

People and Capability Group

Quarterly Performance Review 31 December 2014



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1 EXECUTIVE SUMMARY FOR RISK AND ASSURANCE COMMITTEE

1.1 Group overview

The key performance indicators for the last quarter were:

Human Resources

- ▶ Developing the scope of the management and leadership development project
- ▶ Undertaking the review of the organisation's administrative functions

Health and Safety

- ▶ Completed field research into use of Crush Protection Devices (CPD's) on quad bikes
- ▶ Examining options in relation to Light Utility Vehicles (LUV's)
- ▶ Running the first workshops on impairment – wellness briefings
- ▶ Continuing to examine the market for health and safety information management systems (HASMIS)

Democratic Services

- ▶ Reviewing Standing Orders
- ▶ Drafting the Significance and Engagement Policy in conjunction with staff in the Strategy & Community Engagement Group

The key performance indicators for the next quarter are:

Human Resources

- ▶ Finalising the scope of the management and leadership development project and commencing the implementation of that project
- ▶ Managing the Gallup engagement survey project
- ▶ Conducting any change management that may result from the administrative functions review

Health and Safety

- ▶ Report of the organisation's approach to Crush Protection Devices on quad bikes
- ▶ Decision on the HASMIS

Democratic Services

- ▶ Amendments to Standing Orders approved by councillors
- ▶ Examining our approach to maintaining privacy in accordance with the Privacy Act

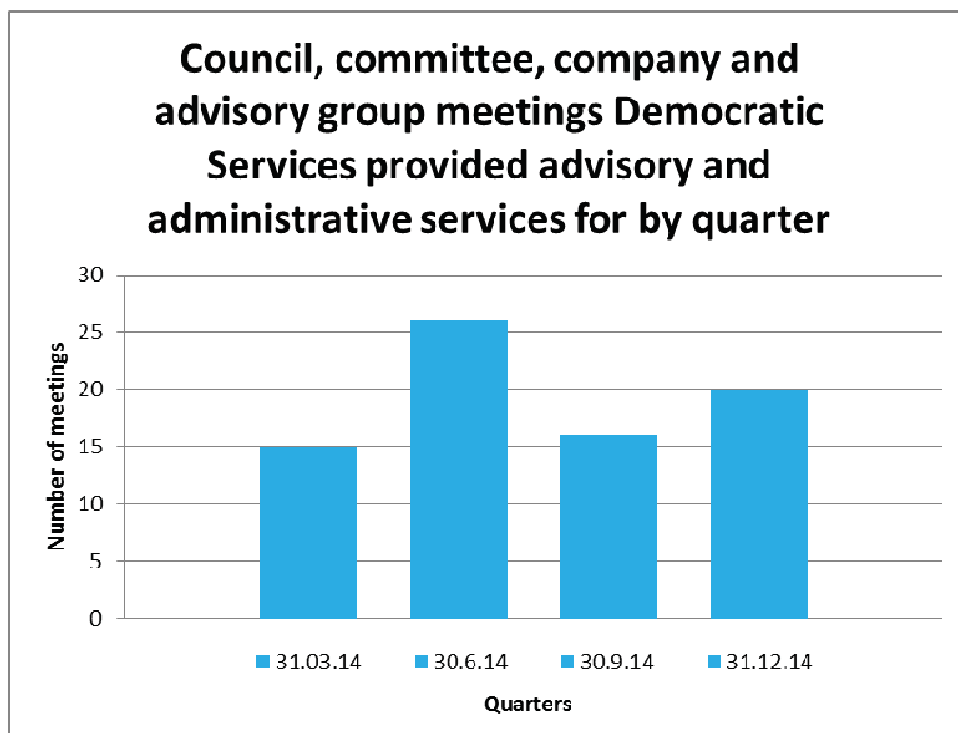
Annual Plan performance measures

		Performance Targets		
Level of Service	Performance Measure	Baseline	2014/15 Planned	2014/15 Actual
Provide information to enable the public to be informed of, and participate in, Council and committee meetings	Percentage of time meeting agenda is available to the public at least two working days prior to each meeting	100%	100%	
	Percentage of residents satisfied that they have had an opportunity to participate in decision making	In 2013/14 eighteen per cent of surveyed residents agreed that they are afforded opportunity to participate, rating their satisfaction 8-10 out of 10 (18%), with a further 45% rating this aspect 5-7 out of 10. A third of residents disagreed that they are provided with sufficient opportunity to participate in Regional Council's decision making (33%), with four per cent of residents unsure how to rate (4% don't know).	Achieve an increase from 18% to 20%.	

1.2 Quarterly Report on Democratic Services

Servicing of meetings

During this quarter Democratic Services provided advisory and administrative services to 20 Council, committee, company and advisory group meetings. The following graph shows the number of meetings serviced by the Democratic Services Department over the past 12 months.



Māori constituencies

At its meeting on 5 November 2014, the Council considered the matter of establishing a Māori constituency for the 2016 triennial elections. After taking into account the view of the region's iwi on this matter the Council received and noted the report.

Review of Standing Orders

Changes to the Local Government Act 2002 enacted in August 2014 empower local authorities to enable remote participation in meetings. Enablement would be provided through incorporating relevant provisions in Council's Standing Orders. Officers discussed this matter in a workshop with Councillors on 15 October, where it was considered that the Standing Orders should be amended to

provide for remote participation. Other technical changes were also discussed at the workshop. Officers are planning to bring draft proposals forward to the Council meeting in February 2015.

