



Organisational Performance Report

QUARTER 1: 1 July to 30 September 2023

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Introduction

This Organisational Performance Report is the first quarterly report for the 2023-2024 financial year and covers the period of 1 July to 30 September 2023.

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

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



Executive Summary

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

Finalising the Crown's cost-share package (alongside the four other Hawke's Bay councils) to support the region's recovery from Cyclone Gabrielle and completing the land categorisation process for properties most severely impacted were significant milestones for Quarter 1.

This enabled the voluntary buy-out process of Category 3 residential properties to start in Quarter 2, helping provide greater certainty for those property owners. (Category 3 is areas confirmed as too dangerous to live due to flood risk.)

Getting to that position involved a lot of work for HBRC staff. We provided flood hazard modelling and technical assessments, attended community meetings and drop-in sessions, worked through a large number of reassessment requests which involved many site visits and conversations with property owners, and worked closely with the territorial local authorities to notify affected landowners of their outcome.

There is still work to be done in the provisional Category 2 areas (where different levels of intervention are required) and our technical experts continue to work closely with external consultants to investigate and analyse potential flood mitigation solutions and seek landowners' feedback on those.

The \$556 million cost-share package includes \$203.5 million of Crown funding and \$44.2 million of HBRC funding for flood mitigation. Significantly, this includes \$70 million for a flood protection scheme for Wairoa.

...continued over

Getting funding for the Silt Recovery Taskforce to finish clearing the huge amount of silt and debris left in the wake of Cyclone Gabrielle has been a challenge. \$10 million of additional Government funding was secured in late September 2023 following the \$137.2 million provided earlier in the year running out. A further \$10 million was secured at the time of finalising this report, which will help, but councils continue to advocate for further funding to finish the work.

The impact of Cyclone Gabrielle continued to be felt across many teams at HBRC with increased workloads, some BAU work delayed while recovery or land categorisation work took priority, access to sites hindered, and contractor availability.

Two independent reviews, requested by HBRC following Cyclone Gabrielle, got underway this quarter. The Independent Review of Hawke's Bay Civil Defence Emergency Management (HBCDEM) will look at the performance of the HBCDEM response to the cyclone. Led by Mike Bush, the final report is due in February 2024.

The Hawke's Bay Independent Flood Review will look at the Council's flood protection infrastructure. The review panel is chaired by Dr Phil Mitchell and is expected to release its final report in May 2024.

A wider Government Inquiry, which includes Hawke's Bay, also got underway. The purpose of the inquiry is to ensure that the design of New Zealand's emergency management system is appropriate to support readiness for, and responses to, future emergency events by identifying lessons from the severe weather events that impacted the North Island in January and February 2023 (Northland, Auckland, Waikato, Tairāwhiti, Hawke's Bay, Bay of Plenty, and Taranaki.) Chaired by Sir Jerry Mateparae, the findings are expected to be released in March 2024.

Our scientists continue to investigate the impact of Cyclone Gabrielle on the environment and ecosystems. This includes collaborations with Crown Research Institutes such as Manaaki Whenua Landcare Research to understand land erosion impacts and the efficacy of planting, and NIWA for flood frequency analysis and air quality monitoring.

This has been an important quarter for corporate planning. Council adopted its Annual Plan 2023-2024 on 26 July 2023 – a month later than usual enabled by temporary severe weather event legislation. The focus for Council in developing the year's budget was to help contain the financial burden on our ratepayers and still be able to focus on recovery work. Council was able to get the budget down to a 6 percent average rates increase, lower than our Long Term Plan 2021-2031 forecast of 14.5 percent. We also introduced a Regional Cyclone Recovery Charge to help pay for cyclone costs we did not expect to be covered by other sources. Our rates invoices were sent out from 14 August.

Our Annual Report 2022-2023, was adopted on 25 October 2023, again later than usual, provided for by the temporary legislation. Work was also underway in developing our Long Term Plan 2024-2027, to be adopted 28 June, 2024.

Council welcomed our new Tumu Whakarae Chief Executive Dr Nic Peet at the start of this quarter. We have had two interim chief executives following the departure of James Palmer in February 2023.

Preparation for extreme dry conditions in Hawke's Bay this summer has started. NIWA has predicted an El Niño event for spring and summer and another climate circulation pattern, the Indian Ocean Dipole, indicates a dry summer is on the way. Preparation work includes setting up an Extreme Dry Hub on our website to support farmers and growers and increasing our communication of climate information collected by HBRC, such as rainfall data, soil moisture, temperature, and wind. We also encourage farmers to use HBRC's drought app on the Hub to help prepare and plan for dry conditions.

Highlights

- A Youth Action Climate Forum was held in the school holidays at Karamū High School, with representatives coming to present their visions for waste, water, and sustainable transport to the Joint Committee for Climate Action in December.
- 283 ratepayers improved the health and climate resilience of their homes by taking up HBRC's Clean Heat grants and Sustainable Homes loans.
- Catchment Delivery and Works Group staff worked hard to harvest and deliver around 22,550 poplar and willow poles across the region.
- Data collected from 22 sites showed the region's wetlands were recovering well after Cyclone Gabrielle.
- Ten protection and enhancement projects are underway at Ahuriri Estuary, Lake Tūtira and Lake Whatumā to improve water quality and biodiversity through fencing, native planting, and pest animal/plant control.
- A potential new population of shortjaw kōkopu, one of five whitebait species, was discovered in Northern Hawke's Bay. This is the first time the threatened native fish has been found in Hawke's Bay.
- Eleven conservation groups were recipients of Biodiversity Hawke's Bay's Environmental Enhancement Contestable Fund. HBRC provided sponsorship towards this fund.
- A Water Demand Assessment Report focused on industrial and territorial authority water users was issued and is under review alongside another independent report on potential opportunities. This follows the public release of Hawke's Bay's first Regional Water Assessment Report in Quarter 2.
- The Managed Aquifer Recharge pilot in Central Hawke's Bay received resource consent for the proposed work.

- We secured an additional \$1.9 million in Government funding to repair and upgrade sections of the Hawke's Bay Great Rides Trail impacted by Cyclone Gabrielle, taking the total amount received to \$2.2 million. Around 30 percent of the 200 km network managed by HBRC was severely damaged and closed.
- The NZ Sotheby's International Realty Hawke's Bay Marathon was held on 26 August, along several sections of the Hawke's Bay Trails Great Ride.
- Asset Management staff discovered a cluster of six midden pits – the largest archaeologists have encountered in the region—with the middens estimated to be from the mid-1800s. Middens were traditionally used by Māori for domestic waste, usually consisting of animal bones, shells, glass and ceramic artifacts, charcoal from fires, hangi stones, and other traces from a settlement. They were discovered along a 1km stretch of stopbank on Springfield Road during a repair and restoration project.
- Lots of work has been happening to prepare for delivery of the Community Emergency Hub model into communities. This includes training for Hub leaders and members. HBCDEM staff are also supporting delivery of emergency preparedness plans to 10 Hastings communities, made possible with MPI community resilience funding.
- Popular GoBus routes and extensions were reinstated on 28 August after not operating since Cyclone Gabrielle.

