

How to read this section

Under the Local Government Act 2002 (LGA), the Council is required to aggregate and report its financial and performance information in groups of activities for ease of understanding. Hawke's Bay Regional Council has aggregated the range of activities it does into seven groups of activities.

These are:

1. Governance
2. Strategic Planning
3. Integrated Catchment Management
4. Asset Management
5. Consents and Compliance
6. Emergency Management
7. Transport

Each group of activities describes:

What we do

A brief description of the activities that make up the group of activities.

Why we do it

Describes the legislative, strategic and/or other rationale for delivery of the group of activities. This section also includes the community outcomes to which the group of activities primarily contributes. Community outcomes are the outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions. HBRC's community outcomes are derived from the vision statement in its *Strategic Plan 2017-2021*. The community outcomes are represented by the following icons.



What we are going to do

This section describes the areas of focus and key projects for council over the 10 year life of the plan with particular attention on proposed changes to business as usual over years 1-3.

Assumptions

These are predications about the future that are particularly relevant to the group of activities. These are in addition to the *Significant Forecasting Assumptions* for this LTP.

Significant negative effects

Outlines any significant negative effects that any activity within the group of activities may have on the local community.

Levels of service

Describes the intended levels of service for major aspects of the group of activities and measures, targets and previous performance to enable assessment of performance.

Financial summary

Includes a table showing the estimated expenses for each activity and how it will be funded and a graph summarising this information.

Noting that funding sources and the reason it was selected, is covered in detail in the Revenue and Financing Policy.

What we do

There are two activities within the Governance and Partnerships group of activities:

- Community Representation and Leadership
- Tangata Whenua Partnerships and Community Engagement

Community Representation and Leadership

This activity aims to support elected members in their governance roles to make robust and transparent decisions. It also maintains the integrity of council processes such as triennial elections, representation reviews and council meetings by ensuring they are run correctly and providing timely and appropriate responses to official information requests and Ombudsmen's office enquiries.

Tangata Whenua Engagement and Community Engagement

This activity covers our engagement with Tāngata Whenua as required by the Local Government Act, co-governance arrangements with treaty settlement groups through the Regional Planning Committee and other strategic alliances. It also includes our engagement and communication with the general community through a variety of media and the Enviroschools programme.

Protecting and enhancing our environment is a high priority for the region and engaging with Tāngata Whenua is critical to our success. Greater capability, influence and economic strength are emerging for Māori in the region as Treaty settlement processes conclude. This accompanies increasing expectations and legal requirements on Council to co-govern and co-manage the region's natural resources through its Regional Planning and Māori Committees.

Why we do it

This group of activities primarily contributes to a Vibrant Community by giving tangata whenua and the people of Hawke's Bay opportunities to have a meaningful say on the direction of their region.



Most of what council does in this group of activities is prescribed by the following legislation:

- Local Government Act 2002
- Local Electoral Act 2001
- Local Government Official Information and Meetings Act 1987
- Local Authorities (Members' Interests) Act 1968
- Hawke's Bay Regional Planning Committee Act 2015

Participation in decision-making, as well as awareness and education gives people an increased stake in the problem and the solution. With greater understanding, people are more likely to change their behaviour leading to the successful implementation of council's strategies, policies and plans and enduring solutions.

The focus on partnerships acknowledges that fostering mutually beneficial working relationships that endure over the long term is essential to achieve our desired outcomes. Benefits from strategic alliances with central government, other councils, universities and others include access to skills and expertise, exchanges of best practice leading to improved performance, reduced duplication, procurement costs and other cost savings.

What we are going to do

Each year we will:

- Support the nine elected members to represent the Hawke's Bay community
- Ensure the effective operation of the Regional Planning Committee as the co-governance model for cultural redress in Hawke's Bay
- Reflect community views on policies, strategies and plans considered by the Council
- Actively engage with the community and provide information and knowledge in regular publications as well as other communication tools, recognising the growing value of social media, the internet, video and digital portal as additional ways for people to stay informed.
- Produce statutory plans and reports to improve transparency and accountability to our residents and ratepayers. These include long term plans, annual plans and annual reports as well as quarterly reporting to council on financial and service performance.
- Deliver Enviroschools to over 50 schools and Kindergartens in Hawke's Bay.
- Foster and where appropriate formalise strategic alliances that are sector and institutionally based.

Key projects for Years 1-3 of the plan include:

- Growing internal capacity and partnerships for co-governance and co-management with Tāngata Whenua to better meet our statutory obligations.
- Extending the reach of our environmental education resources by growing the number of Enviroschools across our region and focusing on our region's hotspots.

Hotspots include:

- [Lake Tūtira](#)
- [Ahuriri Estuary](#)
- [Whakaki Lake & Wairoa River](#)
- [Whatuma and the Tukituki Catchment](#)
- [Karamu Stream](#)
- [Marine Environment](#)

Assumptions

The assumptions for the Governance and Partnerships group of activities are:

- Council will continue to have a membership of nine elected members.
- The Regional Planning Committee will be a permanent Committee under the Hawke's Bay Regional Planning Committee Act.
- Establishing alliances with other organisations will be necessary to achieve regional success.
- Continued expectation of, and increased requirement for, stakeholder and public engagement in HBRC activities.

Significant Negative effects

There are no anticipated significant negative effects from the delivery of these activities.

Contributing projects include:

Community Representation and Leadership: 840 Community Representation & Regional Leadership, 880 HBRIC Valuations, 881 Investment Company Support

Tangata Whenua Partnerships and Community Engagement: 874 Tangata Whenua Engagement, 876 Contingency Funding Support, 893 Regional Infrastructure, 895 Community Engagement & Communications, 896 Enviroschools.

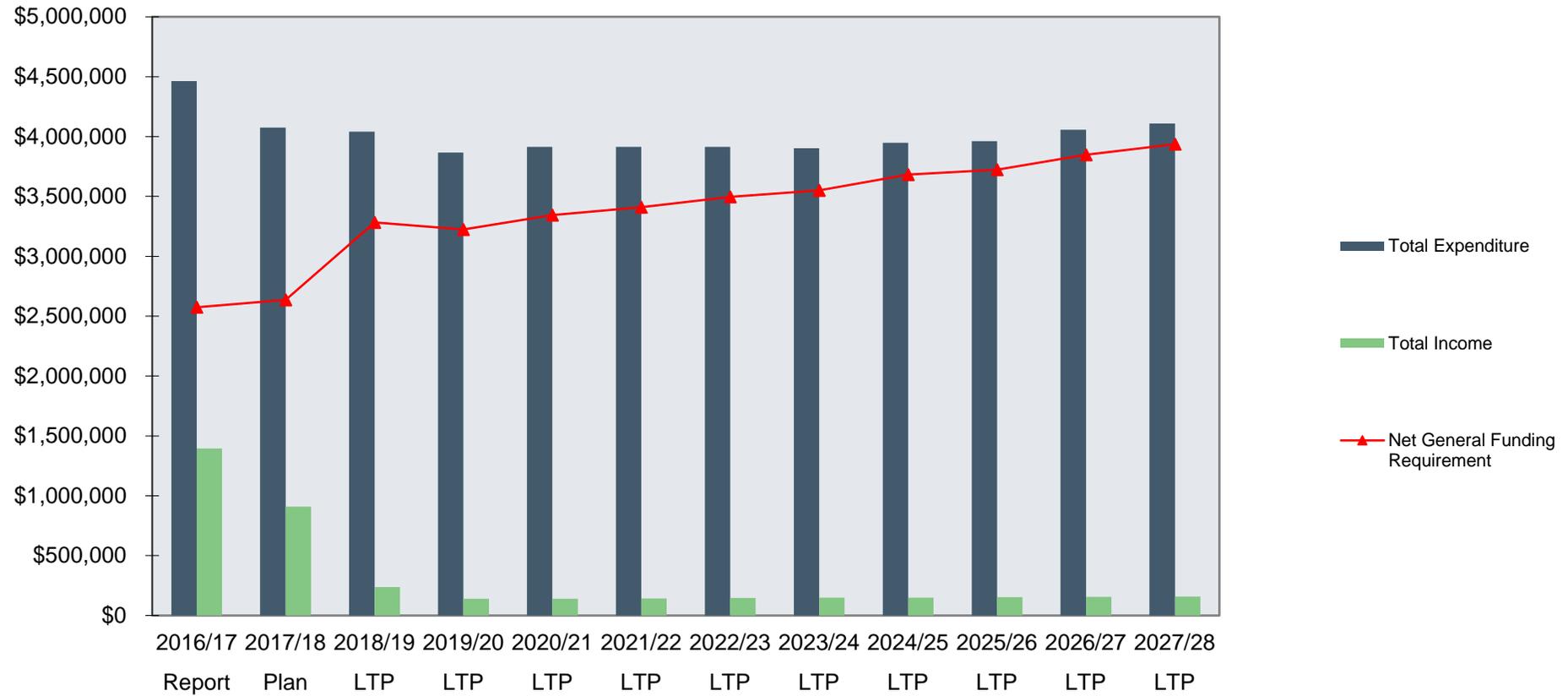
Levels of service

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
1.1. Community Representation and Leadership	HBRC will make transparent decisions, deliver cost-effective infrastructure and services and engage the community in activities and decision-making processes, with clear expectations for participation.	Council meetings are conducted in compliance with statutory requirements and Standing Orders.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
		LTPs and annual reports receive "unmodified" audit opinions.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
		Percentage of surveyed residents who perceive "acceptable to very good" value of services from HBRC rates (source: 2-yearly SIL perception survey).	New measure in LTP 2017 survey result: 72.2%	No survey	75%	No survey	75%
	HBRC will make sound investment decisions to grow its assets and generate investment incomes to fund council projects, programmes and activities.	Rate of returns on investment as set out in council's Investment Policy are met.	New measure in LTP	Achieved	Achieved	Achieved	Achieved
1.2 Tangata Whenua Partnerships and Community Engagement	HBRC engages in strategic relationships to better achieve its vision and purposes	Annual reporting to council on performance of strategic relationships	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC has the internal capability and capacity to engage effectively with Tangata Whenua.	An annual programme to improve cultural competency for staff and councillors is resourced, developed and implemented.	New measure	Achieved	Achieved	Achieved	Achieved

Financial summary

Cost of Services Statement: Governance and Partnerships														
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)	
EXPENDITURE														
Operating Expenditure														
Community Representation & Regional Leadership	1.	1,633	1,530	1,564	1,596	1,690	1,713	1,788	1,812	1,895	1,923	2,013	2,048	
Tanagata Whenua Partnerships & Community Engagement	2.	1,570	1,484	2,063	1,852	1,856	1,877	1,878	1,897	1,939	1,952	1,985	2,039	
Depreciation/Amortisation Expense		4	6	8	8	8	8	8	8	8	8	8	8	
Total Operating Expenditure		3,207	3,020	3,635	3,456	3,554	3,598	3,674	3,717	3,842	3,883	4,006	4,095	
Capital Expenditure														
Solar Heat Advances		-	630	-	-	-	-	-	-	-	-	-	-	
Asset Construction		900												
Loan Repayment		356	427	405	410	360	315	240	185	105	80	50	15	
Total Capital Expenditure		1,256	1,057	405	410	360	315	240	185	105	80	50	15	
TOTAL EXPENDITURE		4,463	4,077	4,040	3,866	3,914	3,913	3,914	3,902	3,947	3,963	4,056	4,110	
REVENUE														
Activity Revenue														
Direct Charges		159	133	122	124	126	128	131	133	135	138	141	143	
Total Activity Revenue		159	133	122	124	126	128	131	133	135	138	141	143	
Other Revenue														
Targeted Rates		-	-	-	-	-	-	-	-	-	-	-	-	
Grants		635	15	15	15	15	15	15	15	15	15	15	15	
Loan Funding		600	730	100	-	-	-	-	-	-	-	-	-	
Solar Heat Advance Repayment		-	32	-	-	-	-	-	-	-	-	-	-	
Total Other Revenue		1,235	777	115	15									
TOTAL REVENUE		1,394	910	237	139	141	143	146	148	150	153	156	158	
TOTAL GENERAL FUNDING REQUIREMENT		(3,069)	(3,167)	(3,803)	(3,727)	(3,773)	(3,770)	(3,768)	(3,754)	(3,797)	(3,810)	(3,900)	(3,952)	
Specific Regional Project Reserve		-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Land (Other Initiatives) Reserve		495	529	520	502	428	360	272	204	116	86	53	16	
NET GENERAL FUNDING REQUIREMENT		(2,574)	(2,638)	(3,283)	(3,225)	(3,345)	(3,410)	(3,496)	(3,550)	(3,681)	(3,724)	(3,847)	(3,936)	

Net Funding Requirement – Governance and Partnerships



What we do

There are three activities within the Strategic Development group of activities:

- Strategy
- Planning
- Sustainable Regional Development

Strategy

This activity ensures that organisational strategy is more effectively translated into action to achieve the desired outcomes as set by council in its Strategic Plan. It includes research, programme management, and development of statutory and non-statutory regional strategies and plans including input into the Long Term Plan and Annual Plan.

