



## Meeting of the Corporate and Strategic Committee

**Date:** Wednesday 10 September 2025  
**Time:** 9.00am  
**Venue:** Council Chamber  
Hawke's Bay Regional Council  
159 Dalton Street  
NAPIER

### Attachments Excluded From Agenda

Item	Title	Page
7.	<b>Organisational Performance Report for the period 1 April - 30 June 2025</b>	
	Attachment 1: Organisational Performance Report Q4 FY25	2



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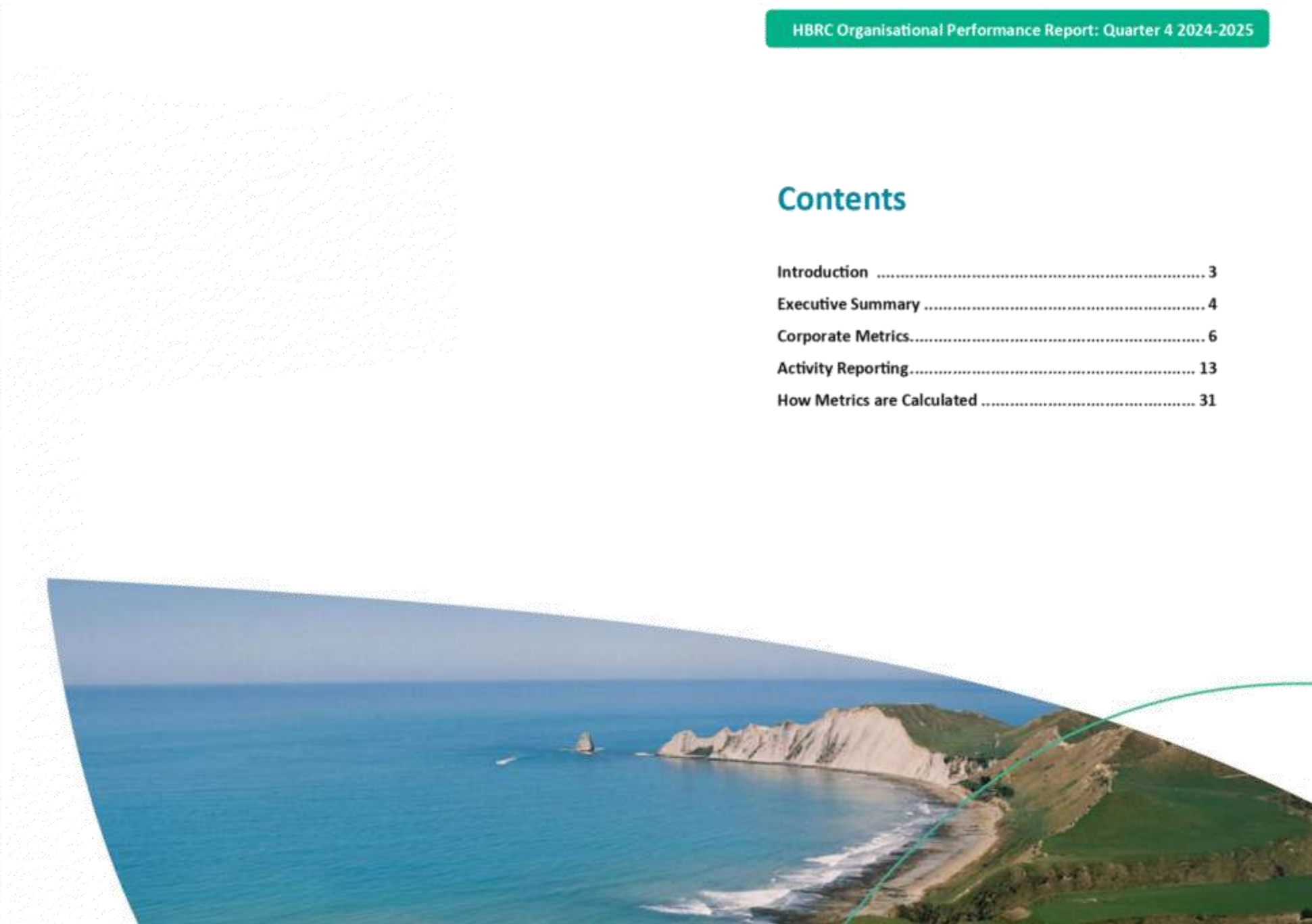
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## Introduction

**This Organisational Performance Report is the fourth and last quarterly report for the 2024-2025 financial year and covers the period of 1 April to 30 June 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 fourth quarterly report in year one of our Three-Year Plan 2024-2027.

We made significant progress this quarter on our North Island Weather Event (NIWE) Resilience Programme. Of particular note was the start of work on a new stopbank in Waiohiki. This meant 45 properties in Waiohiki, previously classified as Category 2C, were able to be reclassified to Category 1. This is the lowest risk category and means property and landowners have greater certainty in rebuilding and communities can remain where they are.

Good progress was made on our Whirinaki flood mitigation project. An alternative alignment design was identified and Regional Council secured additional central government funding and committed further funding for the revised work. This means the community's Category 2C properties are a step closer to moving to Category 1. A joint funding package was also confirmed for the Waipawa stopbank upgrade.

We undertook work to improve flood resilience at the Wairoa River Bar. We lowered a section of the beach crest between Rangi-houa (Pilot Hill) and the old pier. This is part of the Intermediate Management Plan for the Wairoa Bar, developed in response to the June 2024 flood event, and completed this quarter. The Intermediate Management Plan is a collaborative effort between the Regional Council, Wairoa District Council, and Tātau Tātau o Te Wairoa.

The Regional Council is preparing to launch region-wide conversations on long-term approaches to protect ourselves better from flooding – this includes river, surface, or coastal flooding. From now through to the 2027 Long Term Plan, we plan to work closely with communities about what further flood defences to invest in.

The Regional Council adopted its Annual Plan 2025-26 on 25 June. Some tough decisions and trade-offs were made to cut the originally forecast 18.3% average rates increase down to 9.9% (excluding a new targeted rate for flood resilience work for Mangarau Stream, in Havelock North). Council and staff made about \$4 million of savings in operational costs, with a further \$2.5 million of rate savings made through using non-rate funding sources including selling some low-risk carbon credits.



## HBRC Organisational Performance Report: Quarter 4 2024-2025

The Regional Council also adopted the Regional Public Transport Plan 2025-2035 on 25 June. Key changes to the plan included when the new bus network would be implemented, and changes to our Total Mobility Scheme. Feedback was also sought on whether the planned network changes work for individuals and their communities.

In May, further updates from central government were announced around resource management direction. This will directly influence how the Regional Council manages environmental protection, infrastructure development, and economic growth. The proposals span multiple sectors and instruments, including new and amended National Policy Statements and National Environmental Standards, with implications for freshwater, housing, energy, infrastructure, natural hazard management and primary production. Staff are preparing submissions to meet the 27 July deadline for feedback.

In June, the Regional Council adopted the Napier-Hastings Future Development Strategy excluding the sites on Riverbend Road and Middle Road.

### Highlights

- The Hawke's Bay Climate Change Risk Assessment report was released in May. The report is the first ever comprehensive assessment of the full range of climate risks we are exposed to in Hawke's Bay and what the impacts of climate change could mean for our region. HBRC is the administering authority for the Climate Action Joint Committee, which commissioned the report.
- In late April, the Environment Court confirmed that 19 of Hawke's Bay's water bodies meet the high threshold to be classified as 'outstanding' following appeals on Proposed Plan Change 7 (Outstanding water Bodies) to the Hawke's Bay Regional Resource Management Plan.
- Regional Council is continuing the process of transitioning the Heretaunga Water Storage project to a community model that represents major water users on the Heretaunga Plains and mana whenua. The feasibility assessment of the project is expected to be completed by mid-2026.
- We completed developing our six-lesson series—*He Taonga te Wai Water is Precious*—for students in years 5-8 to understand Hawke's Bay's water

resources. This is available on our website [hbrc.govt.nz](https://hbrc.govt.nz), search:

#### #educationresources

- New scientific findings showed that trees and native plants, when planted strategically, are helping reduce erosion across our region's most at-risk hill country.
- Seventeen local community groups from Wairoa to Central Hawke's Bay were recipients of the first 2025 funding round from the Biodiversity Hawke's Bay Environmental Enhancement Contestable Fund. The fund is made possible through a partnership between Hawke's Bay Regional Council, Biodiversity Hawke's Bay, and the Eastern & Central Community Trust to support community-led biodiversity efforts across the region.
- 48 staff completed the Emergency Management Essentials course, and a further 81 staff completed other emergency management training.
- In June, Regional Council confirmed the appointment of Brendon Barnes as an independent director to the board of the Hawke's Bay Regional Investment Company Limited (HBRIC).
- A further seven fleet vehicles were sold during the quarter as part of our ongoing fiscal savings plan.

