

Arotake Tuatoru 2019/20

Performance Monitoring Report

July 2019 to March 2020



Thriving together - mō te taiao, mō ngā tāngata

The way we work

We provide great customer service

We honour our obligations to Māori

We deliver value to our ratepayers and our customers

We continually seek opportunities to innovate and improve

We look to partnerships for best outcomes

We use robust information, science and technology

Strategic challenges

Different priorities and issues across the region

The implications of changing climate

Limitations of our natural resources

Sustaining development across the region

An increasingly complex operating environment

Ensuring Māori participation in council decision making

Balancing the expectations of both national and local partners

COMMUNITY OUTCOMES

OBJECTIVES

A healthy environment

We will maintain and enhance our air, land, freshwater, geothermal, coastal resources and biodiversity for all those who live, work and play within our region. We support others to do the same.

1. We develop and implement regional plans and policy to protect our natural environment.
2. We manage our natural resources effectively through regulation, education and action.
3. We work cohesively with volunteers and others, to sustainably manage and improve our natural resources.
4. Our environmental monitoring is transparently communicated to our communities.

Freshwater for life

Our water and land management practices maintain and improve the quality and quantity of the region's fresh water resources.

1. Good decision making is supported through improving knowledge of our water resources.
2. We listen to our communities and consider their values and priorities in our regional plans.
3. We collaborate with others to maintain and improve our water resource for future generations.
4. We deliver solutions to local problems to improve water quality and manage quantity.
5. We recognise and provide for Te Mana o Te Wai (intrinsic value of water).

Safe and resilient communities

Our planning and infrastructure supports resilience to natural hazards so that our communities' safety is maintained and improved.

1. We provide systems and information to increase understanding of natural hazard risks and climate change impacts.
2. We support community safety through flood protection and navigation safety.
3. We work with our partners to develop plans and policies, and we lead and enable our communities to respond and recover from an emergency.
4. We work with communities and others to consider long term views of natural hazard risks through our regional plans and policies.

A vibrant region

We work with our partners and communities to achieve integrated planning and good decision-making. We support economic development, understanding the Bay of Plenty region and how we can best add value.

1. We lead regional transport strategy and system planning, working with others to deliver a safe and reliable public transport system.
2. We contribute to delivering integrated planning and growth management strategies especially for sustainable urban management.
3. We work with and connect the right people to create a prosperous region and economy.
4. We invest appropriately in infrastructure to support sustainable development.

Our values

Trust

Integrity

Courage

Manaakitanga

Kotahitanga

Whanaungatanga



Contents

Rārangi Kaupapa

<i>Executive summary</i>	4
<i>Financial Performance - Ngā whakatutukitanga ahumoni</i>	7
<i>Service Delivery Performance - Ngā whakatutukitanga-a-ratonga</i>	15
<i>Health and safety - Te Hauora me Te Haumaru</i>	20
<i>People and culture - Pūmanawa Tangata</i>	22



Executive summary

Arotake Tuatoru 2019/20 report is Council's performance monitoring report for the third quarter, January to March 2020.

The report provides highlights of work that was delivered through the quarter, and an update on financial and non-financial performance compared to what was agreed through Council's Long Term Plan 2018-2028, and Annual Plan 2019/20.

COMMUNITY OUTCOMES IN ACTION

Our work is focused on delivering our Community Outcomes and the wellbeing of our community. Significant progress was made across a number of projects and service delivery areas.

Highlights from the past quarter include:

- **Kaituna River redirection and Maketu Estuary enhancement** – Construction work began in June 2018 and its completion was publicly celebrated with karakia and a ribbon-cutting ceremony to mark the opening of new re-diversion control gates on 12 February 2020. Through the delivery of this project we are making Te Awa o Ngātoroirangi/the Maketu Estuary healthier for people to swim and fish in. We have restored up to 20 percent of the Kaituna River's freshwater flows into the estuary and we have also re-created 20 hectares of wetlands around the estuary margin, to help filter nutrients and create breeding areas for birds and fish. Working closely with our community, together we have delivered this \$16.6 million project on budget, and five months ahead of schedule.
- **Maritime Oil Spill response** – Bay of Plenty Regional Council staff worked to contain an oil spill at Sulphur Point in Tauranga in late March. An estimated 2,000 litres of oily sludge is believed to have been discharged after a vegetable oil bladder on board a vessel had spilled to the vessel bilge. Regional Council staff deployed booms and other spill equipment ensuring the majority of oily waste was recovered.
- **Passenger Transport** – Bus patronage over the period of this report was 2,076,330. This represented significant growth on the same period last year. The quarter saw the introduction of the fare-free trial for Tauranga School Bus Services and the trial of Regional Tertiary/Commuter services, which have proved popular, resulting in strong growth in patronage

amongst school bus users. However, patronage declined at the end of March as the impact of COVID-19 grew, culminating in the Government's shift to Level Four (lockdown) status on 26 March. At that point, service delivery shifted to supporting transport needs for essential workers. The outlook for the last quarter of the year is unclear due to uncertainty around the duration of the various alert levels. There is a decrease in patronage and therefore fare revenue, however an additional subsidy from NZTA will address the majority of our loss of fare revenue to 30 June 2020.

- **Flood Protection and Drainage Bylaws** – Council released the Flood Protection and Drainage Bylaws 2020 Statement of Proposal for consultation in March 2020. The Bylaws are a critical part of protecting our flood protection and land drainage assets: stopbanks, floodways, pump stations, drains, and canals. These assets are necessary to protect the community in times of flooding. It is important that the public has a chance to make a submission on the proposed changes to the bylaws, which is why Council decided to proceed with the consultation even while COVID-19 is having a significant impact on the region.
- **The Rangitāiki Floodway Project** – this is a multi-stage project designed to take pressure off the flood-prone Rangitāiki River. At the Council meeting on March 24, Council directed staff to undertake targeted consultation on Stage 6 of this project with the community who are most directly impacted by the project New bullet point.

SERVICE DELIVERY PERFORMANCE

The emergence of COVID-19 has impacted a number of results for Quarter Three and is forecast to impact on our achievement of some of our service delivery targets at year end. For more information please see the Service Delivery Performance section of this report.

Highlights over the quarter include the number of replaced non-compliant burners in the Rotorua Airshed that have been attributed to the Rotorua Air Quality programme and the percentage of discounts issued due to Council exceeding the statutory processing timeframe for consents, both of which are ahead of the full year target.

In the Emergency Management activity, current status on the service delivery measures is currently not available at this time due to the activation of the Group Emergency Coordination Centre (GECC). The GECC has been operating since 13 March and delivering the level of service needed.

IMPACT OF COVID-19

The outbreak of COVID-19 is having far-reaching effects across the globe, in New Zealand, and within the Bay of Plenty. At the time this report was being prepared (early May), New Zealand was at Level Three (Restrict) status, with the vast majority of the population directed to remain at home for a significant period. Large sectors of the economy are experiencing significantly reduced activity, with the likelihood that this will continue for some time to come. Central Government has taken strong steps to respond to COVID-19 and we are fully supporting the Government's actions.

