
Thursday, 17 September 2020

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Operations and Monitoring Committee Meeting

Kaupapataka

Open Attachments Under Separate Cover

Te Rā Hui:
Meeting date: **Thursday, 17 September 2020**

Te Wā:
Time: **1.00pm**

Te Wāhi:
Venue: **Council Chamber
Ground Floor
Civic Administration Building
Lyndon Road East
Hastings**

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HASTINGS DISTRICT COUNCIL
207 Lyndon Road East, Hastings 4122 | Private Bag 9002, Hastings 4156
Phone **06 871 5000** | www.hastingsdc.govt.nz
TE KAUNIHERA Ā-ROHE O HERETAUNGA

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Before putting together the below annual plan, information was sort from all members of the association, board and council advisors to the board. Throughout the year, detailed monthly reports were provided on all matters on implementation of the plan and other work being carried out by Association staff to the Board and HDC advisors and representative. At no time were any concerns, issues or challenges raised.

Budget attached.

SEPTEMBER 2019

AGM

- Reported on previous Financial year.
- Voted in new Board.

Member appreciation evening

Purpose: Celebrate members of the association, networking, whilst introducing the new annual plan.

Promoted: Internally via Mailchimp

- Held at St Andrews hall
- Food catered by Mitzi & Twinn
- Entertainment, Lady Larissa
- Guest speaker, Hastings Mayor
- Attendance 73
- Set up, staffed and run by HCBA
- Information packs including Annual plan, Toi Toi brochure, revitalisation plan & Tribune brochure distributed to guests

Well received by attendees and a great networking evening.

Under budget.

OCTOBER 2019

Hospitality NZ conference tradeshow

Purpose: We set up stall at the tradeshow to promote tenancies and investment opportunities within the CBD. Provided information packs, brochures and HDC Great Things Grow Here, revitalisation plan books. Talked to many boutique hotel owners and hospitality groups. All contact details were passed onto Danny Blair.

Promoted: At Tradeshow over three days

No issues, well received and lots of people impressed to see that Hastings is up and coming
New budget

Crime prevention meeting (replacing previous coffee with a cop)

Purpose: Inform members with an understanding of what initiatives are in place to reduce crime within the CBD and provide tools for addressing/reporting incidents of theft or disorder.

Promoted: Internally via Mailchimp

- Held at Council Chambers
- Attended by
 - Members of council
 - Members of the business community
 - Police
 - City assist
 - Crime cameras
 - Community watch
 - HCBA

Very informative meeting where all departments spoke explaining what they were doing to reduce crime and disorder within the CBD and wider a field. A detailed report was typed up from this meeting, covering all that was discussed, providing tips for dealing with shoplifters and theft, reporting and training staff and this was emailed out to all members. Second Crime meeting to be held in May 2020.

No issues

Under budget.

Our Shout (Fortnightly on Wednesday nights)

Purpose: A lighter take on more traditional networking to re-engage members to connect with the HCBA. To be held the second First Thursday of each month 5:30pm till 7pm at the Common room. First beverage complementary and nibbles.

Promoted: Promoted via MailChimp, closed Facebook and outreach to our members

Varied numbers however overall, we did meet some new members who normally do not reach out

No issues

Under budget.



NOVEMBER 2019

November movie month

Purpose: Support Hospitality and Retail by creating an event to bring numbers into the CBD on a Friday Afternoon into the evening. In doing this tick the Vibrancy requirement under the BID agreement.

Non-competition - to make sure we were not competing with Focal point, (a member of our association) prior to locking this event in we contacted Focal point. We pitched the movie nights as below but offered to advertise it FREE of charge as a Focal point event to promote them as a member. Their logo on all advertising, including on the screen before and after the movie and on the radio advert. They advised us they were happy for us to do the event but did not wish to take part.

Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Held at Albert park every Friday evening of November
 - Aladdin (2019 version)
 - Moana
 - Hunt for the wilderpeople
 - Charlie and the chocolate factory (original)
 - The Grinch that Stole Christmas (Jim Carey)
- Run by HCBA
- Screen set up and provided by Dusk till Dawn
- Food Caravans onsite or bring your own food
- Alcohol free event
- Security onsite via HSM
- Albert park roped off for safety

Over 400 people attending each Friday. Many purchasing from CBD food outlets, Breakers, Kippers, cafes (coffees), subway, and the food caravans. This event was by far the most well received event that we ran. We had little to no issues, the security guards had very little to attend to and people enjoyed being together and having a family friendly event on a Friday night.

Over budget: This event went over budget as we changed from having an inflatable screen to an LED screen to accommodate day light savings.

No issues

Arts and Crafts Markets

Purpose: To encourage late night shopping on a Thursday night and provide vibrancy within the CBD. November 28th Arts & Craft market including Lighting of the tree

Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Tree set up by HDC
 - Market set up and run by HCBA
 - Full market & all vendor paid in advance
 - Santa Clause made a guest appearance
 - Hawkes Bay brass band played Christmas Carols
 - Free face painting was provided
 - The Mayor welcomed in the festive season and lit the tree
- Market was lively, fun and well received by all. Stores closed so no direct benefit to members of the association, purely a community fun event.

Minor issues: Tree was not wired with a switched to light it and was hence done while the market was being set up, which caused some issues with vendors access.

Also, a timing error on the health and safety management form had the tents being set up later than they were. This was addressed and updated for the next market.

Under budget



DECEMBER 2019

December 12th Arts & Craft Market Christmas Market

Purpose: To encourage late night shopping on a Thursday night and provide vibrancy within the CBD

Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Market set up and run by HCBA
- Full market & all vendor paid in advance
- Santa Clause made a guest appearance
- Carollers singing Christmas songs
- Free face painting was provided
- Thing 1 & thing 2 handing out candy canes
- Build your own Christmas decoration activity

Market was lively, fun and well received by all. However, all stores closed so no direct benefit to members of the association. Purely a fun community event.

No issues

Under Budget



Christmas Grotto

Purpose: Create a Christmas experience for the community, create vibrancy and bring people into the CBD

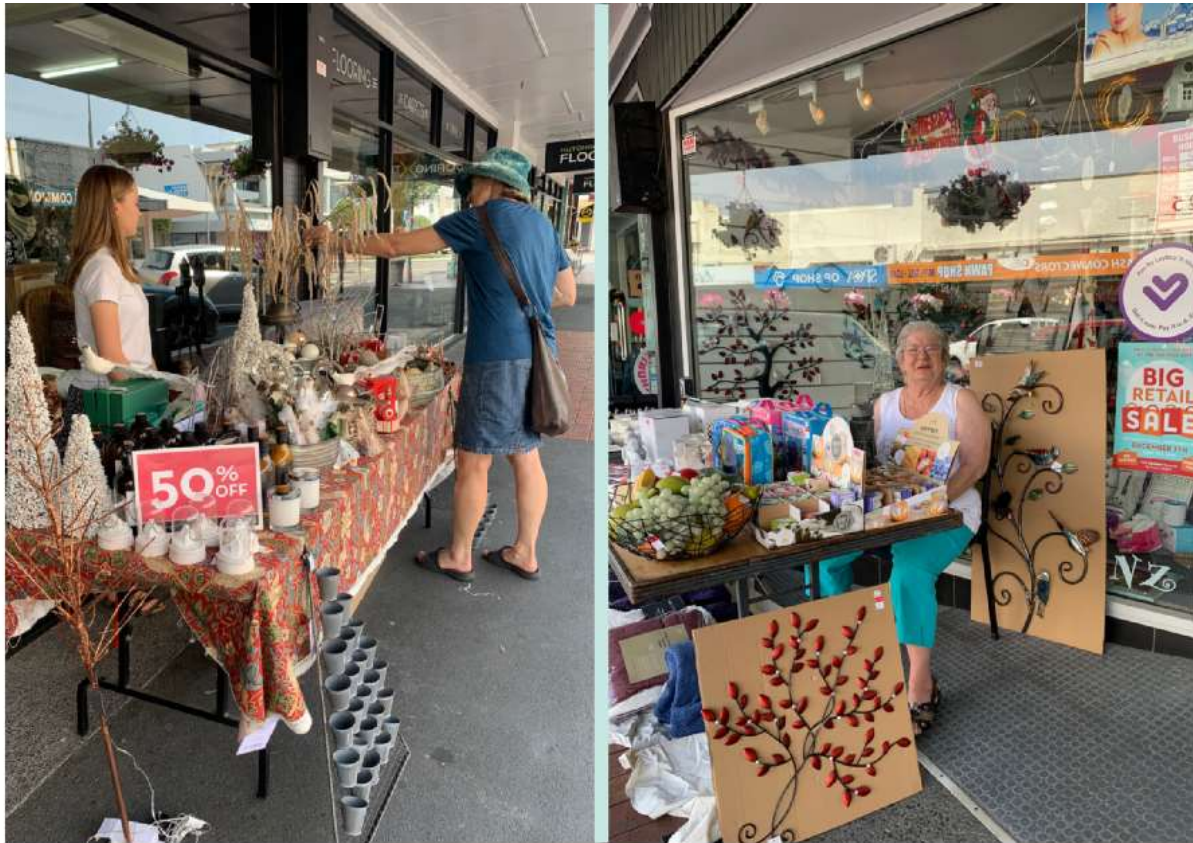
Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Set up by General manager and husband
- Building use kindly donated by building owner
- Manned by Lions and a part time contractor
- Richard Sanko contacted as Santa
- Gold coin or canned food entry
- Donations to Salvation army
- Donated 4 boxes of canned food and just under \$2000
- Used a contractor to pack down

The Christmas Grotto was a very time-consuming exercise. The person who was booked to set up the Grotto pulled out at the last minute, so we set it up by the General manager, with the help of a family member who donated their time for FREE. This was done outside of normal work hours. Often the Grotto sat empty and often had one group through at a time. Those coming through loved the experience and feedback was it was well laid out and a great Christmas feel good event.

Issues: This is an event that takes a lot of set up, running and pack down for very little cross over benefit to members of the association. More community focussed than business orientated. Sits within the vibrancy laneway. This would be a great event for a charity group to pick up and run.

On Budget



BIG retail sale

Purpose: Create a new event within the CBD to promote shopping prior to Christmas and clear sale stock.

Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Trestle tables dropped outside each store along Heretaunga Street
- Security guards in each block to keep sale items safe
- The Hits team on site to offer FREE gift wrapping
- BIG retail signs hung in windows of participating stores
- Trestle tables collected at the end of the day

Held on a Saturday it was certainly busier in town on the day, people were enjoying the bargains. A lot of stores had gone to great efforts to take part. Michael Hill Jeweller had a spin the wheel and win out on the street and Richard James Jeweller had Diamonds for sale on the foot path. Many participants stated they saw an increase in sales on the day and they would support the event again. They would like to see more stores get involved and entertainment added to the event.

Issues: Low up take from stores to get involved. Reasons given, not enough staff, risk of theft and we are not open all day. Not all chain stores took part which broke the flow of the event, preventing it (given the long length of the CBD) from feeling like a BIG retail sale.

Under Budget

Christmas Cracker promotion

Purpose: To regionally promote members businesses within the retail sector and give back to the community who support them, whilst putting cash into the members tills at Christmas. 12 days of Christmas live during the Hits breakfast show. The announcers took calls from the community on air to WIN the packages from the Hastings stores. The stores and products were talked about online and advertised on the hit's website and social media.

Promoted: On the Hit's breakfast show live, Hits website, Hits social media and HCBA Radio, print, social media, Mailchimp & posters.

- 12 giveaways purchased as opposed to donated which usually results in old stock or stock that people are not buying (this allowed us to give the best products to show the best Hastings had to offer but not limited to)
- Secured FREE online airtime by giving quality items
- Paid for the items so members received money
- Members of the community received amazing products and as a result would share their WIN with friends and colleagues hence further promotion of the business

Easy event to run. Promotes Hastings CBD, members and engages community. Also provided revenue for members and gifts for the community.

Issues: choosing the stores

On Budget

JANUARY 2020

January 25th Arts and Craft Market

Purpose: To encourage late night shopping on a Thursday night and provide vibrancy within the CBD

Promoted: Radio, print, social media, Mailchimp, posters and corflute signs

- Market set up and run by HCBA
- Full market & all vendor paid in advance
- Jazz sax
- Free face painting was provided
- Stilt performers walking through market

Easy event to run. Promotes Hastings CBD, members and engages community. Also provided revenue for members and gifts for the community.

Market was lively, fun and well received by all. However, all stores closed so no direct benefit to members of the association. Purely a fun community event.

No Issues

Under Budget

FEBRUARY 2020

Bootcamps in the park

Purpose: To promote the Hastings city Fitness industry as members while creating a fun FREE community activation as Albert park. Open to other members to promote health and wellbeing within their workplace during lunch time. Give back to the fitness industry within our membership by showcasing what they do and paying them for the use of their skills.

Promoted: Print, social media, Mailchimp, posters and corflute signs

- Personal trainer run Bootcamps twice a week for 8 weeks
- Each participant provided with 8 weeks get fit pack (provided by HCBA), including exercise plans, what to eat what not to eat, an exercise planner and health and safety info.
- Register online and sign in each day
- Fresh water and fruit provided
- Gave away HDC #proud, #alive & heart of Hawkes bay gym bags and drink bottles previously donated by HDC
- Certificate of completion at conclusion of the event

This event was not large in numbers but those that attended (core group of 28) thoroughly enjoyed the event and made connections with others. This introduced several people to the fitness industry and gave the gyms a total of 68 new leads from registrations. This was an easy, low effort required event to promote members and create vibrancy.

Issues: We missed the very last Bootcamp due to Covid-19 and this was the one we were to present the certificates. This will be done as soon as restrictions allow, and we have had inquiries about this from participants as they are looking forward to receiving these.

On budget

February 20th Art Deco Market

Purpose: To celebrate Art Deco within the CBD

Promoted: Radio, print, social media, mail chimp, posters and corflute signs, Art Deco what's on magazine and website

- Market set up and run by HCBA
- Full market & all vendor paid in advance
- Twin City stompers
- Born to move
- Hooters vintage display cars
- Hooters Vintage car rides around the CBD for FREE

Art Deco Trust hosted The Fashion Flaunt at the market

Market was lively, fun and well received by all. However, all stores closed after 5pm so no direct benefit to members of the association. Purely a fun community event. Food vendors who had been at previous years advised it was busy and better run than previous years.

Issues: Some vendors were disruptive and disorderly. One after being told prior to the event that we had vintage cars booked and not to bring theirs, ignored instructions, driving them through the working market without notice. When approached regarding this, became abusive towards the HCBA member, to a point other stall holder stepped in and told them they were inappropriate and should leave. NOTE: all vendors are provided with a health and safety plan advising strongly no vehicle movement within the market running times.

Under Budget



Tremains Hamper Auction

Purpose: Art deco networking event sponsored by Tremains

Promoted: Mail chimp, social media and print. Cold called 98 businesses to personally invite. Very little up take, main reason time and day of the week.

