



Organisational Performance Report

QUARTER 3: 1 January to 31 March 2024



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

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Introduction

This Organisational Performance Report is the third quarterly report for the 2023-2024 financial year and covers the period of 1 January to 31 March 2024.

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

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

Executive Summary

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

The period between January and March 2024 was poignant and significant as it marked the one year anniversary of Cyclone Gabrielle on 14 February. Across the rohe/region, commemorative events were held to pay our respects to those who lost loved ones, homes, livelihoods, pets and livestock as a result of the cyclone.

This quarter saw the release of two key reviews related to the cyclone. The first was from NIWA that outlined the Flood Frequency Analysis associated with Cyclone Gabrielle. Results of modelling has shown an increase in the probability of a flood the size of Cyclone Gabrielle happening. This modelling will be used for future infrastructure development for the flood resilience schemes. The second review was the independent review of Hawke's Bay Civil Defence Emergency Management (HBCDEM), led by former Commissioner of NZ Police Mike Bush, and released on 25 March. The review, commissioned by HBCDEM Group Joint Committee aimed to identify learnings and opportunities to improve resilience for future events. The review recommends significant transformational change.

Over the page are some significant highlights and some challenges from across our corporate service metrics, level of service measures and activity reporting within our six groups of activities.

Highlights

- The draft Regional Land Transport Plan 2024-2034—*Moving us into the future*— has been completed and was adopted for consultation on 18 March after a huge amount of work by the Transport team and Regional Transport Joint Committee.

- Bus passenger numbers are up this quarter with all GoBay routes reinstated from 29 January. This resulted in an additional 341 runs per week across the network.
- The Climate Action Joint Committee received the results of the Hawke's Bay region's greenhouse gas emissions from 2021-2022 in March.
- The Biodiversity team successfully concluded work at 10 Priority Ecosystem (PE) sites. Three of these are newly established deer-fenced areas, while the remaining sites received significant pest plant control. Notably, four PE sites fenced last year have attained ungulate freedom through culling.
- NIWA conducted Marine High-Risk Site Surveillance in late March at the Inner Harbour and Napier Port, and no marine pests were detected.
- HBRC hosted the annual Nursery Managers Conference in March that gave us insight into how other regions' nurseries operate, what challenges are faced and how we can make improvements.
- Over \$630,000 in direct funding was procured to assist with mapping erosion in Wairoa (from MPI); support feasibility into nature-based solutions for flood mitigation (from MfE), and sediment source analysis (from DoC).
- Our Rural Partnerships team ran a survey over January and February and received responses from more than 200 farmers, growers and landowners with properties greater than 20 hectares, representing over 240 properties. The survey identified ongoing challenges for pastoral farmers, particularly with remaining fence damage, tracks and access issues, and impacts from erosion.
- Preliminary upgrades to the Ngaruroro and Upper Tukituki flood forecasting system have been completed.
- The new four-hour Emergency Management Essentials course, which is the first course in the new training programme, has rolled out with positive feedback. In total 135 people have attended across the councils, with 332 booked on to one of the 18 scheduled courses. At HBRC, 29 staff have received training with 14 booked.
- A consent decision has been issued for the Central Hawke's Bay Managed Aquifer Recharge project. Resource consents are now granted.
- Tranche 3.1 of the Upper Tukituki Flood Control Scheme Gravel Extraction project has been completed with a total of 271,459m³ removed.
- The Environmental Education team held two public twilight sessions during Sea Week which were well received.
- A year after the cyclone there is only 8 kilometres (of a 176 kilometre total) the Hawke's Bay Trails Great Rides left to repair. Remaining work is on the Puketapu loop.

Challenges

- Due to the unusually high volume and complexity of requests related to the cyclone, only 63% of LGOIMAs were responded to within our self-set target of 20 working days. We have received over 60% more than we would normally receive year to date.
- Uptake of the Erosion Control Scheme remains down in part due to landowners still facing challenges from the cyclone with many prioritising essential farm infrastructure over any secondary projects.
- The nursery upgrade programme has resulted in a shortfall of poles this season and some landowners will miss out. Catchment Advisors are working with these individuals to investigate alternative options.

Corporate Metrics

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

Our work supports our community, and it is important we ensure customers have the best experience possible with the Regional Council. We are also working to reduce our corporate carbon footprint.

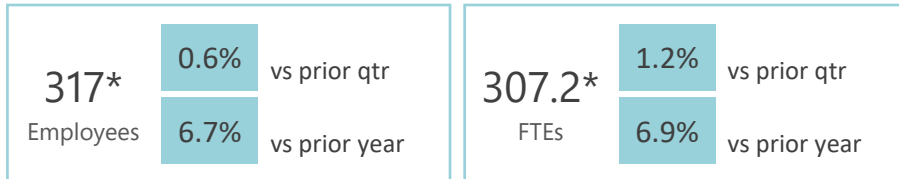
This section provides a snapshot of:

- staff numbers and turnover
- reported health and safety incidents
- LGOIMA requests
- customer experience
- digital media reach & public engagement
- corporate carbon footprint measures.



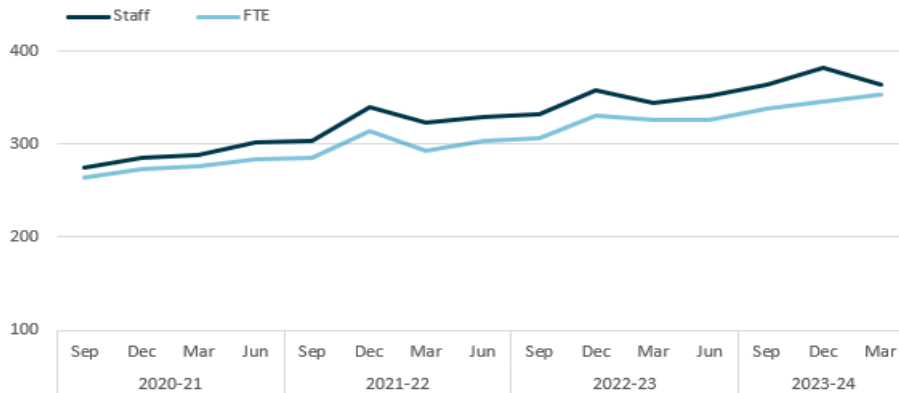
People and Capability

Employee count (permanent staff only)



* this includes 17 staff and 16.8 FTE in the Regional Projects team, the majority of whom are part of the Infrastructure Programme Management Office for the Flood Resilience Programme

Employee count and FTE (all staff)



Turnover (all staff)



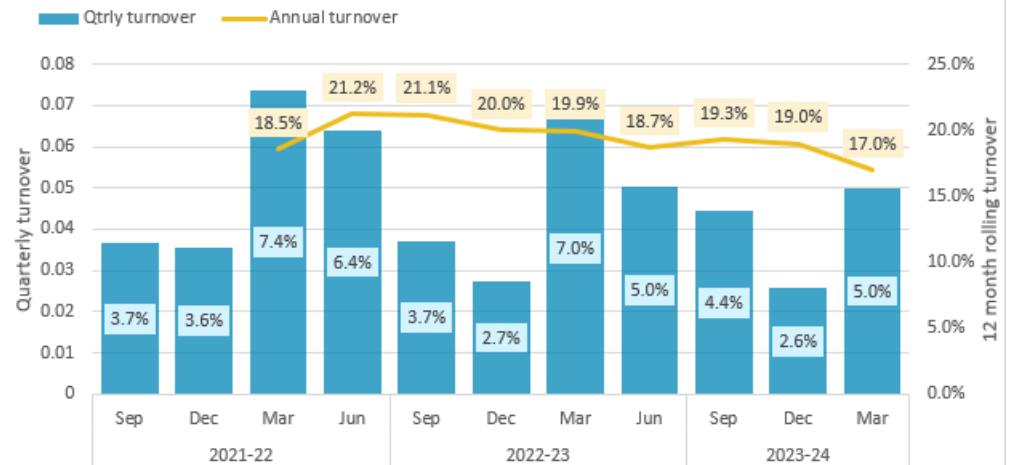
Vacancies and recruitment

The number of vacancies (39) is 11 higher than last quarter, despite much successful recruitment. It is influenced by the number of resignations (see below). Of the vacant roles, 15 are part of our fiscal savings plan, with HBRC committing to have 15 roles 'on hold' at any one point in time. Of the 39 vacancies there are only 24 that we are actively recruiting to.