Lowlights

- The National Environmental Standard (NES) for air quality was exceeded on two occasions in July 2023, both in the Awatoto airshed.
- Driver shortages continue to impact bus services with some routes being cancelled at short notice.
- We had a technical hitch on the GoBay website which meant revised bus timetables (reinstated following Cyclone Gabrielle) couldn't be accessed. The Transport team distributed hard copy schedules on buses, bus stops, and other key placements.



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. With climate change a major operations driver, we are also working to reduce our corporate carbon footprint.

This section provides a snapshot of:

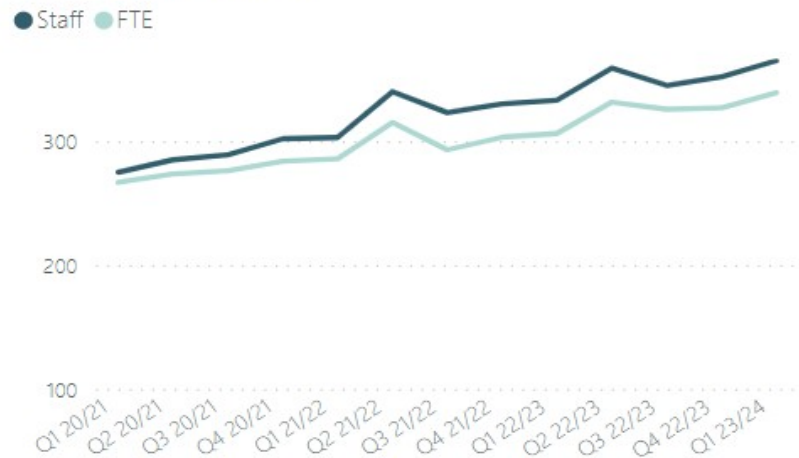
- staff numbers and turnover
- reported health and safety incidents
- LGOIMA requests
- customer experience
- website and social media reach
- media enquiries
- corporate carbon footprint measures.

People and Capability

Employee count



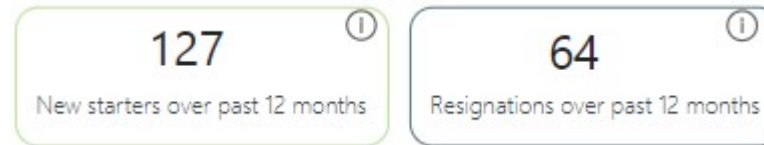
Staff Count and FTE by Quarter



Vacancies and recruitment
A significant drop in vacancies (from 46 to 30) showed effective recruitment over the quarter. Of the 30 roles filled, 5 are students who will be joining us for the summer period (November - February).

Resignations
Resignations totalled 15 (down from 22 in the last quarter). One employee retired after 38 years of service in our Works Group. Information collected through exit surveys and interviews shows that new career opportunities and increased remuneration package are a contributing factor of staff deciding to leave HBRC. In our recent engagement survey we found the majority of staff would recommend Council as a great place to work and are proud to work for this organisation.

Turnover



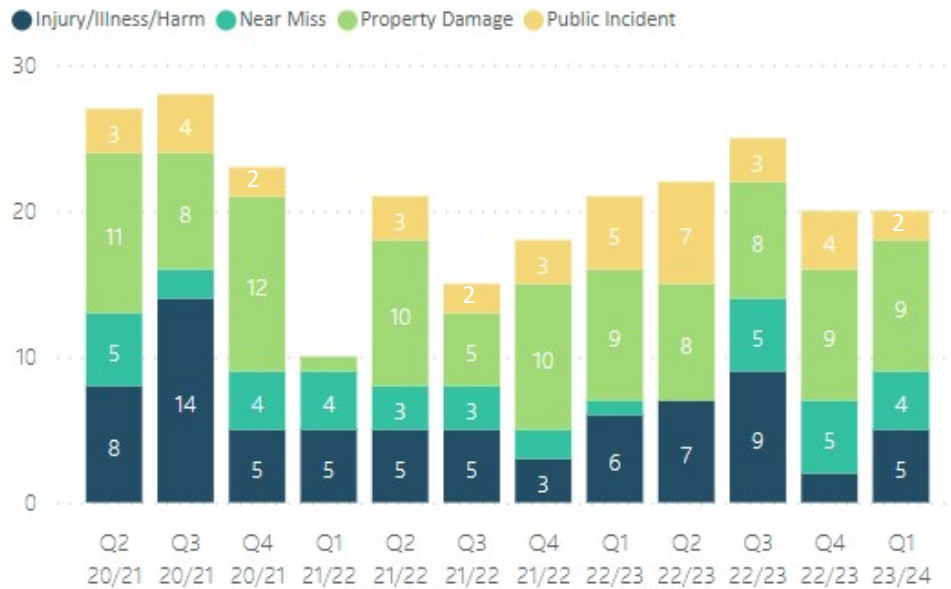
Our employees
We currently have a total of 365 staff, totalling 339.2 full-time equivalent (FTE) reflecting the extra staff employed for cyclone recovery work. 37 new employees joined HBRC in Q1. We had 21 internal staff movements for higher level roles, and new roles in other areas of the organisation. This is a positive way in which we are retaining staff and keeping them engaged. As we progress to business as usual some fixed term contracts will end. It is anticipated that the rate of FTE increase will slow in the next quarter.

Employee turnover (permanent and fixed-term staff only)



Health, Safety and Wellbeing (HSW)

Incidents reported



Health & Safety Incidents*

Driver assessments were completed and the process for addressing speed are being discussed with the HBRC leadership team. Nine instances of property damage were reported with a majority involving vehicles.

Corrective actions

- De-escalation and situational training continue to be delivered.
- Vehicle repairs were coordinated by HRBC Fleet Manager and Works Group Administrator.
- Training in 4WD and quad bike use were delivered where required.

Training for staff

This quarter, Health and Safety workshops included: warden and fire extinguisher training, de-escalation training and several levels of traffic management training. The HSW team participated in the Oil Spill Response refresher training along with Maritime NZ and other HBRC staff.

Other training provided this quarter included: dealing with aggressive behaviour, working at height, first aid, quad bike, LUV, 4WD, and motorbike.

Cyclone recovery work

The HSW team maintained surveillance over contractors under the Rapid Rebuild, DIA and MPI funding for stop bank repairs, silt removal and woody debris. Site observations were conducted and the team are working with HBRC procurement team to strengthen process to establish best practice for continued work under the Cyclone Gabrielle recovery work.

Staff wellbeing continues to be paramount with group sessions to assist staff to manage relationships with the public given the impact of the Cyclone Gabrielle and the impending weather conditions forecasted for the summer.

Staff wellness

Employee Assistance Programme and psychologists continue to support staff. Mole map clinics were arranged for field staff and a reduced payment option are offered to all staff. Mental Health Awareness Week was celebrated with morning tea for all staff across the motu.

An HBRC Staff Wellbeing Day was on the 17 July, and the Hawke’s Bay Marathon was another success with good staff participation. My Everyday Wellbeing platform was renewed for all staff and the 5-Ways to Wellbeing promoted.

Security was on site during the rate payment period to support staff in the reception area at the Dalton Street office.