### Challenges

- Several SOS alert system incidents were reported last quarter. In response, more than 200 staff received refresher training. Further system updates, policy reviews, and user workshops were also completed to strengthen InReach processes.
- Fares on goBay bus services in and around Hastings and Napier increased by an average 5% in response to rising operational costs and a requirement from central government to increase the private contribution toward public transport.
- The use of our Total Mobility Scheme continues to grow. While this is positive for users, it continues to strain our limited budget to provide this service.



## 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.

HBRC Organisational Performance Report: Quarter 4 2024-2025

Human Resources

Employee count (permanent staff)



Employee count and FTE (permanent staff)



**Our employees**

We welcomed 12 new permanent employees bringing our total to 328. Another 5 fixed-term staff were recruited to provide targeted support for specific and time-bound goals.

Our staff numbers include 27 staff (26.7FTE) 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 13 staff employed in the Hawke’s Bay CDEM Group.

54

New starters over past 12 months

43

Resignations over past 12 months

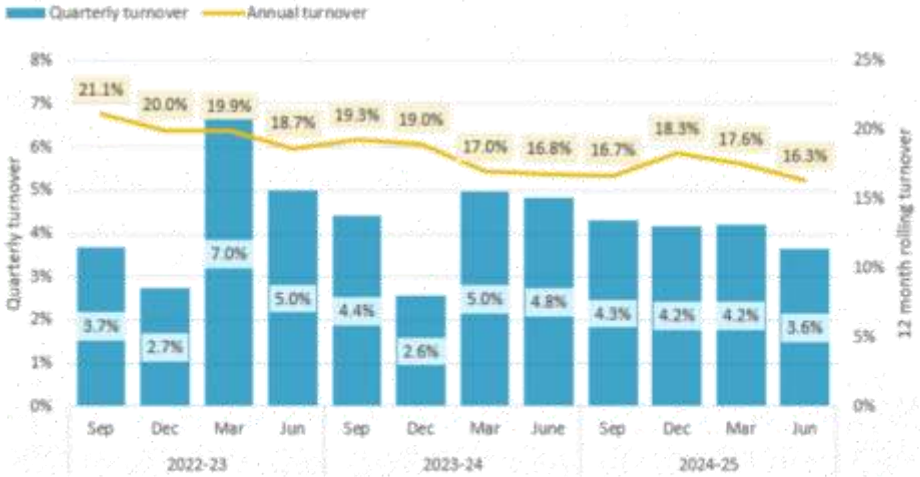
Vacancies and recruitment

We had a total of 53 vacancies over the quarter. As part of our ongoing fiscal savings plan, 20 roles remain ‘on hold’ to support budget management and organisational priorities. Recruitment is currently underway for 8 roles, with a focus on filling critical vacancies while maintaining a balanced and sustainable workforce.

Resignations

We recorded 13 resignations during the quarter contributing to a total of 43 resignations over the past 12 months. This equates to an annual turnover rate of 16.3%, the lowest in the past three years.

Employee turnover (permanent and fixed-term staff)





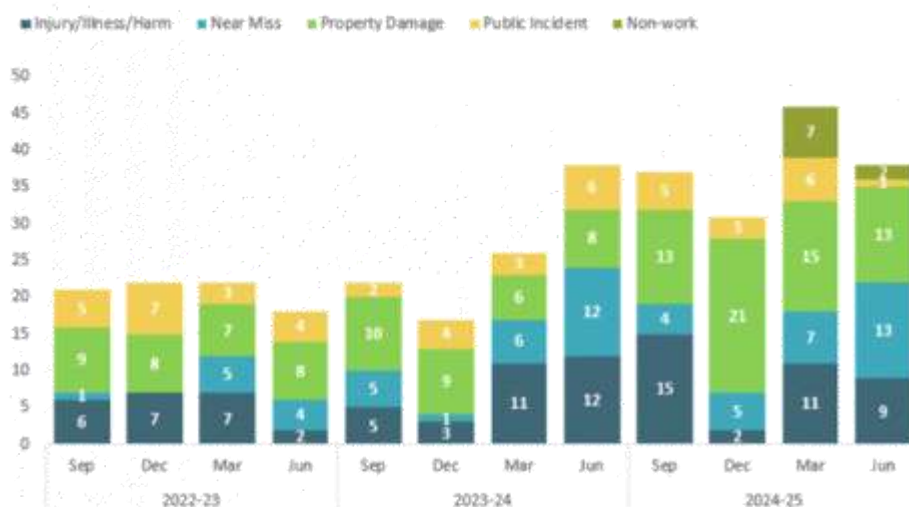
## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Health, Safety and Wellbeing (HSW)

### Staff wellness

The Employee Assistance Programme (EAP) continues to be available to all staff. Work-related issues account for 20% of cases currently being handled by the service, compared to 30% for all EAP clients.

### Incidents reported\*



\*Other Health & Safety incidents captured but not reported in the figure include: environmental incidents, hazards, improvement/ideas, and public complaints. Data shows HBRC staff only and does not include contractors.

"Non-work" is a new category captured from January 2025. These capture events where HBRC work isn't a contributing factor but support is provided or action is taken.

### Health & Safety Incidents

In total, 38 incidents were reported this quarter compared to 46 last quarter. There has been a reduction in both the number of injuries reported and ACC claims.

A number of injuries related to slip and falls resulting in sprains/strains or lacerations.

### Corrective actions

Two SOS alert system incidents were reported last quarter. In response, more than 200 staff received InReach refresher training. Additional system updates, policy checks, and user workshops were carried out to enhance InReach processes.

### Training for staff

Staff workload continues to impact scheduled training, with a number of training sessions being cancelled at short notice. The HSW team continues to work with staff and balance requirements.

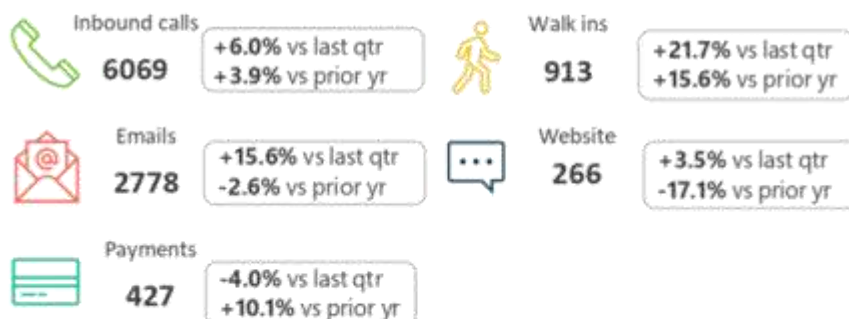
Training for new staff and refresher training for current employees included:

- InReach refresher training
- 4WD refresher
- First aid

## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Customer Services

## Contacts handled

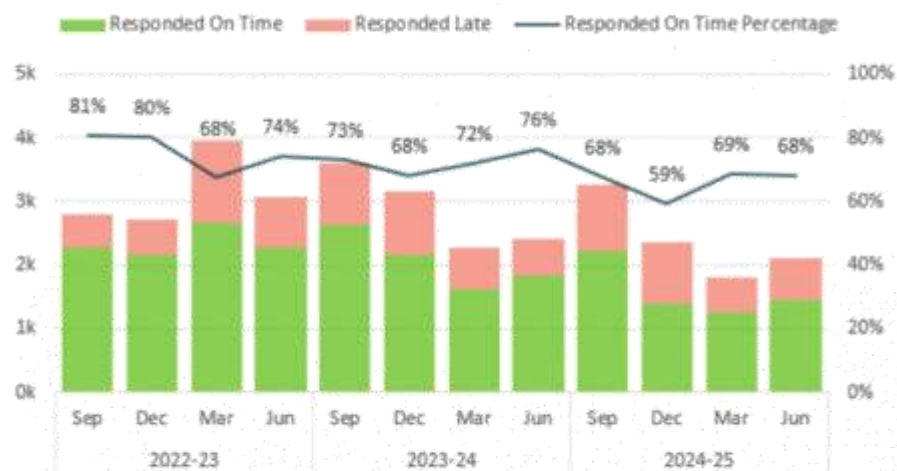


## Customer experience

The number of contacts handled was up on last quarter with the exception of payments. Rates continued to be the top category of enquiries, followed by general enquiries and MyWay.