Resignations

We have had a higher number of resignations this quarter—35 up from 12 in the previous quarter. Five of these were retirements of long-standing staff members. Succession planning was in place for several of these key roles, allowing knowledge to be passed on before staff exit. Exit survey feedback shows those leaving HBRC felt valued and had the tools to be successful in their roles. The most common reasons for leaving this quarter were relocating, family and career progression. Of the 13 surveys completed, 7 were moving to a \$10k+ higher remuneration package.

Employee turnover (permanent and fixed-term staff only)

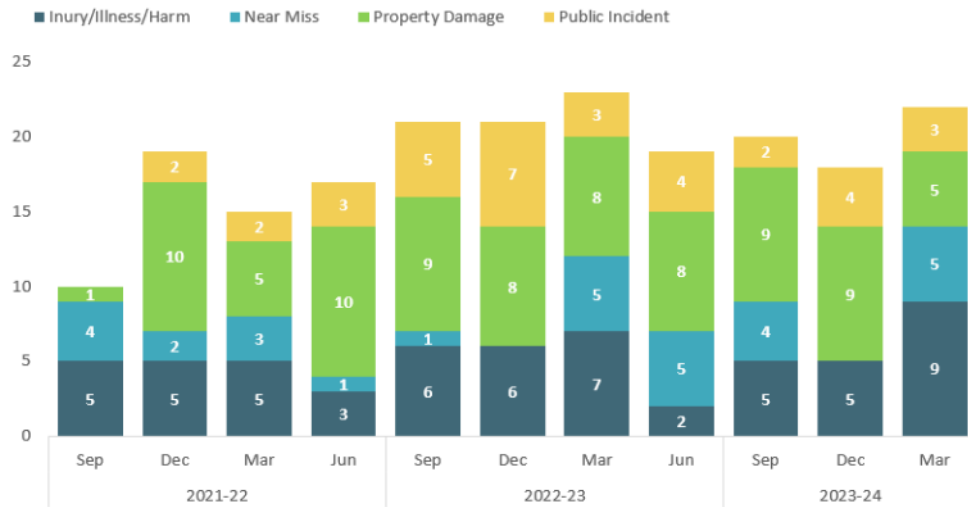


Our employees

Thirteen new employees joined us this quarter, bringing our total number to 317 permanent staff. Three new fixed-term staff were also recruited. We also have 10 casual staff available as and when required in various sections of HBRC. We had 15 internal staff movements, all into permanent roles that were either higher level positions (promotions) or new roles in other areas of the organisation. This is a positive way to retain our talented and experienced people. Some senior roles remain challenging to fill in the current market; our biggest struggles have been with Senior Project Managers in the construction space, Senior Scientists and Senior Planners. These roles are in high demand nationally.

Health, Safety and Wellbeing (HSW)

Incidents reported



Staff wellness

The Chief Executive held an ‘all staff’ meeting to all sites to acknowledge the anniversary of Cyclone Gabrielle and once again thanked staff for their efforts over the last 12 months.

HSW engaged Employee Assistance Programme services to be on site to support all staff, including CDEM, as the cyclone reviews were published. Some managers have held group sessions to deal with the outcomes and to provide tips and tools to deal with conflict.

Health & Safety Incidents*

The majority of incidents this quarter were injuries to staff, wasp stings, bruising, and abrasions. The incident management system alerts all incidents recorded, reported to the Group Manager, direct line manager and the HSW team. Every incident is investigated by the HSW team and corrective actions applied. Near miss reporting numbers up this quarter which is a positive trend to acknowledge.

Corrective actions this quarter

- Diligence for antihistamines/epi pens if required, wasps are problematic at this time of the year.
- All public incidents are investigated. One person was trespassed from HBRC. A debriefing for staff involved was carried out ensuring personal safety first.
- Spotters are engaged for activity when working on drains/mowing etc.
- Vehicle repairs are coordinated by HRBC Fleet Manager and Works Group Administrator.

Training for staff

This quarter, Health and Safety workshops included:

- HSW Driving – trailer, 2-day 4WD, 2-day 4WD refresher training, forklift operator, LUV, Quad/ATV refresher, river crossing refresher
- emergency fire warden and fire extinguisher training
- advanced first aid
- HSW risk management.

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

Customer Services

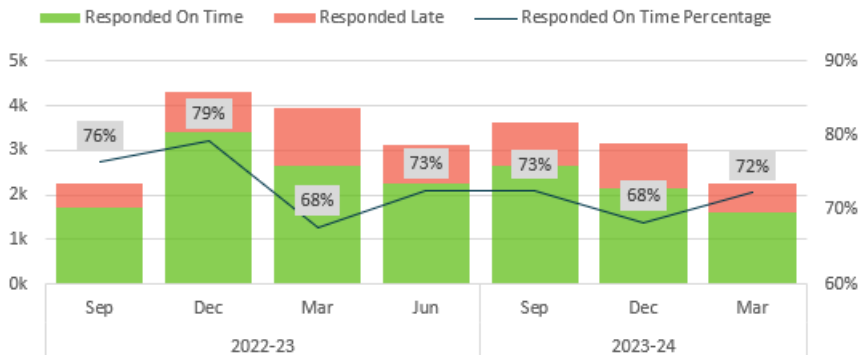
Local Government Official Information and Meeting Act (LGOIMA) requests

LGOIMA requests have reduced in number this quarter at 29—down from 47 in the last quarter. Many requests remain complex and cyclone-focused.

Customer experience

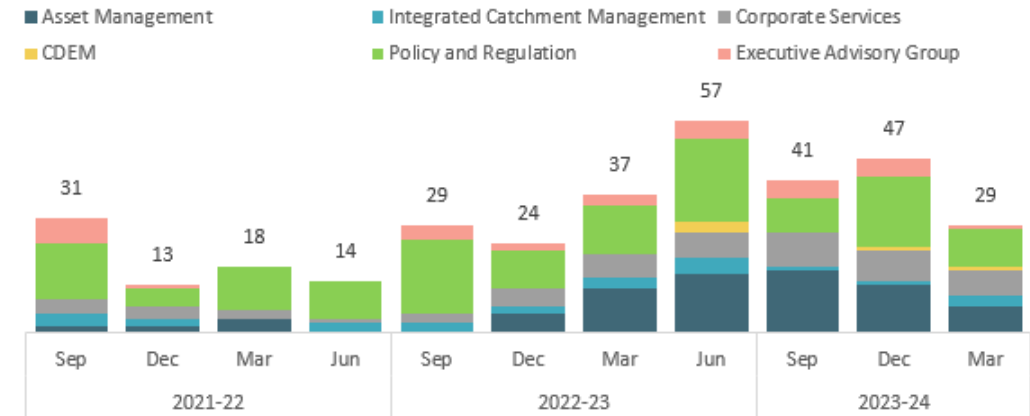
This was a quieter quarter for the Customer Experience team after an intense quarter two. January showed lower call volume and enquiries due to a shorter work month overall. February/March volumes increased in most contact areas as expected. MyWay topped the call category in February/March, edging out rates enquiries. This is due to the fact that MyWay is becoming busier with customers having to call back to secure a ride. Staff are working hard and focused on achieving targets when they can. The team resolve 61% of incoming calls.

