

Thursday, 30 September 2021

Te Hui o Te Kaunihera ā-Rohe o Heretaunga

Hastings District Council

Operations and Monitoring Committee Meeting

Kaupapataka

Attachments Under Separate Cover

Te Rā Hui:
Meeting date: **Thursday, 30 September 2021**

Te Wā:
Time: **11.00am**

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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Horse of the Year (Hawke's Bay) Ltd
Land Rover Horse of the Year 2021 Overview / Event Stability & Risk

Horse of the Year (Hawkes Bay) Ltd (HOYL) Board and Event Management Team would like to thank our community, our shareholders and Land Rover for their ongoing support and belief in our widely recognised and well-established event.

We have been very fortunate to receive overwhelming support and generosity from our stakeholders, partners and show participants. This equated to a revenue generation/retention from Sponsors of \$360k and \$314k from Equestrian participants. We would also like to acknowledge the extremely understanding suppliers who worked with us to ensure we only incurred minimum costs, if any.

With the combination of solicited and unsolicited income, the final event result was a deficit of (\$138k). However, with the addition of \$187k - a one-off grant from the Domestic Event Fund, the final financial result sees a non-profit surplus of \$49k.

The majority of revenue was generated "in-kind" to ensure the show's ongoing financial viability, creating a 'pay it forward' stance for the 2022 event. Even though we are a not-for-profit organisation, this revenue contributes to our long-term sustainability.

Covid 19 has taught us that we need to be extremely vigilant in minimising financial risk throughout the cycle of the event.

Looking ahead to Land Rover Horse of the Year 2022:

Risk Minimalisation

Financial Stability of the Event

Equity

Over the past 5 years, the event's performance has seen the equity shift from (-\$269k) to +\$210k. This demonstrates that the event in normal circumstances is viable. Additionally, with the change of management of the event being in-house, any surplus remains in the HOYL accounts, strengthening our stability.

Cashflow

HOYL has cash available to continue with the delivery of the 2022 event. However, out of the \$545k net cash flow at the end of the year, \$330k of those funds are held credits (as requested by customers) to be applied to this year's invoices. Therefore, our actual working cash flow at the start of this financial year 1st June 2021 was \$215k.

Revenue

HOYL has one commercial avenue to generate the majority of its revenue - delivering the physical Horse of the Year show. Planning for 2022 is well underway, with Trade Stands already 90% sold and Sponsorship revenue targets on-track.



Additional Funding

Last year, we received funding from the Government's Domestic Event Fund, which, along with the support of our other stakeholders, gave us confidence to continue in uncertain times to delivery of 2021. Unfortunately, even though the environment for 2022 is no more certain than last year, the Domestic Event Fund has been scrapped.

Risk

- Equity is not high enough to cover the total cost of another cancellation if we are forced to cancel in similar timing and circumstances.
- Using equity to ensure the event is viable for longevity.
- Significantly reduced income opportunity for 2022 if the event is cancelled.
- In the event of another cancellation there is no additional funding available.

Mitigation Strategy

- Increase non-commercial revenue, ensuring a portion of the amount received is not reliant on show delivery.
- Introduce new revenue streams for new and existing commercial sponsors.
- Implement a year round engagement plan to ensure that sponsorship and participant revenue can be retained or carried over if we face a cancellation or a situation that would reduce the delivery of the full six day show.

Expenses

As you are well aware the delivery of the event takes months of planning and preparation. Expenses and overheads are constantly reviewed, ensuring that the show is running as lean as possible without compromising the implementation, delivery, and show experience.

This year's event budget has seen an expected cost increase compared to 2021. With the event sector being hit hard over the 12 months prior to the 2021 show, the timing of our cancellation, and the minimum wage increase, discounts are not readily available and suppliers have had to increase their costs.

When managing expenses, we are also navigating the unknown territory of Government regulations and restrictions relating to Covid Alert Levels. The possible costs involved in adhering to this ever shifting landscape is hard to predict or prepare for. Despite that, we are ready for potential changes and will be prepared financially.

Risks

- Direct event cost increase
- Suppliers not being able to offer as much "in-kind" revenue support if the event is cancelled again.
- COVID regulations come with increased overheads

Mitigation Strategy

- Review all participation fees (trade, competitor entries etc) to ensure the revenue generated covers the cost. (This is an ongoing action)
- All expenses reviewed and decisions made as to impact of trimming or removing any activities which cannot be justified.
- Have a COVID budget line added with a buffer

Please feel free to contact either the HOYL Chairman Tim Aitken or Event Manager Sophie Blake for further information if required.

Sophie Blake 027-2910795 – sophie@hoy.kiwi

Tim Aitken 027-4724587 – chair@hoy.kiwi

HORSE OF THE YEAR (HAWKES BAY) LIMITED

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2021

HORSE OF THE YEAR (HAWKES BAY) LIMITED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MAY 2021

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HORSE OF THE YEAR (HAWKES BAY) LIMITED
COMPANY DIRECTORY
FOR THE YEAR ENDED 31 MAY 2021

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
R J Sunderland
J D F Nilsson
T Pearce

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 2021**

The Directors have pleasure in presenting the Annual Report, together with the Company's Financial Statements for the Year Ended 31 May 2021.

NET SURPLUS /(DEFICIT)

Net Surplus for the Year Was	\$49,132
after providing for:	
Chairman's Honorarium	\$12,000
Depreciation	\$19,488

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. Similar motion will be put to this year's meeting.

COMPANY AFFAIRS

Event Management Structure

Horse of the Year (Hawkes Bay) Limited brought the management of the event in house. All contractors & staff contract directly to Horse of the Year (Hawkes Bay) Limited. There is no commission / share of surplus arrangement in place.

Event Cancellation

After much discussion and taking into consideration Covid level guidelines along with government regulation and recommendation from the District Health Board the March 2021 Event was cancelled one week out from event.

Preparation of Accounts

The Horse of the Year (Hawkes Bay) Limited end of year accounts are no longer produced by Accounting North who was in the past contracted and paid by SMC Events Ltd. These accounts have been prepared by Sophie Blake and reviewed by Craig Waterhouse.

Tim Aitken
DIRECTOR
31 August 2021

Vicki Glynn
DIRECTOR
31 August 2021

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2021**

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 the 31st August 2021.

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 2021**

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 and supporters of the event in which Horse of the Year (Hawkes Bay) Limited run.

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 in the year the event is scheduled to take 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 2021**

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 2021**

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.

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 2021

3 Shareholder Loans

	31 May 2020	31 May 2021
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	2021
Fees paid to auditor (all for audit of financial statements)	6,962	7,200
Bad Debt Expenses	-	-
Movement in Provision for Doubtful Debts	-	-

5 Commitments for Expenditure

Horse of the Year (Hawkes Bay) Ltd signed an agreement with Hawkes Bay A&P Society to hire the grounds for \$90,000 per annum. The contracted period is 5 years with 2021 being the first year in its term.

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 (i.e. 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 since 2020
- (c) Hastings District Council has retained its sponsorship level of \$150,000 for the 2021 show.
- (d) The Board is optimistic that the 2022 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 and the roll out of the vaccinations, the board is confident the 2022 event will proceed, with the hope to extend the invite to Australian entries or international judges if the borders allow.

HORSE OF THE YEAR (HAWKES BAY) LIMITED

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MAY 2021**

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 (2020: \$150,000).

ESNZ has provided income of \$318 to the Company (2020: \$8,970). No income is owed by ESNZ to the Company at balance date. The Company has incurred \$947 of expenses with ESNZ, with no expenses outstanding at year end.

SJHB was to provide equipment to the company for \$35,000 (2020: \$35,000), due to event cancellation, this was not required. SJHB agreed to forgive any liability. No financial transaction was recognised in the financial statements.

Tim Aitken (Chairperson) received an honorarium of \$12,000 during the financial year. Other directors are reimbursed for board expenses.

SMC Events Limited contract was not renewed. SMC Events Limited had no involvement within in the 2021 financial year. The Company purchased from SMC Events Limited Temporary Fencing to the value of \$16,000 excluding gst which is reflected in the 2021 financial statements.

10 Property, Plant & Equipment

		Course Development	Plant & Equipment	Total
2021	Cost	13,094	124,767	137,861
	Accumulated Depreciation	(13,094)	(41,447)	(54,541)
	<i>Net Book Value</i>	-	78,015	78,015
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
2021	Opening Net Book Value	-	22,503	22,503
	Additions	-	75,000	75,000
	Depreciation	-	19,488	19,488
	<i>Closing Net Book Value</i>	-	78,015	78,015

HORSE OF THE YEAR (HAWKES BAY) LIMITED

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE **FOR THE YEAR ENDED 31 MAY 2021**

2020		2021	
\$		\$	
	<u>Revenue from Non-Exchange Transactions</u>		
120,000	Grant	135,000	
5,500	Donations	5,818	
125,500		140,819	
	<u>Revenue from Exchange Transactions</u>		
1,325,190	Corporate Sales	360,731	
961,127	Entries & Related Income	314,693	
155,388	Gate Takings	8,003	
52,588	Other Event Income	-	
2,494,292		683,428	
2,619,792	Total Income	824,247	
	<u>LESS Expenses</u>		
106,346	Administrative Overheads	74,407	
3,755	Depreciation	19,488	
1,330,817	Event Productions	488,469	
807,098	Operating Expenses		
365,375			
282,875	Prize Money (including ribbons)	14,600	
2,530,800	Total Expenses	962,339	
88,992	NET OPERATING SURPLUS (DEFICIT) FOR YEAR	(138,092)	
	<u>PLUS Other Income</u>		
172	Interest Received	224	
	Domestic Event Fund	187,000	
172		187,224	
89,164	NET SURPLUS / FOR YEAR	49,132	

STATEMENT OF EQUITY MOVEMENT

2020		2021	
\$		\$	
72,361	EQUITY AT START OF THE PERIOD	161,524	
89,164	TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD	49,132	
161,524	EQUITY AT END OF THE PERIOD	210,654	

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 CASH FLOWS AS AT 31 MAY 2021

2020		2021
\$		\$
	<u>Cash flows from Operating Activities</u>	
	<u>Receipts</u>	
120,000	Receipts from other Grants	322,000
0	Receipts prepaid for 2022 Event	331,300
2,533,239	Receipts from 2021 Event	688,494
5,500	Donations	5,818
172	Interest Received	224
<u>2,658,911</u>		<u>1,347,836</u>
	<u>Payments</u>	
2,570,360	Payment to suppliers	904,555
41,601	Net GST Paid/Received	(61,864)
<u>2,611,961</u>		<u>842,691</u>
<u>46,950</u>	Net cash flow from Operating Activity	<u>505,145</u>
	<u>Cash Flow from Investment Activities</u>	
0	Purchase of Property, Plant & Equipment	(52,331)
<u>46,950</u>	Net cash flow from Operating & Investment Activity	<u>452,814</u>
46,950	Net Increase / Decrease in Cash & Cash Equivalents	452,814
45,975	Cash & Cash Equivalents at 1st June	92,925
<u>92,925</u>		<u>545,739</u>
	Comprising	
2,419	ANZ (00)	5,552
261	ANZ (01)	664
61,500	ANZ (46)	523,954
27,483	ANZ (04)	15,569
1,262	PayPal	-
<u>92,925</u>		<u>545,739</u>



The poster features a central image of a rider in a blue helmet and vest jumping a brown horse over a red flag. The background is a clear blue sky with green trees. The Land Rover logo is in the top left, and the Horse of the Year logo is in the top right. The title 'LAND ROVER HORSE OF THE YEAR' is prominently displayed in white text on a black and orange geometric background at the bottom. Below the title, the event dates and location are listed. In the bottom right corner, there are logos for Hastings District Council and Hastings Heart of Hawke's Bay.

LAND ROVER
HORSE OF THE YEAR

Intended: March 9th -14th 2021
Tomoana Showgrounds, Hastings

 **HASTINGS**
DISTRICT COUNCIL

 **HASTINGS**
HEART OF HAWKE'S BAY

Overview:

For the first time in the events sixty-seven-year history, Land Rover Horse of the Year was forced to cancel seven days out from Opening Day, due to COVID-19 implications and restrictions.

Prior to making the cancellation, Land Rover Horse of the Year was on-track for one of the most successful shows ever.

2021 Key Objectives:

- Increase awareness and engagement for Land Rover Horse of the Year event and its key sponsors
- Retain Land Rover Horse of the Year position as "New Zealand's premier equestrian event"
- Maintain competitor registrations
- Increase show attendance
- Increase overall ticket revenue
- Increase customer satisfaction (competitors, attendees, sponsors, trade partners)

Land Rover Horse of the Year 2021 in numbers:

→ 1400 Riders

(5% increase from 2020)

→ 1820 Horses

(6.7% increase from 2020)

→ 170 Trade Sites

→ 400 Volunteers confirmed

→ 2200 tickets pre-sold

→ 2/2 VIP function events sold-out

→ Newly Introduced VIP Ticket Option 61 sold.

(This ticket included VIP access and experiences for \$300PP)

→ \$2000 pre-sold merchandise

(This was the first time we had pre-sold merchandise and support was indicative of the anticipation for the show)

LAND ROVER HORSE OF THE YEAR



Marketing and Promotion

To achieve the show's 2021 objectives, a significant marketing and PR campaign was undertaken to promote Land Rover Horse of the Year across print, tv, radio, digital, social media and outdoor. We also collaborated with personalities/influencers.

Assets were predominantly video, static, and moving images, sponsored content, and billboards. Competition and awareness promotions were also undertaken with media and stakeholder partners.

The brand look was refreshed with new assets produced, and designed to complement each other, ensuring brand consistency and recognition.

For the first time, Land Rover Horse of the Year engaged in tracking and retargeting of all digital customers with promising results.

Activity included:

Print:

Hawke's Bay Today, NZ Herald, Bay Buzz, NZ Horse & Pony Magazine

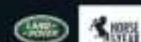


NZ HERALD



HB TODAY

LAND ROVER HORSE OF THE YEAR





LAND-ROVER **HORSE OF THE YEAR**

Don't miss NZ's Premier Equestrian Event

Show Highlights

Thursday 11th March
- Crowned Lady Rider of the Year
- Pony Champion of the Year
- Henson Land Pro All Rider of the Year

Fri 12th March
- "Show-me-all Today"
- Sponsored by Hastings District Council
- Free entry for everyone from 1pm
- Get an early dinner and go shopping
- Watch top level show-jumping action
- Catch the award presentation
- Day of the Year - Cavendish Silver Park Estate
- 2021 Hall of Fame Award Presentation, 10am

Saturday 13th March
- Land Rover Hastings Cross-Country Day
- Catch the country's top eventing talent
- Watch an elite international course
- Meet up the winners and winners in the park
- Welcome Gardens Bar

Sunday 14th March
- Day of Champions
- Day of the Year
- 2021 Show Show Jumping Final for the 3-5 Star Eventing Series
- Henson Land Pro All Rider of the Year
- Present the 2021 Cup
- The Hastings NZ Olympic Cup

Daily Features
- The Mares Champions Bar
- The Henson Bar
- Food Court
- W.P. Members Lounge
- Welcome Gardens Bar (Sat only)

Rewena Kids Horse-Play Zone
- Painting, games, competitions and Pony education table

LAND ROVER HORSE OF THE YEAR
9-14 MARCH 2021
Hastings, Hawke's Bay - tickets: hoy.kiwi





LAND-ROVER **HORSE OF THE YEAR**

Don't miss NZ's Premier Equestrian Event

LAND ROVER HORSE OF THE YEAR
9-14 MARCH
Hastings, Hawke's Bay - tickets: hoy.kiwi

Don't miss NZ's Premier Equestrian Event
Land Rover Horse of the Year is an absolute "must do". Experience the thrills and excitement of world-class equestrian action, indulge in the shopping and hospitality or bring the kids for a great family fun day out.

