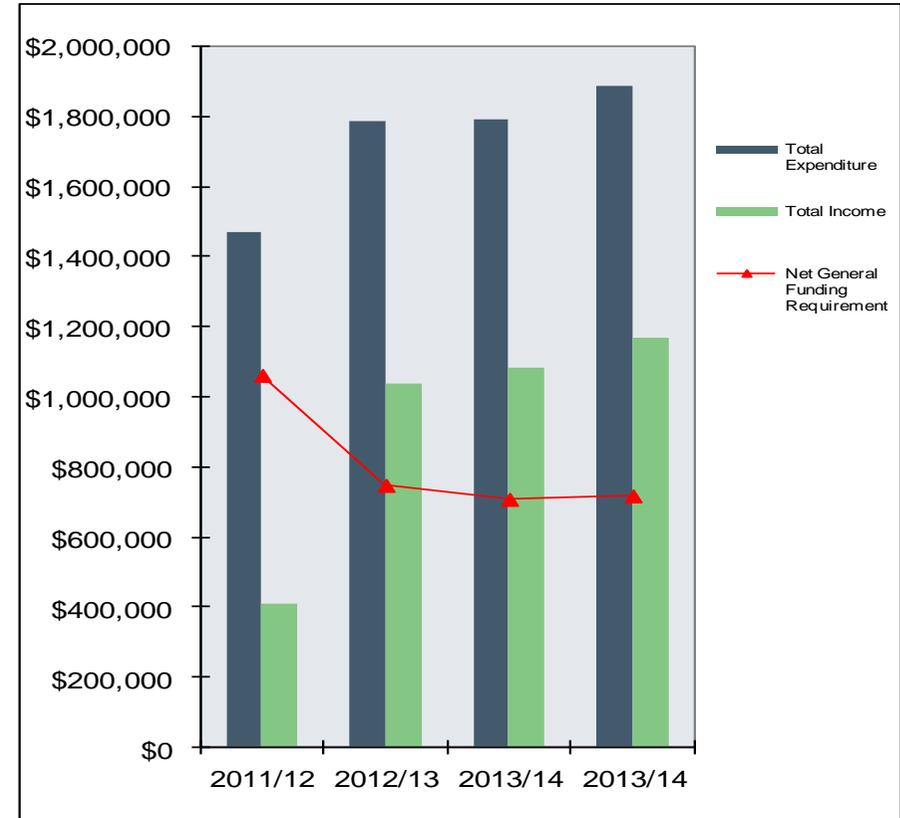
There are no significant negative impacts on the environment as a result of the activity. As a result of research to date, there are now restrictions on development in some areas to avoid hazards, such as coastal erosion, flooding and earthquakes, which have impacts on the cultural and social aspects of the community. However the positive impacts on long term health, safety and economic sustainability are considered to outweigh the potential negative social impacts.



Expenditure and Funding

Cost of Services Statement: Emergency Management					
	Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)
EXPENDITURE					
Operating Expenditure					
HB Civil Defence Emergency Management Group	1.	584	951	907	1,047
HBRC Hazard Assessment & Response	2.	885	748	786	802
Depreciation/Amortisation Expense		0	88	98	36
Total Operating Expenditure		1,469	1,787	1,791	1,885
TOTAL EXPENDITURE		1,469	1,787	1,791	1,885
REVENUE					
Activity Revenue					
Direct Charges		147	107	118	96
Total Activity Revenue		147	107	118	96
Other Revenue					
Targeted Rates (Uniform Annual Charge)		0	774	805	871
Grants		260	158	160	200
Total Other Revenue		260	932	965	1,071
TOTAL REVENUE		407	1,039	1,083	1,167
TOTAL GENERAL FUNDING REQUIREMENT		(1,062)	(748)	(708)	(718)
NET GENERAL FUNDING REQUIREMENT		(1,062)	(748)	(708)	(718)

Net Funding Requirement: Emergency Management



Activity 1 – HB Civil Defence Emergency Management Group

Service Levels and Performance Targets				
Activity 1– HB Civil Defence Emergency Management Group				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will reduce the impact of long term natural and man-made hazards to life and property, eliminating these risks if practicable, and if not seek the reduction of their impact.	Assessment of natural and manmade hazards will be completed for at risk areas in Hawke's Bay.	As part of the Hawke's Bay Civil Defence Emergency Management (HBCDEM) Plan: <ul style="list-style-type: none"> – A hazardscape, (or landscape of hazards) assessment has been completed. – Priorities to reduce the impact of hazards are identified. – A work programme to identify and reduce the impact of hazards is approved. Hawke's Bay Joint Hazard Strategy for Local Authority Land-use Planning completed.	2012-22 <ul style="list-style-type: none"> – Advocate to Territorial Authorities for the consideration and inclusion of hazard information as part of their land use planning functions – In conjunction with TAs, provide public advice on the impacts of hazards. – Complete changes to the Resource Management Act 1991 statutory plans that reflect the integrated approach of the Joint Hazard Strategy. 	<ul style="list-style-type: none"> – Review of the Hawke's Bay Civil Defence Emergency Management Plan. – Advocate coordination between the HBRC works programme and the readiness priorities in the HBCDEM Plan. – Become involved in Territorial Authority planning processes under the RMA. – Provide public advice through a range of media (internet/public forums).
	Number of hazards research projects commissioned each year.	At least one new research project commissioned each year, for example, tsunami inundation modelling and fault line mapping for Wairoa completed 20/10/11.	2012-22 <ul style="list-style-type: none"> – At least one new research project commissioned each year. 	<ul style="list-style-type: none"> – Commission research every year based on HBRC Hazard Research Plan and priorities set out in the Hawke's Bay Civil Defence Emergency Management Plan.
	Percentage of surveyed residents that are aware of hazard risks & can identify earthquake, flooding, and tsunami as major hazards in Hawke's Bay.	Survey 2008 asked residents to identify hazard risk to their livelihood: <ul style="list-style-type: none"> – 94% identified earthquake – 60% identified flooding/heavy rainfall – 34% identified tsunami 	2012-22 <ul style="list-style-type: none"> – Awareness of earthquake, flooding/heavy rainfall and tsunami hazard risks show an increase over time. – Specific target more than 50% of residents can identify tsunami as one of the region's major hazards by 2018. – As measured in a 3 year survey. 	<ul style="list-style-type: none"> – Prepare and implement a communications plan to target hazards to highlight in a promotion. – Promote hazard awareness through public displays such as tsunami and 1931 earthquake displays and produce hazard education material. – Community Survey every three years.
	Satisfaction of Territorial Authorities and professionals involved in land use planning decision making with the	Hazard Research Bibliographic Database available online and several research projects commissioned and completed including tsunami, faultline and flood modelling. Territorial	2012-22 <ul style="list-style-type: none"> – All Territorial Authorities and planning professionals are satisfied with the quality, format and relevance of hazard information supplied/available as assessed by an 	<ul style="list-style-type: none"> – Continue work to identify sources of hazards and ensure this information is collected, sorted, recorded, and stored in a relevant manner.