Response time to customer enquiries*



*target is to respond within 5 working days

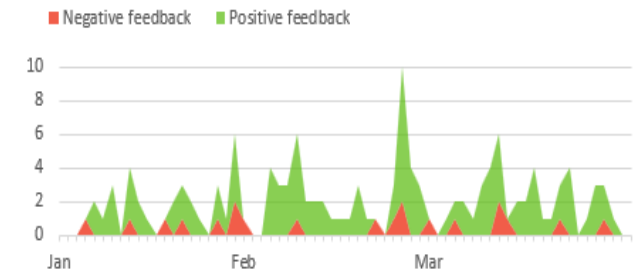
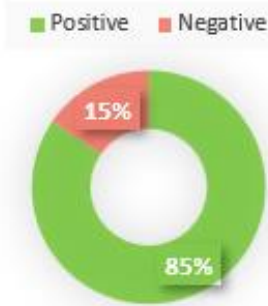
LGOIMAs by HBRC Group



Contacts handled

- Inbound calls **6491**
- Emails **2106**
- Payments **371**
- Walk ins **460**
- Website **460**
- Social media **82**

Customer satisfaction rating this quarter



Digital Media

Website*

Traffic to our main hbrc.govt.nz website was steady this quarter.

Topics with significant increased views on the website in Q3 were:

- Pest Hub up 66% - supported by a series of organic pest plant posts on Facebook)
- Sustainable Homes up 60% - likely seasonal, with clean heating and wood burner information the most viewed within this section
- both job vacancies and rates up 12%
- our regional parks pages also saw increases in traffic, with Tūtira and Pekapeka the most viewed.

Top 10 pages on hbrc.govt.nz this quarter:

1. Homepage
2. Rates
3. River levels & flows
4. Rainfall
5. Maps & GIS
6. Job vacancies
7. Water quality
8. Properties & Rates
9. Sustainable Homes
10. Pest Hub

Website*

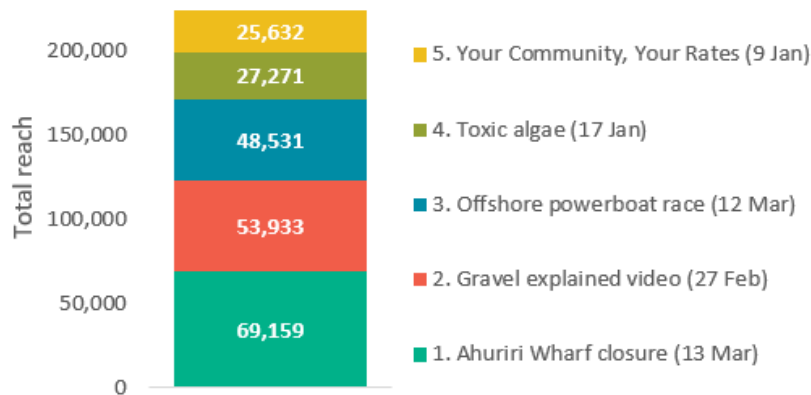


Social media



*The number of visits to our hbrc.govt.nz website does not include sessions on other websites managed by the digital team eg. GoBay, RoadSafe, Consultations, HB Trails etc.

Top 5 engagements topics (Facebook)



Social media (Facebook)

Total reach on HBRC Facebook was up 46% on the previous quarter. Our content interactions (number of likes, shares, comments and replies) continued to rise up 16% on previous quarter. This steady increase is a result of having a full time social media advisor in place to grow reach by interacting with comments from our community.

A total of 2.9k link click throughs were made this quarter, on both paid and organic content. This was a 29% increase compared to the previous quarter after shortening Facebook content to encourage people to read further and click the links.

Our audience growth was significant through this period with 401 net followers, up 57% from last quarter. This increase was driven by our two top posts in this quarter which reached an audience not typically landing on our page (see left).

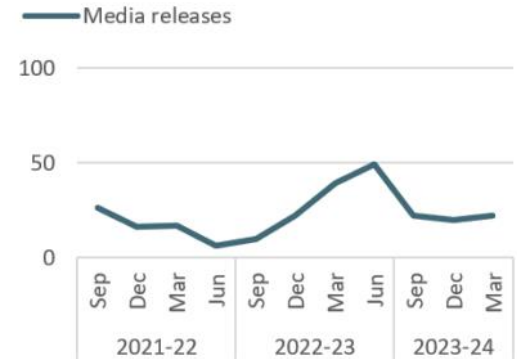
Communications and Engagement

Communications and media
 Over the quarter, 22 media enquiries were received and 22 media releases were issued. The team continues to handle large quantities of work with the Civil Defence Review and various infrastructure programmes being the largest.

Media enquiries



Media releases



Public engagement
 There were two consultation topics open for public submissions during the quarter.

- Your Community, Your Rates* (see top right) opened on 2 December 2023 and closed on 28 January 2024. The consultation focused on a first principles review of HBRC's Revenue and Financing Policy which determines how we set rates and user charges. In total 541 submissions were received resulting in 1,582 pieces of feedback. Council adopted the new Policy on 28 February 2024
- Moving us into the future* (see bottom right) opened on 18 March and is running through to 14 April 2024. The Regional Land Transport Plan is the region's ten-year plan for investing in Hawke's Bay's transport system, including our local roads and state highways. With the transport system having faced huge challenges, there is a significant rebuild ahead of us.



Corporate Facilities and Fleet, and Air Travel

Vehicles

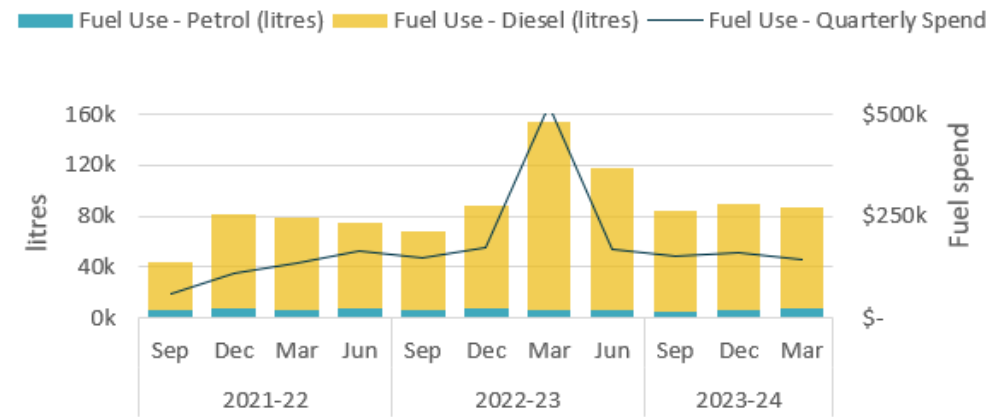
<p>151 Total fleet vehicles</p> <p>153 prior qtr 156 prior year</p>	<p>23 Total hybrid vehicles</p> <p>24 prior qtr 14 prior year</p>
<p>2 Total plug-in hybrid vehicles</p> <p>2 prior qtr 3 prior year</p>	<p>8 Total electric vehicles</p> <p>8 prior qtr 9 prior year</p>

Vehicles and fleet
 There has been a drop in vehicles (from a high of 164 in quarter one) as we begin to sell off vehicles that have been held over for the cyclone response. There has been a ‘pooling’ of vehicles which has allowed better utilisation.

Fuel use
 The slight decrease in overall fuel usage is likely due to the holiday period as staff take extended leave.

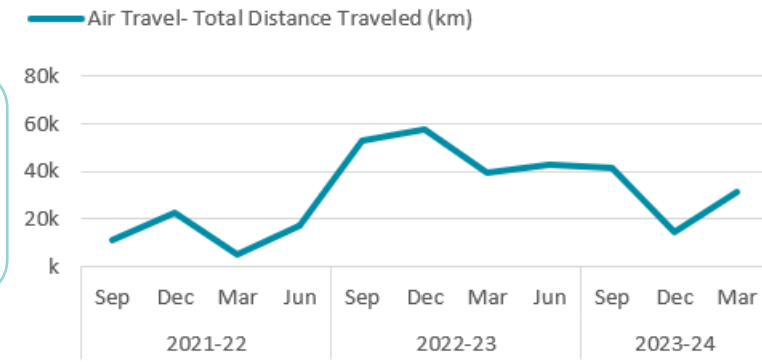
Carbon Emissions
 For a more complete picture of HBRC’s corporate carbon footprint, an annual report is completed by EKOS, and independently verified. This is a levels of service performance measure that is updated in the HBRC Annual Report at the end of the financial year.