- Held at St Andrews Hall
- Hooters vintage cars on display
- Lady Larisa jazz singer as entertainment
- Hampers made up by HCBA members and paid for
- Tables sold for \$100 and profits on Hampers sold cover costs and profits donated to Tremains charity trust

Very well run and, Enjoyed by attendees. Not high in number, given most people attending were made up of Tremains agents and support staff, HCBA members and HDC staff. Just under \$900 was raised as a result of this event.

Issues: selling tables

Covered costs with small profit

MARCH 2020

Events cancelled due to Covid- 19

- Markets for March & April
- May Crime prevention meeting

Events postponed

- Container escape
- Ice rink (insure)
- May music month (all acts were booked)



ASSOCIATION INITIATIVE

The Bulletin

- Full page monthly advertorial promoting members of the association and events. Example attached.

Ongoing work/Future events/ sponsorship

- Container escape room & Ice rink
- Business mentoring
- Sponsored 'Fringe in the Stings'

Single use Coffee Cup Free

- We attempted to get the 15 takeaway coffee providers within the CBD to work together to drop the use of single use cups. If they could agree to remove them by a given date, we would supply 250 keep cups per business for them to sell to transition out. We would then advertise their initiative free of charge and promote their brand through the initiative.

Purpose:

- Become more sustainable within their businesses
- Be the first CBD to do it
- To create a positive Hastings CBD message
- Capitalise on that locally and nationally through press attention
- Save money by not buying in Single use coffee cups and saving them from going into landfill
- Tag onto a timely discussion

We had a positive response and provided a lot of information supporting the move, including a full break down of cups in the market and ongoing costs. Testimonials from others that have already transitioned, however when it came time to commit, we couldn't get an across the board agreement.

Welcome packs

- We created a welcome pack for new members advising them of who we are and what we offer for their business. We then hand delivered these along with flowers within their first week of opening.

Investments within the CBD

- We worked with two groups, one a high-end delicatessen and the other a shared Art studio and gallery. Both looking to set up within the CBD. At the end of the process both parties had simply underestimated the initial and ongoing costs of set up and running a business.

Social media

- Utilised our Facebook and Instagram to highlight and promote businesses, events and Hastings as a place to be, experience, shop, play, find services and dine.
- We sent out regular updates to members via mail chimp.
- Reported monthly to the board and HDC.

Association

- Throughout this period replaced the entire team and restructured roles to achieve greater results for members and their investment.
- Relocated offices to a more suitable site and started the process of decluttering years of stored miscellaneous items.





Hastings City
BUSINESS ASSOCIATION

Comments from General Manager

Being new to working with a Board and coming in at a time when a restructure to a BID had just been completed, I did not look to make many changes and worked within the directive of the Board and Council representatives. Having now completed 10 months, I can say that I have listened to the members of the association as I get to know them, and they are looking for. These changes are outlined in the new annual plan.

I am excited by the team we now have and the opportunity to better serve our members.

In the year ahead I would look to have a review of the partnership highlighted within the BID agreement and how that is functioning in its current state, from both sides. From this review I would hope that we could build on progress to date and improve current collaborations and information sharing.

"I am excited by the team we now have and the opportunity to better serve our members."

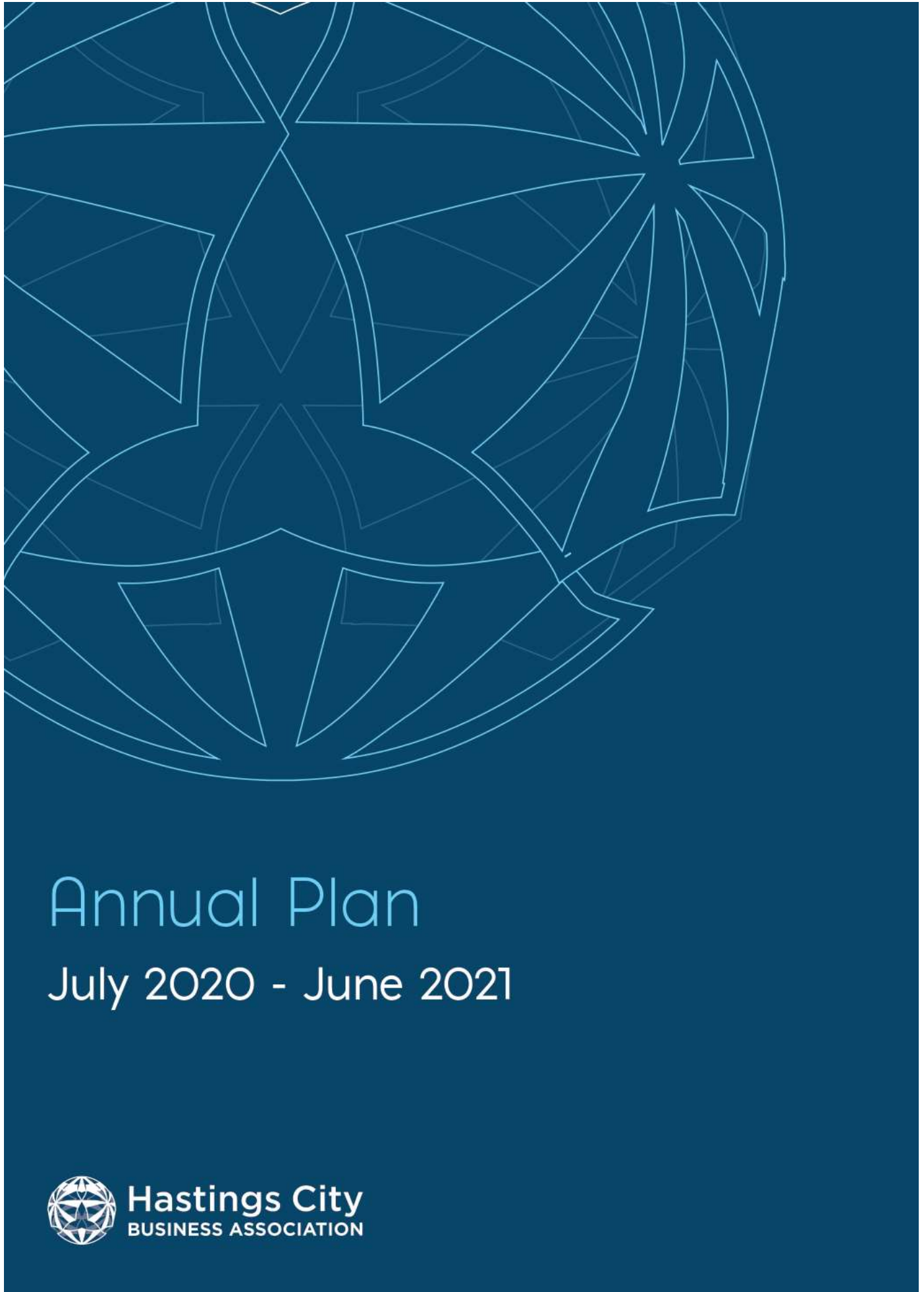
Anita Alder

General Manager

Hastings City Business Association

Item 4

Attachment 1



In response to the changeable Covid-19 situation, the HCBA annual plan has been adjusted to allow flexibility as we move through varied levels, restrictions and outcomes. Our focus for the year ahead will be assisting Businesses recover, strengthen and develop

Aims

- To be more member focussed and less community focussed
- Promote Hastings CBD nationally and internationally as a place to invest
- Marketing strategies to promote our members, their services and products.
- Focus on enabling members to facilitate new growth through training services
- Focus on regular quality networking groups and information sharing
- Offer key mentoring services to members

Initiatives

- **Hastings CBD e-book - 'Immerse yourself in the Heart of Hawkes Bay'**
Revamp of the food and wine guide into an e-book so we may market all sectors within our membership and reach a larger audience. What's hot in Hastings, where to dine, where to shop, annual events, areas of investment, services available.
- **Website overhaul**
Updating our website to align with the overall look and feel of the e-book. Emphasis on improving content for members as apposed to community. Driving community to the e-book and social media.
- **Social media**
Focus on highlighting members and what their business offers by;
 - Member focussed back stories to improve brand buy in
 - Short promotional videos
 - Improved engagement through like, comment, act and WIN campaigns
 - Highlighting the beautiful CBD by using quality images
 - Promote CBD events and community spirit campaigns
- **Marketing campaign**
 - Heart of Hawkes Bay
 - Buy Local marketing Campaign - to include radio, print, online and social media

Support

- Increased frequency of networking session to fortnightly
- Access to Business mentoring one on one
- Social media audits and marketing plans
- Sector updates via website
- Working with external agencies to access benefits for members (chamber of commerce, HB Business Hub, Business mentoring groups and our member services)
- Training packages for Members and their staff
 - Replacing once a month upskill sessions to 4-week training courses. One topic in greater detail for the month. Further courses can then be added if requested, at a more advanced level, or move on to another topic. Working with Chamber of commerce and HB Business hub where possible.



Item 4

Events

• Container escape date TBA

An exciting new local activity at Albert Park. Potential to rent to Napier, Taradale and Havelock before new escape puzzle being introduced. Long term focus is for it to be used as a show room to promote investment in a Franchise escape room brand setting up in Hastings.

• City Ice Rink date - 1st-10th July

Portable ice-skating rink in the Hastings CBD. Welcome the community back into the CBD and draw focus to our retail and hospitality sector.

• CBD business sector recovery evening

An evening to celebrate our Business owners for having navigated Covid-19. To come together and strengthen B2B relationships, network, share concerns, talk strategy and focus on recovery. Guest motivational speaker with a background in rebuilding companies in trouble. National recognised band, beverages and nibbles.

• HCBA AGM

Vote on Board and Chairman, update members and introduce a name change to the association.

• Blossom Festival

Work in conjunction with Arts Inc to incorporate art window displays and a family fun event in City Mall to keep people in town after the event.

• Bay Plaza Family Fun Day

Inflatables, entertainment, face painting to draw in the crowds. A prize draw with entry being a min spend at any Bay Plaza store on the day

• The BIG Retail Street Sale

Looking for greater buy in from member to build on this as an annual event.

• December Christmas Cracker promo

12 days of Christmas breakfast show prize giveaway highlighting Hastings retail, beauty, services and hospo live on the Hits morning show.

• Tourism

Looking to set up touring maps that can be printed off our website or e-brochure to engage cycling tours of the CBD within the local and tourist market.

- Cycle recycle tour of our eclectic second-hand stores
- The dega-staytion tour of our east side eateries
- Promoting Hastings CBD via our e-book

Attachment 2

Hastings City Business Association

19/20 Budget

Operating Expenses		
Administration		
	Office Rental / Insurance etc	19,600
	Accountancy/ Audit / AGM / Depreciation	15,000
	IT / Computer / Website	5,000
	Meeting expenses / functions	3,000
	General office expenses	5,000
	Wages	55,000
		97,600
Economic Development & Marketing		
	Member Training courses	20,000
	Networking Meetings	4,400
	Advertising / marketing	25,000
	Wages	50,000
	Retail Promotions	4,000
	Hospitality promotions	4,000
	e-Book/Website	8,000
	Restart member evening	8,000
		123,500
Vibrancy and events		
	Ice Rink	15,000
	Wages	50,000
	Crate Escape	10,000
	Plaza Fun day	5,000
	Blossom festival windows	2,500
	Big retail sale	5,000
		87,500
Safety / Security		
	Crime prevention meetings	500
	Wages	5,000
		5,500
Total Expenditure		314,000
Income		
	BID Targeted rate	289,000
	Sponsorship	10,000
	Hastings DC Events Funding	15,000
Total Income		314,000

Item 4

Attachment 2



Marketing Plan

CBD RECOVERY



Hastings City
BUSINESS ASSOCIATION

Stage 1 July 1st to September 30th

Objective - What do we want to achieve?

Our aim is to drive regional and local awareness for what Hastings City can offer, to encourage spend and support locally. We will promote Hastings as a place to visit, shop, and do business.

The ultimate goal is to create awareness for Hastings City, to generate revenue through relevant promotional activity. We'd like to shift any misplaced perception of Hastings from lacking personality and soul to the vibrant and eclectic city it is and continues to evolve into.

Background

Hastings City hasn't traditionally dedicated any integrated campaigns to drive awareness for the city, and particularly not on a regional or national level.

Any promotion has typically been across social media (Facebook and Instagram) or via events held in the CBD.

With our granted funding we can reach a far greater audience via sophisticated marketing that's targeted to local spend and regional tourism. Tourism is a revenue stream that we currently rank low in accessing. With Toitoti open and new business growth this campaign is timely.



How will we achieve our objective?

We are proposing an integrated campaign across multiple channels, including:

- video
- digital and print advertising (billboards, tvnz on demand, YouTube, newspapers)
- social media
- billboards
- local activations (container break, ice rink)
- email
- e-brochure
- incentive marketing: giveaway car and holiday package
- decals for empty office vacancies & i-site window, promoting the "Shop in Hastings & Win" to brighten the CBD
- website refresh

The funding for this campaign will be allocated by reach and relevance to get our best return on investment. See budget for further breakdown of spend.

The campaign will cover promotion of each sector: hospitality, retail and services – to encompass all HCBA members.

We will evaluate the effectiveness of the campaign based off a current benchmark of different measures and then review three and six-month activity.

The Concept

Campaign name: Who's Hastings?

We will tie in all our marketing tactics through one umbrella campaign: 'Who's Hastings?'. This is about bringing the story of Hastings to life. Picture an actor/actress in a video saying to a group, "who's Hastings?" then taking us on a tour of the city via a diverse mix of businesses and CBD locations.

This concept allows us to tell stories of the businesses that are the backbone of our city. It has leverage for video content, and will inspire uptake of spend in the city via secondary messages (responses) to the question of "who's Hastings?" For example, "Who's Hastings? Come and see for yourself. Spend over \$100 and go into the draw to win a holiday."

Target Audience

- Hastings and Hawkes Bay locals
- National NZ travelers
- Ages 18 - 50
- Broad cultural range

Measure of success

- Retail stats – ED
- Survey of our members via email
- Focus Group (public) feedback
- Hastings City Website traffic
- E-book readership stats
- Print and radio stats

Marketing Tactics - in more focus

Video

90s video introducing local business owners through the eyes of the LJ Crichton from Project Prima Volta.

- Start with Teaser videos of business owners and public saying "who's Hastings"
- Launch main Hastings "Who's Hastings" promo video
- Secondary small teaser videos with business owners "I'm Hastings"

Incentive marketing: giveaway car and holiday package

Prize packages: "Come and see who's Hastings". Spend local during July & August and go in the draw to WIN one of 6 amazing prizes!

- Mitsubishi Mirage 2020 Valued at \$21,000!
- Trip for four to Wellington valued at \$5,000!
- One of 4 x \$500 shopping Hastings CBD shopping sprees

Social media

- Distribution of the "Who's Hastings?" promotional video, sub videos of CBD businesses "I'm Hastings" ongoing promotion of who's Hastings?