Planning

This activity develops, reviews and evaluates Resource Management Act 1991 (RMA) planning documents including the Regional Policy Statement, Coastal Plan and Regional Resource Management Plan. This activity also provides statutory advocacy of council's resource management policies and interests through submissions and various exchanges with other resource management agencies (for example submissions on land use consent and plan change applications lodged with TLAs, district plan review documents, central government policy initiatives/national direction, asset management planning work).

Sustainable Regional Development

HBRC as a whole plays a broad role in regional economic development by ensuring the natural resource platform upon which both the economy and community relies on is managed to meet the reasonably foreseeable needs of future generations. In addition, council contributes to the Matariki Regional Economic Development Strategy (REDS) and HBRC-led projects within the strategy. This activity includes regional funding via a targeted economic development rate to support Business Hawke's Bay and HB Tourism.

HBRC is the sole local government funder of Hawke's Bay Tourism by agreement with the region's territorial authorities (Napier, Hastings, Central Hawke's Bay and Wairoa councils). The central government funded Regional Business Partners Programme also sits under HBRC control. The Regional Business Partners connects local businesses with the right resources and experts to build capability and grow.

Why we do it

This group of activities contributes to the following community outcomes:



Strategy

Council is operating in an increasingly dynamic and complex environment. Council's chance of successfully achieving its desired outcomes in this environment are improved by having an integrated and aligned organisation. This requires setting goals, identifying appropriate and meaningful performance measures, monitoring performance and responding to change. Council implements its Strategic Plan through its long term plan and annual plans. These documents are required under the Local Government Act and ensure transparency and accountability to our residents and ratepayers.

Planning

Appropriate resource management allows the region to maximise the economic and social benefits of its resources while minimising detrimental environmental impacts. Under the Resource Management Act 1999 (RMA), HBRC is required to provide an overview of significant resource management issues in the region and to provide guidance on the management of these issues through the Regional Policy Statement (RPS). Such issues may include land, water and air management, climate change and energy. HBRC carries out this role because it is able to provide an integrated overview of the entire region. Territorial authorities are then required to implement the RPS through district plans. The Regional Resource Management Plan (which includes the RPS) became operative in August 2006. The RMA also requires HBRC to have a Regional Coastal Plan. HBRC has integrated management of the land adjacent to the sea and the coastal marine area in a Regional Coastal Environment Plan (RCEP). This Plan became operative in November 2014. Both plans must be reviewed every 10 years and as and when national direction changes and monitor their effectiveness.

Sustainable Regional Development

This LTP signals a change to the way we approach our economic development role. Under the previous LTP, council operated a non-statutory economic development role outside of HBRC's core business. This approach was geared to identify and be a catalyst for commercial growth opportunities. Council has resolved to differentiate its approach to economic development from that of the region's territorial authorities and redefine economic developments as an outcome of Council's broader activities and mission "Enhancing our environment together". In line with council's stated desire in its Strategic Plan "to focus on achieving real results in areas of core business", this plan redeploys some general rate funding previously allocated to economic development to strategy and planning activities and narrows the focus of this activity to contract management. However, council remains committed to partnering on the multi-stakeholder Matariki Regional Economic Development Strategy and leadership on designated actions within the Strategy.

What we are going to do

The Freshwater challenge

A key area of focus over the life of the plan is to deliver a progressive, catchment-based programme to implement the National Policy Statement on Freshwater Management (NPSFM). The plan change for Greater Heretaunga and Ahuriri (known as the TANK catchment - Tutaekrui, Ahuriri, Ngaruroro and Karamu) has been a significant project for council for over five years using a collaborative stakeholder approach. It is intended to notify the TANK plan change in Year 1 of the LTP. The next catchment for review is the Mohaka, followed by Wairoa, and the rest of region. The Tukituki plan change (PC6) became operative in 2015. As a result of the Ruataniwha Water Storage Scheme (RWSS) not going ahead there will be some implementation challenges that need to be addressed primarily by the Catchment Management activity.

Other existing or emerging policy planning projects include:

- Coastal Plan and RRMP Review
- Giving effect to national direction (NPS Biodiversity, NPS Natural Hazards, NES Air Quality (review), Stock exclusion regulations, Plantation Forestry, Drinking Water (review).
- Implementation of national planning standards
- E-plans and e-functionality
- HPUDS (including implementing new NPS on Urban Development Capacity
- Coastal Marine
- Outstanding Water Bodies
- Oil and Gas
- Better integration of tangata whenua values and interests into planning documents and enhancing the involvement of iwi/hapu into management and governance arrangements.

The LTP has increased capacity and capability in year 1 in the strategy and planning activities and redeployed funding from economic developments to enable the council to deliver these projects and give effect to new and complex national policy settings within its own policies, plans and rules.

Assumptions

The assumptions for the Strategic Planning group of activities are:

- Implementation of the National Policy Statement for Freshwater Management is a priority.
- Changes to resource management legislation and regulation from the new Government are expected to increase HBRC's workload in all aspects of freshwater management.

Significant Negative effects

Creating plans to implement the National Policy Statement for Freshwater Management will be lengthy and will involve significant costs. Implementing those plans will also involve significant costs, both for rural land owners whose land use and land management activities are being managed through the integrated land and freshwater planning processes and increasingly for urban communities where there is an increasing focus on the impacts of urban infrastructure on freshwater, estuarine and coastal resources.

Advocating for the implementation of Regional Policy Statement provisions may impact on consent applicants by restricting some activities.

Contributing projects include:

Strategy: 190 Strategy and Projects

Planning: 191 Regional Coastal Plan; 192 Strategy & Planning; 194 Response to Climate Change 196 Statutory Advocacy;

Sustainable Regional Development: 179 Economic Development

Levels of service

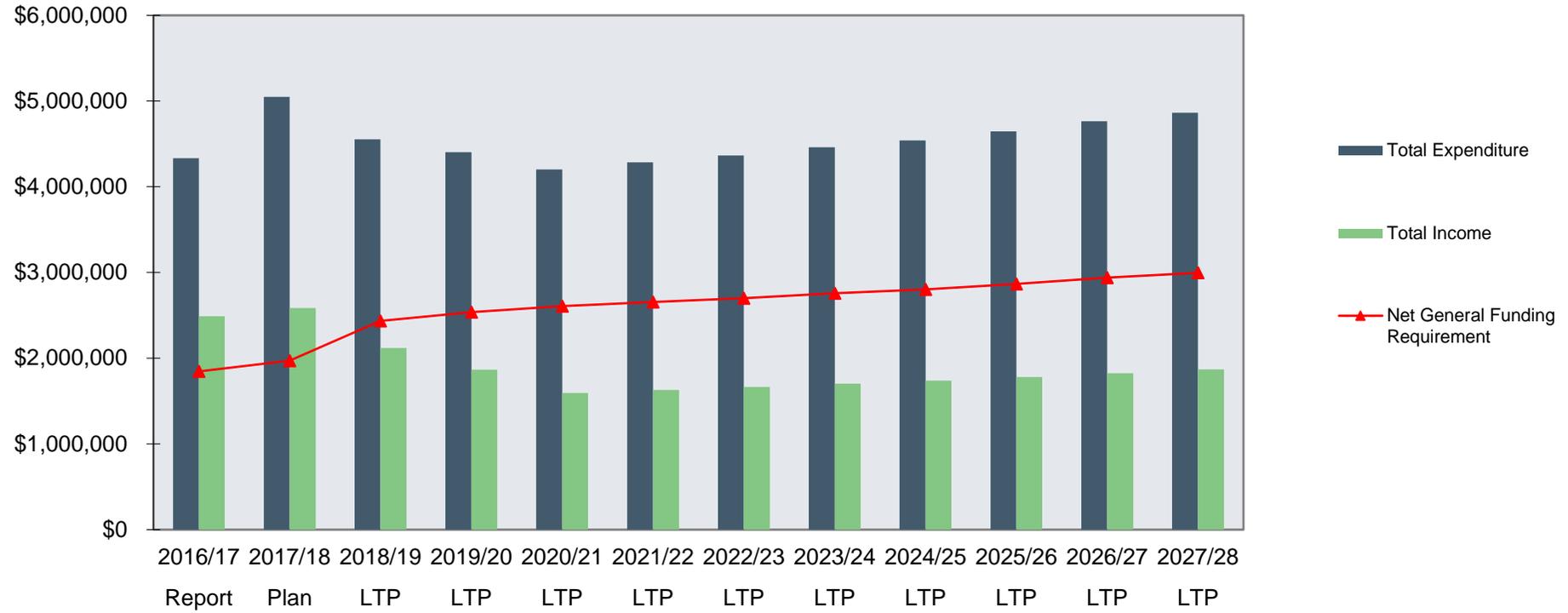
Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
2.1 Strategy	HBRC will keep informed about organisational, local, regional, national and international issues and trends, periodically develop a high quality and relevant Strategic Plan and align the organisation to deliver on strategic outcomes.	Annual reporting to council on the development and/or implementation of the Strategic Plan to maintain its currency and relevance.	New measure for LTP August 2017: Strategic Plan 2017-2021 adopted	Achieved	Achieved	Achieved	Achieved
2.2 Planning	HBRC develops and maintains clear and appropriate policies that promote the sustainable management of the region's natural and physical resources and protects the community from resource management related risks.	Compliance with statutory timeframes for RMA planning documents	Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will proactively work with territorial authorities to achieve alignment on policies, plans and strategies.	Planning managers from HBRC and territorial authorities meet at least twice each year to discuss and identify integration issues; and improvements to content and/or processes for regional and district plans.	Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will regularly submit on national direction, plan and consenting matters	Number of submissions made to local and central government per annum.	New measure for LTP	Maintain	Maintain	Maintain	Maintain
2.3 Sustainable Regional Development	HBRC will coinvest in regional economic development organisations for the benefit of the Hawke's Bay economy.	Funding contracts with approved performance targets and reporting requirements are in place for HB Tourism, Matariki REDs and the Regional Business Partners Programme.	Achieved	Achieved	Achieved	Achieved	Achieved

Financial summary

Cost of Services Statement Strategic Planning													
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)
EXPENDITURE													
Operating Expenditure													
Strategy	1.	-	-	200	211	217	221	225	230	233	239	245	250
Planning	2.	2,006	2,442	2,236	2,326	2,388	2,435	2,475	2,529	2,568	2,628	2,696	2,746
Sustainable Regional Development	3.	2,308	2,586	2,118	1,868	1,597	1,630	1,664	1,703	1,739	1,780	1,825	1,868
Depreciation/Amortisation Expense		-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditure		4,314	5,028	4,554	4,405	4,202	4,286	4,364	4,462	4,540	4,647	4,766	4,864
Capital Expenditure													
Energy Futures Loan Repayments		20	20										
Total Capital Expenditure		20	20	0									
TOTAL EXPENDITURE		4,334	5,048	4,554	4,405	4,202	4,286	4,364	4,462	4,540	4,647	4,766	4,864
REVENUE													
Activity Revenue													
Direct Charges		56	-	-	-	-	-	-	-	-	-	-	-
Total Activity Revenue		56	0	0	0	0	0	0	0	0	0	0	0
Other Revenue													
Targeted Rates		2,012	2,310	1,844	1,593	1,322	1,356	1,390	1,429	1,465	1,507	1,551	1,594
Grants		420	274	274	274	274	274	274	274	274	274	274	274
Loans Drawn Down		-	-	-	-	-	-	-	-	-	-	-	-
On-Site Waste Water Disposal Loan Repayments		-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenue		2,432	2,584	2,118	1,867	1,596	1,630	1,664	1,703	1,739	1,781	1,825	1,868
TOTAL REVENUE		2,488	2,584	2,118	1,867	1,596	1,630	1,664	1,703	1,739	1,781	1,825	1,868
TOTAL GENERAL FUNDING REQUIREMENT		(1,846)	(2,464)	(2,436)	(2,538)	(2,606)	(2,656)	(2,700)	(2,759)	(2,801)	(2,866)	(2,941)	(2,996)
Asset Replacement Reserve		-	-	-	-	-	-	-	-	-	-	-	-
Sale of Land (Environmental Initiatives) Reserve		-	492	-	-	-	-	-	-	-	-	-	-
NET GENERAL FUNDING REQUIREMENT		(1,846)	(1,972)	(2,436)	(2,538)	(2,606)	(2,656)	(2,700)	(2,759)	(2,801)	(2,866)	(2,941)	(2,996)

* The Cost of Service Statements for the 2016/17 Annual Report and the 2017/18 Annual Plan have been amended to reflect the change in Groups of Activity structure for the 2018-25 LTP. Overall figures remain unchanged.

Net Funding Requirement – Strategic Planning



What we do

There are three activities within the Integrated Catchment Management group of activities:

- Science and Information
- Catchment Management
- Biodiversity and Biosecurity

Science and Information

This activity involves monitoring the state, condition and use of land, air, water, coast, and marine resources within the region and reporting against relevant standards and guidelines. Science investigations into causes and effects are undertaken as well as new and existing initiatives to improve environmental outcomes such as water demand management.

This activity also includes the Sustainable Homes programme and Water Information Services. The Sustainable Homes programme provides financial assistance to ratepayers to replace non-compliant fires, install insulation and other measures including promotion of solar electricity technology and domestic water storage that reduces energy consumption and makes homes more sustainable and resilient.

Water Information Services provide a programme of 'in the field advice' to improve irrigation efficiency, water use monitoring, reporting and conservation, working with individual water take consent holders, water user groups, industry and other local authorities.