Reconstituted Wellington Regional Strategy Committee

At its meeting on 5 November 2014 the Council amended the terms of reference for the Wellington Regional Strategy Committee and appointed the membership of the reconstituted committee. The Committee met for the first time under the new arrangements on 2 December 2014.

Significance and Engagement Policy

The August 2014 amendments to the Local Government Act 2002 required local authorities to each adopt a Significance and Engagement Policy for the first time by 10 December 2014. The Council adopted its policy on 5 November 2014.

Review of rates remission and postponement policies

At the Council workshop on 18 November Councillors discussed the current rates remission and postponements policies. As an outcome of that discussion no significant changes are proposed to the policies.

1.3 Quarterly Report on Human Resources

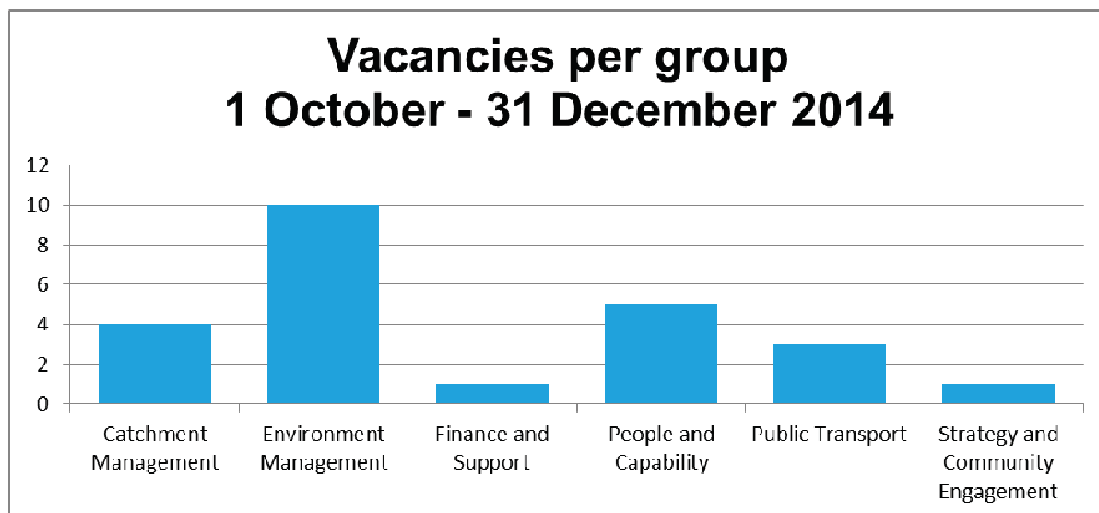
Recruitment

Vacancies

The number of vacancies per group is outlined in the following graph.

The higher than average number of vacancies for the Environmental Management Group was to recruit four Survey Assistants, a Survey Supervisor, Harbour Communications Officer and an Environmental Policy Student – all of which are new fixed term or casual positions. The other two permanent vacancies were due to two resignations.

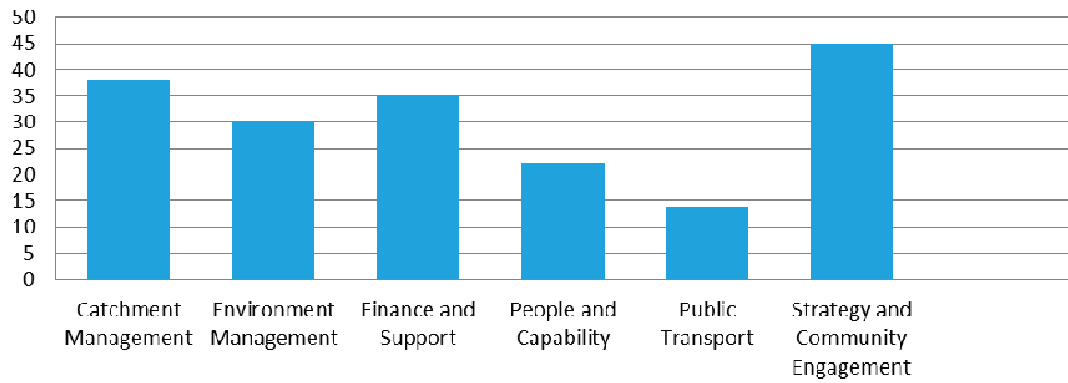
The slightly higher than average number of vacancies for People and Capability were to recruit for two permanent employees not returning from parental leave. The three other vacancies are within WREMO – one fixed term position to provide additional ICT support and two permanent positions as a result of resignations.



Average days taken to recruit

The “Average days to recruit per Group” graph (below) provides an overview of how long it has taken to recruit vacancies within each Group.

