

Meeting of the Corporate and Strategic Committee

Date: 14 June 2023
Time: 11.30am
Venue: Council Chamber
Hawke's Bay Regional Council
159 Dalton Street
NAPIER

Attachments excluded from Agenda

| Item | Title | Page |
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| 5. | 2023-2024 Annual Plan engagement | |
| | Attachment 1: Supporting our region's recovery - Annual Plan 2023-2024 | 2 |
| 11. | Organisational Performance report for the period 1 January – 31 March 2023 | |
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Introducing our draft

Annual Plan Mahere ā-Tau 2023-2024

Supporting
our region's
recovery

hbrc.govt.nz


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



Rapid Rebuild staff lead with Chair Hinewai Ormsby surveying the stop bank rapid repairs at Omaha.

He karere mai i Te Toihau Message from the Chair

Tēnā koutou katoa

E mihi ana ki te rohe o Te Matau-a-Māui

Manaakitia tonu tātau i a tātau i te wā nei

Kia kaha, kia māia, kia manawanui.

Taiki e!

*Greetings to our people
and place of Hawke's Bay.*

*Continue to lean on and into the numerous
caring people in these difficult times.*

*Be strong, be brave, be steadfast and
together we will overcome.*

For many of us Cyclone Gabrielle is the largest natural disaster of our lifetimes. Comparisons can be made with the Easter floods of 1897, Anzac Day floods in 1938, and Bola in 1988, however Cyclone Gabrielle brought heavier rain in more places in Hawke's Bay.

What has stood out to me is the way people of Hawke's Bay continue to connect and support one another over these last four months.

I am also incredibly proud of the hard work of our staff. They worked tirelessly responding to Cyclone Gabrielle - leading the Civil Defence response, assessing and restoring nearly 6km of stopbank breaches across the region, fixing pump stations, restoring rain and river level monitoring sites, dealing with animal carcasses, and removing silt.

The devastating impact on the region will be felt for many years and the hard work continues as we get our organisation in the best possible position to support the region's recovery.

The unplanned response and remediation efforts have and will continue to have a significant financial impact on our organisation, however it will be some time before we know the full cost. As of 30 June 2023, we will have incurred about \$50 million in unplanned costs because of Cyclone Gabrielle, and we estimate we will face more significant costs in the upcoming year. We are also facing increased insurance premiums and rising interest rates, as many of you will be.

That means we have had to make some tough decisions about our previously planned work for the upcoming year. None of the issues we manage on your behalf have gone away.

We have scrutinised our costs and spending and we have looked hard at and reprioritised our work programmes, see page seven. We have scaled back and deferred some work and are accelerating the pace and scale of other work. We have also taken on additional responsibilities as a result of Cyclone Gabrielle.

In tightening our belts, we have been able to substantially reduce our previously forecast 14.5% average rate increase down to 6% for the coming year.

To help pay for the hefty bill we are facing as a result of the cyclone, we are introducing a cyclone recovery charge of \$75 per SUIP (separately used or inhabited part of a rating unit) in addition to your rates, see page six. This will raise \$5.1 million and will help pay for the response and recovery costs that we don't expect will be covered by other sources.

There is still some uncertainty and costs may change over the coming year as we work through insurance and welfare claims.

We continue to work closely with central government through the Cyclone Recovery Taskforce and regionally with the Hawke's Bay Regional Recovery Agency and other councils to advocate for the region's recovery. This will ensure that community needs are reflected in recovery planning.

Two independent reviews have been initiated to identify where improvements can be made to better safeguard our communities. We encourage you to have your say. The findings will influence investment decisions for many years to come.

We invite your feedback

Like many of you, the Regional Council is facing some hard decisions as a result of Cyclone Gabrielle. This document is an opportunity to share those and explain how we are working differently. We are keen to hear what you think. We also want to know what's important to you in the region's long-term recovery.

See page 11 for how to have your say, or go to **hbrc.govt.nz, search: #haveyoursay**. We look forward to hearing your thoughts.

As a region, we have a huge job ahead of us. We are committed to our region's environmental recovery and to continued collaboration with our communities.

Ngā mihi nui

Hinewai Ormsby
Te Toihau
Chair



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The Waipawa River

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Ō tātau kaikaunihera

Our councillors

| | |
|---|---|
| Hinewai Ormsby Chair - Ahuriri/Napier | Charles Lambert Councillor - Māui ki te Raki Māori Constituency |
| Will Foley Deputy Chair - Tamatea/Central Hawke's Bay | Jock Mackintosh Councillor - Heretaunga/Hastings |
| Xan Harding Councillor - Heretaunga/Hastings | Di Roadley Councillor - Wairoa |
| Thompson Hōkanga Councillor - Māui ki te Tonga Māori Constituency | Sophie Siers Councillor - Heretaunga/Hastings |
| Neil Kirton Councillor - Ahuriri/ Napier | Jerf van Beek Councillor - Ngaruroro |
| | Martin Williams Councillor - Ahuriri/Napier |

Te huri kaweka a Huripari Kapiriera

Devastation of Cyclone Gabrielle

Cyclone Gabrielle swept through the upper and eastern North Island in mid-February 2023. It was one of the worst storms to hit Aotearoa New Zealand in living history, creating widespread and significant damage, with Hawke's Bay one of the hardest hit regions.

The cyclone delivered gale-force winds and staggering amounts of rain in Hawke's Bay over a relatively short period of time - significantly more than was forecast in some areas. Hawke's Bay Regional Council rainfall data shows the cyclone was one of the most significant weather events to impact the region since records began.

The volume of water coming through the region's rivers at speed was much larger than stopbanks were designed for, noting some areas don't have stopbanks and the stopbanks we do have are built to an agreed standard. This caused overtopping and erosion in several places across the region with nearly 6 kilometres of our 248km stopbank network breached and 28km weakened.

At the onset of the cyclone, Hawke's Bay had already experienced the wettest six-month period on record.

Intense rain and rapidly rising rivers lead to extensive and widespread flooding. Every district within the region was affected to varying degrees, with some areas devastatingly impacted.

Hawke's Bay Civil Defence Emergency Management (HBCDEM) declared a State of Emergency on Tuesday 14 February at 4.31am. A State of National Emergency was then declared by NEMA (National Emergency Management Agency) at 8.43am the same day. The declaration was in place for one month.

Hawke's Bay sadly experienced the loss of eight lives. Many homes, businesses, and livelihoods were badly damaged or destroyed. Many communities were cut off with state highways, roads, and bridges unsurpassable. Homes were also without power and communications.

Rainfall during Gabrielle exceeded forecasts at the Glengarry gauge, one of the monitoring sites for the Esk Valley, by more than 250mm. It received 501mm over 24 hours - equal to nearly 6 months of rainfall.

The Fairview gauge, one of the monitoring sites for Wairoa, recorded 432mm over 24 hours, which is more than double the previous highest 24-hour total recorded at the site (206mm).

The LK4 Ngaroto Tūtaekurī gauge, one of the monitoring sites for the Ngaruroro/Tūtaekurī rivers, recorded 397mm over 24 hours, which is about 2.5 times the previous highest total (156mm).

The Waipoapoa gauge, one of the monitoring sites for the Tukituki River, recorded 393mm over 24 hours, which is nearly 3 times the average total for all of February in just one day.





Tā mātou whakautu

Our response



HBRC contributed significantly to the region's response. As administrator of the Hawke's Bay Civil Defence Emergency Management Group (HBCDEM) on behalf of the region's councils, our Civil Defence staff led the emergency management response. We also ran our own operational response with the immediate focus on repairing damaged stopbanks.

Hawke's Bay Civil Defence

Over the response more than 1000 people worked with our team of 12 Civil Defence staff on what was the most complex and large-scale ever mounted in Hawke's Bay.

The multi-agency operation relied heavily on staff from the emergency management sector, the Defence Force, central government agencies, emergency services, our local councils, volunteers, and people who simply decided to roll up their sleeves and help.

Shifts ran around the clock for the first three weeks at the Group Emergency Coordination Centre, at the Civil Defence building in Hastings. In total the centre operated for 11 weeks.

A Regional Distribution Centre was set up at Tomoana Showgrounds Hawke's Bay. The centre, a partnership between HBCDEM and Ngāti Kahungunu's Tihē Mauri Ora Response Centre, provided rapid relief and critical welfare supplies and services to rural isolated communities.

Supporting our isolated communities was an ongoing focus and presented some incredibly complex logistical challenges.

At the peak of the response, teams worked with Fire and Emergency New Zealand to coordinate up to 25 helicopter supply missions a day, using New Zealand Defence Force and civilian helicopters. That moved to a weekly supply cycle.

The operation of the Regional Distribution Centre for rapid relief is something that's never been done before. The lessons identified from it will have national significance for New Zealand's emergency management system.

Hawke's Bay Regional Council

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

A huge effort by a crew of around 160 people, including consultants and contractors, worked tirelessly for three months repairing stopbanks. They undertook six-plus months' work in that time.

With 30 breaches in our stopbanks, the initial focus in the first three to four weeks was to construct temporary flood protection. The focus then turned to completing permanent repairs.

