



## Meeting of the Corporate and Strategic Committee

**Date:** Wednesday 11 September 2019  
**Time:** 9.00am  
**Venue:** Council Chamber  
Hawke's Bay Regional Council  
159 Dalton Street  
NAPIER

### Agenda

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2.	Conflict of Interest Declarations	
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**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**SUBJECT: FOLLOW-UPS FROM PREVIOUS CORPORATE AND STRATEGIC  
COMMITTEE MEETINGS**

**Item 4**

**Reason for Report**

1. In order to track items raised at previous meetings that require follow-up, a list of outstanding items is prepared for each meeting. All follow-up items indicate who is responsible for each, when it is expected to be completed and a brief status comment.
2. Once the items have been completed and reported to the Committee they will be removed from the list.

**Decision Making Process**

3. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

**Recommendation**

That the Corporate and Strategic Committee receives and notes the "*Follow-ups from Previous Corporate and Strategic Committee Meetings*" report.

**Authored by:**

**Leeanne Hooper**  
**TEAM LEADER GOVERNANCE**

**Approved by:**

**Joanne Lawrence**  
**GROUP MANAGER OFFICE OF THE  
CHIEF EXECUTIVE AND CHAIR**

**Attachment/s**

[!\[\]\(2bae76de5ebbd5c4d7d47162f1673734\_img.jpg\) 1](#) Follow-ups from Previous Corporate & Strategic Committee Meetings



## Follow-ups from Previous Corporate and Strategic Committee Meetings

5 June 2019

Agenda Item	Follow-up / Request	Responsible	Status Comment
Organisational Performance Report for Period 1 February to 30 April 2019	Consider using as 'template' to report on Council's environmental activities, e.g. set aside x km of riparian margins, planted x trees, etc, to address impacts of climate change and restore biodiversity	J Lawrence	All organisational reporting is being reviewed for the new triennium.



**HAWKE'S BAY REGIONAL COUNCIL  
CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: CALL FOR MINOR ITEMS OF BUSINESS NOT ON THE AGENDA**

**Item 5**

**Reason for Report**

1. Standing order 9.13 allows

*“A meeting may discuss an item that is not on the agenda only if it is a minor matter relating to the general business of the meeting and the Chairperson explains at the beginning of the public part of the meeting that the item will be discussed. However, the meeting may not make a resolution, decision or recommendation about the item, except to refer it to a subsequent meeting for further discussion.”*

*Please note that nothing in this standing order removes the requirement to meet the provisions of Part 6, LGA 2002 with regard to consultation and decision making.”*

**Recommendations**

That the Corporate and Strategic Committee accepts the following “Minor Items of Business Not on the Agenda” for discussion as Item 11.

Topic	Raised by

**Leeanne Hooper  
TEAM LEADER GOVERNANCE**

**James Palmer  
CHIEF EXECUTIVE**





**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: REPORT AND RECOMMENDATIONS FROM THE FINANCE AUDIT AND RISK SUB-COMMITTEE**

**Item 6**

**Reason for Report**

1. The following matters were considered by the Finance Audit and Risk Sub-committee meeting on 21 August 2019 and are now presented for the Committee's consideration, alongside any additional commentary the Sub-committee Chair wishes to offer.

**Remission of Penalties on Rates Policy (Fixed Term)**

2. This item introduced an additional Remission of Penalties on Rates Policy (Fixed Term) to assist ratepayers who may experience a financial hardship caused by Council's change in the rates payment due date from 31 January 2021 to 20 September 2020.
3. During discussions it was noted that the Policy allows for one remission every three years for a missed rate payment and that the Policy recognises that some ratepayers will be required to make two payments in the 2020 calendar year.

**Six Monthly Report on Risk Assessment and Management**

4. This item provided the Sub-committee with the six monthly review of the risks that Council is exposed to and the mitigation actions in place to manage Council's risk profile.
5. Discussions covered further work carried out in response to the previous FARS meeting feedback on the risks of Harm to the Environment, Civil Defence and Staff retention and welfare, and upwards trending risk of the Implementation of the National Policy for Freshwater Management due to the expectation that Central Government will impose a new 2025 deadline for all freshwater plans to be operative.
6. In addition, there were suggestions that consideration be given to the human health risks associated with swimming and recreational activities in contaminated water, as well as landfills not listed on the HAIL register.

**Treasury Report**

7. This item provided an update on the development of Council's diversified investment portfolio and returns to date.

**Procurement Hub Update**

8. The provided the sub-committee with an update on progress to establish Council's Procurement Hub.

**August 2019 Sub-committee Work Programme Update**

9. This standing item provided an overall update on the Sub-committee's work programme including Internal Audits, Risk Assessment and Management, Insurance, Annual Report, S17a Efficiency Reviews, Investment Returns and Treasury Monitoring and Living Wage.

**Decision Making Process**

10. These matters have all been specifically considered at the Committee level except where specifically noted.

**Recommendations**

The Finance, Audit and Risk Sub-committee recommends that the Corporate and Strategic Committee:

1. Receives and notes the *“Report and Recommendations from the 21 August 2019 Finance, Audit and Risk Sub-committee Meeting”*
2. Agrees that the decisions to be made are not significant under the criteria contained in Council’s adopted Significance and Engagement Policy, and that Council can exercise its discretion and make decisions on this issue without conferring directly with the community or persons likely to be affected by or have an interest in the decision.

**Remission of Penalties on Rates Policy (Fixed Term)**

3. Recommends that Hawke’s Bay Regional Council:
  - 3.1. Agrees the decisions to be made are not significant under the criteria contained in Council’s adopted Significance and Engagement Policy, and that Council will consult as required by LGA s103(4) and s82 as part of either the 2020-21 Annual Plan or with other appropriate consultation process.
  - 3.2. Subject to consultation as per 3.1 above, agrees to adopt a Remission of Penalties on Rates Policy (Fixed Term).

**Six Monthly Report on Risk Assessment and Management**

4. Receives and notes the resolutions of the sub-committee following, confirming the robustness of Council’s risk management systems, processes and practices.
  - 4.1. The Finance, Audit and Risk Sub-committee:
    - 4.1.1. receives and considers the *“Six Monthly Risk Assessment and Management”* staff report
    - 4.1.2. confirms its confidence that Council management has a current and comprehensive risk management framework and associated procedures for effective identification and management of the Council’s significant risks.

**Reports Received**

5. Notes that the following reports were provided to the Finance Audit and Risk Sub-committee.
  - 5.1. Treasury Report
  - 5.2. Procurement Hub Update
  - 5.3. August 2019 Sub-committee Work Programme Update.

**Authored by:**

**Leeanne Hooper**  
**TEAM LEADER GOVERNANCE**

**Approved by:**

**Jessica Ellerm**  
**GROUP MANAGER CORPORATE**  
**SERVICES**

**Attachment/s**

There are no attachments for this report.

**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: ANNUAL REPORT UPDATE**

**Item 7**

**Reason for Report**

1. This report provides the Corporate and Strategic Committee with a draft of the non-financial performance measures for inclusion in the 2018-19 Annual Report.
2. The audit of these measures is still underway so may change. The final measures will be presented to Council for adoption in the Annual Report at an extraordinary Council meeting on 9 October 2019. They have been presented today to familiarise the councillors with the results prior to adoption.
3. Financials are not ready for Council review at this time, as the audit of the consolidated group financial statements will commence on 16 September. The timetable has been impacted this year by the delayed receipt of Napier Port financials as a result of the recent IPO transaction.

**Background**

4. The purpose of the non-financial performance measures, as specified in the Local Government Act 2002, is to enable the public to assess the actual versus intended level of service achieved for major aspects of groups of activities.

**Changes from the previous Annual Report**

5. These are new measures that were adopted in the 2018-28 Long Term Plan for Year 1 of the Plan (2018-19). There are 60 measures in total, down from 145 in the previous annual report. The number and type of measures has been changed to focus on quantitative results that can be verified and repeated to build a time series and therefore show trends overtime. The old measures were mostly qualitative and described the work done that year. The new measures in contrast attempt to show what was achieved during the year.

**Aggregated results for 2018-19**

6. Of the 60 measures, 38 were "Achieved", 6 were "Partially Achieved", 13 were "Not Achieved" and 3 were "Not Measured". The reason for non-achievement generally falls into three areas:
  - 6.1. high targets set by ourselves, e.g. resident satisfaction
  - 6.2. results outside our direct control (but important outcomes that we have a statutory role in contributing to) e.g. road toll, preparedness for CDEM events
  - 6.3. resourcing, other priorities or time delays leading to incomplete work.
7. Commentary has been added to the quantitative results to provide context, and in particular, explain why measures have not been achieved. The full Annual Report document will also include highlights to describe what we did in the 2018-19 year in more detail.

**Results by Activity**

**Governance and Partnerships**

8. The two activities within the Governance and Partnerships group of activities are:
  - 8.1 Community Representation and Leadership
  - 8.2 Tangata Whenua Partnerships and Community Engagement.

## Community Representation and Leadership Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> All Council and Committee meetings advertised, conducted and minuted in accordance with relevant Local Government Act and Local Government Official Information & Meetings Act requirements.
	LTPs and annual reports receive "unmodified" audit opinions.	Achieved	<b>Partially Achieved</b> An unmodified audit report was received on the 2018-2028 Long Term Plan. A modified audit opinion was received on the Regional Council and group's full financial statements for the 2017-18 Annual Report. An unmodified audit opinion was received on the Regional Council and group's other audited information. The basis for the modified audit opinion on the full financial statements was the result of Audit NZ being unable to obtain sufficient appropriate audit evidence to determine the tax effects of Ruataniwha Water Storage Scheme expenditure. The amount of tax deductions available in relation to the \$19.594 million losses on the RWSS intangible asset has since been determined through a binding ruling from Inland Revenue Department (made in December 2018). The tax benefit will be recognised in HBRIC's financial statements this year.
	Percentage of surveyed residents who perceive "acceptable to very good" value of services from HBRC rates (source: 2-yearly SIL perception survey).	75%	<b>Not Achieved</b> 73.8% (48.5% acceptable, 25.3% good/very good). Despite not hitting the self-selected target this is nearly a 3% increase on the previous survey result (2017-18: 72.2%) so signifies a notable improvement in resident satisfaction. Note: The SIL perception survey was undertaken between May – June 2019 so has been reported in this financial year, not 2019-20 as scheduled in the 2018 -2028 Long Term Plan.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<p><b>Partially Achieved</b></p> <p>Above target returns were achieved for some but not all of Council's revenue generating assets. Commercial property returned a cash yield of &gt;5%. The Napier Port achieved its forecast dividend and exceeded expectations in the recent IPO.</p> <p>The exception was managed funds. During the course of the financial year, \$40 million was placed into diversified investment portfolios or 'managed fund'. As at 30 June 2019 the combined balance of the fund was \$41,909,541 representing an increase of 4.77% (before fees and inflation).</p> <p>While certain investments have met or exceeded the target rate of return (e.g. NZ equities, Trans-tasman equities), the overall investment returns for the managed fund are below Council's FY19 targeted net inflation-adjusted return of 4.50% due to (1) Council's allotment of capital between Income and Growth assets; and (2) Target asset allocation and portfolio composition have yet to be fully realised by one of the two fund managers. Target asset allocation for funds under management has not been achieved partly due to gradual, deliberate and systematic staggering of investment portfolio positions in a volatile macroeconomic environment. Annualised returns reporting relative to the benchmark will commence in 2020.</p>

\*Investment Performance Objectives [excerpt from SIPO]

- Council's Fund is targeted to earn a return at least equal to a real return (after inflation and fees) of 4.5% in Year 1 and 5.0% per annum in Year 2 and beyond. All returns are assessed in NZD.

### Tāngata Whenua Partnerships and Community Engagement Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
HBRC engages in strategic relationships to better achieve its vision and purposes	Annual reporting to council on performance of strategic relationships	Achieved	<p><b>Achieved</b></p> <p>Strategic relationships with Tāngata Whenua are held through a range of mechanisms, Regional Planning Committee (RPC), Māori Standing Committee (MSC), PSGE Chairs, and bi-laterals that are open to all PSGE's as a 1-on-1 with HBRC Chair, Chief Executive and elected councillors. Only 3 PSGEs are participating in bi-laterals whereas all PSGEs except Te Uru Taumatua (Tūhoe) have appointees to the RPC which is a statutory committee. RPC and MSC met on their scheduled dates whereas the bi-laterals have moved considerably to accommodate business demand on respective contributors</p>

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Not Achieved</b> Annual programme delayed due to Māori Partnerships Group not achieving full capacity and induction of staff until May 2019. Cultural competency build programme will move as a priority to 2019-20 work programme.

### Strategic Planning

10. The three activities within the Strategic Planning group of activities are:
- 10.1. Strategy
  - 10.2. Planning
  - 10.3. Sustainable Regional Development.

### Strategy Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> An information paper was presented to the Corporate and Strategic Committee on 5 June 2019 to update the Council on progress with implementing the 2017-2021 Strategic Plan. Attached to the information paper was a Strategic Snapshot which gave a holistic view of council activity at a point in time and demonstrated how the programme of work contributes to achieving the 23 strategic goals from the Strategic Plan.

### Planning Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	<b>Achieved</b> The most critical statutory timeframe met this year was the adoption of the Council's third edition National Policy Statement for Freshwater Management Progressive Implementation Plan PIP on 31 October 2018.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
<p>HBRC will proactively work with territorial authorities to achieve alignment on policies, plans and strategies.</p>	<p>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.</p>	<p>2 or more Achieved</p>	<p><b>Achieved</b></p> <p>Meetings were held with HB council planners on 26 Nov 2018 and 27 May 2019. The November meeting held at Napier City Council was to discuss potential draft national planning standards for network utility operations. The May meeting was a round table catch up of the HB Planners Forum on current work programmes and an introduction to the new Relationship Manager from Ministry for the Environment. Discussion around other items included:</p> <ul style="list-style-type: none"> <li>- Further Submissions on Plan Changes under amended RLAA 2017</li> <li>- Mana Whakahono a Rohe on horizon and close inter council liaisons</li> <li>- Marine and Coastal Area Applications (MACAA) into 2020+</li> <li>- National Monitoring System (NMS) review feedback</li> <li>- National planning standards</li> <li>- Quality planning website rebuild.</li> </ul> <p>This performance measure also relates to action 4.4 in the multi-partner <i>Matariki Hawke's Bay Regional Economic Strategy</i> - "Ensure regional and district plans take a coherent and consistent approach to regulating common activities". This action is largely focussed on TLA building and land use consenting. HB councils continue to progress this as the joint lead agencies. It is also worth noting that 2019 NZPI Conference 'Weaving the Strands' took place in Napier 2 - 5 April 2019 providing an opportunity for the HB Planning Managers to network not only with each other but also with many of their planning counterparts from around NZ.</p>

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
HBRC will regularly submit on national direction, plan and consenting matters.	Number of submissions on resource management-related proposals made to local and central government per annum.	Maintain three year rolling average (6.3 in 2017-18)	<p><b>Achieved</b></p> <p>8.7 (3-year rolling average)</p> <p>Twelve submissions were made on resource management topics during 2018-19. This compares to five in 2017-18 and nine in 2016-17.</p> <p>Feedback was provided on the Government's Zero Carbon Consultation Document in July 2018 (Q1) and eleven submissions were presented on the Water Conservation Order (see table below). The WCO submissions and subsequent hearings was a significant investment in time and resources and overspent the statutory advocacy budget.</p> <p>In general, the past year has been exceptional for the intensive involvement by HBRC staff in reviewing the NPS-FM resulting in Government recently released Essential Freshwater package. For example, a Senior Policy Planner was seconded to the Ministry for the Environment for six months to work on freshwater reform and our Group Manager ICM and Chief Executive sat on the Freshwater Sub-Group of the Chief Executives Group directly influencing and shaping the national policy.</p> <p>Ongoing, our staff are well represented on regional sector special interest groups (including the Group Manager ICM's role as the Convenor of the Resource Management Group), on National Science Challenges and our CEO sits on a Ministerial Forestry advisory group.</p>

### WCO submissions

Topic	Format	Date	
		Statements	Hearing
TANK Group's final recommendations	Memo on behalf of Council	30/08/18	
Hydrology	Technical Statement of Evidence	25/01/19	28/02/19
Water quality, indigenous fish habitat	Technical Statement of Evidence	25/01/19	1/03/19
Indigenous fish	Technical Statement of Evidence	25/01/19	1/03/19
Hydrology	Technical Statement of Evidence	25/01/19	1/03/19
Planning	Technical Statement of Evidence	25/01/19	1/03/19
Ecology	Technical Statement of Evidence	25/01/19	5/03/19
Native bird values	Technical Statement of Evidence	5/02/19	1/03/19
HBRC activities and interests	Non-technical Statement of Evidence	15/02/19	28/02/19
Legal	Legal submission provided at the hearing	n/a	1/03/19
Demarcation of Upper and Lower	Memo on behalf of Council	08/03/19	



## Sustainable Regional Development Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	<b>Partially Achieved</b> Contracts with performance indicators are in place with Business Hawke's Bay (as part of HBRC's contribution to Matariki REDs) and the Regional Business Partners Programme. A funding agreement is in place with HB Tourism and proposed KPIs went to Corporate and Strategic Committee and Council in June 2019. The KPIs are being further developed and are expected to be adopted in September 2019.