Print/Digital/Radio/Email advertising

- Dedicated 'Who's Hastings?' campaign creative, consistent messaging across all print and digital media. Focusing on the people behind the businesses, their product and how they are 'Hastings CBD.'
- Including decals 'We are Hastings' on store windows

Activations/vibrancy

- Aligning with pre planned events within the CBD to maximize reach.

Outdoor Ice rink July 1st to July 10th, 2020

We will change the way this event was to be run, firstly due to restrictions around social distancing and numbers but secondly to promote the 'Who's Hastings shop and win' through direct marketing at the event.

Stage 2

October 1st to December 31st

Objective - What do we want to achieve?

Continue to promote Hastings CBD via "Who's Hastings". Based on the measures of success of stage 1, revisit the strategies of the campaign

and look to switch the target audience to focus more on tourism by aligning with Summer Events.

How will we achieve our objective?

Continuing the main campaign across all channels.

Concept

Same as Stage 1.



Item 4

Attachment 3

Marketing Tactics - in more focus

Video

Continue with main 'Who's Hastings' promo

- Secondary small videos from Arts, Culture, festival 'I'm Hastings'
- Visitor small videos 'I/we like Hastings'

Incentive Marketing: 3 x \$1000 Hastings CBD Christmas sprees

TAG and win promo asking members of the community to send in a video message outside their favorite Hastings store saying business name first "..... is Hastings." To go into WIN a Christmas shopping spree at the BIG retail sale.

Continue promotion of e-book through tourism networks, incorporating scan stations for visitors to upload direct link to e-book.

Target Audience

Same as stage 1

Activations/vibrancy

Aligning with pre planned events within the CBD to maximize reach.

Tie all events into main campaign

- Container escape
- BIG retail sale
- Bay plaza Family fun day
- Blossom festival

Campaign to partner with activations, Toi Toi and Arts Heretaunga where possible to maintain consistency of message and maximize reach

Stage 1 & 2 Business Recovery training August to October

- Support to CBD businesses through access to professional services and training to assist as they restructure, diversify and navigate the economic difficulties post covid-19

Measure of success

- Retail stats - ED
- Survey of our members via email
- Focus Group (public) feedback
- Hastings City Website traffic

- E-book readership stats
- Print and radio stats

Campaign to partner with Activations, Toi Toi and Arts Heretaunga where possible.

Any roadblocks/challenges to consider?

Why a car from outside city center?

We consider a car to be a very relevant and valuable draw card to entice spend in the city. It will provide greater coverage for our campaign as it has such mass appeal. Unfortunately, there isn't a new car yard in the CBD, but Wayne Kirk is on the outskirts and providing a very good deal. The question we asked was, what would most likely achieve the highest number of people driving to Hastings CBD from Napier or Havelock, to WIN? Hands down a car is an item that creates such a response. We will highlight our business offerings through the shopping spree prizes and trip from house of travel.

How are we catering to all sectors in the area?

Multi-channel marketing tactics including promotion of a broad range of sectors. Our e-book will include places to eat, dine, shop, play and services. Our prize packages will include vouchers for retail, hospitality and services. Our refreshed website to include a section on how to do business (investment contacts included).

How are we ensuring member buy-in and feedback?

A panel of members (business owners) to review draft plan and provide feedback before we commence. We will reconvene during the campaign to ensure everyone's across the progress and if any changes are necessary. All members notified via Mail Chimp. Post campaign we'll under-go a review and evaluate the success for future activity.

NOTE: This may be a draft initial plan, however for us to be effective we must act fast. To be a recovery investment we need to be underway July 1st. Approval will need to be timely. We will not please everyone with our plan, and we are sure others will have many ideas, the key thing to focus on is how do we achieve value for spend, whilst covering all sectors and being relevant to recovery.

To get this ready for July 1st, including kicking off a large CBD event, we would need approval June 10th at the latest.



Budget

Item 4

Attachment 3

Channel	Cost per unit	Total
Video	\$5K	\$5,000
TVNZ on Demand	Budget \$10K CPM \$83.25 Impressions 120,120	\$20,000
	Budget \$20K CPM \$76 Impressions 263, 157	
	Budget \$25K CPM \$70 Impressions 357,142	
Billboard x 3	\$1,200 rental per month + \$400 print + \$495 install per site	\$6,285
Incentive holiday package	\$5,000	\$5,000
Car giveaway	\$15,000	\$15,000
Activation 1: ice rink	HCBA /HDC Vibrancy funded	HCBA/HDC
Activation 2: Big Retail sale	HCBA funded	HCBA
Decals in empty offices Decals for businesses	\$250 per window 200 businesses x \$30	\$2,500 max \$6,000
Training (HR/Legal/digital/ marketing/sales)	HCBA	HCBA
Christmas sprees	\$3,000	\$3,000
Radio	\$20,000 (jointly funded HCBA)	\$10,000
Print advertising	\$10,000	\$10,000
Digital	\$10,000	\$10,000
e-book	In house design	wages
Scan stations	\$3,000	\$3,000
Printing	\$2,000	\$2,000
Isite window	\$500	\$500
Focus group	\$500	\$500
Website overhaul to match "Who's Hasting"	HCBA	HCBA

EXT-10-20-20-105



Item 5

DRAFT STATEMENT OF INTENT

Y/E 31 May 2021

HORSE OF THE YEAR (HAWKE'S BAY) LIMITED

Attachment 1

HORSE OF THE YEAR (HAWKE'S BAY) LIMITED**Statement Of Intent - 2020/21****Background**

The company Horse Of The Year (Hawke's Bay) Limited ("HOYL") was formed in June 2012, as a not for profit entity, with equal shareholdings of Hastings District Council ("HDC"), Equestrian Sports New Zealand ("ESNZ") and Show Jumping Hawkes Bay Inc ("SJHB").

ESNZ owns the intellectual property - "*Horse of the Year Show*". The Horse of the Year Show ("HOY Show") is an annual event held in Hastings since 1999. ESNZ has assigned the rights to HOYL to conduct the HOY Show for a term of 15 years, commencing in 2013.

Nature and Objectives of the Company

The Land Rover Horse of the Year event ("LRHOY") is the premiere Australasian equestrian event, attracting approximately 1,700 horses, 1,350 riders and around 45,000 attendees to the 6 day show held in March of each year, at the Showgrounds Hawkes Bay Tomoana in Hastings.

The Event attracts horses, riders and spectators from all around New Zealand, and Australia, plus visitors (including retailers) from overseas.

The Event is a significant contributor to Hastings and Hawke's Bay – with a significant contribution to the region's GDP, it creates employment opportunities and it draws tourists/visitors to the region.

Mission Statement

The Horse of the Year event is to be the pinnacle of the equestrian season and celebration of all things equestrian for the equestrian community nationwide and the economic well-being of Hastings and the wider Hawkes Bay

Vision

Horse of the Year is New Zealand's pinnacle event for equestrian sports.

- ***Horse of the Year is the not-to-be-missed annual gathering of New Zealand's equestrian community: riders, officials, supporters, spectators, and businesses.***
- ***Horse of the Year is a celebration and a showcase of equestrian sports, attracting the public and national media coverage and presenting equestrian sports as appealing, exciting, and positive.***
- ***Horse of the Year is internationally renowned, attracting competitors and spectators from Australia and beyond.***
- ***Horse of the Year is a signature event for Hastings and Hawkes Bay, helping the district develop and project its unique identity***

- *Horse of the Year is organised and delivered to the highest standards of professionalism, sportsmanship and health and safety.*
- *Horse of the Year is prudently managed and a financial success. Income consistently exceeds expenditure and surpluses are invested in developing the show.*

Shareholding Role

- ESNZ – ensures that the Show operates in a manner to achieve ESNZ's vision for the Show and that the event meets national and international competition standards and to provide 15 year hosting rights for a long term well run event in Hastings.
- SJHB - as a former host with expertise, to see the event improve and grow, and continue in Hastings.
- HDC - to provide a good quality public event that generates economic stimulus by building on the district's event profile. By actively working with other organisations, Council's shareholding in HOYHBL is a cost effective and efficient delivery of the Land Rover Horse of the Year event and is an enabler to meeting the needs, benefits, and enjoyment of the community.

Principal Objectives

To ensure that HOY Event

- Continues to be the premiere equestrian event in Australasia.
- Grows in participation and audience/visitors.
- Works towards being sustainable
- Utilises where possible regional suppliers and services

Governance

Onfield Solutions Ltd was contracted to review the Management Structure and develop a Strategic Vision to 2030. This review, as well as another one completed internally for the board, highlighted a number of areas that needed to be addressed for the event to continue to achieve our mission statement and vision. As a result the board voted not to renew the contract with our event management company and has brought the event in house, to be managed by its own team. .

Directors have been allocated a portfolio for which they are expected to contribute as we have transitioned into the new structure, working with key staff. This structure appears to be working well and is strengthening board communication with our various stakeholders.

The Directors as at 30 June 2020 are:

- Tim Aitken – HDC appointment (Chairman)
- Vicki Glynn – ESNZ appointment (Vice Chairman)
- Will Moffett – SJHB appointment
- James Nilsson – Independent
- Trevor Pearce – SJHB appointment
- Richard Sunderland – ESNZ appointment

Scope of Company

The Company's core activity is to conduct, promote and grow the HOYL Show as an annual event of national significance to all equestrian communities and the region of Hawke's Bay and Hastings, and to raise the profile of equestrian sport with the public.

The company has no other purpose.

Shareholder Loans

Each of the 3 shareholders has advanced a loan of \$30,000 to HOYL as working capital. The shareholders agreement provides for HOY(HB) Ltd to pay interest on the loans at a rate agreed by the Board as being a reasonable commercial rate, taking into account current market conditions.

The loans are repayable at a date to be agreed by the Board of HOY Ltd. Under the Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime the loans do not meet the definition of a financial liability. For this reason they are no longer shown as a liability on the balance sheet but they continue to be recorded in the Company's books.

2019/2020 Financial Year

The Board is satisfied with the financial results for the 2019/20 financial year which indicate a surplus. This has followed on from the small surplus of 2018/19. This is a very pleasing result, however due to structure of the profit share in our contract with the event management company this has had limited impact on the balance sheet of HOY(HB)L.

Risk Assessment and Mitigation Strategies			
Risk	Likelihood	Assessed Exposure	Mitigation Strategy
Pandemic, Covid 19	V/high	V/high	<ul style="list-style-type: none"> The board have in place stop go dates as we assess the impact Covid 19 is having on NZ. Globally insurance is unobtainable against losses due to pandemics so the Board has developed expenditure timings/strategies which will limit its exposure to losses wherever possible. There remains concerns of the uncertainty which Covid 19 creates.
Loss of key personnel	Low	Limited	<ul style="list-style-type: none"> The board have employed 3 key staff who can step in to each other's role if needed Equestrian advisory committee in place to support event manager Directors developing a succession strategy
Sponsorship budget not achieved	Moderate	\$150K	Covid 19 continues to have an impact on sponsorship. The board has employed a Business Development Manager to secure new sponsorship

Charitable Trust funding target not achieved	Moderate	\$50K	<p>Funding from this source deteriorated in 2017, 2018, 2019 and 2020 saw a continuation of lower than expected income from Charitable Trusts. This is an area of concern for the Board.</p> <p>With bringing the event inhouse we are now more confident we can turn this trend around. Meetings are being held with Trusts prior to submissions. Early feedback from local trusts is positive but again Covid 19 may have an impact as to what we can achieve.</p>
Operational cost increase	Low	Minimal	<ul style="list-style-type: none"> • Close monitoring of budget. • Financial administrator attending all Board meetings. • All competition sections to operate within agreed budgets • Covid 19 has limited costs of overseas officials
Show disrupted by wet weather	Low / Medium	\$50K	<ul style="list-style-type: none"> • Pluvius insurance in place covering gate takings on key days. • Level of cover and other criteria to be re-assessed prior to 2021 Show.
Show disrupted by equine disease outbreak	Low	Low	<ul style="list-style-type: none"> • Insurance cover is in place covering cancellation due to an equine outbreak.
Showgrounds unavailable for event due to fire or earthquake pre-Show	Moderate	Unknown	<ul style="list-style-type: none"> • Insurance cover in place covering cancellation

Competition from other equestrian events	Low	Minimal	<ul style="list-style-type: none"> • Horse of the Year title classes owned by ESNZ • Strong trade sites for 2021 • Good rider satisfaction for 2020 to be maintained in 2021 • Board building relationship with other events
Health & Safety of Competitors, spectators, staff & Volunteers, others	Medium	Unknown	<ul style="list-style-type: none"> • Health & safety plan reviewed annually • Enhanced behaviour guidelines implemented



Financial Forecasts

FY-15	FY-16	FY - 17	FY -18	FY-19	FY-20		FY 21 Event Budget (not including COVID1 potential affects)
Final	Final	Final	Final	Final	Unaudited Final		
989	934	1,020	1,089	1,132	1,174	Event Income	1152
289	317	124	120	130	120	Charitable Trust Funding	120
1,039	1,045	1,139	1,213	1,209	1,325	Sponsorship & Trade Rents	1380
2,317	2,296	2,288	2,422	2,471	2,619	Total Income	2652
2,228	2,448	2,253	2,391	2,441	2490	Event Expenses	2330
89	(152)	35	30	31	129	Net Show Surplus (Deficit)	321
63	27	24			37	Other Expenses	35
7	8	7	5	5	3.7	Depreciation	6
		(170)				One-off contribution - HDC	
19	(187)	199	26	26	89	Net Profit (Loss)	280
						Assets	
157	201	189	227	141	190	Current	
25	30	26	31	26	23	Non Current	

						Liabilities	
174	410	195	212	95	51	Current Liabilities	
90	0	0	0	0	0	Shareholder Loans	
(82)	(179)	20	46	72	161	Net Equity	

Item 5



Attachment 1

Key Performance Indicators for 2019/20

Objective	Measure
For the March 2020 HOY Show to be profitable.	Deliver a financial result from 2020 Show which meets or exceeds budget approved by the Board.
Further upgraded H&S management plan to reduce risk of accident or injury.	H&S plan to be upgraded and implemented, include a policy on reporting incidents to the Board
Meeting all requirements of the ESNZ Hosting Agreement, where possible within the constraints of venue and other external influences.	Delivery of specific criteria in Agreement (title classes, trade space, complimentary passes etc.)
Meeting all requirements of the SMC Hosting Agreement, where possible within the constraints of venue and other external influences.	Delivery of specific criteria in Agreement
Maintain good visitor perception of HOY Show.	Participant survey outcome of minimum 72% good to excellent rating based on 5 point scale.
Provision of Statement(s) Of Intent by 30 June each year.	Draft 2020 SOI due by 30 June 2019.
Annual Reports to Shareholders (as per Clause 3.4(a) of Shareholder Agreement).	Deliver unaudited within 90 days of end of financial year which means by 31 st August.
Half Yearly Reports to Shareholders (as per Clause 3.4(b) of Shareholder Agreement).	Submit half yearly report by 31 st January.