Average number of days to recruit 1 October - 31 December 2014



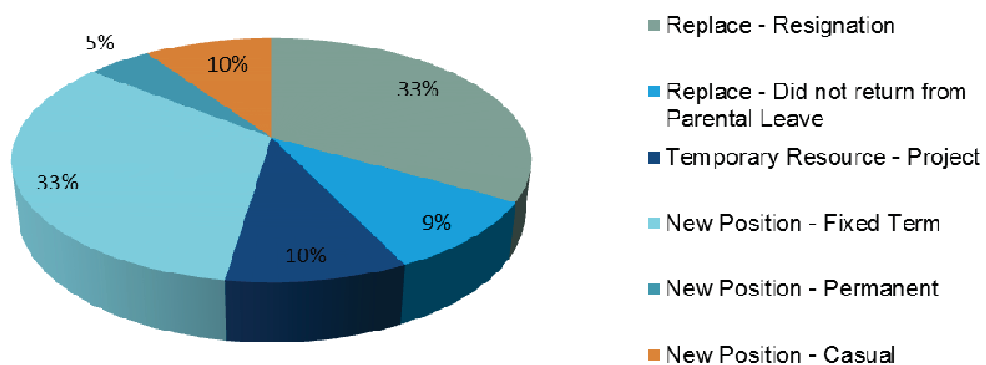
The higher than average number of days to recruit in the Strategy and Community Engagement Group was the recruitment process for the Te Pou Whakarae position. As this is a key role, there were a number of steps in the recruitment process. This involved pre interview meetings with long listed candidates, and two interviews with the successful candidate.

Reason for recruitment

The following chart identifies the reasons for recruitment during the last quarter.

One third of the recruitment was driven from resignations of permanent employees. The other two thirds are fixed term positions in areas such as Environment Management, Public Transport and WREMO who are recruiting either project roles or seasonal roles.

Reasons for Recruitment 1 October - 31 December 2014



Staff turnover

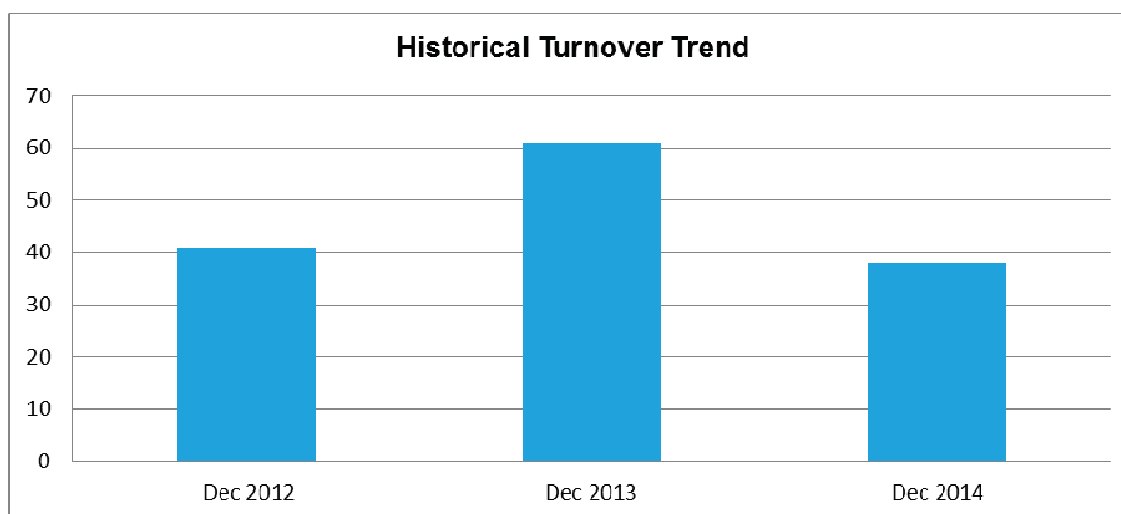
The annual turnover statistic for the last quarter was 9.2%. This has decreased by 3% from September 2014, which had a turnover of 12.1% which incorporated the Water Supply Employees. This turnover figure represents both desirable and undesirable turnover. The annual turnover statistic represents the departure of 38 staff from Greater Wellington Regional Council's employment during the previous 12 months. In addition and not reflected in the turnover data, is the transfer of 57 employees from Greater Wellington Regional Council to Wellington Water.

While it is not unusual to have a slightly lower turnover in the last quarter of the year (due to a less buoyant job market) 9.2% represents the lowest quarterly turnover since December 2009 (which had 8.7% turnover).

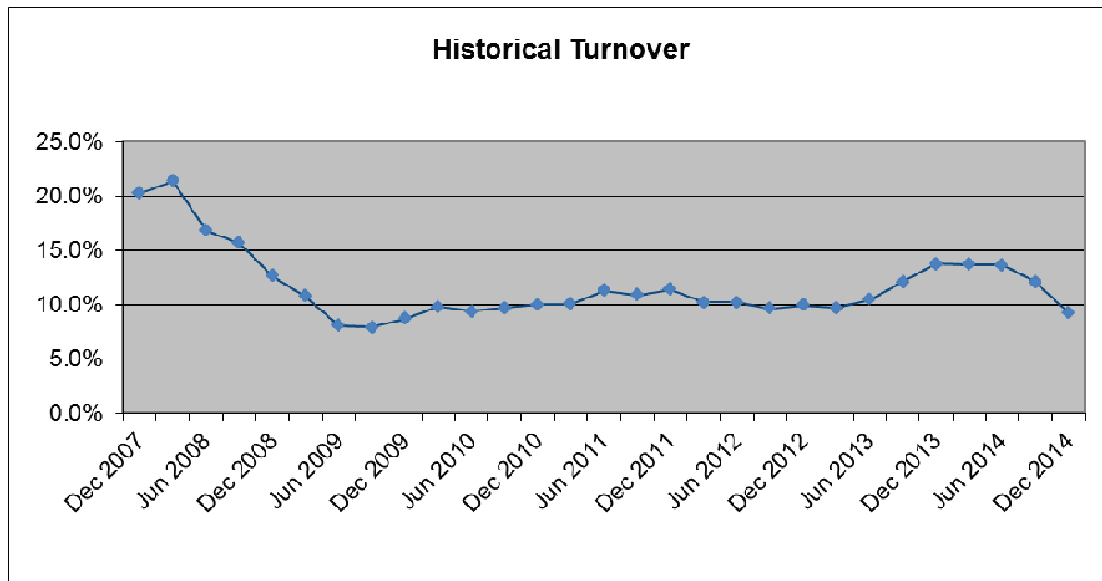
This also represents the fourth quarter of decreasing turnover. The current turnover is 4.5% less than this time last year.