## Integrated Catchment Management

11. The three activities within the Integrated Catchment Management group of activities, are:
- 11.1. Science and Information
  - 11.2. Catchment Management
  - 11.3. Biodiversity and Biosecurity.

## Science and Information

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	<b>Achieved</b> Revalidation of ISO 9001:2015 was achieved in November 2018.
	SOE monitoring programmes are in place and results are published on HBRC and LAWA websites for: <ul style="list-style-type: none"> <li>• Climate and Air Quality</li> <li>• Surface water</li> <li>• Groundwater</li> <li>• Land Science</li> <li>• The Coast</li> </ul>	Achieved	<b>Achieved</b> During the year monitoring programmes ran to plan and relevant data was published on appropriate websites.
	A 5-yearly State of the Environment (SoE) Monitoring Report is produced along with annual scorecards and monthly updates. Results are made available primarily through digital media and summarised in the Annual Report.	Achieved	<b>Partially Achieved</b> Monthly reports were delivered as scheduled. Annual report cards have been produced. The 5-yearly SoE summary report and technical reports are in production, but delivery has been delayed until December 2019 due to unanticipated data analysis and quality assurance required.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	Achieved	<b>Achieved</b> Science has supported Water Conservation Order, TANK Plan Change, Plan Change 6 (Tukituki) implementation and Mohaka Plan Change activities
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	Napier 1 Hastings 3	<b>Partially Achieved</b> <b>Napier 0</b> <b>Hastings 4</b> Napier had zero exceedances, compared with one last year. Hastings had four compared with two last year.
	Number of clean heat systems installed annually under financial assistance programme	1000 per annum (averaged over 10 years)	<b>Achieved</b> <b>10 year programme: &gt;13,500</b> <b>2018/19: 801</b> The Heatsmart programme started in 2009 with an objective of achieving 10,000 packages over 10 years (an average of 1000 per year). The programme target has been exceeded with more than 13,500 packages therefore the result is recorded as Achieved. The programme is currently in its 10th year and been extended to 2023. However, the uptake of packages is expected to be lower over the next three years.

\*M10 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/m<sup>3</sup> measured in open air over 24 hours.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	90.5%	<b>Achieved</b> <b>93%</b> Of the water meters in use 93% are returning data via web or telemetry. Note: 8% of consent holders wells have a security seal (tamper tag) fitted. These wells are not in use. The security seal allows us to confirm that they have not been used.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
	<p>Total water consented as a percentage of the allocation limit for each significant water resource.</p> <ol style="list-style-type: none"> <li>1. Esk</li> <li>2. Karamu</li> <li>3. Ngaruroro</li> <li>4. Maraekakaho</li> <li>5. Nuhaka</li> <li>6. Raupare</li> <li>7. Tutaekuri</li> <li>8. Tutaekuri-Waimate</li> <li>9. Tukituki</li> </ol> <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>	<p>For catchments at or below allocation when limit set the target is:</p> <p><b>Less than or equal to 100%.</b></p> <p>For fully allocated catchments when limit set the target is:</p> <p><b>Decreasing trend towards less than or equal to 100%</b></p>	<p><b>Achieved</b> <b>100%</b></p> <p>Tukituki is the only catchment with a rule based limit set since the NPSFM came into effect and is less than or equal to 100%. The total allocated for the Tukituki catchment is 1930 L/s from a surface water take allocation limit of 1925 L/s. By zone this equates to:</p> <ul style="list-style-type: none"> <li>- Zone 1 Lower Tukituki = 101.9%</li> <li>- Zone 2 Waipawa River = 100%</li> <li>- Zone 3 Upper Tukituki = 99.3%</li> </ul> <p>The TANK plan change will address how the allocation particularly from stream depleting groundwater is to be counted in the next catchment to come under the NPSFM. In the meantime, no more water will be allocated from the surface low flow allocation block or groundwater from over allocated catchments.</p>

### Catchment Management Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<p><b>Achieved</b></p> <p>Reporting on the priority areas within the three catchment zones was completed at the Environment and Services Committee on 19 June 2019. All activity over the preceding 12 months in the relative catchments was presented, this included itemised reporting on tāngata whenua engagement. At the same meeting we also outlined our respective business plans for the following 12 months.</p>

Item 7

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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 (FEMP) or an independently audited industry good management practice framework as required under the Regional Resource Management Plan (RRMP)*	Tukituki-100%	<b>Partially Achieved 97%</b> There was a 46% increase in the number of FEMPs within the Tukituki catchment, from 542 in July 2018 to 1010 in June 2019. This significant increase was due to regulations coming into force as well as a new dedicated resource and ongoing presentations to industry and small farmer groups. It also built on the momentum initiated in previous years through education, advocacy and relationship building by catchment management staff. The 100% target relates to the rules set by the Board of Inquiry. The small number of non-compliant farms are being dealt with by the consents and compliance teams.
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).	2000 Ha of land under cover	<b>Not measured</b> This was the first year of a 10 year programme of work. The first 6 months saw the three zone teams (Northern, Mid and Southern) established and operating guidance and criteria to deliver the Erosion Control Scheme (ECS) developed. Reporting tools were also in construction, along with an interim 'tracker/EROS' to record works on the ground and their financials. End state reporting and data management systems are still in development. HBRC are currently finalising how to measure performance against this outcome in GIS and CRM (recording and reporting systems).
	Additional kilometres of riparian margin protected annually to reduce sediment, nutrient and/or bacterial contamination of water**	100km	<b>Not measured</b> HBRC are currently finalising how to measure performance against this outcome in GIS and CRM (recording and reporting systems).

\* Other catchments will be added as new management regimes are set through catchment based plan changes to give effect to NPS FM.

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

## Biodiversity and Biosecurity Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
HBRC will work with partners and stakeholders to implement the HB Biodiversity Strategy and Action Plan so biodiversity is enhanced, healthy and functioning.	Additional number of targeted priority sites where biodiversity is actively managed.	1-2	<b>Achieved</b> <b>13</b> Management actions were undertaken at 13 selected sites. This is well above the 1-2 sites p.a. This has been made possible via partnerships with Catchment Management, Engineering/Open Spaces, and external parties such as Native Forest Restoration Trust, Forest & Bird and Biodiversity Hawke's Bay.
HBRC will undertake research, and implement and review regional pest management plans that improve biodiversity, human health and economic prosperity.	Maintain and implement current Regional Pest Management Plan.	Achieved	<b>Achieved</b> The Regional Pest Management Plan became operative in February 2019.
HBRC will provide effective pest management programmes that improve regional biodiversity, human health and economic prosperity.	Percentage of monitored Possum Control Areas (PCAs) with a 5% or less trap catch.	90%	<b>Achieved</b> <b>100%</b> All scheduled chew monitoring across the 18-19 season was completed in a timely manner. The average RTCI for the 18-19 season was 1.5% across the 85932 ha monitored with 100% of the 18 PCAs monitored being below a 5% RTC.
	Decreasing trend in the number of active rook nests.	Achieved Decreasing trend 5-year rolling average (2017-18: 362.2)	<b>Achieved</b> <b>307.2 (5-year average)</b> Aerial rook control has been carried out and completed in all known rookeries across the region with a total of 45 active nests aerial treated across the eradication zone north of SH5 and 223 across the control zone south of SH5.
	Percentage of animal pest enquiries responded to within target timeframe. (5 days for rabbits).	100%	<b>Achieved</b> <b>100%</b> A total of 68 rabbit enquiries have been received and responded to within 5 working days of receiving the initial call. Assistance and or advice was provided as appropriate.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
	Percentage of plant pest inspections and actions completed within target timeframes (see schedule for specific plant pests).	100%	<p><b>Achieved</b> <b>100%</b></p> <p>All known sites of African feather grass, Goats rue, Nassella tussock, Spiny emex, White edged nightshade and Yellow water lily checked and controlled. No Yellow water lily found, this plant may now be eradicated. Two sprays of all Phragmites sites done, only two new sites found. All Privet complaints dealt with. Japanese honeysuckle control completed around Lake Tūtira and all Old man's beard sites checked and controlled in control area. Pinus contorta programmes in conjunction with MPI in "Kaimanawa management unit" completed. Control work started on dense iwi block adjacent to SH5 in Rangitaiki near the Waipunga Falls. Woolly nightshade rural and urban control programmes completed. Some targeted CNG Taskforce spraying completed. New sites of CNG found down the Tukituki river.</p>

### Asset Management

12. The five activities within the Asset Management group of activities are:
- 12.1. Flood Protection and Control Works
  - 12.2. Flood Risk Assessment and Warning
  - 12.3. Coastal Hazards
  - 12.4. Open Spaces
  - 12.5. Works Group.

### Flood Protection and Control Works (Rivers) Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	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.	Achieved	<p><b>Achieved</b></p> <p>Our major flood protection and control works that are being maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan. Planned annual maintenance works were executed.</p>

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
and Ruataniwha Plains.	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.	Heretaunga Plains: Phased design and construction Upper Tukituki: Consultation on change to 0.2% AEP	<b>Not Achieved</b> The Heretaunga plains flood protection level of service review to assess options for raising our current level of protection from 1% to 0.2% AEP is behind where it should be, owing to severe staff shortage during this reporting period
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).	Achieved	<b>Not measured</b> No survey was undertaken this year but tasks associated with targets within the EMEP are progressing. This includes river bird surveys, pre gravel extraction inspections and writing a new Standard Operating Procedure for eel rescue.

#### Flood Protection and Control Works (Drainage) Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Zero	<b>Achieved</b> No incidences were reported

### Flood Protection and Control Works (Small Schemes) Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
<p>HBRC will maintain an effective flood control and drainage network that provides protection from frequent flooding to communities and productive land within designated Scheme areas, including:</p> <ul style="list-style-type: none"> <li>- Makara Flood Control</li> <li>- Paeroa Drainage</li> <li>- Porangahau Flood Control</li> <li>- Ohuia – Whakaki Drainage</li> <li>- Esk River</li> <li>- Whirinaki Drainage</li> <li>- Maraetotara</li> <li>- Te Ngarue</li> <li>- Kopuawhara Flood Control</li> <li>- Poukawa Drainage</li> <li>- Kairakau</li> </ul>	<p>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.</p>	<p>Achieved</p>	<p><b>Achieved</b></p> <p>Our flood protection and drainage networks are maintained, repaired and renewed to the key standards defined in the Scheme Asset management plan. Planned maintenance works were all executed.</p>

### Flood Risk Assessment and Warning Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
<p>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.</p>	<p>Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year.</p>	<p>98%</p>	<p><b>Achieved</b></p> <p>98.06%</p> <p>Priority sites were operational 8590 days out of a total of 8760 days.</p>
<p>Council provides accurate and timely flood forecasting information online to advise the community on likely rainfall and flooding.</p>	<p>Percentage of the region at risk of flooding from large rivers, covered by a flood forecasting model.</p>	<p>70%</p>	<p><b>Achieved</b></p> <p>Three river flood forecasting models exist:</p> <ul style="list-style-type: none"> <li>- Wairoa</li> <li>- Ngaruroro/Tutaekuri</li> <li>- Tukituki.</li> </ul> <p>Flooding from the rivers in these catchments could cause large economic loss.</p> <p>The area of these catchments cover about 70% of the entire region</p>



## Open Spaces Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> Maintenance contracts are in place and maintenance schedules are clear in these documents. Draft IPPs complete for Waitangi Regional Park, Pakowhai Regional Park, Pekapeka Regional Park and Tutira Regional Park

## Consents and Compliance

13. The three activities within the Consents and Compliance group of activities are:
- 13.1. Consents
  - 13.2. Compliance and Pollution Response
  - 13.3. Maritime Safety.

## Consents Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
HBRC will process resource consent applications in a timely manner.	Percentage of resource consents processed within statutory timeframe in Resource Management Act	100%	<b>Achieved</b> <b>100%</b> 455 resource consents were processed to completion within the statutory timeframe

## Compliance and Pollution Response Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	100%	<b>Not Achieved</b> Percentage Monitored: <b>90.9%</b> Consents to be monitored 3519 Consents Monitored 3198 The percentage of resource consents monitored is down on the previous year (2017-18: 94%) due to compliance staff taken away from their key function to assist with the setting up and implementation of the IRIS data base and the implementation of the NES Plantation Forestry.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
	Percentage of monitored consents which receive an overall grade of full compliance.	95%	<p><b>Not Achieved</b></p> <p>Full Compliance <b>92.17%</b>            Low Risk Noncompliance 1.79%            Moderate Noncompliance 3.11%            Significant Noncompliance 2.83%            Incomplete (work in process) 0.11%</p> <p>This compares to 93.5% in the previous year (2017-18) and is likely to reflect the introduction of a new grade classified as “low risk non-compliance” within our new reporting system called IRIS rather than any notable worsening of performance.</p> <p>Council escalates its regulatory response on a case by case basis according to the risk to the environment and human health, the seriousness of the non-compliance, the apparent attitude to compliance, and the compliance history and frequency of issues arising.</p>
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.	Achieved	<p><b>Achieved</b></p> <p>The total number of pollution calls was 1,116, compared to 1095, a 2% increase</p> <p><b>Calls by type:</b>            Air = 660 (LY= 696)            Coastal = 54 (LY=56)            Groundwater = 13 (LY=16)            Land = 237 (LY=97)            Surface water = 151 (LY=224)            Navigational Safety = 1 (LY=6)</p> <p><b>Enforcement:</b>            Abatement Notices issued = 40 (LY=46)            Infringement Notices = 101 (LY=92)            Prosecutions = 4 (LY=5)</p>
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.	Achieved	<p><b>Achieved</b></p> <p>Work is continuing to make the HAIL list available by web link or similar to enable free access to those regularly requiring that information. Presently there is a charge for that service.</p> <p>There is ongoing work to verify all listed HAIL sites.</p>
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.	Achieved	<p><b>Achieved</b></p> <p>An operative and approved T2 oil spill plan is in place.</p> <p>All oil spill training is up-to-date with the next exercise scheduled for September 2019</p>

## Maritime Safety Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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 <b>Hazard Identification/Risk Assessment</b> and Safety Management System for the Napier Pilotage Area.	Achieved	<b>Achieved</b> Undertaken as part of the Port and Harbour Marine Safety Code (PHMSC) self-audit in June 2019
	Number of maritime incidents occurring per year reported to Maritime New Zealand in accordance with regulations.	Decreasing trend Baseline: Three year rolling average to June 2018 = 43	<b>Not Achieved</b> <b>73</b> (3-year rolling average) There were 105 incidents reported compared to 82 in 2017-18 and 33 in 2016-17. Note: approximately half of this years notified events were regarding log handling at the port or pilot ladder standards on foreign vessels.