Fuel use



Air travel

34,338
 Total distance traveled (km)
 113% vs prior qtr | -21% vs prior year



Air travel
 Travel has increased this quarter when compared to last, however in comparison to same quarter in the previous year there has been a reduction. The main themes for travel for staff include working group meetings, conferences, training and Hearings.

Level of Service Measures

by group of activity

Each quarter we monitor and report on 58 level of service measures across six groups of activities. The measures and targets were agreed in our Long Term Plan 2021-2031.

Our six groups of activities are:

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

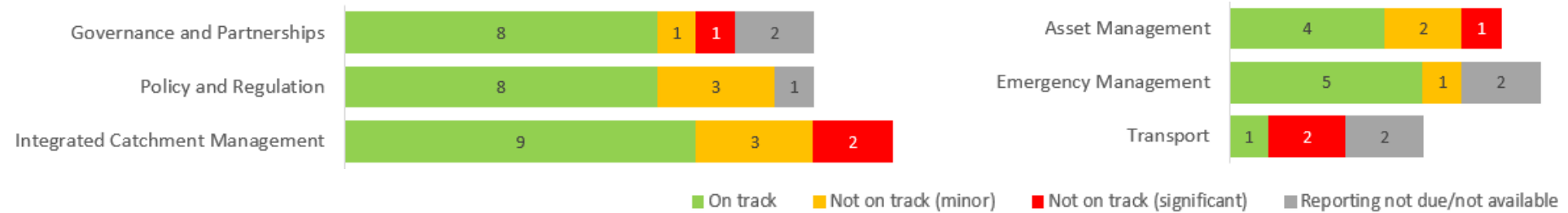
A traffic light reporting approach is used to show how we are tracking towards the end of year results.

Exception reporting

The exception reporting over the following pages provides commentary regarding measures that are currently 'not on track' or 'at risk' of not being achieved at year end. The Regional Council's Executive Leadership Team monitors the measures throughout the year to enable proactive action to improve performance.

Level of Service Measures

Summary by Group of Activities



Exception reporting

Governance and Partnerships

Measure	Target	YTD Result	Status	Commentary
Percentage of LGOIMA requests responded to within 20 working days	100%	63%	●	This quarter, 22 of 35 responses due were responded to within 20 working days. This self-set target is over and above the legislative requirement. Delays in providing information were due to impacts on staff resources caused by the Cyclone Gabrielle response and the number and complexity of LGOIMA requests received.
Annual reporting to Council on (climate action) progress made on coordinated programme of actions	Achieved	n/a	●	Climate Action Ambassador has resigned to move overseas and recruitment for replacement is underway. Annual reporting on actions will be in Q4.

Policy and Regulation

Measure	Target	YTD Result	Status	Commentary
Percentage of resource consents processed within statutory timeframe in Resource Management Act	100%	97.2%	●	Consents team has processed and issued 71 consents and processed 25 transfers over the quarter. All but two of the consents issued over this period were processed within statutory timeframes. Two appeals are in process. One is likely to be withdrawn (Tangoio subdivision/wastewater discharges). The other, Tranche 2 is proceeding and has been incurring time and cost. It is scheduled for expert conferencing and evidence exchange over the next 3 months.
Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy	95% high risk 90% others	57% combined	●	Of exercised Priority 1, 2 and 3 consents 796 of 1391 have been monitored. This number continues to improve after the start of the year was cyclone-affected.

Level of Service Measures

Policy and Regulation cntd

Measure	Target	YTD Result	Status	Commentary
Percentage of significant non-compliance where action is taken in accordance with HBRC's Enforcement Policy within 6 months	100%	94.7%	●	Significant non-compliance (SNC) has been identified with 19 resource consents since January 2023. All are being addressed in accordance with the Enforcement Policy. 6 have been resolved 4 have had enforcement action. 8 remain within timeframes and are being progressed one is subject to a reassessment this is a vehicle dismantler which has just fallen outside time frames for a reassessment.

Integrated Catchment Management

Measure	Target	YTD Result	Status	Commentary
Percentage of land area (by catchment) that operates under a Farm Environment Management Plan (FEMP) as required under the RRMP	100% Tukituki	96%	●	Covers 96%, or 207,952 hectares of eligible land in the Tukituki Catchment. This result has been static since Q3 2022-23 and will not change before the end of 2023-2024 year.
Additional area of erodible land, planted with fit-for-purpose erosion control species, transitioned to more sustainable land use or retired and protected	900ha under cover	438.4Ha	●	The area of land treated this quarter is 28.2 hectares. This is in part due to the rural community still facing the challenges from the cyclone with many landowners prioritising essential farm infrastructure over any secondary projects.
Additional kilometres of waterway protected annually through erosion mitigation works to reduce sediment, nutrient and/or bacterial contamination	60km	20.3km	●	The length of waterway protected this quarter is 6.7 kilometres. The Erosion Control Scheme does not include riparian planting but will focus on streambank erosion, hence making it difficult to meet the target.
Sediment load in tonnes per year in receiving waterbodies (streams/rivers and estuaries). (Source: 20 ISCO automated sediment samplers in priority catchments with highly erodible land)	Reducing load	n/a	●	Again, a slow quarter on the sediment sampling front given the fine weather. Rating curves completed and loads calculated with accuracy for 13 out of the 18 sites (2 sites decommissioned). One site has been added to the programme, Pakuratahi Stream @Porters Bridge. The reason for the addition is that this site is downstream of a forested catchment with a harvest coming up in 2026. Given the loss of field technician resource, the monitored sites have been scaled back. 5 sites will be managed by Environmental Information and 4 sites by Land Science. Nonetheless, this year's SOE will report on around 13 sites.
Area of predator control per annum	10,000ha	n/a	●	Since Cyclone Gabrielle, there have been challenges in implementing the proposed possum control contractor model. As a result HBRC has communicated with landowners about the need for them to continue with their work. There have been some areas where this is not occurring effectively and staff are working in those areas to ensure control is being done.

Level of Service Measures

Asset Management

Measure	Target	YTD Result	Status	Commentary
Following a flood event, affected areas are surveyed and repairs are programmed: 1. Following a major flood event, a flood report will be compiled within 6 months of the event 2. Major event report outcomes incorporated into AMP	Achieved	n/a	●	There have been no significant flood events in this quarter, other than at Nuhaka. A presentation report was generated within a week of the event and remedial activities were undertaken within 2 months. A formal review of the stream is being undertaken currently with recommendations to be incorporated. The last major flood event was Cyclone Gabrielle. The Flood report is being worked on currently through the scheme review process—outcomes of which will be incorporated in the AMPs. As this flood report will take longer than 6-months to be compiled, this target will not be achieved.
Major flood protection and control works maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan and annual works programme: 1. An annual maintenance programme is prepared and delivered. 2. Annual capital programme is prepared and delivered	Achieved	n/a	●	The major capital assets of the schemes are being renewed and maintained as per their respective AMP and maintenance plans. The main maintenance programme is in the contract with Works Group. There is a programme of works for minor capital and renewals, that is on track. Major capital is being undertaken through the IRG programme, and has been delayed.
Actions from the Regional Water Assessment are identified and implementation is progressing according to the approved plan	Implementation on track	n/a	●	This work continues to be on hold due to uncertainty in central government freshwater policy direction as well as uncertainty due to the TANK plan still being under appeal.

Emergency Management

Measure	Target	YTD Result	Status	Commentary
A 5-yearly independent assessment of CDEM Group's capability is completed and shows continuous	Achieved	n/a	●	No change to the comments of last quarter other than to add the various reviews for Cyclone Gabrielle will add to the review of Group capability and future improvements.

Level of Service Measures

Transport

Measure	Target	YTD Result	Status	Commentary
Annual patronage on the Hawke's Bay bus services	Maintain or increasing	316,340	●	Patronage has increased significantly this quarter after reinstating services. However, this will not be enough to turn the patronage into an upward trend.
Percentage of urban households within 400m of a regular bus route	100% Hastings & Napier urban area	100% Hastings <100% Napier	●	This measure now covers both Hastings and Napier urban areas. Hastings is covered 100% due to the MyWay service and operates between 6am-6pm. Napier has less than 100% coverage (% yet to be calculated) on its existing service noting that MyWay was not rolled out this financial year. This measure is based on Monday to Friday only as there are reduced services over the weekends.