Item 5

Attachment 1



HORSE OF THE YEAR (HAWKES BAY) LIMITED

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2020

HORSE OF THE YEAR (HAWKES BAY) LIMITED**FINANCIAL STATEMENTS**
FOR THE YEAR ENDED 31ST MAY 2020

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HORSE OF THE YEAR (HAWKES BAY) LIMITED**COMPANY DIRECTORY**
FOR THE YEAR ENDED 31 MAY 2020**INCORPORATION**

20 June 2012

REGISTERED OFFICE

207 Lyndon Road, Hastings

SHAREHOLDERS

Hastings District Council
Equestrian Sports New Zealand Incorporated
Show Jumping Hawkes Bay Incorporated

DIRECTORS

V J Glynn
T H Aitken
W W Moffett
D W Waldin (Resigned 19th March 2020)
R J Sutherland
C R R Foss (Resigned 19th March 2020)
J Nilsson (Appointed 10th March 2020)
T Pearse (Appointed 10th March 2020)

BANKERS

ANZ Bank New Zealand Limited
PO Box 1393, Wellington

AUDITORS

Baker Tilly Staples Rodway Audit Ltd, Hastings

SOLICITOR

Bannister & von Dadelszen, Hastings

IRD NUMBER

109-379-627

COMPANY NUMBER

3886673

HORSE OF THE YEAR (HAWKES BAY) LIMITED**ANNUAL REPORT**
FOR THE YEAR ENDED 31 MAY 2020

The Directors have pleasure in presenting the Annual Report, together with the Company's Financial Statements for the Year Ended 31 May 2020.

NET SURPLUS /(DEFICIT)

Net Surplus for the Year Was	89,164
after providing for:	
Chairman's Honarium	12,000
Depreciation	3,755

DIVIDEND

No dividend was declared by the directors in the current year.

DIRECTORS INTERESTS

During the year there were no transactions entered into between the Company and its Directors requiring disclosure, other than those already disclosed in the financial statements.

SHARE DEALING

No Directors acquired or disposed of shares in the company during the year.

AUDIT

In terms of the unanimous resolution passed at the last annual general meeting, Baker Tilly Staples Rodway Audit Ltd were appointed as auditors. A similar motion will be put to this year's meeting.

COMPANY AFFAIRS

There has been no change in the main activities of the company during the year under review.

.....

Tim Aitken

DIRECTORS

2 September 2020

.....

Vickie Glenn

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

1 Summary of Significant Accounting Policies

A. Reporting Entity

The reporting entity is Horse of the Year (Hawkes Bay) Limited ("the company") as an individual entity. The company is incorporated in New Zealand and registered under the Companies Act 1993. The financial statements of the company have been prepared in accordance with the Financial Reporting Act 2013.

These financial statements and the accompanying notes summarise the financial results of activities carried out by the Company. The company is responsible for running the Horse of the Year Show in the Hastings District Council area.

These financial statements have been approved and authorised for issue by the Board of Directors on 2 September 2020.

B. Statement of Compliance

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime ("PBE IPSAS RDR") and other applicable financial reporting standards as appropriate that have been authorised for use by the

External Reporting Board for Not-for-Profit entities.

For the purposes of complying with NZ GAAP, the Company is a public benefit not-for-profit entity and is eligible to apply Tier 2 Not-for-Profit PBE IPSAS on the basis that it does not have public accountability and it is not defined as large.

The Board of Directors has elected to report in accordance with Tier 2 Not-for-Profit PBE Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions.

2 Significant Accounting Policies

The accounting policies set out below have been consistently applied to all periods presented in these financial statements.

A. Basis of Measurement

These financial statements have been prepared on the basis of historical cost except as noted in the specific accounting policies below.

B. Functional & Presentational Currency

The financial statements are presented in New Zealand dollars (\$) which is the Company's functional currency rounded to the nearest dollar.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

C. Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Company and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised.

Revenue from non-exchange transactions

Donations

Donations are recognised as revenue upon receipt and include donations from the general public.

Grant Revenue

Grant revenue includes grants given by other charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when the conditions attached to the grant have been complied with.

Revenue from exchange transactions

Event Income

Entrance fees, ticket income and all other event income is recorded as revenue when the event takes place.

Interest income

Interest revenue is recognised as it accrues, using the effective interest method

D. Financial Instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument. The Company derecognises a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:

- the Company has transferred substantially all the risks and rewards of the asset; or
- the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Financial assets

Financial assets within the scope of PBE IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments, or available-for-sale financial assets. The classifications of the financial assets are determined at initial recognition. The Company's financial assets include cash and cash equivalents, receivables from non-exchange transactions and receivables from exchange transactions and have all been classified as loans and receivables.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment.

Impairment of financial assets

The Company assesses at the end of reporting date whether there is objective evidence that a financial asset is impaired. A financial asset is impaired and impairment losses are incurred if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset that can be reliably estimated.

Financial liabilities

The Company's financial liabilities include accounts payable. All financial liabilities are initially recognised at fair value and are measured subsequently at amortised cost using the effective interest method except for financial liabilities at fair value through surplus or deficit.

E. Cash & Cash Equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

F. Property, Plant & Equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Depreciation is charged on a straight line or diminishing value basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

- Course Development	33.3% SL
- Plant & Equipment	10% - 50% DV

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

G. Income Tax

Due to its status as a body promoting amateur games or sports, the Company is exempt from income tax under CW46 of the Income Tax Act 2007.

H. Goods & Services Tax (GST)

Revenues, expenses, assets and liabilities are recognised net of the amount of GST except for receivables and payables, which are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

I. Equity

Equity is the interest in the Company, measured as the difference between total assets and total liabilities. Equity is made up of Accumulated comprehensive revenue and expense. Accumulated comprehensive revenue and expense is the Company's accumulated surplus or deficit since its formation.

J. Significant Accounting Judgements, Estimates and Assumptions

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

Shareholder loans

The Company has shareholder loans. The Company has determined, based on discussions with shareholders and evaluation of the terms of the loans, that these loans will not be repaid in the foreseeable future and the loans therefore do not meet the definition of financial liabilities. This judgement has meant that the loans were transferred into retained earnings on transition to PBE IPSAS RDR.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Collectability of debtors

The Company has a significant Receivables balance. In preparing these financial statements the Company, based on the information available to it at the time, has assumed that there will be no material default of debtors except as already allowed for in the financial statements.

Value of Sponsorship Revenue

Some sponsorship revenue is provided in the form of discounted services or goods from suppliers. In some instances, management estimates the value of the sponsorship. Such estimates do not impact the net surplus or deficit because the sponsorship revenue and implied expenses net off.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

3 Shareholder Loans

	31 May 2019	31 May 2020
Loan - Equestrian Sports New Zealand	\$30,000	\$30,000
Loan - Hastings District Council	\$30,000	\$30,000
Loan - Show Jumping Hawkes Bay	\$30,000	\$30,000

The shareholder loans and interest thereon are payable at the discretion of the Directors of Horse of the Year (Hawkes Bay) Limited. Notwithstanding the Directors discretion, shareholders have confirmed that they have no plans to call for repayment of their loans to the company for the foreseeable future and at least for 12 months. There is no security to support these loans and no interest is currently charged. The shareholder loans do not meet the definition of a financial liability because the discretion for repayment lies with the directors of the Company, not the shareholders, therefore there is not a contractual obligation for the Company to make repayment. As the loans do not meet the definition of a financial liability, they were taken to retained earnings on transition to PBE IPSAS RDR for the 31 May 2016 year end.

4 Expense Disclosure

	2020	2019
Fees paid to auditor (all for audit of financial statements)	6,962	6,663
Bad Debt Expenses	-	15,965
Movement in Provision for Doubtful Debts	-	(7,100)

5 Commitments for Expenditure

There are no other material contractual commitments for capital or operating lease expenditure outstanding at balance date.

6 Going Concern Assumption

The Directors have prepared the financial statements on a going concern basis. Due to the Company's low equity and accumulated operating losses (ie excluding shareholder grants and the write back of shareholder loans), the validity of the going concern assumption depends on the continuing viability of the operation of the Company, continued financial support from shareholders and positive cash flows from future shows.

Specific factors the Directors have taken into account are:

- (a) There are shareholders loans totalling \$90,000. The timing of repayment of these loans is at the discretion of the directors. It is not the directors' intention to repay all or any portion of these loans in the foreseeable future. As detailed in note 3, these loans do not meet the definition of a financial liability and are not recorded in the balance sheet.
- (b) The positive operating surplus achieved for the 2019 and 2020 years.
- (c) Hastings District Council has retained its sponsorship level of \$150,000 for the 2020 show.
- (d) The Board is optimistic that the 2020 Show will also be a financial success. Preparations for securing the major revenue lines are well advanced.
- (e) Covid-19 – with the progress New Zealand has made in dealing with the pandemic, the board is confident the 2021 event will proceed, but it is unlikely to have any international entries or international judges.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2020**

7 EVENTS SUBSEQUENT TO BALANCE DATE

There have been no events subsequent to Balance Date requiring disclosure.

8 SHARE CAPITAL

The company has issued 20 Group A shares to Equestrian Sports New Zealand Incorporated, 20 Group B shares to Hastings District Council and 20 Group C shares to Show Jumping Hawkes Bay Incorporated. All shares have the same rights. Each group has the right to appoint two directors. The constitution prohibits any distributions to shareholders. No payment has been made for the shares. There has been no change to the numbers of shares on issue in the reported periods. The shares have no par value.

9 RELATED PARTIES

Hastings District Council (HDC), Equestrian Sport New Zealand (ESNZ) and Show Jumping Hawkes Bay Incorporated (SJHB) are related parties by virtue of being shareholders and having appointed representatives as directors of the Company. Those entities have all provided shareholder loans to the Company as detailed in note 3.

HDC provided host city sponsorship of \$150,000 during the year (2019: \$150,000). HDC had other minor income transactions during the year.

ESNZ has provided income of \$8970 to the Company (2019: \$8,205). No income is owed by ESNZ to the Company at balance date. The Company has incurred \$13,787 of expenses with ESNZ with \$4,551 (including GST) outstanding at year end.

SJHB has provided equipment to the company for \$35,000 (2019: \$40,000).

Tim Aitken (Chairperson) received an honorarium of \$12,000 during the financial year.

SMC Events Limited is a related party by virtue of being the event manager and therefore having significant influence over the company in making financial and operating decisions. SMC Events Limited has been paid an event management fee of \$539,740 (2019: \$305,520) with \$23,000 (including GST) outstanding at year end.

10 Property, Plant & Equipment

		Course Development	Plant & Equipment	Total
2020	Cost	13,094	49,767	62,861
	Accumulated Depreciation	(13,094)	(27,264)	(40,358)
	<i>Net Book Value</i>	-	22,503	22,503
2019	Cost	13,094	49,767	62,861
	Accumulated Depreciation	(13,094)	(23,509)	(36,803)
	<i>Net Book Value</i>	-	26,258	26,258
2020	Opening Net Book Value	-	26,258	26,258
	Additions	-	-	-
	Depreciation	-	(3,755)	(3,755)
	<i>Closing Net Book Value</i>	-	22,503	22,503

HORSE OF THE YEAR (HAWKES BAY) LIMITED**STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE**
FOR THE YEAR ENDED 31 MAY 2020

2019 \$		2020 \$	
	<u>Revenue from Non-Exchange Transactions</u>		
125,000	Grant	120,000	
5,000	Donations	5,000	
<u>130,000</u>			125,000
	<u>Revenue from Exchange Transactions</u>		
1,209,311	Corporate Sales	1,325,190	
926,787	Entries & Related Income	961,127	
167,049	Gate Takings	155,388	
37,812	Other Event Income	52,588	
<u>2,340,959</u>			2,494,292
2,470,959	Total Income		<u>2,619,792</u>
	<u>LESS Expenses</u>		
100,143	Administrative Overheads (Note 4)	106,346	
4,854	Depreciation	3,755	
1,387,149	Event Productions	1,330,817	
663,872	Operating Expenses	807,098	
289,536	Prize Money	282,875	
<u>2,445,554</u>	Total Expenses		2,530,800
<u>24,405</u>	NET OPERATING SURPLUS / (DEFICIT) FOR YEAR		<u>88,992</u>
	<u>PLUS Other Income</u>		
692	Interest Received	172	
<u>692</u>			172
<u>26,097</u>	NET SURPLUS / FOR YEAR		<u>89,164</u>

STATEMENT OF EQUITY MOVEMENT

2020 \$		2019 \$
46,264	EQUITY AT START OF THE PERIOD	72,361
26,097	Net Total Comprehensive Revenue & Expenses	89,164
<u>26,097</u>	TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD	<u>89,164</u>
<u>72,361</u>	EQUITY AT END OF THE PERIOD	<u>161,524</u>

NOTE: The accompanying notes form part of these Financial Statements. The above Statement must be read subject to the attached Audit Report.

HORSE OF THE YEAR (HAWKES BAY) LIMITED**STATEMENT OF FINANCIAL POSITION**
AS AT 31 MAY 2020

2019 \$	Note	2020 \$	
			<u>CONTRIBUTED CAPITAL</u>
72,361		161,524	Retained Earnings
72,361			
\$72,361			<u>TOTAL SHAREHOLDERS FUNDS</u>
			REPRESENTED BY:
			<u>CURRENT ASSETS</u>
38,360		2,419	ANZ (00)
197		261	ANZ (01)
789		61,500	ANZ (46)
6629		27,483	ANZ (04)
-		1,262	PayPal
45,367		6,420	Receivables (Exchange)
-		1262	Provision for Doubtful Debts
49,477		91,078	GST Receivable
140,819			<u>TOTAL CURRENT ASSETS</u>
		190,422	
			<u>NON-CURRENT ASSETS</u>
26,258		22,505	Fixed Assets - (As Scheduled)
26,258			
167,077			<u>TOTAL ASSETS</u>
		212,927	
			<u>LESS</u>
			<u>CURRENT LIABILITIES</u>
11,302		7,200	Accruals
-		8,989	Inland Revenue Department (RWT)
83,414		35,214	Accounts Payable (Exchange)
94,716			<u>TOTAL CURRENT LIABILITIES</u>
94,716		51,403	
			<u>TOTAL LIABILITIES</u>
		51,403	
\$72,361			<u>NET ASSETS/(LIABILITIES)</u>
		\$161,524	

These financial statements are approved for and on behalf of the Board of Directors.

..... **DIRECTOR** **DIRECTOR**
2 September 2020

NOTE: The accompanying notes form part of these Financial Statements. The above Statement must be read subject to the attached Audit Report.