	quality, format & relevance of hazard information supplied.	Authorities surveyed 2011 - 83% said information was relevant and the quality of information was rated high.	evaluation and feedback form every 3 years.	<ul style="list-style-type: none"> - Actively encourage best practice on hazard avoidance/mitigation by ensuring territorial authorities and professionals involved in land use planning decision making are informed of relevant hazards and risks.
HBRC will maintain and where appropriate increase the readiness of Hawke's Bay Civil Defence Emergency Management (HBCDEM) and the community to respond to a civil defence emergency.	HBRC response to a Civil Defence emergency is coordinated, appropriate, effective and efficient.	A region-wide exercise is held every three years with all HBCDEM Group agencies.	2012-22 <ul style="list-style-type: none"> - Complete HBCDEM Group Training Directive. - Maintain three yearly exercise programmes. - Corrective Actions that the HBCDEM group has responsibility for are implemented in accordance with the Corrective Action Plan. 	<ul style="list-style-type: none"> - Review of HBCDEM Plan. - Exercise programme maintained and exercise reports completed with Corrective Action Plans. - Support the operation and engagement of the Training Advisory Group. - Support Territorial Authorities in completing Community Response Plans for specific communities.
	The level of support provided to the HBCDEM Group in directing and co-ordinating personnel and resources for response and recovery operations.	Adopted HBCDEM Group Plan is in place.	2013-14 <ul style="list-style-type: none"> - Completed welfare work plan. - Conduct induction training for incoming Joint Committee members post 2013 elections. 2012-22 <ul style="list-style-type: none"> - An active Welfare Advisory Group which meets at least 4 times a year. 	<ul style="list-style-type: none"> - Review of HBCDEM Plan. - Maintain and support the HBCDEM Joint Committee and Chief Executives Group. - Maintain and support the HB Welfare Advisory Group.
	The percentage of surveyed residents prepared to cope for at least three days on their own.	<ul style="list-style-type: none"> - Civil Defence Emergency Management (CDEM) Group website is maintained with information on preparedness. - Current advertising programme. - 90% surveyed residents said they had enough food stored for three days and had some way of cooking without electricity. - Over 55% had enough water stored not including water in hot water cylinders. 	2012-22 <ul style="list-style-type: none"> - 90% residents have enough food stored for three days and had some way of cooking without electricity. - 75% have enough water stored. - As measured by three yearly survey. 	<ul style="list-style-type: none"> - Maintain and develop information and materials that support the Group Website, regular radio advertising and other promotional opportunities in accordance with communications strategy. - Support the National "Get ready, Get thru" programme and national "Get Ready" week. - Maintain Interagency Communication Group who develop and implement a programme of public CDEM education. - Survey the community every three years.

Service Levels and Performance Targets				
Activity 1– HB Civil Defence Emergency Management Group				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will ensure that appropriate levels of response capabilities are in place and maintained across the Hawke's Bay Civil Defence Emergency Management (HBCDEM) Group.	Established Emergency Management Plans including training and procedures.	<ul style="list-style-type: none"> – HBCDEM Group Plan and Standard Operating Procedures are implemented. – Established Group Emergency Operations Centre with supported training programme. 	<p>2013-14</p> <ul style="list-style-type: none"> – Continue to develop the capability of the Group Emergency Coordination Centre in Hastings. – Complete capacity review of existing Emergency Operations Centre facilities in HBCDEM Group. <p>2012-22</p> <ul style="list-style-type: none"> – Maintain Plans and Standard Operating Procedures and ensure Group Emergency Coordination Centres can be ready for operation within 6 hrs of event. – Effectively and efficiently manage any emergency events from initial warning until a safe situation returns. 	<ul style="list-style-type: none"> – Ensure Plans and procedures confirm agency roles and responsibilities for good co-ordination. – Maintain two Group Emergency Coordination Centres (Hastings & Napier) which are ready for operation, with supporting Group Standard Operating Procedures. – Conduct training for staff assigned to Group emergency management roles.
	Maintain the CDEM Group's emergency management and civil defence capacity with the capability of effectively responding to an emergency event.	<ul style="list-style-type: none"> – Established Emergency Management Team and training programme in place. 	<p>2012-22</p> <ul style="list-style-type: none"> – Maintain established teams, training programmes, Emergency Operations Centre, Manuals, in accordance with HBCDEM Group Plan. 	<ul style="list-style-type: none"> – HBRC staff have been assigned emergency management roles and are having training annually. – Effectively and efficiently manage any emergency event from initial warning until a safe situation returns.
HBRC will ensure the recovery from emergencies is managed in accordance with the scale of the event.	<p>Facilitate and maintain Lifelines Group who have effective input into Civil Defence Emergency Management (CDEM) Group plans.</p> <p>Dedicated CDEM Group Recovery Manager appointed.</p> <p>A relevant CDEM Group Recovery Plan is adopted and maintained.</p>	<ul style="list-style-type: none"> – The Lifelines Group currently has lost momentum. – The CDEM Group has no appointed Recovery Manager or specific Recovery Plan. 	<p>2013-14</p> <ul style="list-style-type: none"> – An active Lifelines Group which meets at least 4 times a year. – Complete Group Recovery Plan. – Complete an engineering Lifelines work programme. <p>2012 – 2022</p> <ul style="list-style-type: none"> – Partner Territorial Authorities have appointed local recovery managers. 	<ul style="list-style-type: none"> – Provide strategic guidance for Group Recovery Plan as part of the review of the CDEM Group Plan. – Review and support Lifelines Group.