HB TODAY

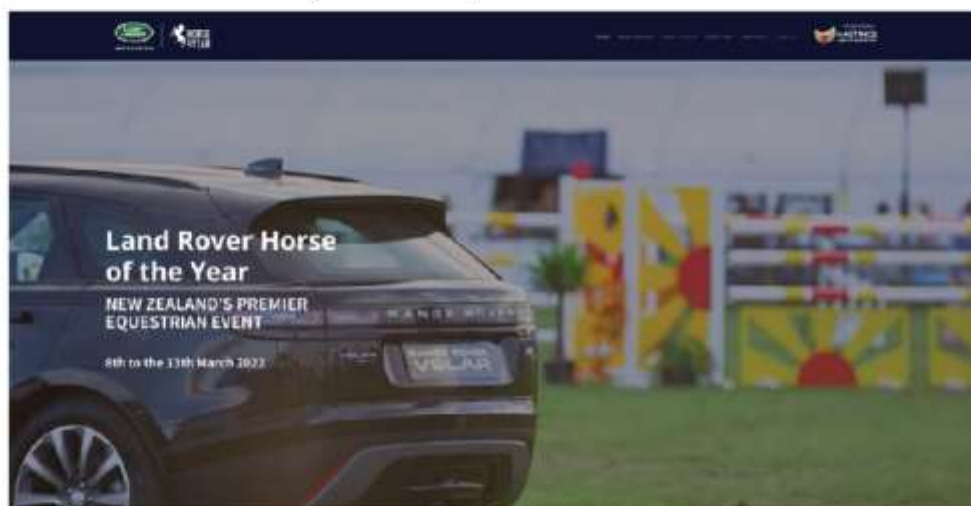
LAND ROVER HORSE OF THE YEAR



Digital:

Google, You Tube, Facebook, Instagram, NZ Herald, stuff.co.nz, hbtoday.co.nz, eventfinda.co.nz

- New look and functionality for www.hoy.kiwi

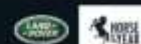


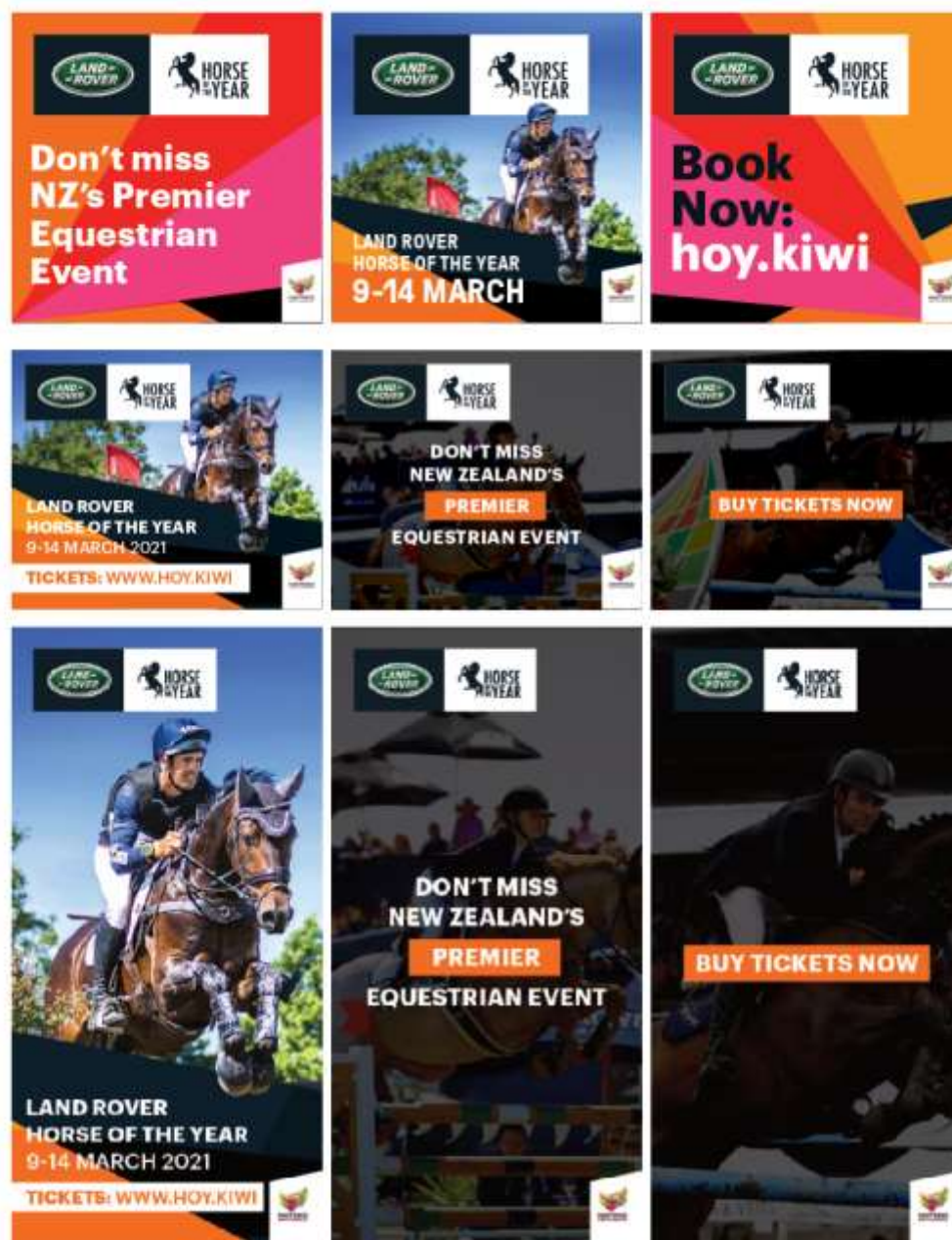
WEBSITE



DIGITAL BANNERS

LAND ROVER HORSE OF THE YEAR

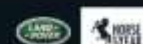




GIF ADS

- Competition to WIN a weekend to Land Rover Horse of the Year. Entrants could select from four different experiences built around the show.
Result: 79,105 impressions, 3,171 click-throughs

LAND ROVER HORSE OF THE YEAR




Social Media and Owned Databases:


Land Rover Horse of the Year channels and assets were maximised with a concentrated content plan which included daily social posts, weekly EDMS to the LRHOY rider and consumer databases.

We increased content topics and frequency, and increased engagement on individual responses to help drive relationships and reputation.

- Facebook: **22,447 likes**
- Instagram: **8,616 followers**
- 11 000 consumer database
- 2000 rider database (please note this is account holders not individual riders so counts families etc as one)



LAND ROVER HORSE OF THE YEAR
9-14 MARCH 2021



LAND ROVER HORSE OF THE YEAR
9-14 MARCH 2021

Show News

I'm going to Land Rover Horse of the Year 2021


LAND ROVER HORSE OF THE YEAR
9-14 MARCH

Show News

I'm going to Land Rover Horse of the Year 2021


LAND ROVER HORSE OF THE YEAR
9-14 MARCH

Discover Hastings




If you're looking for a place to visit, Hastings is a great place to visit. It's a beautiful town with a rich history and a great location. It's a great place to visit for anyone who loves the outdoors and a good time.

Discover Hastings



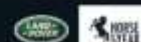
Hastings is a beautiful town with a rich history and a great location. It's a great place to visit for anyone who loves the outdoors and a good time.

Discover Hastings



The Hastings 100 is a celebration of the town's 100th birthday. It's a great place to visit for anyone who loves the outdoors and a good time.

LAND ROVER HORSE OF THE YEAR



Radio:

The Hits Hawke's Bay, MORE Hawke's Bay, The Breeze Hawke's Bay, Manawatu, Taupo, Central FM, Newstalk ZB

- YAY or NEIGH promo with readers calling in every morning to say "yay or neigh" to horse facts and show information for a chance to win.
- 4 x radio interviews: Holden on Sport, Kerre McIvor, The Breeze Manawatu, The Hits Hawke's Bay

TV:

- 1 x TV feature with Seven Sharp, TV One (This story was rearranged to fit for a post cancellation piece but was confirmed for the live show)
- 1 x TV Feature with The Crowd Goes Wild (*cancellation meant this was not able to proceed but it was confirmed)



The average daily Nielsen audience ratings from July 22 to August 22, in both the overall 5+ category and the commercially important 25-54 demographic.

TV3

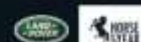
Show	5+	25-54
AM Show	64,254	27,676
Newshub Live at 6pm	241,656	102,208
The Project	181,713	79,454

TVNZ

Show	5+	25-54
Breakfast	118,700	43,365
1 News	751,421	213,646
Seven Sharp	546,056	147,476

Source: Nielsen

LAND ROVER HORSE OF THE YEAR



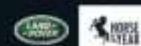
Outdoor:

- 100 flags
- 20 billboards and gateway signs in Napier & Hastings



BILLBOARDS

LAND ROVER HORSE OF THE YEAR



Other:

- Bay Buzz digital ecomms
- Hawke's Bay Tourism digital ecomms
- NZ Horse & Pony digital ecomms
- Hawke's Bay APP news site
- Hastings District Council and Napier City Council community channels



BAYBUZZ AD



NAPIER + HASTINGS 2 FOR 1 FLYER



MY HASTINGS

LAND ROVER HORSE OF THE YEAR



Hastings District Council Deliverables

High Level Outcomes:

- Promote Hastings as a visitor destination for return visits
- Increase business activity of local suppliers & contracts for event infrastructure
- Provide an opportunity for local businesses to increase retail through presence at the show
- Generate visitor spend-visitor nights & hospitality
- Actively contribute to the positive brand reputation of Hastings through all media channels
- Provide prominent brand exposure for HDC including but not limited to:
 - Sky TV-Horse Jump in Premier Arena
 - Prominent signage on Welcome gantry, main arena and event infrastructure
 - Cross-Country Course Jump/Fence
 - Full fence wrap of Karamu Road boundary

KPIS: (see attachment)

1. Deliver the large-scale event to an operationally high standard working with key partners and organisations.
2. Work in partnership with HDC to achieve mutually aligned outcomes and recognise HDC as the host event partner.
E.G. acknowledges HDC as the Host City in all appropriate marketing and communications collateral.
3. Will meet all reporting requirements including a post-event performance report and present to HDC.

In addition to the proven successful "business as usual" activities, Land Rover Horse of the Year undertook the following new initiatives to ensure all Hastings District Council objectives were met.

(KPI1)

- Introduced "Free Friday", a family afternoon and evening where all the Hawke's Bay Community could attend the show for FREE. Gates opened at 3pm. We also changed the schedule to ensure there were two high-stakes events running in the Premier Arena with the Food Courts and Retailers were offering late night shopping.
- Introduced a new "Kids Horse-Play Zone" where families could come and enjoy horse related activities and education. These included stories with famed children's author Stacy Gregg, Hobby Horse building and painting, and the chance to meet a live Pony and learn about equine welfare and care.

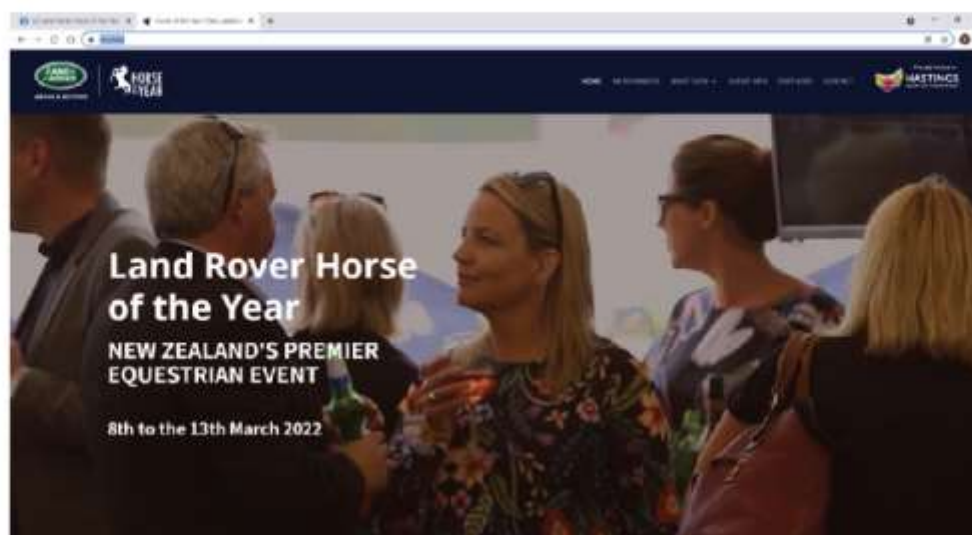
LAND ROVER HORSE OF THE YEAR



- Improved the 'Hastings Schools Programme' to ensure a wider range of engagement for visiting schools. This included a "behind the scenes tour", an opportunity to learn and play in the "Kids Horse-Play Area", receive a free Bostock apple, and enjoy their morning tea/lunch in a designated picnic area. All Hastings schools were invited to participate.
- For 2021 we appointed the Hawke's Bay Leg-Up Trust as one of our charity partners (a first for LRHOY). The second partner is national organisation NZ Riding for the Disabled.
- Increased local contractor/supplier involvement from the show directly, and other partners. Approx. \$200k in additional spend to those businesses.

(KPI 2)

- www.hoy.kiwi was updated to showcase the Hastings logo on the home page with the intro line "Proudly hosted in". All copy was reviewed to include mention of Hastings where possible.