Item 5

Attachment 2



Our reporting
framework

Our reporting framework

In this section you will find a summary of performance followed by detailed performance statements as follows:

Level One

Future Aspirations

Level Two

Levels of Service

Customer Experience Measures

Key Actions

Level Three

Asset Improvement Plans (currently being updated)

The Council has a three level reporting framework.

Level One Future Aspirations – has a future-looking focus and measures desired trends over time.

Level Two Today's Commitments – is about the commitments made in the short term to our community.

Level Three Smart Business – is more internally focused and is about the Council being the best organisation it can be.

Monitoring progress

Year-end progress report
on Council's Long Term
Plan Commitments –
as at June 2020



Summary non-financial performance

Introduction

The pages which follow outline in detail how the Council has progressed against its performance management framework within its 2018-2028 Long Term Plan. This report marks the second year of reporting against the 2018-2028 Long Term Plan. A summary of our progress at the end of Year Three is as follows:

Level One: Future Aspirations

The information on progress toward future aspirations is best measured by shifts over time. These measures are largely on track.

Level Two: Today's Commitments

Key actions

There are 27 key actions contained within the Long Term Plan 2018-2028. All actions are on track or completed.

Levels of service and customer experience

There are 72 measures focused on the annual commitments made to the community. They relate both to the things Council provides (Levels of Service) and to how the customer interacts with Council's services (Customer Experience). The aim of Council is to fully achieve/substantially achieve these. For reporting purposes we group our activities into the following groups:

- Water and Roads
- Safe, Healthy and Liveable Communities
- Economic and Community Development
- Governance and Support Services

In brief the Council's achievements are as follows:

Levels of service (65 measures)

Group of activities	Fully achieved	Substantially achieved (98.5%-99%)	Not achieved
Water & Roads	14 (64%)	1(5%)	7 (31%)
Safe, Healthy & Liveable Communities (Note i)	15 (68%)	2(9%)	5 (23%)
Economic & Community Development (Note ii)	8 (80%)	-	2 (20%)
Governance & Support Services	7 (88%)	-	1(12%)

Notes:

- The Toitot HB Arts & Events Centre is not applicable at this time due to the closure of the Theatre and Municipal Building during part of 2019/20. The Food Safety measure has been superseded by the introduction of the Food Act 2014.
- The level of service measure in relation to the Toitot HB Arts & Events Centre is not applicable at this time due to the partial closure of the Theatre and Municipal Building during 2019/20.

Customer experience (7 measures)

Group of activities	Fully achieved	Substantially achieved (98.5%-99%)	Not achieved
Governance and Support Services	2 (100%)		
Safe, Healthy & Liveable Communities (Note i)	1 (25%)		3 (75%)

Notes:

- Parks user satisfaction was not measured in 2019/20

Customer Service Centre: Mystery Shopping

A mystery shopper programme continues with 'shoppers' visiting Council to measure the service delivered against a set of pre-determined criteria. The assessment focuses on the surroundings in the centre, wait times, interaction with the customer and subject knowledge. The standards are high, staff strive to create a welcoming environment and ensure all customers are able to easily access the services or information required.

Yearly Comparative Performance – Customer Service Centre Mystery Shopper Results
CUSTOMER SERVICE CENTRE MYSTERY SHOP RESULTS



Note: The 2017/18 result is skewed by an isolated mystery shop issue which has been resolved

Contact Centre: Mystery Shopping

Mystery shop calls are carried out in partnership with the Palmerston North City Council, enabling shared learning whilst minimising on-going survey costs. Topics are focused on regular customer enquiries, including rubbish collection, dog registration, direct debits, parking infringements and rate rebates, with each call assessed in relation to the customer experience and subject knowledge. Although individual call results vary, the team's annual average score (outlined opposite) remains consistently high.

Yearly Comparative Performance – Contact Centre Mystery Shopper Results
CONTACT CENTRE MYSTERY SHOP RESULTS



Level Three: Smart Business

Asset improvement plans

A significant amount of Council's expenditure is allocated to maintaining the core assets for the community. There are a number of priority improvement items across the key asset areas that are well on track. The main 2019/20 improvement activities included:

- The 3W Service Assurance Team has been established and supports the 3Waters Team.
- The Water Strategy and related programmes have been developed and is now in the implementation phase.
- The Stormwater model build has commenced and work on this continues into the 2021 LTP period
- Detailed Programme Business Case completed and included within the Transportation Asset Management Plan.

Level One – Future Aspirations

Water & Roads			
Future aspirations	Baseline performance	Future target	Progress
FGO1 Modal shift to walking/cycling.	Under Development (to be measured by new census question).	Under Development (incremental increase over census periods).	<ul style="list-style-type: none">Not Measured - Next Census will be in 2023 and we will report on progress at that time.
FGO2 Annual shift to walking and cycling.	Under Development (now measured from nine permanent count sites).	Under Development (incremental increase over previous periods).	<ul style="list-style-type: none">Not Measured - Next Census will be in 2023 and we will report on progress at that time.
FGO3 Street lighting efficiency.	Installed wattage (2.6kw/km).	20% reduction by 2022.	<ul style="list-style-type: none">Achieved5852 out of 7100 streetlights now converted to LED.Pre LED install power consumption was 3255 Mwh/year, Post install of LED predicted power consumption estimated at 2200 Mwh/year

Power consumption

Year	Power consumption (MWh)
2017	3,290
2018	2,880
2019	2,187

Safe, Healthy & Liveable Communities

Future aspirations	Baseline performance	Future target	Progress
FGO4 Public buildings meet minimum earthquake standards (34% of new building standard).	62.04%	100% by 2033 meeting future legislative standards.	<p>On Track – 91.4%</p> <p>(Note; the legislative timeframe for completion of assessments and any remediation that may be required does not end until 1 July 2037, the remaining 8.6% of building owners may elect to use all this time).</p> <p>New legislation <i>Subpart 6A—Special provisions for earthquake-prone buildings</i> captures buildings in the Hastings district that need profiling against the new EPB methodology.</p> <ul style="list-style-type: none"> 1639 buildings constructed prior to 1976 have been profiled to date; of these buildings 334 currently fall within the profile categories of the EPB methodology and are/were therefore potentially earthquake-prone. 1305 buildings constructed between 1935 and 1975 fall outside the scope of any requirements for assessment/strengthening (under the Act). Of the 334 buildings, 193 are excluded because they have been assessed or strengthened to ≥34% NBS, or are timber frame buildings. Of the 334 buildings, 129 buildings have been identified as potentially earthquake prone (building owners are required to have seismic assessments completed following notification by Council). Of the 334 buildings, 12 buildings have been confirmed as earthquake-prone (1 is currently being strengthened and 1 has planned strengthening works scheduled).
FGO5 Increased recyclables diverted from landfill.	9,800 tonnes diverted	≥ 11,760 tonnes per annum by 2024 (20%).	<ul style="list-style-type: none"> Not Achieved – 7,513 tonnes (15%) diverted, decrease in tonnage is a result of the suspension/closure of facilities and services over the Covid-19 lockdown period. The diversion percentage is calculated by comparing the diverted tonnage against the annual landfill tonnage which is split 50/50 between the Hastings District Council and Napier City Council.
FGO6 Decreased organic waste going to landfill.	28,580 tonnes	≤ 19,150 to landfill by 2024 (30%).	<ul style="list-style-type: none"> On Track – 25,431 indicative tonnes (28.4%) – Solid Waste Analysis Protocol Survey undertaken March to May 2019.

Level Two – Today’s Commitments

(A) LEVELS OF SERVICE

Water Services

Detailed Mandatory Non-Financial Performance Measures (Department of Internal Affairs)

The performance measures in the tables below are required to be reported in accordance with section 2618 of the Local Government Act 2002.
The baseline performance is based on 2018/19 actual information (unless otherwise stated).

Stormwater

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
LOCAL INFRASTRUCTURE To provide local infrastructure which contributes to public health and safety, supports growth, connects communities, activates communities and helps protect the natural environment.	Council will provide a safe and reliable stormwater service and ensure that service interruptions are kept to a minimum.	DIA Non-Financial Performance Measure 1 – System Adequacy The number of flooding events that occur in the Council’s district. For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the Council network).	0 (zero)	0 (zero) floors affected per 1,000 connections up to a 1 in 50 year ARI storm event.	Achieved – 0 (zero) number of habitable floors affected.
		DIA Non-Financial Performance Measure 2 – Discharge Compliance Compliance with Council’s resource consents for discharge from its stormwater system measured by the number of: a) Abatement notices b) Infringement notices c) Enforcement orders d) Convictions	0 (zero)	a) 0 (zero) Abatement notices b) 0 (zero) Infringement notices c) 0 (zero) Enforcement orders d) 0 (zero) Convictions	Not Achieved – 1 (One) Infringement Notice \$750 Infringement Fee Related to sediment laden water being discharged into the Karamu Stream as a result of dewatering an excavation at a Council construction site.

Stormwater

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
					0 (Zero) abatement, enforcement notices or convictions.
		DIA Non-Financial Performance Measure 3 – Response Times The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.	1 hour	1 hour	Achieved – No ‘flooding event’ recorded, so no response required. However the response time to general surface flooding was 33 minutes.
		DIA Non-Financial Performance Measure 4 – Customer Satisfaction The number of complaints received by Council about the performance of its stormwater system, expressed per 1,000 properties connected to the Council’s stormwater system.	10.1	15 complaints per 1,000 connections. NB: This is a baseline figure for stormwater-related complaints received in the past 8 years.	Achieved – 10.1 complaints per 1,000 connections.

Sewerage and the Treatment and Disposal of Sewage

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
LOCAL INFRASTRUCTURE Council Objectives to which the wastewater activity relates: <ul style="list-style-type: none"> • Healthy drinking water and sanitary services. • Sustainable use of water resources. 	Council will provide a safe and reliable wastewater service and ensure that service interruptions are kept to a minimum.	DIA Non-Financial Performance Measure 1 – Number of dry weather sewerage overflows from the Council’s wastewater system, expressed per 1000 sewerage connections to that sewerage system.	0.89	5 per 1,000 connections per annum	Achieved – 0.79 overflows per 1,000 connections per annum
		DIA Non-Financial Performance Measure 2 – Compliance with Council’s resource consents for discharge from its sewerage system measured by the number of: (a) Abatement notices	0 (zero)	(a) 0 (zero) Abatement notices	Not Achieved – 1 abatement notice and 2 infringement notices were received for 2019/20. Overflow from the domestic wastewater network into the

Sewerage and the Treatment and Disposal of Sewage

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
<ul style="list-style-type: none">• Infrastructure supporting economic growth.• Resilience to hazards and shocks.		(b) Infringement notices		(b) 0 (zero) Infringement notices	Te Kahika Stream due to tree roots resulted in 1 abatement notice and 1 infringement notice for \$750. Discharge to land from the Clive WWTP resulted in 1 infringement notice for \$1000
		(c) Enforcement orders		(c) 0 (zero) Enforcement orders	
		(d) Convictions		(d) 0 (zero) Convictions	
		DIA Non-Financial Performance Measure 3 – Where the Council attends to sewerage overflows resulting from a blockage or fault in the Council's sewerage system, the following median response times are measured:			
		(a) Attendance time: From the time that the Council receives notification to the time that service personnel reach the site, and	30 minutes	(a) 1 hour response time to site (attendance time).	Achieved – (a) 36 minutes response.
		(b) Resolution time: From the time that the Council receives notification to the time that service personnel confirm resolution of the blockage or other fault reach the site.	2.1 hours	(b) 1 day permanent repair completed (resolution time).	(b) 2.45 hours resolution time.
		DIA Non-Financial Performance Measure 4 – Total number of complaints received by the Council about any of the flowing:	26.9	30 complaints – Count expressed per 1,000 connections per annum.	Achieved – 20.43 complaints per 1,000 connections per annum.
		(a) Sewage odour			
		(b) Sewerage system faults			
		(c) Sewerage system blockages			
		(d) The Council's response to issues with its sewerage system			

Sewerage and the Treatment and Disposal of Sewage					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
		Expressed per 1,000 connections to the Council's sewerage system.			

Water Supply

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
LOCAL INFRASTRUCTURE Council Objectives to which the water supply activity relates: <ul style="list-style-type: none"> • Sustainable use of land and water resources • Healthy drinking water and sanitary services • Infrastructure supporting economic growth • Resilience to hazards and shocks • Serviced land for industrial development. 	Water Supply – Ensuring healthy drinking water through the provision and effective management of water services.	DIA Non-financial performance Measure 1 – (safety of drinking water) The extent to which the local authority's drinking water supply complies with: <ul style="list-style-type: none"> (a) Part 4 of the drinking-water standards (bacteria compliance criteria), and (b) Part 5 of the drinking-water standards (protozoal compliance criteria). 	Part A – 100% Part B – Not Achieved	Percentage Compliance Target 100%	NZ drinking water standards Please note: These results are provisional, pending final confirmation by the independent drinking water assessor. A: Part 4 Bacteria compliance criteria Achieved – All Hastings District Council water supplies were assessed as compliant with Section 4 (Bacteriological compliance criteria) of the DWSNZ 2005 (Revised 2018) B: Part 5 Protozoa compliance criteria Not Achieved – Supplies compliant with part 5 of the DWSNZ for the reporting period - Portsmouth Road, Whakatu, Clive and Haumoana/Te Awanga (Compliant with Secure bore water criteria). Omaha, Brookvale Road (Havelock North) and Wilson Road (Flaxmere) (Compliance with Cartridge Filtration and U.V disinfection criteria where applicable). Detailed investigations and risk assessments of the Hastings groundwater sources in 2017 and 2018 resulted in the reclassification of many of Hastings District Council's water sources to a non-secure status.

Water Supply

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
					<p>This now necessitates treatment to fully meet the protozoal compliance criteria in the DWSNZ.</p> <p>The HDC Drinking Water Strategy will deliver new compliant treatment systems to all supplies for the 21/22 reporting period.</p> <p>Waipatiki, Parkhill, Waipatu, Eastbourne and Frimley are all now deemed non-secure groundwater sources and therefore require protozoa treatment to comply.</p> <p>Whirinaki, Esk and Waimarama have existing filtration and UV disinfection systems in place but require upgrades to meet the technical requirements of the DWSNZ.</p>
		<p>DIA Non-Financial performance Measure 2 – (maintenance of the reticulation network)</p> <p>The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).</p>	21% as measured in June 2016.	20% Percentage real losses or other recognised industry standard as specified in the Hastings District Council's 'Water Conservation and Demand Management Strategy'.	<p>Not Achieved</p> <p>21%</p> <p>The NZWWA Water Loss Performance "Benchloss" spreadsheet tool was used to evaluate water loss for the Hastings Urban Water Supply (accounts for 94% by population and 92.5% by volume).</p> <p>Further work on improving data accuracy to inform our water loss assessments and evaluate further opportunities to reduce water losses via network leakage is being investigated.</p>

Water Supply

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
		DiA Non-Financial performance Measure 3 – (fault response times) Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:		95% achievement rate.	
		(a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	45 minutes 2.52 hours	Urgent – 1 hour response time to site (Note i).	Achieved – The median time to respond to urgent call-outs was 41 minutes.
		(b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption		Urgent – 2 hour restoration of service.	Achieved – The median restoration time was 1.28 hours.
		(c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	20 hours	Non-urgent – 3 days response time to site (Note i).	Achieved – 18.5 hour response time
		(d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	3 days	Non-urgent – 7 days call resolution	Achieved – 2.24 day resolution Note i: Response times for urgent and non-urgent callouts below are made up of instances: (a) where contractors physically arrive at a callout (b) where the contractor identifies an issue themselves and resolves it instantly on site.