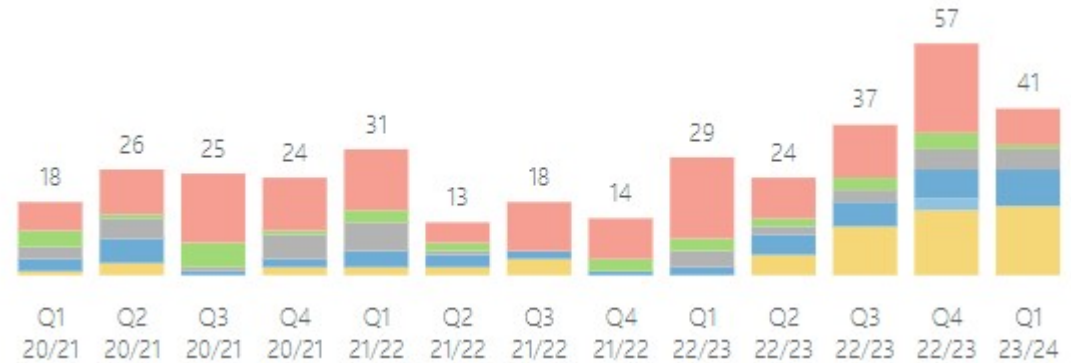
*Other Health & Safety incidents captured but not reported in the figure include: environmental incidents, hazards, improvement/ideas, and public complaints

Customer Services

Local Government Official Information and Meeting Act (LGOIMA) requests

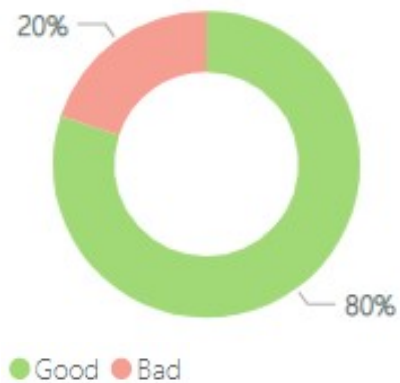
There were 41 LGOIMA requests received this quarter (down from 57 last quarter). In total 19 were not provided with the information requested within the required timeframe. The majority of LGOIMA request continue to be related to the cyclone.

Asset Management CDEM Corporate Services Executive Advisory Group
Integrated Catchment Management Policy and Regulation



Daily feedback this quarter

Ratings received



Contacts handled



Customer experience

It was a busy quarter with rates letters and emails sent out mid-August. The team received the highest number of calls ever recorded during August, more than at the peak of the Cyclone Gabrielle response. Email interactions increased by 64% from July to August.

Rates have been the highest category for 16 out of the last 20 months for customer interactions. Of incoming calls, 68% were resolved by the Customer Experience team without having to be transferred to other parts of the business.

Communications and Engagement

Communication and media
 The focus this quarter has been around recovery and the land categorisation process – with a large number of media inquiries and communications and engagement support needed for many community meetings.

Website

Number of HBRC Website Page Views

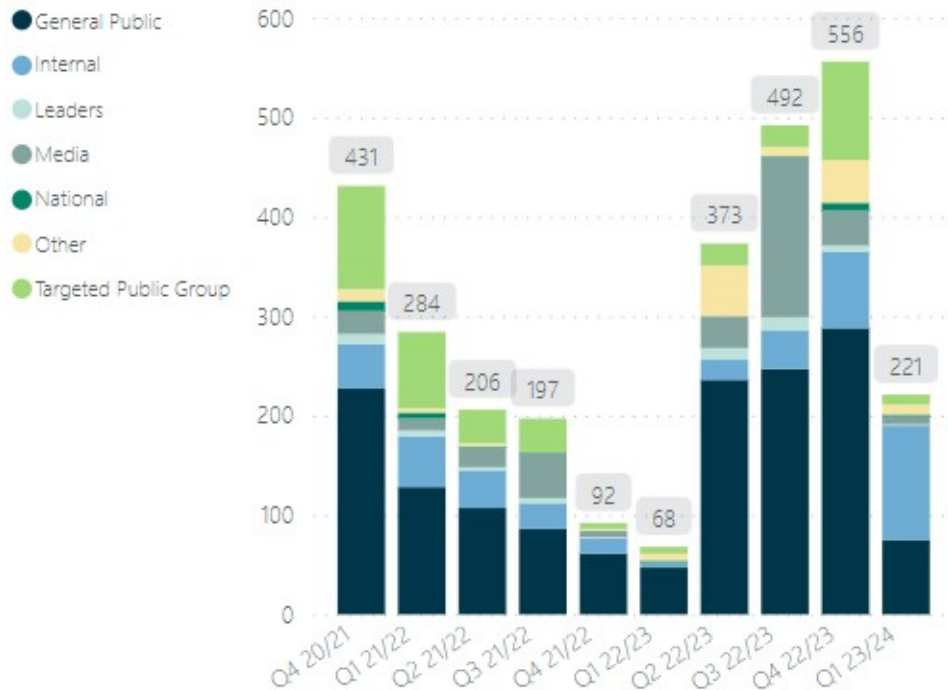


Social media

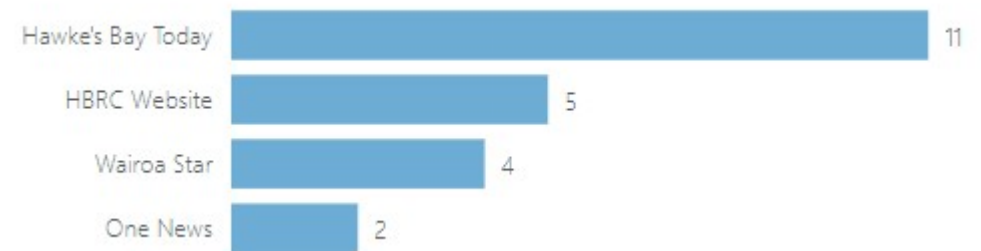
Total Reach on Facebook



Items in communications log by audience



Media enquiries this quarter



Community engagement

The team assisted with preparation of design collateral, and arranging public meetings for the consultation of the 2018 Navigation Safety Bylaw review that began 29 September.

39 media releases were published on the HBRC website in Q1.

Corporate Facilities and Fleet

Vehicles



Fuel use

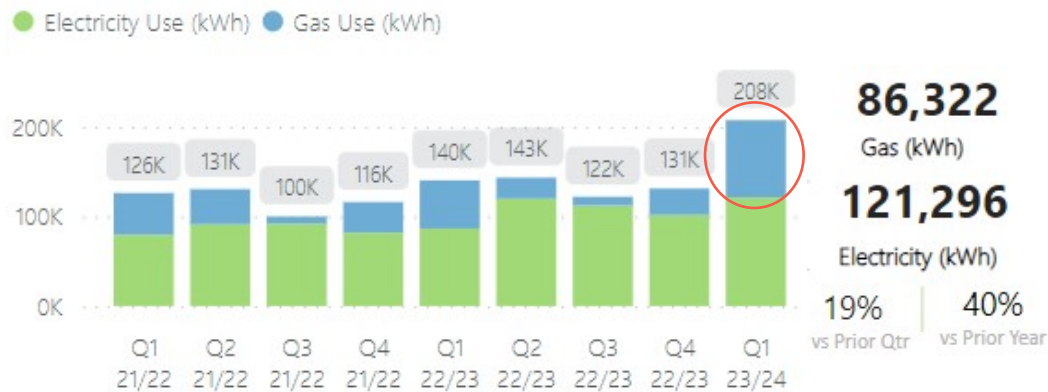


Vehicles and fleet
 HBRC’s total fleet vehicles increased from 149 to 164 this quarter. The main contributing factor has been the retention of vehicles for cyclone recovery. We are also swapping and selling the older non-hybrid petrol and diesel vehicles with the new hybrid vehicles that were ordered in the last financial year.