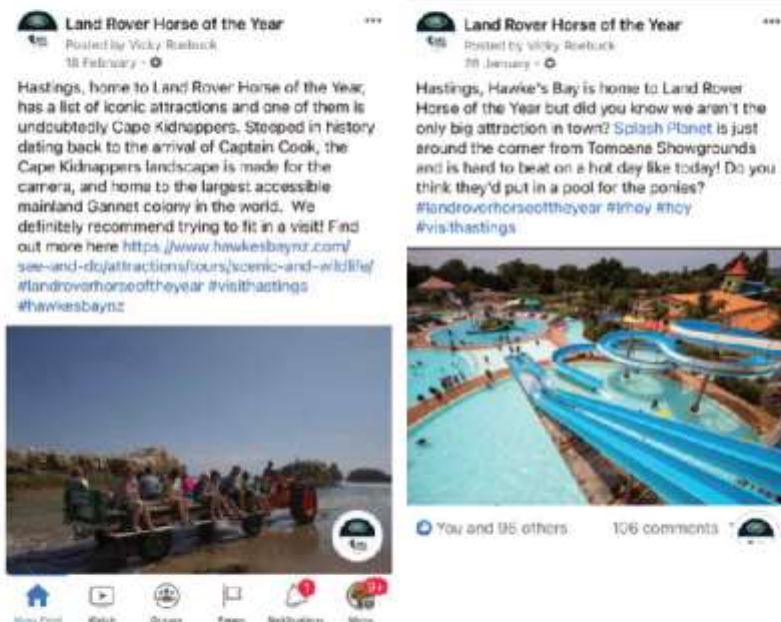


- All marketing collateral was refreshed and carried the Hastings logo (see examples) (billboards, adverts, banners)
- All radio ads and promotions referenced Hastings in them, all Media Releases referred to Hastings as the home of Land Rover Horse of the Year and where possible, all media interviews included Hastings.
- A "Hastings" section was introduced to the LRHOY consumer communications, highlighting a different visitor attraction or interesting fact each edition. (11 000 subscribers)
- Equestrian Entries competition platform was branded with new banners, clearly named Land Rover Horse of the Year with the Hastings logo. 7700 page views

LAND ROVER HORSE OF THE YEAR



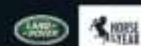
- A "Hastings" content stream was introduced on our social media channels, highlighting reasons to visit Hastings. This was very well received and generated some of our most popular posts (E.g Splash Planet =106 comments 9 395 reach) (See graphic examples)



- All relevant social media posts carried #visithastings as the primary hash tag.
Total reach: Instagram 189,530 (last 6 months only)
Total reach: Facebook 233,400 (last 130 days)



LAND ROVER HORSE OF THE YEAR

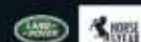


- Launched a 3-week campaign in conjunction with Hawke's Bay Tourism to "Win a weekend to Hastings for Land Rover Horse of the Year". There were four packages on offer with each including activities within Hastings and tickets to the show. Entrants were encouraged to pick which of these weekends they preferred and enter. This was heavily promoted via our databases, social media channels and from the Hawke's Bay Tourism channels.



- Increased Venue Signage
- Sky Sports Live Broadcast confirmed
- 2 x TV features confirmed (The Crowd Goes Wild, Seven Sharp)
 The Seven Sharp Maddie Collins story was a huge success for Land Rover New Zealand and Land Rover Horse of the Year in terms of reach, engagement, awareness, and brand reputation.

LAND ROVER HORSE OF THE YEAR



(KPI 3)

See this report and attached financials

Summary:

Looking ahead to 2022, Land Rover Horse of the Year intends to build on the good work and results gained in 2021.

Whilst it was disappointing to cancel the show for 2021, it was incredibly heartening to see the level of love and support from show supporters around the globe. We believe our transparency and commitment to act in the best interests of everyone involved has strengthened our relationships with the equestrian community, and we are excited to build on that for the future.

Our work will focus on ensuring Land Rover Horse of the Year is in the hearts and minds of the equestrian community and its supporters 365 days a year. We believe our efforts will culminate in show week, with us leveraging our audiences, reputation, and position, for us, and Hastings District all year round.

We are excited to move forward with an even bigger and better show whilst working collaboratively alongside Hastings District Council for 2022 and beyond. Thank you.

LAND ROVER HORSE OF THE YEAR





STATEMENT OF INTENTYear

31 May 2022

HORSE OF THE YEAR (HAWKE'S BAY) LIMITED

HORSE OF THE YEAR (HAWKE'S BAY) LIMITED

Statement Of Intent - 2021/22

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") and HOY titles 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.

Horse of Year is a collaboration that honours input from ESNZ, HDC, SJHB and all the volunteers and stakeholders who make the event possible.

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.

PURPOSE

To run a world-class equestrian showcase that galvanizes and unites the NZ equestrian community and increases equestrian appeal and engagement whilst delivering brand and economic value for Shareholders and Stakeholders

VISION

HOY show is the premier event in Hastings, New Zealand and the Southern Hemisphere, considered "unmissable" by competitors and supporters. Respected with a great reputation, HOY brand is considered an Opinion Leader within the sport and connects with the global equestrian community in a meaningful way to provide relevance and value all year round.

VALUES

- Trustworthy
- Professional
- Respectful
- Inclusive
- Innovative

HORSE OF THE YEAR LIMITED 5-YEAR GOALS

1. The HOY event is financially sustainable.

The Show generates surplus year on year and can create a healthy reserve to maintain sustainable equity and invest in infrastructure, experiences, and education for the betterment of the event and equestrian sport in New Zealand.

- Grow participation in terms of entries, spectators, trade, and sponsors.
- Ensure the Show is run as efficiently and cost effectively as possible.
- Identify other revenue streams outside of the six-day event.

2. Innovate to deliver new activities and experiences within the event.

Ensure new, relevant activities and experiences are incorporated into the event to improve rider and spectator satisfaction, increase financial performance, maintain reputation, and ensure LRHOY event and brand achieves its status as an Opinion Leader within the global equestrian communities.

3. Increase international participation, engagement, and awareness.

Develop and grow the core programme, platform, benefits, reputation of the show on an international scale to attract international competitors, media, officials, and visitors.

4. Deliver an innovative, market leading event that is environmentally conscious.

Ensure show deliverables incorporate technology and environmentally friendly initiatives to produce a clean, innovative, low-waste event.

5. Improve appropriateness and scale of the venue to deliver a quality experience for competitors, spectators and shareholders.

Develop a future proof plan in conjunction with stakeholders and venue management to evolve the Showgrounds and its amenities into a quality, fit for purpose-built facility that can accommodate the breadth and diversity of 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.

Governance

The Directors as at 30 June 2021 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
- Craig Waterhouse (advisor)

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.

2020/2021 Financial Year

28th February 2021 Auckland went to Alert level 3 The rest of New Zealand went to Alert level 2, one week out from the event with pack in at the halfway stage the board looked at all options under these alert levels and came to the decision that we had no other alternative and the 2021 event had to be cancelled With The support from all organisations involved in the event and the strategies the board put in place LRHoY has made a surplus for 2021.

The Board is satisfied with the financial results for the 2020/21 financial year This has followed on from the surplus of 2019/20..

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, and what this could mean to the event. 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.
A & P Ground not fit for purpose	V/high	V/high	<ul style="list-style-type: none"> The board is writing to the A&P Society requesting what their vision is for the future. What their Maintenance program is to bring the grounds up to fit for purpose for HoY
Loss of key personnel	Low	Limited	<ul style="list-style-type: none"> The board have employed 2 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.
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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	Medium	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	medium	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

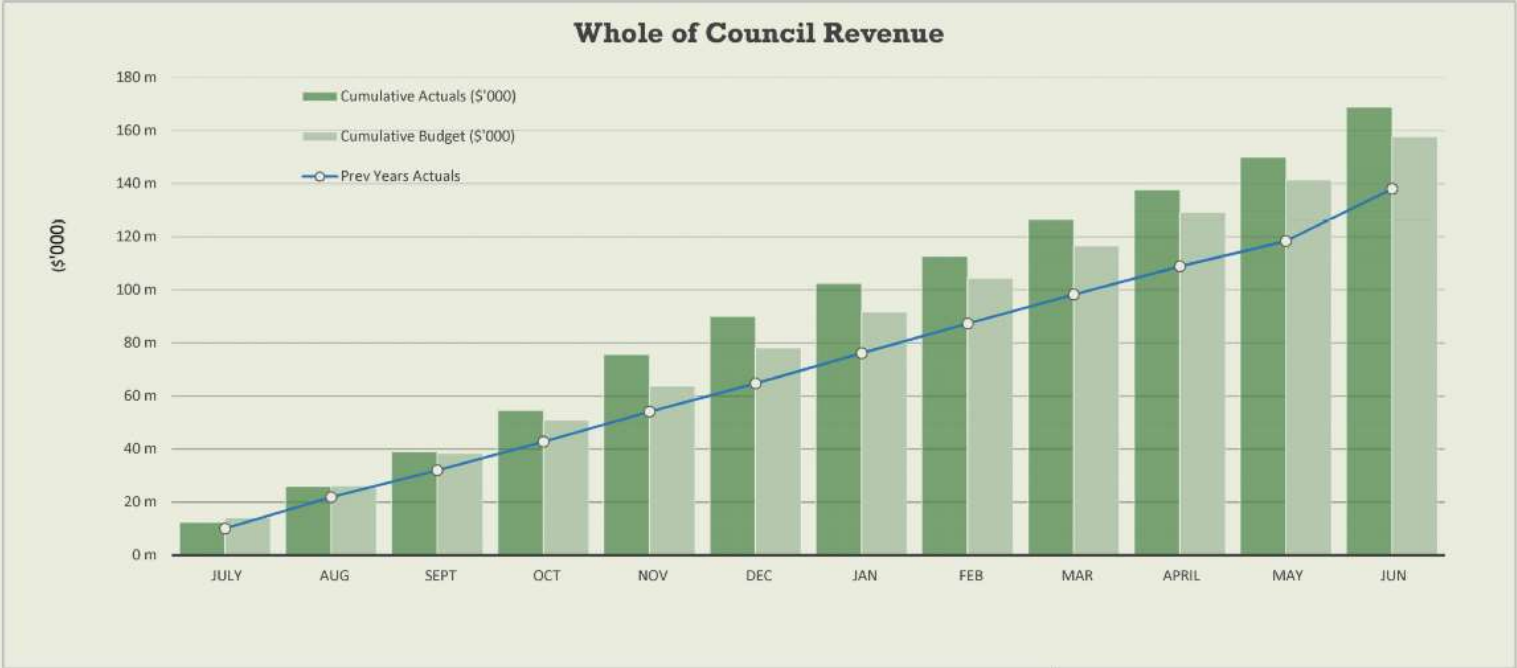
FY - 17	FY -18	FY-19	FY-20	YR 21		FY 22 Event Budget (not including COVID1 potential affects)
Final	Final	Final	Final			
1,020	1,089	1,132	1,174m	\$328,516	Event Income	1,256,600
124	120	130	120	\$135,000	Charitable Trust Funding	160,000
1,139	1,213	1,209	1,325m	\$360,731	Sponsorship & Trade Rents	1,184,000
2,288	2,422	2,471	2,619m	\$824,247	Total Income	2,600,600
2,253	2,391	2,441	2,527m	\$962,339	Event Expenses	2,090,176
35	30	31	88,992	(\$138,092)	Net Show Surplus(Deficit)	190,924
24			37	0	Other Expenses	
7	5	5	3.7	\$19,488	Depreciation	18,000
(170)				\$187,000	One-off contributions Domestic Event Fund	0
199	26	26	89	\$49,132	Net Profit (Loss)	172,924
					Assets	
189	227	141	190	578,016	Current Note: includes 2022 prepayments	
26	31	26	23	78,015	Non Current	

						Liabilities	
410	195	212	95	51	445,378	Current Liabilities	
	0	0	0	0	0	Shareholder Loans	
(179)	20	46	72	161	210,653	Net Equity	

Key Performance Indicators for 2021/22

Objective	Measure
For the March 2022 HOY event to be profitable.	Deliver a financial result from 2022 event 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.)
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 1 September each year.	SOI due by 1 September .
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.

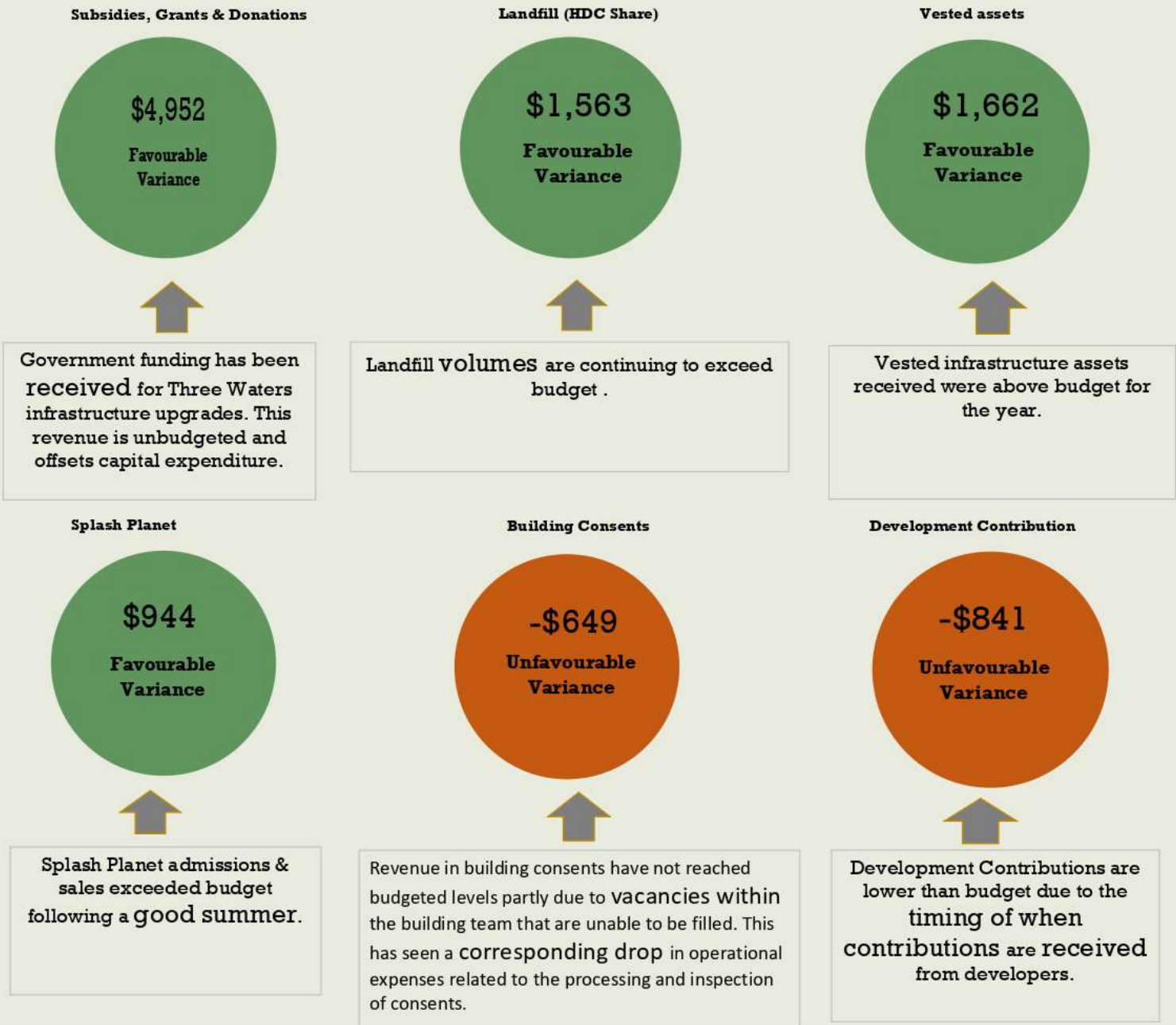
Hastings District Council Quarterly Dashboard as at
30 June 2021