Activity 2 – Hazard Assessment & Hawke’s Bay Regional Council Response

Service Levels and Performance Targets				
Activity 2– Hazard Assessment & Hawke’s Bay Regional Council Response				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will ensure it has an emergency response capability that can provide regional hazard assessments and warning systems to the Civil Defence Emergency Management (CDEM) Group and to manage Council assets.	Effectiveness of response capacity and capability.	HBRC maintains an emergency management and civil defence capacity capable of responding effectively to an emergency event.	Ongoing – Maintain established Teams, training programmes, Emergency Operations Centre, Manuals and Business Continuanace Plan.	<ul style="list-style-type: none"> – Annual training and management of teams. – Annual maintenance of Emergency Operations Centre Manuals and Business Continuity Plans.
	24hour duty management system is in place.	24 hour Duty Management warning and response system with capacity to scale up for emergency response is in place.	Ongoing – Operate an effective 24-hour Duty Management Service and respond to urgent public enquiries and complaints in a timely professional manner.	<ul style="list-style-type: none"> – Maintain log of duty calls along with record of warning and watches of severe weather or other hazardous events managed.
HBRC provide reliable warning of flooding from the region’s major rivers to at risk communities in the Wairoa, Tutaekuri, Ngaruroro and Tukituki areas.	Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year. – Priority sites: 98% – Overall: 92%	Priority sites were operational for 2011-12: – Priority sites: 97.9% – Overall: 97.8%	Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year: 2012-19: 98% average for all key sites	<ul style="list-style-type: none"> – Regular checking and maintenance of all rainfall and level recorder stations. – Repair of all key sites damaged during storms within four weeks. – Programme to double the number of priority sites to increase operation reliability over 10 year period.

Service Levels and Performance Targets				
Activity 2– Hazard Assessment & Hawke’s Bay Regional Council Response				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
A flood forecasting system is available on the web to advise the community on likely rainfall and flooding.	Percentage of the region at risk of flooding from large rivers, covered by a flood forecasting model.	60% of the region’s floodplains are covered with a flood forecasting model.	Percentage of the region covered by a flood forecasting model 2014-15: 70% 2021-22: 100%	– Continue to develop and upgrade flood forecast models of flood plain areas.
		Computer models reflect what happens during a flood event and give up to 2 hours highly reliable forecasting, up to 12 hours moderately reliable forecasting and 48 hours total forecast.	Ongoing – No decrease in model performance.	– Continue to survey rivers to update models every 6 years – Calibrate models to significant storm events.
	Information available on HBRC’s website during storm events.	Web information is updated every three hours during significant (greater than 5 Year) storm events.	Ongoing – No change	– Programme for web information during storm events maintained.
	Peak flood forecast river flows agree within 25% of the actual flows.	25%	Ongoing – No decrease in performance.	– Calibration of models to significant storm events.
HBRC will continue to improve its knowledge and understanding of flood risks from the areas exposed to severe weather events and the effects of runoff onto low lying land and into the network of drains, streams and rivers of the region.	Percentage of area mapped for flood hazard, including the impact of climate change.	Up to date flood hazard information is available for 96.9% of high risk community areas, and 20% of the lower risk community areas.	2014-15: 100% – To update flood hazard information for high risk communities. 2021-22: 100% – Up to date flood hazard information available for lower risk communities.	– Identification of high flood risk areas. – Programme of collection and distribution of flood hazard information for high and low risk areas.

Service Levels and Performance Targets				
Activity 2– Hazard Assessment & Hawke’s Bay Regional Council Response				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will to respond to oil spills within the Hawke’s Bay Coastal Marine boundary and maintain a Tier 2 oil spill response plan which identifies priority areas in HB for protection in the event of a major spill.	Current Tier 2 Oil Spill Plan is in place and training is being implemented.	Current Tier 2 Oil Spill Response Plan is in place and a programme of appropriate training & exercises in accordance with the provisions of the plan and the requirements of the Maritime Transport Act 1994 has been undertaken over previous years.	– Operative Marine Oil Spill Plan is maintained, along with trained personnel.	<ul style="list-style-type: none"> – Annual training and management of teams. – Annual maintenance plan.