As the impact of COVID-19 grew, Council undertook preparations including testing our Information Technology capabilities to enable staff to work from home. When the Government shifted to Level Four (Lockdown) on 26 March 2020, we restricted our service delivery to the essential and priority services we provide our community and increased resourcing where needed, such as through the delivery of Civil Defence Emergency Management services.

To lessen the financial impact of COVID-19 on our community, Council signalled its intent to work towards a zero percent increase to general rates and to retain our current RMA section 36 Fees and Charges for 2020/21. In addition, some rates postponement for quarter four rates instalments is anticipated in particular for some ratepayers in the Rotorua Lakes and Kawerau districts to assist members of our community experiencing financial hardship due to COVID-19.

Where possible staff are progressing work where direct person to person contact is not required and this will continue until such time as the restrictions are changed. As New Zealand works through the different levels (Three, Two, One, and eventually none) we will work quickly and in collaboration with central and local government to reinstate our services and support the region to recover from the social and economic impacts of the virus.

PERFORMANCE SUMMARY - QUARTER THREE

During 2019/20, we are due to monitor and report on 33 performance measures. At the end of quarter three:

- 18 measures are forecast to achieve their end of year targets. (55%)
- 7 measures are not on track, and are forecast to be at risk of not achieving the target by the end of the year. (21%)
- 6 measures are reported on annually or are not due for reporting yet and results will be reported on when data is available. (18%)
- 2 measures have no data available due to changes to the Regional Economic Development activity that the measures relate to. (6%)

PEOPLE AND CULTURE

Collective bargaining concluded during the quarter and a new Collective Employment Agreement has been ratified. Council has reprioritised work with the People Plan to increase the capability to support staff in the changing environment of COVID-19.

HEALTH AND SAFETY

Several actions have been taken to mitigate the Health and Safety impact of COVID-19. For details regarding the actions taken, please see the Health and Safety section.

There was one notifiable event this quarter which involved a contractor who caught their finger between a gate and a culvert while preparing to remove an existing floodgate.

FINANCIAL PERFORMANCE

Council has re-calibrated the financial forecast to 30 June 2020 to incorporate the disruption of COVID-19.

As a result Council is forecasting a year end operating surplus of \$1.3 million, which is a change of \$11.0 million from the budgeted deficit of \$9.7 million. A significant portion of this is non-COVID-19 related, as \$6.0 million of the budgeted underspend relates to Rotorua Lakes land use change incentives programme not having the expected uptake. Council is forecasting \$2.2 million of COVID-19 related operating expenditure underspend, largely because of decreased contractor and consultancy work and staff costs. Council is forecasting \$0.65 million decrease in operating revenue as a result of COVID-19 impacts such as less compliance monitoring and harbour dues.

Council is forecasting capital expenditure of \$37.7 million; this is \$22.0 million lower than budget. \$9.2 million of this underspend relates to work under the Rivers and Drainage activity, this forecast includes known COVID-19 related impacts.

The adjusted delivery programme and change to the plans for Wallingford house have contributed \$8.1 million to the total capital forecast underspend. It was agreed, at the December Council meeting, to carry forward \$8 million through the Annual Plan 2020/21. A further \$1.0 million related to Regional House has been deferred due to COVID-19 and works being delayed.

<i>Summary financial performance</i>	YEAR TO DATE \$000			FULL YEAR \$000			
	BUDGET	ACTUAL	VARIANCE	BUDGET	FORECAST	VARIANCE	
Operating revenue	108,317	107,950	(367)	134,111	132,203	(1,908)	Lower
Operating expenditure	99,041	90,168	8,873	143,769	130,868	12,901	Lower
Total operating surplus (deficit)	9,276	17,782	8,506	(9,658)	1,335	10,992	Favourable
Capital revenue	4,388	7,111	2,723	6,872	9,009	2,136	Higher
Capital expenditure	41,453	26,850	14,603	59,719	37,706	22,013	Lower



Financial Performance

Ngā whakatutukitanga ahumoni

*To achieve our Annual Plan 2019/20
Community Outcomes we need to deliver
our work programmes efficiently and effectively.*

We regularly monitor, evaluate and forecast our financials and key performance indicators to enable timely, accurate and targeted performance information for key decision making processes. The following provides an update on our financial performance for the nine months ending 31 March 2020, and a forward view of our financial position reflecting the likely scenario of the impact of COVID-19 to 30 June 2020.

STATEMENT OF REVENUE AND EXPENSE BY CLASS - OPERATING AND CAPITAL

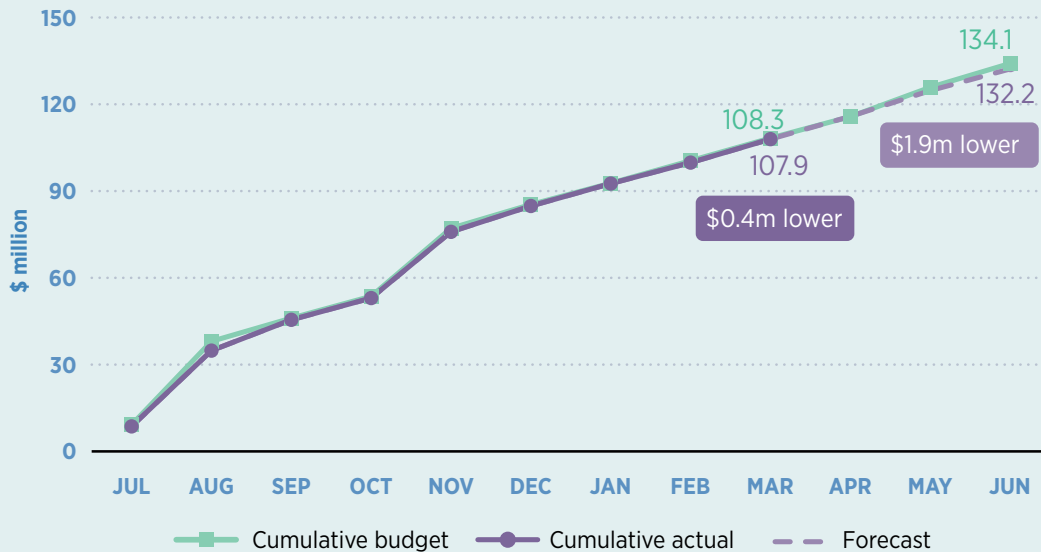
The statement provides year to date financials for the nine months ending 31 March 2020, and annual (full year) forecast to 30 June 2020.