Catchment Management

This activity involves working within the region's catchments to understand the catchment's sustainable management challenges and the views and aspirations of landowners. Council's role is to facilitate collaborative approaches to adaptive governance and management that develop catchment objectives within an Integrated Catchment Management Plan and consider and facilitate alignment of Council wide activities towards these objectives.

Biodiversity and Biosecurity

Biodiversity involves working collaboratively within catchments across organisations and with landowners to identify and actively manage high priority biodiversity sites, to protect and restore native species and ecosystems.

Biosecurity delivers animal, plant, horticultural and marine pest management through the provision of information and advice, research, surveillance, monitoring and inspections, direct control, pathway management, working within catchments with landowners, and community groups. The council sets objectives, methods and rules through the Regional Pest Management Plan (RPMP).

Why we do it

This group of activities primarily contributes to a Healthy Environment:



Integrated catchment management activities are a mix of statutory requirements and non-regulatory methods. A combination of both is required to achieve the land and water outcomes set in council's *Strategic Plan 2017-2021*, the National Policy Statement for Freshwater Management and the Regional Resource Management Plan. This approach enables council to direct funding and resources in a strategic and prioritised manner based on the specific needs of each catchment, based on the best available science.

The statutory requirements relate to roles and responsibilities under the Resource Management Act 1991, the Biosecurity Act 1993 and the Soil Conservation and Rivers Control Act 1941.

Science and Information

HBRC has responsibilities under the Resource Management Act to manage the region's land, air and water resources including rivers, streams, lakes, wetlands and groundwater in a way that promotes sustainable management. HBRC also has responsibilities under the Local Government Act to promote the region's social, cultural, environmental and economic wellbeing.

Nationally the amended 2014 *National Policy Statement (NPS) for Freshwater Management* requires limits to be set for quantity and quality, and for both in-stream and associated ecosystem values. Regional plans will be amended to implement the NPS by 2026

HBRC has a statutory responsibility for monitoring the State of the Environment locally. This is reported on every 5 years, with annual updates providing important information on any risks of resource use and to inform policy setting. It also enables council to respond in a timely manner to any adverse effects from resource use from an operational perspective.

The Heatsmart component of the Sustainable Homes programme is expected to meet legislated targets for air quality by 2020 and the Water Information Services programme has met targets for the phased introduction of water meters for all consented takes over 5l/per second. Financial support for the Heatsmart programme will end in 2023.

Catchment Management

There has been a trend toward more intensive land use that relies on increasing inputs of water, energy and fertilisers. Where the use of good farming practices is not occurring, this intensification has led to the degradation of soil quality, water quality, and terrestrial and aquatic ecosystems. Recent modelling has projected in excess of 3 million tonnes of soil and sediment being transported by erosion into the marine environment from the regions catchments every year.

High quality soils are a limited resource in Hawke's Bay and represent one of our vital natural assets. Keeping these soils on the land into the future is critical to our primary sector based provincial economy.

HBRC's has a role to inform landowners and encourage the optimal use of land for social and economic benefit while maintaining and or enhancing environmental sustainability. It does this by incentivising and influencing land owners to move towards good farming practice and sustainable land use as evidenced and monitored through Farm Environmental Management Plans.

Biodiversity and Biosecurity

Biodiversity plays a critical role in the provision of ecosystems services and is critical to resilience. Like New Zealand as a whole, Hawke's Bay's biodiversity is in decline. 75% of the regions indigenous vegetation has been cleared and only 2% of our original wetlands remain. The rare and threatened native ecosystems that remain are taonga and require urgent support and management.

HBRC has taken a lead role in the development of the multi-stakeholder Biodiversity Strategy and Action Plan, owned by a wide range of organisations. HBRC is one of a few organisations that has an overview of the Hawke's Bay region and together with the Department of Conservation hold much of the information about the state of the region's biodiversity.

Invasive organisms can have a significant adverse effect on the region's economic prosperity, biodiversity, lifestyles and quality of living. Without proper management these adverse effects would be a lot worse than they are now. Pest management programmes often require a collaborative effort across multiple properties to be fully successful, so relying solely on the voluntary efforts of land occupiers will not achieve the best pest management. Council's role is set out in the Biosecurity Act 1993.

What we are going to do

Science and Information

Key projects in Years 1- 3 include:

- Science investigations such as GW/SW modelling, soil mapping and quantifying sediment and other contaminant hot spots are required to support the rolling catchment-based review of the *Regional Resource Management Plan* to give effect to the NPS-FM and to help water users to develop sustainable solutions for land and water management.
- Transitioning the Heatsmart programme to become the Sustainable Homes programme, which will include funding to support ratepayers promoting energy and water use efficiency.
- The identification and rapid response to prioritised environmental ‘hot spots’ programme. HBRC identified six environmental hotspots in its 2017/18 Annual Plan and allocated \$1 million towards undertaking freshwater improvement work in each of the areas. The current six hot spot projects are:
 - [Lake Tūtira](#)
 - [Ahuriri Estuary](#)
 - [Whakaki Lake & Wairoa River](#)
 - [Whatuma and the Tukituki Catchment](#)
 - [Karamu Stream](#)
 - [Marine Environment](#)
- Water information services will include wider stakeholder engagement through the facilitation of water user groups as a way to encourage water use efficiencies, as well as improving certainty of supply to users.

Catchment Management

Each year we will:

- HBRC will work with farmers, growers and industry to transfer knowledge on environmental risks and impacts, and support the adoption of good management practice on-farm to achieve smart, sustainable land use.
- HBRC will encourage through research, education and advocacy and subsidy riparian planting and fencing, wetland protection and afforestation to improve soil conservation and water quality.
- Work with the forest industry and align activities promoting good management practices with the HB Forestry Group
- Host targeted capacity building events held to improve understanding and uptake of good practices
- Foster strategic stakeholder alliances through groups such as the Primary sector Pan-Sector group, Nature Central and Dairy Liaison Group
- Continue to support research to improve the potential for High UMF manuka plantings as a viable alternative for hill country pastoral farming via the Primary Growth Partnership for High performance manuka.

Key projects in Years 1-3 include:

The establishment of the following initiatives to facilitate the rapid delivery of solutions into catchments:

- Significant trees on farms programme on highly erodible hill country
- Establish a riparian business unit to fund riparian fencing, planning and maintenance of planted areas
- Establish a FEMP business unit to speed up the delivery of these plans

Biodiversity and Biosecurity

Each year we will:

- Work with partners and stakeholders to implement the HB Biodiversity Strategy and Action Plan so biodiversity is enhanced, healthy and functioning.
- Implement the Regional pest Management Plan

Key projects in Years 1- 3 include:

- Raising the profile and funding for the HB Biodiversity Foundation to support its long term goal of growing a \$50M+ endowment to fund regional biodiversity projects.
- Identifying, prioritising and actively managing targeted biodiversity sites.
- Delivering the Predator Free HB project which involves the integration of feral cats and mustelids into the Possum Control Area programme over 200,000 hectares of farmland. This assumes external funding to match our contribution of \$200,000 for each year of this plan.

Assumptions

The activity specific assumptions for these activities include:

- The funding policies applied to most of these activities will remain constant over the life of the plan. However new funding sources will be evaluated and utilised, as appropriate, for resource investigations and monitoring relating to land, air and the coast.
- HBRC will also continue to manage the Tangoio Soil Conservation Reserve and operate the Soil Conservation Nursery.
- Climate change is predicted to result in more intensive rain events and increased temperatures, leading to increased risk of erosion and droughts. This will lead to higher water demand, increased soil erosion and compromised water quality.
- Climate change and associated sea level rise are altering the risks and the occurrence of coastal hazards (flooding, coastal erosion) and having an uncertain effect on coastal ecology.

- Increasing community awareness of water quality issues and a desire of the community for better water quality in Hawke's Bay rivers and waterways.

Significant Negative effects

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.

There are no significant negative regional impacts relating to Catchment Management programs, however it is acknowledged that land use change may result in localised positive and or negative effects on specific aspects of the environment and or productive farming systems.

Animal pest control is undertaken using a range of methods including poisons and traps. 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. However, offsetting these potential negative impacts, HBRC ensures staff and contractors follow best industry practice for biosecurity activities.

Contributing projects include:

Science and Information:

SOE Reporting: 153, 182

Science: 310-315, 320, 325, 330, 331, 332, 339, 340,

Sustainable Homes: 342, 844

Water Information Services: 395

Catchment Management

350 Environmental Enhancements (hotspots), 380 Catchment Management, 381 Soil Conservation Nursery.

Biodiversity and Biosecurity: 662 Biodiversity Strategy Implementation; 650 Plan Pest Control, 660 Regional Animal Pest Control, and 689 Pest Management Strategies

Levels of service

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
3.1 Science and Information	HBRC will monitor and provide accurate and timely information to decision makers and the community on the State of the Environment (SOE) for Hawke’s Bay.	Council maintains its International Organisation for Standardisation (ISO) 9001-2018 accreditation for data collection, analysis and storage.	Achieved	Achieved	Achieved	Achieved	Achieved
		SOE monitoring programmes are in place and results are published on HBRC and LAWA websites for: <ul style="list-style-type: none"> • Climate and Air Quality • Surface water • Groundwater • Land Science • The Coast 	Achieved	Achieved	Achieved	Achieved	
		A 5-yearly State of the Environment Monitoring Report is produced along with annual scorecards and monthly updates. Results are made available primarily through digital media.	Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will undertake targeted science research and investigations on matters relevant to policy development to inform the Council and stakeholders.	The Science team develops and implements an annual work programme in line with plan change requirements	New measure	Achieved	Achieved	Achieved	Achieved

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
	HBRC will reduce harmful air pollution and comply with the National Environmental Standard (NES) for Air Quality.	Number of exceedances of PM10* in the Napier and Hastings Airsheds	2016-17: Achieved Napier 0; Hastings 3 Awatoto 1	Napier 1; Hastings 3	Napier 1; Hastings 3	1	1
		Number of clean heat systems installed annually under financial assistance programme	2016-17: 1456	1000	1000	1000	1000
	HBRC will encourage efficient and effective water use to maximise the benefits of the water allocated and comply with regulations under the RMA for measuring and reporting water takes.	Percentage of consent holders with water meters operating using telemetry or web/text systems	As at 1 July 2017: 81.75%. Adding in the sites that are tamper tagged = 90.59%	90%	90%	90%	90%

*PM10 are tiny airborne particles smaller than 10 micro-metres in size. High concentrations of PM10 are in the smoke from fires and increase the risk of respiratory and cardiovascular illnesses, including cancer. The Government has set a National Environmental Standard (NES) for PM10 at an average concentration of no more than 50 µg/m³ measured in open air over 24 hours.

		<p>Total water consented as a percentage of the allocation limit for each significant water resource.*</p> <ol style="list-style-type: none"> 1. Esk 2. Karamu 3. Ngaruroro 4. Maraekakaho 5. Nuhaka 6. Raupare 7. Tutaekuri 8. Tutaekuri-Waimate 9. Tukituki <p><u>Note:</u> Additional rivers will be added as allocation regimes are set through catchment based plan changes to give effect to NPS FM.</p>	New measure in LTP	<p>For catchments at or below allocation when limit set the target is: Less than or equal to 100%.</p> <p>For fully allocated catchments when limit set the target is: Decreasing trend towards less than or equal to 100%</p>	<p>For catchments at or below allocation when limit set the target is: Less than or equal to 100%.</p> <p>For fully allocated catchments when limit set the target is: Decreasing trend towards less than or equal to 100%</p>	<p>For catchments at or below allocation when limit set the target is: Less than or equal to 100%.</p> <p>For fully allocated catchments when limit set the target is: Decreasing trend towards less than or equal to 100%</p>	<p>For catchments at or below allocation when limit set the target is: Less than or equal to 100%.</p> <p>For fully allocated catchments when limit set the target is: Decreasing trend towards less than or equal to 100%</p>
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Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
3.2 Catchment Management	HBRC will partner with tangata whenua and community groups in identified priority areas to achieve land and water outcomes.	Annual reporting to council on engagement, actions and impacts within priority areas.	2016/17: Achieved.*	Achieved	Achieved	Achieved	Achieved
	HBRC will work with farmers, growers and industry to transfer knowledge on environmental risks and impacts, and support the adoption of good management practice on-farm to achieve smart, sustainable land use.	Percentage of land area (by catchment) that operates under a Farm Environment Management Plan or an independently audited industry good management practice framework as required under the RRMP. <u>Note:</u> Other catchments will be added as new management regimes are set through catchment based plan changes to give effect to NPS FM.	2016/17: Tukituki-39%	Tukituki-100%	Tukituki-100% TANK - TBC	Tukituki-100% TANK - TBC Mohaka - TBC	All region: Annual increase to goal of 100%
	HBRC will encourage through subsidy, education, working with industry and recording and reporting riparian planting and fencing, wetland protection and afforestation to improve soil conservation and water quality.	Additional area of highly erodible land planted in trees (ha).	New measure	2000Ha of land under cover	2000Ha of land under cover	2000Ha of land under cover	2000Ha of land under cover (per year)
		Additional kilometres of riparian margin protected annually to reduce sediment, nutrient and/or bacterial contamination of water**	New measure	100km	100km	100km	100km (per year)