Introduction

Transport covers planning, provision of passenger transport and co-ordination and provision of road safety initiatives across Hawke's Bay.

The driving force is the Regional Land Transport Strategy and the Regional Land Transport Programme, which are required to be prepared by the Regional Transport Committee.

The Land Transport Act 1998 and the Land Transport Management Act 2003 and its Amendment Act 2008, requires Hawke's Bay Regional Council (HBRC) to consider the transport needs of disadvantaged people. In September 2011, HBRC adopted a Regional Public Transport Plan to address this and guide it in providing a passenger transport system that provides good quality local public services for the people of Hastings and Napier.

HBRC operates a Total Mobility Scheme that provides a subsidised taxi service for people with serious mobility constraints by way of taxi vouchers.

Links to Regional Community Objectives

This group of activities contributes to Council's objectives for the regional community in the following ways.

- *An environment that is appreciated, protected and sustained for future generations* – by taking into account demand for future public bus services and environmental considerations in transport planning with the Hastings District Council and Napier City Council.
- *A strong, prosperous and thriving economy* – by providing reliable and secure public transport infrastructure.

- *Transport, infrastructure and services that are safe, effective and integrated* – by providing public transport services; integration with other modes of transport (for example walking and cycling); and road safety programmes.
- *Strong regional leadership and a sense of belonging* – by providing increased opportunities for social interaction; travel options for the workforce; and more access to essential services and amenities.
- *Safe and accessible recreational facilities* – by increased opportunities for social interaction and travel options for the workforce; greater access to essential services and amenities; and ensuring integration with walking and cycling opportunities.
- *A lifetime of good health and wellbeing* – by reducing traffic congestion and providing an environmentally sustainable choice of transport.

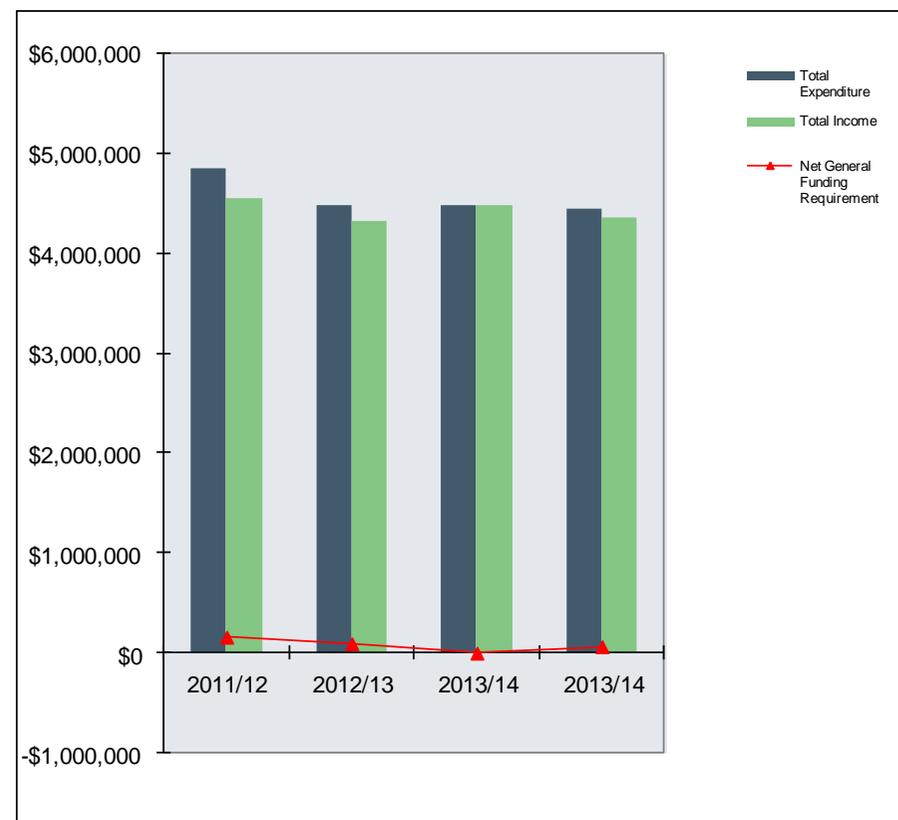
Significant Negative Impacts

There are no anticipated significant negative impacts from this group of activities which seek to provide an integrated, safe and efficient transport network.

Expenditure and Funding

Cost of Services Statement: Transport					
Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)	
EXPENDITURE					
Operating Expenditure					
Regional Road Safety	1. 485	463	465	390	
Regional Land Transport Strategy	2. 368	236	135	156	
Subsidised Passenger Transport	3. 3,991	3,755	3,858	3,875	
Depreciation/Amortisation Expense	0	20	19	20	
Total Operating Expenditure	4,844	4,474	4,477	4,441	
TOTAL EXPENDITURE	4,844	4,474	4,477	4,441	
REVENUE					
Activity Revenue					
Direct Charges	4	92	92	92	
Total Activity Revenue	4	92	92	92	
Other Revenue					
Targeted Rates	1,472	1,460	1,550	1,550	
Interest on Scheme Reserves	0	9	10	9	
Grants	3,075	2,764	2,823	2,712	
Total Other Revenue	4,547	4,233	4,383	4,271	
TOTAL REVENUE	4,551	4,325	4,475	4,363	
TOTAL GENERAL FUNDING REQUIREMENT	(293)	(149)	(2)	(78)	
Specific Scheme Reserve	136	58	5	17	
NET GENERAL FUNDING REQUIREMENT	(157)	(91)	3	(61)	