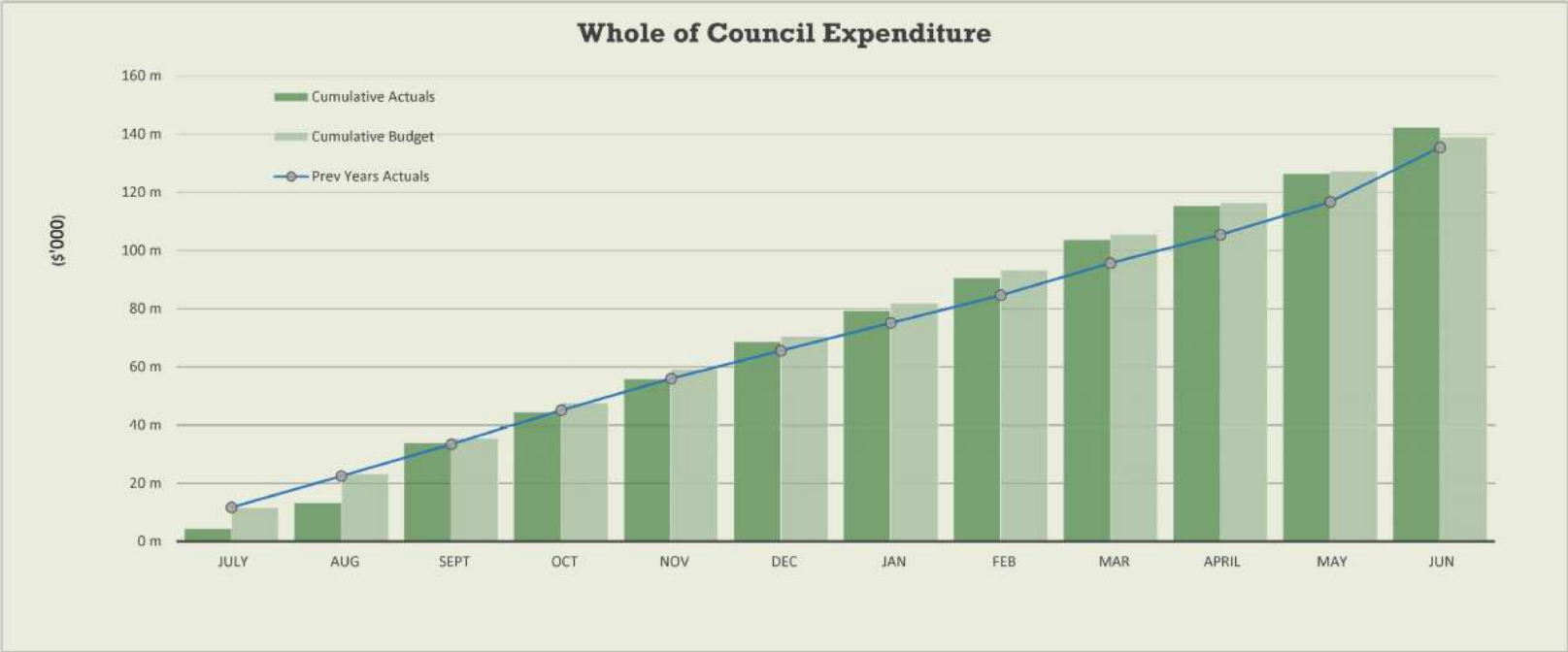
Total Revenue Streams	Actual Ytd (\$'000)	Budget Ytd (\$'000)	Variance Ytd (\$'000)
Rates (Budget)	87,303	86,992	310
Fees, charges & metered water supply charges	32,472	30,160	2,311
Subsidies and Grants	38,482	33,530	4,952
Development and financial contributions	4,567	5,408	-841
Interest revenue	519	0	519
Other revenue (incl. Vested Assets)	5,514	1,537	3,977
Total Operating Revenue	168,856	157,628	11,228
Non Realised Gains	8,010	0	8,010
Total	176,866	157,628	19,238

Comments: The favourable revenue result is due to Government funding received for the Three Waters capital project and strong year to date income from Landfill and Splash Planet. Lower than planned development contribution income (due to timing) partially offsets the revenue result. The non realised gains (\$8m) relate to a positive movement in interest rate swaps.

How we are doing by key revenue streams (\$'000)



Hastings District Council Quarterly Dashboard as at
30 June 2021



Total Expenditure	Actual Ytd (\$'000)	Budget Ytd (\$'000)	Variance Ytd (\$'000)
Personnel Costs	37,991	37,787	-204
Depreciation	37,502	34,936	-2,566
Finance Costs	5,143	6,678	1,535
Other Operating Costs	61,619	59,658	-1,961
Total Operating Expenditure	142,255	139,058	-3,197

Comments: Whilst operational expenditure has been higher there have been a number of unbudgeted but approved expenditure items offset by the release of contingency along with favourable finance costs.

How we are doing by key expenditure categories (\$'000)

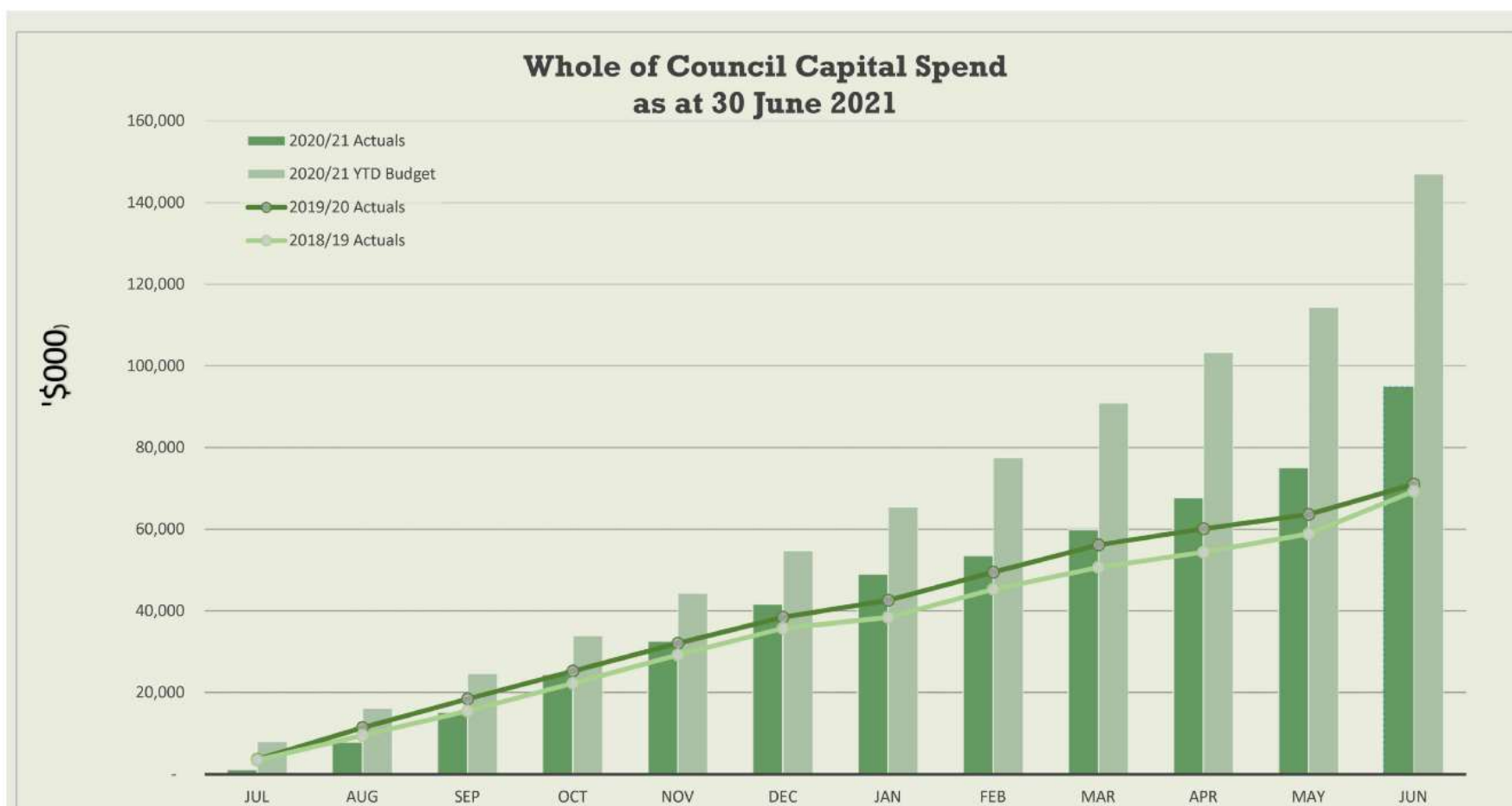


Hastings District Council Statement of Comprehensive Revenue and Expense as at 30 June 2021

Previous YTD Actuals (\$'000)	Description	YTD Actuals (\$'000)	YTD Budgets (\$'000)	YTD Variance (\$'000)	Full Year Budget (\$'000)
	Revenue				
81,814	Rates	87,303	86,992	310	86,992
28,198	Fees, charges & metered water supply	32,472	30,160	2,311	30,160
21,861	Subsidies and Grants	38,482	33,530	4,952	33,530
4,281	Development and financial contributions	4,567	5,408	(841)	5,408
478	Interest revenue	519	-	519	-
5,844	Other revenue	5,514	1,537	3,977	1,537
142,477	Total Operating Revenue	168,856	157,628	11,228	157,628
-	- Non Realised Gains	8,010	-	8,010	-
142,477	Total Revenue	176,866	157,628	19,238	157,628
	Expenditure				
37,403	Personnel Costs	37,991	37,787	(204)	37,787
34,944	Depreciation & Amortisation Expense	37,502	34,936	(2,566)	34,936
5,100	Finance Costs	5,143	6,678	1,535	6,678
63,661	Other Operating Costs	61,619	59,658	(1,961)	59,658
141,107	Total Expenditure	142,255	139,058	(3,197)	139,058
1,370	SURPLUS/(DEFICIT)	34,611	18,570	16,041	18,570

Hastings District Council Funding Impact Statement As At: 30 June 2021

Previous YTD Actuals (\$'000)	Description	YTD Actuals (\$'000)	YTD Budgets (\$'000)	YTD Variance (\$'000)	Full Year Budget (\$'000)
	Operations - Funding Source				
81,814	Rates	87,303	86,992	310	86,992
6,615	Subsidies and Grants	6,916	7,004	(88)	7,004
27,897	Fees, charges metered water supply	31,964	29,769	2,195	29,769
604	Interest and dividend revenue	532	17	515	17
839	Other revenue	1,096	911	185	911
117,769	Total Operating Funding	127,810	124,693	3,117	124,693
	Operations - Use of Funding				
37,403	Personnel Costs	37,991	37,787	(204)	37,787
48,232	Supplier Costs	53,955	51,840	(2,114)	51,840
5,147	Finance Costs	5,247	6,703	1,456	6,703
7,196	Other Operating Costs	5,997	6,190	194	6,190
97,978	Total Use of Operating Funding	103,189	102,521	(668)	102,521
19,791	Operating Funding Surplus/(Deficit)	24,621	22,172	2,449	22,172
	Capital - Funding Source				
15,246	Capital Subsidies grants	31,566	26,526	5,040	26,526
4,201	Development financial contributions	3,771	5,138	(1,367)	5,138
31,193	Debt - Increase or (decrease)	29,895	82,033	(52,137)	82,033
786	Sale of Assets	3,581	2,055	1,527	2,055
81	Other Capital Funding	796	270	526	270
51,506	Total Capital Funding	69,610	116,022	(46,412)	116,022
	Capital - Use of Funding				
7,373	To meet additional demand (Growth)	3,428	19,554	(16,126)	19,554
27,974	To improve the level of service (New Works)	54,210	72,272	(18,062)	72,272
41,056	To replace existing assets (Renewals)	36,703	56,104	(19,401)	56,104
1,744	To Increase or (decrease) reserves	(1,666)	(10,120)	8,454	(10,120)
-33	To Increase or (decrease) Investments	1,555	383	1,172	383
78,114	Total use of Capital Funding	94,231	138,194	(43,964)	138,194
(26,608)	Capital Funding Surplus/(Deficit)	(24,621)	(22,172)	(2,448)	(22,172)
(6,817)	TOTAL FUNDING BALANCE	-	-	-	-



Key projects	Actual Ytd (\$'000)	Budget Ytd (\$'000)	Var Ytd (\$'000)	Total Budget (\$'000)
Renewal Projects				
Toitoti/Municipal Building	7.3 m	11.5 m	4.2 m	11.5 m
Maintenance Seals	1.1 m	2.2 m	1.1 m	2.2 m
Wastewater Rising mains	1.1 m	3.1 m	2.0 m	3.1 m
Trunk Sewer	0.6 m	2.5 m	2.0 m	2.5 m
Outfall	0.9 m	0.9 m	0.0 m	0.9 m
New Works projects				
Drinking water project	20.9 m	23.9 m	3.1 m	23.9 m
Coastal Protection Works	0.5 m	0.6 m	0.1 m	0.6 m
Streetscape	1.6 m	2.3 m	0.7 m	2.3 m
Growth projects				
Omahu	0.1 m	0.6 m	0.6 m	0.6 m
Lyndhurst	0.1 m	2.4 m	2.2 m	2.4 m
Irongate	1.5 m	1.9 m	0.4 m	1.9 m
Iona/Middle	2.2 m	3.7 m	1.5 m	3.7 m
Howard	0.2 m	4.2 m	4.1 m	4.2 m

Capital - Commentary

Capital spend to 30th June 2021 is \$94.8m compared to a full year budget of \$147m. The full year budget includes \$30.3m of approved carry forwards from 2019/20. Jobs for Heretaunga (\$9m) was a significant addition to the capital plan. Of the \$52m in unspent capital Officers are recommending the need to carry forward \$31m of work into 2021/22 due to some delays with growth and infrastructure projects, with the remaining \$20m (largely made up of growth projects), to be rebudgeted in the 2022/2023 year.

Statement of Comprehensive Revenue & Expense - Commentary

Revenue Variances

Revenue is \$11.2m favourable to budget (prior to the gain on swaps of \$8m) is due mainly to Government funding for water supply. Also driving the favourable result are higher than budgeted landfill revenues. This is offset by lower than expected development contributions due to the timing of when contributions are received from developers.

Expenditure Variances

Expenditure is \$3.2m above budget (unfavourable) for the fully year. Interest costs are lower than expected due lower than budgeted capital expenditure and consequent debt. Higher contracted services costs, depreciation and along with a number of projects that were unbudgeted but approved and have been partially offset by the release of contingency.

Result

The 2020/2021 financial year has been a challenging one for Council with high demand for services across a range of activities, along with a number of unforeseen events and the lingering effects from COVID 19 that required a careful and prudent management approach. Challenges remain going forward into the next financial year around resource capacity in relation to the ambitious capital programme of work that has been set.