## Emergency Management

14. The two activities within the Emergency Management group of activities are:

- 14.1. Hawke's Bay CDEM Group
- 14.2. HBRC Emergency Management.

## Hawke's Bay CDEM Group Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> Ongoing research, this year focused on landslide risk, was commissioned in accordance with the Plan, and has been reported to CEG – last report was August 2018 on Hikurangi Response Plan project.
	Percentage of surveyed residents that identify earthquake, flooding, and tsunami as major hazards in Hawke's Bay (source: 2-yearly SIL perception survey).	Same or better result than last survey. Last survey was in 2017: 86% of residents identified earthquakes, 58% of residents identified flooding/heavy rain, 45% of residents identified tsunami.	<b>Not Achieved</b> <b>Earthquake (74.9%); Flooding (47.3%); Tsunami (43.3%)</b> Risk awareness for the top 3 risks was worse than the previous survey undertaken in 2017. Note: The SIL perception survey was undertaken between May – June 2019 so has been reported in this financial year, not 2019-20 as scheduled in the 2018 -2028 Long Term Plan.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	<b>Achieved</b> A review has commenced with the Joint Committee. Monitoring and evaluation process completed and report finalised for next Joint Committee meeting.
	A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group.	Achieved	<b>Achieved</b> Group work programme developed and approved for Coordinating Executives Group. Performance reporting completed and reported at 24 June meeting.
	Overall percentage score from the Ministry of CDEM assessment of the Hawke's Bay CDEM Group's capability (source: 5-yearly assessment).	80%	<b>Not Achieved</b> <b>72%</b> The 5-yearly independent Capability Assessment was undertaken in May 2019 (a year earlier than planned). Despite not achieving the target of 80%, this is a significant improvement on previous results (2014/15: 60.8% and 2009-10: 51.4%). It shows a general improvement from developing to advancing and maturing capability.
	Percentage of surveyed residents prepared to cope for at least three days or more on their own (source: 2-yearly perception survey).	Increasing trend Last survey was in 2017: 90% of residents have enough food for three days and some way of cooking 75% have enough water stored.	<b>Not Achieved</b> 84% of residents have enough food for three days; 62% enough water; and 82% some way of cooking without electricity. This result is worse across all three measures of preparedness when compared to the previous survey undertaken in 2017. Note: The SIL perception survey was undertaken between May – June 2019 so has been reported in this financial year, not 2019-20 as scheduled in the 2018 -2028 Long Term Plan.

### HBRC Emergency Management

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> Relationships continue to be constructive between Group member councils in this area as reference in Capability Assessment Report 2019.

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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	<b>Achieved</b> The Emergency Procedures SOP's and team structures have been maintained, including inductions & training for new staff, and team refreshers, the BCP was reviewed September 2016 with current version on Herbi. A consultant reviewed the BCP and the Executive commenced work on implementing recommended improvements, which is 50% complete
	24-hour duty management system in place.	Achieved	<b>Achieved</b> An effective 24-hour duty management system, supported by PNCC afterhours, has been operated with 348 calls managed & logged by the duty managers for the year. 79 warnings or watches or severe weather, tsunami, or other events have been effectively managed.

## Transport

15. The two activities within the Transport group of activities are:

15.1. Transport Planning and Road Safety

15.2. Passenger Transport.

### Transport Planning and Road Safety Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Achieved	<b>Achieved</b> The Regional Land Transport Plan was adopted in June 2018 in accordance with statutory timeframes. The Regional Public Transport Plan 2015 was reviewed during the 2018-19 year and was adopted by Council in June 2019. The Regional Cycle Plan 2015 is in place but under review during 2019.
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).	Decreasing trend Five year rolling average to 2016 = 335	<b>Not Achieved</b> The five year rolling average of fatal and injury crashes in HB was 344 in 2017, the latest year for which data is available. This is an increase of 2.6% on the previous five year average to 2016. 2018 figures will be available in September 2019.

## Passenger Transport Activity

Level of Service Statement	Level of Service Measures	Performance Targets	Performance Results
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.	Maintain or increasing trend (based on 5-yearly rolling average) <b>2016-17:</b> 688,572 trips taken	<b>Not Achieved</b> <b>2018-19:</b> 645,297 trips taken. Five year rolling average to Jun 2019: 687,831. Patronage has decreased by 3% this year, while the five year average has decreased by 4%. The longer services (between Napier and Hastings) have maintained or increased patronage, but many of the suburban services are showing significant declines. In response to the continued drop in patronage and in light of the council's recent climate change declaration the Regional Transport Committee tasked staff with recommending innovative new ways to mitigate climate change through public transport. The first report is scheduled to be tabled at the Regional Transport Committee in September 2019.
	Annual passenger kilometres travelled on the Hawke's Bay bus services.	Maintain or increasing trend (based on 5-yearly rolling average) <b>2016-17:</b> 7,359,612	<b>Not Achieved</b> <b>2018-19:</b> 6,949,061 passenger kilometres travelled. Five year rolling average to Jun 2019: 7,218,669 km. As patronage is less than last year, the five year rolling average for passenger kilometres is also down, although not by the same percentage. This is because the decline in patronage is less apparent on our longer routes than on the shorter suburban routes.
	Proportion of total service costs that is covered by fares.	Maintain or increasing trend (based on 5-yearly rolling average) <b>2016-17:</b> 38.5%	<b>Not Achieved</b> <b>2018-19:</b> 34.6% Five year rolling average to Jun 2019: 37.3% The annual and rolling average fare recovery rate have declined due to higher costs and lower revenues as a result of declining patronage.
	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.	90% Hastings 75% Napier	<b>Achieved</b> 90% Hastings 90% Napier A re-calculation exercise conducted using Napier and Hastings district plan maps has shown that 90% of residential and commercial business are now within 500m of a bus stop. Low density/outer urban areas were not able to be calculated using this method.

**Decision Making Process**

- 16. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

**Recommendation**

That the Corporate and Strategic Committee receives the *“Annual Report Update”* staff report.

**Authored by:**

**Desiree Cull  
STRATEGY AND PROJECTS LEADER**

**Approved by:**

**Jessica Ellerm  
GROUP MANAGER  
CORPORATE SERVICES**

**Attachment/s**

There are no attachments for this report.





**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: HUMAN RESOURCES AND HEALTH & SAFETY 2018-19 ANNUAL REPORT**

**Item 8**

**Reason for Report**

1. To provide Councillors with an overview of the key human resource metrics recorded for the year 1 July 2018 to 1 July 2019, along with an update of key health, safety and wellbeing information for the same period. A copy of the HR Highlights document is attached.

**Staff Numbers**

2. As outlined in the attached highlights report, the year has been a busy one in terms of recruitment with 55 new hires and 41 internal staff appointments. A total of 96 appointments during the year excluding the recruitment process for 28 summer students.
3. This has taken our full time equivalent staff numbers to 250.53 compared to 237.06 last year. The appointment process took into account a number of new roles identified in the re-organisation in 2018/19 year that were not appointed until this year and also the replacements for staff leaving and in some cases, consequential vacancies resulting from internal appointments. There were a number of new roles in the Annual Plan and some vacated roles have taken a period of time to fill, for a variety of reasons.
4. Turnover for the year ending 30 June 2019 was 11.4% (5.1% in 2018). While this is higher than last year, it is below the national average for local government which was 13.9%. Turnover has previously been at this level but often in isolation of surrounding years, so it could be that this year is an 'adjustment' year compensating for previous low turnover years. When assessed in conjunction with exit interviews the rate does not give rise for immediate concern.
5. A review of exit interview information indicated that very few staff had left due in part to frustration or job dissatisfaction. There was some who indicated salary, job content and level of responsibility as reasons for leaving but it is hoped that changes to salary processes and a new performance management process will assist with reducing these reasons.

**Average Age/Tenure/Workforce Composition**

6. The average age of Dalton street staff was 45 and the average tenure 9 years.
7. For Works Group staff the average age was 47 with an average tenure of 12 years.
8. The number of female staff employed by Council increased from 103 in 2018 to 129 this year. In comparison, the number of males employed increased from 90 to 120. The number of females in manager or team leader roles has increased from 19 in 2018 to 21 in 2019 and compares to 43 males in supervisory roles. This continues the trend of achieving a better gender balance at supervisory level and will continue to be supported by specific leadership development opportunities for female staff.

**Health and Safety**

9. An independent audit undertaken in September 2018 saw a number of recommendations relating to the performance of Council in terms of health and safety best practice. The audit did not include any field verification or observations. The report also acknowledged that *"It is important to note that our findings are written on an exception basis, there were many examples of good practice within Council"*. Further,

*“Throughout our review, it is clear that staff were engaged in health and safety and truly understood its importance”.*

10. Council has developed an Implementation Plan, Strategic Plan, Governance Commitment and Executive Declaration as a result of the audit. The Implementation Plan outlines the steps we are taking to address issues raised in the audit. Councillors and Executive staff have also committed to site visits on a more regular basis to assess the risk of some of the activities council undertakes.
11. The critical risks identified, in no order of priority, for council staff are:
  - 11.1. Vehicle use on both public roads and private property
  - 11.2. Working with equipment and machinery
  - 11.3. Working in isolated areas
  - 11.4. Dealing with clients/public
  - 11.5. A dynamic working environment, e.g. rivers, remote sites
  - 11.6. Environmental aspects e.g. poisonous plants, insects, weather
  - 11.7. Office based issues, e.g. work station, work pressure.
12. The number of incidents reported has continued to increase. The majority of these are not accidents, that is, there is no injury as a result. The number of accidents increased with five of the 30 accidents requiring time off work. This was half the number compared to last year when 11 staff required time off work for an accident. A total of 17.5 days was taken off work across council for the five staff.

### **Staff Training**

13. The main focus for training has remained on leadership development and we have continued to identify appropriate staff to undertake the training programme developed for this purpose. This has included specific leadership training and a year long manager development programme for 26 managers and team leaders.

### **Further Commentary**

14. There have been significant reviews of the remuneration and performance management processes during the year which should address a number of issues raised by staff related to the previous process. Fairness, equity and transparency were clear messages from staff feedback and the extensive changes will hopefully see an improved commentary from staff on this important aspect of working for Council.

### **Decision Making Process**

15. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

### **Recommendation**

That the Corporate and Strategic Committee receives and notes the *“Human Resources and Health & Safety 2018-19 Annual Report”*.

#### **Authored by:**

**Viv Moule**  
**HUMAN RESOURCES MANAGER**

#### **Approved by:**

**Joanne Lawrence**  
**GROUP MANAGER OFFICE OF THE**  
**CHIEF EXECUTIVE AND CHAIR**

### **Attachment/s**

- [1](#) Human Resources 2018-19 Summary Report



Item 8

# Human Resources Summary Report

An outline of some of the key human resource metrics for the year 1 July 2018 to 1 July 2019

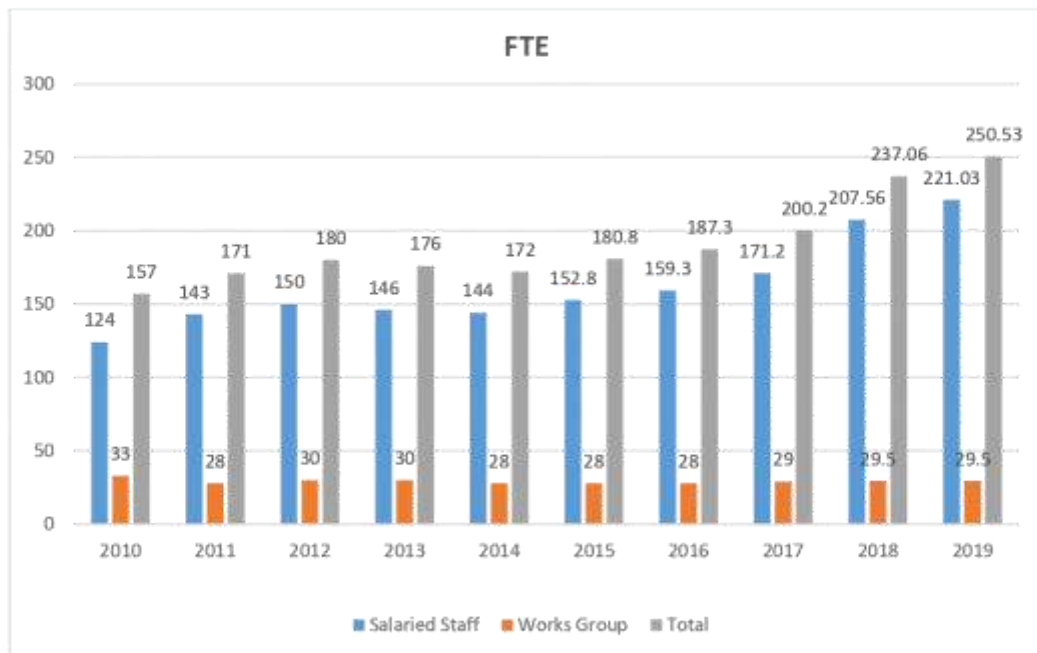
Prepared by Viv Moule  
Human Resources Manager  
August 2019

Attachment 1

## 2018-19 Highlights

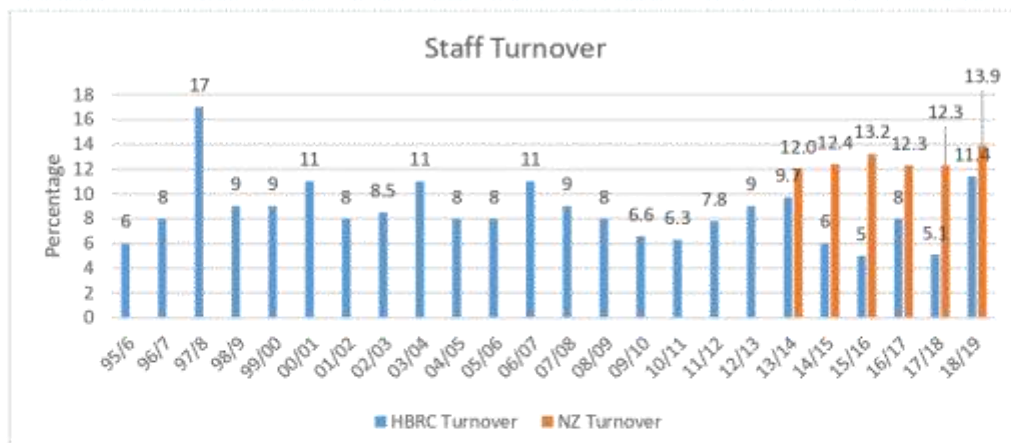
HR Summary Report 2018-19

Staff Numbers 2010 to 2019 - Full time equivalent (FTE)



- A busy year with 55 new hires and 41 internal staff appointments.
- A significant internal re-organisation was implemented which resulted in a number of new opportunities for internal staff either through appointment to new roles or the back filling of consequential vacancies.