Fuel use
 We continue to see a reduction in costs for fuel as we move out of the initial response phase of the cyclone. The drop in diesel consumption shows the easing of vehicle-related demand to response work. Vehicle sharing and driving reduction are still a work in progress.

Energy use
 Electricity consumption increased 19% this quarter. This is connected to the establishment of an additional small office space to accommodate Asset Management staff working on cyclone recovery projects. Reporting for gas use (see red circle, left) now includes our property in Station Street (previously excluded). The building’s heating systems are run on gas boilers and consumption is higher in the colder months.

Energy use



Air Travel and Carbon Credits

Air travel



Air travel
This quarter, we have observed a slight decrease in staff travel requests. Regular reporting is made to the HBRC leadership team and travel is ringfenced to essential travel only. To reduce travel emissions, the use of sustainable public transport and electric vehicle use has been encouraged via internal newsletter to staff.

Carbon credits
At the end of the quarter, our Carbon Holding Account had a total balance of 161,307 NZU, comprising 146,400 NZU post 1989 and 14,907 pre 1990. This puts our overall carbon portfolio value at approximately \$11.78 million, noting this is based on market rates of NZ\$73 as at 13 September 2023 (source: carbonnews.co.nz). The market rate has increased significantly from last quarter and predicted to go close to \$100 in 2024. HBRC is in the process of developing a carbon trading policy.

Activity Reporting

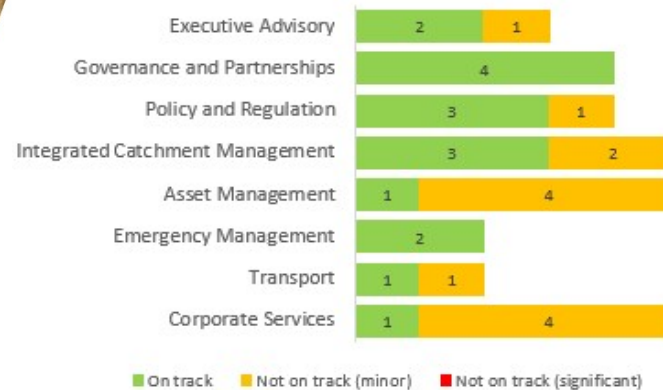
by group of activity

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

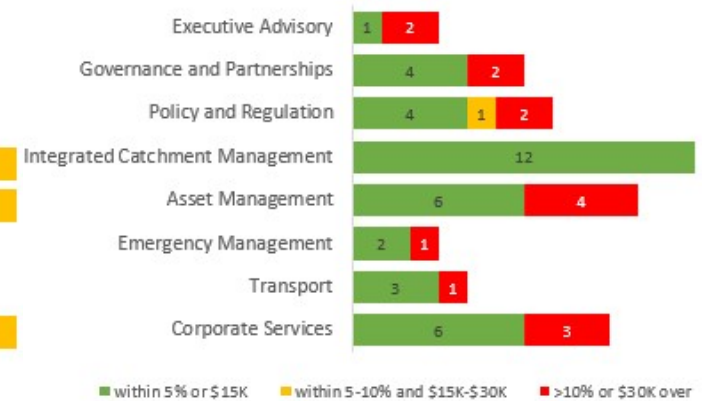
- a summary for both financial and non-financial performance by group of activity (see figures below)
- individual activity reporting within the six groups of activities
- a traffic light reporting approach to show financial and non-financial results
- financial reporting is year to-date

Performance Summary

Non Financial (by 30 activities)



Financial (by 54 cost and income lines)



Governance and Partnerships

Community Representation and Leadership

Type	Status	Commentary
Non financial	●	It was a busy quarter for council and committee members with 4 Regional Council meetings, 4 committee meetings, 6 joint committee meetings (including the Future Development Strategy Joint Committee administered by Hastings DC), 3 committee workshops and 10 Council workshops held. All public meetings were notified and conducted lawfully. An extraordinary meeting of Council was held on 2 August to endorse the cost-share agreement with central government for regional recovery funding. Workshops were held to review how we set rates and to develop the 2024 Long Term Plan. There were 41 LGOIMA requests received, compared to 57 (last quarter), 37 (Q3 2022-23) and 24 (Q2 2022-23). Of the 41 LGOIMA requests received, 21 were provided with the information within the target 20 working days. Delays were due to the number and complexity of requests post-Cyclone.
Operating expenditure	●	Underspent by 60%. Unspent contingency funds is the main reason for the underspend.

Tangata Whenua Partnerships

Type	Status	Commentary
Non financial	●	HBRC maintains active relationships with tangata whenua through the Regional Planning Committee (9 appointees) and the Māori Committee(13 representatives). Nominated tangata whenua members have voting rights on all committees of HBRC. This quarter, there was one meeting each of the Māori Committee and the Regional Planning Committee.
Operating expenditure	●	Underspent by 99% due to delay in engaging consultants to support the Kotahi plan engagement activities.

Regional Development

Type	Status	Commentary
Non financial	●	The REDA Board appointed a Chief Executive in August who has completed a round of stakeholder visits, including councils. REDA has been actively collaborating with the Matariki and the Regional Recovery Agency in its leadership of the economic pou. The Regional Freight Distribution Strategy has been drafted and is out for consultation. The fit out of the new Business Hub at 101 Queen Street, Hastings is nearly complete. REDA's accountants were appointed and are helping to set up REDA's financial systems ready for transferring REDA suppliers from HBRC to REDA. Hawke's Bay Tourism presented their annual report to the Corporate & Strategic Committee in September.
Operating expenditure	●	Over budget by 96% due to REDA still being transacted through HBRC (with a delay in establishing a bank account to operate independently). Funding for Hawke's Bay Tourism has not changed and is in line with forecast budgets.

Governance and Partnerships continued

Community Sustainability

Type	Status	Commentary
Non financial	●	HBRC promotes sustainability using incentives, education, advocacy and leadership. In Q1, a combined total of 283 ratepayers improved the health and climate-resilience of their homes with Clean Heat grants and Sustainable Homes loans (to be paid back by a targeted rate) to the value of \$1.62M. Demand continues to decline. During Q1, the focus for EnviroSchools continues to be training new facilitators and making connections. A highlight this quarter was the Youth Action Forum in school holidays. The Climate Action Joint Committee work was focused on whakawhanaungatanga. The Regional Transport Committee endorsed the transport emission reduction actions. Internally, HBRC's Green (Sustainability) group was reinvigorated, with members advocating for increased bike storage, active transport and ridesharing to get to work. The focus to reduce fleet related emissions continues, with extensions to the fleet replacement schedule.
Operating expenditure	●	The combined operating budget of "Community Sustainability" was over by 47%.
Capital expenditure	●	Underspent by 9% related to Sustainable Homes.
Other revenue	●	Under budget by 60%.