The historical turnover rate for Greater Wellington Regional Council is identified in the following two graphs.

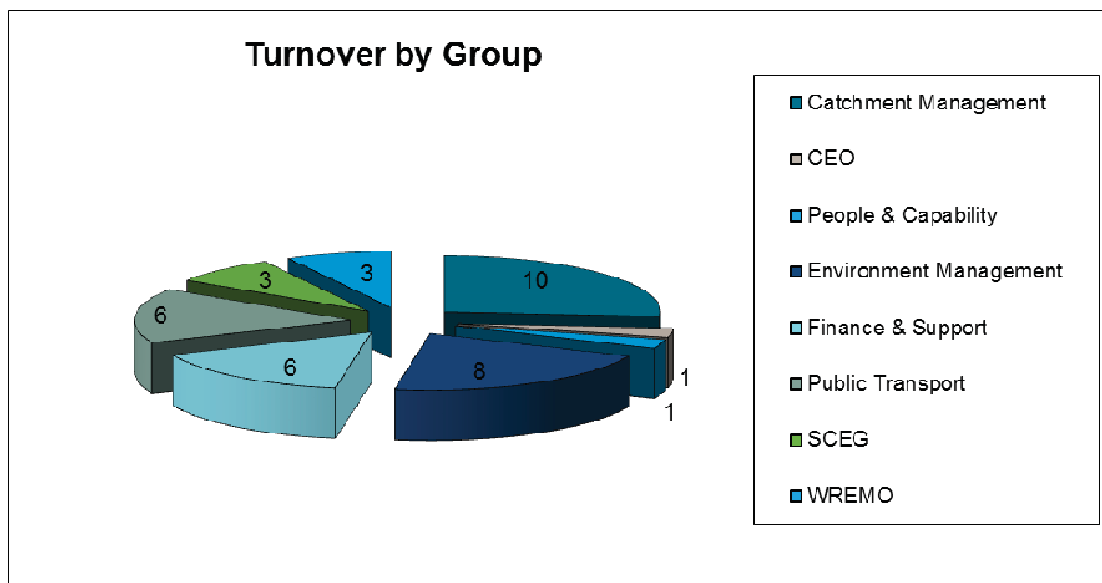
The first graph identifies the turnover trend during the last three years.



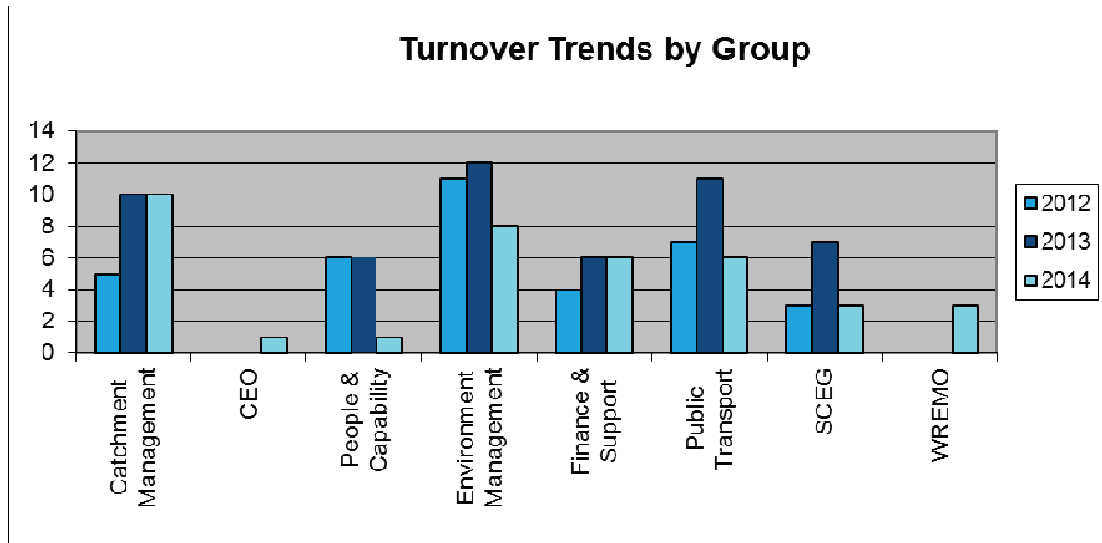
The second graph identifies the historical trend since December 2007. The average turnover rate during this period has been 11.7%, with a high in March 2008 of 21.4% and a low in September 2009 7.9%