Another priority was repairing flooded and damaged pump stations. Forty mobile diesel pumps were brought in to help.

Staff also worked rapidly to restore 113 of our rain and river level monitoring sites. The remote monitoring sites were recording but the information was delayed for approximately five days before being transmitted back to Regional Council.

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

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



Tā te huripari whakararu i te mahere pūtea

Cyclone shock for our budget

Prior to Cyclone Gabrielle we, like many others, were already facing increased insurance premiums, and rising inflation and interest rates.

We were managing our budget to keep our average rates increase for 2023-2024 near what we had forecast in our Long Term Plan 2021-2031.

Cyclone Gabrielle struck, and in response to the devastation it brought to our region we have spent a significant amount on unplanned work.

As of 30 June 2023 we will have incurred about \$50 million in unplanned costs for response and subsequent recovery work. This includes more than \$27 million on emergency repairs and rebuilding flood infrastructure, more than \$9 million for Civil Defence's work, and more than \$5 million on removing and managing waste, including silt, animal carcasses, wood, and fence posts and wire.

We estimate we will face further significant unplanned costs during the coming year.

We are trying to claim back as much as we can through the Government, NEMA (National Emergency Management Agency), and commercial insurance. We are also exploring all other possible funding avenues to offset costs as much as we can to reduce the burden on our ratepayers.

We do however expect there will be a shortfall between our costs and what we can be reimbursed or secure external funding for.

Developing our budget for 2023-2024 has been incredibly challenging. There is still a lot of uncertainty and costs may change during this Annual Plan process and during the financial year.

We are also very aware of the cost-of-living pressures and the impact of the cyclone on the community. We want to strike a balance between keeping rates contained where we can, and resourcing for unplanned cyclone work.

6% average rate increase

We have been able to substantially reduce our previously forecast average rates increase of 14.5% down to 6%.

To do this we had to make some hard decisions about what work we do in 2023-2024 and where we can cut costs, see page seven.

We have a no-frills budget that focuses on our core business and supporting the region's recovery.

Rate increases vary between properties and can be higher or lower than the average.

For example:

1. Your rates depend on the range of services provided in your area.
2. You may have made changes to your property such as renovations, which will impact on your rating valuation.
3. If your property is in the Hastings District, the general revaluation may impact your rates, if your property value increased more than the average percentage.
4. Some targeted rates will increase more due to previous decisions to smooth the impact of targeted rates to rebuild reserves.

Regional recovery charge

In addition to the rate increase, we will be invoicing our ratepayers a regional recovery charge of \$75 per SUIP (separately used or inhabited part of a rating unit).

This will raise \$5.1 million to help meet the bill we've been left with because of Cyclone Gabrielle and supporting the region's recovery.



Tough choices

Outlined below is some of the key work we plan to pause, scale back, or defer as we cut costs for 2023-2024.

Infrastructure assets

- Defer construction expenditure for Ahuriri and Wairoa regional parks to the following financial year. We will continue however to support the Ahuriri Regional Park Joint Committee with technical resources and committed project management costs.
- Defer extension of the Ngaruroro Explorer cycleway to later in 2023.
- Reduce maintenance of flood protection and drainage schemes such as beach raking, drain excavation, spraying due to work already done post-cyclone and an accelerated renewal programme.

Biodiversity, pest control, and land management

- Reduce funding for 2023-2024 only on Priority Ecosystem sites. Following the cyclone, the priority is to repair existing sites, such as fencing, to secure investment already made versus restoring new sites.
- Reduce funding in pest animal and pest plant activities and research while staff are redeployed to rural recovery.
- Reduce farm environmental management plan audit engagements (provided the Government agrees to delay farm plan implementation deadlines).
- Reduce catchment delivery research and our environmental enhancement programme.
- Discontinue the Professorial Chair contract with University of Waikato.

Public transport

- Defer the Napier pilot of MyWay Hawke's Bay (on-demand public transport service) until further central government funding can be secured.

Grants for the Sustainable Homes programme

- Apply a cap of \$5 million on the total amount we lend to eligible ratepayers for our Sustainable Homes scheme.

Internal operational costs

- Reduce some ICT service software development.
- Reduce staff training budget for the short term and not fill some vacancies.

Other budget levers

- Take up general rates smoothing loan funding not drawn in years one and two of our Long Term Plan 2021-2031.
- Extend internal loan repayments from 10 years to 20 years.

Clifton to Tangoio Coastal Hazards Strategy

Coastal communities continue to face ongoing and, in some cases, urgent, coastal hazard risks and issues. An adaptive 100-year strategy has been in development with the community since 2014. We now plan to notify the Strategy and consult on HBRC taking on the new activity of implementing the Strategy in August/September 2024, with rate funding and the transfer of existing coastal hazard assets from Napier City and Hastings District councils from 1 July 2025.

Clive River dredging

In May 2022 we withdrew our resource consent application for the planned dredge of the Clive River in response to concerns about the effects on our coastal environment. The need to dredge is a legacy of past decisions to divert the Ngaruroro River and is done for recreational, cultural, and amenity benefits. Work is ongoing to move to land-based disposal which is significantly more expensive. We will continue to talk to users and the community as we try and find a viable solution.

Rates support for those in financial hardship

We are understanding and responsive of people's circumstances, particularly if your house, business, productive land, livelihood, or employment have been affected by Cyclone Gabrielle.

Rates invoices for 2023-2024 will be issued in August 2023. We invite and encourage those ratepayers who are experiencing financial hardship as a result of the cyclone to contact our rates team for a confidential discussion about how we can assist you.

We have increased our team's capacity to ensure we can respond and are available to talk with you.



Ngā panonitanga mahi i muri mai i a Huripari Kapihiera

Working differently after Cyclone Gabrielle

We are changing the way we work as we focus on supporting our communities and environment to recover from Cyclone Gabrielle and become stronger and more resilient.

Fundamental to our recovery work is our Environmental Resilience Plan. Central government funding is critical for us to implement the plan. Our plan, along with other local council plans, will be combined into a Regional Recovery Plan by the Hawke's Bay Regional Recovery Agency. This Plan will drive the recovery work for Hawke's Bay.

Supporting the Hawke's Bay Regional Recovery Agency

The Hawke's Bay Regional Recovery Agency will also use the Regional Recovery Plan to advocate for further Government funding.

The Regional Recovery Agency however is not currently a registered legal entity, and therefore has no legal status, no bank account, or the ability to execute agreements with any stakeholders such as the Government (for funding agreements) or contractors (to legalise work agreements).

Central government, with the support of other councils and the Matariki Governance Group, requested that HBRC manage and administer the Regional Recovery Agency. We are able to provide the required services and have regional jurisdiction.

Importantly, doing this provides flexibility to progress the recovery while other arrangements for the Regional Recovery Agency are explored.

This means we are assisting to manage recovery money the Government allocates to the region. For example, we are holding in trust \$102 million recently allocated to Hawke's Bay councils to support the processing and disposal of silt and debris.

We are also undertaking back-office support activities such as IT support, procurement, accounts payable, human resource support, and board reporting.

We want to advise you of this role, as it is not included in our Long Term Plan 2021-2031, but we believe it's a vital activity to help with Hawke's Bay's recovery.

Technical assessments for land categorisation

Two of our key roles as a regional council are flood hazard modelling and mapping, and providing the technical assessment to support decision making on credible and affordable options for flood protection. Both are informing land-use categorisation for properties affected by the cyclone and land-use planning more generally.

Land-use categorisation is determining productive land uses and where homes can be rebuilt. While we alone won't be making decisions on land-use categorisation our technical assessments are a critical input.



Rethinking flood protection

Climate change is increasing the likelihood and severity of rainfall events. Therefore, the risk of future rainfall events exceeding the design capacity of our flood protection is increasing.

Reconfiguring our flood protection so it responds in a known way in future overdesign events (where for example, there is much more rain than forecast) will be a significant focus for us going forward. This builds on work already underway to improve the resilience of our existing schemes such as the work to increase stopbanks in Taradale and gravel extraction work in Upper Tukituki, made possible with significant central government co-funding. The Taradale stopbank was upgraded to a 1-in-500-year level of flood protection (or 0.2% likelihood of this level of flooding occurring in any given year) before the cyclone and saved the Taradale community from catastrophic flooding.

Recently the Government announced \$100 million for flood protection for all regions affected by Cyclone Gabrielle. This is critical to helping us get this work done.

Reviews of all our flood infrastructure – stopbanks, river channels, drains, pump stations, hydraulic structures, and culverts – both individually, and also how they performed as a whole, will also inform how we rethink our work. As part of this, we are coming to the community to hear your experiences and what flood protection you would like to see.

Keeping our communities safe

Additional money has been allocated in this Annual Plan to immediately boost capacity in our Civil Defence team. We will be seeking further increased funding in our next long-term plan.

The focus for the team following Cyclone Gabrielle is to build on and accelerate the work they already do in working with communities to help build resilience to disasters, being prepared for our next event, and embed the operational learnings from this event.

With our councils and emergency services, staff will work with marae and rural communities in places that could be isolated in the event of a natural disaster.

The importance of having communities prepared and able to support themselves was highlighted by Cyclone Gabrielle where many communities set up their own hubs when they were cut off and not accessible by road. The hubs were able to be used as distribution points when helicopters started dropping in essential supplies.