	YEAR TO DATE \$'000				FULL YEAR \$'000			
	BUDGET	ACTUAL	VARIANCE \$		BUDGET	FORECAST	VARIANCE \$	
OPERATING REVENUE								
Rates	42,966	42,966	0	-	56,913	56,913	0	-
Dividends	32,200	32,186	(14)	Lower	32,200	32,186	(14)	Lower
Finance revenue	9,720	9,985	265	Higher	12,964	12,351	(613)	Lower
Fees and charges	9,128	8,811	(317)	Lower	11,566	9,928	(1,638)	Lower
Other revenue	14,303	14,002	(301)	Lower	20,468	20,825	357	Higher
Total operating revenue	108,317	107,950	(367)	Lower	134,111	132,203	(1,908)	Lower
OPERATING EXPENDITURE BY CLASS								
Employee expenses	29,545	26,825	2,720	Lower	40,327	37,776	2,551	Lower
Contractors and consultants	33,878	30,720	3,158	Lower	47,428	46,129	1,299	Lower
Finance costs	7,480	6,498	982	Lower	9,983	8,740	1,243	Lower
Other expenditure	28,138	26,125	2,013	Lower	46,031	38,224	7,807	Lower
Total operating expenditure	99,041	90,168	8,873	Lower	143,769	130,869	12,900	Lower
Total operating surplus (deficit)	9,276	17,782	8,506	Favourable	(9,658)	1,334	10,992	Favourable
Total capital revenue	4,388	7,111	2,723	Higher	6,872	9,009	2,136	Higher
Total capital expenditure	41,453	26,850	14,603	Lower	59,719	37,706	22,013	Lower

The following pages 9 - 11 provide variance analysis for revenue and expenditure, culminating in Councils reserves forecast to 30 June 2020, on page 12 of this report.

Operating Revenue

The graph shows annual full year budget against actuals (months one to nine) and financial forecast (months 10 to 12).



TOP 5 VARIANCES	YEAR TO DATE \$000				FULL YEAR \$000				
	ACTIVITY	BUDGET	ACTUAL	VARIANCE		BUDGET	FORECAST	VARIANCE	
Rotorua Lakes	6,933	5,867	(1,066)	Lower		10,822	8,654	(2,169)	Lower
Emergency Management	2,929	2,677	(252)	Lower		3,574	3,878	304	Higher
Regulatory Compliance	4,153	4,138	(16)	Lower		5,705	5,314	(391)	Lower
Passenger Transport	22,881	22,317	(564)	Lower		30,020	29,705	(315)	Lower
Finance and Corporate Planning	10,572	10,757	184	Higher		2,948	2,255	(693)	Lower

FULL YEAR FORECAST VARIANCE EXPLANATIONS - OPERATING REVENUE

Rotorua Lakes: \$2,169k lower

Funding from the Ministry for the Environment is lower than budget as a result of forecast lower expenditure for land use change incentives. This has been carried forward to 2020/21.

Emergency Management: \$304k higher

Due to the unexpected event of Whakaari White Island higher recovery revenue from the Crown of \$200k has been received. Further revenue of up to \$80k is being received from the Crown for the Integrated Training Framework.

Regulatory Compliance: \$391k lower

Resource Management charges revenue decrease of \$300k as there is a reduction of compliance monitoring visits due to COVID-19 restrictions.

Passenger Transport: \$315k lower

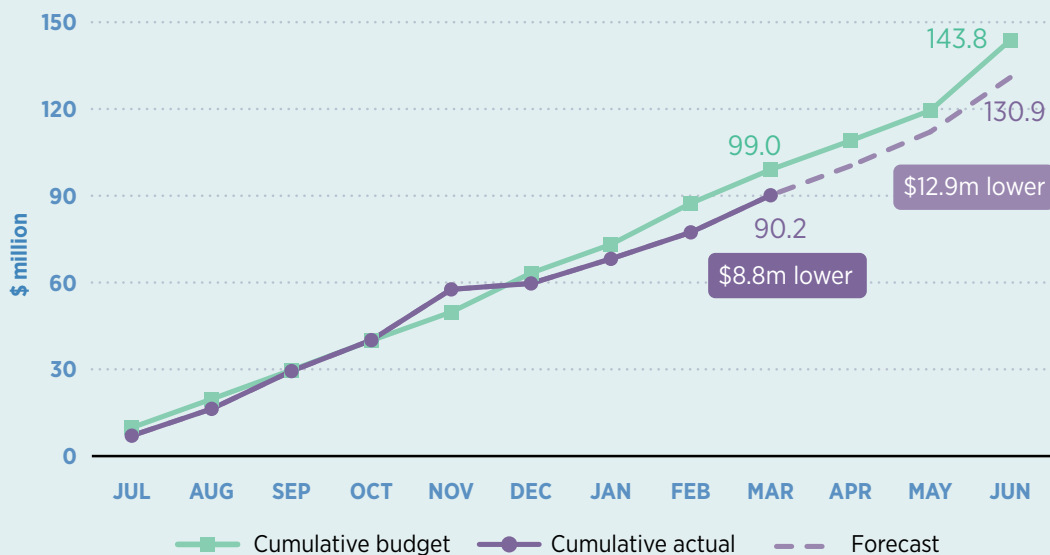
The impact of COVID-19 is significant for patronage and the respective fare revenue, contributing to a forecast fare revenue forgone of up to \$1.5m. However an additional subsidy has been approved by Waka Kotahi NZ Transport Agency which has assisted to offset the majority of our forecast revenue loss from fares.

Finance and Corporate Planning: \$693k lower

External interest is forecast to be \$621k below budget primarily due to lower revenue forecast for the Toi Moana Trust Fund. Also lower internal interest income of \$31k is driven by slower than budgeted capital expenditure, particularly on the Buildings Upgrade Project and Rivers and Drainage. This is offset by lower internal interest expense.

Operating Expenditure

The graph shows annual full year budget against actuals (months one to nine) and financial forecast (months 10 to 12).



TOP 5 VARIANCES	YEAR TO DATE \$000				FULL YEAR \$000			
	ACTIVITY	BUDGET	ACTUAL	VARIANCE	BUDGET	FORECAST	VARIANCE	
Rotorua Lakes	8,232	4,307	3,925	Lower	14,528	7,459	7,069	Lower
Passenger Transport	22,331	20,195	2,136	Lower	29,769	27,928	1,841	Lower
Rivers and Drainage Schemes	9,132	8,145	987	Lower	13,746	12,284	1,463	Lower
Information Technology	5,888	5,264	624	Lower	7,909	7,071	838	Lower
Governance Services	3,493	2,937	557	Lower	4,664	4,102	562	Lower

FULL YEAR FORECAST VARIANCE EXPLANATIONS - OPERATING EXPENDITURE

Rotorua Lakes: \$7,069k lower

\$3.5m of the \$7.0m budget for the land use change incentives has been carried forward to 2020/21, there has been slower uptake of the scheme than anticipated with only \$700k of payments expected to be released. The level of interest in the incentives scheme is expected to rise after the Plan Change 10 appeals process has been concluded, later this year.

