Organisational Performance Report

QUARTER 1: 1 July to 30 September 2025

HAWKE'S BAY
REGIONAL COUNCIL
TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

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Introduction

This Organisational Performance Report is the first quarterly report for the 2025-2026 financial year and covers the period of 1 July to 30 September 2025.

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 *Three-Year Plan 2024-2027* 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 ensure a steadfast focus on performance and accountability.

Executive Summary

This Organisational Performance Report is the first quarterly report in year two of our *Three-Year Plan 2024-2027*.

Triennial local government elections kicked off this quarter, with candidate nominations opening on 4 July and voting opening on 9 September.

The North Island Weather Event (NIWE) Flood Resilience Programme continued to progress well. Construction on the Waiohiki stopbank and associated site works began in August. Main construction for the Ōhiti Road and Whirinaki projects will commence in early December 2025. Enabling works for the Wairoa project are expected to start either before or shortly after the Christmas period. We plan to call for tenders for the Pākōwhai and Pōrangahau projects shortly.

We launched region-wide engagement in September asking Hawke's Bay residents to help guide our next steps to further reduce flood risk. We established stakeholder reference groups and a Technical Advisory Group to help get an understanding of how much additional flood protection people want, and how much people are prepared to pay for it. This is in addition to a Community Reference Group and focus groups working through options proposed for four areas in the *Clifton to Tangoio Coastal Hazards Strategy 2120* and their affordability. This engagement will help inform decision-making of our 2027 Long Term Plan.

In July, Regional Councillors endorsed the final report of a major efficiency and effectiveness review of the organisation. The independent review – Fit for the Future – was initiated by Councillors during the adoption of the Long Term Plan in July 2024, in response to the unprecedented demands facing the region and growing pressures on local government across the country. Staff have started work on implementing actions identified in the Fit for the Future Action Plan.

In August, we released a report on the *Hawke's Bay State of the Environment 2021-2024*. The report is based on data collected before and after Cyclone Gabrielle. It highlights several major environmental challenges and outlines areas of progress.

In August, the Regional Council formally adopted the region's *Future Development Strategy (FDS)*. The FDS was updated to reflect HBRC, and Napier City and Hastings District councils' respective positions on three proposed greenfield areas. Regional Councillors also voted to reserve its position in relation to any future consenting or planning processes regarding the residential greenfield sites excluded by the Regional Council.

Rates invoices and penalties were issued in this quarter, resulting in a significant increase in workload for the Customer Services team.

Highlights

- We now have two local qualified Regional On-Scene Commanders (ROSC) who completed training at the end of July. The ROSC is responsible for managing oil spills within 12 nautical miles of the coastline. Prior to July, the region was supported by Maritime NZ fulfilling the role remotely from Auckland.
- In July, we completed installation of CCTV cameras in 23 GoBay buses. Each bus has cameras both inside and outside, designed to deter anti-social behaviour and improve overall security.
- In August, repairs to the true right bank of Puketapu Loop of the Hawke's Bay Trails were completed. Hastings District Council also opened the newly constructed Moteo-Puketapu Bridge across the Tūtaekurī River, which reconnected both sides of the Puketapu Loop.
- Rangers worked with young off-roaders from the Hawke's Bay Adventure NZ 4x4 club to undertake a riverbank clean-up filling three trailers and two quad bike trailers with rubbish—including around 400 tyres.
- A close-out report for the highly successful $30M Kānoa-funded IRG work programme was received by Council in September. The final project of the programme was the completion of gravel extraction from the Upper Tukituki river where 1,163,636m^3 was extracted compared with the original agreement of 800,000m^3.
- Nine fixed-term summer student positions were advertised, covering roles across the organisation with most in the Integrated Catchment Management team.
- Our schools Climate Change Challenge ended at the end of term 3 with Lindisfarne College intermediate students taking out the win.
- A *Community Conversation Hub* was launched on our website to involve our community and ratepayers in big decisions that matter most. Visit **hbrc.govt.nz, search: #communityconversations**

Challenges

- Two air quality exceedances were recorded in Hastings in July. The public were notified as required.
- There were several unauthorised entries at work sites in September creating health and safety risks. This included the construction zone of the Waiohiki stopbank site.
- Antisocial behaviour and vandalism remain ongoing issues in our open spaces with repair work costing ratepayers.

Corporate Metrics

Our people are our greatest asset working to deliver services to meet outcomes outlined in our Three-Year Plan 2024-2027.

Our work serves our community, and it is important we ensure customers have the best experience possible with the Regional Council, and offer value for money.

This section provides a snapshot of:

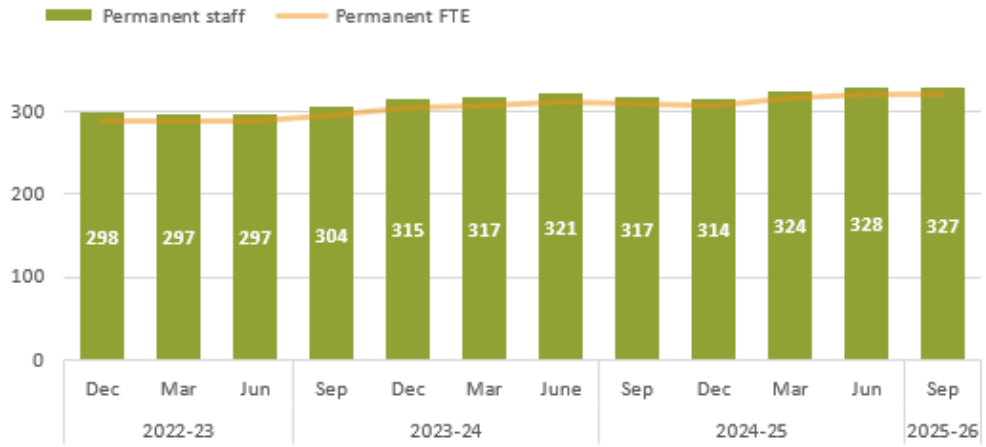
- staff numbers and turnover
- reported health and safety incidents
- customer experience
- digital media reach
- official information and media requests, and communications
- fleet and air travel.

Human Resources

Employee count (permanent staff)

327 Employees	-0.3%	vs prior qtr	319.0 FTEs	-0.5%	vs prior qtr
	+3.2%	vs prior year		+3.4%	vs prior year

Employee count and FTE (permanent staff)



Our employees (permanent)

Eight new permanent employees have joined, bringing our staff count to 327, slightly less than last quarter. Additionally, 10 fixed-term employees were recruited to help maintain service delivery across the organisation. The overall turnover has remained stable.

Our staff numbers include 26 staff (25.6 FTE) working in the Regional Projects team. Most of these are in the Infrastructure Programme Management Office (IPMO) for the NIWE Flood Resilience Programme. Also included in this number are 11 staff employed in the Hawke's Bay CDEM Group.

Vacancies and recruitment

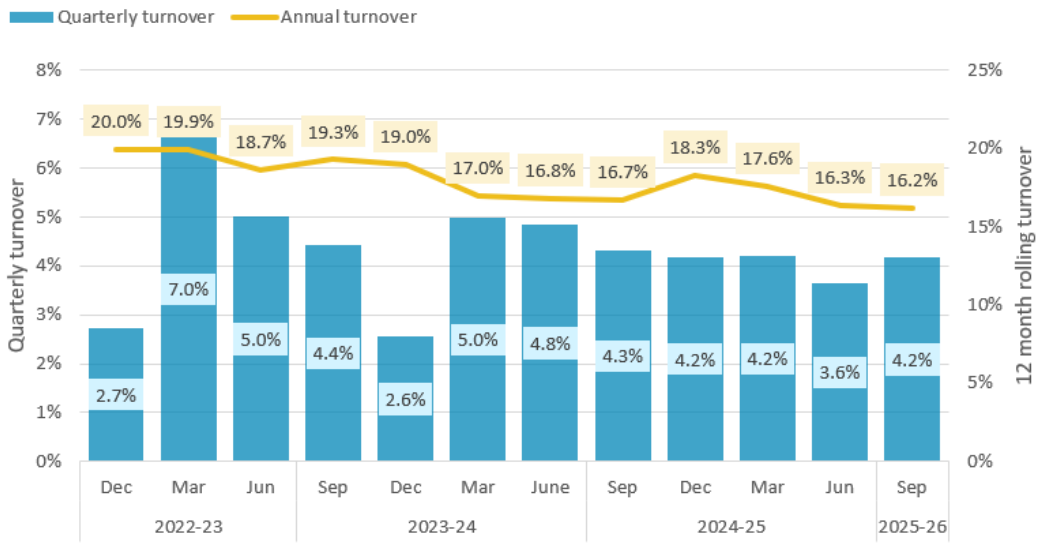
During this quarter, we advertised a total of 36 positions. Of these, 16 were fixed-term roles, 11 were permanent, and 9 were fixed-term summer student positions. The summer student roles were advertised early but will not start until November.

In addition, 6 vacancies from the previous quarter were filled during this period, including 2 fixed term and 4 permanent roles.

Resignations

This quarter saw 8 employee departures, including one retirement. Departures occurred evenly across the teams, without any single area being disproportionately affected.

Employee turnover (permanent and fixed-term staff)

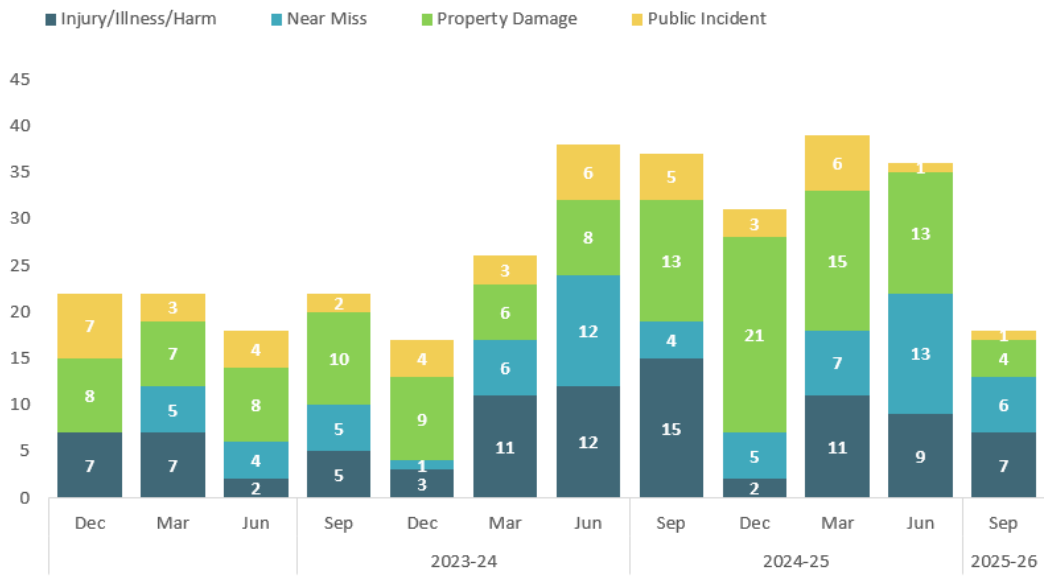


Health, Safety and Wellbeing (HSW)

Staff wellness

Staff wellbeing remains front of mind, with the coronial inquiry impacting mental health across teams. The Health, Safety and Wellbeing team is working closely with managers, the Employee Assistance Programme, and clinical teams to ensure effective support is provided. We have seen an increase in support enquiries and are monitoring and addressing concerns as they occur.