Staff Turnover % Rate 2008 to 2019 (Includes Works Group)



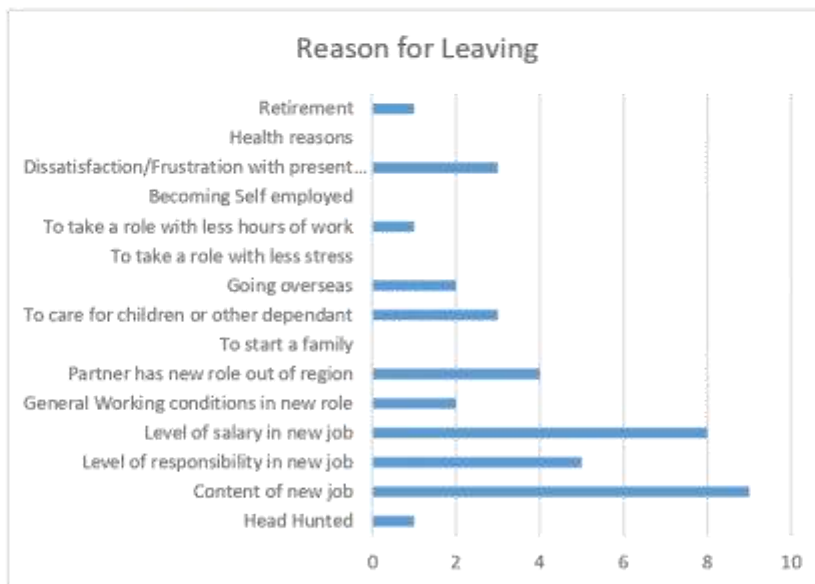
- The NZ Turnover average for local government is drawn from the Lawson Williams annual NZ Turnover survey, one of the few turnover reports for New Zealand organisations.
- The turnover rate has increased considerably in the last 12 months but is still under the national average for local government as indicated in the NZ Turnover survey.
- Three of the last five years have seen very low turnover so an increase this year, could reflect a natural occurrence for a higher level after several very low years.

**HR Summary Report 2018-19**

- Similar levels of turnover have been seen in previous years in isolation of surrounding years' results.
- The higher level should also be viewed in conjunction with the exit interview information for those leaving the organisation.
- An analysis of that information shows a variety of reasons for leaving and while there were some responses that indicated salary, content and responsibility in a new role as reasons for leaving, the replies do not reflect all individual staff responses i.e. each staff can indicate a number of reasons.
- Very few staff indicated dissatisfaction or frustration with their present role as a reason for leaving (3 responses out of 19 responses).
- No one indicated workload was too much as a reason for leaving.
- Exiting staff gave very positive feedback about training and development.
- Significant improvements have been made to the remuneration process and salary equity issues and a new performance management reporting process introduced which should help with any issues relating to appropriate salaries and with identifying any concerning issues at an early stage with individual staff.
- In summary, while the turnover has gone up considerably the year should be seen in isolation until a trend is evident, for example, if it continued to increase next year.
- No clear conclusions can be drawn from the turnover figure for this year that indicate an underlying cause for the increase.

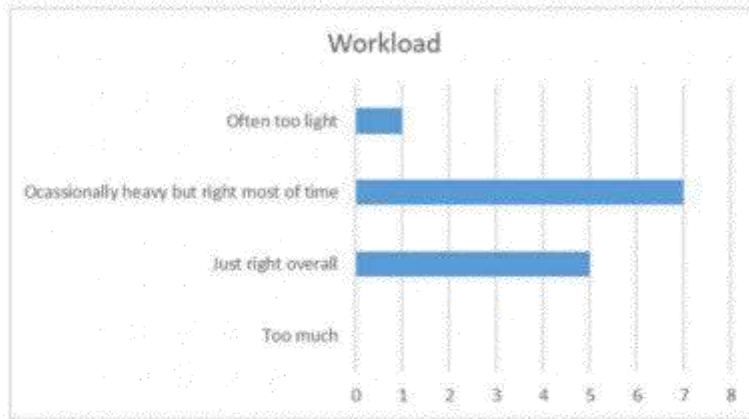
**Summary of Exit Interview Feedback - Based on 19 questionnaires completed.**

**a) Reason for Leaving**



HR Summary Report 2018-19

b) Workload



c) Training and Development



d) Working for council



(In response to the question, "Which of the following were important in ensuring a positive stay with HBRC?")

HR Summary Report 2018-19

Staff Average Age/Time with Council

	Average Age	Average Tenure (Years)
Dalton Street	45	9
Catchment staff	47	12

Staff Ratio: Number of Managers/Team Leaders to Line Staff

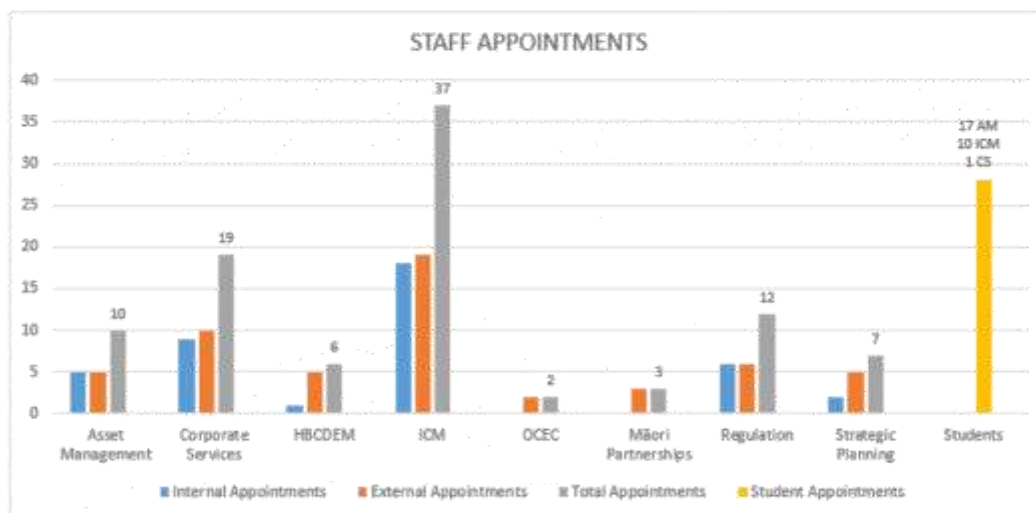
- 64:185 = 1:2.89

Workplace Composition July 2019 (2018)

Male	Female
120 (90)	129 (103)

Managers/Team Leaders July 2019	
Male	Female
43 (33)	21 (19)

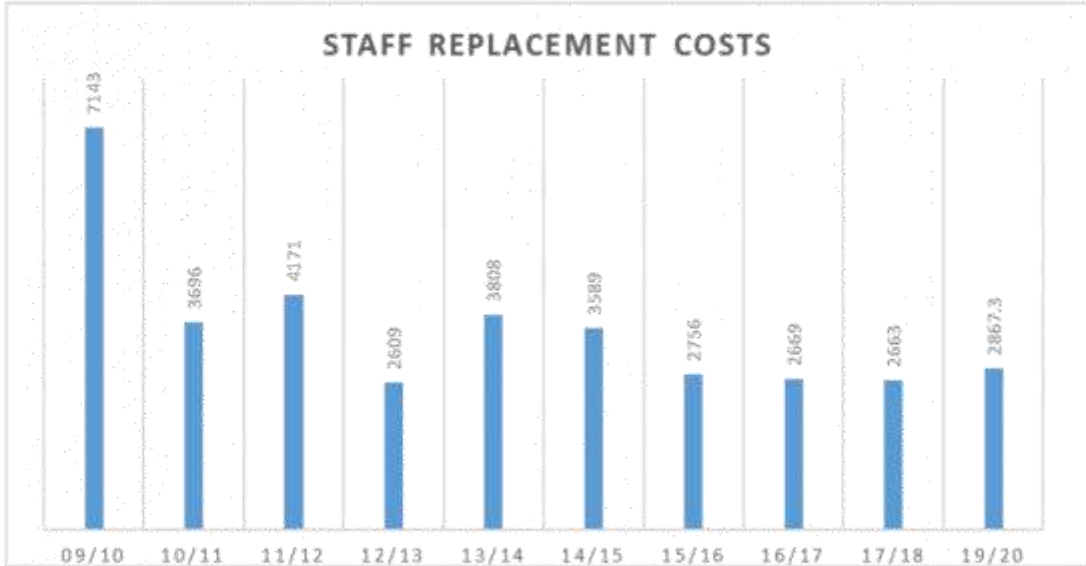
Staff appointments from 1 July 2018 – 30 June 2019



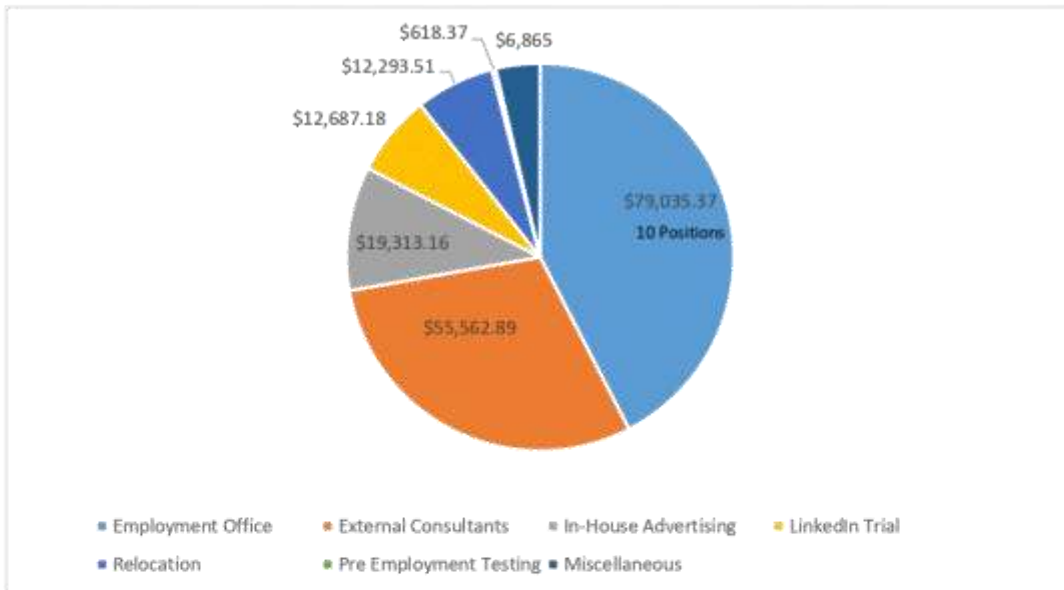
For the year 2018-19 we externally recruited for 65 positions, 55 of those filled by new staff and 10 appointments were current staff. We promoted a further 31 positions through an expression of interest process internally with 96 permanent/fixed term appointments in total. Furthermore, we appointed 28 summer students.

**HR Summary Report 2018-19**

*Average Staff Replacement Costs (Readily Identifiable Costs Only – e.g., Advertising, Interview and Relocation Costs)*



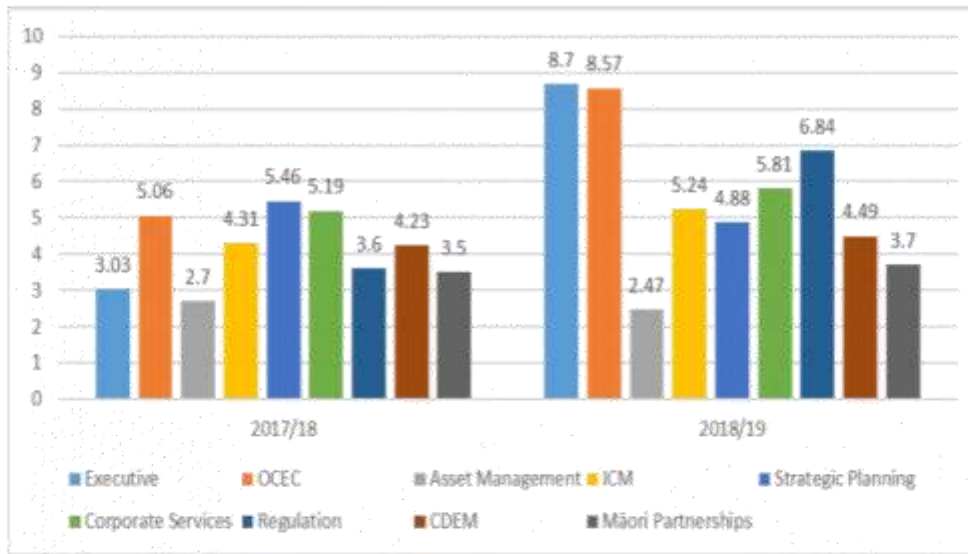
*Recruitment Expenses – Breakdown of Costs*





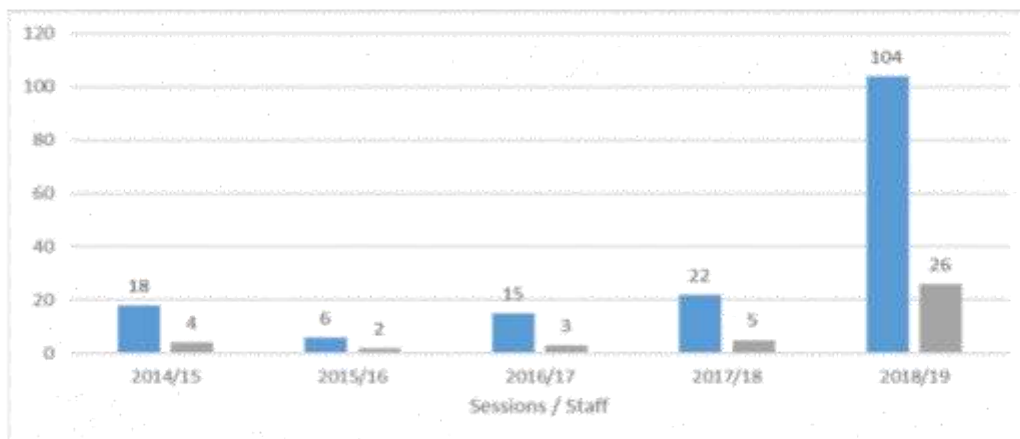
HR Summary Report 2018-19

Staff Sick Leave Average Usage – Per Group



(Only two years reported to reflect change in composition of groups)

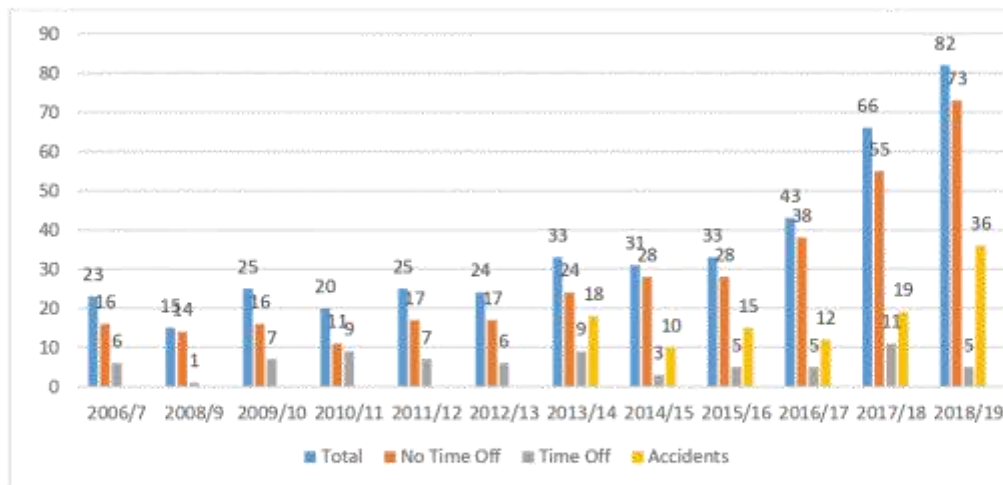
Staff Accessing Support



- There could be a number of reasons for the increase in the number of staff seeking support; Council, as have many other organisations, has made a concerted effort to provide information and options for help to staff for wellbeing and mental health issues which cover a large variety of issues
- So providing and encouraging staff to seek help if they require it, could well have seen the number increase as indicated in the report
- Staff can also self-refer, the majority come through HR or their manager, so we are not always sure who is seeking assistance if they do so anonymously
- On average each staff has 4 sessions, but a couple have been provided additional sessions to deal with very difficult issues
- Feedback from our on-site support service, who visit weekly, has indicated that most of the assistance they provide is for non-work issues. The majority of external support sessions are also for non-work related issues when the issue is declared by the staff member
- Anecdotal feedback from other organisations including local councils has also indicated more staff seeking help

HR Summary Report 2018-19

Accidents/Incidents



- The first column indicates all incidents and accidents. Incidents include, property damage, environmental issues, near misses, public complaints and traffic infringements but with no injury and no time off work, reflected in the second column. An accident, last column, records where injury occurred and column 3, indicates how many of those accidents resulted in time off work
- While there was a significant increase in both the number of incidents reported and the number of accidents, the number of accidents requiring time off work dropped to half of those recorded last year
- The number of incidents reported is a positive measure as it reflects a willingness to report incidents when they happen even if relatively minor. A majority of incidents recorded were minor property damage
- While any accident is a concern, of the 5 requiring time off, 3 were for a day or less
- We also have an increased workforce with more staff operating in the field which could also impact on reporting numbers
- There were no accidents that required notification to Worksafe.
- The appointment of a new Health and Safety staff member will help with further monitoring of work areas and improving the breakdown of reporting issues

## HR Summary Report 2018-19

## Commentary – Annual Report Highlights 2018-2019

*Human Resources*

The year has been an extraordinary one for recruitment; a total of 55 new hires and 41 internal staff appointments making a total of 96 recruitment transactions. Taking our overall staffing numbers to 250.53 FTE made up of 264 positions

A number of the internal appointments resulted from the re-organisation process with the creation of new roles and subsequent back filling of roles vacated by staff moving into new roles. 65 roles were externally recruited, 55 filled by new staff and 10 appointed internally.