*Priority areas in 2016/17 included Papouini, Porangahau, Maharakere, Tukipo, Taharua, Tutira, Ahuriri, Whakaki, Whangawehi

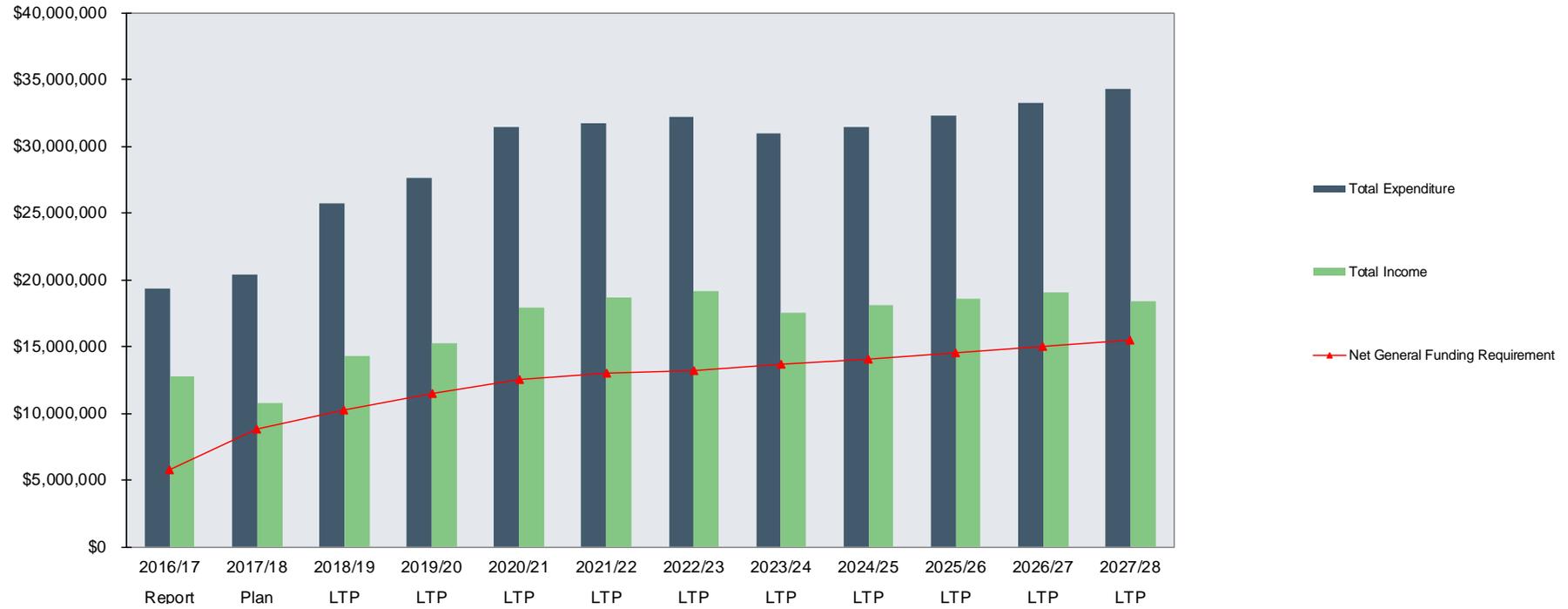
**includes streams, drains, wetlands, lakes, estuaries and the coast.

Activity	Level of Service Statement	Level of Service Measure	Previous Performance
<p>3.3 Biodiversity and Biosecurity</p>	<p>HBRC will work with partners and stakeholders to implement the HB Biodiversity Strategy and Action Plan so biodiversity is enhanced, healthy and functioning.</p>	<p>Additional number of targeted priority sites where biodiversity is actively managed.</p>	<p>New measure</p>
	<p>HBRC will undertake research, and implement and review regional pest management plans that improve biodiversity, human health and economic prosperity.</p>	<p>Maintain and implement current Regional Pest Management Plan.</p>	<p>Achieved</p>
	<p>HBRC will provide effective pest management programmes that improve regional biodiversity, human health and economic prosperity.</p>	<p>Percentage of monitored Possum Control Areas (PCAs) with a 5% or less trap catch.</p>	<p>2016-17: Achieved. Average RTCI of 2.3%.</p>
		<p>Decreasing trend (based on previous 5-year average) in the number of active rook nests.</p>	<p>2016-17 Achieved</p>
		<p>Percentage of animal pest enquiries responded to within target timeframe. (5 days for rabbits).</p>	<p>2016-17: Achieved 49 enquiries responded to within 5 working days of receiving initial call.</p>
<p>Percentage of plant pest inspections and actions completed within target timeframes (see schedule for specific plant pests).</p>	<p>2016-17: Achieved</p>		

Financial Summary

Cost of Services Statement: Integrated Catchment Management													
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)
EXPENDITURE													
Operating Expenditure													
Science and Information	1.	8,340	8,490	8,833	9,487	10,149	10,053	10,201	9,931	10,014	10,203	10,423	10,601
Catchment Management	2.	2,854	4,034	4,519	4,955	5,547	5,845	6,134	6,438	6,711	7,027	7,354	7,629
Biodiversity and Biosecurity	3.	3,102	2,849	4,054	4,119	4,234	4,319	4,178	4,272	4,345	4,446	4,559	4,649
Depreciation/Amortisation Expense		381	400	444	560	684	723	711	708	616	520	426	349
Total Operating Expenditure		14,677	15,773	17,850	19,121	20,614	20,940	21,224	21,349	21,686	22,196	22,762	23,228
Capital Expenditure													
Clean Heat Advances		1,923	4,271	2,700	2,232	3,110	2,636	2,809	1,244	1,493	1,792	2,150	2,580
Regional Parks Network		-	348	160	160	160	160	160	160	160	160	160	160
Tangoio Soil Conservation Reserve Forestry Biodiversity		-	-	-	200	200	-	-	-	-	-	-	-
Integrated Catchment Activities		-	-	100	-	-	-	-	-	-	-	-	-
Public Good Capital Purchases		544	-	2,000	2,500	3,500	3,800	3,800	3,800	3,900	3,900	3,900	3,900
Loan Repayments - Regional Park Reserves		2,175	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure		4,642	4,619	7,825	8,475	10,844	10,805	11,007	9,573	9,782	10,062	10,500	11,069
TOTAL EXPENDITURE		19,319	20,392	25,675	27,596	31,458	31,745	32,231	30,922	31,468	32,258	33,262	34,297
REVENUE													
Activity Revenue													
Direct Charges		3,765	3,347	4,125	4,460	4,744	4,987	5,094	5,290	5,372	5,443	5,496	5,098
Total Activity Revenue		3,765	3,347	4,125	4,460	4,744	4,987	5,094	5,290	5,372	5,443	5,496	5,098
Other Revenue													
Targeted Rates		2,927	3,032	3,185	3,395	3,695	3,895	3,937	3,393	3,424	3,466	3,515	3,554
Grants and Other Income for Capital		1,911	1,506	1,882	2,345	2,626	3,134	3,206	3,595	3,652	3,651	3,601	2,880
Interest on Scheme Reserves		149	51	27	6	(16)	(30)	(24)	(11)	16	54	94	102
Grants		1,215	25	82	83	85	86	87	89	90	92	94	95
Loans Drawn Down		2,797	2,766	4,960	4,910	6,770	6,624	6,797	5,204	5,553	5,852	6,210	6,640
Total Other Revenue		8,999	7,380	10,136	10,739	13,160	13,709	14,003	12,270	12,735	13,115	13,514	13,271
TOTAL REVENUE		12,764	10,727	14,261	15,199	17,904	18,696	19,097	17,560	18,107	18,558	19,010	18,369
TOTAL GENERAL FUNDING REQUIREMENT		(6,555)	(9,665)	(11,414)	(12,397)	(13,554)	(13,049)	(13,134)	(13,362)	(13,361)	(13,700)	(14,252)	(15,928)
Specific Scheme Reserves		337	471	866	626	824	(121)	(144)	(382)	(723)	(852)	(789)	476
Sale of Land (Other Initiatives) Reserve		454	348	270	270	240	200	70	35	-	-	-	-
NET GENERAL FUNDING REQUIREMENT		(5,764)	(8,846)	(10,278)	(11,501)	(12,490)	(12,970)	(13,208)	(13,709)	(14,084)	(14,552)	(15,041)	(15,452)

Net Funding Requirement – Integrated Catchment Management



What we do

There are five activities within the Asset Management group of activities¹:

- Flood Control and Protection Works
- Flood Risk Assessment and Warning
- Coastal Hazards
- Open Spaces
- Works Group

Flood Control and Protection Works

Historically, where frequent flooding or poor drainage have been an issue for local land owners, the Hawke’s Bay Regional Council (HBRC) or its predecessor organisation, the Hawke’s Bay Catchment Board, have worked with them to establish a flood control and/or drainage scheme to enable them to use their land with reduced risk of flooding and associated improvements to drainage, provided they have been willing to meet a significant portion of both the capital and ongoing maintenance and operating cost.

More recently, the HBRC has taken a holistic approach to enhancing waterways for flood protection as well as other values. This involves riparian planting and waterway enhancement to improve the ecological functioning and water quality of waterways and provide open space opportunities.

HBRC now administers 25 flood control and drainage schemes throughout the region with a replacement value (RV) of close to \$185M. These are grouped into the following three major schemes:

Major scheme	Asset	At October 2017
1. Heretaunga Plains Flood Control & Drainage Scheme	Stopbanks	157 km
	River channels and edge protection	129 km
	Drainage channels	447 km
	Pumping stations	18
	Structures and culverts	217
RV of \$138,755,848		
2. Upper Tukituki Scheme	Stopbanks	76 km
	Channel edge protection	205 km
	Drainage channels	12 km
	Structures and culverts	44
RV of \$31,637,715		
3. Small Schemes	Stopbanks	15 km
	River channels and edge protection	31 km
	Drainage channels	85 km
	Pumping stations	4
	Structures and culverts	37
RV of \$14,476,397		

HBRC responds to many enquiries about coastal erosion, flood risk and drainage related issues. Depending on the issue, HBRC is able to help through:

- Provision of flooding and drainage advice
- Provision of advice relating to riverbed land and other HBRC owned or administered land
- Provision of advice on coastal erosion and flood risk
- Technical and financial assistance for approved ‘public good’ projects. \$40,000 plus inflation of subsidy money is provided each year at a subsidy rate of 30%
- A consultancy service that is fully cost recoverable.

¹ This Group is the mandatory “Flood Protection and Control Works” Group as required under Schedule 10(2) of the Local Government Act 2002.

In addition, HBRC provides consultancy services to other councils. It currently has an agreement to provide one full time equivalent of engineering input to Gisborne District Council.

This activity also includes gravel management to maintain flood capacity and management of river mouths to reduce unnecessary flooding. There is an ongoing demand from industry for gravel and aggregate resources for many activities. Allocation of resources from riverbeds is undertaken by HBRC in response to this demand, balancing the need to maintain the capacity of specific flood protection schemes while taking into account the potential environmental effects of gravel extraction.

Flood Risk Assessment and Warning

Flooding is a significant and frequent hazard; there is emphasis on continually improving HBRC's knowledge and understanding of flood risks, runoff patterns, changes in land use, and climatic conditions. HBRC works with other local authorities through liaison, provision of floodplain mapping, catchment management planning, and investigation of specific flooding issues. It operates a comprehensive network of rainfall and river level recorders across the region and, together with sophisticated computer models, provide a modern flood warning and forecasting system for the benefit of the region. This activity provides advice on rainfall and water flows during flood conditions and hazard information for land use planning purposes to encourage community resilience and preparedness.

Coastal Hazards

This activity seeks to better understand causes and effects of coastal hazards and works with our territorial authorities, landowners and communities to find solutions to reduce their impact. Coastal erosion and inundation threats from climate change and associated sea level rise is a significant issue facing our region.

This activity currently includes gravel renourishment of Westshore Beach so that erosion is managed seaward of the 1986 erosion line. The 1986 line was the extent of erosion before beach renourishment began, and is identified on a series of posts along the foreshore.

Open spaces

HBRC owns and manages Tutira Country Park, Pakowhai Country Park, Waipatiki Campground, Waitangi Regional Park and Pekapeka Wetland plus river berm areas, which have multi-purpose functions including flood control, biodiversity, soil conservation and water quality enhancement, as well as having cultural significance and providing recreational opportunities.

These properties are managed as a regional resource and have been approved by the Council (in compliance with its Open Space Policy and Evaluation criteria). They are financed through loan funding. The servicing of any drawdown against this loan is funded from the Council's Sale of Land (non-investment) Reserve. HBRC leverages government funding to support these initiatives and partners with landowners with the aim to improve public access to these areas where practicable.

Over the past 9 years HBRC, in conjunction with district and city councils, local groups and central government, has invested in the network of about 180km of pathway/cycleway within Hawke's Bay, mainly focussed on the Heretaunga Plains. HBRC also manage the Tangoio Soil Conservation Reserve and Waihapua forestry block.