Net Funding Requirement: Transport



Activity 1 – Regional Road Safety

Service Levels and Performance Targets				
Activity 1– Regional Road Safety				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will engage, co-ordinate and implement sustainable regional road safety initiatives so that Hawke's Bay roads and pathways are safe and accessible, and that the emotional and financial costs of road traffic crashes are reduced.	Effectively implement Regional Safety Action Plans with the relevant objectives of the Regional Land Transport Strategy; Safer Journeys 2020; and the New Zealand Injury Prevention Strategy.	<ul style="list-style-type: none"> – Quarterly reviewed and updated Regional Safety Action Plans (RSAP) for Wairoa, Napier, Hastings, and Central Hawke's Bay. – RSAPs co-ordinated road safety initiatives involving engineering, enforcement and education. Key stakeholders include: <ul style="list-style-type: none"> • Territorial authorities • NZ Police • Hawke's Bay District Health Board • Accident Compensation Corporation • New Zealand Transport Agency • Community groups responsible for the allocation, monitoring and contract management of New Zealand Transport Agency funding. 	<p>2013-22</p> <ul style="list-style-type: none"> – Regional Safety Action Plans for Wairoa, Napier, Hastings, and Central Hawke's Bay will be reviewed quarterly with a focus on key issues to be addressed. – Road safety programmes are implemented to reduce the incidence and severity of road traffic crashes and to align with the key outcomes and issues in the RoadSafe Strategic Plan. 	<ul style="list-style-type: none"> – Hold quarterly review meetings with Territorial Authorities and key road safety partners to ensure Regional Safety Action Plans are relevant and up to date. – Undertake a six monthly review of the RoadSafe Strategic Plan to ensure all goals, outcomes and objectives are relevant and take into account key road safety issues identified in the Safer Journeys Report, Communities at Risk Register and the New Zealand Transport Agency briefing notes.

Activity 2 – Regional Land Transport Strategy

Service Levels and Performance Targets Activity 2– Regional Land Transport Strategy				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
Through the region's transport strategy HBRC will promote improved integration of all transport modes, land use and efficient movement of freight.	Approved Regional Land Transport Strategy in place.	Adopted in June 2012.	<p>2013-14</p> <ul style="list-style-type: none"> – Implement and report on current RLTS as required by statute. <p>2015</p> <ul style="list-style-type: none"> – Review of RLTS completed by July 2015. 	<ul style="list-style-type: none"> – Freight movement in and out of Hawke's Bay and efficient movement of traffic is addressed through implementation of key strategic projects. – Monitor and report on achievements from the RLTS to the Regional Transport Committee. – Begin RLTS review process in January 2014 (or earlier if legislation changes).
	Three yearly Regional Land Transport Programme approved.	This document was incorporated into the Regional Land Transport Strategy and adopted in June 2012.	<p>2013-15</p> <ul style="list-style-type: none"> – Implement and report on Regional Land Transport Programme 2012-15 as required by statute. <p>2015-18</p> <ul style="list-style-type: none"> – Regional Land Transport Programme submitted to New Zealand Transport Agency by July 2015, following public consultation. 	<ul style="list-style-type: none"> – Monitor the Regional ('R') funds spending to ensure it is spent on key projects for the region.

Activity 3 – Subsidised Passenger Transport

Service Levels and Performance Targets				
Activity 3– Subsidised Passenger Transport				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide an accessible bus service and appropriate service infrastructure within and between the Napier, Hastings and Havelock North urban areas that will be expanded to meet the increasing need for public transport for the people of Hawke's Bay.	In accordance with Regional Land Transport Strategy.	Services are delivered on regular demand-driven basis, to ensure the needs of the transport disadvantaged are considered.	2013-15 – Build on the improvements made over the last 3 years and ensure current levels of services are maintained and target any increase in funding towards improving existing services.	– Continue to regularly market current services and increase awareness of all services. – Increase patronage and subsequent fare recovery to make improvements viable, to achieve bus fare recovery rates of: 2013-14: 40%
	Continue improving signage, infrastructure and information at all bus stops.	Major improvements have been made in Hastings and Napier; more work is yet to be done in Napier to provide better timetable information at bus stops.	2013-14 – Implement bus-stop service level standards (as outlined in Regional Public Transport Plan). 2013-15 – Install four additional bus shelters each year (two in Hastings and two in Napier).	– Work with the Napier City and Hastings District Councils to implement the bus-stop service level at key bus stops. – Work with Napier City and Hastings District Councils to agree on the best locations for bus shelters each year.
	Where bus routes exist, at least 90% of residences and businesses are in the following walking distances of a bus stop: – 500m: normal conditions – 600m: low density/outer areas.	About 85% compliance in Hastings and 60% in Napier.	2013-15 – Increase the number of bus stops in Hastings and Napier to meet the measure <i>in the Regional Public Transport Plan</i> .	– Ongoing survey to ensure appropriate infrastructure at key bus-stops. – Work with Napier City and Hastings District Councils to meet targets.
	Changes in technology to be utilised to provide a better service.	Smartcards were implemented in 2009 but no further technology opportunities have been implemented.	2013-14 – Investigate online top-ups for smartcards.	– Take advantage of changes in ticket systems that allow for online top-ups.