This excludes student appointments, there were 28 students appointed, the majority over the summer period. While temporary in nature, student appointment take a disproportionate amount of time to administer.

Despite the pressure of such a large number of appointments we were able to introduce some refinements to the process to make the process more efficient and a better service to hiring managers. An example of this is the extension of the pre shortlisting short interviews undertaken by Employment Office, which help hiring managers identify suitable candidates to interview formally. For some of the roles, that HR recruited direct, we also did some pre interviewing to further assist hiring managers decide on their short list.

The support of HR for each interview took a substantial amount of time but received very good feedback from hiring managers.

Despite the large number of appointments, actual costs per recruitment were maintained at a reasonable level and are consistent with the last few years.

Turnover was significantly higher than previous years and landed at 11.4% with 27 resignations during the year. A review of exit interview data indicates that the content of their new role and level of salary and responsibility in the new role, were key drivers for leaving from the 19 staff who provided exit interviews. While 3 staff indicated dissatisfaction/frustration with their present role as a reason for leaving, overall, there are no clear issues of concern that indicates a major problem with retention.

The Lawson Williams NZ Staff Turnover Survey for 2019, indicates a national average turnover rate of 20.5%, the highest since 2008. The average for local government participants was 13.9%.

The workforce composition is close to 50:50 male and female but despite a slight increase in the number of female managers or team leaders, the majority of supervisory roles are male. The ratio of supervisory staff to staff is 1 supervisory to every 2.9 staff.

Two significant reviews were undertaken through the year, the remuneration review and a review of the performance management process. These were substantial in both time and change but will provide a better framework for rewarding personal performance and ensuring a system that is fair, transparent and well understood.

*Health and Safety*

An audit undertaken in September 2018 saw a number of recommendations relating to the performance of Council in terms of health and safety best practice. The audit did not include any field verification or observations. The report also acknowledged that *“It is important to note that our findings are written on an exception basis, there were many examples of good practice within Council”*. Further, *“Throughout our review, it is clear that staff were engaged in health and safety and truly understood its importance”*.

Council has developed an Implementation Plan, Strategic Plan, Governance Commitment and Executive Declaration as a result of the audit. The Implementation Plan outlines the steps we will take to address issues raised in the audit. Councillors and Executive staff have also committed to site visits on a more regular basis to assess the risk of some of the activities council undertakes.

### HR Summary Report 2018-19

The accident/incident reporting continues to show an increase in the total number of incidents recorded. This year shows an increase in the overall number of accidents as a part of the total incidents/accidents reported. However, the number of accidents with time off work has dropped to half the number of last year. Of the 5 accidents requiring time off work, two recorded 4.5 and 12 days respectively out of the total of 17.5 days off work; one being a sprained ankle and the other an historical knee injury.

Most incidents relate to property damage, generally of a minor nature. Staff feel comfortable reporting incidents and near misses which helps us identify any trends that are developing.

It is proposed to advertise for a Health and Safety coach in the near future which will further support Council's commitment to health and safety.

Of particular note in the recorded statistics is the significant rise in the number of counselling sessions requested by staff this year, up from 22 last year to 104 this year. In part, this is a reflection of increased awareness among staff of Council support for those struggling with a range of personal issues, but also reflects a concern that a number of staff are under pressure in their roles which may be compounding personal issues and result in requests for this type of support.

Council's two health and safety committees have good staff representation, meet regularly and deal with a range of relevant health and safety issues on their agenda.

#### *Training and Development*

Council has two programmes running as part of on-going manager and team leader development and leadership development programmes. Both have received positive feedback from participants. The manager's programme runs over 12 months and includes one on one coaching sessions every 6 weeks. The Leadership programme has received excellent feedback and Council now has a number of staff who have completed the 4 day course run in Central Hawke's Bay.

As mentioned above, the performance management process has been extensively revamped with all staff completing a Personal Performance and Development Charter (PPDC) at the start of each year. Staff use the Charter as a discussion point for check in meetings during the year. An earlier version, covering the year just gone, was not well completed by staff or some managers and training has been undertaken for managers to improve their understanding of the process and the PPDC tool.

The success of the new system is dependent on honest and regular conversations, the PPDC is the document that provide input into the discussions. Staff will rightly expect to know how they are performing and whether they are meeting expectations. Some difficult conversations might be required but there should be no surprises at the end of the year.

**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: WORKS GROUP ANNUAL REPORT**

**Reason for Report**

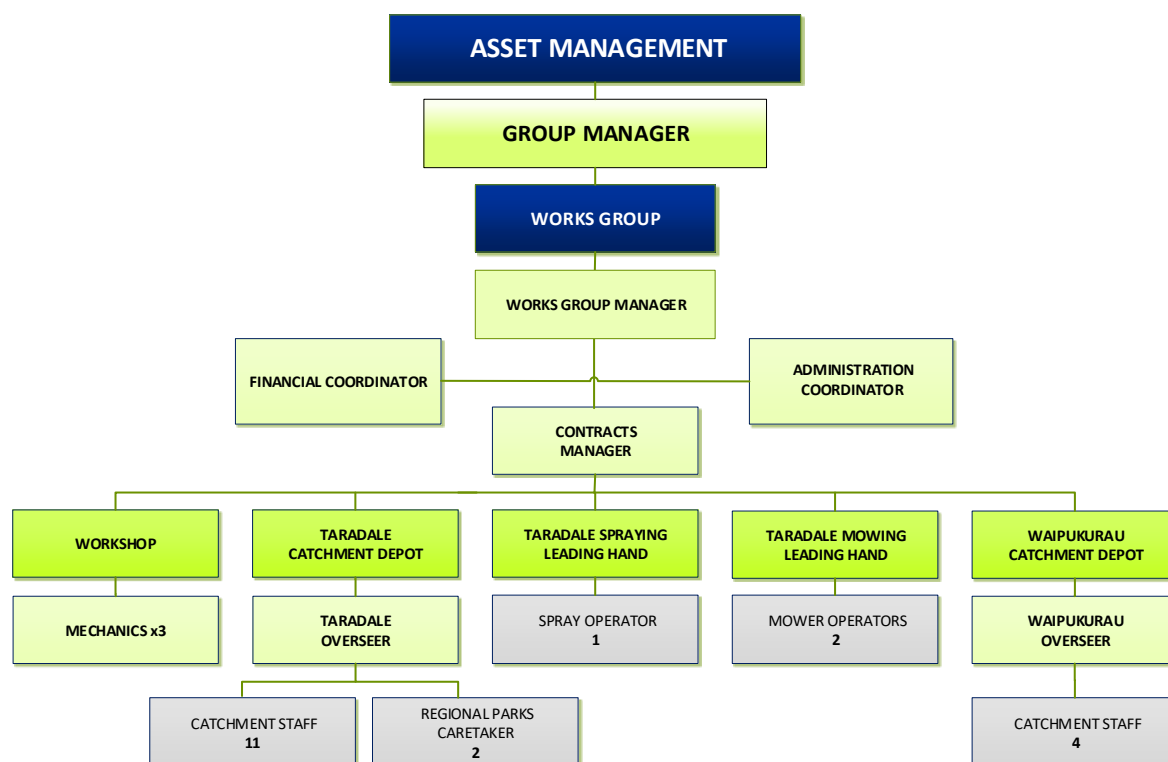
1. This item provides the Committee with an update on the overall performance of the Works Group's for the 2018-19 financial year.

**Background**

2. Hamish Fraser (Works Group Manager) will attend the meeting to provide a presentation of an overview of Works Group structure, focusing on financial performance for the year ended 30 June 2019, along with an update on Health & Safety, environmental management, and a snap shot of projects completed throughout the year.

**Overview**

3. The Works Group sits in the organizational structure under the Asset Management Group of Activities. There are a total of 31 staff, based out of both Taradale and Waipukurau depots, structure as follows.



4. Works Group is a business Unit of Council, with its own accounts and balance sheet. The majority of work (approximately 80%) is performed for Council, and that remainder of work is a combination of work performed for other Councils, shared services and tendered work.
5. Works Group has a strong emphasis on specialised plant, with staff who are highly skilled and trained in their relevant fields.
6. Works Group holds a TQS1 standard in Quality and also holds a strong Health & Safety standard, being SiteWise accredited to 100%.
7. The presentation at today's meeting will display the financial performance of the group, will look at Health & Safety, quality, and environmental performance, and will focus on some key projects that Works Group has completed throughout the year.

**Decision Making Process**

8. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

**Recommendation**

That the Corporate and Strategic Committee Meeting receives the “*Works Group Annual Report*”.