Activity Reporting

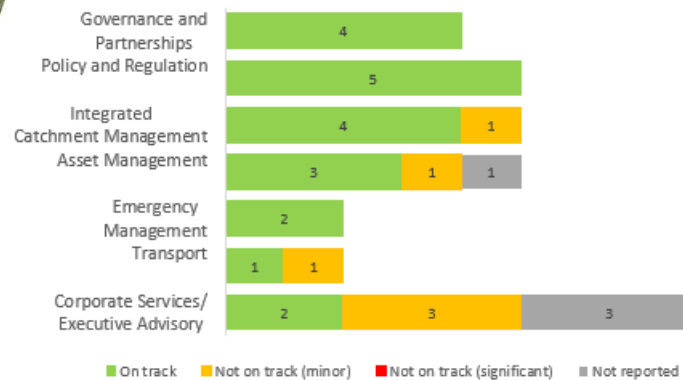
by group of activity

This section provides an overview of performance by activity using the traffic light reporting approach. It includes:

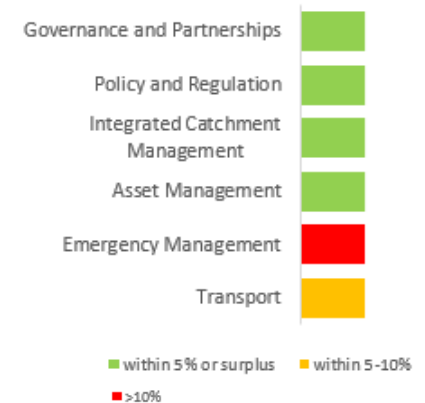
- a summary for both financial and non-financial performance by group of activity (see figures below)
- individual activity reporting within the six groups of activities
- financial reporting is by group showing operational revenue and expenditure (budget vs actual), and commentary.
- financial reporting is year to-date

Performance Summary

Non Financial status (by 31 activities)



Financial status (by 6 groups)



Governance and Partnerships

Community Representation and Leadership

Status	Commentary
●	There were 3 normal council meetings, 1 extraordinary council meeting, 9 committee meetings, 1 Hearing and 8 workshops. 15 of the 22 fell in March making it an unusually busy month for the Governance Team. Notable topics included: the CDEM CEG and Joint Committee's consideration of the Mike Bush-led independent review of the HB CDEM response to Cyclone Gabrielle; adoption for consultation of the Regional Land Transport Plan by the Regional Transport Joint Committee, and the Hearing and Council's subsequent decision to adopt a revised Revenue and Financing Policy concluding a nearly 2-year review of how we fund our activities. There were 29 LGOIMAs registered during the quarter, compared to 48 in the last quarter.

Tangata Whenua Partnerships

Status	Commentary
●	HBRC maintains active relationships with tangata whenua through the Regional Planning Committee (9 appointees) and the Māori Committee (13 representatives). Tangata whenua have voting rights on all committees of HBRC. This quarter, there was one meeting each of the Māori Committee and the Regional Planning Committee.

Governance and Partnerships finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	5,593	4,890	703
Budget	5,465	6,044	(579)
Variance	129	1,153	1,282
% variance	2.4%	19.1%	

Community Sustainability

Status	Commentary
●	HBRC promotes sustainability using incentives, education, advocacy and leadership. In the year to date, the Sustainable Homes team has processed 457 applications; 87 clean heat grants (\$59,004); 7 clean heat loans with a subsidised interest rate (\$39,000) and 363 Sustainable Homes loans (\$2,570,000). Loans are paid back by a voluntary targeted rate on the property. A review of the scheme was completed and is a Three-Year Plan topic. A Climate Action Joint Committee meeting was hosted by Napier CC on 11 March and received items on community carbon footprint update, Napier District Plan and natural hazards data gap analysis. Internally, the HBRC Sustainability Group is championing an HBRC-wide Rideshare App to provide a platform for staff to share rides to and from work, and reduce our broader environmental impact. The app is due for go live at the end of April. No reporting on Environmental Education (including Enviroschools) this quarter.

Regional Development

Status	Commentary
●	REDA has formalised its reporting and accountability lines with Matariki and is in the process of having its priorities agreed with Matariki. The funding agreements with the five councils are in the process of being signed. The new Business Hub at 101 Queen St, Hastings is operational and all operations (including finances) from HBRC have been transferred to REDA. Ongoing funding for HB Tourism is a consultation topic for the Three-Year Plan 2024-27.

Status	Financial commentary
●	Operating expenditure is behind budget due to the annual contribution to the Regional Economic Development Agency not year processed pending final wash up of establishment costs, and due to delays in tāngata whenua engagement activities from capacity constraints within iwi groups.

Policy and Regulation

Policy Planning

Status	Commentary
●	<p>The Policy team has been undertaking business as usual i.e. TANK and OWB plan changes, making submissions to Central Government Legislation and supporting other parts of the organisation with policy related work.</p> <p>Further reporting on the Kotahi Plan and TANK Plan Change is included in the Strategic Projects reporting section from page 27.</p>

Consents

Status	Commentary
●	<p>The Consents team continue to process resource consent applications as per RMA. Two applications were processed in excess of the statutory timelines over this period. Two appeals continue at the moment. There have been 2 staff leave over this period. Replacements have been recruited. One has been brought in to focus on recovery projects such as Transport Recovery East Coast and Regional Recovery that are being provided for via Orders in Council.</p>

Maritime Safety

Status	Commentary
●	<p>The 2024 Navigation Safety Bylaw has been published. Recruitment is currently underway for a Deputy Harbourmaster. Planning is underway to ensure all areas across the region will be visited to assess and improve maritime safety standards.</p>

Policy and Regulation finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	69,859	68,126	1,732
Budget	8,974	8,959	15
Variance	60,885	(59,167)	1,717
% variance	678.4%	-660.4%	

Compliance and Pollution Response

Status	Commentary
●	<p>Cyclone-related work is still ongoing which mainly now is issues of non-complying works to some degree. New staff have settled in and making a noticeable difference. This includes the increase in monitoring of consents and, with the drier conditions, monitoring water-take exceedances. We are almost up to now up to full FTE, just looking to appoint a team leader for the rural team. Most big industrial sites are now operating, some still at a reduced capacity. The Pollution Response team's workload is still high, including dealing with cyclone related activities like illegal earthworks/structures and other general non-compliance with our rules like odour complaints.</p>

Regulatory Implementation

Status	Commentary
●	<p>Regulatory Implementation (previously Policy implementation) has been a focus again in this quarter since being suspended due to Cyclone Gabrielle. A new role has been added to the team as a Programme Manager Regulatory Implementation. This is already proving to be invaluable to the team. The focus in this quarter has been on Dam Safety Policy Consultation, TANK implementation and the Catchment Context Challenges and Values (CCCV) component of the Fresh Water Farm Plans (FW-FP). We are currently waiting for further guidance on how central government propose to amend the current FW-FP regulations. Cross-council working groups have been established to work collaboratively on TANK implementation and CCCV.</p>

Status	Financial commentary
●	<p>\$61.1m of the YTD expenditure relates to the Cyclone Gabrielle sediment and debris work, which is 100% funded from external income (subsidies & grants). This work was not included in the Annual Plan, as funding agreements were confirmed outside of the Annual Plan budget cycle. Funding YTD for the silt and debris removal is \$61.9M.</p> <p>Excluding the sediment and debris work, Policy & Regulation BAU is underspent ~\$1.7M, which is mostly in the Planning team due to staff vacancies and delays in contract development with PSGEs for the Kotahi plan due to ongoing impacts of cyclone recovery and legislative changes. Fees and charges are under budget by \$1.2M, mostly due to higher levels of consents and compliance activity on non-chargeable work (eg. advice on recovery).</p>

Integrated Catchment Management

Biosecurity and Biodiversity

Status	Commentary
●	<p>The Biodiversity team has successfully concluded work at 10 Priority Ecosystem (PE) sites. Three of these are newly established deer-fenced areas, while the remaining sites received significant pest plant control. Notably, four PE sites fenced last year have attained ungulate freedom through culling.</p> <p>The Biosecurity team has successfully accomplished several critical tasks:</p> <ul style="list-style-type: none"> - the Kaimanawa wilding conifer programme has been completed. - an aerial spraying operation was carried out in CHB to combat the alligator weed. - 21 site visits conducted, focusing on ground control of Alligator Weed. - maintenance of all bait stations in the river berms network has been diligently performed. - Predator-free Māhia has effectively safeguarded 6,500 hectares by removing 150 possums from the Reserve and the Grandy Lakes area - NIWA conducted Marine High-Risk Site Surveillance (MHRSS) in late March at the Inner Harbour and Napier Port, and no marine pests were detected.