Policy and Regulation

Policy Planning

Type	Status	Commentary
Non financial	●	The Policy Team has been undertaking business as usual, which has included TANK and Outstanding Water Bodies (OWB) plan changes, and making submissions to central government legislation and Orders in Council work. This is as well as supporting other parts of the organisation in response to Cyclone Gabrielle. Work progresses with iwi/Māori standing up contracts for Te Mana o Te Wai Visions and Values for the Freshwater Planning Instrument under the National Policy Statement for Freshwater Management.
Operating expenditure	●	Underspent by 66% due to significant delays as a consequence of Cyclone Gabrielle pausing of key components of the Kotahi work programme. During this quarter there was not a lot of financial expenditure from the Policy budgets other than for consultants and experts providing expert evidence for the OWB Environment Court Hearings. It is expected that from Q2 next financial year budget expenditure will increase as a result of contracts being progressed for Visions and Values for the Freshwater Planning Instrument programme of work, OWB Environment Court Hearings and TANK Mediation.

Policy and Regulation continued

Consents

Type	Status	Commentary
Non financial	●	The Consents team has processed and issued 103 consents and processed 28 transfers over Q1. Two appeals are in process and are moving towards mediation meetings and have been incurring time and cost. 70 applications were received during this quarter. This is below normal and affects the income. Staff have spent significant time in cyclone recovery related work: such as advising on emergency provisions, providing input into Orders in Council, and providing online information and advice on to councils and to affected landowners.
Operating expenditure	●	Underspent by 22%.
Other revenue	●	This activity is under-recovered by 48% at this time. Reasons for this include that fewer resource consents have been lodged over this period than is the norm, and that significant staff time has been spent on cyclone recovery-related activities, advice on emergency provisions and Order in Council provisions. Also staff time has been spent on two groups of Appeals that are in process. We are unable to cost recover for these appeal related activities.

Compliance and Pollution Response

Type	Status	Commentary
Non financial	●	Aftermath of Cyclone Gabrielle still had an impact on the Compliance team both operationally and on staff. New starters this quarter included 2 Coordinators, 1 Regulatory Officer, a Senior Investigator, and 2 Compliance Officers. We are now up to full FTE. With the new staff on board the monitoring of consents has been increasing. Most big industrial sites are now operating, although some at reduced capacity. The Pollution Response team's workload is still high dealing with cyclone-related activities and non-compliance. This includes the Orders In Council for burning, silt and cyclone related waste.
Operating expenditure	●	Underspent by 89%. The ongoing process of replacing and training new staff is a major reason for the underspend. The cyclone changed what monitoring was undertaken, but we are gradually getting back into BAU.
Other revenue	●	Under budget by 9%. The consequences of reduced activity is the reduction in associated revenue.

Maritime Safety

Type	Status	Commentary
Non financial	●	The 2018 Navigation Safety Bylaw review opened for public consultation on 29 September after putting together a new draft Navigation Safety Bylaw, a statement of proposal and a consultation document. Four community meetings have been scheduled. The CCTV coverage of the Inner Harbour is now in place.
Operating expenditure	●	Overspent by 108% due to outside consultant employed to help review the 2018 Navigation Safety Bylaw.
Other revenue	●	On track.

Integrated Catchment Management

Environmental Information

Type	Status	Commentary
Non financial	●	The Environmental information team continued to collect, process and store data.
Operating expenditure	●	Underspent by 33%.
Capital expenditure	●	Underspent by 88%.
Other revenue	●	On budget.

Environmental Science

Type	Status	Commentary
Non financial	●	Post-cyclone impact work continues with productive collaborations established with Crown Research Institutes, including with NIWA for flood frequency analysis, Manaaki Whenua Landcare Research for land erosion impacts and the efficacy of planting and NIWA for air quality monitoring. Routine State of Environment (SoE) monitoring and reporting has continued with regular monthly reporting, while preparations are underway for the next 3-yearly SoE. Large multi-year projects SkyTEM and Ruataniwha groundwater modelling are largely on target with minor slippage.
Operating expenditure	●	Underspent by 14%.
Capital expenditure	●	Small budget is underspent and not due until later in the year.
Other revenue	●	Over budget by 98% due to funding injections from the Ministry of the Environment for our Regional surface water research and investigations science team.

Rural Recovery (Catchment Policy Implementation)

Type	Status	Commentary
Non financial	●	Catchment Activity has increased with focused activities in Northern, Central & Southern regions, through working with Catchment and Community Groups. The team has been closely connected with the Horticulture Advisory Group (HAG) and Rural Advisory Group (RAG), with a collaborative approach to engagement and delivery. Work has also commenced on extreme dry preparedness, following recent long range weather forecasts, predicting with 80% confidence of weather patterns associated with El Niño weather systems likely. Preparedness includes increase communication of climate information collected by HBRC (rainfall data,
Operating expenditure	●	Underspent by 47% due to delays in project work being contracted for delivery. Delivery commences in November and is expected to be at budget levels at the end of the next quarter.

Integrated Catchment Management continued

Catchment Management

Type	Status	Commentary
Non financial	●	<p>Catchment Delivery and Works Group staff worked together to harvest and deliver approx. 22,500 A and B grade poplar and willow poles across our region. Catchment Advisors have followed up with field inspections and completion of grant claims. The process has been slowed by ground conditions, causing issues with site access for planting and inspections, high soil moisture levels across the region bode well for all Erosion Control Scheme plantings going into summer. Staff attended the Rapid Relief Trust (RRT) farmers community connect events in Hastings, Wairoa and CHB.</p> <p>Land for life: other funding sources are being pursued. Alternative phasing and costing scenarios for the project are being considered. HBRC decisions during the LTP process will determine the ability to scale the project next year, or not.</p>
Operating expenditure	●	Underspent by 35%. Catchment Advisors must complete inspections before landowners can invoice our erosion grant scheme, and this should balance out next quarter.
Capital expenditure	●	Underspent by 94%.
Other revenue	●	43% ahead of budget due to income received from MPIs Hill Country Erosion fund to boost our erosion control scheme and sales at the pole nursery.

Biosecurity and Biodiversity

Type	Status	Commentary
Non financial	●	<p>Biodiversity: Impacts of Cyclone Gabrielle delayed delivery of some projects over winter due to access and fencing contractor availability. 20 new and existing Priority Ecosystem projects are underway (deer fencing, feral deer control, pest plant and animal control and willow control throughout wetlands. 10 protection and enhancement projects are underway at Ahuriri Estuary, Lake Tūtira and Lake Whatumā, targeting improved water quality and biodiversity outcomes through fencing, native planting, and pest animal and plant control.</p> <p>Biosecurity: 9 privet removed. 12 marine vessels were inspected and no marine pests were found. Woolly Nightshade control completed. Contract being developed for MPI-funded wilding conifer work . The community is using the possum and rabbit bait subsidy programme. The incentive scheme was used to control Woolly Nightshade in the Wairoa area. A Tukituki Controlled Area Notice was issued for managing gravel extraction at known Chilean Needle Grass sites. Predator Free Māhia timeline has been extended to March 2024 due to wet weather.</p>
Operating expenditure	●	Underspent by 27% due to weather disruptions causing delays in project progress. Biosecurity spending will increase over the summer months.
Other revenue	●	Over budget due to a carry forward of funding from Predator Free 2050 Ltd for control work in Whakatipu Māhia. Other income is funding from the Department of Conservation's Jobs for Nature for biodiversity projects.