Works Group

This activity is the external work tendered and undertaken by the Works Group. The Works Group is an autonomous business unit of the Hawke's Bay Regional Council. It has been established to operate at arm's length to ensure the cost-effective delivery of services in a transparent contractual manner. HBRC is the client for the majority of the Works Group's work programme and this is accounted for within the costs of other council activities. External work is undertaken within specific parameters and principles including (but not limited to) full cost recovery with a risk-based margin and work must relate to councils river control and drainage expertise, skills and plant base. The Works Group's core competencies are:

- Civil and structural contracting work associated with river and drainage maintenance
- Emergency response to natural disaster and environmental spills
- Minor capital works associated with ratepayer schemes
- Maintenance and management of major plant and resources associated with business activities and maintenance of the council vehicle fleet.

Why we do it

This group of activity primarily contributes to the following community outcomes:



Prosperous Economy

- By reducing the likelihood of damage from flooding on people, property, productive land and businesses for long-term benefits to our economy.
- Gravel from Hawke's Bay rivers is some of the best quality aggregate in New Zealand and essential for the economic development of the Region's construction industry, used for roads, cement production or landscaping.

Vibrant Community

- By providing for public access to HBRC managed waterway environments, the coast and open spaces for recreation and enjoyment, and where appropriate enhancing amenity values, protecting sites of cultural significance, and identifying and valuing them for public education and interest.

The empowering legislation for this group of activities is the:

- Soil Conservation and Rivers Control Act 1941,
- Land Drainage Act 1908,
- Local Government Act 2002
- Civil Defence Emergency Act 2002
- Resource Management Act 1991.

In addition to the legislative mandate and responsibility, these activities are undertaken by HBRC because it has the necessary river engineering skills, historical understanding and regional overview required to integrate and manage large-scale schemes. The flood protection schemes, in particular, impact on a wide area, so a consistent approach across the region to their management is important. A consistent regional approach is also relevant to coastal hazards and open spaces.

What we are going to do

Each year we will:

- Prepare an annual programme of works including a maintenance schedule prior to the commencement of each financial year.
- Maintenance and gravel extraction to maintain the channel capacity and integrity of the flood protection assets. Undertake river surveys every 3-6 years
- 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 12 years
- Plant pest damage monitoring and alternative species planting
- Continue environmental enhancement of schemes through native planting on riparian margins and waterway enhancement
- Conduct research to better understand the impacts of river sediment management on sediment supplies; and make changes to the way rivers are managed resulting from this research where appropriate.
- River mouths and lagoon outlets are inspected regularly and opened when required, and when river, sea and weather conditions allow so private land above a specified contour is not flooded as a result of a river mouth being closed.
- Maintain log of duty calls along with record of warning and watches of severe weather or other hazardous events managed

- Regular checking and maintenance of all rainfall and level recorder stations and repair of all key sites damaged during storms within 4 weeks.
- Continue to develop and upgrade flood forecast models of flood plain areas.
- Continue to survey rivers to update models every 6 years.
- Calibrate models to significant storm events.
- Programme of collection and distribution of flood hazard information for identified high and low risk areas.
- Complete and report against annual coastal monitoring and investigation programme including: beach profiling; storm monitoring; sediment transport and processes investigation and modelling; hazard prediction including tsunami, inundation, erosion, storm surge.
- Work towards realisation of the Regional Park Network Plan.
- Implementation of Individual Park Plans (IPPs) for Waitangi, Pakowhai, Waipatiki and Pekapeka regional parks.
- Maintain regional parks to levels of service established in IPPs.
- Develop regional park assets in accordance with adopted IPPs as funding allows.

Key projects for years 1-3 of the LTP

- Complete detailed design and progressive implementation to improve level of service for the Heretaunga Plains flood control scheme from a '1 in 100 year' event level (1% AEP) to a '1 in 500 year' event level (0.2% AEP), to accommodate climate change impacts.
- Consultation on reviewed levels of service for the Upper Tukituki Scheme.
- Napier urban open waterway network level of service upgrade.
- Lower Clive River dredging.
- Implement recently adopted Hawke's Bay Riverbed Gravel Management Plan and equitably allocate gravel to extractors in compliance with the RRMP.

- Complete Coastal Hazards Strategy for the coast between Clifton and Tangoio to guide decision making on the mitigation and management of hazards and support territorial authorities in their decision making regarding future management of specific parts of the coast, and determine long term plans for coastal hazard protection assets administered by HBRC.
- Review the current approach to erosion mitigation at Westshore as part of the Coastal Hazard Management Strategy and seek an alternative source of gravel or sand for renourishment.
- Working together with hāpu to develop Hawea Historical Park.
- Further Regional park development including river berm management alternatives - stock removal, recreational opportunities.

Assumptions

The assumptions for Asset Management activities are:

- Budgets have been prepared on the basis that no flood events in the next 10 years could cause major damage to HBRC's flood protection and drainage assets. Should such an event occur, maintenance and improvement programmes may be reviewed and budgets revised.
- Current arrangements for gravel extraction will continue, with sufficient gravel extraction by commercial extractors to maintain river bed levels at design grades. This is not currently the case for some Upper Tukituki rivers and investigations are underway to determine options for addressing this.
- There will be no changes to legislation that impact on the role of the Regional Council in land drainage and river control.
- HBRC maintains its current policy with regard to responsibility for funding of existing and new flood protection and drainage works.

Significant Negative Effects

The construction of flood protection and drainage systems has resulted in significant changes to the natural hydrology of their associated catchments. These changes have included 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.

The changes used to maintain the schemes have resulted in some 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 and ecological improvement programme, including alternative management of riparian areas, which will promote improvements in water quality and aquatic and terrestrial habitats.

The management of sediment through gravel management in rivers has both positive and negative impacts. All impacts need to be understood and considered when determining how the resource should be managed.

There are no significant negative impacts on the environment as a result of the flood risk warning and assessment 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.

There are no negative effects from the Coastal Hazards activity, however the implementation of policies that are developed to effectively manage the impact of a changing coast may have a negative impact on property owned by individual members of the public.

Contributing projects include:

Flood Control and Protection Works – 369 Gravel Management, 370 River Cross Sections, 250 Investigations & Enquiries, 251 Subsidised Investigations & Minor Projects, 255 Consultancy Services, 261 River & Lagoon Opening,

Heretaunga Plains: 286 Rivers Maintenance, 287 Rivers - Capital Projects, 288 Rivers - Special Projects, 290 Maintenance of Drainage & Pumping Assets, 291

Napier/Meeanee/ Puketapu Drainage area, 292 Brookfields/Awatoto Drainage area, 293 Pakowhai Drainage area, 294 Muddy Creek Drainage area, 295 Haumoana Drainage area, 296 Karamu Drainage area, 297 Raupare/Twyford Drainage area, 298 Tutaekuri/Moteo Drainage area, 299 Puninga Drainage area.

Upper Tukituki Scheme: 265 Upper Tukituki Scheme

Other Schemes: 240 Makara Flood Control Scheme, 241 Paeroa Drainage Scheme, 242 Porangahau Flood Control Scheme, 243 Poukawa Drainage Scheme, 244 Ohuia – Whakaki Drainage Scheme, 245 Esk River Control Scheme, 246 Whirinaki Drainage Scheme, 247 Maraetotara River Control Scheme, 248 Te Ngarue River Control Scheme, 249 Kopuawhara River Control Scheme, 276 Kairakau Community Scheme, 277 Wairoa Rivers & Streams Scheme, 278 Central & Southern Area Rivers & Streams Scheme

Flood Risk Assessment and Warning - 715 Flood Risk Assessment, 718 Flood Warning System, 719 Flood Forecasting & Hydrological Flow Management

Coastal Hazards - 322 Coastal Processes Investigations, 264 Westshore Coastal Works

Open Spaces - 362 Regional Park Network, 364 HBRC Pathways, 363 Public Access to Rivers, 385 Regional Park Reserves

Levels of service

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
5.1(a) Flood Protection and Control Works (Rivers)	HBRC will maintain an effective flood control network that provides protection from frequent river flooding to communities and productive land within designated flood protection schemes in the Heretaunga Plains and Ruataniwha Plains.	The major flood protection and control works that are maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan and annual works program.	Mandatory measure	Achieved	Achieved	Achieved	Achieved
		Changes to flood levels of protection* are consulted on with the affected communities and delivered within agreed timeframe. *Current levels of protection are 1%AEP (1:100 year return period) for both Heretaunga Plains and Upper Tukituki Schemes.	2012 LTP: Heretaunga Plains: Change from 1% AEP to 0.2% AEP agreed via community consultation.	Heretaunga Plains: Phased design and construction Upper Tukituki: Consultation on change to 0.2% AEP	Heretaunga Plains: Phased design and construction Upper Tukituki: Subject to consultation outcome	Heretaunga Plains: Phased design and construction Upper Tukituki: Subject to consultation outcome	Heretaunga Plains: Phased design and construction Upper Tukituki: Subject to consultation outcome
	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 ecological function of urban streams is maintained or enhanced (source: 6-yearly rolling review and Ecological Valuations of River Ecological Management and Enhancement Plans (EMEP).	New measure in LTP	Achieved	Achieved	Achieved	Achieved

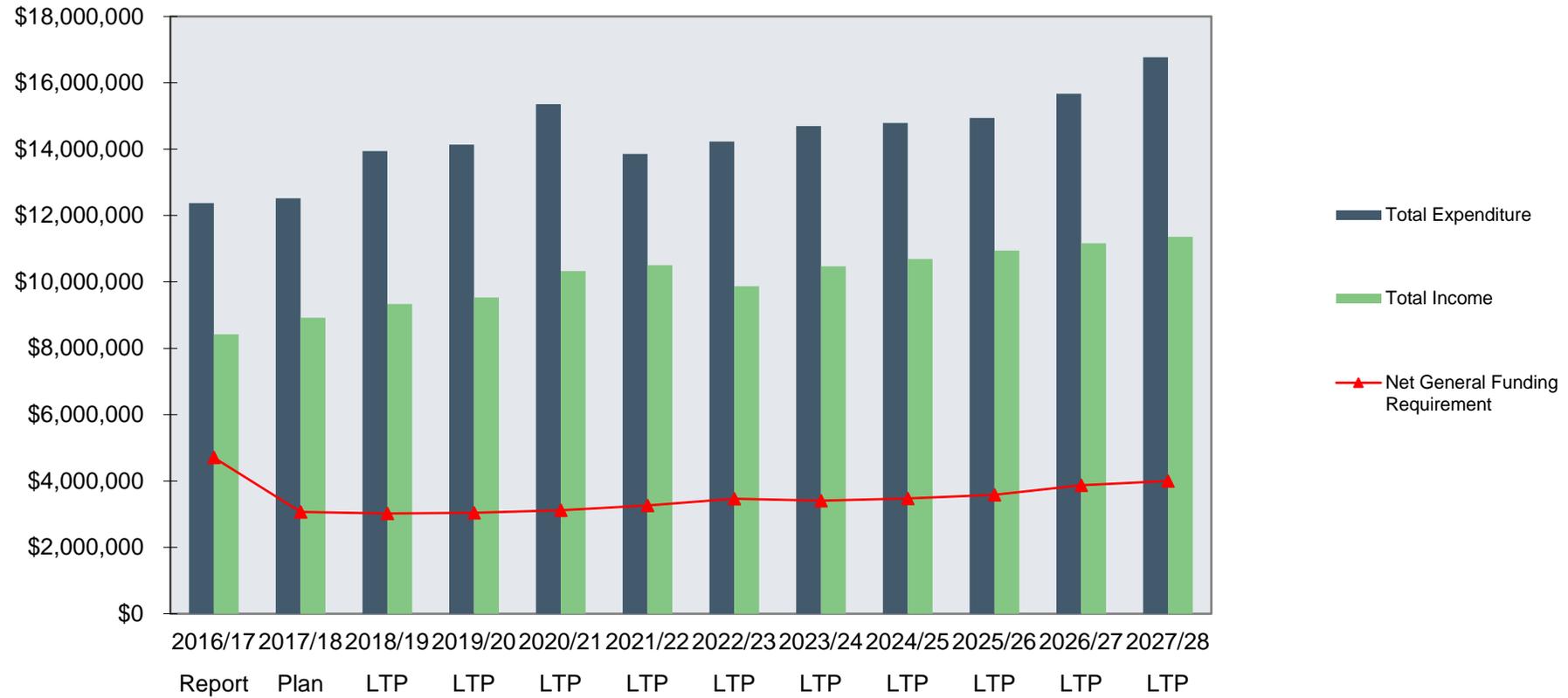
Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
5.1 (b) Flood Protection and Control Works (Drainage)	HBRC will maintain an effective drainage network that provides drainage outlet for rainfall runoff for communities and productive land within the drainage scheme.	Number of reported incidences of out- of- channel flooding lasting more than 24 hours for the design rainfall runoff and lesser events.	New measure in LTP	Zero	Zero	Zero	Zero
5.1(c) Flood Protection and Control Works (Small Schemes)	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, including: <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 	Flood protection and drainage networks are maintained, repaired and renewed to the key standards defined in the Scheme Asset management plan and annual works program.	New measure in LTP	Achieved	Achieved	Achieved	Achieved
5.2 Flood Risk Assessment and Warning	HBRC provides reliable warning of flooding from the region’s major rivers to at risk communities in the Wairoa, Tutaekuri, and Ngaruroro and Tukituki areas.	Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year.	98% at 19 priority sites. 92% overall.	98%	98%	98%	98%
	Council provides accurate and timely flood forecasting information online 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.	70%	70%	70%	70%	70%