*Incidents reported**



**Other Health & Safety incidents captured but not included in this figure are environmental incidents, hazards, improvement ideas, and public complaints. The data relates to HBRC staff only and excludes contractors. The incident reporting system is currently being updated.*

Health & Safety Incidents

In total, 18 incidents were reported this quarter compared to 36 last quarter. This reduction in incidents relates to two members of the team spending up to six days a week in the field. Their presence has provided greater oversight, quicker responses to issues as they arise, and a stronger focus on safe work practices.

During September, several unauthorised entries occurred at work sites. An example is the Waiohiki site where equipment damage has occurred. Access has been gained by climbing fences, driving through perimeters, or members of public walking through unsecured areas.

Corrective actions

The HSW team is working with external companies to identify systems to deter or detect entry, with signage and communication forming key parts of the response. Efforts focused on ensuring work instructions are fit for purpose and that an effective consultation process is in place. Attention has also been directed to the coronial enquiry and staff wellbeing, with effective progress being made in both areas.

Training for staff

The HSW team is proactively organising collaborative training with a view to cost efficiency while maintaining standards. This includes scheduling to meet the training requirements of the Privacy Act.

Training for new staff and refresher training for current employees included:

- First Aid
- Driving
- Respirator
- Chemical awareness

Customer Services

Contacts handled

Inbound calls 9783
+61.2% vs last qtr
+16.1% vs prior yr

Walk ins 1622
+77.7% vs last qtr
+63.8% vs prior yr

Emails 3325
+19.7% vs last qtr
-9.2% vs prior yr

Website 467
+75.6% vs last qtr
-22.6% vs prior yr

Payments 2156
+404.9% vs last qtr
+108.5% vs prior yr

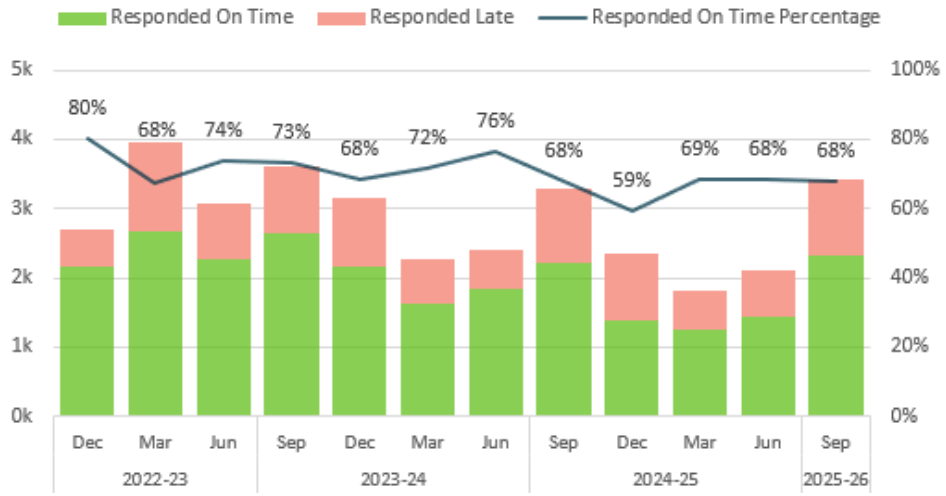
Social media (via Messenger) 39
vs last qtr
-27.8% vs prior yrr

Customer experience

August and September were busy months for the team. Rates invoices were issued in early August, resulting in a 66% increase in customer contacts across all channels compared with the previous quarter. Contact included calls, emails, in-person visits, and payment transactions. A voice recording encouraged customers to email to reduce phone wait times, and Customer Experience staff returned as many calls as possible.

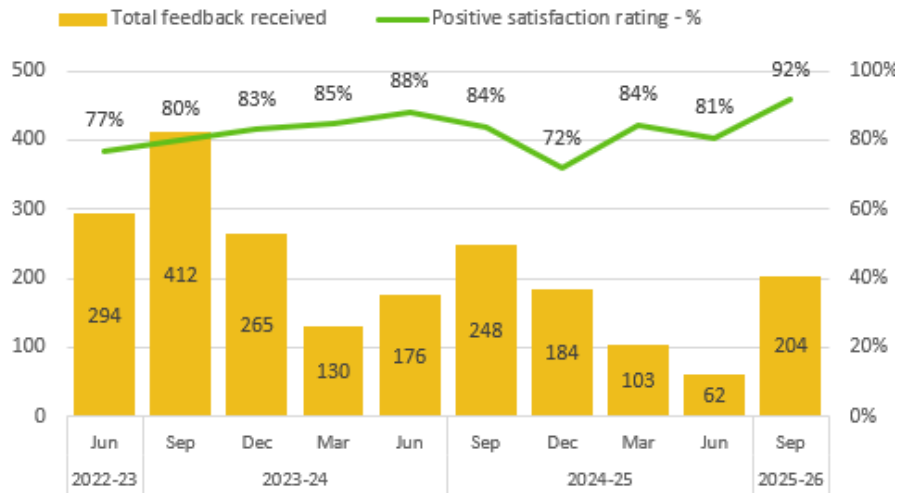
Over the quarter, more than 9,700 calls were received, compared with around 6,000 in the previous quarter. Additional training from the Rates team prior to this period supported staff with the required knowledge to manage enquiries efficiently.

*Response time to customer enquiries**



Target is to respond within 5 working days.

*Customer satisfaction rating**



This graph shows customer satisfaction ratings for enquiries received by email. A survey is sent to customers once their enquiry is completed.

Digital Media

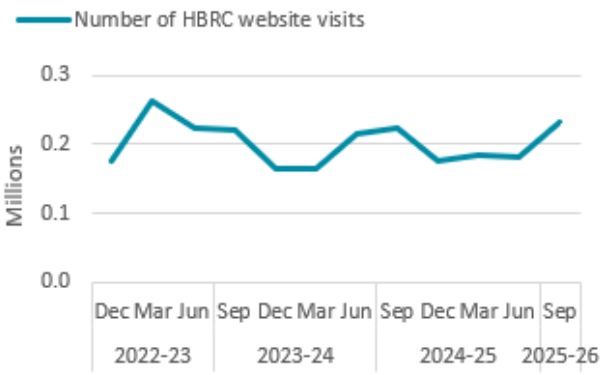
Website (hbrc.govt.nz)

Website traffic rose 26.6% from last quarter and 2.8% from the same time last year. The Rates page had the most visits, with strong engagement across river levels, rainfall, and payment pages showing steady interest in key services and data. Campaigns for rates, local elections, and environmental reporting ran as planned. We launched the Community Conversations hub, Reimagining Flood Risk page, and Stakeholder Reference Group form, and rebuilt the Coastal Hazards site. Engagement on rates, environmental, and flood risk pages remained high, driven by seasonal and campaign activity.

Top 3 pages on hbrc.govt.nz this quarter:

1. Rates
2. River levels
3. Rainfall

*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 including GoBay, Consultations, HB Trails. Note that RoadSafeHB is now incorporated under hbrc.govt.nz*

Top 3 engagements topics (Facebook)

Social media (Facebook, LinkedIn and Instagram)

Promotional social media campaigns this quarter focussed on three areas: flood risk, elections and rates. Although engagement with social media posts waned this quarter, the overall decline in reach may indicate audience fatigue due to the repetition of similar messages without sufficient variation in other content.

The highest-performing posts—nine on Facebook and six on Instagram—were outside of promotional campaigns and focused on project updates, community notifications, and storytelling content such as the “lost pup” and 4x4 Club riverside clean-up posts.

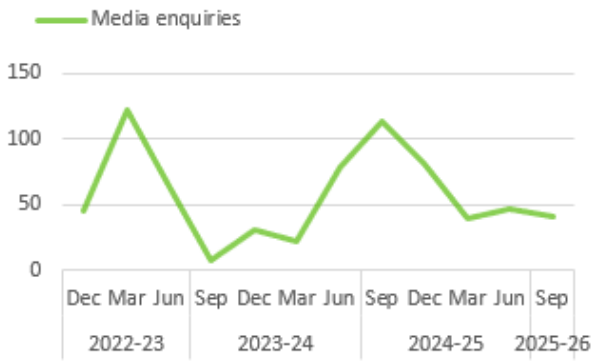
Link clicks increased by 22.4% compared with the previous quarter, reflecting the higher reach achieved through paid advertising. The Stakeholder Reference Group campaign generated the most link clicks among paid posts, while the Poplar and Willow Poles post achieved the highest number of organic link clicks.

Media and Official Information Requests

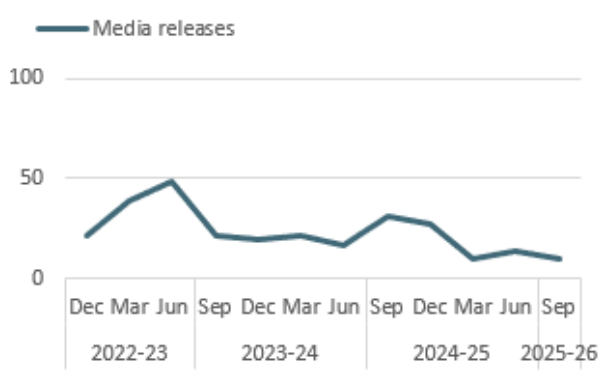
Communications and media

This quarter, communications highlighted positive regional stories and encouraged voter participation. The *Hawke's Bay State of the Environment 2021-2024* report was promoted, highlighting the region's environmental health and ongoing recovery. A targeted social campaign invited community input on reducing flood risk. Feedback from the community was managed proactively through timely and respectful engagement, even when some responses were critical. Media coverage was strong, featuring stories such as young off-roaders assisting with a riverbank clean-up and the restoration of Lake Whatumā. The reconnection of the Puketapu loop of the Hawke's Bay Trails after a two-year rebuild was also promoted. Communications activity was deliberately scaled back toward the end of the quarter in preparation for the upcoming Coronial Inquest.