Passenger Transport: \$1,841k lower

The forecast underspend is due to a combination of savings and additional costs across the programme. School children bus user safety programme provided by TCC was enabled using existing resources. Additional cost of equipment hire due to the Regional Integrated Ticketing Solution (RITS) delay is offset with forecast underspends in non-passenger transport contract costs, consultancy fees, and lower depreciation charges. We are working through with bus operators minor variable cost adjustments due to COVID-19 (e.g. additional cleaning costs).

Rivers and Drainage Schemes: \$1,463k lower

Additional budget of \$1.2 million was approved by Council in December to cover annual flood damage repairs caused by the July 2019 weather event. While this work has been delayed due to the restricted rock supply, the majority is expected to be completed by 30 June. Although maintenance work did pick up with the stable summer conditions, Level 4 COVID-19 restrictions have temporarily slowed the completion of works supported by contractors.

Information Technology: \$838k Lower

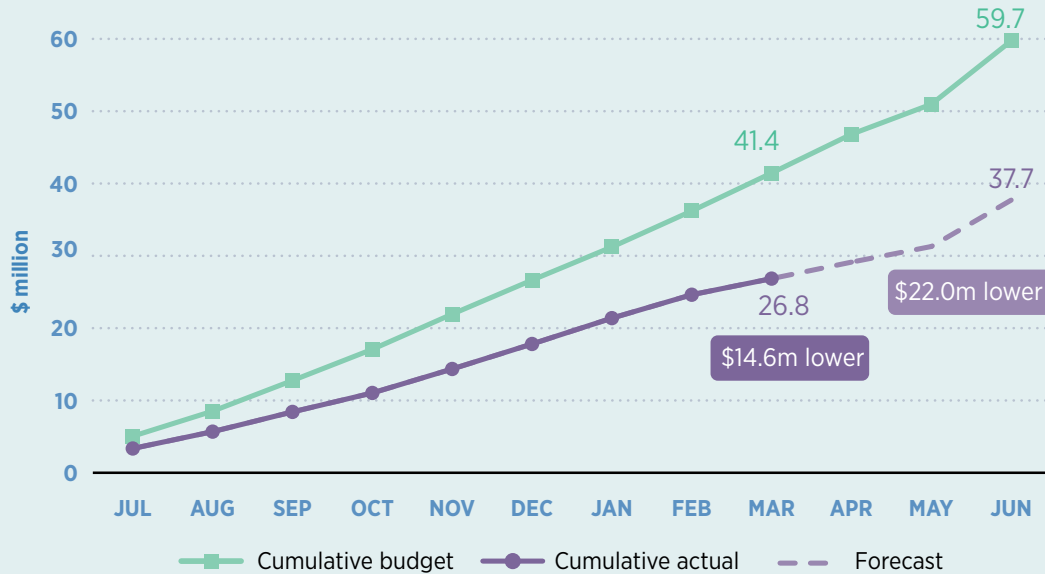
Efficiency savings of up to \$400k have been delivered in relation to the telephony area and license fees. There has been a reduction of \$400k in depreciation due to lower forecast capital spend.

Governance Services: \$562k Lower

There is a lower forecast for consultancy fees of \$250k, a portion of this is due to the delay in the Representation Review. Councillor and staff costs are \$110k lower than expected. Up to \$100k of the forecast underspend relates to operating costs associated with holding remote meetings, and no attendance at conferences, due to social distancing requirements for COVID-19.

Capital Expenditure

The graph shows annual full year budget against actuals (months one to nine) and financial forecast (months 10 to 12).



TOP 5 VARIANCES ACTIVITY	YEAR TO DATE \$000			FULL YEAR \$000		
	BUDGET	ACTUAL	VARIANCE	BUDGET	FORECAST	VARIANCE
Rivers and Drainage	20,169	11,798	8,371 Lower	27,486	18,331	9,156 Lower
Passenger Transport	2,088	561	1,526 Lower	2,101	1,137	964 Lower
Corporate Property	11,567	8,466	3,101 Lower	19,175	9,881	9,294 Lower
Kaituna	3,507	2,456	1,050 Lower	3,983	2,532	1,450 Lower
Information and Communication Technology	2,289	1,863	427 Lower	3,697	2,733	964 Lower

FULL YEAR FORECAST VARIANCE EXPLANATIONS - CAPITAL EXPENDITURE

Rivers and Drainage: \$9,156k lower

Preliminary investigations have indicated that \$1.5m of work on the Duke Street pump station in Ōpōtiki will not be required, significantly lowering the budget forecast. Work is continuing on the Rangitāiki Floodway project, however delays of up to \$2m have been experienced and it is expected that works of approximately \$3.5m will be carried over to 2020/21. While it was anticipated work would catch up during the construction season this has not been possible, partly due to COVID-19 restrictions. The April 2017 Flood Repair works are approximately \$3m behind budget due to the restrictions on rock material availability this summer construction season. Those works will now be carried over to 2020/21.

Passenger Transport: \$964k lower

The RITS ticketing system will not be implemented in 2019/20, the capital implementation costs will be carried forward into 2020/21. The Public Transport Committee will consider staff recommendations to accelerate the project implementation on 25 May 2020. RITS will help us to reinvent our customer touch points (e.g. cashless e-payments) as well as provide a more robust contact tracing solution for COVID-19.

Corporate Property: \$9,294k lower

The adjusted delivery programme and a change to the plans for Wallingford House has resulted in a forecasted underspend of \$7.6m to be carried forward to 2020/21. A further \$850k in relation to the Whakatāne Building will be carried forward to 2020/21. An additional \$1.0m of forecast underspend is due to delays in the Buildings Upgrade Project due to COVID-19.

Kaituna: \$1,450k lower

The Kaituna River Rediversion Project is forecasting an underspend for 2019/20 as planned works were able to be delivered in 2018/19.