Cleaning up – silt and waste

Hawke's Bay is facing an enormous silt and waste clean-up. We estimate there is about about 3.5 million cubic metres of silt to be cleaned up following Cyclone Gabrielle.

We have been collecting and disposing of silt as an extension of our pollution response work enabled by central government funding.

As well as tough financial decisions, we are collectively facing tough decisions about how to deal with waste. Recently we put an exception in place for flood damaged properties within airsheds to responsibly burn waste this winter. Items that can be burned include trees, vines, prunings, vegetation, and untreated timber. Consents are not required.

The Ministry for the Environment is proposing a temporary rule change over burning mixed waste.

Supporting our rural recovery

Our Integrated Catchment Management teams have reoriented their planned work and redeployed many staff to support our rural community and environmental long-term recovery as best we can.

We're working closely with our farmers and growers, catchment groups, and rural community hubs to understand their ongoing needs so we can:

- connect them to the appropriate services such as financial support, feed planning, and considering future land use
- assist with developing individual farm recovery plans that are able to transition into Freshwater Farm Plans
- partner with them on appropriate Regional Council programmes such as our Hill Country Erosion scheme and Land for Life.

All of this will feed into our Rural Recovery Strategy and implementation plan to support investment and allocation of resources to support the recovery.

We will be working with urgency in partnerships with tangata whenua, mana whenua, and landowners to explore options for whole catchments to get trees into the ground and keep soil out of the water.





Tukua mai ō whakaaro

Have your say

We invite your feedback

We've changed the direction of our Annual Plan following Cyclone Gabrielle.

We've made some hard decisions and cut costs. We've changed the way we work so we can focus on our core business and support the region's recovery as best we can.

As a result, we have been able to reduce our average rates increase to 6% - down from the 14.5% increase signalled in our Long Term Plan 2023-2031.

We are introducing a cyclone recovery charge of \$75 to give us all a head start on the substantial costs we know are coming as a result of the cyclone.

Feedback timeline

- 16 June**
Feedback process opens
- 2 July (8pm)**
Feedback process closes
- 19 July**
Council considers and deliberates on feedback
- 26 July**
Council adopts Annual Plan 2023-2024

Find out more

Keep an eye on our posts on Facebook@HBRegionalCouncil. Replies and comments are reviewed and considered by our councillors.

Reviews

Reviews are important after natural disasters of this scale so we can see where improvements can be made to keep our communities safe and to support long-term investment decisions.

Two key independent reviews are planned and will be funded through the regional recovery charge, see page six. They are:

- 1) HBRC Flood Protection Assets and Drainage Performance Review
- 2) Review of the Hawke's Bay Civil Defence Emergency Management (HBCDEM) Group operational response to Cyclone Gabrielle

We are also undertaking internal reviews which will inform the two independent reviews above, for example, a review of our telemetry system which transmits and records monitoring information such as rainfall.

Annual Plan 2023-2024 Feedback form

The easiest
way is
online at
hbrc.govt.nz



Have your say! Please give us your feedback by 8pm on Sunday 2 July 2023.

This includes online, email, hand-delivered, and mailed feedback forms.

First name: Last name:

Email:

Address:

If you are submitting as the official spokesperson on behalf of an organisation, please give the organisation name here:

Constituency: ☐ Wairoa ☐ Ahuriri-Napier ☐ Heretaunga-Hastings ☐ Ngaruroro
☐ Tamatea-Central Hawke's Bay ☐ Māui ki te Tonga Māori ☐ Māui ki te Raki Māori ☐ not sure ☐ out of region

Are you a Hawke's Bay ratepayer? ☐ Yes ☐ No

What is important to you in the region's recovery from Cyclone Gabrielle?

Tell us what you think of our proposed Annual Plan

Need more room? You can attach extra pages, just make sure they include your name and address.

Privacy Statement - Submissions are public information. Your name and feedback will be included in public documents as part of the decision-making process. All other personal details will remain private. This information will be held by Hawke's Bay Regional Council but only for the purpose of this feedback process.

Online: hbrc.govt.nz, search: #haveyoursay or scan our QR code

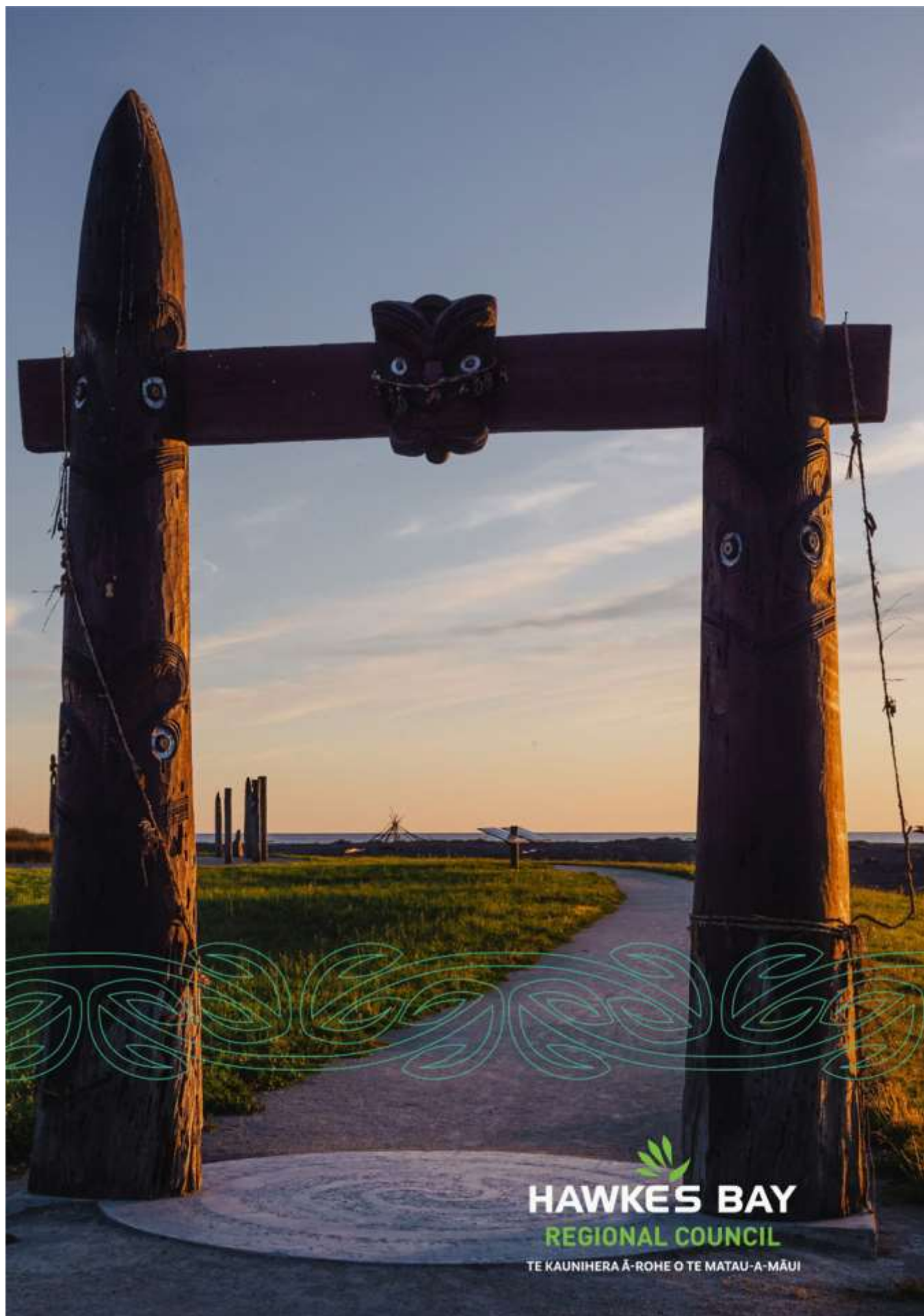
Email: haveyoursay@hbrc.govt.nz

Post: Hawke's Bay Regional Council, Private Bag 6006, Napier 4142

Hand deliver: 159 Dalton Street, Napier

HBRC must receive your submission by 8pm on Sunday 2 July 2023.







Organisational Performance Report: Q3 2022-2023

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Introduction

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

The purpose of the report is to provide the Regional Council with an overview of how well we are performing across a number of measures, including corporate measures. It uses the groups of activities from our Long Term Plan 2021-2031 to present non-financial and financial performance using a traffic light reporting approach. It also provides the Regional Council with qualitative information to understand the situation-specific factors affecting performance.

The secondary purpose of the report is to provide the Chief Executive, Executive Leadership Team, and staff with information to ensure alignment of the Regional Council's work programme across different groups and teams to achieve the Regional Council's Strategic Plan outcomes and to ensure a steadfast focus on performance and accountability.



Executive Summary

This Organisational Performance Report is the third report for year two in our Long Term Plan 2021-2031.