Media enquiries

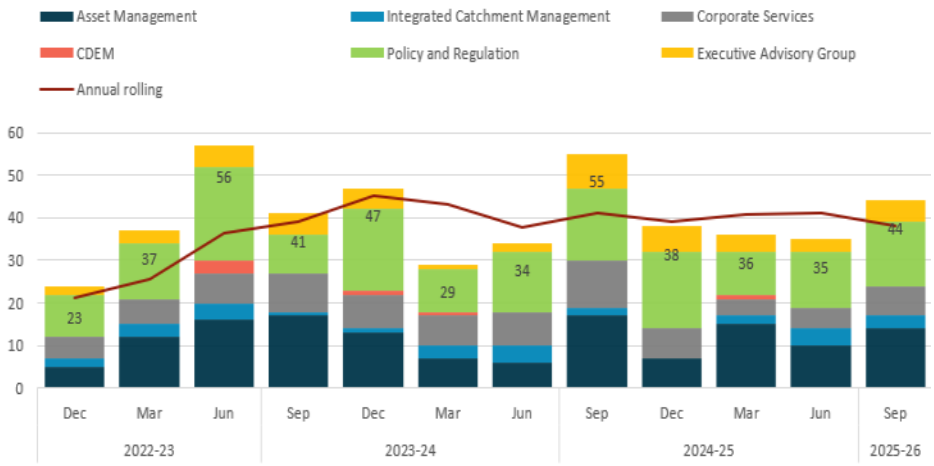


Media releases



**these media enquires and media releases are only those recorded from the Comms team and not the IPMO.*

Official information requests by HBRC Group



Local Government Official Information and Meeting Act (LGOIMA) requests

A total of 44 official information requests were received this quarter, compared with 35 in the previous quarter. The annual rolling average shows an increase of 81% from three years ago.

Requests this quarter were varied but predominantly related to Cyclone Gabrielle, the land categorisation process, gravel allocation, and enforcement actions undertaken by the Regional Council.

This quarter was the first time staff used a dedicated timesheet code to record their time spent on LGOIMA responses. The aim is to build a clearer picture of the resources involved, although the data likely understates the true effort. A total of 121 staff hours were recorded; however, the time logged only reflects part of the actual effort estimated to have been spent managing requests.

All official information requests and responses of public interest are published online **hbrc.govt.nz, search: #lgoima**

Fleet and Air Travel

Fleet

141 Total fleet vehicles 139 prior qtr | 151 prior year	**18** Total hybrid vehicles 18 prior qtr | 23 prior year
1 Total plug-in hybrid vehicles 1 prior qtr | 2 prior year	**3** Total electric vehicles 3 prior qtr | 8 prior year

Fleet vehicles include motorbikes, plant equipment, quads, utes, jet ski and cars.

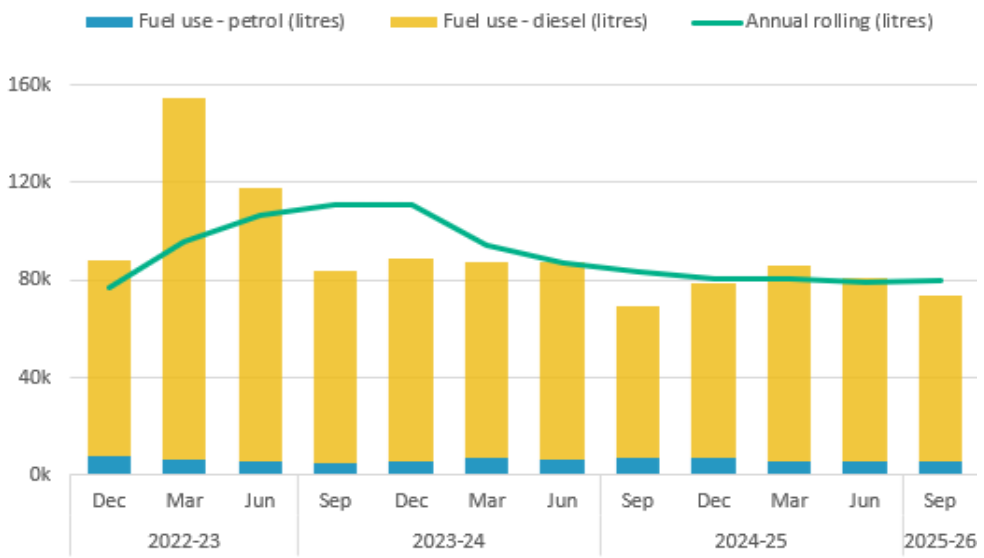
Vehicles and fleet

This quarter, two vehicles were replaced, and a jet ski was acquired for the Harbourmaster team. The shared vehicle pool, introduced in February 2025, is monitored regularly to audit usage.

Fuel use

Fuel use is trending slightly downwards from the peak of increased activity following Cyclone Gabrielle. Note that fuel is only recorded from staff and the Works Group use and does not include contractors.

Fuel use



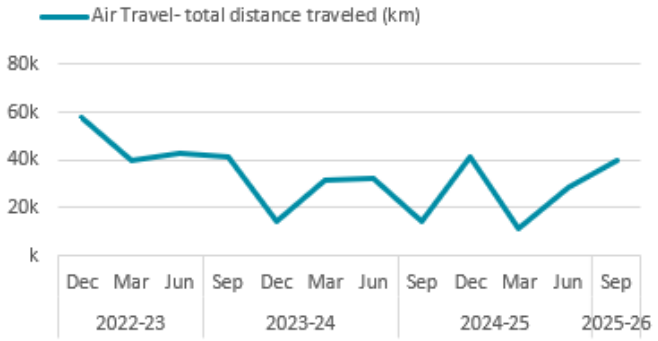
Air travel

39,701

Total distance traveled (km)

+39% vs prior qtr

+184% vs prior year



Air travel

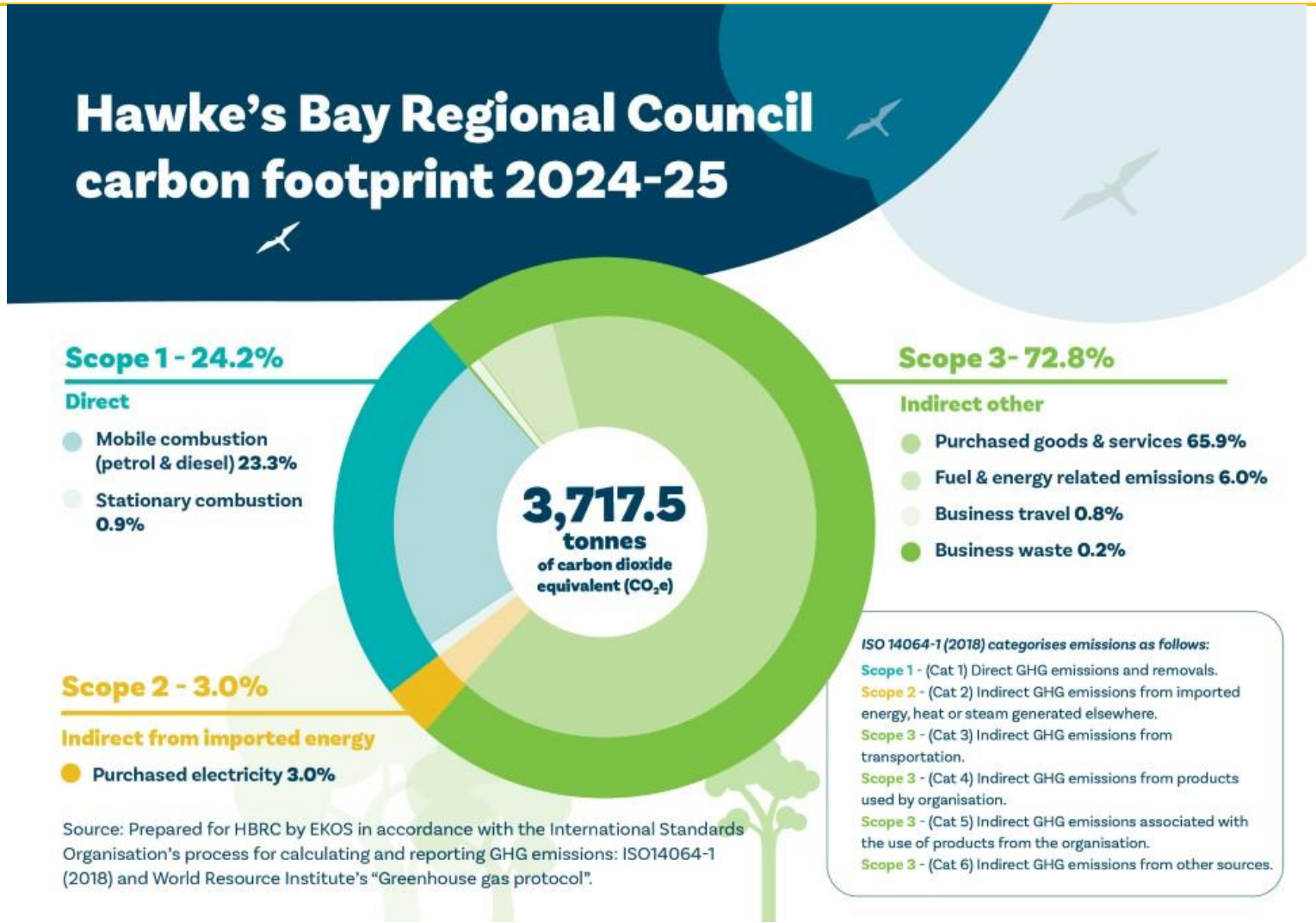
Most travel for staff and councillors is spread evenly across the organisation. The main reasons for travel continue to be working group meetings, conferences, and training.