During this period, the team work closely with the Rates team training and refreshing their knowledge on rates in preparation for rates going out. This puts our frontline staff in the best position to assist customers with questions and enquiries on their rates invoices.

## Response time to customer enquiries\*



\*Target is to respond within 5 working days.

## Customer satisfaction rating this quarter



Digital Media

**Website (hbrc.govt.nz)**

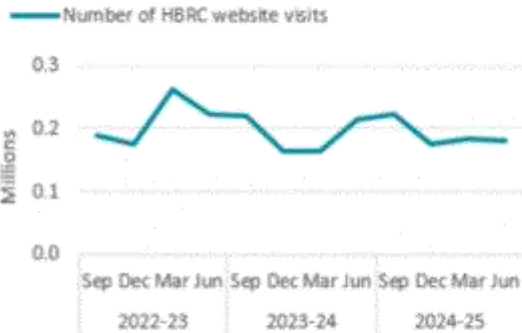
Our main website retained its steady number of visits and benefits from traffic from our social media posts. Traffic to the Severe Weather Hub continues to rise with the River Levels & Flows page views at 11,884 (up 12%).

A new page was launched (consultations.nz/hbrc) on 31 March to help the community navigate the consultation on the Annual Plan and the Regional Public Transport Plan. Visitors were directed to the page through a multi-faceted marketing campaign. The number of visits to this page are not captured in the graph (right) as the site is hosted by Napier City Council as part of a cross-council agreement.

**Top 4 pages on hbrc.govt.nz this quarter:**

1. Rates
2. River Levels & Flows
3. Rainfall
4. Maps & GIS

Website\*

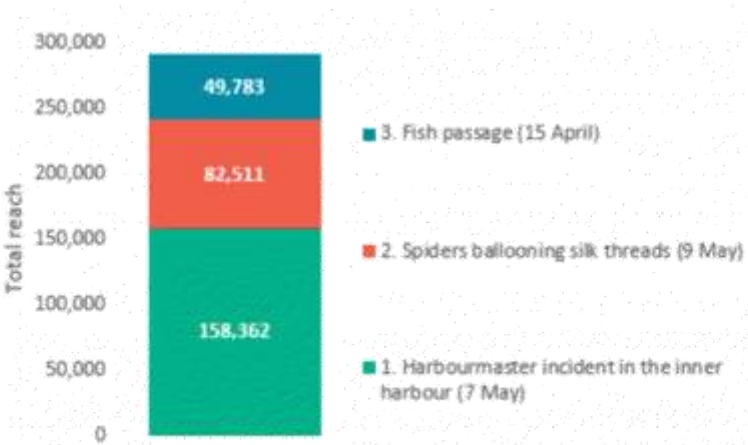


Social media



\*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)

Our overall social media presence across all platforms (Facebook, LinkedIn, and Instagram) continued to increase this quarter. Our Facebook reach increased by 13% and interactions increased by 38% – to over 10,000 this quarter.

Targeted advertising for the Winter Burning campaign, and the Annual Plan and Transport consultation meant that our HBRC page remained at the forefront in the algorithm, and our posts were further supported.

Aside from the Winter Burning Campaign and Annual Plan consultation, our social media posts included: IPMO works, biodiversity and river mouth checks.



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Media and Official Information Requests

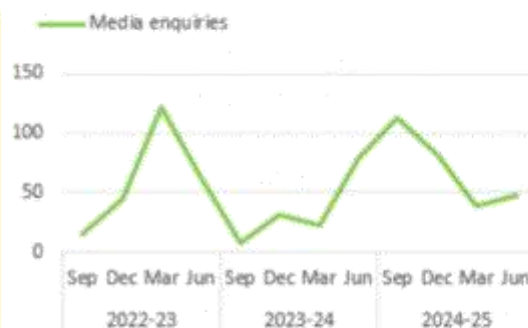
## Communications and media

Consultation on the Annual Plan 2025-26 and the Regional Public Transport Plan 2025-2035 drove most of the public engagement over the quarter. The Comms & Engagement team supported staff with a Facebook Live session, key messages, and branded advertising and publications.

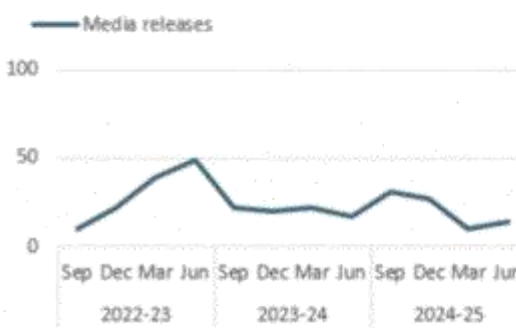
Local media showed a seasonal interest in air sheds and horticultural burning. HBRC also responded to national interest in the future of regional councils.

The focus of media releases included the *Reducing Flood Risk in Hawke's Bay* discussion document, Future Development Strategy, Annual Plan, Wairoa river mouth and bar, and the outdoor burning ban.

## Media enquiries



## Media releases



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

## Local Government Official Information and Meeting Act (LGOIMA) requests

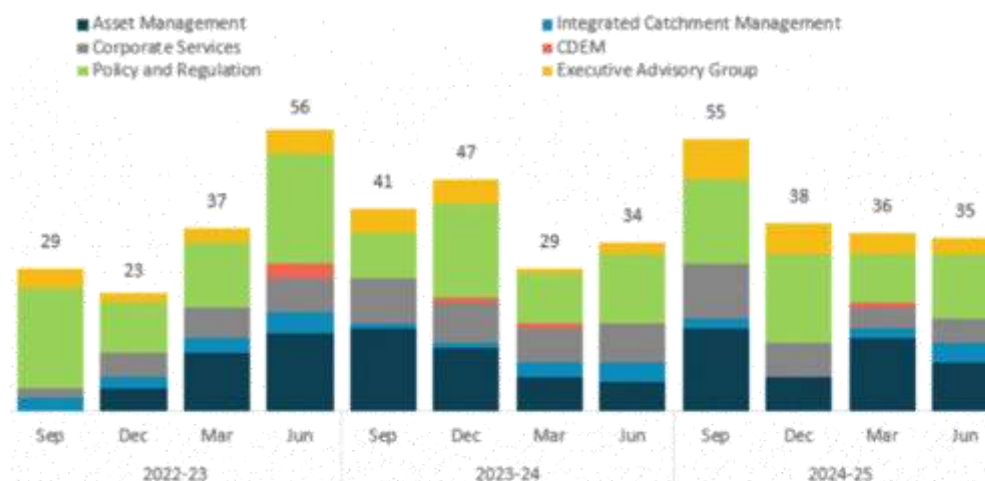
We received 35 requests this quarter, maintaining a steady 'new normal' of information requests

Common topics included: water storage and security, Napier-Hastings Future Development Strategy, and ongoing requests related to Cyclone Gabrielle.

All requestors were advised of the decision, whether the information requested would be released, within the statutory 20 working day timeframe.