Asset Management

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

Type	Status	Commentary
Non financial	●	<p>Maintenance and renewal work 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 interruption due to assessment and repairs following Cyclone Gabrielle. Staff have been involved in priority cyclone response. Work continues on the Strategic Enterprise Asset Management system in development, and is expected to improve efficiency and reporting. Focus on asset mapping and information as part of the implementation.</p> <p>The IRG capital projects have experienced delays caused by Cyclone Gabrielle. Physical works for the Ngatarawa stopbank upgrade has now been completed. The development of a Cultural Impact Assessment for Moteo and Ōmarunui has recommenced. Gravel extraction continued.</p>
Operating expenditure	●	Underspent by 97% due to cashflow profile and delays in maintenance contract with some work not able to be completed due to wet conditions.
Capital expenditure	●	Over budget by 26%.
Other revenue	●	Under budget by 99% due to being behind in the work programme directly resulting in delays to external funding.

Flood Risk Assessment and Warning

Type	Status	Commentary
Non financial	●	<p>Work on the implementation of the upgrade to the flood forecasting programme has been on hold while staff are working on the land categorisation process. Testing and upgrades have occurred to the telemetry system to reduce the risk of failure at key link stations.</p>
Operating expenditure	●	Flood Risk and Warning activity budget has included Land Categorisation expenses, which were not included in the original budget. This may be re-coded at a later date.

Open Spaces

Type	Status	Commentary
Non financial	●	<p>Most activity areas are performing to the work programme. The response to the cyclone is impacting programmes in the forestry and regional cycling space. Repair works are having to be undertaken to return these to normal levels of service.</p>
Operating expenditure	●	Underspent by 76% . Financial activity spend is behind forecast but this is likely to catch-up over the financial year.
Capital expenditure	●	Underspent by 35% . Financial activity spend is behind forecast but this is likely to catch-up over the financial year.
Other revenue	●	Under budget by 77% due to postponement of forestry harvest.

Asset Management continued

Coastal Hazards




Type	Status	Commentary
Non financial	●	<p>Additional renourishment work was carried out at Westshore before the end of the year as part of a follow up from Cyclone Gabrielle. Engineering team provided design parameters for the annual nourishment for the gravel bund at Westshore and several discussions have been had with other TLAs to agree the modified alignment and dimensions.</p> <p>Lack of internal resource had an impact and delays throughout Q1 but successfully recruited a coastal specialist starting in Q2. These delays have limited the progress of the Coastal Strategy and the Coastal Processes work.</p>
Operating expenditure	●	Underspent by 46% as majority of the work is yet to come later in the fiscal year.
Other revenue	●	Under budget by 49% as TLAs have not been invoiced for their contribution yet.

Regional Water Security



Type	Status	Commentary
Non financial	●	<p>The Regional Water Assessment final report was publicly released at the end of June. A decision around launching a broader public campaign is on hold. A Water Demand Assessment report focused on the industrial and territorial water-users has been issued and is under review alongside another independent report on potential opportunities.</p> <p>Council's focus for the Heretaunga Water Storage project is to now investigate regional governance, ownership and operating models.</p> <p>The CHB Managed Aquifer Recharge Pilot has received resource consent for the proposed work. Proposals for the detailed design of each component of work have been received and are being reviewed and revised with a view to commencing with detailed design to enable detailed construction cost estimates to be developed.</p>
Operating expenditure	●	Underspent by 61% due to the time delays for the Regional Water Assessment and CHB Managed Aquifer Recharge Pilot projects.

Emergency Management

Hawke's Bay CDEM Group

Type	Status	Commentary
Non financial		While there are still some residual response matters from Cyclone Gabrielle, progress is now being made in implementing the Group Work Programme albeit outside of the agreed timeframes. The team will be at full strength for the first time since the end of the first Covid-19 lockdown and this will make a difference in the work programme moving forward.
Operating expenditure		On track
Other revenue		

HBRC Emergency Management

Type	Status	Commentary
Non financial		Progress is being made with the CDEM Group office in re-establishing the training programme and staff have been trialling new courses. Overall work is progressing in this area.
Operating expenditure		The overspend in this area is as a result of the Cyclone Gabrielle response and recovery. Some of these costs will be recovered from central government and this process is being worked through.

Transport

Transport Planning and Road Safety

Type	Status	Commentary
Non financial	●	A new strategic direction and framework has been set for Roadsafe Hawke's Bay, with a relaunch planned for next quarter.
Operating expenditure	●	Underspent by 34% but this is due to a phasing issue of spend, and budget is on track.
Other revenue	●	Over budget by 36% due to phasing of Waka Kotahi NZ Transport Agency claims.

Passenger Transport

Type	Status	Commentary
Non financial	●	On 28 August, following the re-opening of Redclyffe Bridge, most of our bus services were reinstated for the first time since the cyclone. Continued driver shortages has meant that several routes don't operate. Due to low contingency levels, we are now experiencing more short notice cancellations. Mediation with our bus operator is scheduled for late November. MyWay continues to perform well. At peak times, the buses are at full capacity and passenger wait times are extended. Total Mobility experience high patronage this quarter and is well above forecast.
Operating expenditure	●	Overspent by 18% largely due to the additional costs for the MyWay service, and Total Mobility patronage being above expected. Other passenger transport costs are in line with expectation.
Other revenue	●	Over budget by 9% due to phasing of Waka Kotahi NZ Transport Agency subsidies. Low passenger numbers continue to compromise fare revenue.

Corporate Services

Finance, Treasury, and Procurement

Type	Status	Commentary
Non financial	●	The Finance team continue to experience a significant increase in workload resulting from the cyclone. This quarter we worked on the final NEMA welfare claims, continued the forensic accounting analysis to develop the insurance claims, wound up the administration of the Disaster Relief Fund, continued working on agreements and budgets for additional government funding for the region, including residential and commercial silt and debris funds, and provided analysis to support negotiations with Treasury on the land categorisation flood mitigation cost sharing agreement with the Government. Also this quarter we finalised the 2023-2024 Annual Plan and rate setting processes, issued rates invoices, prepared the annual financial statements and report, developed a top down LTP budget model, and progressed the Revenue and Financing Policy review, working alongside the Strategy & Governance team.
Operating expenditure	●	Over budget by 156%. Direct costs in finance are over budget mostly related to additional costs in relation to audit, consultancy costs associated with the revenue & financing review project, and the additional workload from the cyclone.
Other revenue	●	Under budget by 99% due to no accrual yet being put in for HBRIC income and fair value losses on investment portfolios.