Carbon emissions

Carbon emissions

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

Annual Report is available online **hbrc.govt.nz.search: #AnnualReports**



Level of Service Measures

by group of activity

Each quarter we monitor and report on 55 level of service measures across six groups of activities. The measures and targets were agreed in our *Three-Year Plan 2024-2027.*

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.

The following pages provide commentary on all 55 measures. 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

Group reporting

Governance and Partnerships

Measure	Target	YTD Result	Status	Commentary
Community Representation & Leadership				
Triennial election processes are undertaken in accordance with the Local Electoral Act 2001.	Achieved	n/a	●	Activities undertaken this quarter in preparation for the October 2025 local elections included processing candidate nominations between 4 July and 1 August 2025, compiling and verifying all the information for voting documents, and answering queries from candidates and the public throughout.
Percentage of Council and committee meetings that comply with statutory requirements and Standing Orders.	100%	100%	●	All of the meetings this quarter were notified and conducted in accordance with HBRC's Standing Orders and related Acts. In total, 9 Council and committee meetings, 4 workshops, and 1 joint committee meeting were held.
Percentage of official information requests responded to within 20 working days.	100%	86%	●	We received 44 requests this quarter, compared with 35 in the previous quarter. Of these, 34 were completed on time and 4 missed the timeline — 3 by one day and 1 by two days. In addition, 5 requests were carried forward and 1 was closed due to no clarification from the requestor. Requests this quarter mainly related to Cyclone Gabrielle and the land categorisation process, as well as gravel allocation and enforcement actions taken by Council.
Long Term Plans and Annual Reports receive 'unmodified' audit opinions	Achieved	n/a	●	Reporting not due. The *Annual Report 2025-2026* will be audited and adopted in October 2026. The next Long Term Plan will be audited and adopted by 30 June 2027.

Level of Service Measures

Governance and Partnerships continued

Measure	Target	YTD Result	Status	Commentary
Tāngata Whenua Partnerships				
Annual satisfaction survey of Treaty partners on HBRC's partnership approach to engagement and decision-making.	Maintain or improve	n/a	●	Reporting not due. This survey is carried out towards the end of the financial year.
The number of decision-making arrangements for Treaty partners that are supported and in place.	Increasing trend	20	●	Formalised arrangements continue at both operational and governance levels across tāngata whenua and mana whenua partners within Te Matau a-Māui.
Annual reporting to the Māori Committee on mātauranga Māori monitoring and reporting activities.	Achieved	n/a	●	Reporting not due. This reporting is carried out towards the end of the financial year.
Community Sustainability				
Number of early childhood centres and schools participating in the Enviroschools programme.	Maintain or increase	73	●	There has been no change in the number of schools and kindergartens participating in the Enviroschools kaupapa.
Annual reporting to Council on climate action progress.	Achieved	n/a	●	Reporting not due. This reporting is carried out towards the end of the financial year.
Level of emissions related to HBRC's own corporate carbon footprint	Improve	n/a	●	Reporting not due. This measurement is carried out after the end of the financial year.
Regional Development				
Funding agreements with the Regional Economic Development Agency are in place, with performance targets and reporting requirements.	Achieved	n/a	●	The Hawke's Bay Regional Economic Development Agency is working with the HB Regional Recovery Agency on reporting arrangements to Matarki. These are to be discussed in late November. HBRC's funding of Hawke's Bay Tourism stopped on 30 June 2025 therefore no longer requires performance targets and reporting to HBRC.

Level of Service Measures

Policy and Regulation

Measure	Target	YTD Result	Status	Commentary
Policy and Planning				
The Policy team meet the statutory timeframes as set by legislation.	Draft RRMP prepared	n/a	🔴	All statutory timeframes required under current legislation have been met. However, the performance target for a Draft RRMP has been overtaken by resource management reform. The increasing volume and pace of legislative change is an increasing challenge. Ongoing and proposed reforms require regular monitoring and adaption.
All formal submissions on national resource management policy reforms, local resource management plans, and local consenting matters are posted on the HBRC website.	Achieved	n/a	🟢	All formal submissions were published on the HBRC website. Recent submissions include the National Direction Package Submission, the Going for Housing Growth Submission, and the Implementation Plan for the *Aotearoa New Zealand Biodiversity Strategy*. These submissions reflect continued engagement with evolving national direction and policy settings, and the role in shaping outcomes that align with regional priorities. All submissions are recorded on the HBRC website **hbrc.govt.nz, search: #hbrcsubmissions**.
Regulatory Implementation				
The Regulatory Implementation team meet the statutory timeframes for implementation as set by legislation.	Achieved	n/a	🟢	All Regulatory Implementation timeframes have been met. Updated guidance on Resource Management reforms, and particularly Freshwater Farm Plans, is expected by the end of the December 2025. This will allow informed planning for future implementation to occur.
Consents				
Percentage of resource consents processed within statutory timeframes.	100%	100%	🟢	All timeframes were met this quarter for 263 decisions.
Overall allocation of water from each water resource is allocated up to but not exceeding the allocation limits set in the Regional Plan.	</=100%	74.4% surface water allocation	🟢	The overall direct take surface water allocation from the Tukituki catchment was 74.4% with direct take: 93.2%, stream depleting take: 48.6%. Groundwater in Zones 1, 2 and 3 were fully allocated. **The Tukituki Catchment Plan has been operative since October 2015. Water allocation limits in the TANK catchments (Tūtaekurī, Ahuriri, Ngaruroro and Karamū) are on hold as the TANK Plan remains under appeal. All other allocations are under review as part of the RRMP review.*
Percentage of expiring water permits in the TANK catchment processed in accordance with TANK Plan Change.	50%	<1%	🔴	65 Heretaunga Plains groundwater consents now issued out of approximately 1000 water permits. This measure is unlikely to achieve its target of 50% by the end of the financial year as most applicants have chosen to wait until the Environment Court makes a decision on the TANK Plan Change.

Level of Service Measures

Policy and Regulation

Measure	Target	YTD Result	Status	Commentary
Compliance & Pollution Response				
Percentage of consents monitored each year as per the adopted risk-based Compliance Monitoring Strategy.	95% for high-risk consents 90% for all other consents	71% of high-risk consents	🟡	The total number of priority 1-4 consents to monitor this quarter was 4,385. This was divided between the Compliance team (2,377 consents) and the Water Information Services team (2,008). The Compliance team monitored 71% of high priority consents to date.
Percentage of monitored consents which receive an overall grade of full compliance.	90%	84%	🟡	Total consents monitored was 3328 with 2811 achieving full compliance.
Percentage of significant noncompliance where action is taken in accordance with HBRC's Enforcement Policy.	100%	n/a	🟢	There were 3 recorded significant non-compliance this quarter. These were all related to the same Territorial Local Authority (CHB District Council), Compliance Officers are working with CHBDC to remediate.
Maintain a 24-hour/7 day a week duty management/ pollution management response system.	Achieved	n/a	🟢	The Pollution Hotline is staffed by the Pollution Response Team of four officers and a Team Leader from 8am to 5pm. After hours, the same team and seven Compliance staff share a 12-week rotation. The team meets quarterly for training and stays in close contact with duty managers.
A Selected Land Use Register of potentially and confirmed contaminated sites is maintained and up-to-date.	Achieved	n/a	🟢	HBRC maintains a hazardous industries and activities list (HAIL) in our selected land use register (SLUR). These records are stored in IRIS (a software system used by regional councils). We have a contaminated sites map layer with public access to the Hawke's Bay Hazard Portal, and requestors are directed to view this in the first instance.
An operative Tier 2 Oil Spill Plan and a trained and qualified oil spill response team is in place at all times.	Achieved	n/a	🟢	Two On-Scene Commanders and two new Senior Regional Responders were appointed this quarter, bringing the team to 18 Responders and two Commanders. A July exercise reviewed Incident Management Team capability and pollution response equipment. Spill equipment maintenance was completed, and planning is underway for a deployment exercise in December. The expired Tier 2 plan remains operational and will be resubmitted once formatting is finalised. In September, the team responded to a Tier 2 spill in Ahuriri, involving approximately one litre of hydraulic oil discharged from a vessel. Recovery costs are being sought.
Maritime Safety				
Maintain compliance with the New Zealand Port and Harbour Marine Safety Code, and International Organisation for Standardisation 9001- 2015 certification.	Achieved	n/a	🟢	Compliance with the New Zealand Port and Harbour Marine Safety Code is being maintained, with related processes and documents under review.
Number of maritime incidents occurring per year reported to Maritime NZ in accordance with regulations.	Maintain or decreasing trend	n/a	⚫	Reporting not due. Incidents are publicly available in November and May each year.

Level of Service Measures

Integrated Catchment Management

Measure	Target	YTD Result	Status	Commentary
Environmental Information				
HBRC maintains its International Organisation for Standardisation 9001-2015 certification for environmental data collection, analysis and storage.	Certification achieved	n/a	●	Reporting not due. Staff have completed annual reviews of key policies and conducted internal audits of critical processes.
Percentage of processed monitoring programme results that are publicly available within two months of collection for: Discrete water quality, Groundwater quantity, Surface water quantity, and Climate.	90%	63.5%	●	This quarter, 63.5% of discrete and continuous data was processed and verified within two months, compared to 79.3% last quarter. This comprised 57% of discrete data, 100% of groundwater, 37% of hydrology data, and 60% of climate data. The results are reflected in staff vacancies along with the decision to prioritise data collection over the processing and checking of data. Data is published at **hbrc.govt.nz, search: #envirodata** and **lawa.org.nz**
Environmental Science				
Production of a 3-yearly State of the Environment Report, and monthly updates are published on the HBRC website.	12 monthly updates	3-monthly updates	●	The *Hawke's Bay State of the Environment 2021-2024* synthesis report was presented to the Environment & Integrated Catchments Committee and Māori Committee in August. Communications have commenced, including four internal presentations, with further presentations planned to the Regional Catchment Support Forum and Post Settlement Governance Entities. Data collection for the next reporting cycle is underway. Monthly SOE updates continue to be published on the HBRC website within five days of month-end **hbrc.govt.nz, search: #meu**
Percentage of the Science team's annual work programme delivered.	>90% of programme delivered	23%	●	The Science team is on track to deliver over 90% of its work programme. In this quarter, three high-priority groundwater projects were added, which may delay or defer some lower-priority work such as the Tukituki catchment modelling. Cyclone sediment reports, the Wairoa spatial study. Preparations for the recreational water quality programme are complete. Ongoing projects include the Science Strategy review, climate change and species reports, sediment and benthic studies, surveillance monitoring, lake remediation, and support for Land for Life and the Marine and Coast Group.
Sustainable Land Management (formerly Catchment Management				
Additional area of erodible land, planted with fit-for-purpose erosion control species, transitioned to more sustainable land use or retired and protected.	800ha of land under cover	233ha	●	A total of 233 hectares (29% of the 800 hectare target) were treated this quarter.