Service Levels and Performance Targets				
Activity 3– Subsidised Passenger Transport				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
Fare payment systems are to be simple to understand; reviewed regularly and accurately record passenger trip information.	Fare levels will be reviewed annually.	Fare structure last reviewed in February 2012.	2013-19 – Fare reviews to be undertaken annually.	– <i>Review fares annually.</i>
Integration with other modes.	Improve integration between public transport and walking and cycling.	Integration made possible by the installation of bike racks on buses on major routes.	2013-15 – Investigate <i>further opportunities for installation</i> of secure bike racks at major bus stops.	– Investigate other initiatives around the country. – Work with Napier City and Hastings District Councils to improve integration between public transport and walking and cycling.
Continue to provide and deliver the Total Mobility scheme in Napier, Hastings and Waipukurau for those unable to use public transport due to serious mobility constraints.	Membership is increased and service delivered in accordance with New Zealand Transport Authority guidelines.	2012-13 – 69,000 trips made using Total Mobility vouchers	2013-15 – Increase by at least 5% a year.	– Actively promote the Total Mobility Scheme. – Work with government and disability agencies to better understand and try to meet the needs of their clients.

Introduction

Hawke's Bay Regional Council's (HBRC) Governance and Community Engagement role and responsibilities involve decision-making, keeping regional residents informed, and ensuring that Hawke's Bay people have a meaningful say on the direction of their region.

This group covers:

- Strategic Alliances - HBRC working with a range of organisations - central government, university, private sector groups and councils - to provide valued services and research that is targeted and efficient.
- Community Engagement and Communication - encompasses all HBRC purposes and functions and engagement with a broad range of stakeholders in the general community through a variety of media.
- Response to Climate Change – some of the measures that HBRC either has in place or proposes to introduce to contribute to lowering carbon emissions in Hawke's Bay.
- Community Representation and Regional Leadership - Council elections and the role of Councillors in representing their constituent communities, plus providing opportunities for individuals and groups to influence decision-making.
- Investment Company Support – the management and administration support provided to the Hawke's Bay Regional Council Investment Company Ltd.

Links to Regional Community Objectives

This group of activities contributes to Council's objectives for the regional community in the following ways.

- *Strong regional leadership and a sense of belonging, supportive, caring and inclusive communities* – by the 9 Councillors representing their constituent communities across Hawke's Bay; by reflecting community views on policies considered by the Council; by managing the complexity associated with new relationships and the associated change processes; and by reducing the carbon footprint of the region and providing strategies to enable the community to adapt to those changes.
- *An environment that is appreciated, protected and sustained for future generations* – by working closely with primary sector associations, Treaty of Waitangi settlement groups and government departments to provide for greater catchment/community based management of the environment.
- *A strong, prosperous and thriving economy* – by actively engaging with the business community and providing information and knowledge in regular publications; by supporting Tourism Hawke's Bay and participating in Business Hawke's Bay, through funding from the Regional Economic Development Rate; by highlighting opportunities associated with climate change.
- *Transport, infrastructure and services that are safe effective and integrated* – by working toward energy efficient ways of travelling and doing business.
- *A lifetime of good health and wellbeing* – by providing resilience to changes that will occur as a result of climate change.
- *Strong regional leadership and a sense of belonging* – by setting reduced emission targets to lessen HBRC's carbon footprint.

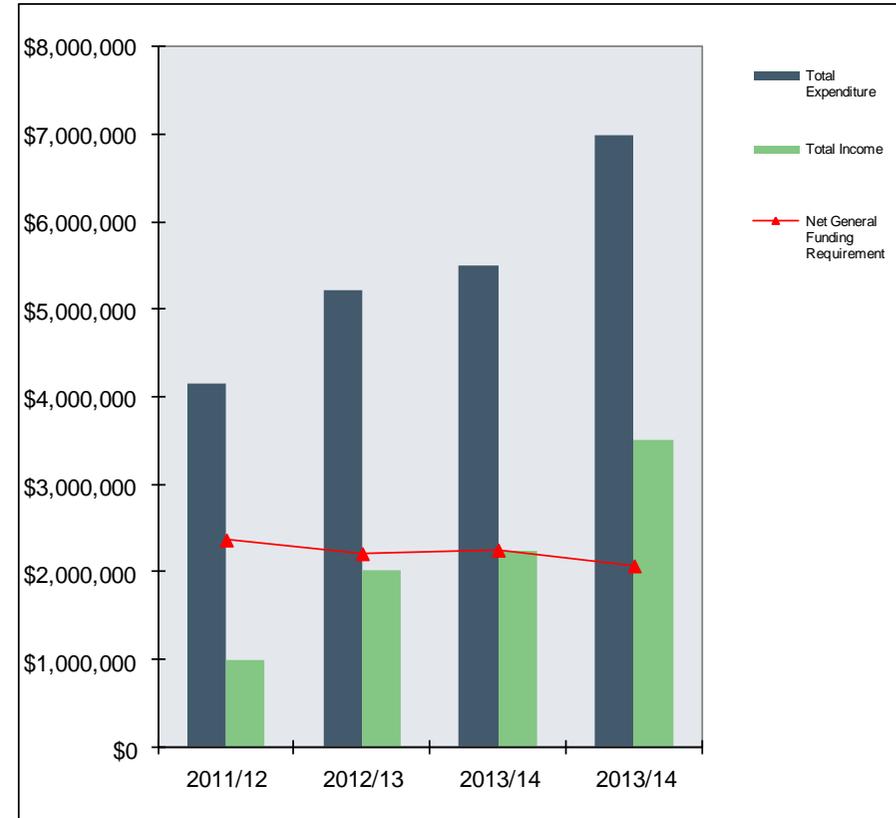
Significant Negative Impacts

There are no anticipated significant negative impacts from this group of activities.