All official information requests are now published on [hbrc.govt.nz](https://hbrc.govt.nz), search: #lgoima

## Official information requests by HBRC Group



HBRC Organisational Performance Report: Quarter 4 2024-2025

Fleet and Air Travel

Fleet

<b>139</b> Total fleet vehicles 146* prior qtr   151 prior year	<b>18</b> Total hybrid vehicles 20* prior qtr   24* prior year
<b>1</b> Total plug-in hybrid vehicles 1 prior qtr   2 prior year	<b>3</b> Total electric vehicles 5* prior qtr   5* prior year

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

\*Figures have been updated from the last report.

Vehicles and fleet

Seven vehicles were sold during the quarter, with two more still available for sale. The new shared vehicle pool introduced in late February is being well-used and we continue to monitor use to evaluate any further efficiencies.

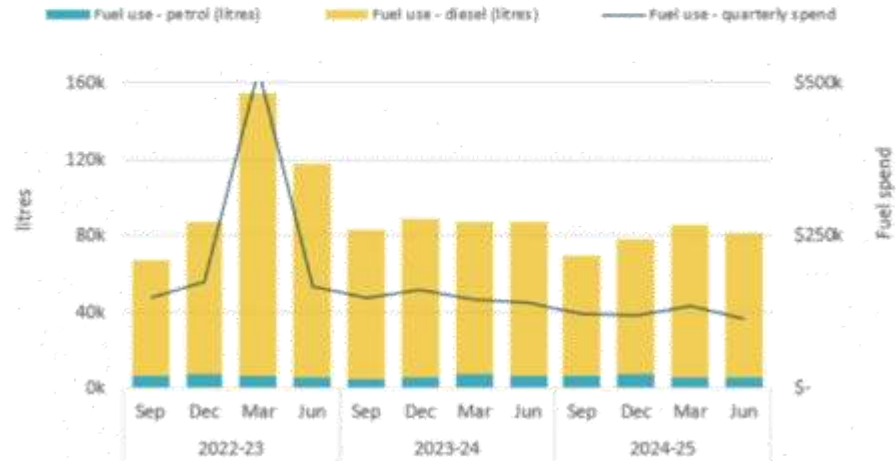
Fuel use

There was a 16% decrease in fuel costs compared to the previous quarter, mainly due to a drop in diesel prices. Fuel use also decreased by 5%.

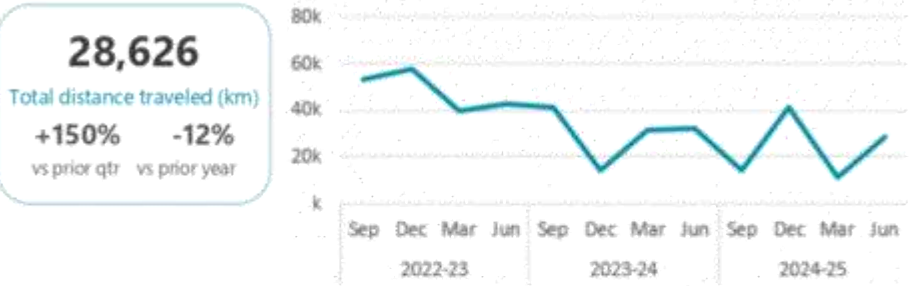
Carbon emissions

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.

Fuel use



Air travel



**28,626**  
Total distance traveled (km)  
**+150%** vs prior qtr  
**-12%** vs prior year

Air travel

The main reasons for travel for staff and councillors continue to be working group meetings, conferences, or training.

## HBRC Organisational Performance Report: Quarter 4 2024-2025

# 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 15 governance meetings this quarter including 3 ordinary and 1 extraordinary Council meeting (a Hearing for the Annual Plan), 4 council workshops (2 excluded the public), and 7 committee meetings. There was also 2 unscheduled briefings. Topics included the adoption of the Annual Plan 2025-26 and Regional Public Transport Plan, and setting of rates. Of particular note, on 25 June the Council adopted a final Napier-Hastings Future Development Strategy excluding Riverbend Road NC4b and Middle Road Hn3a and Hn3b sites. There were 35 official information requests responded to during the quarter, the same as last quarter.

Tāngata Whenua Partnerships

Status	Commentary
	Both the Māori Committee and Regional Planning Committee met this quarter to progress their respective work programmes. The Māori Committee continued to provide advice on Council’s integration of te ao Māori and mātauranga Māori into core workstreams. The Regional Planning Committee maintained its focus on the Regional Policy Statement, advancing collaborative work with the Joint Taiao Practitioners Group. Both committees maintained steady progress on existing priorities.

Community Sustainability

Status	Commentary
	<p>This activity includes Climate Action, Environmental Education, Corporate Sustainability.</p> <p>The region’s first Climate Change Risk Assessment was delivered in May 2025 within budget. This collaborative project was the Joint Committee priority in 2024-25.</p> <p>We have actively engaged with secondary schools and rangatahi, supporting Youth Enviro Ambassadors, collaborating with local Youth Councils, and delivering our well-received three-part programme with Ignite Youth Services. New initiatives included partnering with Hastings Libraries to run Green Games and progressing the Climate Change Challenge, with entries from two intermediate and seven secondary schools. We also completed our <i>He Taonga te Wai</i> water resource, now available online.</p> <p>A HBRC fleet review continued to be implemented with a further 7 vehicles removed and sold over the quarter. This will begin to have an impact on sustainability. Another review may follow once an audit of vehicle usage and kilometres is completed.</p>

Regional Development

Status	Commentary
	<p>No reports were received this quarter from REDA or HB Tourism. The REDA Board and CE resigned in April/May. A new board consisting of John Loughlin (Chair), Meka Whaitiri and Andrew Gibbs have since been appointed. Richard Briggs has been contracted as the interim Chief Executive until the end of April 2026. In this role, he will oversee the agency’s ongoing operations and projects, while also contributing to an organisational refresh and the transition towards a post-cyclone recovery, single regional delivery entity.</p> <p>HBRC’s funding for HB Tourism will end from 1 July 2025. Napier City, Hastings and CHB District Councils will jointly provide \$1M and be represented on the HBT Board from 1 July.</p>

## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Governance and Partnerships group (financials)

Expenditure	Operating expenditure			Capital expenditure		
Activity	Actual	Budget	Variance	Actual	Budget	Variance
	\$000	\$000	\$000	\$000	\$000	\$000
Community Representation & Leadership	1,720	1,682	(38)	-	-	-
Tāngata Whenua Partnerships	768	1,072	303	-	-	-
Community Sustainability	2,180	2,421	241	927	594	(333)
Regional Development	2,431	2,431	-	-	-	-
<b>TOTAL</b>	<b>7,100</b>	<b>7,606</b>	<b>506</b>	<b>927</b>	<b>594</b>	<b>(333)</b>

Funded by	Operating expenditure			Capital expenditure		
Activity	Actual	Budget	Variance	Actual	Budget	Variance
	\$000	\$000	\$000	\$000	\$000	\$000
General funds	3,489	3,489	-	-	-	-
Targeted rates	2,024	2,016	9	-	-	-
Fees and user charges	-	-	-	-	-	-
Other income	1,941	1,879	62	-	-	-
Loan	-	100	(100)	927	594	333
Reserves	(267)	123	(390)	-	-	-
<b>TOTAL</b>	<b>7,186</b>	<b>7,606</b>	<b>(420)</b>	<b>927</b>	<b>594</b>	<b>333</b>
<b>Surplus/(deficit)</b>	<b>87</b>					

## Status Financial commentary

- Community Representation & Leadership** overspend in operating expenditure is primarily due to spend on unbudgeted external professional advice to support governors.
- Tāngata Whenua Partnerships** budget is underspent due to redirection of staff to the IMPO to support mana whenua engagement in flood resilience projects to comply with the consenting requirements under Order-in-Council.
- Community Sustainability** includes corporate sustainability, climate action, environmental education and sustainable homes. The main driver of variances for both operating and capital expenditure was due to influx of clean heat loan applications associated with the wind-up of the programme in June 2024. Loans are repaid via voluntary targeted rates.
- Reserve funding** is over budget due to sustainable homes internal loan repayment terms being adjusted to reflect the remaining tail of the programme.