Level of Service Measures

Integrated Catchment Management

Measure	Target	YTD Result	Status	Commentary
Biodiversity				
Number of Ecosystem Prioritisation sites protected per annum.	4 new 14 maintained	Planning for 4 new & 29 maintained underway	●	Planning is well underway for fencing and pest plant control at 4 new sites in partnership with QEII, Maungaharuru-Tangitū Trust, DOC, PanPac and Mana Ahuriri, although one of these projects is contingent on securing external funding. Maintenance work is being planned for 29 sites, largely focused on pest plant control and feral ungulate surveillance.
Number of biodiversity projects delivered per annum under the Targeted Catchment Works Fund.	5	Planning for 5 underway	●	Planning is underway for 5 new projects this financial year with most work planned for the summer months. Projects include partnerships with Tukituki Landcare, Forest Lifeforce Restoration Trust, Pōrangahau Catchment Group, Between Two Rivers catchment group and Piringa Hapū.
Biosecurity				
Percentage of annual pest plant and animal programme delivered (covering all 33 pest plants and 25 pest animals within the Regional Pest Management Plan).	100% of programme delivered	n/a	●	The *Regional Pest Management Plan 2018-2028* is operative and delivered in accordance with the *2025-26 Operational Plan* that was presented to the Regional Council in September.
Percentage of the Possum Control Area (PCA) with a 4% or less residual trap catch, with a minimum of 30% of PCA monitored each year.	>90%	86%	●	Approximately 173,522 hectares, or 25.7% of the Possum Control area will be monitored. This represents 86% of the area planned for monitoring, and is a reduced area due to budget constraints. 580 monitoring lines out of a total of 2,177 have been completed to date. This has returned an average residual trap catches of 2.3%. The annual Education Monitoring Programme is on track.
Rural Partnerships				
The Rural Partnerships team will develop and implement an annual work programme for rural communities to include workshops, field days and community events.	>90% of programme delivered	n/a	●	The Rural Partnerships team have an annual work plan in place and is on track to meet it.
Number of active Catchment Groups and Collectives across the region.	Maintain or increase	n/a	●	Support is provided to the following number of active groups within our community: five Catchment Collectives, 34 Catchment Groups, three emerging Catchment Groups and 13 Sub Catchment groups/Community Hubs. Of these 55 groups, seven are in our Northern region, 19 in our Central region and 29 within our Southern region.

Level of Service Measures

Asset Management

Measure	Target	YTD Result	Status	Commentary
Flood Protection & Control Works (Flood Schemes)				
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: a) An annual maintenance programme is prepared and delivered b) An annual capital programme is prepared and delivered.	>80% of programme delivered*	n/a	🟡	The annual maintenance programme is under budget pressure, mainly affecting unplanned work like fallen tree removal, silt clearance, and drain slumping. Critical asset maintenance is proceeding as planned. The capital programme, led by the Infrastructure Programme Management Office (IPMO), and funded by NIWE and Infrastructure Reference Group (IRG), focuses on multi-year projects that are generally on track and will ramp up soon. Renewal programmes for existing assets have been developed, but progress is delayed due to limited resources and pending asset condition assessments needed to confirm priorities.
Following a flood event, affected areas are surveyed and repairs are programmed: a) Following a major flood event, a flood report will be compiled within 6 months of the event b) Major event report outcomes incorporated into Asset Management Plans.	Achieved	n/a	🟢	All schemes have been inspected, with most cyclone repairs completed in the first year post-cyclone. Funding is now confirmed for remaining stopbank and drainage work, and the Asset Planning team is working with the IPMO and Works Group to plan delivery over the next two years.
A capital programme for new flood infrastructure is prepared and delivered.	80%-100% of annual programme delivered*	n/a	🟡	The programme is progressing with strong focus on land access, procurement, and consenting. Final design, consent, and tender stages are advancing to enable physical works in the 2025-26 construction season. Land access remains a key dependency, with significant effort going into negotiations to meet milestones.
Ecological Management and Enhancement Plans (EMEP) are implemented.	Achieved	n/a	🟢	Ecological Management and Enhancement Plans (EMEPs) are implemented to protect and restore ecological values across key river systems, including the Tūtaekurī, Ngaruroro, and Tukituki Rivers. The plans safeguard indigenous shorebird habitats during breeding seasons while balancing ecological protection with flood control and gravel extraction. Ongoing monitoring and adaptive management maintain ecological integrity while supporting regional infrastructure and community engagement.
Flood Protection & Control Works (Drainage)				
Drainage infrastructure is maintained, repaired and renewed to the standards defined in the relevant scheme Asset Management Plan and annual works programme: a) An annual maintenance programme is prepared and delivered b) An annual capital programme is prepared and delivered.	>80% of programme delivered*	n/a	🟢	Routine maintenance continues under the Works Group contract following the scheduled plan. The new SEAM system is now in use across the Asset Management team, allowing field staff to record asset conditions easily. A full drain network inspection is recommended to better understand current conditions. The renewal capital programmes are underway, with priorities based on asset condition assessments, though progress is limited by budget constraints. Annual and multi-year capital programmes, including NIWE and IRG-funded projects, are generally on track and delivered by the IPMO.

**Percentages will be reported at year end.*

Level of Service Measures

Asset Management

Measure	Target	YTD Result	Status	Commentary
Flood Risk Assessment and Warning				
Percentage of time that priority telemetered rainfall and river level sites are operational throughout the year	98%	>98%	●	The 19 priority sites have operated above 98% in this quarter. 7 priority sites have been totally upgraded, and work continues on the remaining 12.
Regional Water Security				
A capital programme for regional water security is prepared and progressively delivered.	Achieved	n/a	●	Two operational projects support Regional Water Security: the *Heretaunga Water Storage* and *Restoring Ngaruroro Groundwater Recharge* (formerly *CHB Managed Aquifer Recharge*, or *MAR*) projects. The Heretaunga project is progressing, with an independent alternative delivery vehicle being established to complete feasibility and develop a commercial model, shifting HBRC's role to regulator. The *Restoring Ngaruroro Groundwater Recharge* project is on track, with a project manager recruited, a Project Steering Group formed, and funding discussions underway with government agencies.
Open Spaces				
Regional parks and HBRC trails are maintained as per HBRC's Asset Management Plan.	Achieved	n/a	●	Parks and cycle trails have been maintained to Asset Management Plan standards through HBRC Works Group and Habitat BPM Ltd. Routine maintenance continued across Regional Parks – Waitangi, Pekapeka, Pākōwhai, and Tūtira, with performance monitored through audits and inspections. Non-conformances were promptly fixed, and public feedback remains positive. Antisocial behaviour and vandalism remain ongoing issues, requiring continued attention and repair work that affects available budgets.
HBRC Forests and the Tangoio Soil Conservation Reserve are managed to the standards defined in their respective management plans.	Achieved	n/a	●	HBRC forests are managed to their respective plans. Roading and bridge repairs in the Tangoio Soil Conservation Reserve are nearly complete, with all accessible areas maintained to plan standards. Harvesting at Tūtira is set to resume with good progress made, while planning for Tangoio (Devils Elbow) harvesting continues, pending SH2 repair works for safety reasons.

Level of Service Measures

Emergency Management

Measure	Target	YTD Result	Status	Commentary
Hawke's Bay CDEM				
A 10-yearly Hazard Research Plan is approved by the CDEM Group Coordinating Executives Group and hazard information is publicly available on the Hawke's Bay Hazard Portal.	Achieved	n/a	●	The current Hazard Research Plan was published in June 2015. Work on updating the Research Plan will commence following an organisational realignment and development of the new CDEM Group Plan, as part of the wider CDEM transformation. Hazard information is maintained on Hawke's Bay Hazard Portal gis.hbrc.govt.nz/Hazards/ and new information is added as completed and approved. HBRC hosts the portal on behalf of HBCDEM, and has committed to completing a business case for the portal as one of six priority projects resulting from the Hawke's Bay Independent Flood Review.
An operative Group Plan under the CDEM Act 2002 is in place, and reviewed within statutory timeframes by the Joint Committee.	Achieved	n/a	●	The current 2014 CDEM Group Plan remains operative and is updated as needed to meet statutory requirements but is outside the statutory 5-year review. The new Service Level Agreement, endorsed by Hawke's Bay councils and approved by the Joint Committee in July 2025, confirms the CDEM arrangements for the region. The HBCDEM Transformation Strategy, approved in January 2025, includes a review of the Group Plan next, subject to resourcing and the outcome of the CDEM group realignment. In April 2025, the Government announced its intention to reform New Zealand's emergency management legislation, with a Bill expected to be introduced during the current parliamentary term.
A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6 monthly by the Coordinating Executives Group.	Achieved	n/a	●	An updated Group Work Programme was presented to the Coordinating Executive Group (CEG) and the Joint Committee in July 2025, aligning with the phases and goals set out in the HBCDEM Transformation Strategy. Progress on the work programme and implementation of the Transformation Strategy is reported quarterly to both the CEG and the Joint Committee.
HBRC Emergency Management				
HBRC provides support to the Hawke's Bay CDEM Group in accordance with a service level agreement.	Achieved	n/a	●	As the administrative authority for the Hawke's Bay CDEM Group, HBRC provided support in line with an agreed roles and responsibilities matrix. A new service level agreement between HBRC and the CDEM Joint Committee was approved in July 2025.
Maintain established teams, training, procedures including Emergency Operations Centre Manual and Business Continuance Plan (BCP).	Achieved	n/a	●	Duty managers are meeting regularly and are updating a Duty Manager's Manual. Included in that is identifying the most common types of calls for service and clarifying the protocols and processes for responding. A separate Incident Management Plan and an updated BCP are in development to clearly articulate the roles and responsibilities. This will be ready for approval in the next quarter. During the quarter, a further 14 staff completed training (3 for Emergency Management Essentials and 11 for other EM training). Our total number of HBRC staff with Emergency Management Essentials training is 178.