Information and Communications Technology (ICT)

Type	Status	Commentary
Non financial	●	The SharePoint migration project has been a significant task for multiple teams, mostly Business Solutions, GIS and Technical Delivery. This was fast-forwarded to 10 October from April 2026 due to Microsoft removing support from the operating software on the servers opening up a significant cybersecurity risk. HBRC SharePoint servers shut down and the threat was removed. A huge effort to migrate documents and rebuild workflows and forms and great example of cross-team collaboration. Some remediation tasks are underway due to the pace of delivery and prioritisations made to meet the deadline. Project Lifecycle Management in TechOne has progressed and has now reached User Acceptance Testing Phase. Successful implementation of OCR software - ABBYY - has been integrated with Finance module of TechOne. The ICT team continue to support recovery activities including the silt taskforce, woody debris, rural recovery, insurance and more. Internally the strategic projects SEAM, Synergy and Insurance all continue as scheduled.
Operating expenditure	●	Operating expenditure underspent by 27 % and capital expenditure underspent by 101%. Significant underspends in digital transformation work programme has continued into this financial year, due to the suspension or slowing of work on the Finance and Biodiversity systems. These underspends are reflected in both operating and capital budgets. The cause of this was the unavailability of business teams to assist with scoping and the need to, specific to TechOne re-baseline priorities and pathway to success. Teams prioritised tasks that could be achieved independently (such as technical improvements to systems), and support work in new workstreams to prepare for digitisation (rapid rebuild, sediment and debris, rural support). Resource shortages and staff turnover in project roles continue to be a challenge.
Capital expenditure	●	We expect future spend in this area as we gain certainty on actions for TechOne and require external assistance.

Corporate Services continued

Communications and Engagement

Type	Status	Commentary
Non financial	●	<p>The focus for this quarter has been around recovery and the land categorisation process – with a large number of media inquiries and communications and engagement support needed for many community meetings. Since HBRC was leading the land categorisation process, the vast majority of comms came from our team. This quarter also saw a rise in LGOIMA requests from media.</p> <p>The team also assisted with preparation of design collateral, and arranging public meetings for the consultation of the 2018 Navigation Safety Bylaw review that began 29 September.</p> <p>See pages 11 in this report for more information on the communication engagement data.</p>
Operating expenditure	●	<p>Underspent by 19% . The hiring of fixed-term contractors – a Web Producer and a Social Media Advisor – means the Digital team is now sufficiently resourced. This has seen a reduction in the requirement to outsource graphics and web work in particular. Focus continues on supporting Recovery activities.</p>

Risk, Quality and Assurance

Type	Status	Commentary
Non financial	●	<p>Risk maturity was previously on hold. This was reinvigorated last quarter using a new risk approach. There are now 26 identified enterprise risks and success statements (previously 15). In total 14 of the 26 are workshopped, the remaining 12 scheduled over the next quarter. Improvements to controls assurance were identified and controls assurance will be developed at an enterprise level next quarter using the 26 risk workshops one-pagers.</p> <p>Due to Cyclone Gabrielle, the annual internal audit programme was replaced by cyclone reviews. Review of the Internal Assurance framework will now occur quarter 3. The Coordination with Works Group to transition from Total Quality Management to Quality Management System continues along with preparing the Compliance team for the Telarc surveillance audit scheduled for early December 2023. Over the quarter, a contract was signed with ComplyWith. HBRC now has access to a legal obligations register with implementation and workshops occurring Q3.</p>
Operating expenditure	●	<p>Underspent by 51% this quarter but tracking within budget for the year end. We anticipate a future small over budget as we use external services for Risk Refresh work.</p>

Corporate Services continued

Corporate Support

Type	Status	Commentary
Non financial	●	<p>This was an extremely busy quarter for the Customer Experience (CX) team with rates invoices going out mid-August. The team navigated the highest number of calls ever recorded during August, more than at the peak of the cyclone response. Walk in payments went from 549 in August to 1374 in September. Rates have been the highest category for 16 out of the last 20 months for customer interactions. Email interactions went from 648 in July to 1066 in August and 994 in September.</p> <p>On average this quarter, 68% of incoming calls were resolved by the CX Team meaning that there was no need for transfers to other parts of the business. The call abandonment rate spiked to 25% in August, compared to June and July which levelled at 13%. This is relative to the sheer volume of calls, an increase of over 1000 calls for August but the team did an amazing job at providing as good a service as possible given the circumstances.</p> <p>Changes were made to some of the processes prior to rates season with the hope of improving customer service. Staff have been trained in all areas of CX and additional EFTPOS machines were introduced to reduce the customers wait time and improve their experience overall.</p>
Operating expenditure	●	Overspent by 27% due to timing variances on some accommodation costs, as well as an additional small office facility obtained to accommodate staff growth in the Asset Management team following Cyclone Gabrielle.
Capital expenditure	●	Overspent by 147%. The majority of this in fleet renewals, due to delayed delivery of vehicle replacements (ordered last financial year).
Other revenue	●	On track.

Executive Advisory

People and Capability

Type	Status	Commentary
Non financial	●	The P & C Advisory team launched the Staff Engagement Survey using the new Culture Amp platform. We had a 75% participation rate and an engagement score of 59%. The Leaders' Forum was held in September and we're currently reviewing our participants' lists as the increase in leaders has impacted on the effectiveness of this forum. The team delivered the in-house Recruitment and Performance Review training for people leaders and has also been actively involved in coordination and development of Civil Defence training for staff with the purpose of being better prepared for any response. The team has also coordinated Leadership development for 2023 with modular training commencing in Oct/Nov/Dec. See pages 8-9 in this report for more updates on staff numbers, turnover, recruitment, and Health, Safety and Wellbeing initiatives.
Operating expenditure	●	Overspent by 95% due to recruitment and Health and Safety training for staff. Due to high turnover, recruitment and training costs remain high.

Māori Partnerships

Type	Status	Commentary
Non financial	●	Māori Partnerships team were redeployed heavily into recovery response, particularly CDEM Iwi Liaison role. This has delayed progression on cultural capability work programme, as well as work to maintain and build relationships with tangata whenua.
Operating expenditure	●	Over budget due to timely-related overspend only.

Strategy & Governance

Type	Status	Commentary
Non financial	●	Strategy and Governance team were busy servicing 26 council and committee meetings or workshops this quarter as well as administering the LGOIMA process. The Strategy team worked closely with the Finance team on the Annual Report, Revenue & Financing Policy review and the Long-Term Plan development.
Operating expenditure	●	Underspent by 62%. This was largely due to a timing issue with budgeted costs for the Long Term, that has not been incurred yet, and a large part of this will remain unspent by year end as no audit is required.

Strategic Projects

This section provides an overview of HBRC's key strategic projects that are tracked by the Project Management Office 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 Recovery Programme
2. Recovery Claims—Insurance
3. Recovery Claims—NEMA
4. IRG Flood Protection Programme
5. Kotahi Plan
6. Land for Life
7. Regional Water Security
8. Transport Choices
9. Revenue & Finance Policy Review
10. Emissions Reduction Plan
11. Enterprise Asset Management (SEAM)
12. Synergy

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—Exceptions Report (October 2023)

HBRC Recovery Programme

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Budget - the RRA confirmed in September that the Cyclone Recovery Unit (CRU) indicated that there's limited funding available for further recovery initiatives outside already allocated funding.