Water Supply

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
		DIA Non-Financial performance Measure 4 – (customer satisfaction) The total number of complaints received by the local authority about any of the following: (a) drinking water clarity (b) drinking water taste (c) drinking water odour (d) drinking water pressure or flow (e) continuity of supply, and (f) the local authority's response to any of these issues expressed per 1,000 connections to the local authority's networked reticulation system.	9.50	Count expressed per 1,000 connections per annum (Current Baseline = 9.24 complaints per 1,000 connections)	Achieved – There were 9.22 complaints per 1,000 connections.
		DIA Non-performance Measure 5 – (demand management) The average consumption of drinking water per day per resident within the territorial authority district.	500	410 litres per day per resident.	Not Achieved – 420 litres per person per day for the Hastings Urban Water Supply. This is 2.5% higher than the target and is a 16% reduction over our baseline performance. Pressure reduction to reduce network leakage is being implemented as part of the Drinking Water Strategy in 2021. Our water conservation practices are in place each year to educate and monitor household usage. An extended summer left many parts of the district suffering from drought which has influenced water

Water Supply

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2019/20 Target	2019/20 Achievement
					consumption figures in the reporting period. Water restrictions were implemented in mid-December and were not fully removed until early June.

Roads and Footpaths

Detailed Mandatory Non-Financial Performance Measures (Department of Internal Affairs)

The performance measures in the tables below are required to be reported in accordance with section 261B of the Local Government Act 2002.

The baseline performance is based on 2018/19 actual information unless otherwise stated.

Community Outcomes	Performance Measure	Baseline Performance	2019/20 Target	Achievement 2019/20
LOCAL INFRASTRUCTURE Council Objectives to which the transportation activity relates: <ul style="list-style-type: none"> • Accessible range of safe transport options • Safe walking and cycling facilities • Infrastructure supporting economic growth • Efficient movement of goods 	DIA Non-Financial Performance Measure 1 – Road safety The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	36	Reducing trend of fatality and serious injury from previous year. (Base level for 2017/18 = 40 fatalities and serious crash injuries on the local road network)	Achieved – 30 fatalities and serious injuries during 2019/20.
	DIA Non-Financial Performance Measure 2 – Condition of the sealed road network The average quality of ride on a sealed local road network, measured by smooth travel exposure.	93.2%	90% smooth travel exposure. (Average quality of ride)	Achieved – 91% smooth travel exposure in 2019/20.
	DIA Non-Financial Performance Measure 3 – Maintenance of a sealed local road network The percentage of the sealed local road network that is resurfaced.	7.0%	5.5% of sealed local road network is resurfaced per annum.	Not Achieved – 3.23% of local road network resealed in 2019/20. The sealing programme was impacted by the COVID-19 lockdown.
	DIA Non-Financial Performance Measure 4 – Condition of footpaths within the local road network The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works programme or Long Term Plan).	1.16%	No more than 1.5% of footpaths classified poor or worse as measured by Council's condition rating system.	Not Achieved – 1.93% of footpaths classified as poor or worse as measured through footpath rating survey in September 2018 (measured tri annually).
	DIA Non-Financial Performance Measure 5 – Response to Service Requests The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the timeframe specified in the Long Term plan.	91%	95% of customer service requests relating to roads and footpaths responded to within 28 days.	Substantially Achieved – 94.7% of customer requests responded to within 28 days.

Community Outcomes	Performance Measure	Baseline Performance	2019/20 Target	Achievement 2019/20
Safe, Healthy and Liveable Communities				
Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE: Reducing public nuisance and threats to public safety.	Hours of operation at refuse transfer station.	7 days per week.	7 days per week.	Not Achieved – There were no closures longer than 3 hours for essential commercial customers. However the refuse transfer station was closed to the general public and non-essential commercial customers during the Covid-19 level 4 lockdown.
	Hours of operation at recycling depots.	7 days per week. (24 hour operation at Martin Place)	7 days per week. (24 hour operation at Martin Place)	Not Achieved - All recycling depots were closed during the Covid-19 level 3 and 4 lockdown. With the exception of Martin Place all drop-off depots remained open outside of the level 3 and 4 lockdown period. Martin Place did not open after the level 4 lockdown to due to Health & Safety concerns raised by the contractor and council officers.
	Hours of operation at landfill.	5 days per week. (limited weekend opening)	5 days per week. (limited weekend opening)	Achieved – The landfill was open 100% of its scheduled opening hours. Additionally the landfill is now opening every Saturday morning. As an essential service the landfill did not close during the Covid-19 lockdowns.
	% of urban dwellings serviced by kerbside refuse and recycling services.	Weekly collection to 100% of dwellings within collection zones.	Weekly collection to 92% of urban dwellings.	Achieved for refuse collection – All properties in the collection zones were serviced throughout the year (representing 92% of urban dwellings). Recycling collections were suspended during the Covid-19 level 4 lockdown, otherwise all properties in the collection

Community Outcomes	Performance Measure	Baseline Performance	2019/20 Target	Achievement 2019/20
				zones were serviced (representing 92% of urban dwellings).
	% compliance with landfill conditions.	100%	100%	Achieved – Full compliance was achieved by the Omarunui Landfill with consent conditions.
	% of food premises having an excellent or very good grading.	Not measured	95%	Not Measured – Has been superseded by the Food Act 2017.
	% compliance with swimming pool fencing regulations.	99.6%	98%	Achieved – 99% compliance (4 non-complying out of 2,728)
	Number of public cemeteries.	Four cemeteries at Hastings, Havelock North, Puketapu, Mangaroa.	4	Achieved – 4 public cemeteries with development plans for further capacity at Mangaroa.
	Compliance level with crematorium consent conditions.	32 out of 34	All conditions met.	Achieved – 34 out of 34 consent conditions met.
	% of public buildings with current warrant of fitness.	100%	95%	Achieved – 100% of buildings with current warrant of fitness.
COUNCIL OBJECTIVE: Reduce public nuisance and threats to public safety.	% of dog registrations of known dogs.	94.5%	98%	Not Achieved - 93.5% Covid-19 prevented staff processing unregistered dogs from March 2020
	% release rate of impounded dogs suitable for adoption.	64%	80%	Not Achieved - 69% All dogs suitable for adoption were home placed.
	Number of night time compliance operations on licensed premises per year.	4	4	Achieved – 4 night time compliance operations undertaken (includes after hours monitoring)
	Number of CCTV camera locations.	69	32	Achieved - There are 210 camera feeds at 72 locations strategically located to monitor

Community Outcomes	Performance Measure	Baseline Performance	2019/20 Target	Achievement 2019/20
				and prevent crime and to promote public safety
COUNCIL OBJECTIVE:	A District Plan current at all times within statutory timeframes.	Achieved	Achieved	Achieved – District Plan made partially operative in March 2020. One appeal remains outstanding, waiting decision from the Environment Court.
<ul style="list-style-type: none"> Sustainable use of land and water resources A more compact urban form. 				
COUNCIL OBJECTIVE:	Number of public swimming pools that meet Pool Safe water quality standards.	4	4	Achieved – All four pools met the Pool Safe Water Standard.
<ul style="list-style-type: none"> Places and spaces for recreation Places and spaces for arts, culture, learning Fostering recreational participation Fostering the arts and cultural experience 	Days of operation of public libraries.	3 public libraries (6 day service Flaxmere/Havelock North, 7 days Hastings)	3 public libraries (6 day service Flaxmere/Havelock North, 7 days Hastings)	Not Achieved - The post-COVID environment constrained achievement of full hours of opening for Q4 of 19/20. All sites open six days only and fewer open hours each day than before lockdown.
	% of urban properties within 500m radius (walking distance) of a park.	87%	87%	Substantially Achieved - 85% - While this achievement measure shows a slight decline it will increase as new development areas vest new reserves in next two years.
	% of urban properties within 500m radius (walking distance of a playground).	60%	60%	Substantially Achieved - 58% - While this achievement measure shows a decline on the previous year, it reflects a playground deficit due to new house builds and existing dwellings, which will be addressed with new playground builds planned for the St Aubyn Street reserve and Lyndhurst areas in the new year.
	Number of elderly housing units and average occupancy.	220 units with occupancy of 98.52%.	95% average occupancy.	Achieved – The average occupancy in 2019/20 was 97.79%.
	Number of Art Gallery exhibitions per annum.	13	12	Achieved – 12 exhibitions undertaken during 2019/20.
	Opera House Qualmark Rating. (subject to current review)	Not measured	Facility is closed	Not Measured – The facility will next be subject to the Qualmark rating classification after its first full year of operation.

Community Outcomes	Performance Measure	Baseline Performance	2019/20 Target	Achievement 2019/20
	% of Indoor Sports Centre available booking hours booked.	73%	50%	Achieved – Available booking hours in 2019/20 were 69%.
	Days of operation of Splash Planet.	Mid November to Waitangi Day . (7 days a week)	Mid November to Waitangi Day . (7 days a week)	Achieved – Open 11 November 2019 till 9 Feb 2020 7 Days, then Weekends only until 15 March 2020. Closed 2 weeks early because of COVID 19
Economic and Community Development				
Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE:	% of vacant industrial land.	Achieved – 65 ha of industrial land at Omaha and 91 ha at Irongate. There is also a further 8.7 ha at the Tomoana Food Hub.	A minimum of 20% of industrial land is vacant.	Achieved – There has been considerable uptake of the recently rezoned land at Omaha and Irongate. The remaining industrial vacancy rates which achieve the target are;
<ul style="list-style-type: none"> Residential development opportunities Industrial development opportunities 		65.2 ha of vacant land remains at Irongate, 56.6 ha at Omaha, and 52.3 ha at Whakatu. These figures confirm that the target is exceeded.		Omahu 33.5 ha Irongate 54.7ha Whakatu 29.1ha Tomoana Food Hub 8.7ha
	Number of hectares of vacant greenfield land.	Achieved – 20 ha vacant land remaining at (Lyndhurst, Northwood and Aratak). Waingakau of 15 ha. 55 ha of vacant land at Iona and 21 ha of vacant land at Howard Street.	A minimum of 20 hectares vacant greenfield land.	Achieved – Total undeveloped or unbuilt capacity of residential zoned and serviced land at Lyndhurst Waingakau, Northwood and Aratak stood at 424 at the end of the first quarter of 2020. At a density average of 700m2 per site this equates to a net 30 ha or a gross area of 36 ha at density of 11.5 per ha. In addition there are two new rezoned areas comprising 55 ha of vacant land at Iona and 21 ha of vacant land at

Economic and Community Development

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
				Howard Street. There is also vacant greenfield land at Te Awanga.
	Number of significant strategies completed per annum.	0	1	Not Achieved – No significant strategy reviews were scheduled or completed in 2019-2020 due to ongoing commitments to the HBRC led Greater Heretaunga Freshwater Management and Coastal Hazards Strategies. A Housing and Business Land Capacity study was however completed along with a Regional Industrial Land Strategy. Measure needs review.
	Number of structure plans completed per annum.	1	1	Achieved – A structure plan for Brookvale Urban Growth area was completed in June 2019.
COUNCIL OBJECTIVE: Appealing visitor destination.	Opera House Qualmark Rating. (subject to current review)	Not measured	Facility is closed.	Not Measured – Toitū HB Art & Events Centre opened in March 2020 and closed again that month due to COVID19 with re-opening July 2020. Expectation is application for Qualmark rating will be completed after a year in operation with the Municipal Building on board. Prior to that we will finalise processes and monitoring systems and have a year of Municipal Building completion tracking, measuring and monitoring so we have sufficient data recorded for our first Qualmark inspection.
	Number of visitors to i-Site visitor centres per annum.	58,556	73,000	Not Achieved – 46,416 total visitation to Hastings and Havelock North i-sites combined.
	Total financial support to events.	\$611,427	\$125,000	Achieved – A total of \$459,193 was allocated to support circa 50 events during the 2019/20 year.

Economic and Community Development

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
	Total visitors to Splash Planet.	113,347 total 64,607 from outside Hastings (56%).	100,000 total 45% from outside Hastings.	Achieved – 116,494 total visitation, 64,712 from outside Hastings (56%).
COUNCIL OBJECTIVE: Supporting and attracting business.	Total financial support to Business Hawke's Bay.	\$100,000	\$100,000 per annum funding support to Business Hawke's Bay.	Achieved – \$100,000 funding support and continued collaboration with Council E.D. team.
COUNCIL OBJECTIVE: • Putting people at the centre of planning and service • Effective working relationships with mana whenua	Number of completed Place Based Plans.	2	1 Place Based plan completed per annum.	Achieved – Waipatu place based plan completed in 2019/20.
	Number of Social Development Reviews completed.	0	1 Social Development Review completed per annum.	Achieved – Multi Cultural Strategy completed in 2019/20.

Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE: Putting people at the centre of planning and service. (Make open, inclusive and effective decisions)	% Compliance with statutory planning processes.	100%	100%	Achieved – No breaches of statutory compliance during 2019/20.
	Council and Committee agendas are available within statutory timeframes.	100%	100%	Achieved – All Council and Committee Agendas met statutory timeframes.
COUNCIL OBJECTIVE: Ensure prudent financial management.	Complete Annual Report and audit within statutory timeframes.	Achieved	Achieved	Achieved – 2018/19 Annual report audited and adopted within statutory timeframes.
	Budgets are set within Financial Strategy limits.	Achieved	Achieved	Achieved – the 2020/21 Annual Plan was completed on time and set within Financial

Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE: Putting people at the centre of planning and service. (Ensure easy access to Council knowledge and services)	Calls to Council's main number are always answered by a person rather than an answer phone service.	Achieved (93% of calls answered within 60 seconds)	90% of calls answered within 60 seconds.	Strategy limits despite the interruption of the COVID-19 pandemic. Achieved - 90% of calls answered within 60 seconds.
	Customer service centre open from Monday to Friday 8am to 5pm.	Achieved	Achieved	Substantively Achieved – Service centre closed during COVID lockdown (March 23 rd – May 14 th); subsequently reopened at reduced hours of 9am – 5pm Monday to Friday.
	% of calls to Council's main number answered within 20 seconds.	88%	80%	Achieved – 84% of calls answered within 20 seconds.
	Usage of Council website.	16,341 unique visitors per month.	15,000 unique visitors per month.	Achieved – 21,052 unique visitors per month.