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Policy and Regulation activities (non-financial)


### Policy and Planning

Status	Commentary
	<p>During this quarter, the Policy &amp; Planning team monitored and responded to changes under the Resource Management Act reform programme.</p> <p>Progress on draft provisions for a new Regional Policy Statement, including coastal and marine components, remains paused following central government direction and a decision by the Regional Planning Committee to ensure alignment with anticipated national direction and avoid duplication with future legislation.</p> <p>Despite this pause, the operative Regional Coastal Environment Plan is actively maintained to remain compliant with statutory obligations, providing a stable, legally sound framework for coastal resource management.</p> <p>The Policy team continued to monitor plan effectiveness, address emerging issues, and improve internal reporting and monitoring tools.</p>


### Regulatory Implementation

Status	Commentary
	<p>There is no report available as staff have been seconded into other roles at HBRC.</p>

### Consents

Status	Commentary
	<p>The Consents team continue to process resource consent applications under the Resource Management Act. A decision on the Environment Court appeal on Tranche 2 is still pending. Some further costs for this appeal were incurred this quarter as the Court asked for further information on Outstanding Water Bodies.</p> <p>In total, 90% of Heretaunga Plains groundwater replacement applications have requested an extension to their processing time until such time as the Environment Court has made a decision on the TANK Plan Change. The timeframe has been extended again to 31 August 2025. Around 1,000 applications are still waiting to be processed. Despite this, the team processed and issued a relatively high number of decisions during the year, more than in the previous 3-4 years.</p>

### Compliance and Pollution Response

Status	Commentary
	<p>In July, the Compliance Manager and Group Manager both qualified as Regional On Scene Commanders (ROSC) for regional maritime oil spill response and this responsibility will require some time away from BAU.</p> <p>Forestry compliance continues to be an area of high workload, with permitted activity checks providing an increasing workload. We will be recruiting to replace one of two forestry compliance officers who has moved to another role in HBRC. With staff leave, it is anticipated this will significantly impact our ability to monitor forestry consents and permitted activities.</p> <p>Incidents around orchard burning continue to be a high priority for our Pollution Response team. The team are implementing proactive monitoring to help support enforcement where appropriate.</p>

### Maritime Safety

Status	Commentary
	<p>Efforts are underway to renew signage across the region, and a new GIS system is being developed to manage and monitor all aids to navigation/signs.</p> <p>Boat and jet ski acquisition processes are underway. The jet ski will be here within the next month, and the boat will go through a tender process.</p>



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Policy and Regulation group (financials)

Expenditure	Operating expenditure				Capital expenditure		
Activity	Actual	Budget	Variance		Actual	Budget	Variance
	\$000	\$000	\$000		\$000	\$000	\$000
Policy & Planning	3,361	3,294	(67)		-	-	-
Consents	3,195	3,020	(175)		-	-	-
Compliance & Pollution Response	3,961	4,257	295		-	-	-
-Silt Taskforce & Woody Debris	34,904	29,678	(5,226)		-	-	-
Regulatory Implementation	394	958	564		-	-	-
Maritime Safety	814	742	(72)		4	-	(4)
<b>TOTAL</b>	<b>46,629</b>	<b>41,947</b>	<b>(4,681)</b>		<b>4</b>	<b>-</b>	<b>(4)</b>

Funded by	Operating expenditure				Capital expenditure		
Activity	Actual	Budget	Variance		Actual	Budget	Variance
	\$000	\$000	\$000		\$000	\$000	\$000
General funds	8,067	8,067	-		-	-	-
Targeted rates	-	-	-		-	-	-
Fees and user charges	3,304	3,299	5		-	-	-
Other income	34,950	29,741	5,209		4	-	4
Loan	840	840			-	-	-
Reserves	(100)	0	(100)		-	-	-
<b>TOTAL</b>	<b>47,061</b>	<b>41,947</b>	<b>5,114</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus/(deficit)</b>	<b>433</b>						

## Status Financial commentary



The overspend on **Consents** is primarily due to the substantial costs associated with the Tranche 2 appeal, which involved significant time spent working with experts and lawyers. The Hearing has now concluded.

The underspend of **Compliance and Pollution Response** is primarily due to lower than expected pollution response activities.

**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.

**Other Funding** has exceeded the budget mainly due to the Silt Taskforce, which amounts to \$5.2 million. This is offset by the overspend in expenditure.

Integrated Catchment Management activities (non-financial)

Environmental Information

Status	Commentary
●	<p>The Environmental Information team continued collecting environmental data across all disciplines, though data processing fell slightly behind due to resourcing constraints. A new Resource Technician completed groundwater quality sample collections and provided support to Hydrology when possible.</p> <p>The NIWE-funded Rebuilding and Resilience project progressed well, with works completed of the Mangaorapa at Te Uri and the Tūtaekurī at Ngaroto Road water level and rainfall sites. Work began on the Hangaroa at Doneraile Park gantry and site rebuild, a key monitoring location, scheduled for completion in September.</p> <p>Migration of the legacy Water Information Services (WIS) system also advanced.</p> <p>Reduced resourcing required the Manager Environmental Information to cover multiple functions, including oversight of the Hydrology and Groundwater teams, in addition to leading the wider Environmental Information team. This arrangement is not expected to continue beyond August.</p>

Environmental Science

Status	Commentary
●	<p>Resourcing constraints in Science, due to recruitment delays and expert advice for Environment Court, created significant pressure on State of the Environment (SOE) reporting and the wider work programme. Demands from the TANK mediation process and planning for a four-year Ruataniwha groundwater remodel led to some projects being deferred to the next financial year. Budget reductions lowered lakes investigations from six to four and limited additional freshwater investigations. Estuary work was restricted to a minor contaminant study.</p> <p>Reallocated budgets provide an opportunity to focus more on existing data, reconsider delivery approaches, and explore future funding options. A refreshed science strategy and review of SOE development will help ensure reporting meets organisational needs and is effectively resourced.</p>

Sustainable Land Management

Status	Commentary
●	<p>Harvest began in late May at the Soil Conservation Nursery, with six trucks dispatched by 30 June. The RSE crew made strong progress, building a solid stockpile of quality poles for the season. Yield recording by block has improved forecasting and stocktake accuracy. Redevelopment of B Block is underway, with planting set for early July. The season is running smoothly thanks to the combined efforts of Works Group, Nursery staff, and Catchment teams.</p> <p>Catchment advisors completed all Erosion Control Scheme (ECS) projects and fully allocated the \$2 million ECS and Hill Country Erosion budgets across 253 projects, including fencing, native reversion, and poplar/willow planting. A total of 23,505 poles will be delivered by early July, sourced from Allan Road nursery and private suppliers.</p> <p>The Catchment Management team participated in several on-farm field days for the Balance Farm Environment Awards, Hawke’s Bay Primary Sector Awards, and the Ahuwhenua Trophy.</p>

Rural Partnerships

Status	Commentary
●	<p>The Rural Partnerships team continued supporting Catchment Collectives and Groups, coordinating Cultural Training for Catchment Coordinators and an Erosion Control workshop. They began managing the Land for Life Project, delivering Milestone One to MPI, which included the project plan, progress reports, and a communication and engagement plan.</p> <p>This quarter also saw the completion of the \$3 million, three-year Catchment Solution Project, led by Massey University and funded by MfE. The project connected the Pōrangahau and Maharakeke Catchment Group (within Tukituki Land Care) with catchment collectives from Manawatū and Taranaki.</p>

## Integrated Catchment Management activities (non-financial)

### Biodiversity and Biosecurity

#### Status - Commentary

- The Biodiversity team managed several ecosystem projects, including deer fencing completed at 9 sites and repaired at 4, with feral ungulate control across multiple sites (14 in total) including Wairoa (5 sites). Two strategic projects were completed on fish passage remediation and wetland reinstatement in collaboration with Tukituki Landcare, NIWA, and Fonterra. Biodiversity Hawke's Bay received 42 applications for the contestable environmental fund. This fund, administered by Biodiversity HB, is funded by HBRC, and the Eastern & Central Charitable Trust.
- The Biosecurity team delivered boundary and river berm possum control, and monitored 188,600 hectares, with an overall mean Residual Trap Catch (RTC) of 1.3%. Goat control projects in Māhia and Maungaharuru protected native plants, with 143 and 87 goats killed, respectively. Possum eradication efforts on the Māhia Peninsula are ongoing, with possums now limited to the Māhia Scenic Reserve.
- Control efforts continue for invasive plants like Chilean needle grass, saffron thistle, Nassella tussock, and alligator weed, using aerial and ground methods. Nursery inspections under the National Pest Plant Accord, and iwi engagement efforts have continued specifically for weed and species-specific control activities.