Catchment Management

Status	Commentary
●	<p>Currently, Catchment Advisors have been focused on finalising inspection reports related to fencing projects completed over the summer period in preparation for native plantings in winter. The rural community is still facing the challenges from the cyclone with many landowners prioritising essential farm infrastructure over any secondary projects, potentially impacting our ability to spend this year's budget fully. The team are being creative and 'selling' what we can deliver for the remainder of this financial year. What has become evident is the overwhelming demand for poplar and willow poles from our rural communities. Holding the annual Nursery Managers Conference gave us insight into how other regions' nurseries operate, what challenges are faced and how we can make improvements. To address the pole shortage, approval and rapid progress of the nursery expansion sites at Johns Road and Takapau Road (Waipukurau) have occurred, with 15,000 stools expected to be planted this winter.</p> <p>Further reporting on the Land for Life is included in the Strategic Projects reporting section from page 27.</p>

Environmental Science

Status	Commentary
●	<p>Science work in line with the annual operating plan is progressing well despite staff vacancies (currently 3 with one new recruit joining July 2024). Staff have responded to change in focus from research and investigations into the drivers of environmental state, to cyclone-related science needs. Over \$630,000 direct funding was procured to assist with mapping erosion in Wairoa following the March 2022 weather event (MPI), support feasibility into nature-based solutions for flood mitigation (MfE), and sediment source analysis (DoC). The Science team is beginning to focus on the upcoming State of the Environment report which is due for publication in June 2025.</p>

Environmental Information

Status	Commentary
●	<p>The Environmental Information team has collected all relevant data and inspected and repaired sites over this last quarter. The team is fully resourced, and various training as been attended as required. A busy but productive 3 months.</p>

Rural Recovery

Status	Commentary
●	<p>A key focus for the team in this quarter has been receiving and analysing a follow up Impact Assessment Survey. The survey was completed over January and February 2024 and received responses from more than 200 farmers, growers and landowners with properties greater than 20 hectares, representing over 240 properties. The survey identified ongoing challenges for pastoral farmers, particularly with remaining fence damage, tracks and access issues, and impacts from erosion. The team has been working closely with established catchment groups and collectives and supporting emerging catchment groups to share information, tools and resources to support sustainable land use options.</p>

Integrated Catchment Management

Integrated Catchment Management finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	21,570	19,443	2,128
Budget	20,957	22,402	(1,445)
Variance	613	2,959	3,573
% variance	2.9%	13.2%	

Status Financial commentary



Erosion control, biodiversity and environmental science are the main areas underspent and are mostly timing related (mix of budget phasing, impacts from wet weather delaying projects and political changes), but also in part due to staff turnover. The right weather conditions are required for planting to catch up on the planned spend by year end.

Operating funding is ahead of budget due to additional funding secured for cyclone related work in the Environmental Science and Rural Partnerships teams.

Asset Management

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

Status	Commentary
●	This activity is managed by Scheme managers in the Operations team. Maintenance work is in progress as per contract with some delays due to contractor resourcing and ongoing Cyclone Gabrielle repairs. Two Senior Engineering Officers (Drainage and Rivers) have been replaced with new staff. Work continues on planning and development the Strategic Enterprise Asset Management system, and is expected to improve efficiency and reporting. Further reporting on the new Flood Resilience Programme and IRG Flood Protection Programme is included in the Strategic Projects reporting section from page 27.

Flood Risk Assessment and Warning

Status	Commentary
●	Preliminary upgrades to the Ngaruroro and Upper Tukituki flood forecasting system has been completed. The previous system has been disestablished (VDAAS). Planned calibration has not happened due to resources tied up with other priority work. The telemetry upgrade project has been actively worked on for both instrumental selection and financial affordability.

Asset Management finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	19,255	16,574	2,681
Budget	75,537	85,442	(9,904)
Variance	(56,283)	68,868	12,585
% variance	-74.5%	80.6%	

Open Spaces

Status	Commentary
●	The Open Spaces team has undertaken activities within the relevant Asset Management Plan. Repair works on the cycle network continue and are expected to be completed next financial year.

Coastal Hazards

Status	Commentary
●	The Coastal Specialist role has been filled and the team is expected to have less resourcing issues. The annual Westshore nourishment programme has been completed, and monitoring is underway for the rest of financial year. Progress has been made with coastal monitoring, with the aim to get Coast Snap stations installed by the end of year. Buoy maintenance and contract work is on track. Further reporting on the Clifton to Tangoio Coastal Hazards strategy is included in the Strategic Projects reporting section from page 27.

Regional Water Security

Status	Commentary
●	Reporting on the Regional Water Storage Programme is included in the Strategic Projects reporting section from page 27.

Status Financial commentary

- The majority of the underspend is in the cyclone infrastructure repair work, where \$92.5M was budgeted in Opex for the total programme of work (\$69.4M YTD), while expenditure YTD this financial year is \$17m (mostly in capex). An additional \$29M was spent in the 22/23 FY. Excluding the cyclone infrastructure repairs work, BAU operating expenditure is \$4.1M behind budget, which is mostly driven by the postponed Tangoio forestry harvest, delays in the Regional Water Security Programme, and timing delays in the flood protection and open spaces maintenance (phasing of Annual Plan budget). Operating funding is behind budget due to insurance and NEMA claims for cyclone infrastructure repairs still in progress, and linked to timing of expenditure. Excluding the repair claims funding, BAU funding is \$1.4M ahead of budget due to carryover of IRG grant funding for flood protection level of service upgrades and Upper Tukituki Gravel extraction, and MBIE supported cycleways repairs.

Emergency Management

Hawke’s Bay CDEM Group

Status	Commentary
●	The recent Cyclone Gabrielle reviews had an impact on all CDEM Group staff, who appreciated the support from the staff wellbeing committee. There has been good progress working with the other councils in developing the community HUB model and making improvements based on feedback from communities. Staff are reviewing welfare plans and operational guidelines in consultation with the other councils and welfare service providers. The new four-hour Emergency Management Essentials course, which is the first course in the new training programme, has rolled out with positive feedback. In total 135 people have attended across the councils, with 332 booked on to one of the 18 scheduled courses. A reviewed work programme and implementation of review findings is currently being developed by CEG. The tempo will not improve in the short term and the wellbeing of staff will need to be carefully managed.