Cost Centres of Interest		
<div><div>Aquatics (Splash Planet and Pools)</div><div><div>\$897,017</div><div>Favourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Splash Planet admissions & sales exceeded budget following a good summer. This has been driven by domestic tourism due to restrictions on overseas travel as well as relatively stable weather over the summer season. Whilst other pools were lower in terms of Revenue to budget, they were also ended the year with a favourable rating result.</div></div>	<div><div>Libraries</div><div><div>\$60,491</div><div>Favourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Hastings Library ended the year with a \$60k rating surplus, mainly driven by a partially completed facility and H&S review. The unspent amount has been applied for as a carry forward to complete this project.</div></div>	<div><div>Building Control Rating Requirement</div><div><div>\$617</div><div>Favourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Whilst building control has had lower revenues compared to budget, this has been offset by lower operational expenditure in contracted services and personnel in particular.</div></div>
<div><div>Heretaunga House</div><div><div>-\$284,791</div><div>Unfavourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Due to the unexpected earthquake prone status of Heretaunga House, Council has been faced with unbudgeted but approved expenditure to quantify the cost involved in strengthening the building and provide alternative accommodation for staff displaced from the building. The contingency allocation amounted to a total of \$400k, prior to this allocation the negative variance to budget was \$682k.</div></div>	<div><div>Building Compliance</div><div><div>-\$87,622</div><div>Unfavourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Building compliance unfavourable rating result has been driven primarily by higher legal costs around hearings and legal advice.</div></div>	<div><div>Toitoti</div><div><div>-\$76,519</div><div>Unfavourable Variance</div></div><div>Rating Requirement Surplus /(Deficit)</div></div> <div><div>Comment</div><div>Higher than budgeted levels of temporary staff required have been the major driver in this result , this would normally be offset by the additional revenue, and whilst this partially the case some early impact at the start of the financial year from COVID 19 affected this offset. Note: The 2020/21 budget was set piror to Toitoti reopening and as such there has been many learnings on how Toitoti operates and the key cost and revenue drivers.</div></div>

CARRY FORWARD REQUEST REPORT									
Projects not completed by 30 June 2021									
Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
CORPORATE									
Business Support									
MFD Replacements	339,000	0	339,000	339,000	-	-	-	- 339,000	-
TOTAL				339,000	0	0	0	-339,000	0
Funding									
PEOPLE AND CAPABILITY									
CHIEF EXECUTIVE OFFICE									
Corporate Services Policy									
TOTAL				0	0	0	0	0	0
Funding									
Leadership									
TOTAL				0	0	0	0	0	0
Funding									
Strategic Culture & Heritage									
Hapu/Maori Engagement	47,000	22,372	24,628	24,000	-	-	- 24,000	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Hapu Environmental Management Planning	75,000	0	75,000	75,000	-	-	- 75,000	-	-
Maori Language & Arts week	10,000	1,035	8,965	8,000	-	-	- 8,000	-	-
TOTAL				107,000	0	0	-107,000	0	0
Funding									
Contingency Fund									
TOTAL				0	0	0	0	0	0
Funding									
COMMUNITY WELLBEING AND SERVICES									
Waterworld Pool									
Camberley Community Centre	0	1,644	-1,644	0	-	-	-	-	-
Waterworld reception	400,000	0	400,000	200,000	- 200,000	-	-	-	-
Security Review	0	28,892	-28,892	0	-	-	-	-	-
TOTAL				200,000	-200,000	0	0	0	0
Funding									
Swimming Pools									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Security Review	188,000	0	188,000	140,000	-	-	- 140,000	-	-
TOTAL				140,000	0	0	-140,000	0	0
Funding									
Hastings Sports Centre									
Security Review	0	1,897	-1,897	0	-	-	-	-	-
TOTAL				0	0	0	0	0	0
Funding									
Halls									
Camberley Community Centre	172,422	173,029	-607	0	-	-	-	-	-
Te Awanga Hall	20,000	0	20,000	20,000	-	-	- 20,000	-	-
TOTAL				20,000	0	0	-20,000	0	0
Funding									
Flaxmere Community Centre									
Security Review	0	83,020	-83,020	0	-	-	-	-	-
TOTAL				0	0	0	0	0	0
Funding									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Hastings City Art Gallery									
HCAG - Heating, Ventilation & AC	100,000	0	100,000	100,000	- 100,000	-	-	-	-
HCAG - Air Conditioning Unit	375,000	0	375,000	375,000	- 375,000	-	-	-	-
Security Review	10,000	0	10,000	0	-	-	-	-	-
TOTAL				475,000	-475,000	0	0	0	0
Funding									
Hastings District Library									
Hastings Library	0	860	-860	0	-	-	-	-	-
Facility Security H&S Review	64,500	26,643	37,857	37,850	-	-	- 37,850	-	-
TOTAL				37,850	0	0	-37,850	0	0
Funding									
Social Development									
Safer Streets Project (Camberley)	37,610	30,500	7,110	7,000	-	-	- 7,000	-	-
Community Plans	55,588	34,537	21,051	17,000	-	-	- 17,000	-	-
CPU Strategic Partnership	9,000	2,750	6,250	6,000	-	-	- 6,000	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Youth Development	308,719	210,266	98,453	90,000	-	-	- 90,000	-	-
Youth Services	70,000	77,597	-7,597	0	-	-	-	-	-
Safer Hastings	43,256	22,239	21,017	0	-	-	-	-	-
Civic Pride	52,516	3,621	48,895	0	-	-	-	-	-
Youth Futures Fund	14,348	8,210	6,138	6,000	-	-	- 6,000	-	-
TOTAL				126,000	0	0	-126,000	0	0
Funding									
Cemeteries									
New Beams	6,000	0	6,000	6,000	-	-	- 6,000	-	-
Signage	5,000	0	5,000	5,000	-	-	- 5,000	-	-
New Cemetery setup	893,000	17,171	875,829	875,000	- 460,000	-	-	- 415,000	-
TOTAL				886,000	-460,000	0	-11,000	-415,000	0
Funding									
Crematorium									
Generator	45,000	0	45,000	45,000	-	-	-	- 45,000	-
Niche Wall	19,400	9,638	9,762	10,000	-	-	-	- 10,000	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Cremator Refractoring	26,000	0	26,000	26,000	-	-	-	- 26,000	-
TOTAL				81,000	0	0	0	-81,000	0
Funding									
Community Assistance									
Camberley Community Centre	0	578	-578	0	-	-	-	-	-
Cycleways Support	100,000	0	100,000	100,000	- 100,000	-	-	-	-
Cranford Hospice	500,000	0	500,000	500,000	- 500,000	-	-	-	-
TOTAL				600,000	-600,000	0	0	0	0
Funding									
Toitoti - Opera House									
Municiple Strengthen	11,350,000	7,032,895	4,317,105	4,317,105	- 4,317,105	-	-	-	-
TOTAL				4,317,105	-4,317,105	0	0	0	0
Funding									
Splash Planet									
Playground Equipment	45,000	0	45,000	45,000	-	-	- 45,000	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Splash Planet Attractions	120,000	0	120,000	120,000	-	-	- 120,000	-	-
Filtration	116,000	3,201	112,799	113,000	-	-	- 27,000	- 86,000	-
Toddler Pool	25,000	0	25,000	25,000	-	-	- 25,000	-	-
TOTAL				303,000	0	0	-217,000	-86,000	0
Funding									
PLANNING & REGULATORY SERVICES									
Environmental Management									
TOTAL				0	0	0	0	0	0
Funding									
Environmental Policy									
Structure Plan Developments	75,000	1,862	73,138	60,000	-	-	- 60,000	-	-
Wahl Taonga Review	50,000	0	50,000	50,000	-	-	- 50,000	-	-
Karamu (Eastside) Masterplan	70,000	0	70,000	0	-	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
TOTAL				110,000	0	0	-110,000	0	0
<i>Funding</i>									
Parking									
206 Queen Street West	500,000	225,298	274,702	274,702	- 274,702	-	-	-	-
TOTAL				274,702	-274,702	0	0	0	0
<i>Funding</i>									
STRATEGY AND DEVELOPMENT									
Economic Growth & Organisation Improvement Admin									
Spatial Plan Development	0	115,444	-115,444	365,000	-	-	-	- 365,000	-
CBD Vibrancy Plan	0	0	0	0	-	-	-	-	-
Camberley Master plan	0	19,382	-19,382	140,000	-	-	-	- 140,000	-
Flaxmere Master plan	0	8,850	-8,850	150,000	-	-	-	- 150,000	-
Strategy Reviews	75,000	31,424	43,576	0	-	-	-	-	-
Karamu (Eastside) Masterplan	100,545	12,242	88,303	0	-	-	-	-	-
TOTAL				655,000	0	0	0	-655,000	0
<i>Funding</i>									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Economic Development									
Financial Incentives	150,000	0	150,000	0	-	-	-	-	-
China NZ year of Tourism 2019	30,000	925	29,075	29,000	-	-	- 29,000	-	-
HB Food Hub Phase 2	1,546,867	946,867	600,000	800,000	- 800,000	-	-	-	-
TOTAL				829,000	-800,000	0	-29,000	0	0
Funding									
MARKETING AND COMMUNICATION									
Hastings Events									
Hawkes Bay Arts Festival	150,000	120,000	30,000	30,000	-	-	- 30,000	-	-
Hawkes Bay Marathon	28,000	6,282	21,718	18,000	-	-	- 18,000	-	-
Waitangi day - Regional Sports Park	5,000	0	5,000	5,000	-	-	- 5,000	-	-
TOTAL				53,000	0	0	-53,000	0	0
Funding									
WASTE MANAGEMENT									
Transfer Stations									
Blackbridge Transfer Station	169,500	99,089	70,411	97,000	- 97,000	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
TOTAL				97,000	-97,000	0	0	0	0
Funding									
Recycling Depot									
Blackbridge Transfer Station	8,200	8,344	-144	0	-	-	-	-	-
Martin Place Recycling	1,164,000	1,985	1,162,015	1,100,000	- 1,100,000	-	-	-	-
TV e-waste	25,000	1,915	23,085	23,000	-	-	- 23,000	-	-
TOTAL				1,123,000	-1,100,000	0	-23,000	0	0
Funding									
Waste Minimisation									
Waste Survey	8,000	0	8,000	0	-	-	-	-	-
Waste Levy (Refuse & Landfill)	150,000	47,470	102,530	0	-	-	-	-	-
WMMP Projects	250,000	0	250,000	0	-	-	-	-	-
TOTAL				0	0	0	0	0	0
Funding									
Omarunui Regional Landfill Site HDC									
Landfill Valley Development B & C	4,408,566	207,967	4,200,599	4,139,200	- 4,139,200	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
TOTAL				4,139,200	-4,139,200	0	0	0	0
<i>Funding</i>									
PARKS MANAGEMENT									
Passive Parks									
Civic Square	750,000	7,336	742,664	750,000	- 750,000	-	-	-	-
Hastings Streetscapes	60,000	0	60,000	40,000	-	-	- 40,000	-	-
Facade Enhancement	30,000	17,005	12,995	10,000	-	-	- 10,000	-	-
Playgrounds New Projects	138,000	62,352	75,648	75,600	-	-	- 75,600	-	-
Lyndhurst - Playground	77,000	990	76,010	77,000	-	- 77,000	-	-	-
RSP Trust Cash Contribution	400,000	250,000	150,000	150,000	- 150,000	-	-	-	-
Sports Park Operational Grant	305,800	229,350	76,450	76,450	-	-	- 76,450	-	-
Playground Upgrades	144,000	31,847	112,153	112,100	-	-	- 112,100	-	-
Artworks	10,000	0	10,000	10,000	-	-	- 10,000	-	-
Lyndhurst - Neighbourhood Reserves	28,000	0	28,000	28,000	-	- 28,000	-	-	-
Lyndhurst - Reserve Development	165,383	2,574	162,809	162,000	-	- 162,000	-	-	-
Entry Statement Funding	45,000	0	45,000	25,000	-	-	- 25,000	-	-
Northwood Reserve	17,000	0	17,000	17,000	-	- 17,000	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Lyndhurst - Stage 2 Reserve Purchase	400,000	0	400,000	400,000	-	- 400,000	-	-	-
Various New Toilets	731,000	436,522	294,478	291,000	- 291,000	-	-	-	-
Keirunga Gardens RMP Implementation	107,000	92,853	14,147	13,000	- 13,000	-	-	-	-
Cornwall Park RMP Implementation	743,000	126,342	616,658	510,000	- 510,000	-	-	-	-
Tainui RMP Implementation	96,000	155,510	-59,510	0	-	-	-	-	-
Windsor Park RMP Implementation	100,000	0	100,000	100,000	- 100,000	-	-	-	-
Te Mata Peak - Bike Track	144,000	0	144,000	144,000	- 144,000	-	-	-	-
Duart House RMP	36,700	14,881	21,819	26,000	- 26,000	-	-	-	-
Sports Grounds RMP	10,000	1,781	8,219	0	-	-	-	-	-
CBD & Suburban Re-Development- Misc Parks	2,270,366	1,624,616	645,750	619,000	- 619,000	-	-	-	-
Waimarama RMP implementation	45,000	34,455	10,545	19,000	- 19,000	-	-	-	-
Romanes drive Development Bridge	168,000	7,083	160,917	160,000	- 160,000	-	-	-	-
CBD Vibrancy Plan	100,000	69,001	30,999	50,000	-	-	- 50,000	-	-
Howard Street - Reserve Purchase	800,000	0	800,000	800,000	-	- 800,000	-	-	-
Raureka local Parks RMP	412,000	236,784	175,216	18,000	- 18,000	-	-	-	-
Esk Care River Group	10,000	0	10,000	0	-	-	-	-	-
Waipatiki Bush Reserve - purchase of Ricahrd Coles land	40,000	41,647	-1,647	0	-	-	-	-	-
Recreation Services Tree Renewal	0	350,563	-350,563	400,000	-	-	- 400,000	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
TOTAL				5,083,150	-2,800,000	-1,484,000	-799,150	0	0
<i>Funding</i>									
	0	5,040,540		0					
TRANSPORTATION									
Rating Area 1: Transportation- Subsidised									
Omahu Road roundabout - Henderson	700,000	801,703	-101,703	0	-	-	-	-	-
Princes-Victoria-Ellison	0	776,905	-776,905	0	-	-	-	-	-
Warwick Road	0	288,983	-288,983	0	-	-	-	-	-
TOTAL				0	0	0	0	0	0
<i>Funding</i>									
Rating Area 1: Transportation- UnSubsidised									
Co-ordination report	0	38,346	-38,346	0	-	-	-	-	-
Waipatu Footpath	130,000	4,963	125,037	0	-	-	-	-	-
Havelock North - Medium Density Housing strategy	24,000	280	23,720	21,000	-	- 21,000	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Hastings - Medium Density Housing Strategy	11,000	0	11,000	11,000	-	- 11,000	-	-	-
Parkvale - Medium Density Housing Strategy	1,000	0	1,000	1,000	-	- 1,000	-	-	-
Iona-Middle Road	0	-79	79	0	-	-	-	-	-
Howard Street	1,707,000	22,216	1,684,784	1,685,000	-	- 1,685,000	-	-	-
Brookvale Road Development	0	1,500	-1,500	0	-	-	-	-	-
Irongate Stage 3 Roundabout	1,600,000	1,444,579	155,421	155,000	-	- 155,000	-	-	-
Iona - Iona Intersection	163,000	132,420	30,580	30,000	-	- 30,000	-	-	-
Coastal Protection works	600,000	476,559	123,441	123,000	- 123,000	-	-	-	-
Howard Street - External	716,000	0	716,000	716,000	-	- 716,000	-	-	-
Omahu roundabout - Henderson (Growth portion)	1,400,000	221,550	1,178,450	1,178,000	-	- 1,178,000	-	-	-
TOTAL				3,920,000	-123,000	-3,797,000	0	0	0
Funding									
Rating Area 2: Transportation									
TOTAL				0	0	0	0	0	0
Funding									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
WATER SERVICES									
Stormwater - Rating Area 1									
Asset Data Capture	20,000	2,700	17,300	17,000	- 17,000	-	-	-	-
Stormwater Resource Consent Renewals	35,000	19,483	15,517	15,000	- 15,000	-	-	-	-
Telemetry Base & New Repeater Upgrade	26,000	25,862	138	0	-	-	-	-	-
Emerald Hill	83,000	0	83,000	83,000	- 83,000	-	-	-	-
Reynolds Road	238,500	0	238,500	241,500	- 241,500	-	-	-	-
Co-ordination report	58,000	2,343	55,657	55,500	- 55,500	-	-	-	-
Kopunga Road	260,000	183,670	76,330	75,000	- 75,000	-	-	-	-
Campbell St - Busby to Joll (Non Growth)	260,000	132,775	127,225	127,000	- 127,000	-	-	-	-
Campbell St - Bledisloe to Wall Rd (Non Growth)	121,000	0	121,000	121,000	- 121,000	-	-	-	-
Havelock North Dam Break Analysis	25,000	0	25,000	25,000	- 25,000	-	-	-	-
Pump stations - Various	28,000	27,816	184	0	-	-	-	-	-
Charlton Rd - Te Awanga Detention dam an	45,000	26,865	18,135	18,000	- 18,000	-	-	-	-
Gordon Rd - Puriri to Kennedy	220,000	17,200	202,800	202,000	- 202,000	-	-	-	-
James Rochfort PI - Throught existing se	50,000	5,150	44,850	44,500	- 44,500	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Omahu Stage II - Jarvis to Kirkwood	100,000	0	100,000	100,000	-	- 100,000	-	-	-
Stormwater quality - Improvements	20,000	9,430	10,570	10,500	- 10,500	-	-	-	-
Caroline Road Extension	200,000	65,659	134,341	134,000	- 134,000	-	-	-	-
Te Kahika Stream- Tainui to Detention Dam	75,000	20,626	54,375	54,000	- 54,000	-	-	-	-
Lyndhurst - Cooke Stormwater Detention Pond	237,000	0	237,000	237,000	-	- 237,000	-	-	-
Lyndhurst - Mahora Drain	628,000	0	628,000	628,000	-	- 628,000	-	-	-
Arataki Dev: Subdivision support	60,000	41,467	18,533	0	-	-	-	-	-
Network Modelling and Analysis	45,000	11,957	33,043	33,000	- 33,000	-	-	-	-
Advanced Investigations	50,000	49,826	174	0	-	-	-	-	-
Havelock North - Medium Density Housing strategy	165,000	0	165,000	165,000	-	- 165,000	-	-	-
Hastings - Medium Density Housing Strategy	138,000	0	138,000	138,000	-	- 138,000	-	-	-
Parkvale - Medium Density Housing Strategy	86,000	0	86,000	86,000	-	- 86,000	-	-	-
Collection Network Planned Renewals	0	0	0	0	-	-	-	-	-
Collection Network Reactive Renewals	89,000	89,264	-264	0	-	-	-	-	-
Iona-Middle Road	265,000	0	265,000	265,000	-	- 265,000	-	-	-
Howard Street	983,000	59,435	923,565	923,000	-	- 923,000	-	-	-
Brookvale Road Development	116,000	21,949	94,051	94,000	-	- 94,000	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Lowes Pit	2,162,000	130,320	2,031,680	2,030,000	- 2,030,000	-	-	-	-
Lyndhurst Bulk Services - Portion 3	475,000	18,822	456,178	456,000	-	- 456,000	-	-	-
Princes-Victoria-Ellison	5,000	7,156	-2,156	0	-	-	-	-	-
Havelock North Streams - Toop Street	78,000	448	77,552	77,500	- 77,500	-	-	-	-
Warwick Road	350,000	191,495	158,505	158,500	- 158,500	-	-	-	-
Howard Street - External	3,007,000	0	3,007,000	3,007,000	-	- 3,007,000	-	-	-
Campbell St – Bledisloe St to Wall Road (Growth)	79,000	0	79,000	79,000	-	- 79,000	-	-	-
Havelock North Streams	44,000	324	43,676	43,500	- 43,500	-	-	-	-
Whakatu West Industrial Development	100,000	3,411	96,589	96,500	- 96,500	-	-	-	-
TOTAL				9,840,000	-3,662,000	-6,178,000	0	0	0
Funding									
Stormwater - Rating Area 2									
Collection Network Reactive Renewals	5,000	0	5,000	0	-	-	-	-	-
General	21,000	1,061	19,939	20,000	-	-	- 20,000	-	-
TOTAL				20,000	0	0	-20,000	0	0
Funding									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Sewers - Rating Area 1									
Telemetry Base & New Repeater Upgrade	36,000	28,538	7,462	0	-	-	-	-	-
Pump Station Upgrade and Improvements	112,000	22,517	89,483	89,000	- 89,000	-	-	-	-
System Storage Improvements	250,000	18,880	231,120	230,000	- 230,000	-	-	-	-
Irongate (i)	0	256	-256	0	-	-	-	-	-
Omahu stage I	612,000	18,056	593,944	593,000	- 593,000	-	-	-	-
Advanced Investigations	355,000	203,812	151,188	151,000	- 151,000	-	-	-	-
Model Build	79,000	46,130	32,870	32,000	- 32,000	-	-	-	-
Pump Stations - Flow Monitoring- (From Northern catchment)	235,000	0	235,000	235,000	- 235,000	-	-	-	-
Havelock North - Medium Density Housing strategy	30,000	0	30,000	30,000	- 30,000	-	-	-	-
Collection Network Planned Renewals	37,000	36,968	32	0	-	-	-	-	-
Collection Network Reactive Renewals	208,000	208,248	-248	0	-	-	-	-	-
Rising Main Renewals	774,000	34,936	739,064	739,000	- 739,000	-	-	-	-
Iona-Middle Road	743,000	116,813	626,187	626,000	- 626,000	-	-	-	-
Howard Street	714,000	37,677	676,323	676,000	- 676,000	-	-	-	-
Flow Monitoring Improvements	34,000	0	34,000	34,000	- 34,000	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Eastern Interceptor Upper Section Upgrade	2,075,000	820,042	1,254,958	1,254,000	- 1,254,000	-	-	-	-
Clive Rising Main Renewal	100,000	82,937	17,063	15,000	- 15,000	-	-	-	-
Lyell Street Rising Main	150,000	147,603	2,397	0	-	-	-	-	-
Lyndhurst Bulk Services - Portion 3	336,000	16,076	319,924	320,000	- 320,000	-	-	-	-
Princes-Victoria-Ellison	82,000	27,308	54,692	54,000	- 54,000	-	-	-	-
Warwick Road	397,000	159,578	237,422	237,000	- 237,000	-	-	-	-
Howard Street - External	862,000	0	862,000	862,000	- 862,000	-	-	-	-
Urban Reticulation reline	654,000	0	654,000	654,000	- 654,000	-	-	-	-
TOTAL				6,831,000	-3,724,000	-3,107,000	0	0	0
Funding									
Sewers - Rating Area 2									
TOTAL				0	0	0	0	0	0
Funding									
Effluent Disposal									
PLC Renewals	415,000	268,527	146,473	146,000	- 146,000	-	-	-	-
Trunk Sewers	2,254,000	287,638	1,966,362	1,966,000	- 1,966,000	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Outfall - Emergency Beach overflow	445,000	444,077	923	0	-	-	-	-	-
Groyne Renewals	197,000	196,502	498	0	-	-	-	-	-
TOTAL				2,112,000	-2,112,000	0	0	0	0
<i>Funding</i>									
Wastewater Treatment Facilities									
Pipework/Chambers Renewals	148,500	75,995	72,505	72,500	- 72,500	-	-	-	-
TOTAL				72,500	-72,500	0	0	0	0
<i>Funding</i>									
WATER MANAGEMENT									
Water Services Administration									
Karamu (Eastside) Masterplan	50,000	0	50,000	0	-	-	-	-	-
TOTAL				0	0	0	0	0	0
<i>Funding</i>									
DRINKING WATER SERVICES									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Water Supply - Hastings & Havelock North									
Asset Data Capture	0	107	-107	0	-	-	-	-	-
Network Modelling and Analysis	100,000	86,882	13,118	0	-	-	-	-	-
Water Safety Plans	150,000	91,843	58,157	0	-	-	-	-	-
Backflow Prevention Strategy	40,000	18,908	21,093	0	-	-	-	-	-
Source Protection Zone	150,000	75,880	74,120	0	-	-	-	-	-
Stage 1B Eastbourne Treatment, Storage & BPS	0	1	-1	0	-	-	-	-	-
Stage 1C Frimley Treatment, Storage & BPS	0	1	-1	0	-	-	-	-	-
Rory's Hill Investigation	200,000	0	200,000	0	-	-	-	-	-
Leak detection	0	0	0	0	-	-	-	-	-
Brookvale Bores Consent	9,000	8,087	914	0	-	-	-	-	-
Telemetry Base & New Repeater Upgrade	73,000	73,533	-533	0	-	-	-	-	-
Florence PI- Full length	250,049	155,186	94,863	94,000	- 94,000	-	-	-	-
Omahu Road roundabout - Henderson	230,000	196,540	33,460	33,000	- 33,000	-	-	-	-
Havelock road to Porter Drive	700,000	583,721	116,279	116,000	- 116,000	-	-	-	-
Whakatu Bore Pump renewal	100,000	0	100,000	100,000	- 100,000	-	-	-	-
Tucker Lane bore replacement	110,000	87,701	22,299	22,000	- 22,000	-	-	-	-
Firefighting capacity upgrades	300,000	0	300,000	300,000	- 300,000	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Arataki Development	43,000	16,500	26,500	26,500	-	- 26,500	-	-	-
Irongate Industrial Development	287,000	6,023	280,977	124,000	-	- 124,000	-	-	-
Lyndhurst Development Stage II	280,000	15,895	264,105	264,000	-	- 264,000	-	-	-
Planned Renewals	99,000	98,380	620	0	-	-	-	-	-
Reactive Renewals	276,000	275,272	728	0	-	-	-	-	-
Howard Street - Internal	820,000	37,518	782,482	782,000	-	- 782,000	-	-	-
Iona / Middle	1,915,000	1,325,560	589,440	585,000	-	- 585,000	-	-	-
Backflow prevention	545,000	386,112	158,888	159,000	- 159,000	-	-	-	-
Princes-Victoria-Ellison	158,000	153,065	4,935	4,500	- 4,500	-	-	-	-
Reservoir Upgrades	1,091,000	757,756	333,244	330,000	- 330,000	-	-	-	-
Howard Street - External	230,000	0	230,000	230,000	-	- 230,000	-	-	-
Warwick Road	500,000	347,282	152,718	152,500	- 152,500	-	-	-	-
	8,656,049	4,797,751	3,858,298	3,322,500	- 1,311,000	- 2,011,500	-	-	-
Major Drinking water projects									
Stage 1B Eastbourne Treatment, Storage & BPS	4,781,000	4,066,671	714,329	714,000	- 714,000	-	-	-	-
Stage 1C Frimley Reticulation Upgrades	3,800,000	3,631,463	168,537	182,000	- 182,000	-	-	-	-
Stage 1C Frimley New Bore Field	1,000,000	602,915	397,085	397,000	- 397,000	-	-	-	-
Stage 1C Frimley Treatment, Storage & BPS	7,114,000	5,254,319	1,859,681	1,846,000	- 1,846,000	-	-	-	-
	16,695,000	13,555,367	3,139,633	3,139,000	- 3,139,000	-	-	-	-