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Integrated Catchment Management (financials)

Expenditure	Operating expenditure				Capital expenditure		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	\$000	\$000	\$000		\$000	\$000	\$000
Environmental Information	4,747	4,849	103		373	387	14
Environmental Science	5,848	6,483	635		22	33	11
Sustainable Land Mgmt	8,691	9,675	984		146	50	(96)
Biodiversity & Biosecurity	7,485	7,561	76		119	100	(19)
Rural Partnerships	1,217	1,310	92		-	-	-
<b>TOTAL</b>	<b>27,989</b>	<b>29,878</b>	<b>1,890</b>		<b>660</b>	<b>570</b>	<b>(91)</b>

Funded by	Operating expenditure				Capital expenditure		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	\$000	\$000	\$000		\$000	\$000	\$000
General funds	18,490	18,490	-		-	-	-
Targeted rates	2,614	2,607	8		-	-	-
Fees and user charges	2,050	2,011	39		-	-	-
Other income	3,653	4,168	(515)		233	-	233
Loan	2,181	2,246	(65)		54	183	(129)
Reserves	182	357	(174)		373	387	(14)
<b>TOTAL</b>	<b>29,171</b>	<b>29,878</b>	<b>(707)</b>		<b>660</b>	<b>570</b>	<b>91</b>
<b>Surplus/(deficit)</b>	<b>1,182</b>						

## Status Financial commentary



Underspend in **Environmental Science** is primarily attributed to reduced activity across Nature Based Solutions and other programme areas. This has consequently led to a shortfall in associated funding streams.

**Sustainable Land Management** underspend stems from delays in initiating work due to the late signing of the Land for Life agreement. Additional savings have been realised through unfilled vacancies.

Other funding sources have come in lower than expected, largely due to delays in Land for Life expenditure and reduced investment in Nature Based Solutions initiatives.

## Asset Management activities (non-financial)

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

Status	Commentary
●	<p>Flood Protection and Control Works is actively managed by scheme managers in the Operations Team. Maintenance work has been carried out according to the maintenance contract. Work continues on configuring SEAM which is the Tech One Asset Management Application. This will transition maintenance planning from a paper-based to an automated system with improved reporting capability. The SCADA system upgrades have been completed with all Heretaunga Plains pump stations now running on the new Ignition platform. The old Pumptel system has been decommissioned.</p> <p>Improvements to the monitoring and management of river mouths continues with the installation of cameras and the telemetered 'Hilo' water level devices.</p> <p>The installation of the lowered crest at the Wairoa river bar began in late June and is now complete.</p>

### Flood Risk Assessment and Warning

Status	Commentary
●	<p>Engineering staff continue to support scheme reviews, collaborate with other councils on updated flood hazard maps, and assist the IPMO and consultants on flood risk and modelling. Flood resilience infrastructure upgrades are being prioritised.</p> <p>A trial Esk River flood forecasting model has been developed, and existing models are being updated.</p> <p>The multi-model flood forecasting dashboard has been improved with new features. Work is ongoing with the ICT team to upgrade the model server and co-locate the dashboard. Collaboration with the ICT and Comms teams is also progressing on the <i>Extreme Weather Hub</i> on the HBRC website and a new public-facing dashboard.</p> <p>Flood frequency analysis has been conducted to support updates to trigger levels.</p>

### New Flood Resilience

Status	Commentary
●	<p><b>NIWE Cat 2 programme:</b> ●</p> <p>The scope of the projects has remained consistent since last quarter, with further refinements made to certain flood-mitigation designs and alignments. The main underspend is due to construction for most projects shifting to a later timeframe.</p> <p>A comprehensive programme assurance framework has been reinvigorated to safeguard performance, uphold quality standards, and strengthen stakeholder confidence throughout the lifecycle of the NIWE Programme. The newly developed programme schedules now provide improved visibility and a clear critical path view across all projects, with added emphasis on consent and procurement planning, enabling stronger planning and greater budget confidence.</p> <p>The Waiohiki project is the most advanced, with enabling works nearing completion, an Order in Council resource consent granted, the main construction tender closed, and design works finalised. Main construction is forecasted to begin in August 2025. Other projects are also progressing rapidly, with construction phases scheduled to begin next quarter to the end of 2025.</p> <p>The primary risks across the programme include cost pressures, land access constraints, and overall programme timeframes.</p> <p><b>NIWE Scheme Reviews:</b> ●</p> <p>The project is on track and nearing completion (January 2026). Progress has been made across multiple workstreams. All scheme models are in development, 10 have been peer-reviewed.</p> <p>Current focus is to update draft reports for all schemes with lifeline infrastructure plans and preliminary capital and operational expenditure assessments.</p>



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Asset Management activities (non-financial)

### Coastal Hazards

Status	Commentary
●	<p>Instrument maintenance was completed in collaboration with the HBRC Harbourmasters. Deployment of the Wairoa wave buoy is in progress, with iwi engagement completed and equipment purchased. CoastSnap signage is awaiting for the Clifton to Tangoio Coastal Hazards Strategy final approval. Ongoing support continues for the Technical Advisory Group through provision of reports, cost estimates, and technical information.</p> <p>Westshore renourishment works have been deferred to the next financial year. Monitoring indicates bund erosion, but no immediate action is required. Timeframes for renewing the renourishment consent have been reviewed with the Consents Team.</p> <p>The Clifton to Tangoio Coastal Hazards Strategy has been jointly funded by Hastings District, Napier City and Hawke's Bay Regional Councils, each contributing \$100k annually. From July 2025 Hastings DC will cease funding posing budget risks. This may affect what engagement can be done over the next year. A Community Reference Group and two focus groups (Bay View/Westshore and Te Awanga/Haumoana) have met twice, with wider digital engagement planned. The Community Reference Group will advise HBRC in February 2026 on options and funding models for consultation.</p>

### Regional Water Security

Status	Commentary
●	<p>The Heretaunga Water Storage project is nearing the completion of stage one feasibility. The project is being managed through a contracted Project Management structure with executive oversight. Direction is being provided by a Project Steering Group. An update paper was presented to Council on 25 June 2025. A further paper is being presented to the Council meeting on 30 July preparing for the transition of the project into an independent entity, supported by a funding agreement for feasibility from the Regional Council.</p> <p>The Central Hawke's Bay Managed Aquifer Recharge project has recommenced with a focus on meeting consent requirements.</p>

### Open Spaces

Status	Commentary
●	<p>Teams from Regional Assets and Operations oversee Open Spaces that includes regional parks, forests, and trails that encompass Hawke's Bay <i>Nga Haerenga Great Rides</i>. These activities are undertaken in accordance with the relevant Asset Management Plan.</p> <p>A new three-year maintenance contract for our regional parks began in October 2024. Regular inspections ensure all maintenance is completed to a high standard and meets contract requirements.</p>



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Asset Management (financials)

Expenditure	Operating expenditure			Capital expenditure		
	Actual	Budget	Variance	Actual	Budget	Variance
Activity	\$000	\$000	\$000	\$000	\$000	\$000
Flood Protection and Control Works	22,422	20,312	(2,111)	19,794	90,582	70,788
Flood Risk Assessment and Warning	1,250	1,300	50	-	-	-
Coastal Hazards	1,232	1,183	(49)	-	-	-
Open Spaces	4,171	4,400	229	1,088	2,442	1,354
Regional Water Security	67	699	633	1,091	3,796	2,704
Works Group	1,267	1,204	(64)	750	748	(2)
<b>TOTAL</b>	<b>30,409</b>	<b>29,098</b>	<b>(1,311)</b>	<b>22,723</b>	<b>97,568</b>	<b>74,845</b>