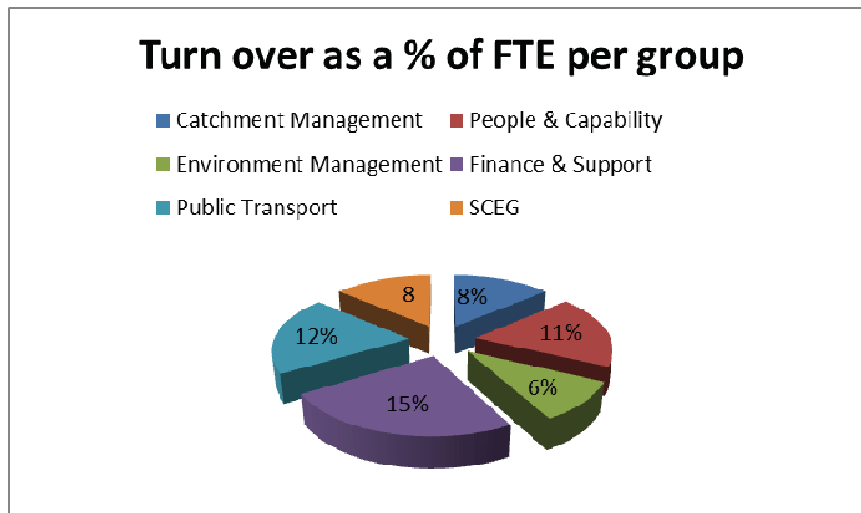
The turnover by Group during the last 12 months is outlined in the following chart.



The following graph shows the historical turnover by Group during the last three years.

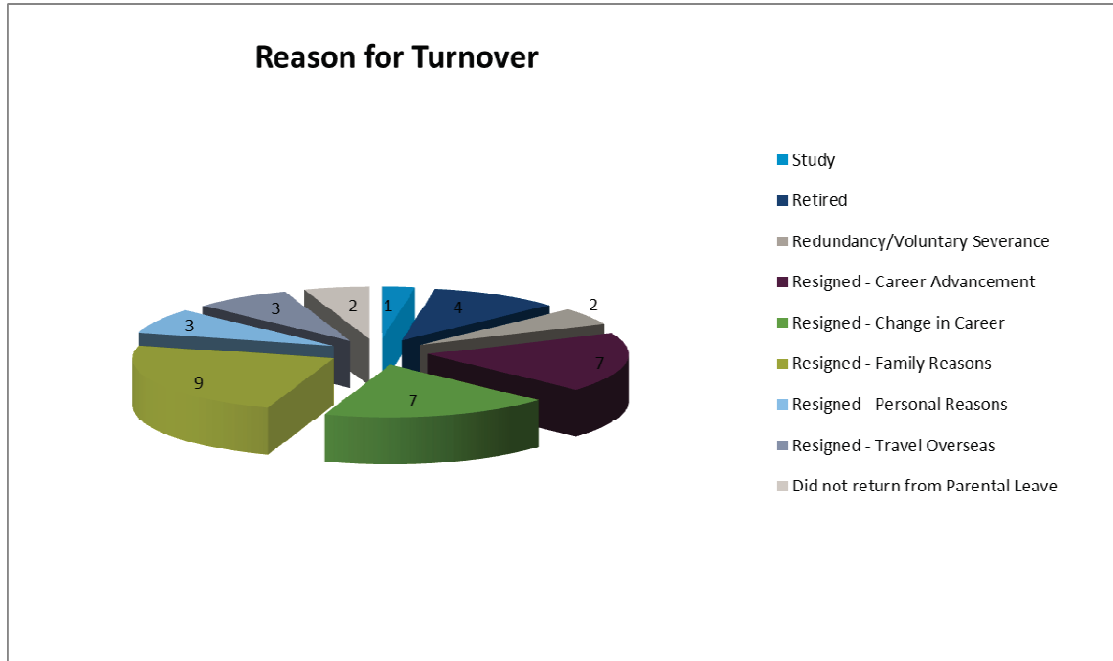


Turnover as a percentage of FTE per group is as follows:

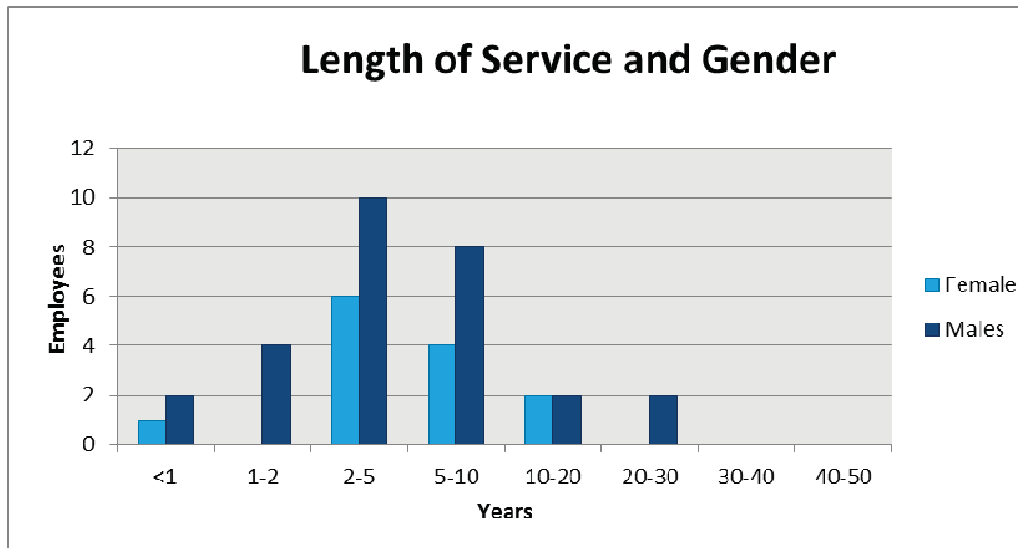


Reasons for Turnover

The reasons for turnover continue to be variable as demonstrated in the graph below. Exit interviews are offered to all staff who leave and individual reports are circulated to managers, as indicated on the exit interview forms.