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

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

...continued over

Levels of Service Measures - Summary

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

Organisational Performance Report: Q3 2022-2023

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

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

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

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

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

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

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

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

The region's mayors and Regional Council Chair reactivated the Hawke's Bay Disaster Relief Trust. Behind the scenes we are continuing to manage this on





Corporate Metrics

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

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

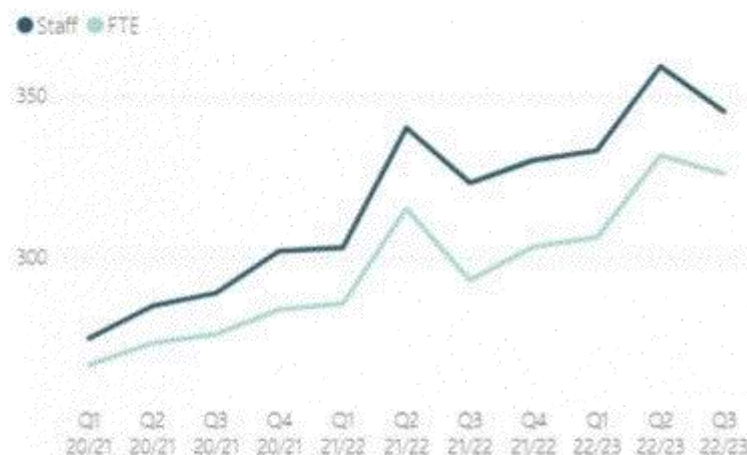
This section provides a snapshot of:

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

Organisational Performance Report: Q3 2022-2023

People and Capability

Employee Count



Vacancies and recruitment

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

Resignations

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

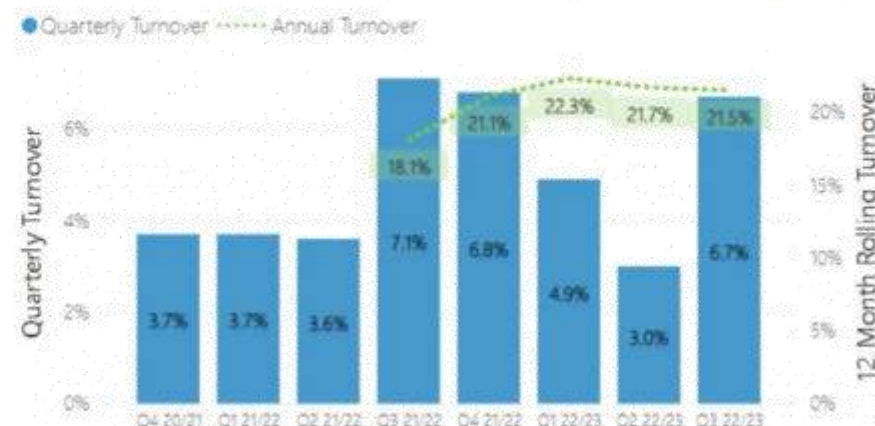
Turnover



Our employees

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

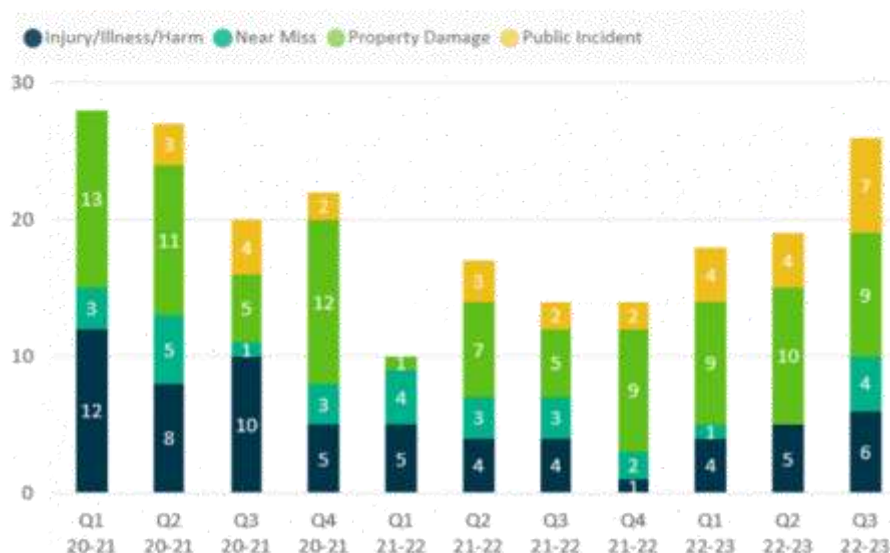
Employee turnover (permanent staff only)



Organisational Performance Report: Q3 2022-2023

Health, Safety and Wellbeing (HSW)

Incidents Reported



Support for staff at Civil Defence

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

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

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

Health & Safety incidents*

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

Corrective actions

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

Training for staff

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

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

Staff wellness

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

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

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

Supporting our staff through Covid-19

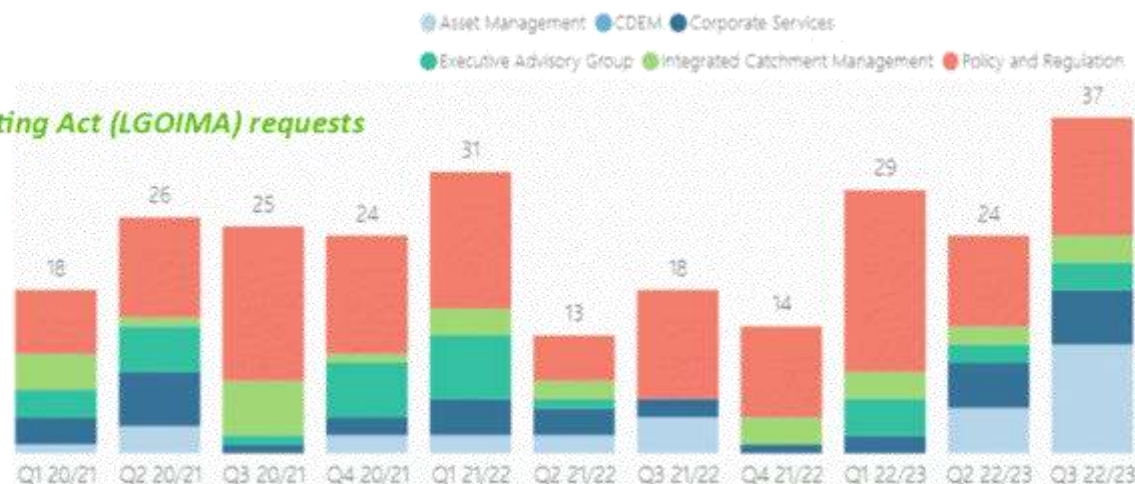
Nine staff tested positive during this quarter which required the GECC and HBRC Emergency Operations Centre to implement daily testing to reduce further cases during the cyclone response.

Organisational Performance Report: Q3 2022-2023

Customer Services

Local Government Official Information and Meeting Act (LGOIMA) requests

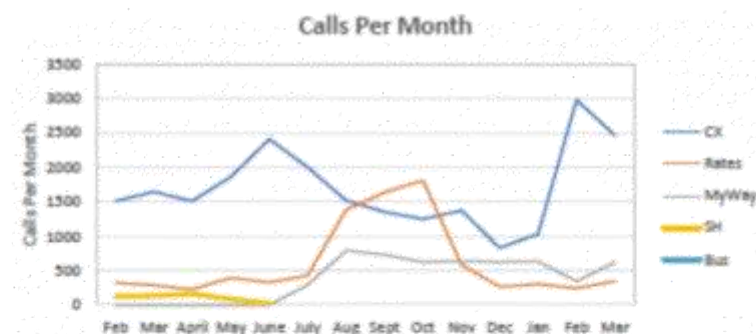
Of the 37 LGOIMA requests received this quarter, one was withdrawn, and 8 were not provided with the information requested within the required 20 working day timeframe. Delays in providing information were due to the complexity in requests and impacts on staff resources caused by the Cyclone Gabrielle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



Customer Experience

The beginning of the quarter saw some pressure on the Customer Experience team due to staff transfers and extended sick leave. These vacancies have now been filled. We handled a large volume of customer queries and complaints regarding the cancellation of bus services.

February saw us stand up a Call Centre with increased operating hours to manage the influx of calls generated by Cyclone Gabrielle. Our busiest times saw us receive the equivalent of a weeks calls in one day. We seconded staff from across HBRC who helped with a variety of scenarios (some harrowing). With communications and power being down, we spoke with



Top 4 Categories

| | |
|------------|------|
| Cyclone | 4720 |
| Rates | 1612 |
| MyWay | 1380 |
| Bus Routes | 451 |

Contacts Handled

| | | | |
|---------------|------|--------------|-----|
| Inbound Calls | 9335 | Payments | 197 |
| Emails | 1971 | Walk ins | 88 |
| Web | 331 | Social Media | 302 |

76 % Calls - Phones preferred medium

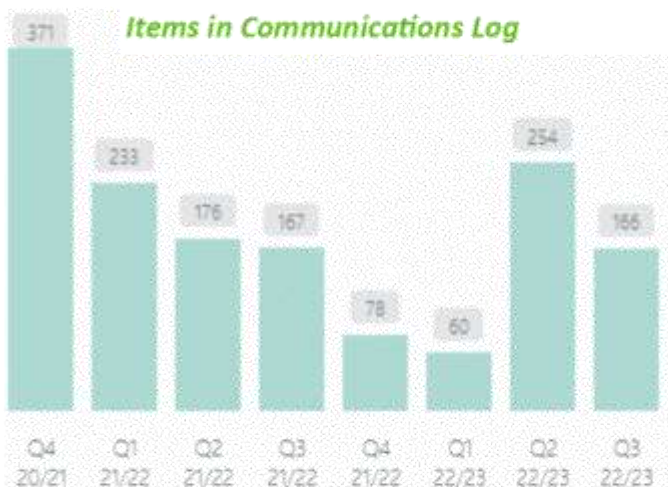
concerned family members wanting to know whether their whānau were safe. We also handled calls with people needing urgent access to welfare services – medication, emergency power etc.