(B) CUSTOMER EXPERIENCE

Customer Experience – Safe, Healthy and Liveable Communities

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE: <ul style="list-style-type: none"> Reduce public nuisance and threats to public safety. Putting people at the centre of planning and service. 	Time taken to process a building consent.	99.9% within 20 working days.	100% within 20 working days.	Not Achieved – 87.2% processed within 20 working days. As can be seen from the achievement percentage, the COVID-19 pandemic impacted on inspections as our inspectors had a period where they were unable to go out on site.
	Time taken to process code of compliance.	99.9% within 10 days.	100% within 10 days.	Not Achieved – 95% within 10 days. As can be seen from the achievement percentage, the COVID-19 pandemic has impacted to a minor degree on processing times and Code Compliance Certificates.

Customer Experience – Safe, Healthy and Liveable Communities

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
	Time taken to process a resource consent.	88% within statutory timeframe. (20 working days)	97% within statutory timeframe. (20 working days)	Not Achieved – 85% processed within statutory timeframes in 2019/20. This was due to COVID-19 disruptions along with high consenting numbers and higher proportion of complex consent applications.
	Time taken to respond to noise complaints.	Zone 1 (20-30 minutes) – 99.8% Zone 2 (< 45 minutes) – 98.3%	Zone 1 (20-30 minutes) – 95% Zone 2 (< 45 minutes) – 90%	Achieved - Zone 1 (20-30 minutes) – 99.9% Zone 2 (< 45 minutes) – 100%
	Parks user satisfaction.	75%	97%	Not Measured – No measurement undertaken during 2019/20.

Customer Experience – Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2018/19	Target 2019/20	Achievement 2019/20
COUNCIL OBJECTIVE: Putting people at the centre of planning and service.	Quality of customer service. (contact centre)	Average score of 87% in mystery shopper phone calls.	85%	Achieved – 89% average score.
(Ensure easy access to Council knowledge and services)	Quality of customer service. (customer service centre)	Average score of 94% in mystery shopper visits.	85%	Achieved – 86% average score.

Level Two – Today's Commitments

(C) KEY ACTIONS

Water & Roads

Key action	Achievement
Water Services	
KA01 / KA02 Implement water security and optimisation programme Rollout of stages 1a, 1b and 1c of drinking water compliance and investment programme.	<ul style="list-style-type: none"> On Track Commissioning and bringing into service the new trunk watermain between Hastings and Havelock North and construction of the Havelock North booster pump station. Progression of conceptual designs for the Frimley and Eastbourne water treatment plants, reservoirs and pump stations, site selection and commencement of detailed design for construction and completion by the end of 2021. Haumoana water treatment plant, reservoir and pump station under construction for completion end of September 2020. Modular water treatment plants designed and under construction for all small community supplies. Reservoir investigations and upgrades underway at Havelock North, Tauroa and Whirinaki reservoirs. SCADA, telemetry and data acquisition project underway. Infrastructure Data (ID) enhancements to automate compliance reporting.
KA03 Enhancements to Havelock North streams.	<ul style="list-style-type: none"> On Track Further assessment of stream erosion, capacity and flood analysis to inform a strategy for future enhancements. Commencement of a vegetation removal programme for drainage reserves and adjacent public space areas.
KA04 Rollout stormwater quality improvement programme.	<ul style="list-style-type: none"> On Track Strategy developed for Lowes Pit stormwater catchment to improve stormwater quality from the industrial catchment and to mitigate any water quality risks associated with the receiving environment. Onsite flood mitigation and stormwater quality treatment solutions for new development areas (Howard St, Brookvale, Iona). Further options being developed for the Caroline Rd catchment and discharge to the Ruahapia Stream.
KA05 Rollout of wastewater rising main and trunk main renewal programme.	<ul style="list-style-type: none"> On Track Renewal project underway on the Park Rd rising main and evaluation of options for the Eastern Interceptor gravity trunkmain replacement.
Roads and Footpaths	
KA06 Strengthen key bridges to allow continued heavy vehicle access.	<ul style="list-style-type: none"> On Track - Riggis, Ohara and partial completion of Moeangiangi bridges strengthening. Two designs and 8 evaluations completed for HPMV route.
KA07 Completion of approved walking and cycling projects within the iWay network.	<ul style="list-style-type: none"> On Track - Southland Pathway completed, Te Ara Kahikatea Shared Path completed, Napier Rd Cycleway construction underway, trial of sharrows at roundabouts underway.

Water & Roads

Key action		Achievement
KA08	Implement safety treatments on high risk rural routes and urban intersections.	• On Track - Ongoing safety interventions are being implemented, Speed limit consultation commenced.
KA09	Completion of road pavement renewal programme in both urban and rural areas.	• On Track - Princess Street and St Andrews road completed in the urban area. Middle road and Kahuranaki road completed in the rural area.
KA10	Completion of the Whakatu arterial route.	• Completed - The Whakatu arterial link route is completed and named Te Ara Kahikatea.

Item 7

Attachment 1

Safe, Healthy & Liveable Communities

Key action	Achievement
KA11 Advance the Hastings Central City Plan.	<ul style="list-style-type: none"> On Track – Hastings City Centre Revitalisation Plan adopted. Construction of first five initiatives underway.
KA12 Advance future cemetery space capacity.	<ul style="list-style-type: none"> On Track – The undeveloped land at Mangaroa cemetery has been approved by Council to be extended and redeveloped. The funding that was earmarked for the purchase of new cemetery land has been allocated towards this development. No development started yet.
KA13 Complete earthquake strengthening on programme of identified public buildings.	<ul style="list-style-type: none"> On Track – Design and engineering work progressed on Town Clock.
KA14 Complete Opera House strengthening project.	<ul style="list-style-type: none"> On Track – Toitū Hawke's Bay Arts & Events Centre opened in March 2020 then closed due to COVID19 and re-opened in July 2020. The Opera House and Functions On Hastings are fully operational and bookings are coming in for the use of both spaces.
KA15 Finalise business case for future use and investment in Municipal Building.	<ul style="list-style-type: none"> On Track -
KA16 Enhancements on key reserves (Cornwall, Windsor, and other RMPs).	<ul style="list-style-type: none"> On Track – Cornwall Park premier playscape completed. Ebbett Park upgrade design complete and construction of carpark, playground and toilet underway. New playgrounds at Hugh Little and Sunderland Drive Parks completed.
KA17 Continued rollout of pop-up irrigation programme.	<ul style="list-style-type: none"> On Track - Pop up irrigation on Frimley Park complete.
KA18 Complete planned toilet enhancements from Sanitary Services Assessment.	<ul style="list-style-type: none"> On Track - New toilets completed at Haumoana Domain, Maraetotara Falls, Bill Mathewson and Cornwall Parks.
KA19 Provision of community education programmes on waste minimisation.	<ul style="list-style-type: none"> Achieved – Recruitment has been completed following the extensive consultation and feedback of the Joint Waste Management and Minimisation Plan with NCC in 2018. Two waste minimisation offices have been employed by the HDC and they are currently assisting with the introduction of new waste/recycling services and development of waste minimisation education programmes/initiatives.
KA20 Complete landfill valley development.	<ul style="list-style-type: none"> On Track – Development work required to maintain available workspace at the landfill was completed. Area D development work will continue each year until 2025 when the area estimated to be full (i.e. no remaining airspace).
KA21 Consult on and implement new waste collection regime.	<ul style="list-style-type: none"> Achieved – Council consulted on, and adopted, a new joint Waste Management & Minimisation Plan (WMMP). Over 6,000 submissions were received by the Hastings District Council and Napier City Council during the consultation period. The plan included new methodologies for kerbside collections for both refuse and recycling. Contracts for this work have been awarded and the new services started on 1 July 2020. The services involve a 120 litre wheelie bin collection service (weekly) for rubbish and a 3 crate (council supplied) system for kerbside recycling collection (weekly).

Economic & Community Development

Key action	Achievement
KA22 Support industrial land uptake at Irongate, Omaha and Whakatu.	<ul style="list-style-type: none"> On Track - Subdivision of land in Irongate is progressing. The subdivision plan will bring further industrial lots to the market. Development activity in Irongate ongoing (i.e. Rockit Coolstore and Packhouse). Henderson Road roundabout at Omaha Road works are scheduled to begin in Q1 2021. Irongate Road roundabout works scheduled to begin in the Q3 of the 20/21 financial year.
KA23 Advance Hastings CBD hotel proposal.	<ul style="list-style-type: none"> On Track - Council Officers are working with potential Hotel developers.
KA24 Progress of various youth futures programmes.	<ul style="list-style-type: none"> On Track - The Youth Employment team have engaged with 191 rangatahi in the last financial year and of that, 54 have been placed into work, 5 are job seekers, 18 are into study/training, 43 require further support and 71 have either left the region or are on other pathways.
KA25 Implementation of Heretaunga Plains Urban Development Strategy (HPUDS) sub strategies.	<ul style="list-style-type: none"> On Track – A Medium Density Housing Strategy and Implementation Plan was adopted in November 2017 and in March 2018 Implementation Actions were assigned to Council Groups to action on the following timescales 2018-2021, 2021 + and 'Ongoing'. Actual implementation has not yet been monitored. Focus has been on implementing the quarterly property market indicator monitoring required by the National Policy Statement on Urban Development Capacity and the first of the three yearly Housing and Business Capacity Assessments. Four quarterly reports were produced over the last year and the Capacity Assessment report is due to be published by the end of July.
KA26 Development of various place based plans.	<ul style="list-style-type: none"> On Track – Waipatu place based plan added to the suite of place based plans for various communities, with 3 further plans under development.
KA27 Advance business attraction and job creation initiatives.	<p>On Track</p> <ul style="list-style-type: none"> Brochure and meetings with the N.Z. Institute of Skills and Technology (NZIST) interim board proposing Hawke's Bay as a potential location for 30 salaried positions. An international Information Technology business offering training for up to 500 people initially in call centre and business support services. Foodeast is estimated to deliver 500 + jobs and \$100m in regional domestic product. Auckland business is considering Hastings as a location for a food waste processing facility, potential employees 30+ people.

Hastings District Council Quarterly Health and Safety Report: Quarter 4 - 2019/2020

1 April – 30 June 2020

This report contains information that was reported during the period 1 April to 30 June 2020 and is current as at 1 August 2020.

GLOSSARY OF TERMS

Leading Indicators

- **Hazards Reported** – reports of newly identified hazards (in HDC facilities/worksites).
- **Health and Safety Risk Assessments** – documented risk assessments for HDC tasks/projects.
- **Health and Safety Observations** - documented conversations/ or task observations undertaken by Managers/Supervisors with HDC employees or Contractors.
- **Health and Safety Inspections** - documented inspections (usually a check of a site or facility using set criteria) undertaken by Managers/Supervisors with HDC employees or Contractors.
- **Health and Safety Audits** - documented health and safety system or contract audits undertaken by Managers/Supervisors with HDC employees or Contractors.
- **Health and Safety Discussions** – documented meetings in which health and safety matters are discussed with HDC employees in attendance (e.g. Monthly team meetings).
- **Health and Safety Training** - documented records of employees who have undertaken safety training for the month (both internal and external training).
- **Health and Safety Recognition** - documented recognition of excellence by HDC in regards Health and Safety.
- **Toolbox Briefings** – job planning / start-up meetings held daily or weekly at a job site before work begins where health and safety hazards and control measures are discussed.

Lagging Indicators

- **Near Misses** - Close call events - i.e. no injury or property damage sustained.
- **Property Damages** – reported damage to HDC property/plant/equipment.
- **First Aid Injuries** - Injuries treated onsite by HDC Employees and no further treatment required.
- **Medical Treatment Injuries** - Injuries treated by Registered Medical Professionals e.g. nurse, doctor, physiotherapist, dentist.
- **Lost Time Injuries** - Injuries resulting in time off work.
- **WorkSafe Notifiable Events** - Any incidents which were legally required to be reported to WorkSafe NZ.

A. EXECUTIVE SUMMARY

Organisational Health and Safety objectives were set at the beginning of 2019 and ran through until the end of the 2019/2020 financial year. These objectives had a strong focus on the promotion of Health and Safety through greater active leadership and engaging with contractors to further develop a Health and Safety culture that encompasses all workers whom undertake work for Council. These objectives provide useful measures for reporting of leading indicators. Good progress was made towards these objectives as indicated on page four, however largely due to COVID-19 not all objectives were completed. Further work continues into Quarter One of the 2020/2021 year in order to achieve these objectives.

Leading indicators for the quarter were down compared to the previous quarters, as they were impacted by reduced operations under COVID-19 alert level 3 & 4 restrictions.

As a whole Council was not quite able to achieve the target set for Health and Safety Observations in this quarter due to COVID interruptions, however two groups (Community Wellbeing & Services and People & Capability) achieved their group targets. Of the observations completed, it is pleasing to see that 93% of employees and 90% of contractors were observed undertaking tasks to a Good or Excellent standard.

In regards to lagging indicators reported during this quarter, results are down from the previous quarter, this correlates with the closing of a number of Council facilities and reduction in operations during the COVID-19 alert level 3 & 4 restrictions. This also resulted in changes to the injury frequency rates, the TRIFR (Total Recordable Injury Frequency Rate) which had reduced significantly during the month of March, increased from April onwards to stabilise in June to a level comparable earlier periods.

Sprains and Strains were the most common type of injury reported, followed by bruising and open wounds (minor cuts and lacerations). This is consistent with previous trends.