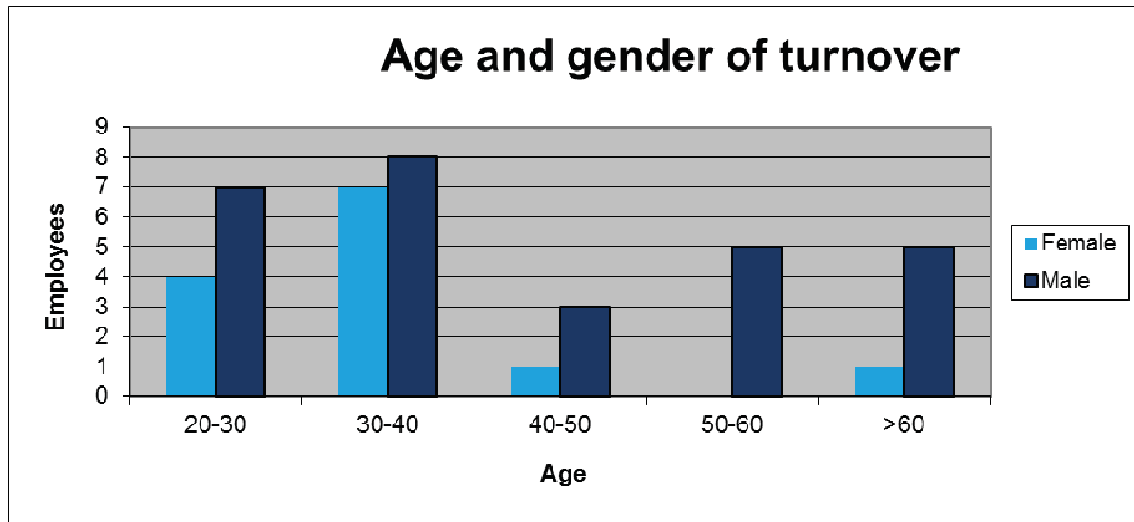
Length of Service and Gender of Staff Leaving



The 38 employees that left in the last 12 months had collectively served 248 years. This represents 7.8% of the total tenure at the Council.

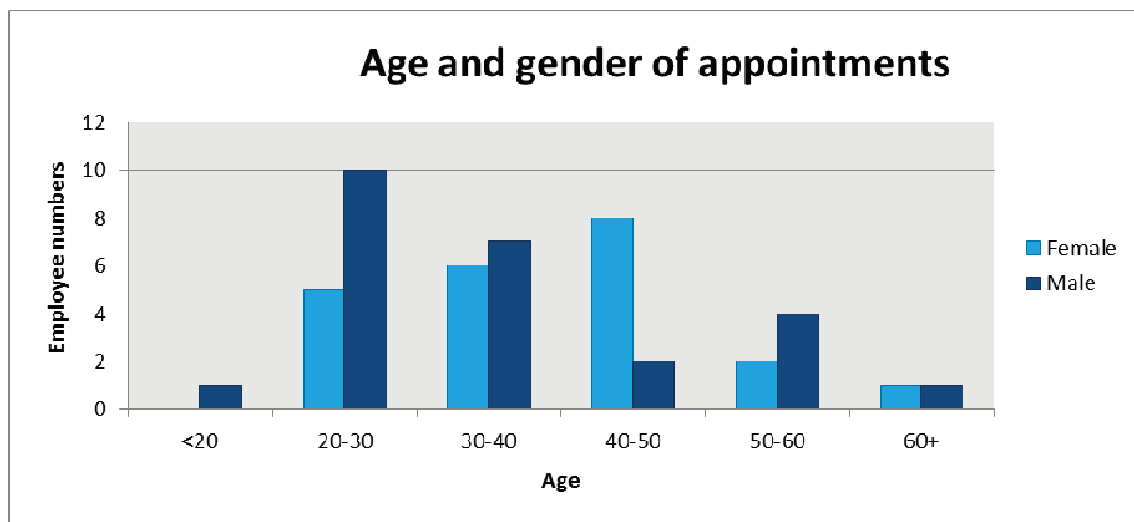
The average length of service of employees leaving was 6.5 years. The average for women was 5.6 years and for men was 6.4 years.