Calls about silt make up one of our key enquiries topics.

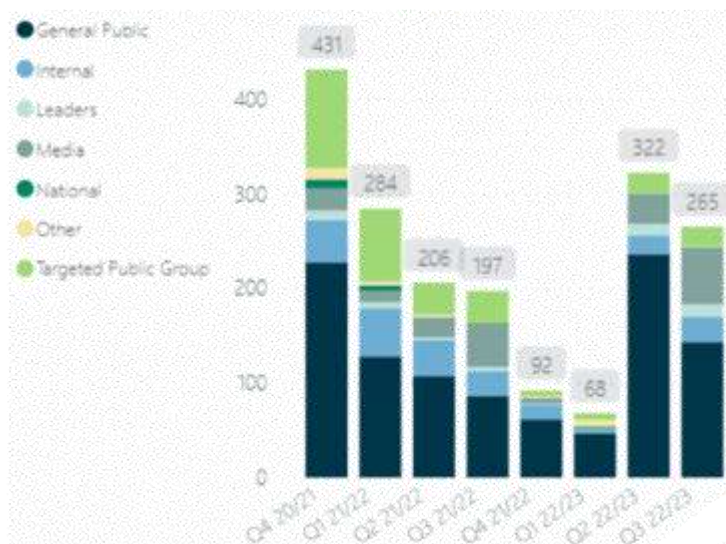
9

Organisational Performance Report: Q3 2022-2023

Communications and Engagement



Items in Communications Log by Audience



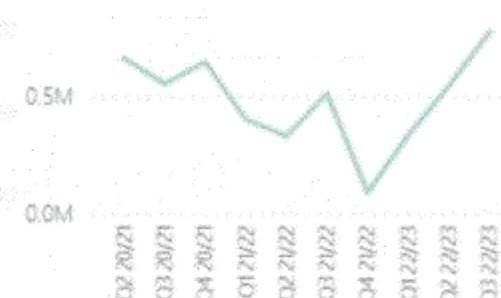
Website

Number of HBRC Website Page Views



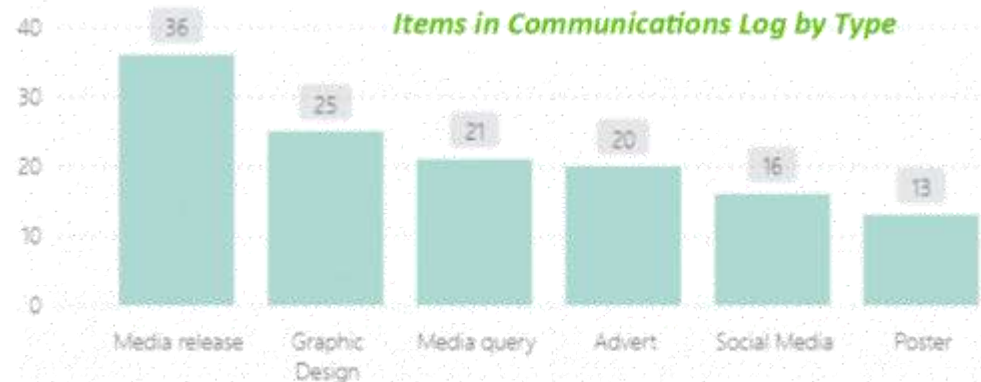
Social Media

Total Reach on Facebook



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

Items in Communications Log by Type



Organisational Performance Report: Q3 2022-2023

Corporate Facilities and Fleet

Vehicles



Vehicles and Fleet

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

Fuel Use



Fuel

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

Energy Use

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

Energy Usage



Organisational Performance Report: Q3 2022-2023

Corporate Carbon Footprint and Air Travel

Air Travel



Air Travel

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

CO₂ Emissions (tonnes)CO₂ Quarterly Emissions

● Air Travel ● Energy Use ● Fuel Use



| Category | CO ₂ Tonnes Emitted | Prior Qtr Change | Year Increase |
|------------|--------------------------------|------------------|---------------|
| Fuel Use | 414.54 | 77% | 95% |
| Energy Use | 16.81 | 1% | 26% |
| Air Travel | 10.00 | 156% | 696% |
| Total | 441.35 | 73% | 94% |

Carbon Emissions

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

Carbon Credits

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

HBRC is in the process of developing a carbon trading policy.

Level of Service Measures by group of activity

Each quarter we monitor and report on the 58 level of service measures as outlined in our Long Term Plan 2021-2031.

The figure on the next page provides a summary of the level of service measures and how they are tracking by our six groups of activities:

1. Governance & Partnerships
2. Policy & Regulation
3. Integrated Catchment Management
4. Asset Management
5. Emergency Management
6. Transport

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

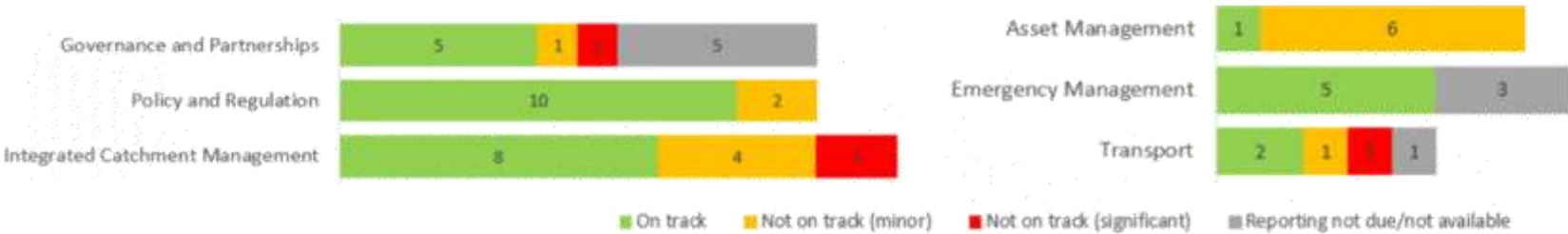
A traffic light reporting approach is used to show non-financial results.



Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Summary—by Group of Activities



Summary of results

Governance and Partnerships

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Commentary |
|--|---------|----------|----------|----------|----|------------|--------|--|
| Triennial election processes are undertaken in accordance with the Local Electoral Act 2001 | Achieve | Achieved | Achieved | Achieved | | n/a | ● | All election activities completed within timeframes including statistics delivered to the Department of Internal Affairs. |
| Council meetings are conducted in compliance with statutory requirements and Standing Orders | Achieve | Achieved | Achieved | Achieved | | n/a | ● | We held 4 Regional Council meetings, including 2 Extraordinary meetings, 1 All Governors Forum, and 3 committee meetings. |
| Percentage of LGOIMA requests responded to within 20 working days | 100% | 93% | 92% | 78% | | 86.7% | ● | 36 LGOIMA requests were received this quarter and 28 were completed within the timeframes. Delays in providing information were due to the complexity in requests and impacts on staff resources caused by the Cyclone Gabrielle response. |
| Funding agreements with performance targets and reporting requirements are in place | Achieve | Achieved | Achieved | Achieved | | n/a | ● | Funding contracts are in place. With the new Regional Economic Development Agency close to being established, planning is underway to transition operations of the Business Hub to the new organisation. |
| Long Term Plans and Annual Reports receive "unmodified" audit opinions | Achieve | n/a | Achieved | n/a | | n/a | ● | All current documents have received an unmodified audit opinion. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Governance and Partnerships cont.