B. ORGANISATIONAL OBJECTIVES

Organisational Objectives for the period 1 January 2019 – 30 June 2020 are as follows:

- 1. Promote Health & Safety through active leadership**
 - Develop a Health & Safety orientation programme for Team Leaders and Managers aimed at ensuring people in leadership roles have sufficient knowledge and resources to lead Health and Safety within their teams.
 - Set targets for staff engagement activities (observations, conversations, inspections) and track the % of Managers meeting these targets.
 - Utilising the recognition reward system, track the number of recognition awards given to staff by Senior Managers (LMT & Third Tier) for excellence in Health and Safety.
- 2. Continue to drive a culture of early reporting in order to prevent workplace injuries and illnesses**
 - Track non-injury incident (hazard Identification, near miss and property damage) rates across the year.
 - Report on the % of non-injury incidents compared to total incidents reported.
 - Analyse non-injury incidents by hazard category.
- 3. Establish a wellbeing programme for Council staff in order to proactively manage the Mental Health and wellbeing risks associated with work tasks, activities and pressures.**
 - Develop a Mental Health and Wellbeing Policy and Guidance material for staff.
 - Develop a Wellbeing Programme that has a monthly focus topic.
 - Undertake staff engagement surveys at 6 months and 12 months to gauge effectiveness of the programme.
- 4. Engage with contractors to development a Health and Safety culture that encompasses all workers whom undertake work for Council**
 - Identify ten term contracts (minimum 6 months duration) which have significant health and safety risk to council (i.e. those involving critical health and safety risks), and track the Health and Safety Performance on these contracts.
 - Set targets for contractor engagement activities (observations, inspections, audits) and track the % of Staff completing these targets
 - Track the % of corrective actions arising from contractor observations, inspections and audits that are completed on time.
 - Provide a 6 monthly newsletter for contractors

C. LEADING INDICATORS

1. Indicator Measures – Quarter 4 – 2019/2020

Leading Indicator	April	May	June	Quarter 4 Total	Previous Quarter
Hazards reported	4	8	26	38	72
Health and Safety Discussions held	0	0	2	2	52
Toolbox Health and Safety Briefings held	48	39	42	129	138
Health and Safety Risk Assessments undertaken	168	172	304	644	745
Health and Safety Observations completed	21	44	43	108	346
Number of staff attending Health and Safety training	13	22	53	88	242
Health and Safety subcommittee/committee meetings held	0	0	1	1	3

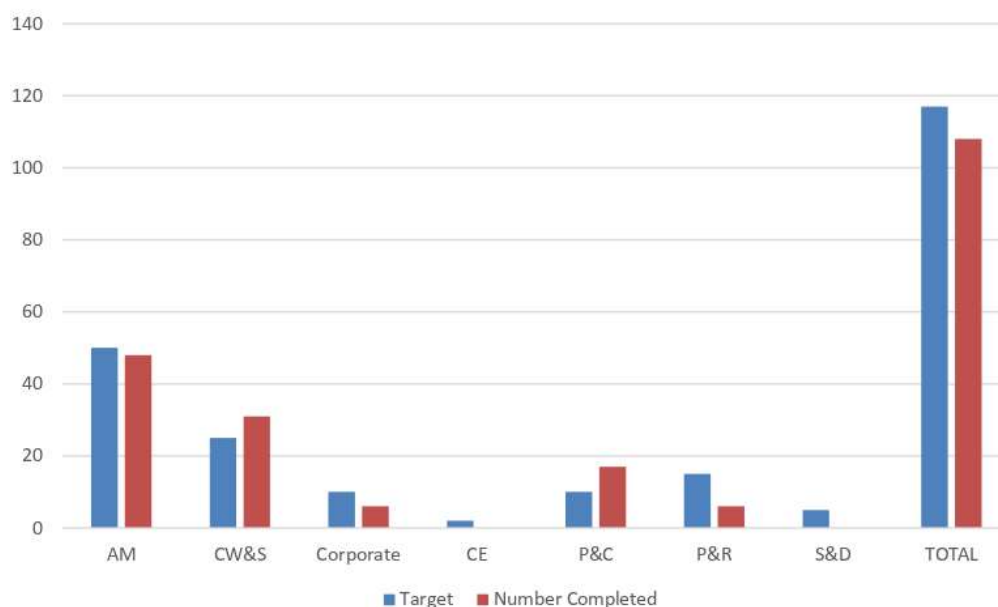
2. Health & Safety Observation Analysis

Health & Safety Observations Completed - Quarter 4 - 2019/2020

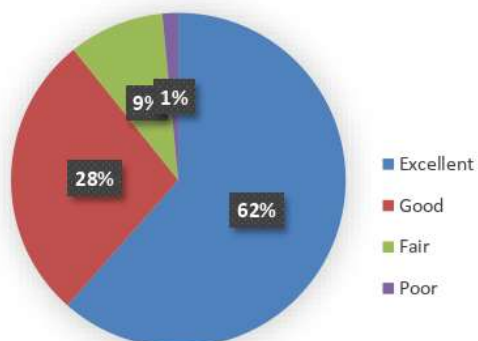
Group	Target	Number Completed	% Target Completed
Asset Management (AM)	50	48	96%
Community Wellbeing & Services (CW&S)	25	31	124%
Corporate (C)	10	6	60%
Office of Chief Executive and Other (CE)	2	0	0%
People & Capability (P&C)	10	17	170%
Planning & Regulatory Services (P&R)	15	6	40%
Strategy & Development (S&D)	5	0	0%
Organisation Total	117	108	92%

Note: the targets have been adjusted to reflect the period of time the at HDC was under Level 3 & 4 Alert Level restrictions

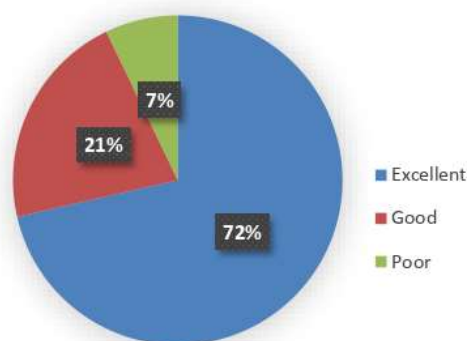
Safety Observations Completed Quarter 4



Safety Observation Results - Contractors



Safety Observation Results - Employees



RESULTS CRITERIA

- Excellent (All work being performed safely and safety leadership being demonstrated)
- Good (Work generally being performed safely. Only minor improvement opportunities identified)
- Fair (A couple of unsafe practices and/or conditions were observed)
- Poor (Many unsafe practices and/or conditions were observed)

D. LAGGING INDICATORS

1. Reported Incidents – Quarter 4 – 2019-2020

1.1 Employee Incidents

Lagging Indicator	April	May	June	Quarter 4 Total	Previous Quarter
Near Miss	1	3	11	15	37
Property Damage	1	0	1	2	9
Injuries	2	6	6	14	16
• First Aid Treatment	0	2	6	8	7
• Medical Treatment	2	4	0	6	8
• Lost Time	0	0	0	0	1
WorkSafe Notifiable Events	0	0	0	0	0

1.2 Contractor Incidents

Lagging Indicator	April	May	June	Quarter 4 Total	Previous Quarter
Near Miss	20	14	9	43	41
Property Damage	1	2	1	4	4
Injuries	2	3	4	8	9
• First Aid Treatment	1	0	0	1	0
• Medical Treatment	1	3	3	7	7
• Lost Time	0	0	1	1	3
WorkSafe Notifiable Events	0	0	0	0	2

1.3 Public Incidents

Lagging Indicator	April	May	June	Quarter 4 Total	Previous Quarter
Near Miss	2	2	4	18	18
Property Damage	0	1	1	3	2
Injuries	1	1	2	78	71
• First Aid Treatment	1	1	2	76	69
• Medical Treatment	0	0	0	2	2
WorkSafe Notifiable Events	0	0	0	0	0

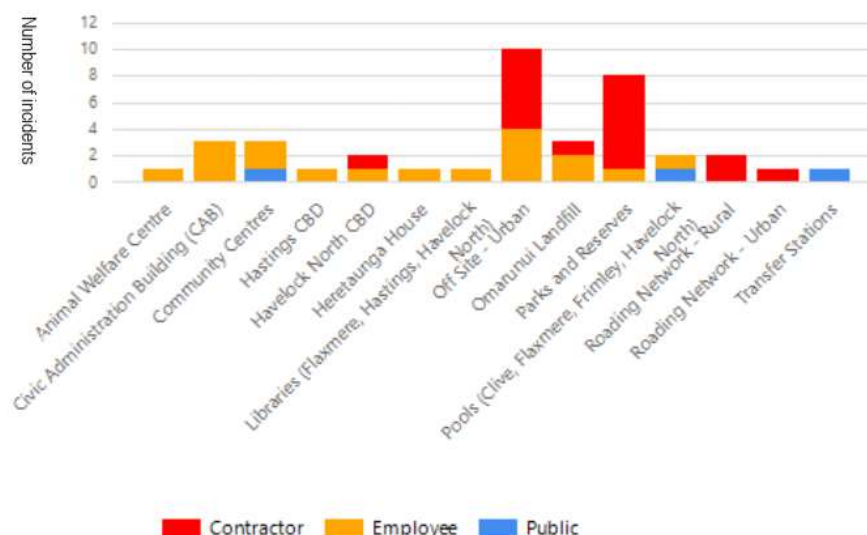
1.4 Significant Incident Summary – June 2020

This report encompasses the monthly report for June 2020, significant incidents which occurred in April and May were reported within their respective monthly reports. 'Significant Incidents' refer to any incidents which required medical treatment or resulted in significant property damage or WorkSafe notifiable events.

Incident Month	Type	Relationship	Group	Incident Description
JUNE	Medical Treatment Injury	Contractor	AM	A contractor worker picked up a rubbish bag and something in the bag scraped their thumb. It was a minor abrasion but the Contractor Worker received medical treatment and had a tetanus booster. The incident was investigated and it was found that the worker was not wearing gloves. Corrective actions have been completed.
	Medical Treatment Injury	Contractor	AM	A contractor worker was injured while installing a fence, the worker was cutting wire when an off-cut sprang back and hit the worker under the chin cutting him, eye protection was being worn and the cut was minor however it did require medical treatment (to be glued). The incident has been investigated and corrective actions have been completed.
	Medical Treatment Injury	Contractor	AM	A contractor worker slipped over whilst walking down a bank and injured his arm. Medical treatment was required. The incident was investigated and the worker was wearing the correct footwear, the ground conditions were slippery underfoot and his spiked boots had gotten clogged up with leaf litter and dirt/mud causing the worker to lose traction and slip over on the bank. Corrective actions have been completed.
	Lost Time Injury	Contractor	AM	A Contractor Worker was pruning a tree and a stick scrapped his eye. The injury required medical treatment. The incident was investigated and it was found the worker's glasses were fogging up causing the Contractor Worker to remove them to be able to see better to assess where to prune next. Corrective actions have been completed.

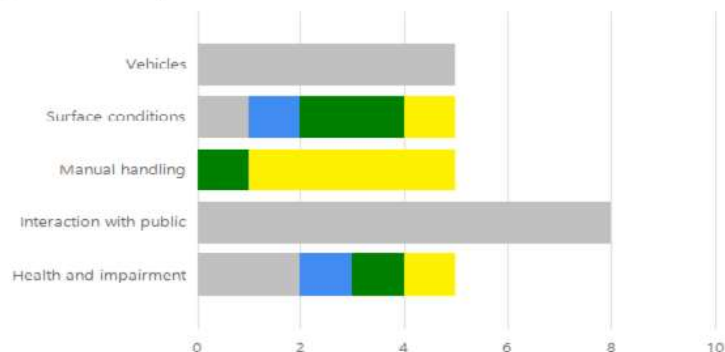
2. Incident Analysis

2.1 Location of Incidents Quarter Four - 2019/2020

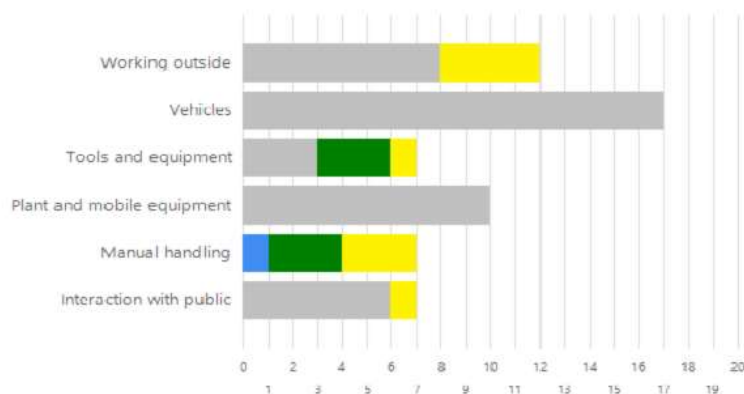


Incident Analysis - by Hazard Source - Quarter Four - 2019/2020

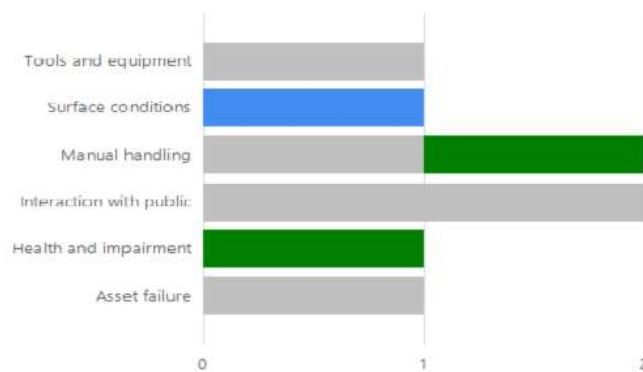
Employee Incidents by Hazard Source



Contractor Incidents by Hazard Source



Public Incidents by Hazard Source

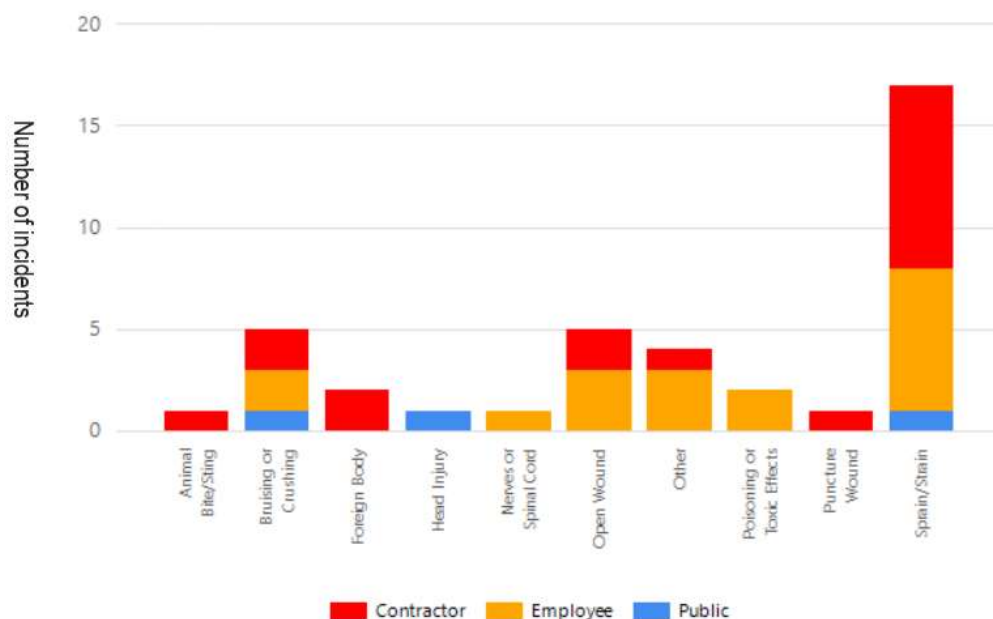


Key:

0. None 1. No Treatment 2. First aid 3. Medical attention

Note: the term 'None' refers to hazard /near miss situations where an injury did not occur whereas 'no treatment' refers to incidents where someone has received a minor injury and treatment is not required.

2.3 Injury Analysis - Types of Injury Quarter Four - 2019/2020



2.2 Injury Frequency Rates - All Injuries (Employee and Non-employee)