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
TOTAL				6,461,500	-4,450,000	-2,011,500	0	0	0
<i>Funding</i>									
Total Carry forwards				49,253,007	-29,406,507	-16,577,500	-1,693,000	-1,576,000	0
Information Services									
GIS	10,000	2,608	7,392	7,001	-	-	-	- 7,001	-
GIS Orthophotography	150,000	36,845	113,155	110,000	-	-	-	- 110,000	-
Hastings Library	225,000	231,821	-6,821	0	-	-	-	-	-
PC / Laptop Replacements	158,400	3,443	154,957	45,000	-	-	-	- 45,000	-
CRM	350,000	67,207	282,793	280,000	-	-	-	- 280,000	-
Mobile Device Replacements	50,000	4,258	45,742	45,000	-	-	-	- 45,000	-
Structured Cabling	30,000	16,717	13,283	14,000	-	-	-	- 14,000	-
Technology One systems	1,000,000	44,935	955,065	150,000	-	-	-	- 150,000	-
General	73,763	5,118	68,645	0	-	-	-	-	-
TOTAL				651,001	0	0	0	-651,001	0
<i>Funding</i>									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
PROPERTY MANAGEMENT									
Duart House	204,490	4,169	200,321	100,000	-	-	-	- 100,000	-
Cambridge Flats	195,595	107,226	88,369	157,800	-	-	-	- 157,800	-
18 Margate Avenue	19,720	11,106	8,614	0	-	-	-	-	-
Hastings Library	906,650	44,796	861,854	872,000	-	-	-	- 872,000	-
Havelock North Library	130,980	93,000	37,980	45,000	-	-	-	- 45,000	-
Town Depot Lyndon Road	18,950	1,143	17,807	8,300	-	-	-	- 8,300	-
Mall Toilet Block & Taxi Shelter	15,790	7,891	7,899	12,610	-	-	-	- 12,610	-
Womens Rest & Plunket Rooms	10,700	3,035	7,665	8,000	-	-	-	- 8,000	-
Haumoana Domain Toilets	171,620	130,926	40,694	20,000	-	-	-	- 20,000	-
Flaxmere Sportsground Changing Rooms	199,300	8,218	191,082	148,300	-	-	-	- 148,300	-
Hastings Town Clock	501,510	784	500,726	400,000	- 400,000	-	-	-	-
Hastings Holiday Park	51,000	0	51,000	40,000	-	-	-	- 40,000	-
Splash Planet	922,755	476,921	445,834	300,000	-	-	-	- 300,000	-
Henderson Rd Refuse Transfer Station	139,550	26,613	112,937	100,000	-	-	-	- 100,000	-
Heretaunga House	1,226,840	62,750	1,164,090	880,000	-	-	-	- 880,000	-
TOTAL				3,092,010	-400,000	0	0	-2,692,010	0
Funding									

Project Description	Revised Budget (incl Brought Forwards)	Expenditure	Balance Unspent	Carry Forward to 2021-22	Loans	Loan Growth	Rates	Reserves /Other	Subsidy
Total Carry forwards				52,996,018	-29,806,507	-16,577,500	-1,693,000	-4,919,011	0



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 2021



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 third and last 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	17 (77%)	-	5 (23%)
Safe, Healthy & Liveable Communities (Note i)	16 (73%)	2 (9%)	4 (18%)
Economic & Community Development (Note ii)	7 (70%)	-	3 (30%)
Governance & Support Services	7 (88%)	1 (12%)	-

Notes:

- The Toitū Hawke's Bay Arts & Events Centre is not applicable at this time due to the closure of the Theatre and Municipal Building during part of 2020/21. The Food Safety measure has been superseded by the introduction of the Food Act 2014.
- The level of service measure in relation to the Toitū Hawke's Bay Arts & Events Centre is not applicable at this time due to the partial closure of the Theatre and Municipal Building during 2020/21.