Level of Service Measures

Transport

Measure	Target	YTD Result	Status	Commentary
Transport Planning & Road Safety				
Adopted Regional Land Transport Plan (RLTP) and Regional Public Transport Plan (RPTP) in place.	No measure	n/a	●	Reporting not due this year. The *Regional Public Transport Plan 2025-2035* was adopted June 2025, and is now operational with a roll-out of the new service planned for January 2026.
The Road Safety team will coordinate and deliver a programme of road safety workshops, initiatives and community events.	60 events or initiatives	29	●	The Road Safety programme hosted and supported numerous events and activities across Hawke's Bay including: police check points (cellphones/restraints/car seats/stop signs); 3 youth programmes; community presentations; joint truck driver fatigue stop Raupunga; 4 *Caught Being Good* (reward and education) alongside police; 14 car seats – free checking clinics/community education; motorbike safety programme; business road safety programme; 3 education days in High Schools.
Passenger Transport				
Number of trips on the Hawke's Bay bus services each year.	Maintain or increasing trend	150,746	●	Public transport use continues to improve, with 150,746 passenger journeys recorded this quarter compared to 147,263 in the same quarter last year.
Percentage of scheduled bus services operating.	98%	99%	●	Bus services remain highly reliable, with only 29 of 21,362 planned trips cancelled (99% compared to the international benchmark of 98%). A small but still impactful number of breakdowns were recorded, and parts supply issues have caused some delays in bus repairs.
Percentage of all Hawke's Bay bus service trips that depart their timetabled starting location on time.	95%	99%	●	99% of our bus trips departed their timetabled starting location on time this quarter.

Activity Reporting

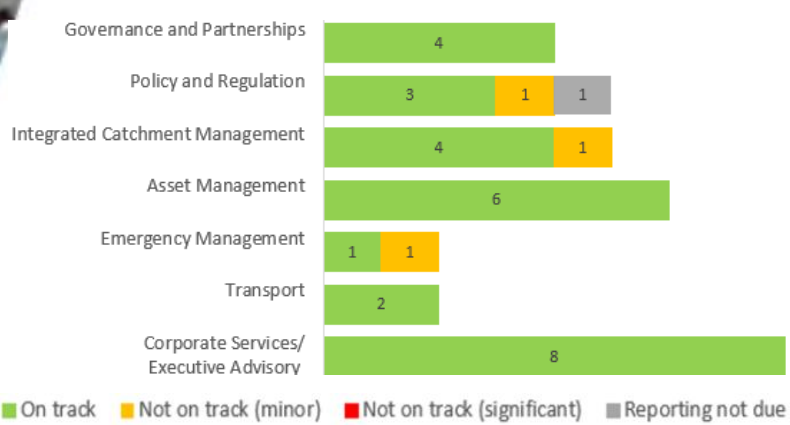
by group of activity

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

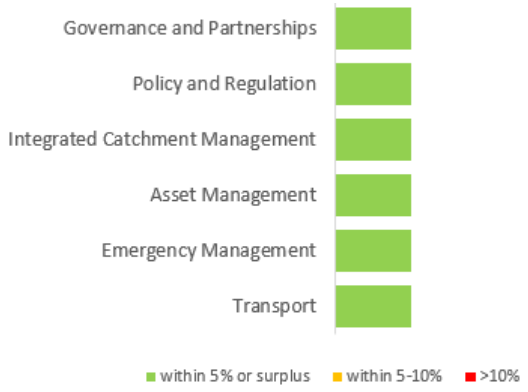
- a summary for both financial and non-financial performance by group of activity (see graphs below)
- individual activity reporting within the six groups of activities, plus corporate support services
- financial reporting shows *actual* versus *budget* for operational and capital expenditure, and income
- finance reporting is year-to-date and subject to audit.

Performance Summary

Non-financial status (32 activities)



Financial status (6 groups)



Governance and Partnerships activities (non-financial)

Community Representation and Leadership

Status	Commentary
●	There were 14 meetings this quarter compared to 15 the quarter before and 17 for the same quarter the previous year. These included 3 ordinary Regional Council meetings, 4 council workshops (including 2x Public Excluded items), and 7 committee meetings. Topics included the adoption of a final *Napier-Hastings Future Development Strategy* that reserves its position in relation to any future planning or consenting processes regarding the residential greenfield sites excluded by the Regional Council (Riverbend Road NC4b & Middle Road Hn3a and Hn3b), an updated Procurement Policy & Strategy, and funding remaining Cyclone Gabrielle recovery work and the Reimagining Flood Resilience projects. There were 44 Official Information requests received during the quarter, compared to 35 last quarter.

Tāngata Whenua Partnerships

Status	Commentary
●	Both the Māori Committee and Regional Planning Committee met this quarter. The Māori Committee held their final meeting for the triennium.

Community Sustainability

Status	Commentary
●	The final Climate Action Joint Committee workshop (1 September) was replaced with a written briefing outlining options for a regionwide climate data investment strategy and governance models, as requested in May. The Technical Advisory Group developed a Climate 101 resource for incoming councils. The Environmental Education Team is at full capacity, with a new facilitator appointed in Central Hawke's Bay. The schools' Climate Change Challenge concluded in Term 3, with Lindisfarne College (intermediate) winning for their waste reduction initiative in partnership with Biorich. The Youth Environment Ambassadors participated in planting and other regional activities. The 'Be a Waste Warrior School' initiative was launched with Hastings District Council. The fleet review identified a reduction of 153,000 litres of fuel use over the past financial year. A further review is planned to assess further efficiency opportunities.

Regional Development

Status	Commentary
●	The Regional Council's funding for HB Tourism ended 1 July 2025 so there will be no further reporting from HB Tourism. The Regional Council has committed annual funding of $500K alongside the other four councils in Hawke's Bay for the Regional Economic Development Agency (REDA). No reports were received this quarter from the REDA. The REDA Board consisting of John Loughlin (Chair), Meka Whaitiri and Andrew Gibbs (appointed mid 2025) and interim CE Richard Briggs (contracted until the end of April 2026) have worked with the Regional Recovery Agency (RRA) Board on potential arrangements with a view to reporting back to Matariki in late November 2025.

Governance and Partnerships group (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Community Representation & Leadership	499	538	40		-	-	-
Tāngata Whenua Partnerships	132	189	57		-	-	-
Community Sustainability	1,022	664	(358)		-	-	-
Regional Development	169	169	0		-	-	-
TOTAL	**1,821**	**1,560**	**(261)**		**-**	**-**	**-**

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	893	893	-		-	-	-
Targeted rates	322	321	2		-	-	-
Fees and user charges	-	-	-		-	-	-
Other income	95	228	(133)		-	-	-
Loan	-	50	(50)		-	-	-
Reserves	531	139	392		-	-	-
TOTAL	**1,841**	**1,630**	**211**		**-**	**-**	**-**
Surplus/(deficit)	**20**	**70**	**(50)**		**-**	**-**	**-**

Status	Financial commentary
●	**Community Representation & Leadership** is underspent as governance activity reduces during the lead up to the local election. Expenditure for **Tāngata Whenua Partnerships** is expected to occur later in the financial year. **Community Sustainability** includes corporate sustainability, climate action, environmental education and sustainable homes. The main driver of variances was due to influx of clean heat loan applications associated with the wind-up of the sustainable home programme in June 2024, which has also affected the associated loan funding. Loans to ratepayers are repaid via voluntary targeted rates.

Policy and Regulation activities (non-financial)

Policy and Planning

Status	Commentary
●	While progress on new Regional Policy Statement provisions was paused to ensure alignment with anticipated national direction, the operative Regional Coastal Environment Plan continued to provide a stable and legally sound basis for managing coastal resources. Council maintained active oversight of plan effectiveness, addressed emerging issues, and enhanced internal reporting and monitoring tools to support performance visibility and strategic alignment. The framework continues to evolve in response to environmental pressures and legislative reform, ensuring it remains fit for purpose and capable of supporting sustainable coastal and marine management.

Regulatory Implementation

Status	Commentary
●	The team is seconded to other areas while awaiting direction from central government. Updated guidance on Resource management reforms, particularly Freshwater Farm Plans, is expected by the end of the December 2025. This will allow informed planning for future implementation to occur.

Consents

Status	Commentary
●	The Consents team continue to process resource consent applications under the Resource Management Act. 90% of Heretaunga Plains groundwater replacement applicants have requested an extension to their processing time until the Environment Court makes a decision on the TANK Plan Change. During the quarter, 65 applications were issued, with around 1,000 applications still waiting to be processed. The team is now fully staffed.

Compliance and Pollution Response

Status	Commentary
●	The Compliance team has vacancies in significant activity areas including, Forestry, OIC civil works compliance monitoring and Hazardous Activity and Industry List. Vacancies had an impact on performance, and this is expected to have a significant impact in the next quarter. The RMA Compliance Monitoring and Enforcement Amendments have now come into effect. These now include heavier penalties for illegal activities and non-compliances. Central Government announcements will inform the review of the Enforcement Policy and Compliance Monitoring and Enforcement Manual and compliance activities.

Maritime Safety

Status	Commentary
●	Commercial - We are in the process of reviewing the MOU for Napier Port and Napier City Council after some changes to the funding structure for Port & Harbour Operations. Operations continue to be effectively managed and there are discussions underway regarding infrastructure particularly within the Inner Harbour. Recreational - Preparing for the upcoming safety campaigns and the delivery of courses across the region to increase the awareness and competence of our water users.

Policy and Regulation group (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Policy & Planning	805	816	11		-	-	-
Consents	848	791	(57)		-	-	-
Compliance & Pollution Response	1,006	1,023	17		-	-	-
-Silt Taskforce & Woody Debris	78	-	(78)		-	-	-
Regulatory Implementation	69	263	194		-	-	-
Maritime Safety	183	203	21		44	-	(44)
TOTAL	**2,989**	**3,096**	**108**		**44**	**-**	**(44)**

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	2,031	2,031	-		-	-	-
Targeted rates	-	-	-		-	-	-
Fees and user charges	1,176	814	362		-	-	-
Other income	76	17	59		-	-	-
Loan	277	210	67		-	-	-
Reserves	(23)	-	(23)		-	-	-
TOTAL	**3,536**	**3,071**	**465**		**-**	**-**	**-**
Surplus/(deficit)	**548**	**(25)**	**573**		**(44)**	**-**	**44**

Status	Financial commentary
●	**Regulatory Implementation** is under budget due to a slower pace while awaiting direction from central government. Staff in this area have been reassigned to Asset Management to assist with additional workload stemming from the cyclone. **Fees & User Charges** have exceeded the budget, as the Consents team are busy processing applications that include a large group of water permits.