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
5.3 Open Spaces	HBRC will maintain, develop, and provide public access to existing Council owned regional parks and investigate affordable new opportunities for public enjoyment of open space for multi-purpose benefits.	Regional parks are managed to the key standards defined in Individual Park Plans (IPPs) where present and / or the HBRC Regional Park Network Plan.	<p>2015 LTP: Maintenance schedules and maintenance contracts in place for: Tutira Regional Park Waitangi Regional Park Pakowhai Regional Park Pekapeka Regional Park</p> <p>Draft individual Park Plans (IPPs) completed for: Waitangi Regional Park Pakowhai Regional Park Pekapeka Regional Park</p>	Achieved	Achieved	Achieved	Achieved

Financial Summary

Cost of Services Statement Asset Management													
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)
EXPENDITURE													
Operating Expenditure													
Flood Protection & Control Works	1a,b & c	6,556	6,442	6,587	6,652	6,906	7,130	7,300	7,412	7,503	7,743	7,949	8,088
Flood Assessment & Warning	2.	571	592	653	620	623	628	625	622	633	647	664	674
Coastal Hazards	3.	893	714	709	718	726	742	522	808	825	845	861	885
Open Spaces	4	1,390	1,485	1,464	1,493	1,515	1,424	1,448	1,481	1,511	1,548	1,587	1,623
Works Group External Contracts	5	964	437	446	455	464	473	483	492	502	512	523	533
Depreciation/Amortisation Expense		600	710	646	645	683	680	683	713	712	712	764	764
Total Operating Expenditure		10,974	10,380	10,505	10,583	10,917	11,077	11,061	11,528	11,686	12,007	12,348	12,567
Capital Expenditure													
Infrastructure Asset Construction		857	1,880	3,313	3,429	4,401	2,749	3,154	3,161	3,092	2,946	3,313	4,191
Disaster Damage Excess Deposits		-	-	-	-	-	-	-	-	-	-	-	-
Loan Repayments		542	262	124	124	64	34	10	10	11	11	12	12
Total Capital Expenditure		1,399	2,142	3,437	3,553	4,465	2,783	3,164	3,171	3,103	2,957	3,325	4,203
TOTAL EXPENDITURE		12,373	12,522	13,942	14,136	15,382	13,860	14,225	14,699	14,789	14,964	15,673	16,770
REVENUE													
Activity Revenue													
Direct Charges		362	1,275	1,429	1,420	1,980	1,907	1,213	1,406	1,424	1,448	1,474	1,497
Operations Group External Charges		1,053	548	559	570	581	593	605	617	629	642	654	668
Total Activity Revenue		1,415	1,823	1,988	1,990	2,561	2,500	1,818	2,023	2,053	2,090	2,128	2,165
Other Revenue													
Targeted Rates		6,718	6,814	7,081	7,250	7,465	7,669	7,726	8,119	8,311	8,512	8,702	8,926
Grants and Other Income for Capital		56	-	-	-	-	-	-	-	-	-	-	-
Interest on Scheme Reserves		232	286	267	290	299	331	324	324	322	343	330	269
Loans Drawn Down		-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenue		7,006	7,100	7,348	7,540	7,764	8,000	8,050	8,443	8,633	8,855	9,032	9,195
TOTAL REVENUE		8,421	8,923	9,336	9,530	10,325	10,500	9,868	10,466	10,686	10,945	11,160	11,360
TOTAL GENERAL FUNDING REQUIREMENT		(3,952)	(3,599)	(4,606)	(4,606)	(5,057)	(3,360)	(4,357)	(4,233)	(4,103)	(4,019)	(4,513)	(5,410)
Specific Scheme Reserves		(779)	414	304	176	(295)	(186)	254	117	48	76	596	646
Scheme Depreciation Reserves		23	117	1,280	1,390	2,230	282	638	710	582	360	40	768
Regional Disaster Reserve Funding		-	-	-	-	-	-	-	-	-	-	-	-
NET GENERAL FUNDING REQUIREMENT		(4,708)	(3,068)	(3,022)	(3,040)	(3,122)	(3,264)	(3,465)	(3,406)	(3,473)	(3,583)	(3,877)	(3,996)

Net Funding Requirement – Asset Management



What we do

There are three activities within the Consents and Compliance group of activities:

- Consents
- Compliance and Pollution Response
- Maritime safety

These activities cover the Hawke’s Bay Regional Council’s (HBRC) regulatory functions for resource use management and safe navigation of the region’s navigable waters.

Consents

This activity includes the processing of resource consents required under HBRC’s Regional Resource Management Plan, Regional Coastal Environment Plan or through National Environment Standards, and advice and education on resource management matters. HBRC has a contract with Waikato Regional Council to process dam consents under the Building Act.

Compliance and Pollution Response

This activity involves consent monitoring and enforcement of any non-compliance. Council also ensures compliance by acting on environmental complaints, incidents and breaches. This includes investigation of contaminated land, management of hazardous substances and response and management of marine oil spills within the Hawke’s Bay Coastal Marine boundary. HBRC maintains a Tier 2 oil spill response plan which identifies priority areas in Hawke Bay for protection.

Maritime safety

The Marine Safety activity monitors and enforces the Navigation and Safety Bylaw and provides navigation aids to ensure the region’s navigable waters are safe for people to use. HBRC through the Harbourmaster provides advice and education to commercial and recreational users and the community at large on water safety and safe boating.

Why we do it

The empowering legislation for these regulatory functions include the

- Resource Management Act 1991,
- Local Government Act 2002,
- Soil Conservation and Rivers Control Act 1941,
- Building Act 2004,
- Marine and Coastal Area (Takutai Moana) Act 2011,
- Hazardous Substances and New Organisms Act 1996,
- Maritime Transport Act 1994.

This group of activities seeks to balance the requirement to safeguard the environment for future generations while providing for the social, economic and cultural needs of the wider community therefore it contributes to all three community outcomes:



What we are going to do

Each year we will:

- Maintain up-to-date application forms and information packs (electronic and hard copy) to ensure that accurate information about resource consent requirements and processes is readily available
- Maintain clear communication with resource consent holders and applicants over timelines, information requirements and consent processing to ensure consents are processed with statutory timeframes.
- Recognise and consider all statutory acknowledgements arising from Treaty Settlements at the time of consent processing.
- Maintain an accurate Dam Register and help dam owners prepare Dam Safety Assurance programmes in accordance with Building Act timeframes.
- Maintain an up-to-date risk-based Compliance Monitoring Strategy which programmes inspections to ensure consent holders comply with the resource consent conditions imposed to protect the environment.
- Appoint appropriate staff to maintain 24-hour duty management/pollution management response system.
- Investigate and act upon all marine accidents and incidents using education and enforcement as appropriate
- Monitor and enforce Navigation Safety Bylaws and review the bylaw every 10 years.

Key projects for Years 1- 3 of the LTP:

- Under the Tukituki plan change, 1100 Central Hawke's Bay farm plans must be completed by 31 May 2018. All non-complying properties will require a resource consent. This will require significant compliance and consenting effort.
- There are a significant number of water take renewals in the TANK catchments due in year 1-3 of the plan. These will likely be rolled over until the relevant provisions of the TANK plan change come into effect.

Assumptions

The assumptions for the Consents and Compliance group of activities are:

- Changes to resource management processes and direction within legislation are anticipated as a result of Central Government review.
- As catchment-based plan changes and new National Policy Statements such as the NPS Forestry come into effect, new rules will be imposed on resource users. These rules along with water quality and quantity limits and new performance standards will result in a greater number of more complex consents for staff to process and monitor.
- Increased conflict, complexity and legal action surrounding some consent processes, such as water allocation and coastal hazards.
- Ground and surface water consenting likely to become more contentious as demand reaches or exceeds defined sustainable allocation limits.
- The building consent function for dams will continue to be carried out by Waikato Regional Council through Transfer of Powers procedures.

Significant Negative Effects

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

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

There are no significant negative effects from the Maritime Safety activity, however a fair balance needs to be found between the safety of all water users and the ability for all to enjoy our maritime environment.

Contributing projects include: 402 Resource Consents, 470 Building Act Implementation, 445 Environmental Incident Response, 450 Compliance Programmes, 360 Navigation Aids & Regulations, 151 Hazardous Waste/Substances Management

Levels of service

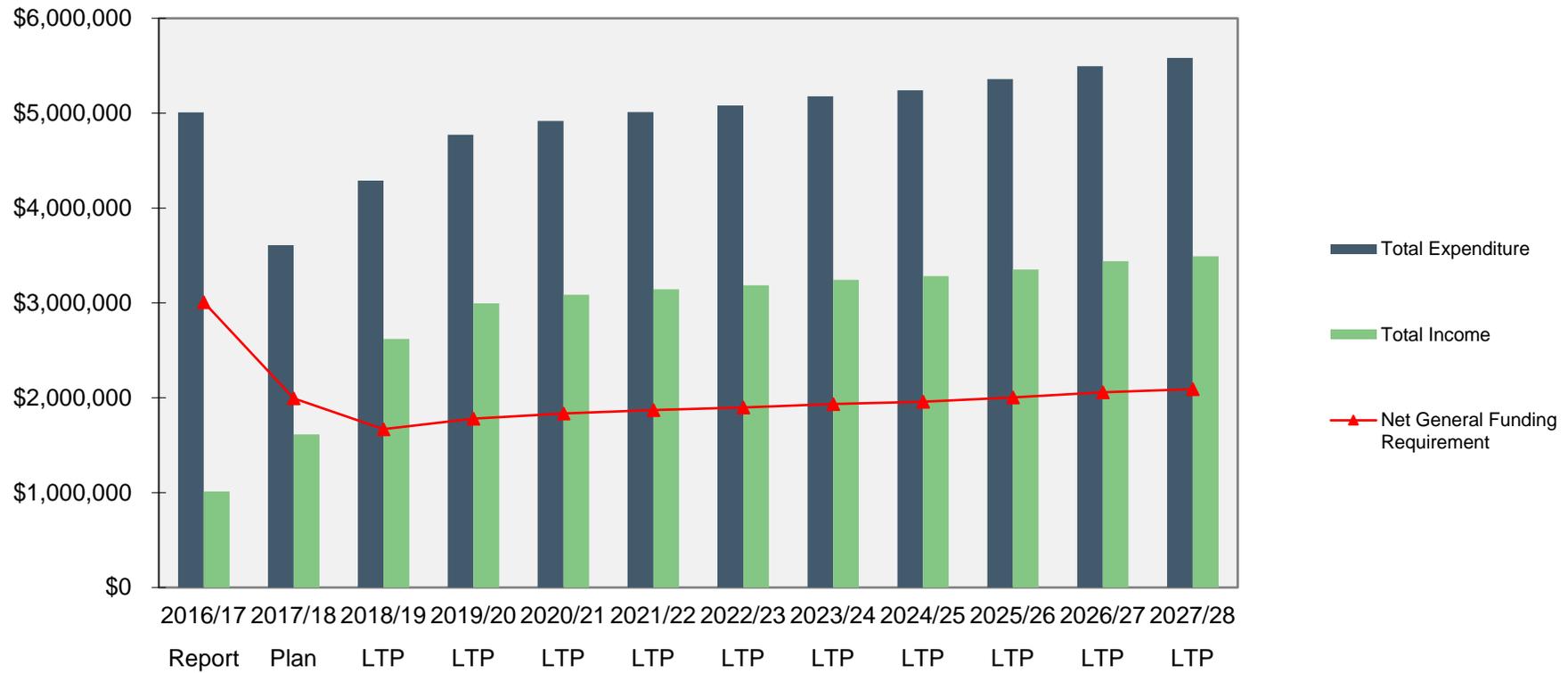
Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
4.1 Consents	HBRC will process resource consent applications in a timely manner.	Percentage of resource consents processed within statutory timeframe in Resource Management Act.	2016-17: 100%	100%	100%	100%	100%
4.2 Compliance and Pollution Response	HBRC will monitor consent holders to ensure compliance with the resource consent conditions imposed to protect the environment and human health.	Percentage of programmed inspections/reports completed each year as per the adopted risk-based Compliance Monitoring Strategy.	2016-17: 81.5%.	100%	100%	100%	100%
		Percentage of monitored consents which receive and overall grade of full compliance.	2016-17: 99%	95%	95%	95%	95%
	HBRC will provide a pollution response service for public complaints, reports of environmental incidents and unauthorised activities.	Maintain a 24- hour/7 day a week duty management/pollution management response system.	2016-16: Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will investigate and manage contaminated sites to ensure public health and safety and environmental protection.	A Hazardous Activities & Industries List (HAIL) database of potentially and confirmed contaminated sites is maintained.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will 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.	An operative Tier 2 Oil Spill Plan and a trained and qualified oil spill response team is in place at all times.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
4.3 Maritime Safety	HBRC will provide local navigation safety control of shipping and small craft movements and provide navigation aids to ensure the region's navigable waters are safe for people to use.	Maintain a Maritime New Zealand accredited Hazard Identification/Risk Assessment and Safety Management System for the Napier Pilotage Area.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
		Number of maritime incidents occurring per year reported to Maritime New Zealand in accordance with regulations.	New measure in LTP	Decreasing trend	Decreasing trend	Decreasing trend	Decreasing trend