**Authored by:**

**Hamish Fraser  
WORKS GROUP MANAGER**

**Approved by:**

**Chris Dolley  
GROUP MANAGER  
ASSET MANAGEMENT**

**Attachment/s**

[↓](#)1 Works Group End of Year Results Presentation

Native plantings winter 2019 – Ngaruroro River



# WORKS GROUP ANNUAL UPDATE FOR 2018 - 2019

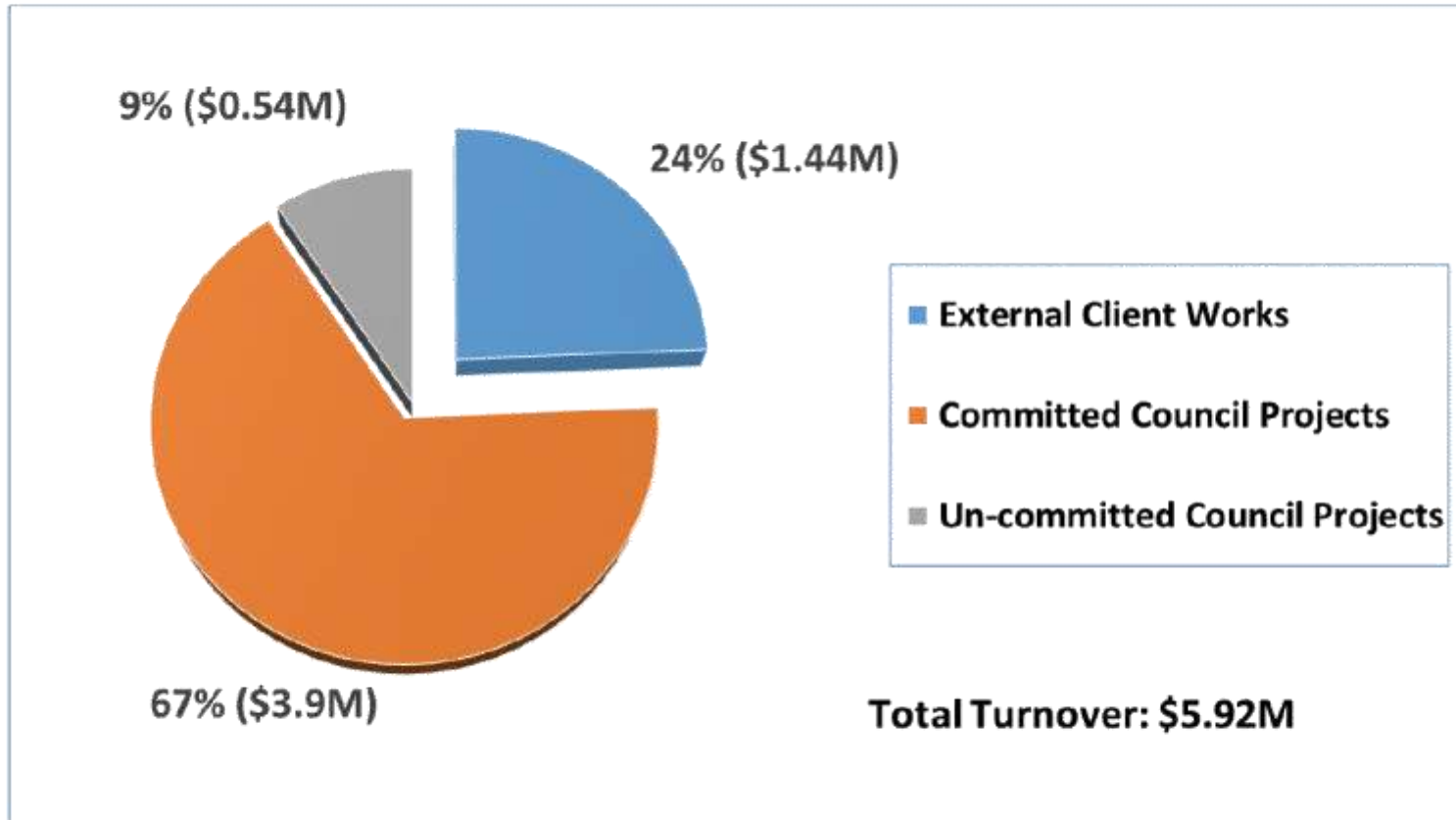
Item 9

Attachment 1

# FINANCIAL OVERVIEW FOR 2018/19



# REVENUE YEAR ENDING 30/06/2019



# HBRC COMMITTED WORKS

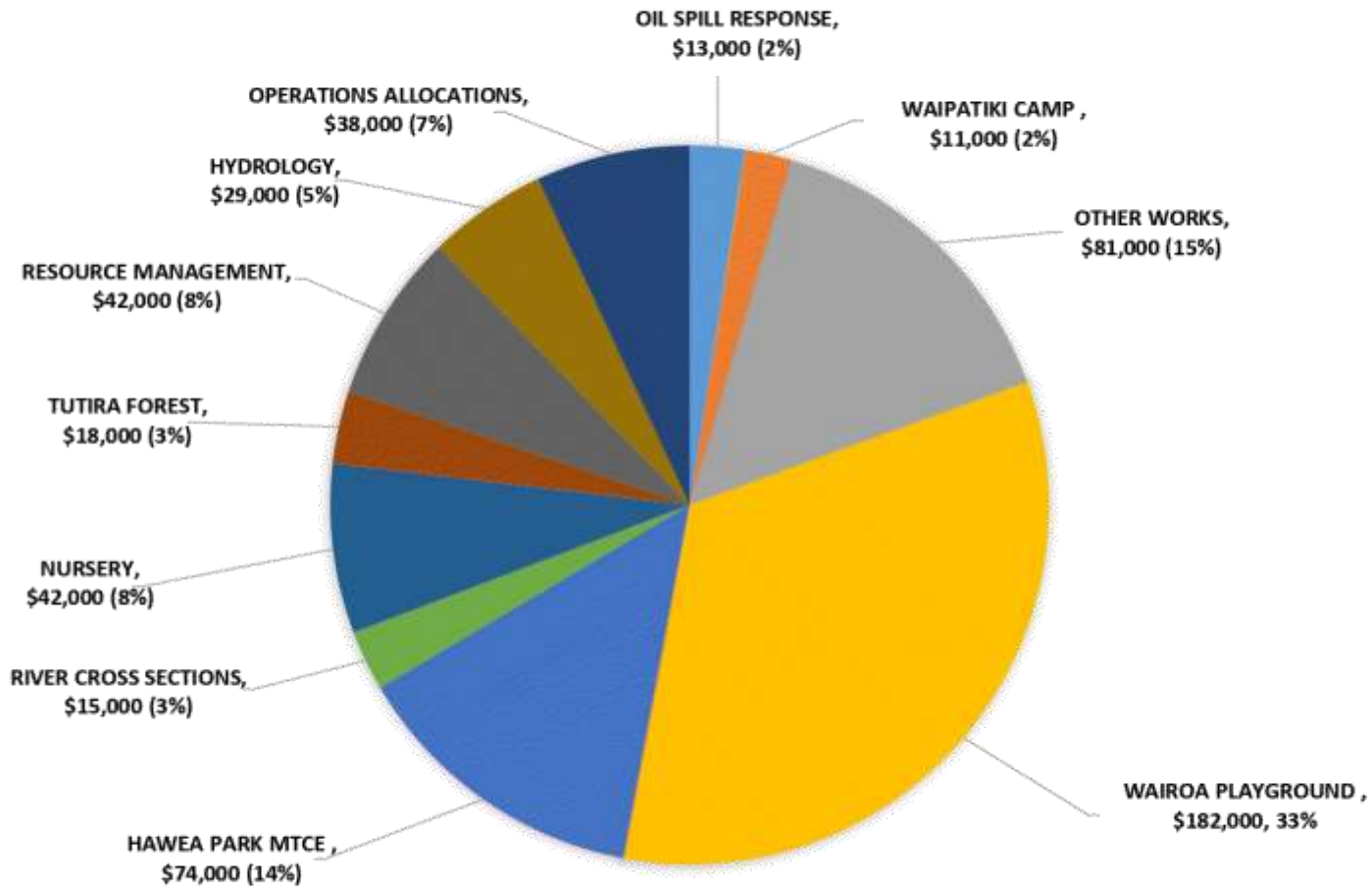
- Asset Maintenance Contract
- Includes HBRC fleet servicing

**TOTAL REVENUE \$3,934,000**



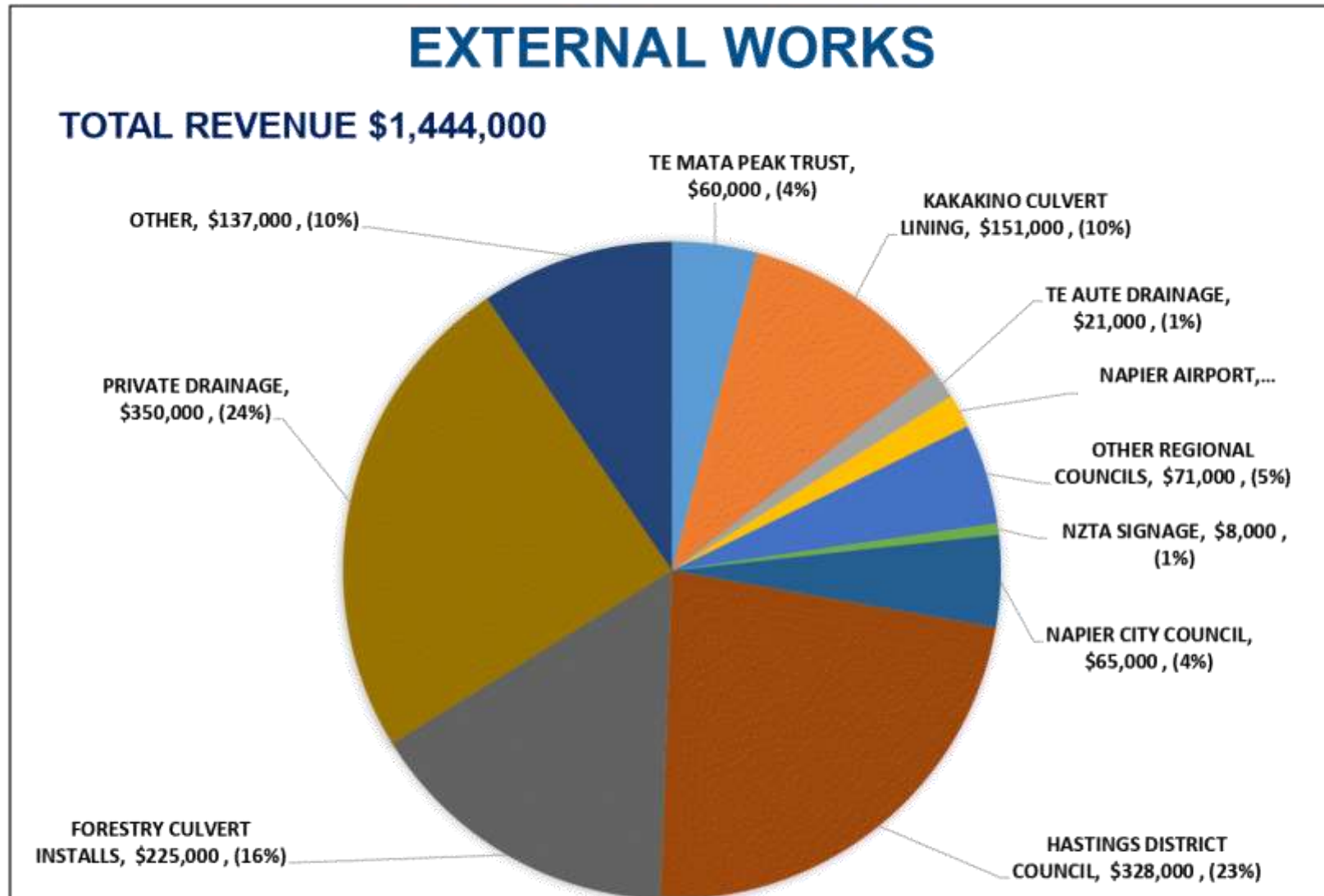
# HBRC UN-COMMITTED WORKS

TOTAL REVENUE \$545,000



Item 9

Attachment 1



## PERFORMANCE AGAINST BUDGET

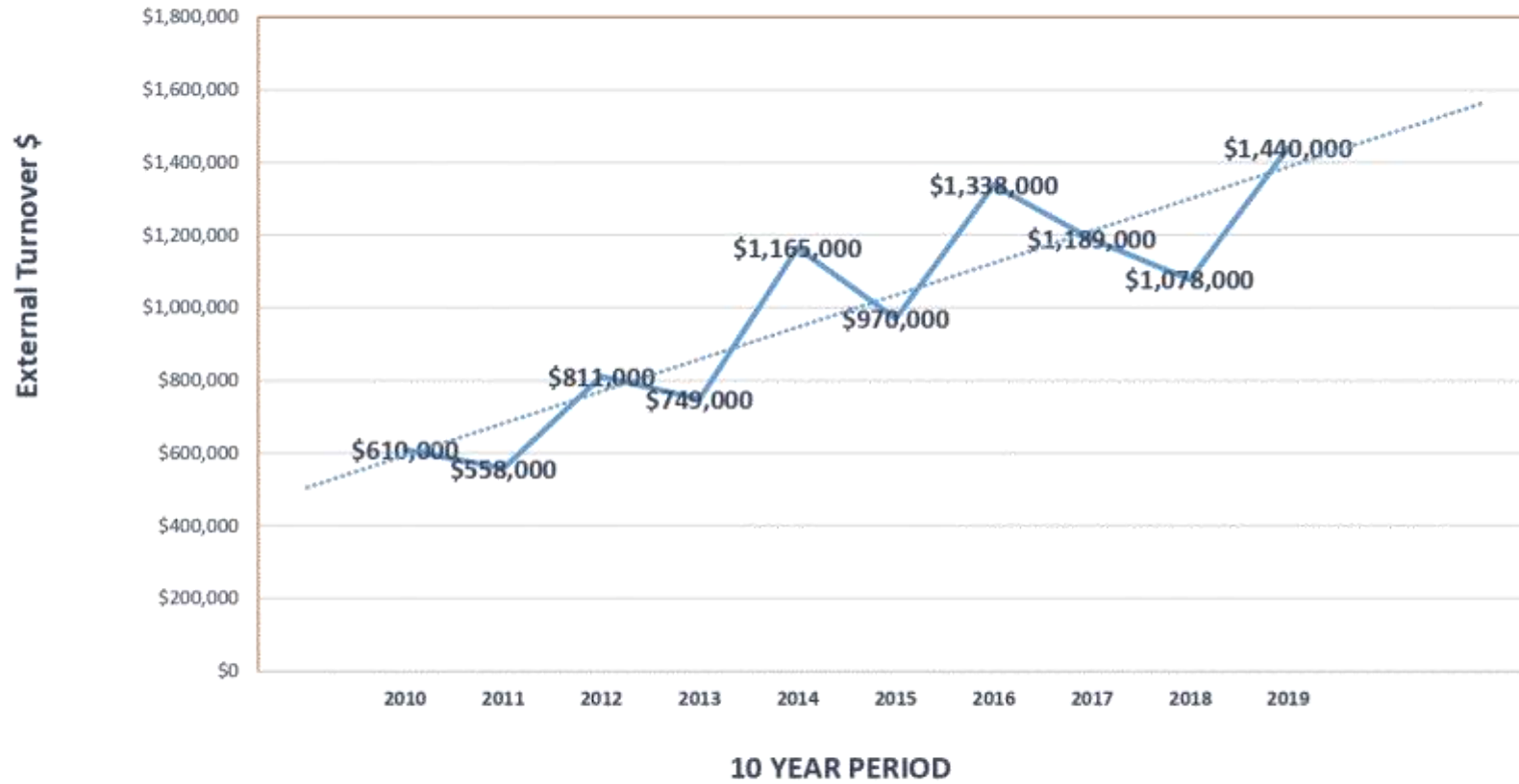
Job Cost Category	Actual Revenue	Budgeted Revenue	Revenue/Budget %
HBRC Committed Works	3,934,000	3,676,000	107%
HBRC Un-Committed Works	545,000	87,000	530%
External Projects	1,440,000	564,000	250%
<b>Total</b>	<b>\$5,919,000</b>	<b>\$ 4,327,000</b>	<b>137%</b>