Risk - funding for silt will run out at the end of November and operations will need to wind down. Engagement with community and mana whenua for the 2nd edition of the Environmental Resilience Plan is proving difficult due to timing. Immediate recovery is still the priority.

IRG Flood Projection Programme

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule – delays caused by the Cyclone and ensuing repairs had a significant impact on the programme. Physical works for the Ngatarawa stopbank upgrade has now been completed. The development of a Cultural Impact Assessment for Moteo & Ōmarunui has recommenced.

Risk - work currently underway but will not be completed in the current funding window. Confirmation of an extension to the funding deadline is being sought before any new initiatives commence.

Budget - the programme is significantly underspent, with the Cyclone putting high value work packages on hold.

Recovery Claims - Insurance

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule: HBRC has prepared multiple Insurance claims predominantly related to pump stations and nursery assets as we look to make small progressive claims to Insurers for the non NEMA funded works (in conjunction with those claims to maximise claim ability where possible). To date Aon has given us a prepayment of \$4m for stopbanks, but we have not yet issued a claim to them.

This process has highlighted a need to review Insurance policies and new works going forward.

Recovery Claims - NEMA

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

WELFARE: \$1.8m of welfare costs are yet to be claimed from NEMA and third parties. Delay is largely the task of reconciling FENZ data to the tasks undertaken. NEMA will only refund for welfare flights; flights by the NZ Police, MPI, MSD and FENZ will need to be invoiced directly to these entities. Welfare claim processing is near completion.

INFRASTRUCTURE: In conjunction with the Insurance Claims HBRC intends progressing with infrastructure claims in the new year. There is one claim with NEMA to the value of \$1.6M made up of 3 stopbank breaches.

Kotahi Plan

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule - RPS component (topics) of the plan has been scoped, agreed and socialised with the team. e-Plan training completed in October, consultation planning progressing. Some uncertainty remains around PSGE contract timelines (Vision & Values & TMOTW components).

Risk - The main risk is the potential for timeline issues associated with establishing contracts with PSGEs/ taiwhenua. Should this occur, it will cause knock-on effects to other aspects of plan development.

Land for Life

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

No change from last month. Awaiting on HBRC decisions during the LTP process, which will determine the ability to scale the project next year, or not.

Strategic Projects—Exceptions Report (October 2023)

Regional Water Security

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

CHB MAR: No change from last month. Go/No Go decision point to be made when detailed designs have been confirmed and costed for construction and three-year operation.

Regional Water Assessment: Draft memo for discussion with Executive is being prepared. Separate funding of \$1M was earmarked in the LTP to progress priority recommendations.

Transport Choices

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule – project is paused as Waka Kotahi funding is on-hold

Risk - waiting for outcome of WK funding pause

Budget - project was 10% underspent as per target

Rev & Fin Policy Review

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule - there was one workshop this month. Agreement to base the rates used in the consultation on capital value (a change from land value). Project team moved the adoption date for consultation documents out to 29 Nov (from 25 Oct).

Budget - the budget will need to be extended to allow for the cost of consultation and legal reviews.

Risk - staff capacity to undertake the work is the main risk - competing with priorities such as LTP and BAU work (in both Finance and Strategy & Governance teams).

Emissions Reduction Plan

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule - the emissions reduction plan is largely paused until guidance is received from Climate Action joint committee. A second wānanga for the committee to set a purpose and vision for their work is planned for November and there is a joint committee meeting in December.

Enterprise Asset Mgmt (SEAM)

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule – project schedule is on track. Work continues on refining the design and build of the Infrastructure Work Management System for Reactive (unplanned) work.

Risk - keeping the Asset Register in TechOne in synch with the GIS layers has caused some challenges and is being closely monitored.

Budget - project budget on track.

Synergy

Sched	●	●	●	●	●	●
Budg	●	●	●	●	●	●
Risk	●	●	●	●	●	●
Month	M	J	J	A	S	O

Schedule – AP: Enhancements to ABBYY Vantage (OCR) implementation. General Finance: focused on reporting, initiated discussions with consultants who are not available until Feb/Mar 24 so progressing with staff to build internal capability.

Budget - expecting some carry forward from last year. Expect spend to be under forecast due to slower pace over Q1

Risk - limited resource. Finance resource essential for the review of financial architecture and input into reporting requirements.

Strategic Projects Summaries

HBRC Recovery Programme

The Recovery Programme coordinates and tracks recovery planning and community communication and engagement activities across HBRC. This connects and aligns this work under the Hawke’s Bay Regional Recovery framework to support regional coordination of recovery. Under this framework HBRC will be the lead agency for the Environmental Resilience pou, the supporting agency for the Primary Sector pou, and will input into relevant workstreams under the other pou that will make up the Regional Recovery Plans. This programme will support teams working within this framework during the planning phase and help prepare the organisation for adoption of recovery initiatives into BAU programmes of work.

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.

Transport Choices

HBRC secured funding of \$1.39 million from central government to upgrade eight bus stops in the region and create two new stops. The funding is part of a *Transport Choices* package included in the Government’s Climate Emergency Response Fund (CERF) led by Waka Kotahi NZ Transport Agency.

Recovery Claims - Insurance

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.

Recovery Claims - NEMA

This is a project to recover costs incurred through CDEM response (and HBRC) including response costs for infrastructure.

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:

- exploring above ground, medium-scale water storage options in the Ngaruroro catchment for and on behalf of the community
- 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
- we will also work with water users to drive more efficient and effective use to complement water storage following the completion of a comprehensive 40-year Regional

IRG Flood Control & Drainage

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.

Emissions Reduction Plan

Development of an inaugural Regional Emissions Reduction Plan with broad community involvement, support, and engagement, which will integrate with the next long term plans of the region’s councils. The Emissions Reduction Plan will be informed by a greenhouse gas emissions inventory to establish the carbon footprint at the city, district, and regional level. A first for Te Matau-a-Māui Hawke’s Bay.

Synergy

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

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.

Revenue & Financing Policy/ Rates Review

First principles review of our Revenue and Financing Policy, and full review of our rating system. The aim is to improve transparency for who pays what, ensure legal compliance, simplify the Policy and provide more flexibility in applying the Policy.

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

Full time equivalents (FTE) (p 8) are the total FTEs as at the end of the quarter. Staff employed on casual contracts are counted as a 0 FTE.

Turnover (p 8) 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.

Health and Safety Incidents (p 9) are all the incidents reported in HBRC's health & safety software Hasmate.

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

Daily feedback (p 10) tracks the customer satisfaction score by date. This data is sourced from Zendesk.

Communications Log (p 11) tracks media queries and team activity by type, logged by staff on SharePoint.

Social media (p 11) metric counts reach from the organic or paid distribution of your 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 12) data is sourced from Google and Facebook analytics.

Vehicle number, fuel usage and fuel CO₂ emissions (pp 12 & 13) data is provided by our internal systems and our fuel suppliers.

Energy usage and energy CO₂ Emissions (pp 12 & 13) data is provided to HBRC by our energy suppliers.

Air Travel (p 13) data is provided to HBRC by our travel agent.