Age and gender of turnover



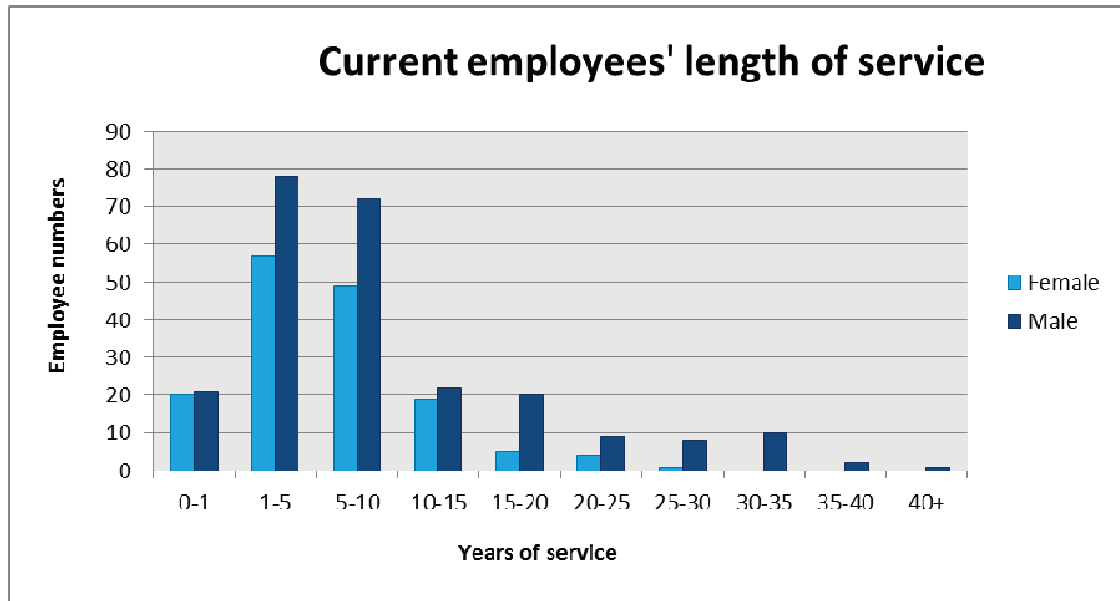
- ▶ The average age of employees leaving was 40 years.
- ▶ The average age of women leaving was 35 years
- ▶ The average age of men leaving was 43 years.

Annual appointments statistics



There were 47 permanent appointments in the year ending 31 December 2014. Twenty two of these appointments were women.

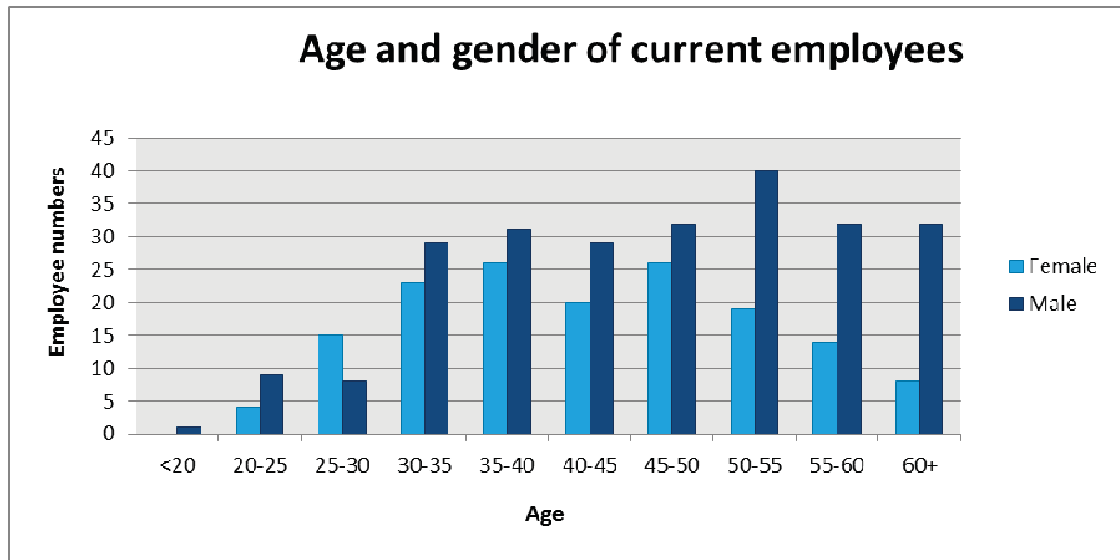
Current permanent employees



There are 41 employees (10.3%) with less than one year's service.

38% of employees are women.