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Commentary |
|---|--------------------------------|-----|-----|--------------|----|--------------|--------|--|
| Percentage of tangata whenua representatives "satisfied or very satisfied" with the Treaty-based partnership approach to engagement and decision making | No survey | - | - | | | - | ● | No survey this year. |
| Percentage of staff who feel confident to engage with relevant iwi, hapū, post settlement governance entities, taiwhenua or their representative agencies | Increase trend (51%) | n/a | n/a | Not measured | | Not measured | ● | Annual staff engagement-level survey was due to be undertaken in Q3 but now not likely until next financial year. |
| Annual reporting on mātauranga Māori monitoring and reporting activities | Achieve | n/a | n/a | n/a | | n/a | ● | Our Kaihautū Pūtaiao Mātauranga Māori specialist recruited in early February 2023 has spent their time in recovery efforts specifically the rapid rebuild of stopbanks along the Tūtaekuri river. Their personal knowledge of the area and connection to Ngā Hapū o Tūtaekuri has expedited repairs of these stopbanks and inadvertently fostered trust with these hapū. Our Kaihautū Pūtaiao Mātauranga Māori specialist provided expertise on the cultural significance of the rebuild sites and enabled our Rapid Rebuild team to uphold the mana of these sites as they were repaired. |
| Number of early childhood centres and schools participating in the EnviroSchools programme | Maintain/ Increase (71) | 70 | 70 | 71 | | 71 | ● | One new primary school—Te Pohue school—has joined the programme. |
| Number of properties utilising the Sustainable Homes programme including Heatsmart per year | Increase (1,056) | 271 | 152 | 73 | | 496 | ● | The number of applications are unlikely to reach the target this year largely due to a 50% fall in demand for borrowing in the current financial climate. |
| Annual reporting to Council on progress made on coordinated programme of actions (climate action) | Achieve | n/a | n/a | n/a | | n/a | ● | Annual report to Council to be completed by the end of the year. An update to the first meeting of the Climate Action Joint Committee will be provided in May 2023. |
| Level of emissions related to HBRC's own corporate carbon footprint (source: ekos, Carbon Inventory Report) | Improve 1217tCO ₂ e | n/a | n/a | n/a | | n/a | ● | Data is being collated throughout the year in order to produce a timely annual report at year end. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Policy and Regulation

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Commentary |
|--|----------------------------|----------|----------|-----------|----|------------|--------|---|
| Compliance with statutory timeframes as set by legislation | Achieve | Achieved | Achieved | On track | | n/a | ● | TANK and Outstanding Water Bodies (OWB) appeals processes continue post-cyclone (following correspondence with the appellants and interested parties). Regarding OWB, parties have been asked to set a hearings date in late 2023 for those appeal matters where agreement could not be achieved. A revised evidence exchange timetable has been reached with hearings now scheduled on or around 20 Nov 2023. For TANK, HBRC submitted a memo to the Environment Court outlining grouping of appeal points/topics. An extension was provided for parties to respond following the cyclone. Three memoranda have been filed proposing an alternative. |
| All matters logged in the Statutory Advocacy Register. All submissions to be posted on HBRC website | Achieve | 0 | 3 | 3 | | 6 | ● | Three submissions have been made and posted to hbrc.govt.nz, search: #hbrcsubmissions |
| Percentage of resource consents processed within statutory timeframe in Resource Management Act | 100% | 100% | 100% | 100% | | 100% | ● | All timeframes have been met with 190 applications received, and 62 consents issued in Q3. The need for resource consents has been complicated by Cyclone Gabrielle. |
| Overall allocation of water from each water resource is allocated up to but not exceeding the allocation limits set in the Regional Plan | <=100% Tukituki | n/a | 88% | 92% | | 92% | ● | One further consent allocated for direct surface take. The overall direct take surface water allocation from the Tukituki catchment is 92%. All other areas remain within allocation limits. |
| Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy | 95% high risk 90% other | On track | On track | Off track | | n/a | ● | 73% of the priority 1,2 and 3 resource consents have been monitored for the year. The teams (Urban and Rural) have fallen below expected monitoring targets largely due to Cyclone Gabrielle, the response work, and staff turnover. |
| Percentage of monitored consents which receive an overall grade of full compliance | 90% | n/a | 71.6% | 89% | | 89% | ● | With a high number of pre-expiry watertake monitoring undertaken, a significant amount of bore security non-compliance has been identified. The Rural team is working with providers to boost the bore security work completed to address this non-compliance. Much of this work was parked after the cyclone and we are optimistic some good results will be made in Q4. The Urban team has increased monitoring of on-site effluent treatment systems improving compliance rates. |
| Percentage of significant non-compliance (SNC) where action is taken in accordance with HBRC's Enforcement Policy within 6 months | 100% | 100% | 100% | 100% | | 100% | ● | Significant non-compliance (SNC) has been identified with 4 resource consents since January 2022. All significant non-compliance consents are being addressed in accordance with the Enforcement Policy. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Policy and Regulation cont.

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Commentary |
|--|------------------------------|--------------------------------|----------|----------|----|------------|--------|--|
| Maintain a 24-hour/7 day a week duty management/ pollution management response system | Achieve | Achieved | Achieved | Achieved | | n/a | ● | The Pollution Hotline is staffed by the Pollution Response Team (PRT) during normal working hours. The afterhours service is staffed by the PRT plus 3 officers from the Compliance team, who currently work on a 7-week rotation roster. |
| A Selected Land Use Register of potentially and confirmed contaminated sites is maintained | Achieve | Achieved | Achieved | Achieved | | n/a | ● | HBRC maintains a list of hazardous industries and activities (HAIL) in our selected land use register (SLUR), including a public facing portal. Over Q3 we received 11 information requests and completed 4 Site Contamination Reports. General enquiries increased following Cyclone Gabrielle and were sent to various members of the Urban & Industrial Compliance team, and are therefore difficult to quantify. |
| An operative Tier 2 Oil Spill Plan and a trained and qualified oil spill response team is in place at all times | Achieve | Achieved | Achieved | Achieved | | n/a | ● | An in-date and operative Tier 2 Plan exists. There is a Regional On-Scene Commander (ROSC) and alternate ROSC appointed. There are 19 responders trained, with the remaining 1 booked for training in Q2 2023-24. |
| Maintain a Maritime New Zealand accredited Hazard Identification/Risk Assessment and Safety Management System for the Napier Pilotage Area | Achieve | Achieved | Achieved | Achieved | | n/a | ● | The HBRC Safety Management System was reviewed late 2022 in conjunction with Napier Port to ensure both documents were consistent. This was carried out after the construction of Wharf 6 (Te Whiti) and the associated dredge programme. |
| Number of maritime incidents occurring per year reported to Maritime NZ in accordance with regulations | Maintain or decreasing trend | Tracking below rolling average | | n/a | | n/a | ● | A total of 13 incidents were reported to Maritime NZ between 1 July to 31 December 2022. Q3 data will be reported in the Annual Report. |

Integrated Catchment Management

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Commentary |
|--|---------|----------|----------|----------|----|------------|--------|---|
| Council maintains its International Organisation for Standardisation (ISO) 9001-2015 accreditation for data collection, analysis and storage | Achieve | On track | On track | On track | | n/a | ● | HBRC has (ISO) 9001-2015 accreditation for the following teams: Environmental Science, Environmental Information, Consents, Compliance, Harbourmaster, and Works Group. Annual review is in September 2023. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Integrated Catchment Management cont.

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Q1&2 Commentary |
|--|--------------------|-----------|-----------|-----------|----|------------|--------|--|
| SOE monitoring programmes are in place and results are published on HBRC and LAWA websites for: - Climate and Air Quality - Freshwater - Land Science - Marine and Coast | Achieve | Achieved | Achieved | On track | | n/a | ● | Data for SOE has been delivered on time and to the relevant standards where possible due. Accessing sites to collect data proved to be a challenge, as did a change in sampling frequency. Data is published hbrc.govt.nz , search: #envirodata and lawa.org.nz |
| A 3-yearly State of the Environment Synthesis Report is produced, that meets requirements of NPS-FM 2020. Monthly updates are delivered through digital media | 11 monthly updates | 3 updates | 3 updates | 3 updates | | 9 updates | ● | Monthly SOE reports have been delivered and posted to hbrc.govt.nz , search: #SOEMonthly |
| The Science team develops and implements an annual work programme to support plan change requirements and to inform regulatory implementation of the Regional Resource Management Plan | Achieve | Achieved | Achieved | Achieved | | n/a | ● | Post-cyclone, the Science team has completed project plans to support disaster impact assessments and supported the development of projects to inform the Environmental Resilience pou of the Environmental Resilience Plan. With Plan changes currently stalled, we continue to work on those projects to support them. |
| Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP | 100% Tukituki | n/a | 95.4% | 96.1% | | 96.1% | ● | 725 FEMP re-submissions, plus 413 Low Intensity submissions have been received. FEMPs are only required in the 17 sub-catchments that form the Tukituki catchment. |
| Maintain an effective FEMP accredited provider programme with applicants processed to a conclusion within agreed timelines | 100% of applicants | 100% | 100% | 100% | | 100% | ● | There are 18 approved FEMP providers for the Tukituki catchment. This is one more than last quarter. |
| Additional area of erodible land, planted with fit-for-purpose erosion control species, transitioned to more sustainable land use or retired and protected | 900ha under cover | 279.7ha | 156.1ha | 175.8ha | | 611.6ha | ● | This total is 68% of our target of 900 hectares for the year. Projects have been delayed or cancelled due to a wet summer and the impacts of Cyclone Gabrielle. |
| Additional kilometres of waterway protected annually through erosion mitigation works to reduce sediment, nutrient and/or bacterial contamination | 60km | 9.43km | 3.05km | 5.72km | | 18.20km | ● | This total is 30.3% of our target of 60 kilometres for the year. |
| Annual percentage change in stock exclusion and vegetation across the region by land use and stream order *includes all orders of streams including drains | Increasing trend | n/a | n/a | n/a | | n/a | ● | Baseline data for the region is on track for the end of this financial year, but this will have since been impacted by Cyclone Gabrielle. Imagery of the region, excluding the Tukituki catchment (previously field surveyed), has been studied by a summer student to identify fencing and riparian properties at randomly selected sites. Note that post-cyclone imagery of the most flood affected areas is being reviewed to determine the impact of the cyclone on the previously assessed sites. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Integrated Catchment Management cont.