HBRC Emergency Management

Status	Commentary
●	<p>Work is underway to look at the next generation hazard portal.</p> <p>The telemetry upgrade is outlined on p22 under our Flood Risk Assessment and Warning activity.</p> <p>So far, 29 HBRC staff have completed the half-day Emergency Management Essentials course conducted by the CDEM Group office, with an additional 14 staff members scheduled for future sessions. Work is underway to identify and train staff who will be mobilised to assist the Group ECC during a response.</p>

Emergency Management finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	6,370	9,529	(3,159)
Budget	4,674	5,098	(423)
Variance	1,696	(4,432)	(2,735)
% variance	36.3%	-86.9%	

Status	Financial commentary
●	<p>YTD overspend is due to ongoing cyclone recovery work (cost allocations to be reviewed and refined before year end).</p> <p>CDEM Group expenditure is underspent \$250k due to staff turnover and vacant positions held.</p> <p>Funding is ahead of budget due to finalisation of the NEMA welfare claim for costs incurred in the Cyclone Gabrielle response (\$0.6M), and the collection of administration fees from Regional Recovery funding.</p>

HB Regional Recovery funding

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	42,762	42,772	(10)
Budget	-	-	0
Variance	42,762	42,772	(10)

Transport

Passenger Transport

Status	Commentary
●	<p>Reinstating multiple fixed bus services late January 2024 has been a significant step forward. These services have resulted in a significant increase in patronage over the last couple of months. A business case for Waka Kotahi NZTA to support the new August 2025 network has required additional work and unplanned cost from consultants to put this together.</p> <p>Total mobility patronage continues to exceed expectation mostly due to the current concession subsidies offered.</p>

Transport Planning and Road Safety

Status	Commentary
●	<p>The Regional Land Transport Plan (RLTP) opened for public consultation on 18 March 2024 and is running through to 14 April. The RLTP is the region’s ten-year plan for investing in Hawke’s Bay’s transport system, including our local roads and state highways. With the transport system having faced huge challenges, there is a significant rebuild ahead of us. Putting together the plan and public consultation document involved a huge amount of work by the joint committee and the HBRC Transport and Comms teams. The draft RLTP aligned well with the draft Global Positioning Statement once it was released.</p> <p>Roadsafe continues to deliver and support regional safety initiatives. With the help of an external contractor, the reach HBRC is achieving is very good. A significant amount of time and resource is currently focused on planning the Hawke’s Bay Youth Road Safety Expo on 6-10 May 2024 at the Pettigrew Arena, Taradale.</p>

Transport finances

	Revenue \$000	Expenditure \$000	Surplus/(Deficit) \$000
Actual	6,499	6,943	(444)
Budget	5,554	5,500	54
Variance	945	(1,443)	(498)
% variance	17.0%	-26.2%	

Status	Financial commentary
●	<p>Public Transport is overspent by ~\$1M due to the higher than planned indexation on the bus service contract over the last few years and increase in on-demand costs. Increased income from Waka Kotahi grant funding and the carryover of surplus funding from 2022/23 (one-off) is helping to cover this cost pressure.</p> <p>The balance of the overspend is related to the Total Mobility programme, where costs are significantly greater than originally planned due to increased demand.</p>

Corporate Services

Information and Communications Technology (ICT)

Status	Commentary
●	<p>A new Chief Information Officer took up the role in February 2024. A change proposal to restructure the ICT team aimed at streamlining workflow, enhancing efficiency and reducing headcount was submitted for consultation, with an outcome expected in Q4. The Project Lifecycle Management module of our financial management system, TechOne, has gone live and will be used to manage the projects in the Flood Resilience Programme. As more TechOne modules are used across the organisation, the importance of agreeing consistent data structures is increasing. As such, an enterprise agreement on TechOne set-up is being defined. HBRC has confirmed a 2026-2027 delivery date for IRIS NextGen, and work to define the plan and project approach is underway. This needs specific focus in Q4 to remain on track.</p> <p>Further reporting on internal change projects—Synergy and SEAM— is included in the Strategic Projects reporting section from page 27.</p>

Corporate Support

Status	Commentary
●	No report provided.

Risk, Quality and Assurance

Status	Commentary
●	No report provided.

Finance, Treasury, and Procurement

Status	Commentary
●	<p>The Finance and Procurement team has been busy again this quarter. A lot of work has gone into the Three-Year Plan with finalising the budget model, Council workshops, and preparing parts of the consultation document and supporting documents. We have also created a rates calculator to allow ratepayers to see their current and proposed rates side-by-side. Procurement has been busy creating management reports for Group Managers to help improve procurement processes. A huge amount of development has been happening with TechOne reporting and dashboards which is making the finance system a lot easier to use. Work has continued with HBRIC to understand the processes with all investments and where they will sit going forward.</p>

Communications and Engagement

Status	Commentary
●	<p>The work of our fixed-term web producer and social media advisor continues to pay off (see page 10 for impact). These two members have brought the Digital Team to five (full strength) and also resulted in the team being able to take on far more internal graphics and design work than ever (with less of the three-person team spent on web and social media work). The Communications team continues to handle large quantities of work—with the amount of communication around the Civil Defence Review and various infrastructure programmes being the largest.</p>

Executive Advisory

People and Capability

Status	Commentary
●	<p>The P&C Advisory workplan focus areas are leadership, sustainable workforce and people experience. Our leader's forum planned for May 2024 will bring together our people leaders for a strategic conversation about the future direction of HBRC, how our work connects to our vision and values, and how we can implement the ELT top ten priorities. Connecting leaders with each other in this way builds relationships while boosting engagement and a feeling of meaningful work. We are also inviting some aspiring leaders as a development opportunity for the first time. Recruitment continues but is slowing down as the Infrastructure Programme Management Office is nearly fully resourced, allowing time to work on talent planning and proactive recruitment strategies. The technical training framework has all required data collated and is being themed ready to present to the Executive Leadership Team. Preparation now turns to the performance and remuneration round for 2023-24. Performance Management 101 was well received by our leaders.</p> <p>Updates from the Health, Safety and Wellbeing team are on page 8 of this report.</p>

Māori Partnerships

Status	Commentary
●	No report provided.

Strategy and Governance

Status	Commentary
●	<p>The Governance team was busy servicing 22 council/committee meetings or workshops and administering 29 LGOIMA requests. Improvements to the LGOIMA register, processes, roles and responsibilities and associated training were delivered. The Strategy team worked closely with the Finance team to conclude the nearly 2-year rates review including processing 541 submissions, a Hearing in early February, and drafting deliberation reports to support decisions at the end of February. The Strategy team also worked with the Finance and Comms teams on the Three-Year Plan development culminating in the consultation document, 3 draft policies and 11 supporting documents adopted for consultation on 10 April. The Climate Action Ambassador spread her time between us and the Planning team to draft the climate chapter for the Regional Policy Statement. The Climate Action Joint Committee was held 11 March. Retirement and relocation has resulted in recruitment for two of three roles in the Governance team, the Climate Action Ambassador and Performance Analyst roles.</p>

Strategic Projects

This section provides an overview of HBRC's key strategic projects that are tracked by the Project Management Office, within the Strategy and Performance team, and reported on a monthly and quarterly basis. These projects were selected by the Executive Leadership Team because of their significance in terms of investment, risks, benefits, and interdependencies.

The current list of strategic projects* include:

1. HBRC Flood Resilience Programme (new)
2. Recovery Claims
3. IRG Flood Protection Programme
4. Regional Water Security
5. Kotahi Plan
6. Land for Life
7. Enterprise Asset Management (internal change project)
8. Synergy (internal change project)
9. Clifton to Tangoio Coastal Hazards Strategy
10. TANK Plan Change

In line with good project management discipline, particular emphasis is given to scheduling, budgeting and risk management.

Key:

- On track
- At risk
- Off track
- Not available/not applicable

**The project summaries are on pages 31-32*

Strategic Projects Report (March 2024)

HBRC Flood Resilience Programme

All programmes and projects are currently tracking to schedule and budget, however continued progress is contingent of engagement related risks not eventuating. These risks could impact on both schedule and budget. Opportunities to accelerate the Land Category programme and pumpstation upgrade programme are actively being explored in line with Government expectations. Further acceleration of the current programme will come with potentially significant risks and additional cost. Recruitment of the Programme Management Office roles continues, with contract resources being used while recruitment is ongoing.

Project status ● Schedule ● Budget ● Risks

Cyclone Recovery Claims

No report provided.

Project status ● Schedule ● Budget ● Risks

The Kotahi Plan

A Regional Planning Committee meeting was held on 13 March seeking approval to formally progress the Regional Policy Statement work. This approval was given. Progress continues with PSGE contracts. Updates and changes to national direction on freshwater management continues to be a key project risk, however this is a risk for all regional freshwater plans and HBRC is keeping abreast of all developments in this space.