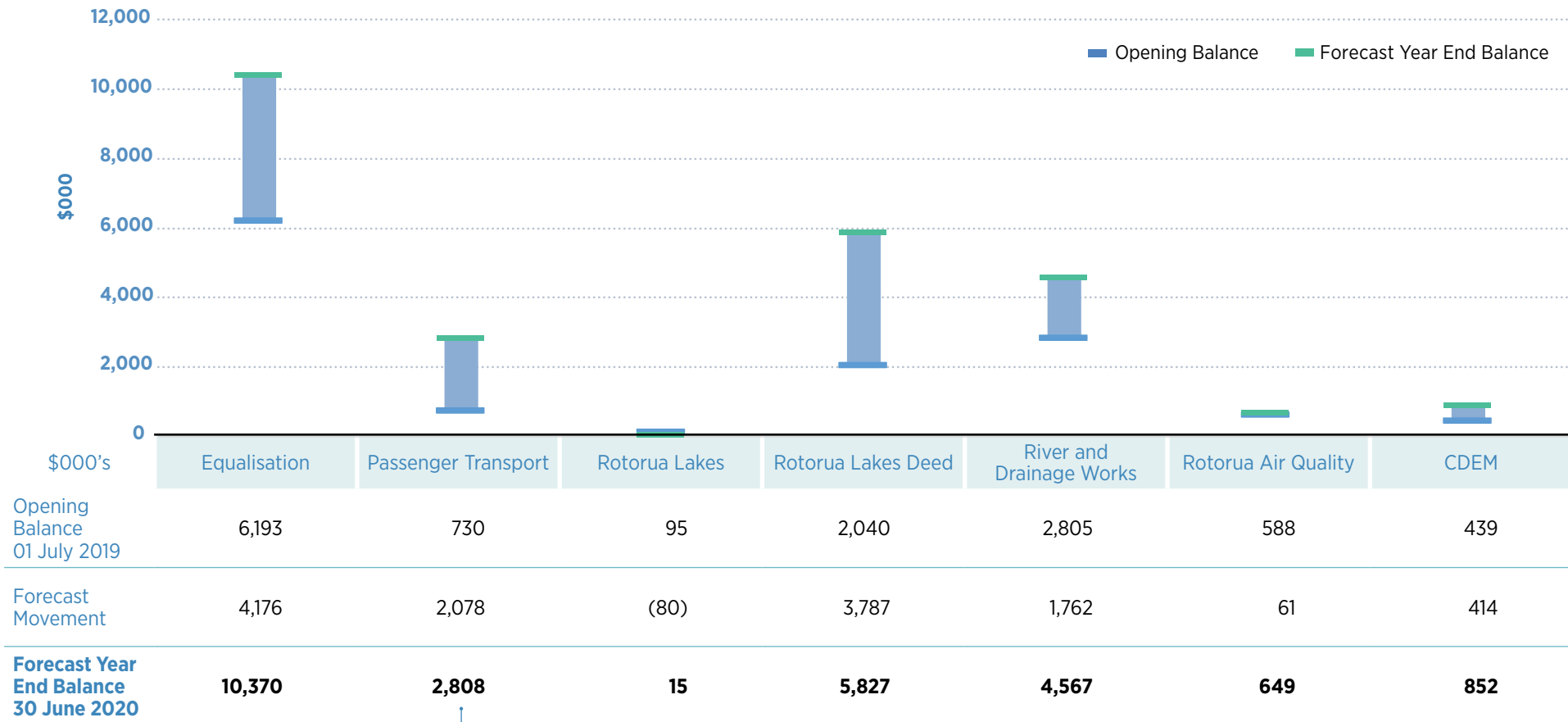
Information and Communication Technology: \$964k lower

Capital projects for systems relating to People & Capability, Emergency Management, Customer Services and Accela totalling \$800k have been delayed with the majority to be carried into 2020/21.

Forecast Funding Sources 2019/20

We regularly monitor, evaluate and forecast our funding sources. We hold a number of reserves where monies are held for specific purposes. The graph below demonstrates what we expect the in-year movement in those reserves to be, and the closing balance as at 30 June 2020.

RESERVE BALANCE



Commentary The forecast closing balances for Passenger Transport are: Tauranga \$1,904k, Rotorua \$532, Western Bay \$296k, Whakatāne \$76k



Treasury Performance Update

INVESTMENTS

Our total investment portfolio is \$193 million plus \$50 million on-lent to Quayside Holdings Limited (Quayside), with the allocation by cash reserve shown in the graph. The \$45 million Toi Moana Fund was transferred to Quayside on 1 July 2019.

The portfolio has an average yield of 2.63%. Council has on-lent \$50 million to Quayside with a margin of 0.2%. This is significantly less than the cost of Quaysides' previous bank funding and is beneficial to the Group.

Forecast interest revenue is \$5.8 million compared to the annual budget \$6.5 million.

BORROWINGS

Council has borrowed \$191 million from the LGFA, with \$50 million on-lent to Quayside. The remaining \$141 million has been borrowed to fund capital expenditure, at 31 March 2020 \$71 million of this is core debt and \$70 million invested in term deposits in line with forecast cash requirements.

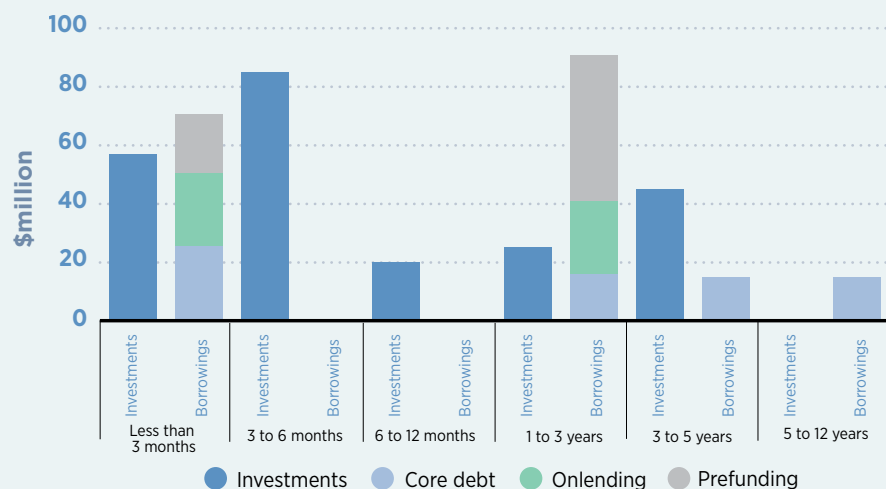
Total interest expense to date is \$2.4 million, with a forecast year end total of \$3.0 million on the \$191 million currently borrowed compared to the annual budget of \$3.5 million on \$161 million borrowing. The average interest rate on borrowing at 31 March 2020 is 1.56%.

**Current
Credit Rating**

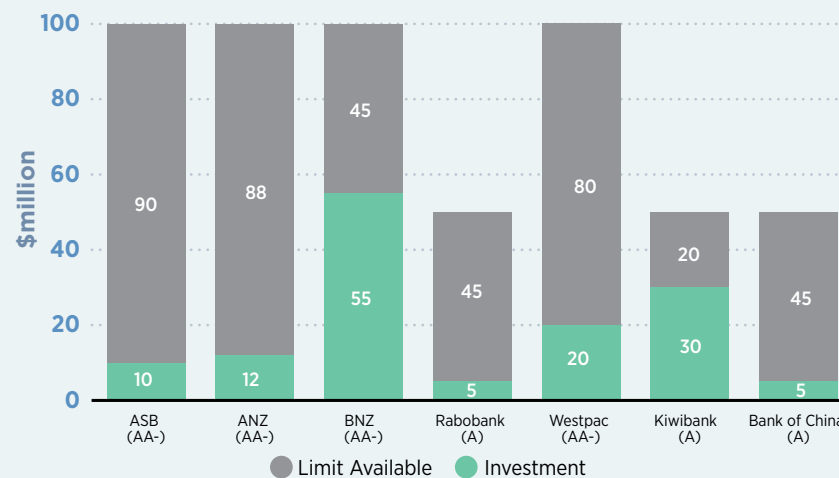
AA

*Reaffirmed at AA with
stable outlook on
January 2020*

MATURITY PROFILE - BORROWINGS AND INVESTMENTS



INVESTMENT EXPOSURE BY COUNTERPARTY



<i>Ratio</i>	<i>Policy Limit</i>	<i>Actual to date</i>	<i>Forecast year end</i>	<i>Compliant with Treasury Policy</i>
% of net interest expense of total revenue	<20%	3%	1%	✓
% of net external debt of total revenue	<250%	-14%	16%	✓
% of net interest of rates and levies	<30%	8%	-3%	✓
% of available financial accommodation of external debt	>110%	208%	178%	✓



Service Delivery Performance

Ngā whakatutukitanga-a-ratonga

Our work is carried out across 33 activities which are organised into nine Groups of Activities. These nine groups deliver the services and infrastructure, and perform the functions that enable us to deliver on the Community Outcomes outlined in our Strategic Framework.