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Q1&2 Commentary |
|--|---------------------|----------|-------------------------------|-------------------------------|----|---------------------|--------|--|
| Sediment load in tonnes per year in receiving waterbodies (streams/rivers and estuaries). (Source: 20 ISCO automated sediment samplers in priority catchments with highly erodible land) | Reducing load | n/a | n/a | Off track | | n/a | ● | ISCO sediment sampling has been disrupted due to staff shortages and the loss of some sites during Cyclone Gabrielle. Unfortunately, this means the annual load cannot be calculated. NIWA has reviewed the ISCO network and made some recommendations to make it easier to manage in the long term, and to provide a more continuous rather than event-based record of sediment loads. The plan is to rebuild the network implementing these recommendations in a staged approach (due to cost and resourcing) but that means region-wide estimates of sediment loads is likely to take a few years to realise. Future estimates will be focused on areas where the changes are progressively made. |
| Annual water use efficiency campaign is delivered | Achieve | Achieved | Achieved | Achieved | | n/a | ● | Public facing <i>Know Our Water</i> summer campaign was launched in Q2 as a joint initiative with the five Hawke's Bay councils. The campaign will be reinitiated in spring 2023. |
| Number of Ecosystem Prioritisation sites protected per annum | 3 new, 7 maintained | n/a | 4 new, 8 maintained | 4 new, 8 maintained | | 4 new, 8 maintained | ● | Deer fencing, pest plant control, and planting is underway at 4 new Priority Ecosystem sites with a further 5 sites in the process of being finalised. Eight existing sites are receiving maintenance pest control work, including pest plants and feral ungulate control. |
| Maintain and implement current Regional Pest Management Plan (RPMP) and prepare an Operating Plan and Annual Report in accordance with the Biosecurity Act | Achieve | Achieved | On track | On track | | n/a | ● | 2022-2023 Operating Plan and 2021-2022 Annual Report were presented to Environment & Integrated Catchments Committee in September 2022. Activities are slightly behind schedule as some staff were supporting our emergency operations centre after Cyclone Gabrielle. |
| Area of predator control per annum | 10,000ha | n/a | 14,600ha (Whakatipu Māhia) | 14,600ha (Whakatipu Māhia) | | 14,600ha | ● | Cyclone Gabrielle caused significant challenges for the project with roading issues limiting travel between Napier and Māhia. Little operational work has occurred this quarter. Additional resourcing from PF2050 Ltd has meant animal pest contractors will be brought in to help with the mop up and 'proof of absence' work. These contracts are expected to start in June 2023. The project team continue to scope what transitioning the project to an external organisation could look like. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Asset Management

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Q1&2 Commentary |
|---|-------------------------|----------|----------|-----------|----|------------|--------|--|
| Major flood protection and control works maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan and annual works programme: 1. An annual maintenance programme is prepared and delivered. 2. Annual capital programme is prepared and delivered | Achieved | Underway | Underway | Off track | | n/a | ● | 1. Annual maintenance programme has been developed with a contract in place with the Works Group to deliver the programme. Work is behind schedule as a result of cyclone Gabrielle with the focus on immediate recovery and limited access to assets. 2. IRG projects have been put on hold due to focus on stopbank repairs through the Rapid Response team. It is unlikely that the IRG projects will be completed to programme this financial year. |
| Following a flood event, affected areas are surveyed and repairs are programmed: 1. Following a major flood event, a flood report will be compiled within 6 months of the event 2. Major event report outcomes incorporated into AMP | Achieved | Achieved | n/a | n/a | | n/a | ● | Inspections and surveys are being undertaken post-Cyclone Gabrielle. A new Delivery team has been created to undertake repairs on damaged assets. It is expected that the full repair programme will take a number of years to complete. Cyclone Gabrielle flood reviews we've started. Due to the size of the event, it is expected that the review will be completed in 12 months rather than 6 months. |
| Ecological Management and Enhancement Plans (EMEP) are implemented | Achieved | On track | On track | Off track | | n/a | ● | EMEPs are being reviewed and implemented where possible. This includes the development of the Heretaunga Plains Rivers Re-vegetation Strategy and improvements to gravel management associated with introduction of the global consents, and Tangata Whenua Gravel Operational Groups for the Tūtaekurī, Ngaruroro, and Tukituki rivers. |
| Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year | 98% | n/a | 98% | n/a | | n/a | ● | Due to a repeater fault during Cyclone Gabrielle a number of sites were off air for approximately 5 days until power was restored but all data has been subsequently retrieved. |
| Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan | Implementation on track | Underway | Underway | Underway | | n/a | ● | The Regional Water Assessment has been delayed. The consultant is due to complete their report next quarter, and this along with key recommendations will be presented to the Executive team for prioritisation. |
| Regional Parks and HBRC trails are maintained as per Council's Asset Management Plan | Achieved | n/a | Achieved | Off track | | n/a | ● | All parks and parts of the HBRC trails were closed for repairs following Cyclone Gabrielle. Repairs have been completed or are in progress. The maintenance programme was not completed due to wet conditions. |
| HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans | Achieved | Underway | Underway | Underway | | n/a | ● | The wet season has led to significant plant pest growth and logging at Tūtira is likely to be delayed until next summer due to the wet ground conditions. On the positive side, it has enabled good establishment of commercial and native plantings. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Emergency Management

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Q1&2 Commentary |
|--|---------------|----------|----------|----------|----|------------|--------|--|
| A 10-yearly Hazard Research Plan is approved by and reported on annually to the CDEM Group Coordinating Executives Group (CEG) and hazard information is publicly available on the Hawke's Bay Hazard Portal | Achieve | On track | On track | On track | | n/a | ● | The current Hazard Research Plan is approved by the CEG. Hazard information is maintained on Hawke's Bay Hazard Portal gis.hbrc.govt.nz/Hazards/ . The impacts staff availability post Cyclone Gabrielle will impact on the work in this area moving forward. |
| Percentage of surveyed residents that can identify 3 of our top 5 hazards; earthquake, tsunami, volcanic, pandemic or flooding (source: 2-yearly SIL Perception Survey) | >50% | n/a | n/a | n/a | | n/a | ● | Survey was planned for Q4, however this is likely to be delayed due to Cyclone Gabrielle. |
| An operative Group Plan under the CDEM Act 2002 is in place, reported on annually and reviewed within statutory timeframes by the Joint Committee | Achieve | n/a | n/a | n/a | | n/a | ● | No reporting required this quarter. We are still awaiting the release of the Emergency Management Bill which will impact on this work. It is understood the Bill is likely to be introduced in the House before the election. |
| A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group | Achieve | On track | On track | On track | | n/a | ● | A two-year Group Work Programme was approved by the CEG - and endorsed by the Joint Committee this quarter. Progress will be reported at the CEG meeting in late May 2023. Following the cyclone response, staff are still committed to closing off outstanding response matters and ensuring the Group is able to respond to further events. It is likely that the work programme will need a significant review. |
| A 5-yearly independent assessment of CDEM Group's capability is completed and shows continuous improvement | No assessment | - | - | - | | - | ● | No assessment required this year. |
| Percentage of surveyed residents prepared to cope for at least three days or more on their own (source: 2-yearly SIL Perception Survey) | >50% | n/a | n/a | n/a | | n/a | ● | Survey was planned for Q4, however this is likely to be delayed due to Cyclone Gabrielle. |
| HBRC provides support to the Hawke's Bay CDEM Group in accordance with a service level agreement | Achieve | On track | On track | On track | | n/a | ● | As the administrative authority for the Hawke's Bay CDEM Group, HBRC has provided support to the Group in accordance with an agreed roles and responsibilities matrix. HBRC has fully supported the Group's recent responses. |
| Maintain established team, training, procedures including Emergency Operations Centre Manual and Business Continuity Plan | Achieve | On track | On track | On track | | n/a | ● | This was tested during Cyclone Gabrielle response and any issues will be identified for corrective actions during the review process. |