Project status ● Schedule ● Budget ● Risks

Regional Water Security Programme

CHB Managed Aquifer Recharge: a consent decision has been issued. MAR resource consents are now granted. A media release was issued following resource consent decision. This was a joint communications with Kānoa, CHB District Council and Tamatea Taiwhenua. A tender evaluation was completed for MAR drilling services with a detailed design phase to commence. Technical Site Investigation Proposals have been received and are being reviewed. Landowner engagement is ongoing in preparation to site investigations/detailed design phase. There has been a budget review in light of extended concept and consenting processes, inflation and escalation of construction estimates. A Go/No Go decision point needs to be made when detailed designs have been confirmed and costed for construction and three-year operation.

Heretaunga Water Storage: is awaiting funding decisions.

Project status ● Schedule ● Budget ● Risks

Clifton to Tangoio Coastal Hazards

Work is being completed in preparation for public consultation - which is planned for September 2024. CoastSnap - citizen coastal monitoring - is being procured.

Project status ● Schedule ● Budget ● Risks

IRG Flood Protection Programme

The delay in progress caused by Cyclone Gabrielle and the ensuing repairs has had a significant impact on the programme. Physical works for the Ngatarawa Stopbank Upgrade has now been completed. The development of Cultural Impact Assessments for Moteo and Omarunui are underway. Planning has recommenced for the Clive River/Fardon Road erosion remediation. Planning has recommenced to progress East Clive to fully consented status. Project briefs are being developed to get Geotech assessments and detailed design completed for a number of other sites. Tranche 3.1 of the Upper Tukituki Flood Control Scheme: Gravel Extraction has been completed with a total of 271,459m³ removed.

Project status ● Schedule ● Budget ● Risks

Land for Life

The Business Case has been finalised, which completes Stage 2 of the project. The project plan for Stage 3 has been drafted and communicated with stakeholders. The securing of funding is underway with The Nature Conservancy (TNC), and a Sustainable Food & Fibre Futures funding application has been submitted. Discussions are underway with TNC for philanthropic donors. A communication and engagement plan is in the process of being implemented.

Project status ● Schedule ● Budget ● Risks

Strategic Projects Report (March 2024)

TANK Plan Change

During this quarter mediation has progressed with three days of mediation being held, and a further four scheduled. The court process for scheduling mediation dates continues to be frustratingly slow despite these frustrations being shared with the Courts by multiple parties. Despite the slow progress work remains on track. There have been significant costs incurred through the mediation process as expected and previously mentioned. It is expected that these will continue through to the court phase of appeals.

Project status ● Schedule ● Budget ● Risks

Synergy

The Three-Year Plan financial reports have been completed, dashboards continue to be developed, current ledger structure sound, and internal loan ledger reestablished and under review. Payment plan functionality has stalled until a clear ordering of Synergy priorities is agreed upon.

Project status ● Schedule ● Budget ● Risks

Enterprise Asset Management

Consultant-led workshops have been completed with information collected to begin build. Finance and EAM integration has been defined and options are being investigated. Project Lifecycle Management module is in post go-live support. There is investigation into further support with asset register population.

Project status ● Schedule ● Budget ● Risks

Strategic Projects Summaries

HBRC Flood Resilience Programme

The programme is to build flood protection schemes over four years in areas deemed unsafe to live in without improved flood protection. These are known as Category 2 and are in:

- Wairoa
- parts of Heretaunga (Pākōwhai, Waiohiki, and Ohiti Road/Omāhu)
- Whirinaki
- Pōrangahau.

Cyclone Recovery Claims

This is a project to recover asset and business interruption losses arising from the impacts of Cyclone Gabrielle and how we will maximise recovery of costs to replace assets through our insurance policies.

The Kotahi Plan

Developing a combined resource management plan for the Hawke’s Bay region. It will refresh how we manage the use and protection our natural and physical resources looking at all aspects of the environment. This includes land and freshwater, air, the coastal and marine area, climate change, biodiversity, urban form and development, natural hazards and risks, energy, transport, and infrastructure. Kotahi will combine and update the existing Regional Policy Statement (RPS), the Regional Resource Management Plan, and the Regional Coastal Environment Plan into one, while also giving effect to the new policies, planning and technical standards from central government.

Regional Water Security Programme

Investigating water supply options aiming to ensure Hawke’s Bay has long-term, climate-resilient, and secure supplies of freshwater for all. This supports the Kotahi Plan and includes:

- setting up a Managed Aquifer Recharge (MAR) trial in Central Hawke’s Bay to determine whether MAR is a viable water storage option and can contribute to water security in the area
- exploring above ground, medium-scale water storage options in the Ngaruroro catchment for and on behalf of the community.

Clifton to Tangoio Coastal Hazards Strategy

Working in collaboration with coastal communities and local entities for more than eight years to develop the Clifton to Tangoio Coastal Hazards Strategy 2120. We now need to confirm which council or councils will take charge and lead this work, and are undertaking consultation, proposing that HBRC should take charge of coastal hazard adaptation between Clifton and Tangoio, as recommended by an independent Funding Review. This would give the Regional Council the mandate to finalise the Strategy. This includes consulting the community on the full implications of implementation, such as the timing and detailed costs of physical works, and who pays for what through the councils planning processes.

IRG Flood Protection Programme

1: Heretaunga Flood Control & Drainage Scheme

We are reviewing and where appropriate upgrading flood protection assets across the Tūtaekurī, Ngaruroro, Lower Tukituki and Clive rivers, with the intention of increasing the level of service with regard to flood protection across the scheme.

2: Upper Tukituki Flood Control Scheme: Gravel Extraction

We are removing gravel from the Upper Tukituki River to improve flood protection in Central Hawke’s Bay. Decreased demand for gravel has seen a build-up of gravel (aggradation). Extracting gravel from the riverbeds helps increase river capacity and reduces the risk of water inundation of neighbouring properties during a flood.

Land for Life

A pilot on up to five farms with loans offered to landowners to plant trees on marginal land that can earn a return and enhance regenerative farming practices. Run in collaboration with The Nature Conservancy (TNC) and the Ministry for Primary Industries (MPI) to accelerate erosion control work and extend the programme to more farms.

TANK Plan Change

Proposed TANK Plan Change (PPC9) will add new rules to the Regional Resource Management Plan to manage water quality and quantity for the Tūtaekurī, Ahuriri, Ngaruroro, and Karamū (TANK) catchments.

Synergy

The enhancement of already implemented TechnologyOne modules to ensure a stable foundation for the future stages of the TechnologyOne ERP deployment at HBRC.

Enterprise Asset Management

Aims to embed an Asset Management Information System that integrates into and expands on the Enterprise Resource System (ERP) that was introduced during the Finance Upgrade Systems & Efficiency (FUSE) project. The goal is to improve efficiency, allowing us to confidently identify assets (both spatially and uniquely within a register), manage and maintain our current infrastructure through whole-of-life, and assess risk to determine when changes or additions are required.

How Metrics are Calculated

Employee count (p 7) is the total count of all permanent staff employed by HBRC. This includes full and part-time staff. This is calculated as at the end of the quarter.

Full time equivalents (FTE) (p 7) are the total permanent FTEs as at the end of the quarter.

Note: the above two metrics were amended in Q3 2023-24. Prior to that, the count included those employed on casual (eg students) and fixed-term contracts.

Turnover (p 7) is calculated by averaging the staff count (previous end of quarter staff + current end of quarter staff divided by 2). This is then divided by the number of resignations. Only resignations or retirements of permanent staff and fixed term staff (before their contract end date) are included in this figure.

Note: All other P&C metrics are provided by the P&C Manager using information from TechOne.

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

LGOIMA (p 9) are all the LGOIMA requests that are registered in our LGOIMA register in SharePoint.

Daily feedback (p 9) tracks the customer satisfaction score by date. This data is sourced from Zendesk.

Social media (p 10) metric counts reach from the organic or paid distribution of Facebook content, including posts, stories and ads. It also includes reach from other sources, such as tags, check-ins and Page or profile visits. Reach is only counted once if it occurs from both organic and paid distribution.

Website and social media (p 10) data is sourced from Google and Facebook analytics.

Media enquiries and media releases (p11) data is sourced from the internal Comms Log in Sharepoint.

Vehicle numbers and fuel usage (p 12) data is provided by our internal systems and our fuel suppliers.

Air Travel (p 12) data is provided to HBRC by our travel agent.