Financial Summary

Cost of Services Statement: Consents and Compliance													
Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)	
EXPENDITURE													
Operating Expenditure													
Consents	1.	1,408	1,591	1,776	1,925	1,983	2,022	2,053	2,093	2,122	2,171	2,226	2,264
Compliance & Pollution Response	2.	3,557	1,946	2,445	2,779	2,864	2,917	2,954	3,008	3,041	3,109	3,189	3,236
Maritime Safety	3.	40	67	68	69	71	72	74	75	77	78	80	82
Depreciation/Amortisation Expense		3	4	1	1	1	1	1	1	-	-	-	-
Total Operating Expenditure		5,008	3,608	4,290	4,774	4,919	5,012	5,082	5,177	5,240	5,357	5,495	5,582
TOTAL EXPENDITURE		5,008	3,608	4,290	4,774	4,919	5,012	5,082	5,177	5,240	5,357	5,495	5,582
REVENUE													
Activity Revenue													
Direct Charges		1,011	1,547	2,553	2,925	3,015	3,071	3,111	3,168	3,205	3,275	3,358	3,408
Total Activity Revenue		1,011	1,547	2,553	2,925	3,015	3,071	3,111	3,168	3,205	3,275	3,358	3,408
Other Revenue													
Grants			67	68	69	71	72	74	75	77	78	80	82
TOTAL REVENUE		1,011	1,614	2,621	2,994	3,086	3,143	3,185	3,243	3,282	3,353	3,438	3,490
TOTAL GENERAL FUNDING REQUIREMENT		(3,997)	(1,994)	(1,669)	(1,780)	(1,833)	(1,869)	(1,897)	(1,934)	(1,958)	(2,004)	(2,057)	(2,092)
Other Reserve Funding		989	-	-	-	-	-	-	-	-	-	-	-
Investment Income		-	-	-	-	-	-	-	-	-	-	-	-
General Funding Rates		-	-	-	-	-	-	-	-	-	-	-	-
NET GENERAL FUNDING REQUIREMENT		(3,008)	(1,994)	(1,669)	(1,780)	(1,833)	(1,869)	(1,897)	(1,934)	(1,958)	(2,004)	(2,057)	(2,092)

Net Funding Requirement – Consents and Compliance



What we do

There are two activities within the Emergency Management group of activities:

- Hawke's Bay CDEM Group
- HBRC Emergency Management

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 CDEM Group

The Hawke's Bay Civil Defence Emergency Management Group (the Group) is responsible for the implementation of the Hawke's Bay Civil Defence Emergency Management Group Plan.

The Group operates as a shared service across councils. All civil defence staff now work in the same organisation, administered by Hawke's Bay Regional Council. This improves the capability in our region to respond to and bounce back from a disaster.

This activity is funded by the Civil Defence targeted rate which is rated on a per property basis in the Hastings, Central Hawke's Bay and Wairoa District Councils and Napier City Council areas. It is proposed to transfer city/district council rating to a single regional rate from year 1 of this plan.

HBRC Emergency Management

HBRC maintains an emergency response capability to support the Hawke's Bay Civil Defence Emergency Management (HBCDEM) Group. It does these by ensuring that staff are trained to help coordinate a response, including management of HBRC assets and ensuring essential business continues despite any disaster.

Why we do it

This group of activities primarily contributes to a vibrant community by enhancing community resilience. It also contributes to a prosperous economy by reducing the impact of emergency events on people, property, businesses and the economy.



Under the Civil Defence Emergency Management (CDEM) Act 2002, the region's local authorities must form a CDEM Group which is governed by a combined Joint Committee (the region's Mayors) and a Coordinating Executives Group (Council/District Health Board Chief Executive Officers, Police District Commander and Fire Area Manager). Under the Act, the Hawke's Bay CDEM Group is required to maintain an operative CDEM Group Plan that outlines a strategy to coordinate CDEM activities within the region. Hawke's Bay Regional Council is the Administrating Authority of the CDEM Group.

The Hawke's Bay community is often reminded of the impact of disasters including earthquakes, tsunamis and floods. People have an expectation that there will be an effective CDEM response and recovery during an emergency.

Hawke's Bay CDEM Group

Council helps the community to build its resilience to all hazards and emergency events through a comprehensive management approach using the four "Rs" of ✓ Reduction, ✓ Readiness, ✓ Response, ✓ Recovery.

This approach starts with recognising the hazards the region faces and the vulnerability of our communities and infrastructure to those hazards. By identifying the potential impacts of these hazards, the focus can move to measures to reduce the risks, manage the impacts, and when they do occur, implementing appropriate response and recovery action.

Comprehensive emergency management in Hawke's Bay requires an all hazard, all risks, multiagency, integrated and community focused approach to reduce the impact on life and property and the disruption that will occur within the community following such an event.

For Hawke's Bay this comprehensive approach includes roles and responsibilities for a number of organisations: local authorities (Central Hawke's Bay, Hastings, Wairoa District Councils, Napier City Council and Hawke's Bay Regional Council); emergency services (Police, Fire, Ambulance and Hospital); key utility companies (transportation, energy, civil services and communication organisations); and welfare and social agencies (Work & Income, Red Cross, Housing, Salvation Army etc).

What we are going to do

Each year we will:

HB CDEM Group

- Maintain and Implement the Hawke's Bay Civil Defence Emergency Management Group Plan
- Sponsor ongoing science and research leading to a greater understanding of the hazards that have the potential to affect the region.
- Actively encourage best practice on hazard avoidance/risk mitigation in the region along with distribution of hazard information and public hazard awareness.
- Maintain and implement a communications strategy to promote hazard/risk awareness including websites, social media, national campaigns, and public displays and produce hazard education material
- Maintain an Interagency Communication Group who develop and implement a programme of public CDEM education and coordinate public advice in an event
- Survey community readiness every three years
- Maintain training and exercise programmes including training Group ECC staff and complete exercise reports with Corrective Action Plans
- Complete Community Resilience Plans for specific communities
- Maintain and support the HBCDEM Joint Committee and Chief Executives Group
- Maintain and support the HB Welfare Coordination Group
- Support the Hawke's Bay Lifelines Group
- Maintain 2 Group Emergency Coordination Centres (Hastings & Napier) which are ready for operation, with supporting Group Standard Operating Procedures that confirm agency roles and responsibilities for good coordination
- Effectively and efficiently manage any emergency event from initial warning until a safe situation returns

HBRC Emergency Management

- Operate an effective 24-hour CDEM and HBRC Duty Management Service and respond to urgent public enquiries and complaints in a timely professional manner
- Maintain established Teams, training programmes, Emergency Operations Centre, Manuals and Business Continuance Plan
- HBRC staff have been assigned emergency management roles and are having training annually
- Advocate coordination between the HBRC works programme and the readiness priorities in the HBCDEM Plan

Key projects for Years 1-3 of the plan include:

- With savings from shared service consolidation, we propose to strengthen our civil defence capability with more focus on public education before and public information during an event.
- We will implement a more centralised method of operating during the response to an event where all Councils will support each other
- We will continue to train and exercise staff across all councils to improve capability and interoperability
- We will continue to develop Group wide welfare capability and finalise a Group Welfare Plan
- We will continue to sponsor science and research and implement risk reduction programs for our significant hazards
- We will continue to work with individual Hawke's Bay communities to improve their resilience to hazards that impact on them

Assumptions

The assumptions for the Emergency Management group of activities are:

- Should a major emergency event occur, resources from across the region will be reallocated from other activities as necessary.
- Priorities will be reviewed following each event and financial resources may also be reallocated.
- There is no significant budget provision to respond or recover from a major civil defence emergency.
- The frequency and nature of events influenced by climate change. It is likely that extreme weather events will increase and become more localised in nature.

Significant Negative Effects

- 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 and economic impacts.

Contributing projects include:

HB CDEM Group –711 Reduction - Hazard Identification & Mitigation, 712 Readiness & Response, 713 Recovery & Coordination and 714 Local Emergency Management

HBRC Emergency Management – 710 Response Management;

Levels of service

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
6.1 Hawke's Bay CDEM Group	The HBCDEM Group will educate people about hazards, increase natural hazards knowledge through research and provide this information for risk reduction measures including land use planning, asset management, and infrastructure.	A 5-yearly Hazard Research Plan is approved by and reported on annually to the CDEM Group Coordinating Executives Group.	New measure	Achieved	Achieved	Achieved	Achieved
		Percentage of surveyed residents that identify earthquake, flooding, and tsunami as major hazards in Hawke's Bay (source: 2-yearly SIL perception survey).	July 2017: 86% of residents identified earthquakes, 58% flooding/heavy rain and 45% identified tsunami.	No survey	Same or better result than last survey (86%: 58%; 45%)	No survey	Same or better result than last survey
	The HB CDEM Group will increase readiness, and ensure a coordinated and appropriate response and recovery from a civil defence emergency to reduce the impact on people and property.	An operative Group Plan under the CDEM Act 2002 is in place, reported on annually and reviewed within statutory timeframes by the Joint Committee.	Achieved	Achieved	Achieved	Achieved	Achieved
		A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group.	Achieved	Achieved	Achieved	Achieved	Achieved
		Overall percentage score from the Ministry of CDEM assessment of the Hawke's Bay CDEM Group's capability (source: 5-yearly assessment).	2014-15: 60.8% 2009-10: 51.4%	No assessment	80%	No assessment	No assessment
		Percentage of surveyed residents prepared to cope for at least three days or more on their own (source: 2-yearly perception survey).	July 2017: 90% residents have enough food for three days and some way of cooking 75% have enough water stored.	No survey	Increasing trend	No survey	Increasing trend

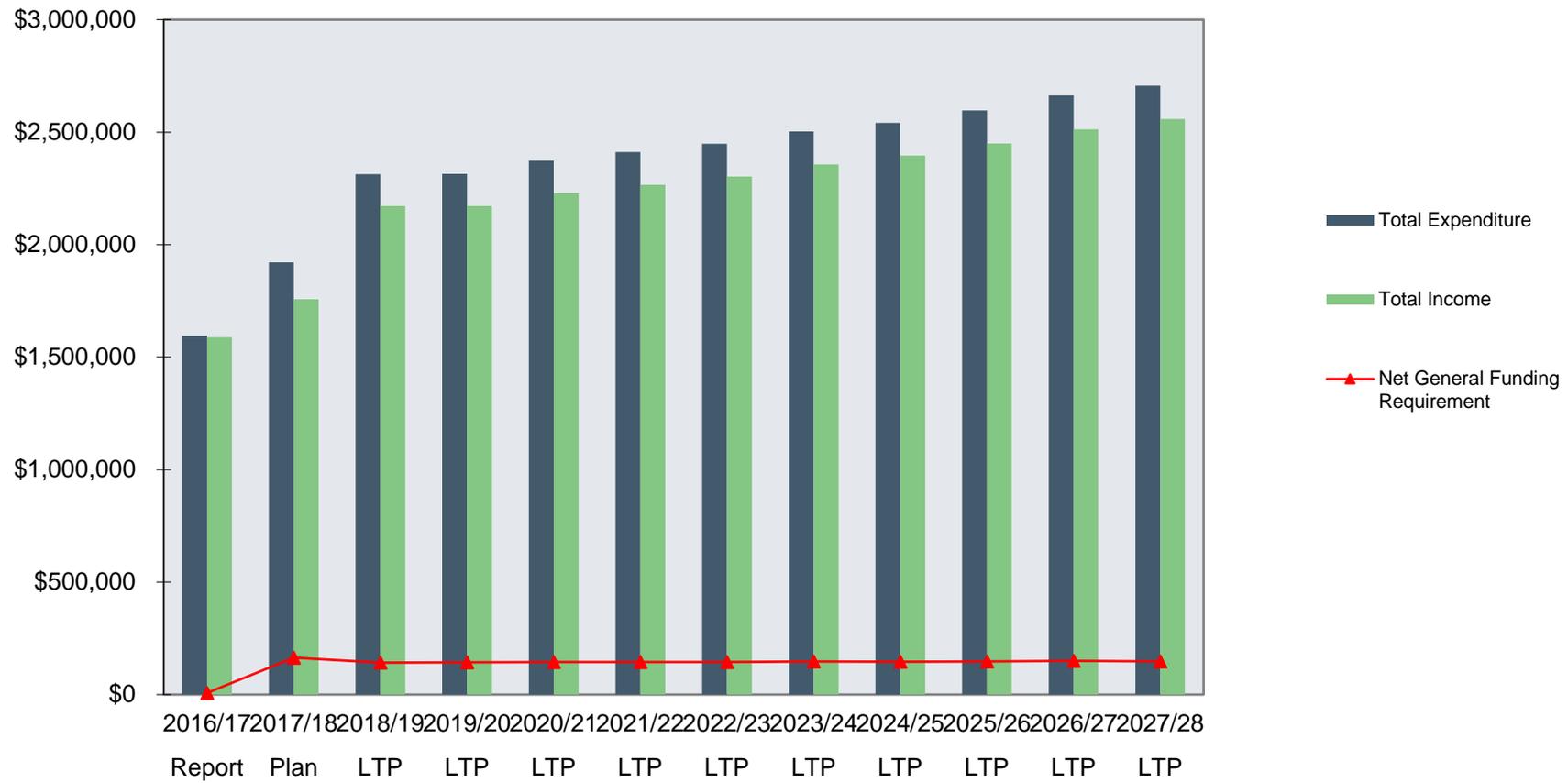
Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
6.2 HBRC Emergency Management	As the HB CDEM Group's Administering Authority, HBRC will provide an agreed budget and support to enable the Group to achieve the CDEM outcomes agreed to in the Group Plan.	HBRC provides support to the HB CDEM Group in accordance with a service level agreement.	New measure	Achieved	Achieved	Achieved	Achieved
	HBRC will ensure it has capability and capacity to respond and manage its assets during a civil defence emergency.	Maintain established team, training, procedures including Emergency Operations Centre Manual and Business Continuance Plan.	Achieved	Achieved	Achieved	Achieved	Achieved
		24-hour duty management system in place.	Achieved	Achieved	Achieved	Achieved	Achieved