Item 9

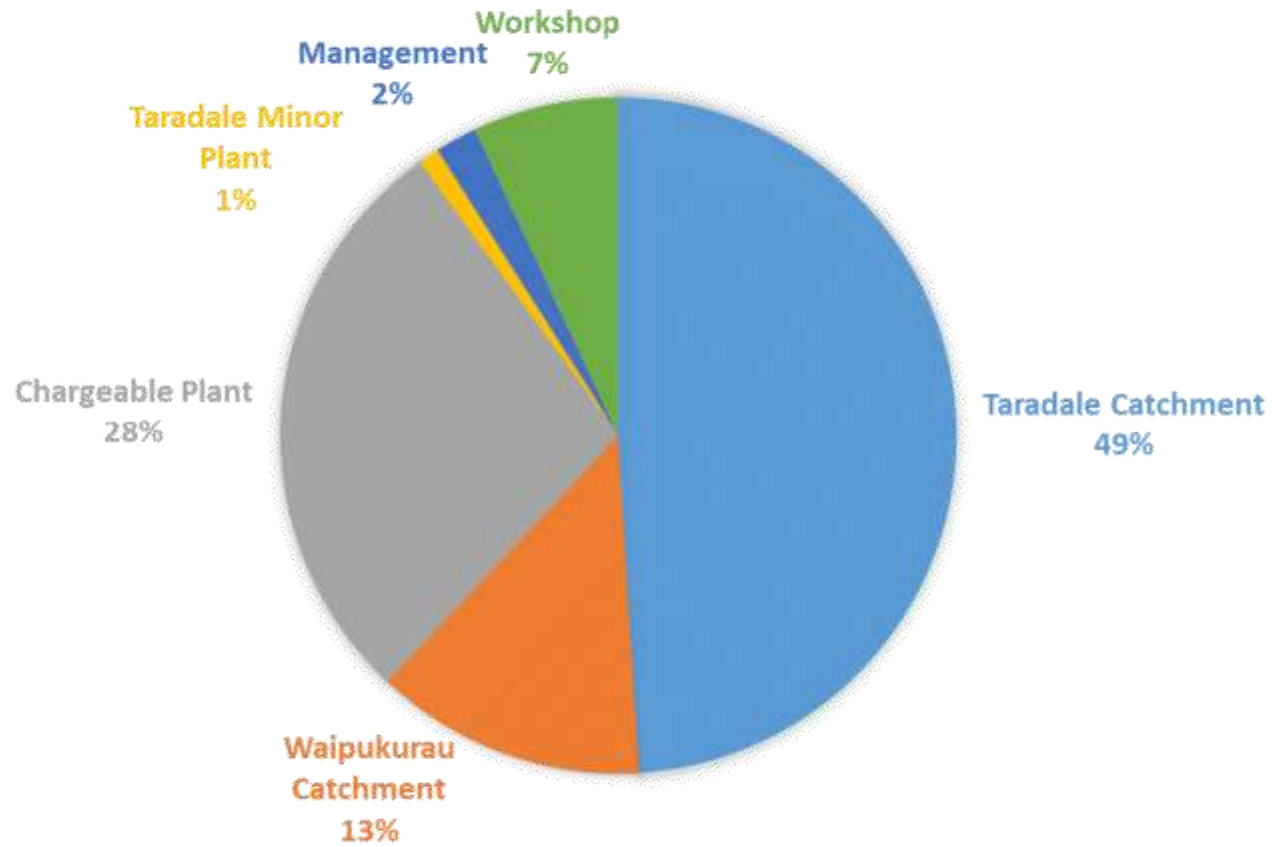
Attachment 1



### Ten Year Trend of External Income



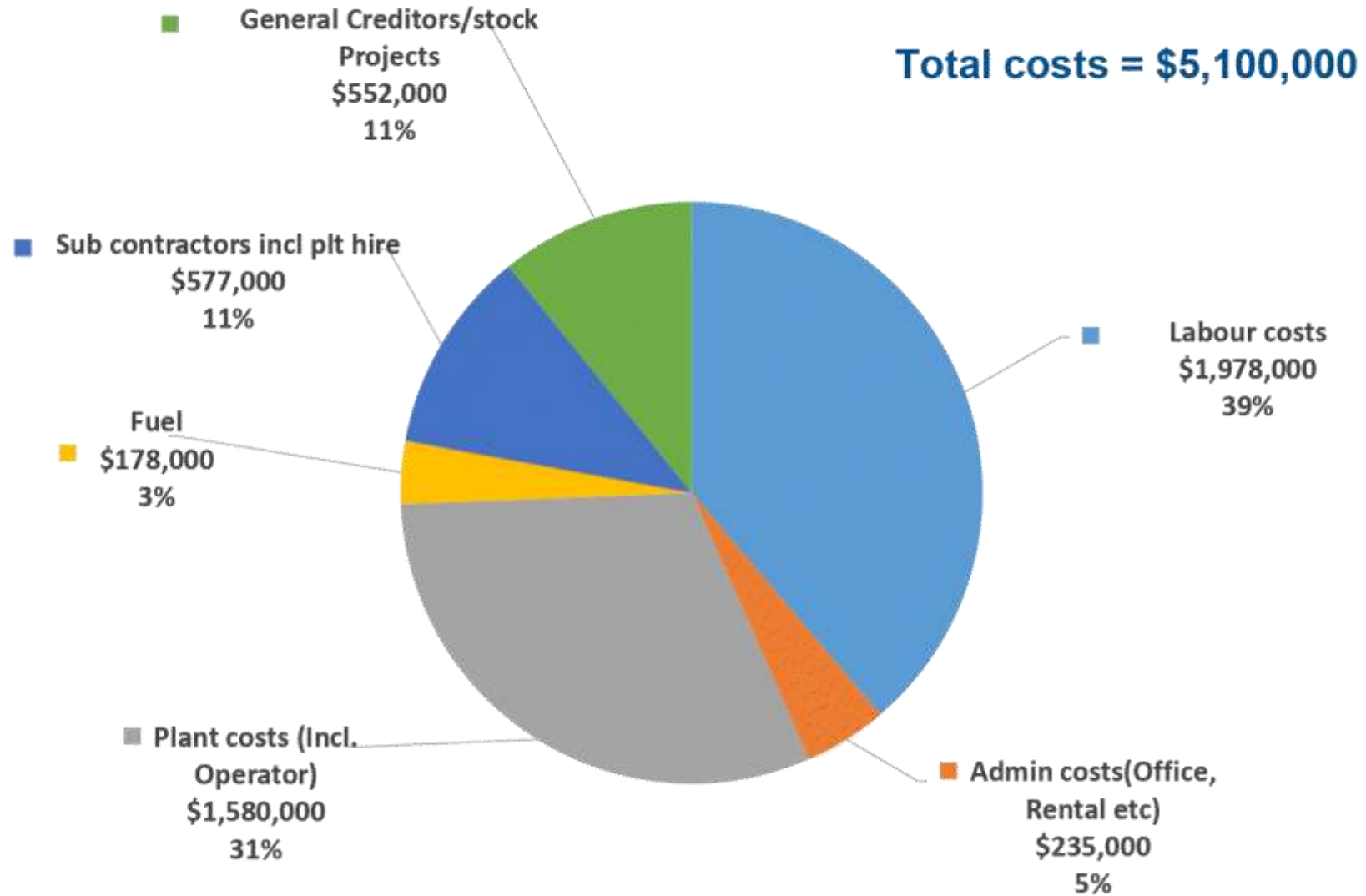
# REVENUE BY COST CENTRE



Item 9

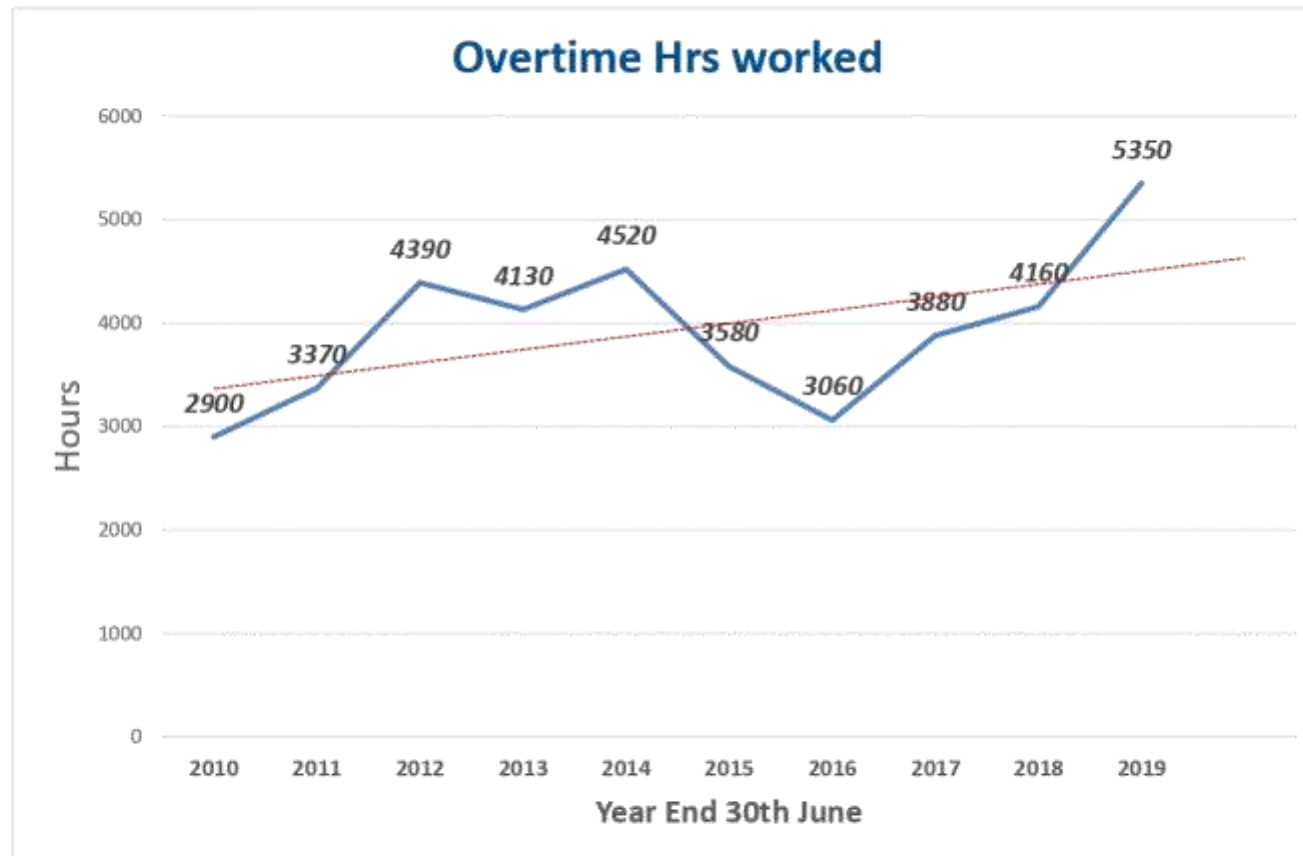
Attachment 1

# WORKS GROUP COSTS BY CATEGORY 2018/19





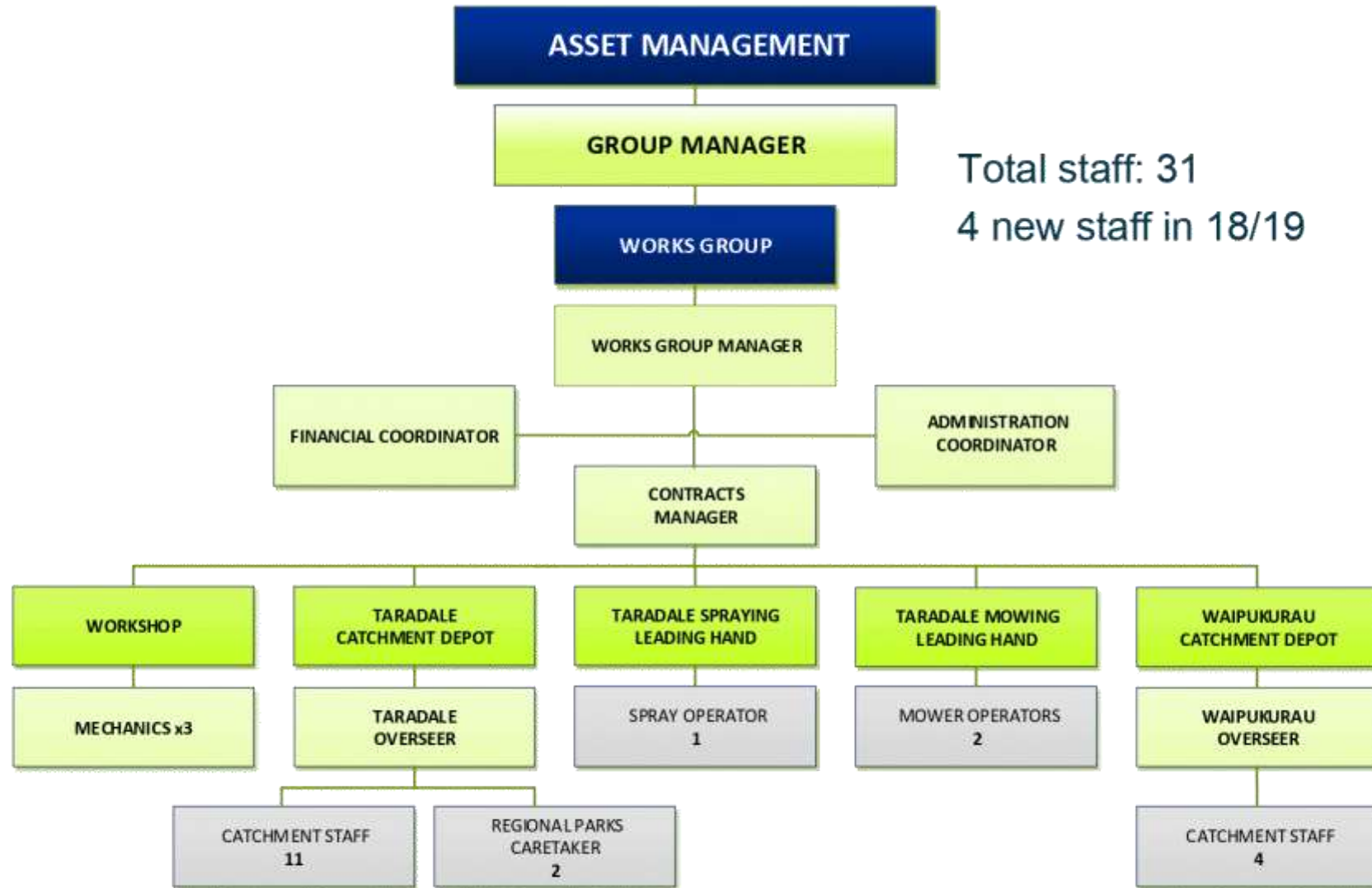
# WORKS GROUP OVERTIME WORKED



Item 9

Attachment 1





# HEALTH & SAFETY

- SiteWise certified to a score of 100%



# PINC REPORTING

## (Full Year Incidents 2018/2019)

- Injury
- Near Miss
- Property Damage
- Quality
- Improvement/Idea
- Environmental
- Public Complaint
- Traffic Complaint/Incidents
- Interaction Incident