Integrated Catchment Management activities (non-financial)

Environmental Information

Status	Commentary
●	The Environmental Information team continues to collect, process, and archive data to monitor the environment. Data processing is slightly behind due to resourcing constraints. The team continues to prioritise data collection over data processing. The irrigation season has commenced, increasing workload for the Water Information Science team as portable pumps start up, compounded by the 3G network closure. The Water Quality & Ecology team completed all scheduled collection runs under the new reduced sampling programme. The Site Resilience team took advantage of good weather to complete upgrades at several Hydrology sites, including Wairoa at Ruakituri, Hangaroa at Doneraille Park, and the Ngahere rainfall site.

Environmental Science

Status	Commentary
●	The Science team presented its report on the *Hawke's Bay State of the Environment 2021-2024* to the Environment and Integrated Catchments Committee and the Māori Committee in August. Four technical reports and catchment summaries have been produced and are available online **hbrc.govt.nz, search: #soe3year** Budget constraints required prioritisation of investigative work this quarter. Routine coastal and estuarine sampling was completed, guidelines for pre-works bird surveys were finalised, and evidence supporting the TANK Plan Change was submitted to the Court. Two air quality exceedances were recorded in Hastings in July, with required public notifications issued. Work commenced on Fit for the Future actions, including development of the new Science Strategy and the State of the Environment review.

Sustainable Land Management

Status	Commentary
●	Sustainable Land Management is progressing well. The Soil Conservation Nursery is increasing production of poplar and willow poles to support landowners recovering from recent weather events. The Erosion Control Scheme is under review through the Fit for the Future project. Land for Life faces challenges around securing the financing model outlined in the Business Proposal. The Milestone Two report was submitted to MPI, covering project progress, MRV programme design, extension planning, spatial planning tools, and R&D. Farm Planning is underway with twelve pilot farms, and all Sustainable Food and Fibre Futures funding milestones have been met.

Biodiversity and Biosecurity

Status	Commentary
●	All work in this area is on track except for Predator Free Hawke's Bay. With Predator Free 2050 transferring to the Department of Conservation, the Biosecurity team is seeking external funding to continue delivery. The project is delayed but not halted. For Biodiversity, the primary focus this quarter has been on planning and preparation for the summer work programme, noting that most on-ground activity is weather dependent and requires advance coordination.

Rural Partnerships

Status	Commentary
●	The Rural Partnerships team continued working with Catchment Collectives and Catchment Groups across the region. The team has been planning the Regional Catchment Support Forum, scheduled for next quarter. Water Efficiency work has continued, including reviewing water efficiency consent conditions and supporting compliance with irrigation performance assessment requirements.

Integrated Catchment Management (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Environmental Information	1,185	1,208	22		52	98	46
Environmental Science	1,181	1,293	112		-	-	-
Sustainable Land Mgmt	2,166	2,611	445		20	13	(8)
Biodiversity & Biosecurity	1,144	1,367	223		-	-	-
Rural Partnerships	297	379	82		-	-	-
TOTAL	**5,974**	**6,857**	**883**		**72**	**110**	**38**

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	4,361	4,361	0		-	-	-
Targeted rates	709	708	0		-	-	-
Fees and user charges	337	459	(122)		-	-	-
Other income	732	751	(19)		-	-	-
Loan	344	521	(176)		20	13	8
Reserves	(113)	76	(189)		52	98	(46)
TOTAL	**6,371**	**6,876**	**(506)**		**72**	**110**	**(38)**
Surplus/(deficit)	**397**	**19**	**378**		**-**	**-**	**-**

Status	Financial commentary
●	**Sustainable Land Management** underspend is primarily due to staff vacancies and other related costs for the Soil Conservation Nursery anticipated during the upcoming busy season. The Erosion Control Scheme (ECS) is on track to fully use its budget. Underspend in **Biodiversity & Biosecurity** is primarily due to work forecasted to accelerate over the summer across the Environmental Enhancement, Ecosystem Prioritisation, and Community Assets work programmes. Loan funding is behind budget, reflecting the associated underspend within ECS.

Asset Management activities (non-financial)

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

Status	Commentary
●	Maintenance activities are proceeding according to contract and schedules, now managed through the SEAM (Strategic Enterprise Asset Management) system, improving planning and reporting efficiency. SCADA upgrades at all Heretaunga Plains pump stations are complete, operating on the Ignition platform. Ongoing improvements in monitoring and managing river mouths include the installation of surveillance cameras and Hilo water level monitoring devices. The lowered crest at the Wairoa Bar is inspected weekly, with continuous assessments ensuring optimal performance.

Flood Risk Assessment and Warning

Status	Commentary
●	Staff continued supporting the IPMO, focusing on consequential flood risk assessments and reviewing flood modelling data provided by consultants. Work progressed on prioritising infrastructure upgrades to improve flood resilience. Updates to flood forecasting models are ongoing, including new models for the Tūtaekurī and Ngaruroro Rivers. The flood forecasting dashboard has been refined, with separate live and development versions now in place, and its history and development have been documented for future reference. Collaboration with ICT continued to upgrade the server hosting the flood forecasting models and relocating the dashboard. Flood frequency analysis across regional rivers is progressing to inform warning alerts and trigger levels.

New Flood Resilience

Status	Commentary
●	**NIWE Cat 2 programme:** ● Projects are in the final stages of design, with a focus on securing main construction contracts and obtaining resource consents. The Waiohiki project is progressing and has been the first to achieve all key milestones. With design, consenting, and procurement completed, Waiohiki was the first project to commence construction on the stopbank and associated tie-in drainage works in August 2025. The Ōhiti, Whirinaki, and Wairoa projects are finalising design and progressing through procurement and consenting phases. Main construction for Ōhiti is scheduled to commence in December 2025. The Pākōwhai and Pōrangahau projects are expected to go tender shortly, with enabling works for other projects commencing either before or soon after Christmas. **NIWE Scheme Reviews:** ● The project is on track and progressing well and within budget and is currently forecasted for completion by December 2025. **HB Independent Flood Review recommendations:** ● Planning for the *Reimagining Flood Resilience* project (a key project) is ongoing. Significant funding from 1 July secured through the Annual Plan has enabled progress in the community engagement phase, including the establishment of Stakeholder Reference Groups. A Technical Advisory Group, with representation from the three territorial authorities and Post Settlement Governance Entities, has also been formed and meets regularly .

Asset Management activities (non-financial)

Coastal Hazards

Status	Commentary
●	Renourishment works are underway, with initial surveys complete and fill volume calculations in progress, and project completion expected by early to mid-November. Instrument maintenance is ongoing, with pressure sensors permanently retrieved. The Wairoa wave buoy is in the consenting process, and Coastsnap stations have been installed along northern cells. Support to the Technical Advisory Group continues through reports, memos, and technical advice. Staff and some governors (HBRC, HDC and NCC) were heavily involved in focus group meetings this quarter. Seven meetings have now been held with the each of the two focus groups - Bay View/Westshore and Te Awanga/Haumoana (5 this quarter and 2 in the previous quarter). Tonkin Taylor has been engaged to explore modular seawall option (similar to the ecoreef system installed at Te Awanga) as a solution strongly supported by some members of the southern focus group in particular. This quarter also involved preparation for wider community engagement scheduled to kick off in November including webinars, pop-ups, drop-ins, and a community survey. The Community Reference Group (informed by the focus groups) is on-track to present advice to HBRC in early 2026 on actions and affordability that will contribute to decision-making on which options and funding models move forward to formal consultation. Given HDC's decision to no longer fund this work from 1 July 2025 and uncertainty around NCC funding budget remains tight but engagement has been scaled to fit the available budget.

Open Spaces

Status	Commentary
●	Open Spaces activities are managed collaboratively by teams from Regional Assets and Operations, in alignment with the relevant Asset Management Plan. A new three-year maintenance contract for Regional Parks progressed with all scheduled work being delivered to a high standard. Regular inspections were conducted to ensure compliance and quality, and to date, no issues have been identified.

Regional Water Security

Status	Commentary
●	The Heretaunga Water Storage project remains on track, though transitioning to an Alternate Delivery Vehicle with stakeholder leadership (Mana Whenua, Municipal Water Providers, and Water Users) has taken longer than anticipated. The project team is working towards standing up the project fully during the feasibility stage 2 phase. The Water Security Action Plan progressed with project steering group support of the Ngaruroro Groundwater Recharge Project (referred to as the Lincoln Agritech Project) being formed. A project brief was drafted, MPI funding discussions have begun, and recruitment of a Water Security Project Manager is underway, with appointment expected by late November.

Asset Management (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Flood Protection and Control Works	4,398	4,855	457		10,423	19,251	8,828
Flood Risk Assessment and Warning	505	436	(69)		3	-	(3)
Coastal Hazards	157	259	102		-	-	-
Open Spaces	947	827	(120)		283	200	(83)
Regional Water Security	73	361	288		367	1,172	804
Works Group	496	128	(369)		169	6	(164)
TOTAL	**6,577**	**6,865**	**288**		**11,246**	**20,629**	**9,383**

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	2,347	2,348	(1)		25	23	1
Targeted rates	2,372	2,374	(2)		482	481	1
Fees and user charges	66	138	(71)		-	-	-
Other income	1,171	925	245		8,444	14,720	(6,276)
Loan	144	500	(356)		2,517	6,886	(4,369)
Reserves	624	806	(182)		(168)	(268)	101
TOTAL	**6,724**	**7,090**	**(366)**		**11,300**	**21,842**	**(10,542)**
Surplus/(deficit)	**147**	**225**	**(78)**		**54**	**-**	**-**

Status	Financial commentary
●	Operating expenditure and income are generally tracking to budget, with some timing-related variances. Capital expenditure and income are currently under budget. **Flood Protection & Control Works** operating costs are underspent due to the timing of Upper Tukituki river surveys, which are scheduled for later in the year. There are also delays in gravel extraction expenditure, with spending expected to increase in the coming months. The capital underspend is mainly attributed to timing delays in the NIWE and Cyclone Recovery projects. Overspend in **Open Spaces** operating costs is due to the early payment of the Te Mata Park grant. Capital costs are also over budget, driven by earlier-than-planned work on Hawea Historic Park. The **Regional Water Security** programme underspend across operating and capital costs are for the Heretaunga Water Storage project. There was a pause in Restoring Ngaruroro Groundwater Recharge (formerly the CHB Managed Aquifer Recharge) project last year; it was re-started this quarter with spending yet to re-commence. Loan Funding & Other Funding for capital work is notably underbudget due to timing delays for NIWE & Cyclone Recovery projects.