Expenditure and Funding

Cost of Services Statement: Governance & Community Engagement					
	Activity (#)	Annual Report 2011/12 (\$'000)	Year 1 LTP 2012/13 (\$'000)	Year 2 LTP 2013/14 (\$'000)	Ann Pln 2a Ann Pln 2013/14 (\$'000)
EXPENDITURE					
Operating Expenditure					
Community Partnerships	1.	1,676	2,400	1,889	3,562
Community Engagement & Communications	2.	496	538	556	540
Response to Climate Change	3.	10	16	51	11
Community Representation & Regional Leadership	4.	1,850	1,400	1,322	1,255
Investment Company Support	5.	19	40	41	74
Depreciation/Amortisation Expense		0	9	9	9
Total Operating Expenditure		4,051	4,403	3,868	5,451
Capital Expenditure					
Community Partnerships		95			
Solar Heat Advances		0	630	1,260	1,260
Loan Repayment		0	183	363	275
Total Capital Expenditure		95	813	1,623	1,535
TOTAL EXPENDITURE		4,146	5,216	5,491	6,986
REVENUE					
Activity Revenue					
Direct Charges		238	71	111	105
Total Activity Revenue		238	71	111	105
Other Revenue					
Targeted Rates		0	0	0	0
Grants		15	15	15	40
Loan Funding		750	1,930	2,060	3,360
Solar Heat Advance Repayment		0	0	63	0
Total Other Revenue		765	1,945	2,138	3,400
TOTAL REVENUE		1,003	2,016	2,249	3,505
TOTAL GENERAL FUNDING REQUIREMENT		(3,143)	(3,200)	(3,242)	(3,481)
Specific Regional Project Reserve		1	45	0	45
Sale of Land (Other Initiatives) Reserve		774	943	990	1,363
NET GENERAL FUNDING REQUIREMENT		(2,368)	(2,212)	(2,252)	(2,073)

Net Funding Requirement: Governance and Community Engagement



Activity 1 – Community Partnerships

Service Levels and Performance Targets Activity 1– Community Partnerships				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will engage in strategic relationships that help better achieve its vision and purposes.	Formalisation of strategic alliances that are sector and institutionally-based.	HBRC provides grant funding to a range of organisations with no formal requirements on performance or reporting.	<p>2012-15</p> <ul style="list-style-type: none"> – Create a bi-annual forum of primary production sector associations. <p>2016-22</p> <ul style="list-style-type: none"> – HBRC continues to work in partnership with strategic allies to progress strategic goals. 	<ul style="list-style-type: none"> – Primary associations' sector alliance to be formally developed and meetings scheduled. – Shared service arrangements are identified and agreed to.
HBRC will work in partnership with treaty claimant groups to govern natural resources and to jointly explore sustainable economic opportunities in Hawke's Bay.	Regional Planning Committee operating successfully.	HBRC's Maori Standing Committee is currently consulted in relation to a range of Council activities.	<p>2012-15</p> <ul style="list-style-type: none"> – Regional Planning Committee permanently established. 	<ul style="list-style-type: none"> – Legislation to be passed to permanently establish Hawke's Bay Joint Regional Planning Committee.
HBRC will contribute to support the development of Regional Public Infrastructure projects.	Evaluation of Regional Public Infrastructure projects and which to support.	Limited financial assistance has been provided to a number of Infrastructure projects.	<p>2013-14</p> <ul style="list-style-type: none"> – \$2M provision is made for regional hockey turf facilities in Hawke's Bay, requiring that the HB Hockey Association, the Hawke's Bay Hockey Artificial Surfaces Trust, the Regional Sports Park Trust and the Napier City & Hastings District councils, produce an acceptable and agreed Plan for any new Regional hockey turf facilities that complies with Council's Regional Community Facilities fund policy 	<ul style="list-style-type: none"> – Requests received and evaluated and funding assigned to projects.

Activity 2 – Community Engagement & Communications

Service Levels and Performance Targets				
Activity 2– Community Engagement & Communications				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will communicate its purpose and direction to the community. The community will know what it is being done and why.	On-time delivery of Annual Plan, plan change, State of the Environment and statutory documents.	– 2012-13: Long Term Plan, State of the Environment, Annual Report, Tukituki Choices produced	2013-15 – Long Term Plan, State of the Environment, Annual Report, Tukituki Plan change.	– Annual review of statutory document timing and appropriate engagement tools.
	Councillors, Executive and staff available to speak/inform on HBRC activities.	– 2012-13: As requested.	2013-15 – Measure number of interactions.	– Convert to blog/online dialogue as appropriate. – Maintain focus on media and face-to-face engagement. – Initiate a system to count interactions
	Number of media releases generated; uptake of digital technologies.	– 2012-13: 89 HBRC releases (to end February 2013).	2013-15 – 90 Releases; Number of social media posts.	– Adopt digital tools as appropriate, including social media, with increasing use of video.
	Regional newsprint media coverage averages > 90% positive/neutral.	– 2012-13: 97.0% pos/ neutral (to end 2012).	2013-15 – Not less than 95% average	– Regular review of Risk Management profile. – Maintain Communication Plans for key work programmes.