Funded by	Operating expenditure			Capital expenditure		
	Actual	Budget	Variance	Actual	Budget	Variance
Activity	\$000	\$000	\$000	\$000	\$000	\$000
General funds	8,020	8,020	-	93	93	-
Targeted rates	8,034	8,030	4	1,924	1,923	1
Fees and user charges	505	1,326	(821)	-	-	-
Other income	9,090	7,731	1,360	18,972	72,233	(53,260)
Loan	1,185	2,152	(967)	6,589	22,779	(16,190)
Reserves	2,521	1,839	682	(4,065)	542	(4,607)
<b>TOTAL</b>	<b>29,355</b>	<b>29,098</b>	<b>257</b>	<b>23,512</b>	<b>97,568</b>	<b>(74,056)</b>
<b>Surplus/(deficit)</b>	<b>(1,054)</b>					

## Status Financial commentary

**Flood Protection and Control Works** operating expenditure is over budget, primarily due to the reclassification of costs from capital to operating as costs do not meet asset recognition criteria. Capital expenditure is also under budget, primarily due to delays in spending on cyclone recovery work and NIWE projects. The underspend across both operating and capital budgets for the **Regional Water Security** programme is due to the pause in the Central Hawke's Bay Managed Aquifer Recharge project during the year due to competing priorities. This has since re-started. Progress on the Heretaunga Water Storage project has entered the feasibility phase, with spending increasing from 2025-26.

**Open Spaces** is underspent in both operating and capital expenditure. The HB Trails capital budget is underspent due to delays in progressing flood resilience cycleway repairs funded by MBIE. The Hawea Historical Park project was not completed this financial year.

**Other Income** is underbudget due to timing of the NIWE work.

**Fees & User Charges** is under budget due to a shortfall in gravel sales.

**Reserve Funding** is above budget in operational expenditure, due to overspend in drainage schemes and below budget for capital expenditure due to the timing of claims vs expenditure in cyclone recovery work.

## Emergency Management activities (non-financial)

### Hawke's Bay CDEM Group

Status	Commentary
●	<p>HBCDEM has strengthened regional readiness by rolling out updated tsunami signage, advancing public education, and developing flood trigger levels with partners and pilot communities. Operational capability improved through targeted training, ongoing Registration and Needs Assessment system platform implementation, and expanded Emergency Mobile Alert authorisations.</p> <p>Finalising the Transformation Strategy and Service Level Agreement has enabled current organisational realignment.</p> <p>Community resilience efforts progressed with new Community Hubs established and strategic engagement with Māori communities initiated to guide future partnerships.</p>

### HBRC Emergency Management

Status	Commentary
●	<p>The draft Business Continuity Plan was revised based on feedback and is currently on hold pending input from essential functions. This quarter, 48 HBRC staff completed the Emergency Management Essentials course, while 81 staff completed additional emergency management training, including Coordination Centre operations, needs assessment, and other functional courses.</p>

## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Emergency Management (financials)

Expenditure	Operating expenditure				Capital expenditure		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	\$000	\$000	\$000		\$000	\$000	\$000
Hawke's Bay CDEM Group	3,355	3,636	281		-	-	-
HBRC Emergency Management	3,547	2,862	(685)		5	-	(5)
<b>TOTAL</b>	<b>6,902</b>	<b>6,498</b>	<b>(404)</b>		<b>5</b>	<b>-</b>	<b>(5)</b>

Funded by	Operating expenditure				Capital expenditure		
	Actual	Budget	Variance		Actual	Budget	Variance
Activity	\$000	\$000	\$000		\$000	\$000	\$000
General funds	2,160	2,160	-		-	-	-
Targeted rates	3,531	3,496	35		-	-	-
Fees and user charges	-	-	-		-	-	-
Other income	752	842	(91)		5	-	5
Loan	-	-	-		-	-	-
Reserves	(321)	-	(321)		-	-	-
<b>TOTAL</b>	<b>6,121</b>	<b>6,498</b>	<b>(377)</b>		<b>5</b>	<b>-</b>	<b>5</b>
<b>Surplus/(deficit)</b>	<b>(781)</b>						

**Status** Financial commentary

The majority of the underspend in the **Hawke's Bay CDEM Group** budget is related to five vacant roles, resulting in an underspend of \$400K in internal time. A pause in some activities has occurred while awaiting the implementation of actions identified in the Hawke's Bay Independent Flood Review. This is offset by costs associated with ongoing transformation costs.

The overspend in **HBRC Emergency Management** is attributed to the Wairoa event response earlier in the year, as well as the cost of internal time support from HBRC employees for insurance and recovery work.

Additional income was received from NEMA to support training initiatives. The overall budget underspend is primarily due to the East Coast Lab programme being underfunded relative to budget expectations. This variance is the result of the programme's closure, with only residual work being finalised.




# Transport activities (non-financial)

## Transport Planning and Road Safety

Status	Commentary
	<p>The Transport team look after the Regional Road Safety and Regional Land Transport responsibilities on behalf of the region.</p> <p>The RoadSafe team exceeded their targets for educational and police road safety support programmes and events over the year, notably delivering mini-road safety expos to over 1,000 Hawke’s Bay students, with support from Nga Pirihimana NZ Police, Fire and Emergency NZ, ACC, Waka Kotahi NZ Transport Agency, and Dunstalls.</p> <p>This quarter, the Regional Council adopted the Regional Public Transport Plan 2025-2035 , concluding a year-long review with extensive stakeholder engagement. The plan confirms that a new bus network will be implemented in early 2026.</p>

## Passenger Transport

Status	Commentary
	<p>The Transport team provides the Passenger Transport and Total Mobility activities. The provision of a stable and reliable public transport system over the past 12 months has undoubtedly contributed to the increase in patronage of bus services. The recent addition of CCTV to strengthen passenger and driver security will further improve the attractiveness of public transport in Napier &amp; Hastings.</p> <p>The increasing use of Total Mobility, while positive for users, continues to strain the limited budget we have to provide this service. Ensuring all travel taken is within the rules of the scheme remains a focus.</p>

## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Transport (financials)

Expenditure	Operating expenditure				Capital expenditure		
Activity	Actual \$000	Budget \$000	Variance \$000		Actual \$000	Budget \$000	Variance \$000
Public Transport	10,345	10,293	(52)		155	-	(155)
Transport Planning & Road Safety	294	686	392		-	-	-
<b>TOTAL</b>	<b>10,639</b>	<b>10,979</b>	<b>340</b>		<b>155</b>	<b>-</b>	<b>(155)</b>

## Status Financial commentary

- Regional Road Safety** spending was lower than budget, reflecting the necessary reduction in expenditure in alignment with decreased National Land Transport Fund funding and the Local Council contributions.