Customer Experience (7 measures)

Group of activities	Fully achieved	Substantially achieved (98.5%-99%)	Not achieved
Governance and Support Services (Note i)	1 (100%)	-	-
Safe, Healthy & Liveable Communities (Note ii)	2 (50%)	-	2 (50%)

Note:

- Mystery Shopper satisfaction survey not undertaken at the Call Centre in 2020/21.
- Parks user satisfaction was not measured in 2020/21.

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

The Mystery Shop calling partnership with the Palmerston North City Council was put on hold in 2020/21 due to operational pressures at both Council. Internal call assessments and staff coaching continued to ensure a consistent high quality customer experience is provided.

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. The Council's detailed Asset Management Plans set out what we know about our assets and the future needs in terms of renewal, maintenance and new capital requirements.

The focus during 2020/21 was to complete enhanced Asset Management Plans across all our asset groups to inform the development of the 2021-2031 Long Term Plan.

These plans have had both internal and external review and have been assessed as fit for purpose. More details in respect of the key matters contained within these plans can be found in the Infrastructure Strategy within the Long Term Plan.

Level One – Future Aspirations

Water & Roads																
Future aspirations		Baseline performance	Future target	Progress												
FG01	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.												
FG02	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.												
FG03	Street lighting efficiency.	Installed wattage (2.6kw/km).	20% reduction by 2022.	<ul style="list-style-type: none">• Achieved 7100 streetlights converted to LED – conversion now completed• Pre LED install power consumption was 3255 MWh/year• Post install of LED predicted power consumption estimated at 2200 MWh/year• Overall power reduction of 31% <div><p>Electricity consumption(MWh)</p><table><tr><th>Year</th><th>Electricity consumption (MWh)</th></tr><tr><td>2017</td><td>3,255,000</td></tr><tr><td>2018</td><td>2,800,000</td></tr><tr><td>2019</td><td>2,500,000</td></tr><tr><td>2020</td><td>2,200,000</td></tr><tr><td>2021</td><td>2,300,000 (6 months to June)</td></tr></table><p>Power consumption(note 2021 is 6 months to June)</p></div>	Year	Electricity consumption (MWh)	2017	3,255,000	2018	2,800,000	2019	2,500,000	2020	2,200,000	2021	2,300,000 (6 months to June)
Year	Electricity consumption (MWh)															
2017	3,255,000															
2018	2,800,000															
2019	2,500,000															
2020	2,200,000															
2021	2,300,000 (6 months to June)															

Safe, Healthy & Liveable Communities			
Future aspirations	Baseline performance	Future target	Progress
FG04 Public buildings meet minimum earthquake standards (34% of new building standard).	62.04%	100% by 2033 meeting future legislative standards.	<ul style="list-style-type: none"> On Track <p>93% (Note: the legislative timeframe for completion of assessments and any remediation that may be required does not end until 1 July 2037, the remaining 7% 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"> 1599 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. 1302 buildings constructed between 1935 and 1975 fall outside the scope of any requirements for assessment/strengthening (under the Act). Of the 334 buildings, 232 are excluded because they have been assessed or strengthened to ≥34% NBS, or are timber frame buildings. Of the 334 buildings, 68 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, 44 buildings have been confirmed as earthquake-prone (of which there are currently 8 building consents for strengthening at various stages). <p>Note: the legislation also includes provisions for buildings that are outside scope or post 1976 being identified as potentially earthquake-prone or earthquake-prone at any time (for example, an owner may send an engineering assessment).</p> <ul style="list-style-type: none"> Of buildings which are outside scope or post 1976, there are currently 4 earthquake-prone buildings and 8 potentially earthquake-prone buildings (this is in addition to the data above).
FG05 Increased recyclables diverted from landfill.	9,800 tonnes diverted	≥ 11,760 tonnes per annum by 2024 (20%).	<ul style="list-style-type: none"> On Track – 5403.68 tonnes diverted via Hastings District Council services (50% share of 9,800 is 4,900 tonnes per annum).

Safe, Healthy & Liveable Communities

Future aspirations	Baseline performance	Future target	Progress
			<ul style="list-style-type: none"> The recycling tonnage collected by HDC services had increased in the two years following the adoption of the Joint Waste Management and Minimisation Plan by 12.5%. However, due to the COVID-19 lockdown (with recycling not being collected during this time), at the end of the 2019/2020 year, tonnages fell below the baseline rate. There has been a slight increase in tonnage for the 2020/2021 year.
FG06 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. The organic waste reduction target is monitored through the Solid Waste Analysis Protocol surveys. These surveys are completed every three years and the next survey will be completed between March and May 2022.

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 2019/20 actual information (unless otherwise stated).

Stormwater

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 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	0 (zero)	0 (zero) floors affected per 1,000 connections up to a 1 in 50 year ARI storm event.	Achieved - There were 18 reports of surface and stormwater flooding. No reported incidents of flooding affecting dwellings within the HDC stormwater network.
		DIA Non-Financial Performance Measure 2 – Discharge Compliance	1		Not Achieved – The following Abatement Notice EAC-20365 was issued during 2020/21. Heinz Wattie onsite discharge to HDC system via the Ruahapia Drain.
		a) Abatement notices	0	0 (zero) Abatement notices	
		b) Infringement notices	1	0 (zero) Infringement notices	
		c) Enforcement orders	0	0 (zero) Enforcement orders	
		d) Convictions	0	0 (zero) Convictions	

Stormwater					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
		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 - Median time to respond to flooding events was 41 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: 8.18 complaints per 1000 connections. The Council received 158 complaints in relation to stormwater blockages, surface flooding, inspections and investigations.

Sewerage and the Treatment and Disposal of Sewage

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 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. • Infrastructure supporting economic growth. • Resilience to hazards and shocks. 	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.	0.79	5 per 1,000 connections per annum	Achieved - 0.6 dry weather sewerage overflows per 1000 connections.
		DIA Non-Financial Performance Measure 2 – Compliance with Council's resource consents for discharge from its sewerage system measured by the number of:	3		Achieved – no abatement notice, infringement notices, enforcement orders or convictions in 2020/21.
		(a) Abatement notices	1	0 (zero) Abatement notices	
		(b) Infringement notices	2	0 (zero) Infringement notices	
		(c) Enforcement orders	0	0 (zero) Enforcement orders	
		(d) Convictions	0	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	36 minutes	1 hour response time to site (attendance time)	Achieved - a median response time of 40 minutes.
		(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.	2.45 hours	1 day permanent repair completed (resolution time)	Achieved - Resolution time of 175 minutes or 2.92 hours per complaint/notification.

Sewerage and the Treatment and Disposal of Sewage

Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
		<p>DIA Non-Financial Performance Measure 4 –</p> <p>Total number of complaints received by the Council about any of the flowing:</p> <p>(a) Sewage odour</p> <p>(b) Sewerage system faults</p> <p>(c) Sewerage system blockages</p> <p>(d) The Council's response to issues with its sewerage system</p> <p>Expressed per 1,000 connections to the Council's sewerage system.</p>	20.43	30 complaints – Count expressed per 1,000 connections per annum	Achieved - There were 28.01 complaints received about wastewater per every 1000 connections

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
<p>LOCAL INFRASTRUCTURE</p> <p>Council Objectives to which the water supply activity relates:</p> <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.	<p>DIA Non-financial performance Measure 1 – (safety of drinking water)</p> <p>The extent to which the local authority's drinking water supply complies with:</p> <p>(a) Part 4 of the drinking-water standards (bacteria compliance criteria), and</p> <p>(b) Part 5 of the drinking-water standards (protozoal compliance criteria).</p>	<p>Part A – 100%</p> <p>Part B – Not Achieved</p>	<p>Percentage Compliance 100%</p> <p>Target 100%</p>	<p>NZ drinking water standards</p> <p>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)</p> <p>B: Part 5 Protozoa compliance criteria Not Achieved – <u>Compliant with Secure bore water criteria:</u> Portsmouth Road (Flaxmere), Whakatu, Clive and Haumoana/Te Awanga (Changed from compliance with Secure Groundwater to U.V disinfection criteria within period following commissioning of new WTP). <u>Compliant with Cartridge Filtration and U.V disinfection criteria where applicable:</u> Omahu, Brookvale Road (Havelock North), Wilson Road (Flaxmere), Waimarama (Only compliant since April 2021 following the completion of a new WTP).</p>

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
					<p>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. This now necessitates treatment to fully meet the protozoal compliance criteria in the DWSNZ. The HDC Drinking Water Strategy will deliver new compliant treatment systems to all supplies within the 21/22 reporting period. Waipatiki, Parkhill, Waipatu, Eastbourne and Frimley are all now deemed non-secure groundwater sources and therefore require protozoa treatment to comply. Parkhill was connected to the Haumoana water supply in July 2021 and is now compliant as a zone of this supply. Whirinaki & Esk have existing filtration and UV disinfection systems in place but require upgrades to meet the technical requirements of the DWSNZ. HDC took ownership of the Te Pohue water supply in March 2020 which was previously operated by the community. This supply requires protozoa treatment to comply. A new WTP was installed in 2021 and is completing commissioning to</p>

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
		<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%	20% Percentage real losses or other recognised industry standard as specified in the Hastings District Council's 'Water Conservation and Demand Management Strategy'.	<p>demonstrate compliance with the DWSNZ.</p> <p>Please note: Results to be confirmed following completion of the water loss assessment. Assumed to be similar to 20/21 year reporting below</p> <p>Not Achieved 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). 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> <p>(At 95% confidence limits, the water loss result has a level of uncertainty of +/-34.2%.</p>
		<p>DIA Non-Financial performance Measure 3 – (fault response times)</p> <p>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:</p>		95% achievement rate.	

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
		(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	41 minutes	Urgent – 1 hour response time to site (Note i).	Achieved – The median time to respond to urgent call-outs was 42 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	2.32 hours	Urgent – 2 hour restoration of service.	Achieved – The median restoration time was 1.75 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	18.5 hours	Non-urgent – 3 days response time to site (Note i).	Achieved – The median time to respond to non-urgent call-outs was 23.95 hours.
		(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.	2.24 days	Non-urgent – 7 days call resolution	Achieved – The median restoration time was 2.90 days.
		DIA Non-Financial performance Measure 4 – (customer satisfaction)	9.22	3	Not Achieved – There were 11.87 complaints per 1,000 connections.
		The total number of complaints received by the local authority about any of the following:		Count expressed per 1,000 connections per annum	Of the total
		(a) drinking water clarity			This performance measure includes only verified complaints per 1,000 connections; it is acknowledged that not all complaints have been captured.
		(b) drinking water taste			The total number of complaints received are not verifiable because:
		(c) drinking water odour			<ul style="list-style-type: none"> Some calls were not categorised into water supply, stormwater or wastewater.
		(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.			

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
					<ul style="list-style-type: none"> Some calls have not been recorded as they were subsequent calls to the original complaint and the caller did not request for their complaint to be recorded. Insufficient details to assess what the nature of the call was for. In particular, if the call should be classified as a complaint or request for information. <p>To resolve the issues identified, the Council will work with its call centre, water services team, contractor and after-hours provider to ensure integrity of the data received is compliant with DIA mandatory performance reporting and make system changes to allow all subsequent complaints to be captured.</p>
		<p>DIA Non-performance Measure 5 – (demand management)</p> <p>The average consumption of drinking water per day per resident within the territorial authority district.</p>	420	410 litres per day per resident.	<p>Please note:</p> <p>These results are provisional based on assumptions from the 20/21 reporting. Results will be finalised following completion of the water loss assessment.</p> <p>Not Achieved –</p>

Water Supply					
Community Outcomes	Level of Service Statement	Performance Measure	Baseline Performance	2020/21 Target	2020/21 Achievement
					<p>484 litres per person per day for the Hastings Urban Water Supply. This is 15% higher than the baseline performance.</p> <p>Pressure reduction to reduce network leakage is being implemented as part of the Drinking Water Strategy in 2021/22. Our water conservation practices are in place each year to educate and monitor household usage.</p> <p>An extended summer left many parts of the district suffering from drought which has influenced water consumption figures in the reporting period.</p> <p>Water restrictions were implemented in December and removed at the end of March.</p>

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 2019/20 actual information unless otherwise stated.

Community Outcomes	Performance Measure	Baseline Performance	2020/21 Target	Achievement 2020/21
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.	39	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 – 36 total. 4 fatalities and 32 serious injuries
	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.	91%	90% smooth travel exposure. (Average quality of ride)	Achieved - 93% smooth travel exposure.
	DIA Non-Financial Performance Measure 3 – Maintenance of a sealed local road network The percentage of the sealed local road network that is resurfaced.	3.23%	5.5% of sealed local road network is resurfaced per annum.	Achieved – 6.5% of local road network resurfaced.
	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).	1.93%	No more than 1.5% of footpaths classified poor or worse as measured by Council's condition rating system.	Achieved - 0.33% based on 2020 rating survey
	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.	94.7%	95% of customer service requests relating to roads and footpaths responded to within 28 days.	Achieved - 99% response rate within 28 days.