Service Levels and Performance Targets				
Activity 2– Community Engagement & Communications				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide opportunities for the community to be involved in its decision making processes. Community engagement will be a key component of all major programmes and projects.	Number of council meetings and workshops.	– 2012-13: Council/Committee 16+33; Public Excluded sessions 7; Workshops 4.	2013-15 – Open reporting of Council/ Committee items.	Maintain focus on transparency and manage Council workshop and public exclusion expectations.
	Clearly flagged opportunities for input, submissions and other feedback into HBRC documents.	– Ad hoc selection of appropriate communication tools. – Engagement process not clearly understood by HBRC staff (and community).	2013-15 – Refresh and maintain annual HBRC Communications Plan	– Adopt Structured engagement process enabling transparency of communication tool selection, visible to staff and the community (published).
	Number of public meetings, workshops and public events (includes awards and field days).	– 2012-13: 3 public meetings, 6 public events.	2013-15 – Meetings, workshops and events strongly considered for major projects and in HBRC's statutory role	– Focus on opportunities for community engagement and public participation.
HBRC will provide information that is relevant to the community and communities of interest. Information will be audience appropriate.	Delivery of updates on HBRC activities and progress.	– 2012-13: 4 region newsletters, 4 'mini' newsletters, community newsletters	2013-15 – Generate region, community and consent holder/ catchment newsletters	– Maintain and measure community engagement across key HBRC programmes. – Use surveys and market research tools as appropriate.
	Facilitation of agreed stakeholder groups.	– 2012-13: 97 strategic and stakeholder groups	2013-15 – Audit number of groups	– Work effectively with stakeholder groups
	Timely delivery information to communities of interest.	– Perceived ad hoc timing/distribution of targeted communication	2013-15 – Appropriate 'tool' selected according to programme needs	– Adopt structured and transparent timing, visible to all stakeholders and interested parties.

Activity 3 – Response to Climate Change

Service Levels and Performance Targets Activity 3– Response to Climate Change				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will increase the community's resilience to climate change	HBRC's corporate total annual Greenhouse Gas emissions measure in carbon dioxide equivalents (excluding Port of Napier Ltd)	885 tonnes carbon dioxide equivalent based on 2005-06 figures (excluding Port of Napier Ltd)	2012-22 <ul style="list-style-type: none"> – Reduce corporate (excluding Port of Napier Ltd) carbon emissions from 2005/06 by: <ul style="list-style-type: none"> • 10% by 2014 • 20% by 2020 • 30% by 2050 	<ul style="list-style-type: none"> – Monitor and report on HBRC carbon emissions. – Quantify current and future carbon off-sets
	Number of sectors through which HBRC promotes / influences reduction in carbon emissions and adaptation to climate change	HBRC works with: <ul style="list-style-type: none"> – The primary production sector on sustainable farming initiatives – The urban community to reduce energy use, improve air quality and improve human health through the 'clean heat' initiative and the Solar Hot Water Scheme 	2013 <ul style="list-style-type: none"> – Establish a process to monitor and report regional carbon emissions with the first report completed by 30 June 2013 – Funding for conversion of 100 dwellings to solar hot water. 2013-19 <ul style="list-style-type: none"> – Continue to increase HBRC's influence in initiatives to improve regional resilience to the impacts of climate change. – Continue to update and report regional carbon emissions at least every 3 years. 	<ul style="list-style-type: none"> – Establish a process to monitor and report on regional carbon emissions – Proactively seek initiatives through which HBRC is able to influence or promote a reduction in regional carbon emissions – Proactively seek opportunities to make investments that provide a satisfactory return and result in sustainable use of the region's resources for HBRC's investment portfolio. – Establish appropriate financial procedures for the repayment of loans through voluntary targeted rates.

Activity 4 – Community Representation & Regional Leadership

Service Levels and Performance Targets				
Activity 4– Community Representation & Regional Leadership				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide the community with a channel for representation through elected members and Iwi to enable access and influence on decision making.	Councillors' attendance at monthly Council and Committee meetings achieving at least 90% attendance of elected and appointed members.	Attendance rate for Regional Council meetings is 95% and for other Committees, attendance of 90% has been achieved.	2012-22 – Attendance rate of 90%.	– Monitoring and recording attendance.
	Attendance at Maori Committee meetings.	The current attendance rate for the Maori Committee is 80%.	2012-22 – Attendance rate of 80%	– Monitoring and recording attendance.
	10 Year Plan/Annual Plan consultation during April and May with the final Plan being adopted by HBRC by 30 June.	5 weeks for consultation has been achieved and two days for HBRC to hear submitters to the Annual Plan, allowing for adoption of the Plan by 30 June.	2012-22 – Consultation and submission period of at least 25 working days.	– The scheduling of at least 25 working days for consultation during April/May. – Scheduling of up to three days in June to hear submissions. – Adoption of the Plan by 30 June.
	Comply with the provisions of the Local Electoral Act 2001.	Core provisions of that Act have been met.	2013-14 – Elections to be held 12 October 2013.	– Undertake the election process for the 2013 election.
HBRC will aim to maximise Local Government effectiveness and efficiency.	Facilitate and report on Local Government efficiencies achieved.	A number of shared service initiatives covering some Local Government services have been completed.	2012-22 Complete a review, in consultation with territorial authorities within the region, which will cover: – Opportunities for inter-regional and central government collaboration. – How the Hawke's Bay economy might be further diversified and made more resilient. – The role of Local Government in Hawke's Bay in enabling socioeconomic development, and the effectiveness of Local Government structures including planning and compliance frameworks are to be studied.	– The completion of this study.

Activity 5 – Investment Company Support

Service Levels and Performance Targets Activity 5– Investment Company Support				
Level of Service Statement	Level of Service Measure	Current Performance	Performance Targets 2013-14	Required Actions to Achieve Performance Targets
HBRC will provide support services to the Investment Company and to any associated subsidiaries of the Investment Company.	A number of Board meetings to be supported by HBRC staff.	Appointed the Transitional Board of the Investment Company.	2012-22 – Provide support for the Board meetings of the Investment Company and subsidiaries. – Confirm the Statement of Corporate Intent each year.	– Ensure the company’s statutory requirements are met. – Prepare Company Board Agendas. – Keep records including Board Minutes. – Ratify the Statement of Corporate Intent submitted by the investment company.