Funding Summary

Cost of Services Statement: Emergency Management													
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)
EXPENDITURE													
Operating Expenditure													
HB Civil Defence Emergency Management Group	1.	1,478	1,791	2,163	2,164	2,219	2,257	2,294	2,346	2,385	2,437	2,501	2,546
HBRC Emergency Management	2.	93	129	133	134	138	139	143	146	147	151	155	158
Depreciation/Amortisation Expense		24	1	17	17	17	15	11	11	10	8	7	2
Total Operating Expenditure		1,595	1,921	2,313	2,315	2,374	2,411	2,448	2,503	2,542	2,596	2,663	2,706
Capital Expenditure													
Loan Repayments		-	-	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure		-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE		1,595	1,921	2,313	2,315	2,374	2,411	2,448	2,503	2,542	2,596	2,663	2,706
REVENUE													
Activity Revenue													
Direct Charges		126	112	119	119	119	119	119	119	119	119	119	119
Total Activity Revenue		126	112	119									
Other Revenue													
Targeted Rates (Uniform Annual Charge)		1,039	1,063	2,053	2,054	2,110	2,147	2,184	2,236	2,276	2,328	2,392	2,437
Interest		(4)	(1)	(1)	(1)	-	-	-	1	1	2	2	3
Grants		427	583	-	-	-	-	-	-	-	-	-	-
Total Other Revenue		1,462	1,645	2,052	2,053	2,110	2,147	2,184	2,237	2,277	2,330	2,394	2,440
TOTAL REVENUE		1,588	1,757	2,171	2,172	2,229	2,266	2,303	2,356	2,396	2,449	2,513	2,559
TOTAL GENERAL FUNDING REQUIREMENT		(7)	(164)	(142)	(143)	(145)	(145)	(145)	(147)	(146)	(147)	(150)	(147)
Specific Scheme Reserves		2	34	(8)	(8)	(9)	(9)	(9)	(10)	(10)	(11)	(11)	(12)
NET GENERAL FUNDING REQUIREMENT		(5)	(130)	(150)	(151)	(154)	(154)	(154)	(157)	(156)	(158)	(161)	(159)

* The Cost of Service Statements for the 2016/17 Annual Report and the 2017/18 Annual Plan have been amended to reflect the change in Groups of Activity structure for the 2018-25 LTP. Overall figures remain unchanged.

Net Funding Requirement – Emergency Management



What we do

There are three activities within the Transport group of activities:

- Transport planning and road safety
- Passenger transport
- Regional cycling

Transport Planning and Road Safety

Hawke’s Bay Regional Council is responsible for regional transport planning and co-ordination of road safety education across Hawke’s Bay. Key deliverables are the Regional Land Transport Plan and the Regional Public Transport Plan. Both plans are reviewed every three years.

The Regional Transport Committee is a permanent committee required by statute and is involved in the development of the above plans. It comprises one representative from each of the four territorial authorities (Napier, Hastings, Central Hawke’s Bay and Wairoa councils), one representative from the New Zealand Transport Agency and two representatives from the Regional Council. It is supported by advisory members from the community with transport interests.

RoadSafe Hawke’s Bay is a business unit of HBRC, set up in 2009 as a regional resource providing road safety education, raising driver awareness of key road safety issues, and working with other key stakeholders to reduce the incidence and severity of road traffic crashes. The key focus is to change road user behaviour, making roads safer for people to use.

Passenger Transport

A major part of the Council’s transport role is to contract bus and Total Mobility taxi services that provide the community with access to work, education, social and recreational activities. Public bus services are provided in the Napier and Hastings urban areas. Total Mobility services are provided in urban areas within the region.

Regional Cycling

Hawke’s Bay Regional Council has an important role in the coordination of cycling activities through the Regional Cycling Governance Group and the Regional Cycling Plan 2015. The Plan aims to maximise the financial and social returns from cycling for health, tourism and liveability. It brings together the iWay programmes in Napier and Hastings, Hawke’s Bay Trails, Wairoa and Central Hawke’s Bay cycling and associated promotional activities into one cohesive programme. This regional approach enables Hawke’s Bay to leverage significant national funding for cycling.

Why we do it

This group of activities contributes to the following community outcomes:



Vibrant community

- Access for the transport disadvantaged
- Opportunities for social interaction
- Access to essential services and amenities, and
- Integration with walking and cycling opportunities.

Prosperous Economy

- Affordable transport solutions that facilitate economic development
- Reduced traffic congestion through fewer private vehicle movements
- Increased resilience of transport infrastructure
- Advocacy to secure central government funding.

Healthy environment

- Environmentally sustainable transport options.

Hawke's Bay Regional Council (HBRC) is responsible for the region's transport planning under the Land Transport Management Act 2003. Through RoadSafe Hawke's Bay, HBRC has taken a leadership role in education and awareness building to help achieve the objectives of the Regional Land Transport Plan. All road safety activities are targeted at high risk behaviour and contribute to the reduction of road fatalities, crashes and hospital admissions.

The region's public transport system forms a key component of the region's strategic land transport network. It links the cities of Napier and Hastings and services cross district boundaries. Given this, the Regional Council is the most appropriate authority to deliver passenger transport services.

What we are going to do

Each year we will:

- Coordinate the implementation, monitoring, reporting and review of the Regional Land Transport Plan, Regional Public Transport Plan and Regional Cycle Plan through to the relevant governance group. All three plans were adopted in 2015. Revised plans are due for adoption in 2018.
- Review Road Safety Action Plans quarterly for Wairoa, Napier, Hastings and Central Hawke's Bay to keep them up to date and addressing key causes of road crashes. Loss of control on rural roads, speed, intersections and motorcycle crashes are an issue in the region.
- Undertake a programme of road safety education activities in partnership with Police and other road safety stakeholders to address the key causes of road crashes in our region
- Continue to regularly market current services, increase awareness and investigate and implement cost-effective means of increasing patronage on all bus services.
- Review bus services regularly to cater for demand and reduce any operational inefficiencies
- Work with Napier City and Hastings District councils to install bus stops and shelters and revise routes where necessary, in order to meet public demand.

Key projects for Years 1- 3 of the LTP:

- The Regional Public Transport Plan focuses on funding to maintain the current level of service. No significant bus service improvements are planned during the next three years. However, efficiency improvements or increased fare revenue may allow for some improvements.
- A major focus of Year 1 will be the introduction of a new ticketing system for the bus service. The new system will provide accurate data on passenger trips and allow passengers to top up travel cards online.
- Demand for passenger transport services in Central Hawke's Bay and Wairoa will be monitored and services may be trialled where appropriate.
- Marketing of services and improvements to bus stops and bus shelters will continue, to ensure we meet the service standards and goals set in our plans.
- We will continue to manage growing demand for the Total Mobility service

Assumptions

The assumptions for Transport are:

- The New Zealand Transport Agency Funding Assistance Rates are at levels set by a review completed in October 2014.
- There is demand for ongoing public transport services.
- There will be no changes to legislation or national policy that will impact on HBRC's transport role and that would require changes to the programmes outlined in this plan.

Significant Negative effects

There are no anticipated significant negative effects from the delivery of these activities which seek to provide an effective, efficient and safe land transport system.

Contributing projects include:

Transport Planning and Road Safety: 797 Regional Land Transport Plan, 786 Regional Road Safety

Passenger Transport: 790 Subsidised Passenger Transport

Regional Cycling: 798 Regional Cycling Activity

Levels of service

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
7.1 Transport Planning and Road Safety	HBRC will develop and implement the region’s transport planning documents to promote improved integration of all transport modes, land use and efficient movement of freight.	Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan (RPTP) and Regional Cycling Plan in place.	2016-17: Achieved	Achieved	Achieved	Achieved	Achieved
	HBRC will coordinate and implement sustainable regional road safety initiatives so that Hawke’s Bay roads and pathways are safe and accessible, and the emotional and financial costs of road traffic crashes are reduced.	Incidence of fatal and injury crashes in our region (5 year rolling average).	2016-17: Five year rolling average to 2016 = 335	Decreasing trend*	Decreasing trend*	Decreasing trend*	Decreasing trend*
7.2 Passenger Transport	HBRC will provide an accessible, integrated bus service and work with the relevant territorial authority to ensure appropriate service infrastructure within and between the Napier, Hastings and Havelock North urban areas to meet the transport needs of the people of Hawke’s Bay.	Annual patronage on the Hawke’s Bay bus services.	2016-17: 688,572 trips taken 2013-14 799,000 trips taken	Maintain or Increasing trend*			
		Annual passenger kilometres travelled on the Hawke’s Bay bus services.	2016-17: 7,359,612 2013-14: 8,145,800	Maintain or increasing trend*			
		Proportion of total service costs that is covered by fares.	2016-17: 38.5%	Maintain or increasing trend*			

Activity	Level of Service Statement	Level of Service Measure	Previous Performance	Performance Targets			
				Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)	Year 4-10 (2021-28)
		Percentage of residences and businesses within 500m (under normal conditions) and 600m (in low density/outer areas) walking distance of a bus stop within existing bus routes.	2016-17: Partially achieved	90% Hastings and 75% Napier			

*Trends are based on a 5 yearly rolling average to smooth out anomalies and/or fluctuations to get a long term picture of performance. To do this we take the last five year's data, average it then the next year we drop the earliest year off and add the latest one and average again.

Financial summary – Transport

Cost of Services Statement: Transport															
	Activity (#)	Annual Report* 2016/17 (\$'000)	Annual Plan* 2017/18 (\$'000)	Year 1 LTP 2018/19 (\$'000)	Year 2 LTP 2019/20 (\$'000)	Ann Pln 2a Ann Pln 2019/20 (\$'000)	Year 3 LTP 2020/21 (\$'000)	Ann Plan 3a Ann Pln 2020/21 (\$'000)	Year 4 LTP 2021/22 (\$'000)	Year 5 LTP 2022/23 (\$'000)	Year 6 LTP 2023/24 (\$'000)	Year 7 LTP 2024/25 (\$'000)	Year 8 LTP 2025/26 (\$'000)	Year 9 LTP 2026/27 (\$'000)	Year 10 LTP 2027/28 (\$'000)
EXPENDITURE															
Operating Expenditure															
Transport Planning and Road Safety	1.	582	619	778	792	780	662	643	674	687	703	717	733	752	768
Passenger Transport	2.	3,641	3,657	3,867	3,954	3,874	4,038	3,878	4,125	4,218	4,318	4,418	4,527	4,637	4,757
Regional Cycling	3.	51	109	123	126	125	130	128	133	137	141	146	150	155	160
Depreciation/Amortisation Expense		14	40	37	42	42	46	46	50	53	52	52	50	50	37
Total Operating Expenditure		4,288	4,425	4,805	4,914	4,821	4,876	4,695	4,982	5,095	5,214	5,333	5,460	5,594	5,722
TOTAL EXPENDITURE		4,288	4,425	4,805	4,914	4,821	4,876	4,695	4,982	5,095	5,214	5,333	5,460	5,594	5,722
REVENUE															
Activity Revenue															
Direct Charges		-	40	153	153	153	40	40	40	40	40	40	40	40	40
Total Activity Revenue		0	40	153	153	153	40	40	40	40	40	40	40	40	40
Other Revenue															
Targeted Rates		1,607	1,604	1,620	1,653	1,653	1,686	1,687	1,719	1,754	1,789	1,825	1,861	1,898	1,936
Interest on Scheme Reserves		(3)	(4)	(2)	(2)	(1)	(1)	-	(1)	(2)	(2)	(2)	(3)	(4)	(5)
Grants		2,706	2,666	2,902	2,962	2,905	3,007	2,897	3,069	3,134	3,205	3,276	3,354	3,434	3,517
Total Other Revenue		4,310	4,266	4,520	4,613	4,557	4,692	4,584	4,787	4,886	4,992	5,099	5,212	5,328	5,448
TOTAL REVENUE		4,310	4,306	4,673	4,766	4,710	4,732	4,624	4,827	4,926	5,032	5,139	5,252	5,368	5,488
TOTAL GENERAL FUNDING REQUIREMENT		22	(119)	(132)	(148)	(111)	(144)	(71)	(155)	(169)	(182)	(194)	(208)	(226)	(234)
Specific Scheme Reserve		(101)	1	(20)	(11)	(43)	(6)	(71)	(1)	3	7	12	18	26	23
NET GENERAL FUNDING REQUIREMENT		(79)	(118)	(152)	(159)	(154)	(150)	(142)	(156)	(166)	(175)	(182)	(190)	(200)	(211)

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Net Funding Requirement – Transport