Safe, Healthy and Liveable Communities				
Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
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.	Achieved – there were no closures to the Henderson Road Refuse Transfer or Blackbridge Refuse Stations during the year.
	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 rural recycling depots were fully operational during the year, with a 12 month trial service undertaken at Waipātiki. Martin Place did not operate as it was closed due to the cessation of the licence to occupy by the current landowner
	Hours of operation at landfill.	1 landfill (limited weekend opening)	1 landfill (limited weekend opening)	Substantially Achieved - Operations at the landfill were temporarily stopped on the afternoon of Tuesday 18 May due to the high winds that made the site unsafe and created a litter problem. The site remained closed on Wednesday 19 May as the wind had not abated sufficiently to permit safe operation. On Thursday 20 May, the site was able to open as normal at 8.00am. The landfill was again temporarily closed on 28 June from 2.00-4.00pm due to high winds. The landfill was open 100% of its scheduled opening hours outside of these periods. Ōmarunui Landfill also operates on Saturday mornings.
	% 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 – All properties in the collection zones were serviced throughout the year (representing 92% of urban dwellings). A three crate recycling service and 120L rubbish wheelie bin services was

Safe, Healthy and Liveable Communities				
Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
				introduced to serviced properties on 1 July 2020
	% compliance with landfill conditions.	100%	100%	Not Achieved – Two odour complaints were upheld against Ōmarunui Landfill. All other consent conditions were met.
	% of food premises having an excellent or very good grading.	Not measured	95%	Not Measured – Has been superseded by the Food Act 2014.
	% compliance with swimming pool fencing regulations.	99%	98%	Achieved - 99.89%
	Number of public cemeteries.	Four cemeteries at Hastings, Havelock North, Puketapu, Mangaroa.	4	Achieved – 4 cemeteries provided with ongoing expansion at Mangaroa.
	Compliance level with crematorium consent conditions.	34 out of 34	All conditions met.	Not Achieved – 32 out of 34 consent conditions met. One condition was impacted by Covid-19 and unable to be met. The other condition not met was a minor breach of discharge particulates. The Hastings District Council is working actively with the Regional Council on resolving this condition and how it is measured.
	% of public buildings with current warrant of fitness.	100%	95%	Achieved – 100% of public buildings held a current warrant of fitness as at 30 June 2021.
COUNCIL OBJECTIVE: Reduce public nuisance and threats to public safety.	% of dog registrations of known dogs.	93.5%	98%	Achieved - 97.99%. NB: the remaining 2.1% were processed for non-compliance.
	% release rate of impounded dogs	69% - all dogs suitable were home placed	80%	Not Achieved - 73% overall release rate. NB: All dogs deemed suitable for adoption were found a new home.
	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.	210 (72 locations)	32	Achieved – Inclusive of upgraded cameras

Safe, Healthy and Liveable Communities

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
				at HDC facilities, there are 278 camera feeds at 76 locations strategically located to monitor and prevent crime and to promote public safety.
<p>COUNCIL OBJECTIVE:</p> <ul style="list-style-type: none"> Sustainable use of land and water resources A more compact urban form. 	A District Plan current at all times within statutory timeframes.	Achieved	Achieved	Achieved - The District Plan was made partially operative in March 2020. It will be fully operative upon the outcome of one last appeal decision. A change has been made to enable Marae development in the Plains and Rural zones.
<p>COUNCIL OBJECTIVE:</p> <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 	Number of public swimming pools that meet Pool Safe water quality standards.	4	4	Achieved – All 4 pools achieved Pool Safe standards.
	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)	Achieved - 3 public libraries (6 day service Flaxmere/ Havelock North, 7 days Hastings)
	% of urban properties within 500m radius (walking distance) of a park.	85%	88%	Achieved – 93% of urban properties within walking distance of a park.
	% of urban properties within 500m radius (walking distance of a playground).	58%	60%	Substantially Achieved – 58% of properties within walking distance of a playground. Note: this measure may not be achieved in any one year dependant on new house builds in new growth areas and the timing of playground development to support it.
	Number of elderly housing units and average occupancy.	220 units with occupancy of 97.79%.	95% average occupancy.	Achieved - 98.01% average occupancy.
	Number of Art Gallery exhibitions per annum.	12	12	Achieved - 18 held at Hastings City Art Gallery plus 3 in Hastings District Council Chamber Foyer

Safe, Healthy and Liveable Communities

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
	Opera House Qualmark Rating. (subject to current review)	Not measured	Facility is closed	Not Measured – Awaiting completion of Municipal Building upgrade.
	% of Indoor Sports Centre available booking hours booked.	69%	50%	Achieved – 65% available booking hours booked.
	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 – Splash Planet open Mid November to Waitangi Day. (7 days a week)

Economic and Community Development

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
COUNCIL OBJECTIVE: • Residential development opportunities • Industrial development opportunities	% of vacant industrial land.	Achieved Industrial land vacancy: Omahu 33.5 ha Irongate 54.7 ha Whakatu 29.1 ha Tomoana 8.7 ha	A minimum of 20% of industrial land is vacant.	Achieved – Vacant land Omahu North - 44 ha with 16 ha tightly held Omahu South – 33 ha Irongate – 62 ha with 32 ha tightly held Whakatu – 49 ha with 30 ha tightly held Food Industry Zone – 7 ha with 2.4 ha tightly held The total area of general industrial zoned land within the district is 645 ha and with 195 ha vacant, this is 30% of the total.
	Number of hectares of vacant greenfield land.	Achieved – 30 ha vacant land remaining at (Lyndhurst, Northwood and Arataki and Waingakau). 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 – The total vacant <u>zoned</u> greenfield residential land is; 55 ha at Iona 21 ha at Howard Street 13.1 ha at Brookvale (area A) Area These figures are significantly in excess of the 20 ha of vacant greenfield land required.

Economic and Community Development

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
	Number of significant strategies completed per annum.	0	1	Achieved - No significant strategies completed but the Intensive Residential Design Guide which was one of the implementation actions from the Medium Density Strategy was completed.
	Number of structure plans completed per annum.	1	1	With the National Policy Statement on Urban Development requiring 3/6 year update / reviews of "Future Development Strategies" for residential and business land (commercial and industrial), the relevance of this measure needs to be reconsidered.
COUNCIL OBJECTIVE: Appealing visitor destination.	Opera House Qualmark Rating. (subject to current review)	Not measured	Facility is closed.	Not Measured – Awaiting completion of Municipal Building upgrade.
	Number of visitors to i-Site visitor centres per annum.	46,416	73,000	Not Achieved – 28,266 total visitors to Hastings and Havelock North i-SITES combined. Numbers impacted by COVID travel restrictions and reduced opening hours.
	Total financial support to events.	\$459,193	\$125,000	Achieved - \$843,949 in total events support during 2020/21. Note: the LTP target is understated and only reflected one component of the total events activity. 2020/21 also includes two additional events funded outside the events activity for the Six60 concert and Art Deco Festival.
	Total visitors to Splash Planet.	116,494 total 64,712 from outside Hastings (56%).	100,000 total 45% from outside Hastings.	Achieved - 135,721 visitors total. 82,065 from outside Hastings (60%)

Economic and Community Development

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
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 - \$110k funding support provided in 2020/21 for the H.B. Business Hub to deliver support for H.B. Businesses, provide information to relocating businesses and deliver the Businesses Hub in Ahuriri where business support agencies are located.
COUNCIL OBJECTIVE: <ul style="list-style-type: none"> Putting people at the centre of planning and service Effective working relationships with mana whenua 	Number of completed Place Based Plans.	1	1 Place Based plan completed per annum.	Achieved - Camberley Community Plan endorsed on 4 July 2021
	Number of Social Development Reviews completed.	1	1 Social Development Review completed per annum.	Not Achieved - Commenced the Homeless Discovery Study in 2020/21.

Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
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 - 100% compliance with statutory planning processes.
	Council and Committee agendas are available within statutory timeframes.	100%	100%	Achieved - All agendas met statutory timeframes.
COUNCIL OBJECTIVE: Ensure prudent financial management.	Complete Annual Report and audit within statutory timeframes.	Achieved	Achieved	Achieved - 2019/20 Annual Report adopted 8 December prior to the 31 December legislative date amended due to Covid-19.
	Budgets are set within Financial Strategy limits.	Achieved	Achieved	Achieved - No breach of financial strategy limits within budgets.
COUNCIL OBJECTIVE:	Calls to Council's main number are always answered by a person rather than an answer phone service.	Achieved (90% of calls answered within 60 seconds)	90% of calls answered within 60 seconds.	Achieved - 90% of calls answered within 60 seconds.

Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
Putting people at the centre of planning and service. (Ensure easy access to Council knowledge and services)	Customer service centre open from Monday to Friday 8am to 5pm.	Achieved	Achieved	Substantively Achieved – Tuesday opening hours have been reduced to 9am to 5pm.
	% of calls to Council's main number answered within 20 seconds.	84%	80%	Achieved – 82% of calls to Council's main number answered within 20 seconds.
	Usage of Council website.	21,052 unique visitors per month.	15,000 unique visitors per month.	Achieved – 48,281 unique visitors per month.

(B) CUSTOMER EXPERIENCE

Customer Experience – Safe, Healthy and Liveable Communities

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
COUNCIL OBJECTIVE:	Time taken to process a building consent.	87.2% within 20 working days.	100% within 20 working days.	Not Achieved - 78.7% within 20 working days
• Reduce public nuisance and threats to public safety.	Time taken to process code of compliance.	95% within 10 days.	100% within 10 days.	Not Achieved - 96.1% within 10 days
• Putting people at the centre of planning and service.	Time taken to process a resource consent.	85% within statutory timeframe. (20 working days)	97% within statutory timeframe. (20 working days)	Achieved - 97.06% within statutory timeframe. (20 working days)
	Time taken to respond to noise complaints.	Zone 1 (20-30 minutes) – 99.9 Zone 2 (< 45 minutes) – 100%	Zone 1 (20-30 minutes) – 95% Zone 2 (< 45 minutes) – 90%	Achieved - Zone 1 (20-30 minutes) – 99% Achieved - Zone 2 (< 45 minutes) – 96%
	Parks user satisfaction.	Not measured 19/20	97%	Not Measured

Customer Experience – Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
COUNCIL OBJECTIVE:	Quality of customer service. (contact centre)	Average score of 89% in mystery shopper phone calls.	85%	Not Measured – the assessment of call quality was not formally measured. Internal call quality monitoring continues to take place.
Putting people at the centre of planning and service.				

Customer Experience – Governance and Support Services

Council Outcomes	Performance Measure	Baseline Performance 2019/20	Target 2020/21	Achievement 2020/21
(Ensure easy access to Council knowledge and services)	Quality of customer service. (customer service centre)	Average score of 86% in mystery shopper visits.	85%	Achieved – 97% in 2020/21.

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 completed. 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. Tree removal continues via requests and assessments. Investigation of historic dump site on the Karituwhenua Stream.
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. Work has advanced to include detailed investigations and options for treatment devices. Construction commencing 2nd half of 2021. Onsite flood mitigation and stormwater quality treatment solutions for new development areas (Howard St, Brookvale, Iona). Moving to investigations and concept design options for the Caroline Rd catchment and discharge to the Ruahapia Stream. Discreet monitoring deployed in Omaha industrial area and Ruahapia Stream to monitor pollution events.
KA05 Rollout of wastewater rising main and trunk main renewal programme.	<ul style="list-style-type: none"> On Track Evaluation of the options for the replacement of the Eastern Interceptor trunkmain has been completed and construction is underway. Renewal of the inland and urban trunkmains are underway. Renewal of the groyne (revetment structure that protects the wastewater outfall into Hawke Bay and emergency beach outfall) has been completed. Investigations are underway to determine the renewal pathway of a small section of the East Clive wastewater treatment plant's outfall (landbased section and steel manifold section).

Water & Roads		
Key action		Achievement
Roads and Footpaths		
KA06	Strengthen key bridges to allow continued heavy vehicle access.	<ul style="list-style-type: none">On Track – Completion of Moeangiangi, Kuripapango and Mangatahi Low Level Bridges. 87% of the bridge evaluation of the whole programme is complete. Design of Rissington Vertical Clearance is complete.
KA07	Completion of approved walking and cycling projects within the iWay network.	<ul style="list-style-type: none">On Track – Shared pathway on SH51 (Waipatu) completed- Shared pathway on Bennett Rd completed- Shared pathway on School Rd Clive completed- Footpath in Tomoana Rd (Williams to Coventry) completed- Footpath in Murdoch Rd West completed- Footpath in Southampton St W (Lascelles St to Townshend St) completed- Footpath in Ada St completed- Napier Road Cycleway nearing completion- Lyndhurst Rd (Nottingley to Percival) nearing completion- Tauroa Rd shared pathway/boardwalk in progress
KA08	Implement safety treatments on high risk rural routes and urban intersections.	<ul style="list-style-type: none">On Track – Programmed safety interventions have been completed, and new interventions have been identified and designed for the upcoming LTP.
KA09	Completion of road pavement renewal programme in both urban and rural areas.	<ul style="list-style-type: none">On Track – Warwick road under construction. Kereru road 520m section (km 12872 to 13392) completed.
KA10	Completion of the Whakatu arterial route.	<ul style="list-style-type: none">Completed – The Whakatu arterial link route is completed and named Te Ara Kahikatea.
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 completed and next 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. Some initial beam work completed.
KA13	Complete earthquake strengthening on programme of identified public buildings.	<ul style="list-style-type: none">On Track – Design and engineering work progressing on Town Clock, Duart House, Hastings City Art Gallery and Splash Planet castle.
KA14	Complete Opera House strengthening project.	<ul style="list-style-type: none">On Track – Toitot 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 – Business Case for future use presented to Council and final investment decisions made by Council in 2021.

Safe, Healthy & Liveable Communities

Key action	Achievement
KA16 Enhancements on key reserves (Cornwall, Windsor, and other RMPs).	<ul style="list-style-type: none"> On Track – Ebbett Park upgrade of carpark, playground and toilet complete. New playgrounds at St Aubyn Street and Laurie Cooke Reserves in planning phase. Refurbishment of Cornwall Park Kiosk and Keirunga Homestead in planning phase
KA17 Continued rollout of pop-up irrigation programme.	<ul style="list-style-type: none"> On Track – Pop up irrigation on Akina Park complete.
KA18 Complete planned toilet enhancements from Sanitary Services Assessment.	<ul style="list-style-type: none"> On Track – New toilet at Landmarks Square complete, toilet extensions at Evers – Swindell Reserve underway and new Te Awanga toilet in design phase.
KA19 Provision of community education programmes on waste minimisation.	<ul style="list-style-type: none"> Achieved – A number of waste minimisation programmes have been delivered over the year including; an education campaign on the new kerbside collection services, Again Again Reusable Coffee Cup Scheme and a local contestable waste minimisation fund
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 – Completed 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. 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, Omahu and Whakatu.	<ul style="list-style-type: none"> On Track – Subdivision of land in Irongate and Omahu continues, providing parcels for development. Development activity in Omahu and Irongate are ongoing, (i.e. Bbi Wood Products, Foodstuffs, etc.). Works on roundabout at Irongate Road recently completed with the Henderson Road roundabout at Omahu Rd nearing completion. Design for the new roundabout at Chatham and Omahu Road are scheduled to begin in Q1 2022.
KA23 Advance Hastings CBD hotel proposal.	<ul style="list-style-type: none"> On Track – Hotel construction in progress, scheduled for completion August 2022.
KA24 Progress of various youth futures programmes.	<ul style="list-style-type: none"> On Track – The Youth Employment team have engaged with 152 rangatahi in the last financial year and, of that, 79 have been placed into work for 30 hours or more, and 21 have returned to education or training.

Economic & Community Development

Key action	Achievement
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. The Camberley Community Plan has been endorsed, with 4 new plans underway; Mahora, Raureka, Te Pōhue, Flaxmere.
KA27 Advance business attraction and job creation initiatives.	<ul style="list-style-type: none"> On Track – The Center of Vocational Excellence (COVE) for Food & Fibre is located in Hawke's Bay. Call centers to support State Services and COVID-19 recovery have been located in Hastings District. Foodeast Ltd has purchased 1 hectare of land and a resource consent has been approved. Application for the Building consent has been made with construction to be completed by late 2022 at the Tomoana Food Hub site.