Funded by	Operating expenditure				Capital expenditure		
Activity	Actual \$000	Budget \$000	Variance \$000		Actual \$000	Budget \$000	Variance \$000
General funds	167	167	-		-	-	-
Targeted rates	4,579	4,576	3		-	-	-
Fees and user charges	-	-	-		-	-	-
Other income	6,277	6,235	42		79	-	79
Loan	-	-	-		-	-	-
Reserves	(248)	-	(248)		76	-	76
<b>TOTAL</b>	<b>10,776</b>	<b>10,979</b>	<b>(203)</b>		<b>155</b>		<b>155</b>
<b>Surplus/(deficit)</b>	<b>137</b>						

Corporate Services

Information and Communications Technology (ICT)

Status	Commentary
●	<p>The ICT team met all major milestones this year, including launching the Strategic Asset Management (SEAM) project on 30 June, enhancing how HBRC tracks and maintains regional infrastructure. Financial management remained strong, with key projects delivered under budget.</p> <p>Cybersecurity was a priority, with a new staff training programme rolled out and strengthened network controls implemented. A network resilience initiative also began to ensure continuity during core network failures.</p> <p>A critical infrastructure upgrade was completed, enabling next year's Infrastructure Optimisation programme to improve efficiency and effectiveness.</p> <p>Two new strategic projects launched: Contract Management (starting Aug/Sept) to enhance external contract controls and workflows, and Rates Management Modernisation, a year-long project to deliver a modern platform for rates operations.</p> <p>Additionally, the Innovation Hub was launched to identify and deliver quick technology wins, supporting continuous improvement across the organisation.</p>

Legal, Compliance, Risk and Procurement

Status	Commentary
●	<p>The Quality and Assurance team completed a critical review of HBRC's Policy Framework this quarter and continues to support business units with quality management and assurance processes.</p> <p>The Legal team has focused on litigation support related to Cyclone Gabrielle and the June 2024 Wairoa Flooding, while preparing for the Coronial Inquest into the deaths that occurred during Cyclone Gabrielle, scheduled towards the end of 2025. A new set of organisation-wide contract templates has been implemented to enhance consistency, efficiency, and legal robustness.</p> <p>Risk management remains supported by an external consultant, with a new shared services model being developed jointly with Napier City Council, advancing collaborative governance and resource sharing.</p> <p>The Procurement team has completed a comprehensive review of the Procurement strategy and policy, now pending approval.</p> <p><i>The business-as-usual work of our Health, Safety and Wellbeing team can be viewed on page 8.</i></p>

Human Resources

Status	Commentary
●	<p>The HR team has been actively supporting key strategic initiatives across the organisation. Advisors worked closely with managers to strengthen people performance, while also preparing them for the upcoming annual remuneration review and delivering Personal Development Plan training sessions.</p> <p>We have been preparing to launch a new three-part leadership development workshop series designed to build capability and encourage growth. The team has helped refresh HBRC values and behaviours framework to better reflect our evolving culture.</p> <p>We have progressed policy updates and improved how we communicate HR information across the organisation by making it clearer, more engaging, and easier to access.</p> <p><i>Updates on staffing, turnover and recruitment are on page 7 of this report.</i></p>

Finance and Treasury

Status	Commentary
●	<p>The Finance team had a productive quarter, playing a key role in providing information for consultation, and the finalisation of the Annual Plan 2025-26. Subsequently, rates were set and preparations began for issuing invoices to ratepayers. Enhanced cashflow monitoring and debt forecasting have strengthened financial oversight.</p> <p>We provided information to Fitch Ratings, resulting in reaffirmation of our AA credit rating. Focus then shifted to year-end preparations to meet accelerated Annual Report deadlines due to upcoming elections.</p> <p>Debt collection remains a priority, with significant progress recovering amounts previously referred to external agencies, delivering substantial savings. The team welcomed a new management accountant, maintaining full staffing.</p> <p>Finance also contributed to key systems projects—including SEAM, contracts, rates, and payroll—supporting organisational improvements.</p>




Corporate Services and Executive Advisory


Communications and Engagement

Status	Commentary
	<p>The Comms and Engagement team managed a demanding workload this quarter despite being short-staffed. The Digital team handled a wide range of tasks, including graphic design, publications, web content, and multimedia, while the Comms team focused on communications planning, media releases, responses, and internal messaging.</p> <p>Media interest had a focus on air quality and horticultural burning, with more enquiries and releases than the previous quarter. Website traffic remained steady, with notable growth on the Rates and Severe Weather Hub pages.</p> <p>Social media engagement also rose significantly, driven by campaigns around the Annual Plan, winter burning, and transport. Two of the most popular Facebook posts covered a Harbourmaster incident and a unique spider behaviour, both reaching large audiences and generating strong interaction.</p> <p><i>Updates on digital and social media, and communications are on pages 10-11 of this report.</i></p>


Corporate Support

Status	Commentary
	<p>The Customer Experience team maintained steady operations, handling over 2,000 monthly calls, with May being the busiest month of the quarter across calls, payments, walk-ins, and other channels. This quieter period before Rates season enabled collaboration with the Rates team to refresh knowledge and enhance customer support capabilities.</p> <p>Rates remain the primary enquiry, followed by general queries and MyWay. New team members have integrated well, strengthening team cohesion. Cross-organisational collaboration has improved, with proactive alerts regarding potential enquiry surges from media or community events. To prepare for peak demand, a temporary staff member will join in late July.</p> <p>The Facilities, Asset and Support team supported the re-lease of two properties, managing furnishing relocations, security transitions, and office moves. Fleet updates progressed, including vehicle retirements and ERoad unit upgrades.</p> <p><i>Updates on Customer Experience and Fleet are on pages 9 and 12 respectively.</i></p>

Māori Partnerships

Status	Commentary
	<p>The Māori Partnerships team has continued to support the organisation in its Māori participation activities. There continues to be heavy engagement requirements across the NIWE projects. Of note is the positive progress in building the Wairoa cultural layer.</p> <p>There have been 3 formal relationship evaluation meetings with Post-Settlement Governance Entity partners. Work is underway between Māori Partnerships and Policy and Planning teams to better understand Māori planning documents and tools.</p>

Strategy and Governance

Status	Commentary
	<p>The Governance team supported 17 governance events, including meetings, workshops, and briefings, while managing a consistently high volume of official information (LGOIMA) requests. Election preparations were underway, with the three-person team fully staffed for the first time in some time.</p> <p>The Strategy &amp; Performance team faced pressure this quarter due to a prolonged vacancy in the team leader role. Deliverables such as submissions analysis, Annual Plan adoption, the Q3 Organisational Performance Report presented in May, the Pre-Election Report, and the Reducing Flood Risk Discussion Document and animation.</p> <p>A major milestone was the adoption of the region's first Climate Change Risk Assessment by the Joint Committee in May.</p> <p><i>Updates on official information requests are detailed on page 11 of this report.</i></p>

## HBRC Organisational Performance Report: Quarter 4 2024-2025

## Other HBRC (financials)

Expenditure	Operating expenditure				Capital expenditure		
Activity	Actual \$000	Budget \$000	Variance \$000		Actual \$000	Budget \$000	Variance \$000
Corporate support	-	-	-		485	180	(305)
ICT	2,008	2,140	132		381	1,404	1,023
Investment income	1,267	1,731	464		-	-	-
Rates Management	1,374	1,937	563		-	-	-
Treasury	1,181	-	(1,181)		-	-	-
<b>TOTAL</b>	<b>5,831</b>	<b>5,808</b>	<b>(23)</b>		<b>866</b>	<b>1,584</b>	<b>718</b>

Funded by	Operating expenditure				Capital expenditure		
Activity	Actual \$000	Budget \$000	Variance \$000		Actual \$000	Budget \$000	Variance \$000
General funds	(15,271)	(15,665)	393		-	-	-
Targeted rates	-	-	-		-	-	-
Fees and user charges	24	-	24		-	-	-
Other income	35,859	15,644	20,215		18	-	18
Loan	(11,219)	5,617	(16,836)		245	70	176
Reserves	-	-	-		527	1,514	(988)
<b>TOTAL</b>	<b>9,393</b>	<b>5,597</b>	<b>3,797</b>		<b>790</b>	<b>1,584</b>	<b>(794)</b>
<b>Surplus/(deficit)</b>	<b>3,562</b>						

## Status Financial commentary



**Corporate Support** capital expenditure overspent due to completion of the Dalton Street refurbishment (unbudgeted) from 2023-24.

**ICT** operating underspend was due to reduced spend at year end on strategic projects. ICT capital expenditure is underspent across GIS, end-user hardware, and servers & storage renewals. This underspend is due to warranty examinations and a delay in the imagery purchase. As a result, this will likely require a carry forward into the next financial year.

**Investment income** is below budget, primarily due to the structure of fee rebates.

**Treasury** overspent due to external interest expense higher than internal recoveries.

**Other income** is over budget due to the special dividend from HBRIC for the repayment of the inter company loan. This is also why loans has a variance to budget. Additionally, gains from managed funds have outperformed budget.



## HBRC Organisational Performance Report: Quarter 4 2024-2025

## 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 score given, by date, following email correspondence. 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 because they are not motorised.

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