Emergency Management activities (non-financial)

Hawke's Bay CDEM Group

Status	Commentary
●	Operational capability was enhanced through the delivery of targeted training, and exercises. Organisational realignment is complete, and recruitment commenced. Community resilience efforts continued, with further establishment of Community Hubs.

HBRC Emergency Management

Status	Commentary
●	An updated Business Continuance Plan is underway to provide clearer detail on roles and responsibilities. Approval is expected next quarter. During the quarter, 3 HBRC staff completed Emergency Management Essentials and 11 staff completed other Emergency Management training.

Emergency Management (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Hawke's Bay CDEM Group	922	998	76		-	-	-
HBRC Emergency Management	591	783	192		-	-	-
TOTAL	**1,513**	**1,781**	**268**		**-**	**-**	**-**

Status	Financial commentary
●	**Hawke's Bay CDEM Group** income came from NEMA to support training initiatives. **HBRC Emergency Management** underspend is due to the timing of coronial inquiry invoices. Reserve funding is over budget due to timing of financial transactions.

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	458	458	-		-	-	-
Targeted rates	929	916	12		-	-	-
Fees and user charges	-	-	-		-	-	-
Other income	136	(0)	136		-	-	-
Loan	201	483	(282)		-	-	-
Reserves	(273)	(76)	(197)		-	-	-
TOTAL	**1,451**	**1,781**	**(330)**		**-**	**-**	**-**
Surplus/(deficit)	**(62)**	**0**	**(62)**		**-**	**-**	**-**

Transport activities (non-financial)

Transport Planning and Road Safety

Status	Commentary
●	A wide range of road safety events and initiatives were delivered this quarter, including education days, Police checkpoints, and other targeted programmes for motorcyclists, youth, truck drivers, children, and businesses. The Regional Land Transport team began work to implement the new bus network, which is scheduled to commence in January 2026.

Passenger Transport

Status	Commentary
●	This quarter focussed on planning for the roll-out of the new public transport network in Napier and Hastings in line with the *Regional Public Transport Plan*. Total Mobility use continues to grow at rates above expected demand. While this is positive for users, it places pressure on the available budget. Ensuring trips comply with scheme eligibility requirements remains a priority.

Transport (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Public Transport	2,410	2,970	560		161	-	(161)
Transport Planning & Road Safety	72	89	17		-	-	-
TOTAL	**2,482**	**3,059**	**578**		**161**	**-**	**(161)**

Status	Financial commentary
●	Underspend in **Passenger Transport** is due to budgets being reset by the Transport team. Service changes scheduled for late January 2026 are expected to impact the reported underspend.

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	28	28	(0)		-	-	-
Targeted rates	1,246	1,232	15		-	-	-
Fees and user charges	-	-	-		-	-	-
Other income	1,581	1,757	(176)		-	-	-
Loan	-	-	-		-	-	-
Reserves	(368)	43	(411)		161	-	161
TOTAL	**2,487**	**3,059**	**(572)**		**161**	**-**	**161**
Surplus/(deficit)	**5**	**0**	**5**		**-**	**-**	**-**

Corporate Services

Information and Communications Technology (ICT)

Status	Commentary
●	The ICT team is on track with all major initiatives this quarter. Current projects include the Rates Management upgrade, Contract Management implementation, and planning for the Hazard Portal and IRIS Next Generation upgrades. ICT also supported the Governance team with the Harbour Software rollout. The Workplace Retrofit project has been completed. Cyber Security remains a focus, with ongoing staff training, simulations, and external penetration testing. A shared Technology Services model for Hawke's Bay councils is being explored to reduce capital and operational costs.

Human Resources

Status	Commentary
●	The HR team made strong progress in leadership support, performance management, and embedding consistent practices. Advisors continued coaching managers, and the leadership development programme is underway. The annual remuneration review was completed, PDP guidelines updated, and annual goals set. The refreshed values and behaviours framework is being embedded across the organisation. Policy updates and HR communications continue, with early indicators showing reduced staff turnover. *Updates on staffing, turnover and recruitment are on page 7 of this report.*

Finance and Treasury

Status	Commentary
●	The *Annual Report 2024-2025* was prepared and audited with an unqualified opinion. Rates invoices and penalties have been issued, with on-time payments slightly higher than in previous years. The transfer of HBRIC accounting functions to a new external provider was set up, and work has begun on the top-down budget for the *Annual Plan 2026–2027*.

Legal, Compliance, Risk and Procurement

Status	Commentary
●	The Risk and Assurance team has been progressing a Data Analytics audit, which focusses on identifying potential fraud risks. Findings will be reported to in early 2026. In preparation for this year's ISO accreditation, staff have completed annual reviews of key policies and conducted internal audits of critical processes. CIMS training was delivered this quarter to strengthen awareness of our roles in emergency response. The Procurement Strategy and Policy are being rolled alongside the new contract management system. The Legal team continued to support the Coronial Inquiry, several active ligation files and lead engagement with the Ombudsman on a number of matters. Work is continuing on contract templates and organisation training activities. *The business-as-usual work of our Health, Safety and Wellbeing team and incident reporting can be viewed on page 8.*

Corporate Support

Status	Commentary
●	August and September were exceptionally busy, with rates invoicing in early August driving a 66% increase in customer contacts across calls, emails, in-person visits, and payment transactions. Call volumes initially exceeded capacity, with voicemail directing customers to email and follow-up callbacks made by the Customer Experience team where possible. The Facilities Asset & Support team maintained building and fleet services, secured a new test-and-tag agent, progressed Tūtira compliance, and collaborated with HEB Construction on shared resources for the Guppy Road bridge build *Updates on Customer Experience and Fleet are on pages 9 and 12 respectively.*

Māori Partnerships and Executive Advisory

Communications and Engagement

Status	Commentary
●	The Comms & Engagement team operated most of the quarter with three vacancies, including a Comms Advisor role, a Web Producer, and the Digital Content Specialist. A new Web Producer started mid-August and developed the Community Conversations Hub and advanced the Extreme Weather Hub, which continues to grow its audience. Key campaigns included the local body elections, annual rates, and promotion of the *Reimagining Flood Resilience* stakeholder reference groups, resulting in over 100 participants. A communications plan was prepared for the upcoming Coronial Inquiry in Hastings, and public communications were reduced in September to respect the inquest process *Updates on digital and social media, and communications are on pages 10-11 of this report.*

Māori Partnerships

Status	Commentary
●	The Māori Partnerships team continued to support the organisation in its Māori participation activities. Four Mana Whakahono a Rohe were initiated, and Māori Partnerships continues to collaborate with the Policy and Planning team to progress these formal negotiations. The Mātauranga Framework pilot underway within the *Reimagining Flood Resilience* project has presented its integration recommendations. Progress within the working group for the Te Muriwai o Te Whanga Plan has increased. Te Kupenga Forum has identified and initiated joint capability building initiatives.

Strategy and Governance

Status	Commentary
●	The Governance team serviced 14 governance events (meetings, workshops, briefings), and administered consistently high Official Information requests. Preparation for local government elections were underway gearing up towards election day on 11 October. New software for council meetings and agendas to deliver a more cohesive and cost effective system was rolled out. The Strategy & Performance team were focused on writing and pulling together the *Annual Report 2024-2025* along with the Finance team, writing and delivering the *Pre-Election Report 2025* in July, and delivering quarter 4 Organisational Performance Report to the Corporate & Strategic Cttee on 10 September. Both teams spent much of the quarter designing and preparing a comprehensive induction/orientation programme for the new council. The Strategy & Climate Action Senior Advisor was on secondment to Ministry for the Environment until December 2025. *Updates on official information requests are detailed on page 11 of this report.*

Other HBRC (financials)

Expenditure	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
Corporate support	-	-	-		128	196	68
ICT	298	336	38		156	448	292
Investment Income	225	173	(52)		-	-	-
Rates Management	642	909	266		-	-	-
Treasury	210	0	(210)		-	-	-
TOTAL	**1,376**	**1,418**	**42**		**284**	**644**	**360**

Funded by	Operating				Capital		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	$000	$000	$000		$000	$000	$000
General funds	(1,916)	(2,570)	654		-	-	-
Targeted rates	-	-	-		-	-	-
Fees and user charges	14	-	14		-	-	-
Other income	3,787	3,620	167		-	-	-
Loan	298	748	(450)		-	10	(10)
Reserves	-	69	(69)		225	634	(409)
TOTAL	**2,183**	**1,868**	**315**		**225**	**644**	**(420)**
Surplus/(deficit)	**807**	**450**	**357**		**-**	**-**	**-**

Status	Financial commentary
●	**Rates Management** is over budget due to the timing of costs associated with issuing rates invoices. **Treasury** is over budget, primarily due to the cost of external debt exceeding the level of internal recoveries. Rate penalties exceeded the year-to-date budgeted expectations.

How Metrics are Calculated

Employee count (p 7) is the total count of all permanent staff employed by HBRC. 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.

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: HR metrics are provided by the HR Team Leader using information from TechOne.

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

Contacts handled (p 9) tracks the volume of calls, emails, walk-ins, website visits, and payments. The data is sourced from Zendesk.

Response time to enquiries (p 9) tracks how quickly customer enquiries are resolved. Each enquiry is logged and the target to respond is by 5 working days. This data is sourced from Zendesk.

Customer satisfaction (p 9) tracks the customer satisfaction rating of how their emailed enquiry was handled. This data is sourced from Zendesk.

Engagement topics (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 (HBRC website visits) and Facebook analytics (total reach).

Media enquiries and media releases (p 11) counts the number of enquiries & media releases. This data is sourced from the internal Comms Log in SharePoint.

Official information requests (p 11) are all the LGOIMA requests that are registered in our LGOIMA register in SharePoint.

Vehicle numbers and fuel usage (p 12) data is provided by our internal systems and our fuel suppliers. Trailers are not included in the fleet count as they are not motorised. Fuel data does not cover our contractors' usage.

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

Budget in financial commentary (p 25-39) is based on our internal management budget, which is in our Three-Year Plan or current Annual Plan, adjusted for carry forwards and new external funding agreements.