Each of the nine Group of Activities state the levels of service that will be delivered by that Group, and have performance measures and targets set through our Long Term Plan 2018-2028 that indicate how well we are delivering our services to the community.

HIGHLIGHTS

The emergence of COVID-19 has impacted some results for Quarter Three and is forecast to impact on our achievement of the service delivery targets at year end. Council have incorporated the impact of COVID-19 into our end of year forecast, based on our current understanding of the operating environment. We will continue efforts to monitor and deliver progress in the final quarter. Highlights include:

- The number of replaced non-compliant burners in the Rotorua Airshed attributed to the Rotorua Air Quality programme has surpassed the full year target of 200. This has been supported by the regulation coming into effect at 31 January 2020, making non-compliant solid fuel burners illegal to use.
- The percentage of issued discounts due to Council exceeding the statutory processing timeframe for consents is currently at 3.1%, which is better than both the target (<5%) and the 2018/19 end of year result (3.7%).
- Customer satisfaction with response to complaints about Resource Management Act non-compliance is currently at 90% and is better than the yearly target (80%).

PERFORMANCE SUMMARY - QUARTER THREE

During 2019/20, we are due to monitor and report on 33 performance measures. At the end of quarter three, the graph to the right shows that;

- 18 measures are forecast to achieve their end of year targets. (55%)
- 7 measures are not on track, and are forecast to be at risk of not achieving the target by the end of the year. (21%)
- 6 measures are reported on annually or are not due for reporting yet and results will be reported on when data is available. (18%)
- 2 measures have no data available due to changes to the Regional Economic Development activity that the measures relate to. (6%)

QUARTER THREE PERFORMANCE RESULTS BY GROUP OF ACTIVITY



Further details regarding all of the measures current, prior year and end of year forecast status, plus commentary on what impact COVID-19 has had is provided on the following pages.

PERFORMANCE MEASURES 2019/20 - SUMMARY OF RESULTS - QUARTER THREE

Group of Activities	Performance Measure	Full Year 2018/19	Target 2019/20	Quarter 3 2019/20	End of year forecast
Integrated Catchment Management	Number of new Priority Biodiversity Sites actively managed	7	4	5	●
	Monitored river and stream sites that meet the 'Swimmability' requirements (%)	75%	75%	●	●
	Number of Rotorua Lakes that have reached their Trophic Level Index (TLI)	1	2	●	●
Flood Protection and Control	Maintenance, repairs and renewals completed in accordance with the R&D Asset Management Plan (%)	91%	90%	55%	●
	Flood warnings that are given in accordance with the flood warning manual (%)	100%	90%	100%	●
Resource Regulation and Monitoring	Regional Pest Management Plan is maintained, plans for new pest incursions developed and annual reports prepared	100%	100%	100%	●
	Replacement of non-compliant burners in Rotorua Airshed attributed to the Rotorua Air Quality programme	145	200	230	●
	Consent applications issued discounts due to Council exceeding statutory processing timeframes (lower is better)	3.7%	5%	3.1%	●
	Customers who are satisfied overall with the service provided during the consents process (%)	77%	80%	81%	●
	Urgent complaints made to the pollution hotline that are responded to within 12 hours (%)	100%	95%	100%	●
	Customers satisfied with response to substantiated complaints about RMA non-compliance (%)	94%	80%	90%	●
	Monitoring inspections that occur as per the frequency specified by the RMA and BA Charges Policy (%)	77%	85%	78%	●
	Navigation aids rated as 'good' quality or higher (%)	100%	90%	100%	●
Transportation	Oil spills in Tauranga are responded to within 30 minutes and all others are responded to within two hours (%)	100%	95%	100%	●
	Number of passenger transport trips taken in the region	2,712,930	2,877,000	2,076,330	●
	New Zealand Transport Authority Audit recommendations implemented	100%	100%	100%	●
Regional Development	Planning and policy reports that are rated satisfactory or higher (%)	100%	80%	●	●
	Number of visitors to our Regional Parks	106,383	105,000	91,940	●
	Industry stakeholders who are satisfied with Bay of Connections (Biennial) (%)	BIENNIAL	80%	N/A	●
Regional Planning and Engagement	Sector strategies are reviewed and updated every three years	1	1	N/A	●
	Completed Environmental Enhancement Fund projects that have achieved their goals (%)	100%	80%	100%	●
	Council and Committee meeting agendas that are available at least two working days before scheduled meetings (%)	100%	95%	100%	●
	Draft Council and Committee meeting minutes that are published within 10 working days (%)	97%	95%	88%	●
	Regional Planning - Planning and policy reports that are rated satisfactory or higher (%)	100%	80%	●	●
	Level of satisfaction of Komiti Māori that the information provided meets their terms of reference	100%	80%	●	●
	Kaupapa Māori that are raised at Komiti Māori are actioned, resolved & reported (%)	100%	80%	100%	●
Emergency Management	Geothermal - Planning and policy reports that are rated satisfactory or higher (%)	100%	80%	●	●
	Roles that have been identified and staffed for 24 hour operation of the Emergency Coordination Centre (%)	89%	85%	●	●
	Staff identified for roles in the Emergency Coordination Centre that are trained to an appropriate level (%)	64%	85%	●	●
Technical Services	Number of Council delivered initiatives to promote community resilience and safety	8	8	●	●
	Availability of real-time deliverable environmental data through website (%)	98%	95%	98.3%	●
Corporate Services	Number of environmental indicators with online scorecards	7	9	7	●
	Reduction of carbon emissions from building energy use at the Tauranga and Whakatāne sites	NOT ACHIEVED	60%	●	●

*Please refer to the Long Term Plan 2018-2028 for the full title and definition of the performance measures listed in the table above.

● On Track ● Not on track ● Data due later in the year ● Not applicable

PERFORMANCE COMMENTARY

The exception based reporting below provides commentary regarding measures that are currently not on track, or forecasted to be 'at risk' of not being achieved. Council monitors the measures throughout the year to enable proactive action to improve performance.