**PINC**  
PARTICULAR INCIDENT NOTIFICATION CARD

REPORTED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

LOCATION: \_\_\_\_\_

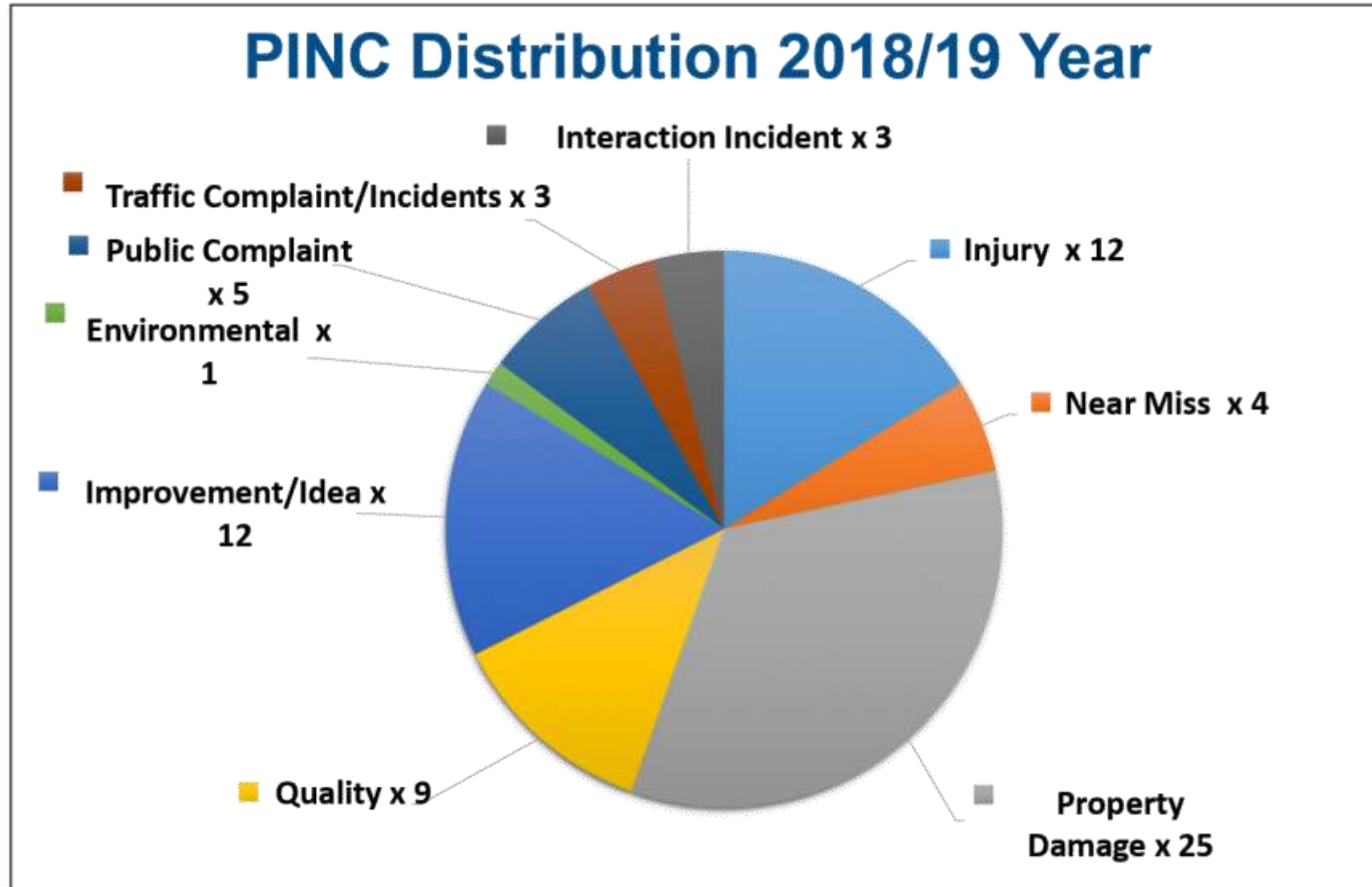
DESCRIPTION: \_\_\_\_\_

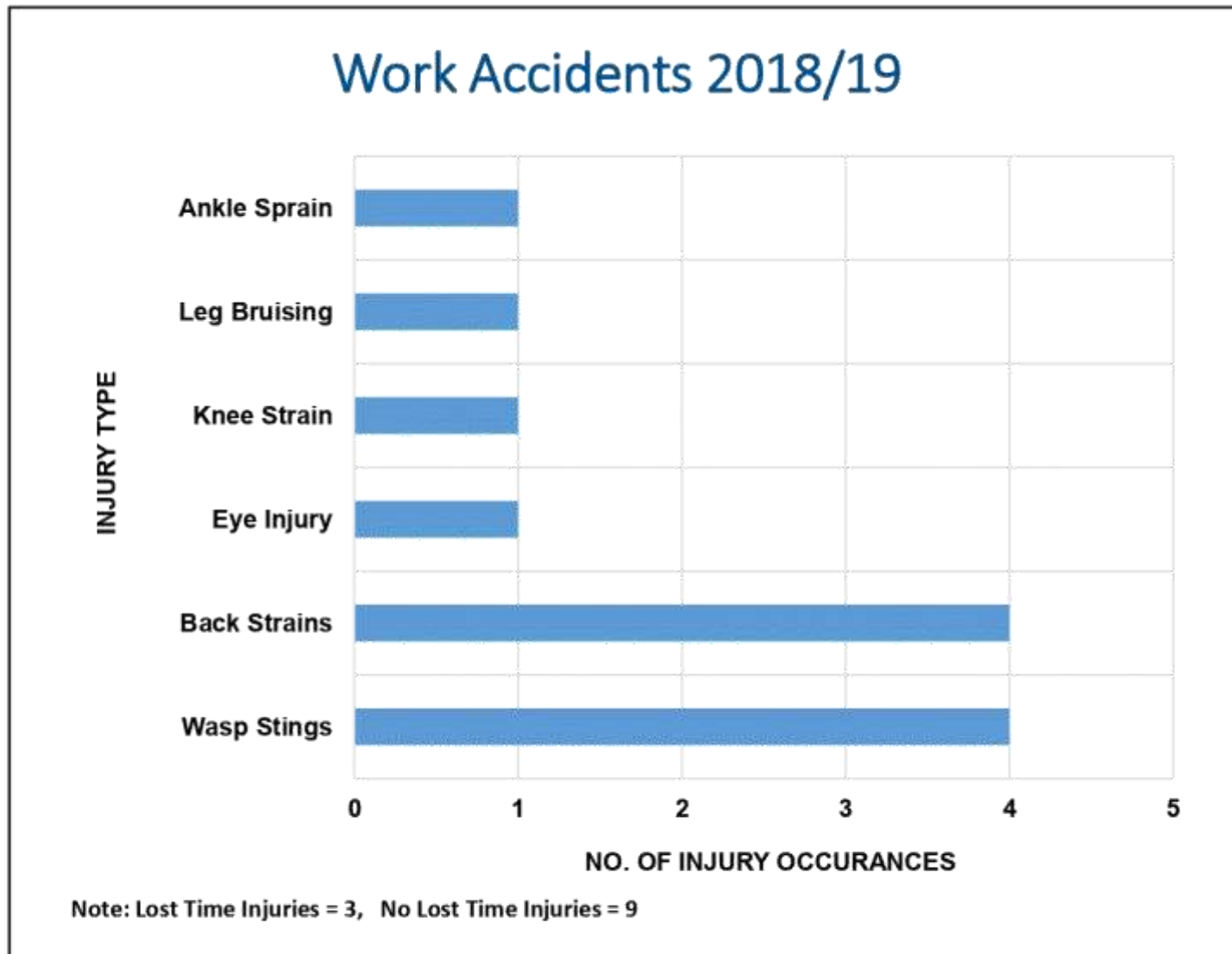
ACTION TAKEN: \_\_\_\_\_

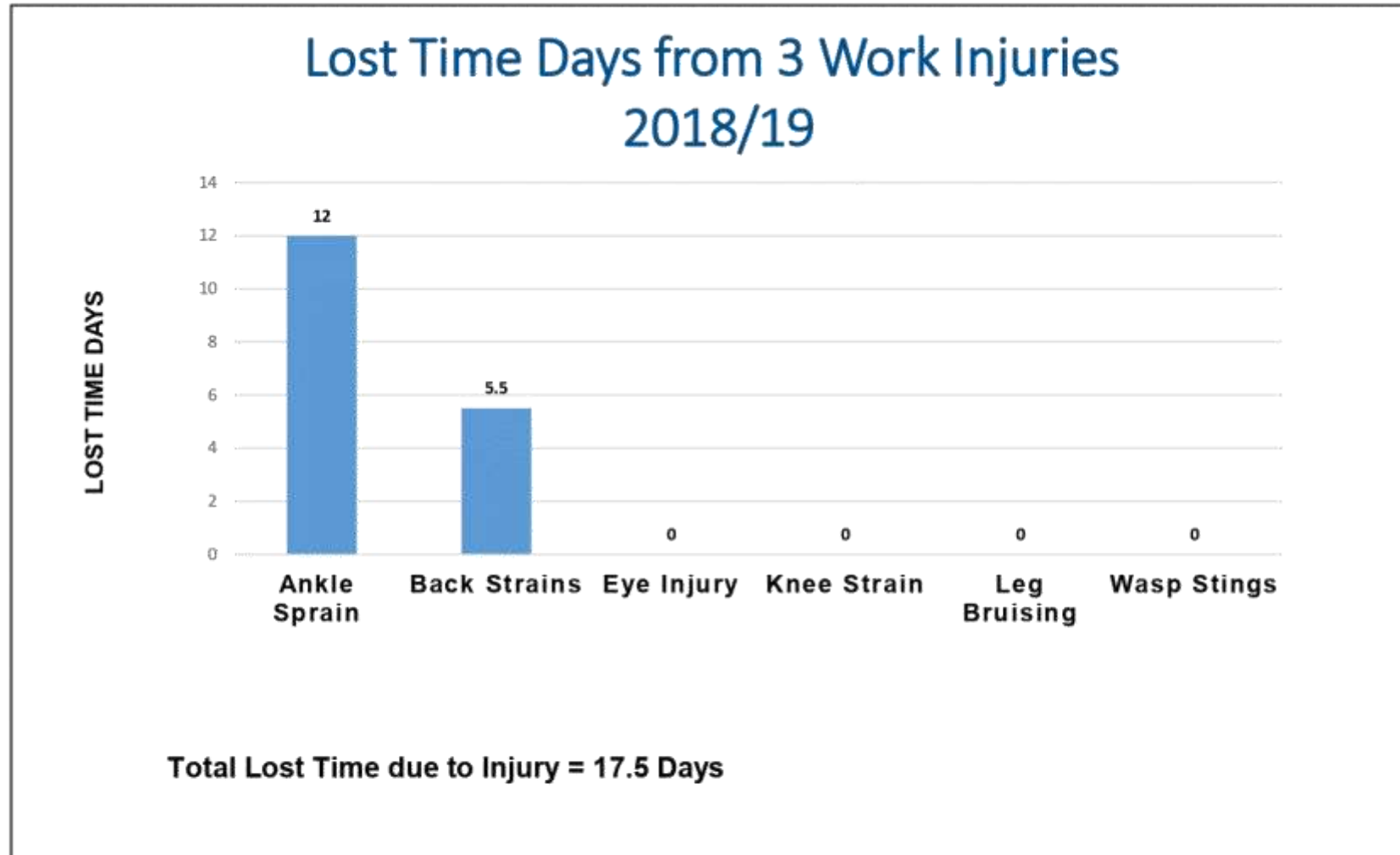
CONTACT INFORMATION: \_\_\_\_\_

DATE	TYPE	NO. OF PEOPLE	NO. OF VEHICLES	NO. OF INJURIES









Item 9

Attachment 1



## What are we doing to minimise the risk of injury....

- Regular H&S meetings and review of COP's
- Encourage warm up exercises, and promote suitable working techniques.
- Provide high quality PPE, cooling towels & hydration drinks





- Minimise manual work practices and utilise mechanical.
- Manage work programmes to ensure breaks from hard physical work tasks
- Promote a 'being fit for work' initiative.



# TRAINING

- Monthly Health and Safety meeting.
- Pre-start tailgate meetings



Competency Assessments



Seasonal Pre-start Meetings



# ENVIRONMENTAL

The Works Group are committed to reducing environmental impacts, and endeavour to lead by example and by committing to the following initiatives:

- Training package for all staff focusing on the HBRC Environmental Code of Practice. Ensure all work is compliant with the COP.

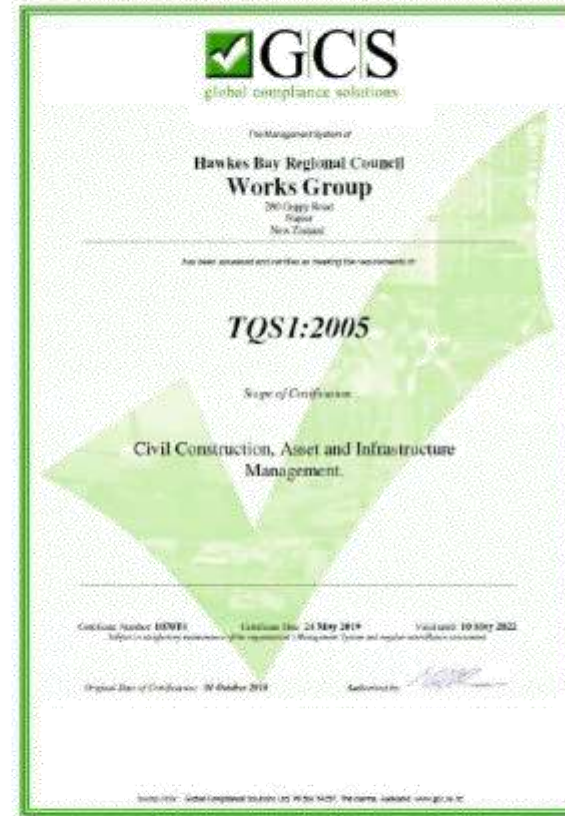


- Adopt the use of eco-friendly hydraulic oils, and chain lubes for weedboats, reach mowers, and chainsaws.
- Develop and implement the new Code of Practice for Mechanical Excavation of Waterways, ensuring all staff and sub-contractors are trained and competent to operate under this COP.
- All future procurement of tractors to Tier 4 emissions standards. (80% reduction in Nitrogen Oxide).
- 4 – stroke technology in small engines and electric side x side.



# QUALITY CERTIFICATION

- Quality Assurance System to TQS1 audited and re-certified to May 2022
- Accounts audited on a six monthly basis by BDO Spicers and annually by the HBRC appointed auditors.
- Quarterly Financial Reporting



# PLANT & MACHINERY

- 10 year capital replacement program reviewed annually as part of developing an annual business plan.
- New Drain Spray Tractor - Taradale
- New Spray / Mower Tractor – Waipuk
- Weedboat re-build
- Upgrade all utes to 5 Star ANCAP Safety rating over 2 years



# SNAPSHOT OF 18/19 PROJECTS



# Hawea Park 'Koru'

CLIENT: HBRC OPEN SPACES

BUDGET: \$30K

SCOPE: To construct a 'Koru' shaped outlet channel for discharge pipe into old Karamu Stream channel.



Attachment 1

Item 9





# Ahuriri Estuary Fico Removal

CLIENT: HBRC – Environmental Science

BUDGET: \$30K

SCOPE: To remove the tube worm from estuary to dump site.





Welding pontoons to the skip bin



Setting draw line for the 500m steel cable





3 Tonne digger on swamp pads



Diggers can walk on water!



Shifting the swamps pads into position

Attachment 1



Skip bin loaded and being pulled to shore



Note the two wire ropes

Item 9



Full load in skip bin



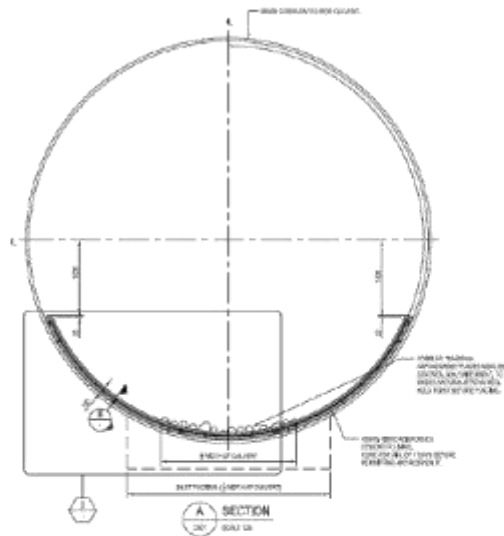


Unloading the skip bin directly into truck



# Kakakino Culvert Lining

CLIENT: Rangitikei District Council  
 BUDGET: \$150K  
 SCOPE: To divert the Kakakino Stream and concrete line the 6.0m dia Armco culvert.  
 PURPOSE: To increase culvert life by 25 years and to provide fish refuge within the culvert.





Set up De-watering Pumps and diversion pipes

Item 9

Attachment 1



Extensive corrosion in base of culvert







Stream diverted, culvert base cleaned and working platform constructed to allow welding of hooks to support Reinforcing mesh.



SE72 reinforcing mesh welded to culvert



Steel tied into new abutment wall at inlet.

Attachment 1



Shotcrete 40Mpa Fibre reinforced concrete



Fish refuge formed as one with the slab using concrete

Item 9



Cleaning off to apply curing compound



Placing lime rock at outlet before shotcrete





Water released after three days of curing



The finished result



Thank You!



**HAWKE'S BAY REGIONAL COUNCIL**  
**CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: MARKETING AND COMMUNICATIONS UPDATE**

**Item 10**

**Reason for Report**

1. This item provides an update on the recent work of the Marketing Communications team, and the work plan to year end.

**Background**

2. The Marketing Communications team provides expert advice and coordinates the delivery of corporate and project communications.
3. Services and delivery provided through the team include: communications strategy and planning, media response, writing , graphic design, adverts and public notices, websites, social media, videos, newsletters, surveys, e-signatures, brochures and posters, signage, sponsorships and event support.
4. Major projects this year have included a brand refresh, website enhancements,

**Decision Making Process**

5. Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision making provisions do not apply.

**Recommendation**

That the Corporate and Strategic Committee receives the "*Marketing and Communications Update*" report.

**Authored by:**

**Drew Broadley**  
**COMMUNITY ENGAGEMENT AND**  
**COMMUNICATIONS MANAGER**

**Approved by:**

**Jessica Ellerm**  
**GROUP MANAGER CORPORATE**  
**SERVICES**

**Joanne Lawrence**  
**GROUP MANAGER OFFICE OF THE**  
**CHIEF EXECUTIVE AND CHAIR**

**Attachment/s**

There are no attachments for this report.



**HAWKE'S BAY REGIONAL COUNCIL  
CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: DISCUSSION OF MINOR ITEMS NOT ON THE AGENDA**

**Item 11**

**Reason for Report**

1. This document has been prepared to assist Committee Members to note the Minor Items of Business Not on the Agenda to be discussed as determined earlier in Agenda Item 5.

<b>Item</b>	<b>Topic</b>	<b>Raised by</b>
1.		
2.		
3.		
4.		
5.		





**HAWKE'S BAY REGIONAL COUNCIL  
CORPORATE AND STRATEGIC COMMITTEE**

**Wednesday 11 September 2019**

**Subject: REPORT FROM THE PUBLIC EXCLUDED FINANCE AUDIT AND RISK  
SUB-COMMITTEE MEETING**

**Item 12**

That Council excludes the public from this section of the meeting, being Agenda Item 12 Report from the Public Excluded Finance Audit and Risk Sub-committee Meeting with the general subject of the item to be considered while the public is excluded; the reasons for passing the resolution and the specific grounds under Section 48 (1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution being:

<b>GENERAL SUBJECT OF THE ITEM TO BE CONSIDERED</b>	<b>REASON FOR PASSING THIS RESOLUTION</b>	<b>GROUND'S UNDER SECTION 48(1) FOR THE PASSING OF THE RESOLUTION</b>
S17a Review Proposal	7(2)(f)(ii) The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees, and persons from improper pressure or harassment.	The Council is specified, in the First Schedule to this Act, as a body to which the Act applies.

**Authored & Approved by:**

**James Palmer  
CHIEF EXECUTIVE**