Organisational Performance Report: Q3 2022-2023

Level of Service Measures

Transport

| Measure | Target | Q1 | Q2 | Q3 | Q4 | YTD Result | Status | Q1&2 Commentary |
|--|------------------------------|--------------------------------|----------|----------|----|------------|---|---|
| Adopted Regional Land Transport Plan (RLTP), Regional Public Transport Plan and Regional Cycling Plan in place | Achieve | Achieved | Achieved | Achieved | | n/a |  | Review of the RLTP has begun with adoption due in 2024. All plans can be found at hbrc.govt.nz , search: #aboutplans |
| Percentage of the Hawke's Bay population that use public or active transport for work or education | Increasing trend | n/a | n/a | n/a | | n/a |  | Other than using Census data, we are still aiming to find alternative ways to track this measure. |
| Incidence of deaths and serious injury crashes in our region (per 100,000 people) | Decreasing trend | Tracking above rolling average | | n/a | | n/a |  | Provisional results from Waka Kotahi for July to December 2022 are 11 deaths and 66 serious injuries for the Hawke's Bay region. Results for January to June 2023 will be available after year end. |
| Annual patronage on the Hawke's Bay bus services | Maintain or increasing trend | 125,147 | 110,657 | 73,397 | | 309,201 |  | Cyclone Gabrielle disrupted the goBay service. Between 14 - 28 February, the service did not operate due to road closures, power outages, and driver displacement. From 1 March, goBay resumed suburban services, including MyWay, but did not operate intercity commuter services due to ongoing road closures and extreme congestion. |
| Percentage of urban households within 400m of a regular bus route | 100% Hastings urban area | 100% | 100% | 100% | | 100% |  | MyWay, the on-demand public transport trial, services urban households in the Hastings area within 200m. The service operates between 6am-6pm, Monday to Friday. |

Organisational Performance Report: Q3 2022-2023

Activity Reporting

by group of activity

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

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

Performance Summary

Non Financial (by 30 activities)





Financial (by 58 cost and income lines)





Organisational Performance Report: Q3 2022-2023

Governance and Partnerships

Community Representation and Leadership

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

Tangata Whenua Partnerships

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





Regional Development

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

Organisational Performance Report: Q3 2022-2023



Governance and Partnerships contd

Community Sustainability

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

Policy and Regulation




Policy Planning

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

Organisational Performance Report: Q3 2022-2023

Policy and Regulation contd

Consents

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

Compliance and Pollution Response

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





Maritime Safety

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





Organisational Performance Report: Q3 2022-2023

Integrated Catchment Management

Environmental Information

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





Environmental Science

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




Organisational Performance Report: Q3 2022-2023

Integrated Catchment Management contd

Catchment Management

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



Biosecurity and Biodiversity

| Type | Status | Commentary |
|-----------------------|---|---|
| Non financial |  | The cyclone impacted at different levels, causing delays or changes in workstreams across the region. In total, 21 Priority Ecosystem Sites are being developed or undergoing maintenance, and 102ha planted through 1Billion Trees this season. Wetland monitoring is halfway with 5 monitored to date. Pest plant focused on privet, Old Man's Beard, Chilean Needle grass, Woolly Nightshade, and wilding conifers control co-funded by MPI. Pest animal focused on possum control in urban areas, and in northern HB with DOC where funding was received for this work. Aerial rook control used new technology to target rookeries. Rats were a focus for public enquiries. eDNA sampling showed new marine pest to HB but physical surveys showed no presence. Marine High Risk Site Surveillance due soon after development with NIWA/MPI. No new biocontrols this quarter but a process to liaise with iwi groups about biocontrol has started. |
| Operating expenditure |  | Underspent by 20% (\$691k). For biodiversity, this quarter's budget is typically allocated to site preparation, and we spend most of the budget in the final quarter, which is planting season. Regarding biosecurity, we are on track to spend the budget and deliver our work programmes up to the end of the year. For biosecurity, we are on track to spend the budget and deliver our work programmes up to the end of the year. |
| Other revenue |  | Over budget by 33% (\$183k) due to grants received that weren't originally in the budget (eg Department of Conservation's <i>Jobs for Nature</i>). |

Organisational Performance Report: Q3 2022-2023





Integrated Catchment Management contd

Catchment Policy Implementation

| Type | Status | Commentary |
|-----------------------|---|--|
| Non financial |  | Post Cyclone Gabrielle, the Catchment Policy Implementation team evolved into a Rural Recovery Team. Discussions continue as to the process and timing for transitioning FEMPs into Fresh Water Farm Plans. Catchment Group engagement and alignment to Rural Community Hubs were established in the aftermath of Cyclone Gabrielle and is one of the two foundations in developing a Rural Recovery Strategy. These foundations will continue to deliver on key objectives and priorities from Catchment Policy Implementation. |
| Operating expenditure |  | Operating expenditure is underspent by 16% (\$104k) due to delays in recruitment of catchment advisors to support catchment groups and delays caused through the impact of Cyclone Gabrielle. Projects and activities are expected to correct before the end of the financial year. |

Asset Management

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

| Type | Status | Commentary |
|-----------------------|---|---|
| Non financial |  | This activity is managed by Scheme managers in the Operations team. Maintenance work was carried out as per contract. Continuing delays were due to wet conditions and significant interruption due for assessment and repairs following Cyclone Gabrielle. Staff have been involved in priority cyclone response. Work continues on the Strategic Enterprise Asset Management system continues its development, and is expected to improve efficiency and reporting. Focus for this ICT is on asset mapping and information as part of the implementation. |
| Operating expenditure |  | Underspent by 21% (\$1.15M) due to delays in maintenance contract with some work not able to be completed. |
| Capital expenditure |  | Underspent by 65% (\$9.6M) due to some construction projects being affected by wet conditions, and delays on planning and consenting. |
| Other revenue |  | This revenue is under budget by 23% (\$1.09M) due to delayed payments for IRG funding for flood protection works. This work has been delayed due to wet weather events and payments are made relating to completed work. |

Organisational Performance Report: Q3 2022-2023

Asset Management contd

Flood Risk Assessment and Warning

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





Open Spaces

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




Organisational Performance Report: Q3 2022-2023

Asset Management contd

Coastal Hazards

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

Regional Water Security

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

Organisational Performance Report: Q3 2022-2023

Emergency Management

Hawke's Bay CDEM Group

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

HBRC Emergency Management

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





Organisational Performance Report: Q3 2022-2023

Transport

Transport Planning and Road Safety

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

Passenger Transport

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

Organisational Performance Report: Q3 2022-2023

Corporate Services

Strategy & Governance

| Type | Status | Commentary |
|-----------------------|--------|---|
| Non financial | ● | Most of the Strategy and Governance team were deployed to help with the regional response for six weeks following the cyclone event. A number of planned Council and Committees meetings were cancelled in this quarter, however there were 4 meetings of Council, including 2 extraordinary meetings, 5 council briefing sessions, 1 All Governors forum and 3 committee meetings. There were 37 LGOIMA requests (vs 24 last quarter). Our senior project manager was seconded to the Regional Recovery Programme and a vacancy in our Governance team has been filled. Highlights included the Q2 2022-23 Organisational Performance Report and progression with the Annual Plan 2023-2024. |
| Operating expenditure | ● | This budget was underspent by 24%. This was largely due to a timing issue with budgeted consultancy costs for the Long Term and Annual plans, and strategy execution that has not been incurred yet. Internal time has not been at the budgeted level as the team was not at full capacity. |

Information and Communications Technology (ICT)

| Type | Status | Commentary |
|-----------------------|--------|---|
| Non financial | ● | Several ICT staff supported Auckland Council during the Anniversary Weekend floods, and then the entire team were deployed in Cyclone Gabrielle response roles. Further work commenced in March to organise, cleanse, and secure information collected during the cyclone response. As we moved into recovery, processes were design for new activities, such as silt collection, rapid design and deployment of technology solutions to support recovery work, such as asset inspection tool, analysis and reporting for recovery activities. A network and technology infrastructure for regional recovery agency was established. A significant milestone in this quarter was the public sharing of the Regional LiDAR 2020 dataset. Other tasks completed by the ICT teams were mostly on track with workplans. |
| Operating expenditure | ● | Underspent by 18% (\$1.06M). Project costs are lower than forecast, but are also largely attributed to the phasing of costs and are not expected to cause delays to progress. |
| Capital expenditure | ● | Underspent by 50% (\$741k). The majority of the underspends across ICT workstreams are due to the phasing of costs throughout the year. |

Communications and Engagement

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

Organisational Performance Report: Q3 2022-2023

Corporate Services contd

People and Capability

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

Māori Partnerships

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





Risk, Quality and Assurance (RQA)

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




Organisational Performance Report: Q3 2022-2023

Corporate Services contd

Corporate Support

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

Finance, Treasury, and Procurement

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

How Metrics are Calculated

Employee count (p 7) is the total count of all staff employed by HBRC. This includes staff employed on casual and fixed term (eg students) contracts. This is calculated as at the end of the quarter.

Full time equivalents (FTE) (p 7) are the total FTEs as at the end of the quarter. Staff employed on casual contracts are counted as a 0 FTE.

Turnover (p 7) is calculated by averaging the staff count (previous end of quarter staff + current end of quarter staff divided by 2). This is then divided by the number of resignations. Only resignations of permanent staff are included in this figure.

Health and Safety Incidents (p 8) are all the incidents reported in HBRC's health & safety software Hasmate.

Communications Log (p 9) tracks media queries and team activity by type, logged by staff on SharePoint.

Website and social media (p 9) data is sourced from Google and Facebook analytics.

LGOIMA (p 10) are all the LGOIMA requests that are registered in our LGOIMA register on SharePoint.

Vehicle number, fuel usage and fuel CO₂ emissions (pp 11 & 12) data is provided by our internal systems and our fuel suppliers.

Energy usage and energy CO₂ Emissions (pp 11 & 12) data is provided to HBRC by our energy suppliers.

Air Travel (p 11) data is provided to HBRC by our travel agent.