<i>Group of Activity</i>	<i>Performance Measure</i>	<i>Year to Date Result</i>	<i>Target</i>	<i>End of Year Forecast</i>	<i>Comment</i>
Flood Protection and Control	Maintenance, repairs and renewals completed in accordance with the R&D Asset Management Plan (%)	55%	90%	AT RISK	Performance through the end of Q3 was below target due to a number of factors, such as a shortage of rock. COVID-19 has had little effect on performance through the end of Q3, but will significantly affect performance through Q4 as all but essential maintenance work has been put on hold. It is unlikely the target will be met this year.
Resource Regulation & Monitoring	Monitoring inspections that occur as per the frequency specified by the RMA and BA Charges Policy (%)	78%	85%	AT RISK	Performance was largely on track prior to COVID-19 but is now forecast to be at risk of not being achieved as physical inspections have, and will be, limited for the foreseeable future. A quick de-escalation of the alert levels could make the target achievable if social distancing protocols can be followed for inspections.
Transportation	Number of passenger transport trips taken in the region	2,076,330	2,877,000	AT RISK	Performance through the first two and a half months of Q3 were largely on track, with strong growth in some areas such as Tauranga school bus users. COVID-19 has had major impacts post lockdown and is forecast to rebound slowly over the fourth quarter depending on the Governments move to Alert Level 2. Since 26 March reduced bus services and transportation are primarily operating to support transport for essential workers.
Regional Development	Number of visitors to our Regional Parks	91,940	105,000	AT RISK	Performance was significantly ahead of target up until the escalation of Covid-19 alert levels, at which point daily visitor numbers decreased by 95%. Regional Parks are still open, but only to those who are able to access them by bike or foot. Target is not forecast to be achieved, but a quick de-escalation of the alert levels could make it achievable if May and June visitor numbers return to 2019 levels.

<i>Group of Activity</i>	<i>Performance Measure</i>	<i>Year to Date Result</i>	<i>Target</i>	<i>End of Year Forecast</i>	<i>Comment</i>
Emergency Management	Staff identified for roles in the Emergency Coordination Centre that are trained to an appropriate level (%)	No data available	85%	AT RISK	Current data is not available at this time due to ECC activation. However, to meet this target, 48 roles are required to be trained to an appropriate level and Council currently have over 80 staff filling ECC roles in the COVID-19 response.
Regional Planning and Engagement	Draft Council and Committee meeting minutes that are published within 10 working days (%)	88%	95%	AT RISK	Meeting minutes for 37 out of 42 meetings were published on time, with most of the late meeting minutes happening prior to COVID-19. However, COVID-19 has caused the number of planned meetings to decrease, making it less likely that Council will be able to achieve the target.
Corporate Services	Reduction of carbon emissions from building energy use at the Tauranga and Whakatāne sites	No data available	60% of baseline	AT RISK	Council moved into the upgraded Regional House in December 2019. In the first four months of occupation, carbon emissions related to the new building dropped by 56% of baseline (compared to a 50% target). The Whakatāne upgrade has been delayed, which has meant that the year-end carbon reduction target will not be met. Those areas of the upgrade that have been completed exhibit significantly reduced energy use.



Health and safety

Te Hauora me Te Haumaru

Elected Members, as “Officers” under the Health and Safety at Work Act 2015 (the Act) are responsible for ensuring that Council complies with the statutory requirements of the Act and its associated regulations. Officers meet this requirement by satisfying themselves that due diligence elements are being met. This report is provided to help inform Elected Members in fulfilling that duty.

Current and future work

COVID-19

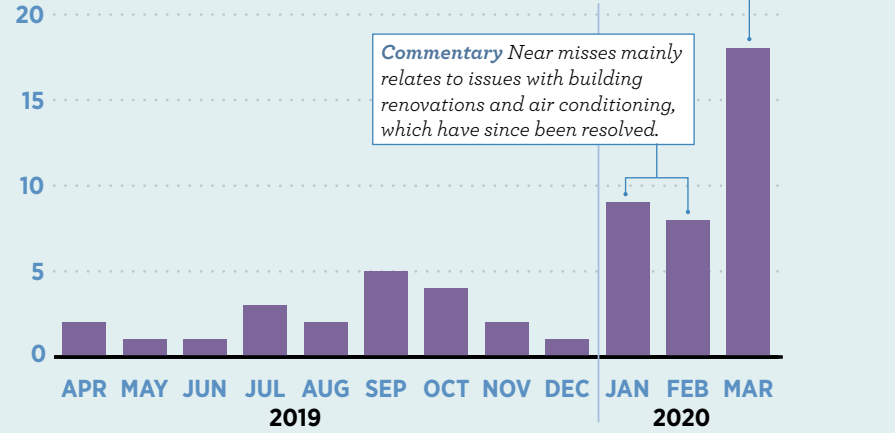
- Council has established COVID-19 operational controls to protect essential workers. Furthermore, contact tracing has been implemented for the aforementioned group.
- Council has supported the Bay of Plenty Civil Defence Group Emergency Coordination Centre (GECC) in establishing COVID-19 controls for Civil Defence operations.
- Initiatives have been taken to focus on wellbeing of staff working from home.

Notifiable Events

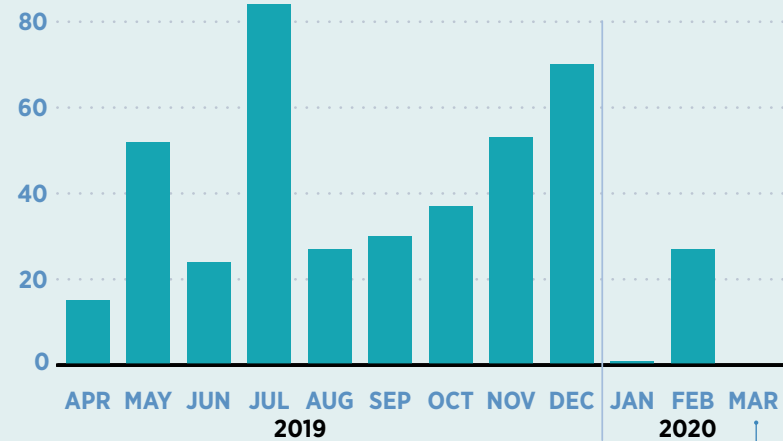
There was one notifiable event this quarter which involved a contractor who caught their finger between a gate and a culvert while preparing to remove an existing floodgate resulting in an injury. Worksafe was notified and declined to investigate.

Lead Health & Safety Indicators

NEAR MISSES REPORTED PER MONTH, LAST 12 MONTHS



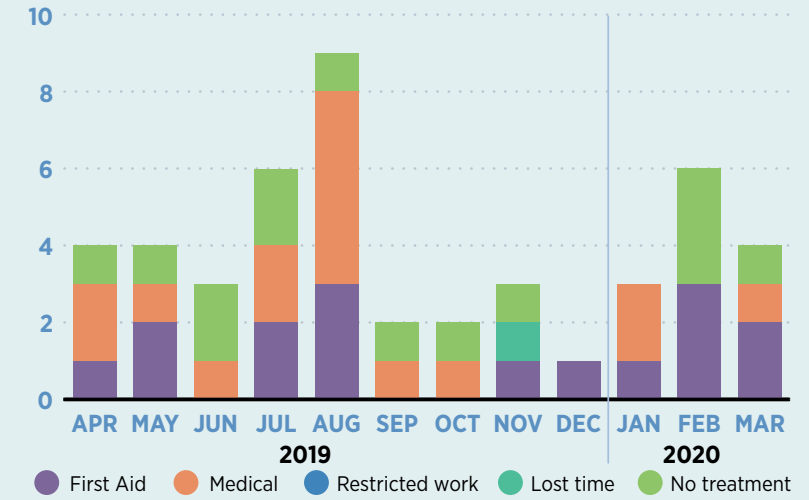
NUMBER OF STAFF THAT HAVE COMPLETED H&S TRAINING PER MONTH, LAST 12 MONTHS



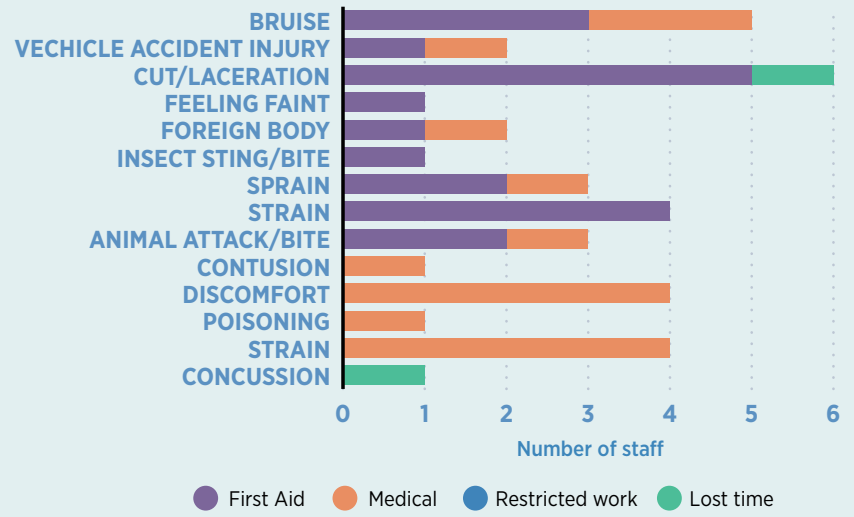
Commentary Training courses were postponed in March 2020 due to COVID-19 social distancing requirements.

Health & Safety Lag Indicators

INJURIES LAST 12 MONTHS



INJURIES BY CATEGORY LAST 12 MONTHS





People and culture

Pūmanawa Tangata

Our people work to deliver the services, infrastructure and functions for our communities as agreed through the Long Term Plan 2018-2028

Strategy and Key Projects

<i>Projects</i>	<i>Current and Future work</i>
PEOPLE PLAN (TOI TANGATA)	The People Plan is being reprioritised to support our people in the changing environment of COVID-19.
COLLECTIVE BARGAINING	Collective bargaining concluded during the quarter and a new Collective Employment Agreement has been ratified.

People and Turnover Key Performance Indicators

HIGHLIGHTS

- Employee levels as at 31 March 2020 comprised of a headcount of 425 which equated to 402.60 FTE, against a budget of 434.5 FTE.
- The total headcount includes permanent and fixed term employees. The permanent FTE numbers increase marginally from 397.18 to 402.60 over the quarter. Rolling turnover percentage increased during the quarter from 10.46% to 11.61%.

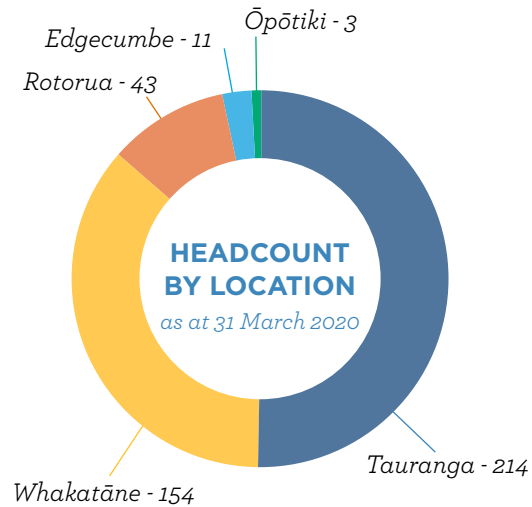
Several key metrics are presented on this page.

HEADCOUNT BY GENDER

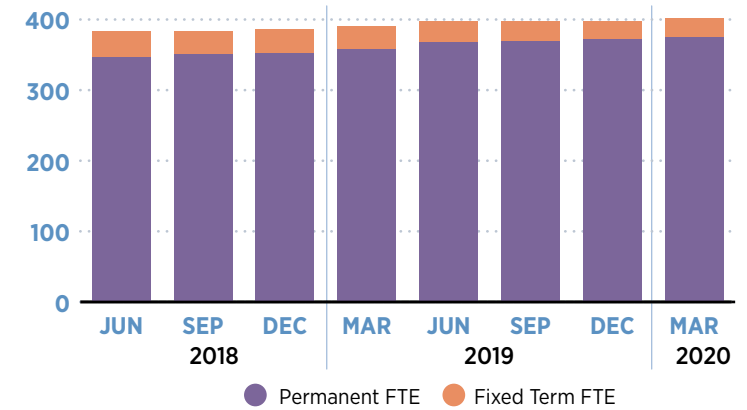
as at 31 March 2020



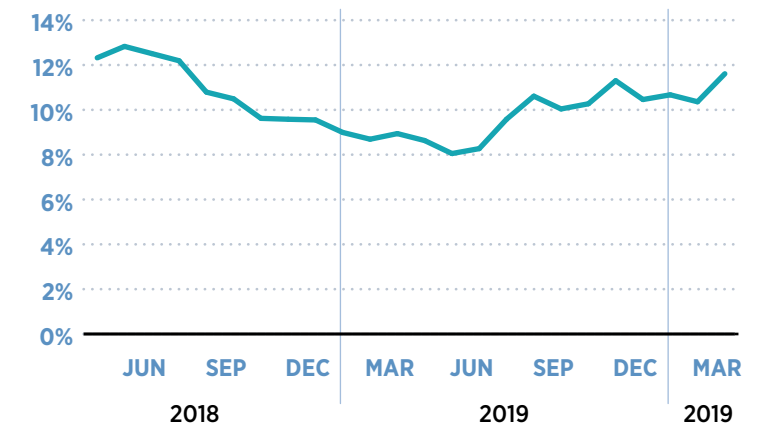
During the last 12 months the female headcount has increased by 1.94%



PERMANENT & FIXED TERM FULL TIME EMPLOYEES, last two years



ROLLING STAFF TURNOVER, last two years





*For more information visit our website
www.boprc.govt.nz, call 0800 884 880
or email info@boprc.govt.nz*