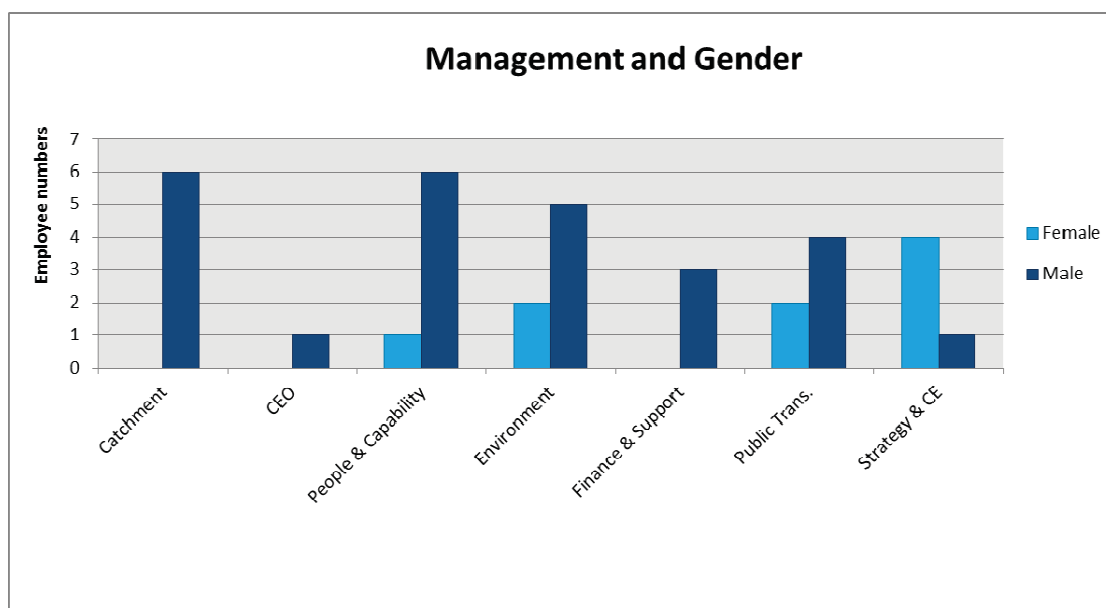
Age and gender of current employees



▶ The average age for women is 42 years

▶ The average age for men is 46 years

Management and gender

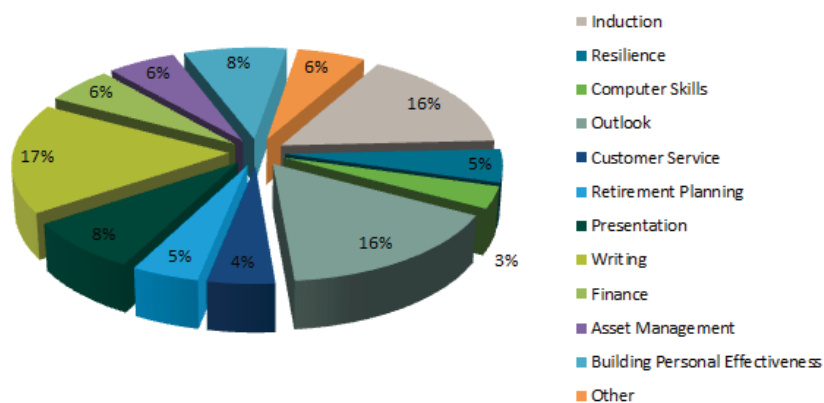


- ▶ 38% of all employees are women
- ▶ 25% of managers are women

Training and Development

Course attendance

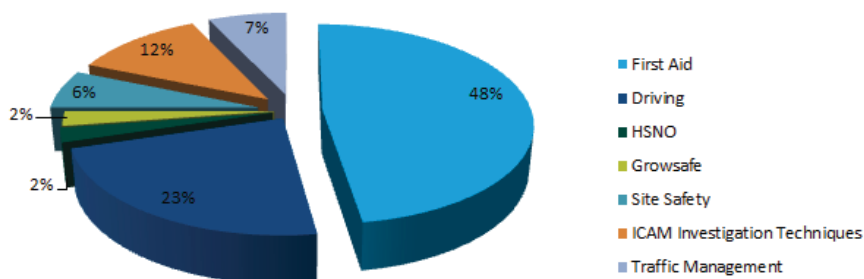
Core Training 1 October - 31 December



The Human Resources Department has continued to run our existing suite of core training.

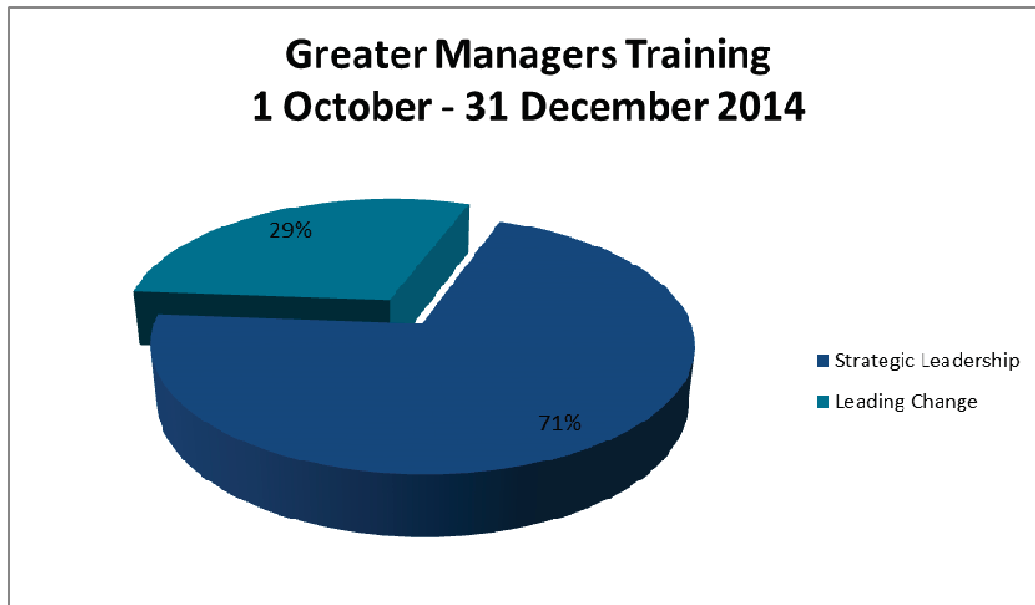
Health and Safety training courses

Health and Safety Training 1 October - 31 December



The Human Resources Department has continued to run a range of health and safety training including the ICAM investigation training.

“Greater Managers” Management Development programme



The Human Resources Department has continued to run the core six modules of the Greater Managers management development programme for new team leaders and managers, and for other staff who have been identified as having the potential to develop into management roles.

Integration of water services project

The transfer of water supply employees to the new entity (Wellington Water) has been completed. Wellington Water finalised their new structure in November 2014. The Human Resources Department continues to provide SAP access support to Wellington Water employees.

Management and Leadership Development Project

In September 2014 the Human Resources Department engaged a consultant (Arch Keenan) to review the current and future management and leadership development requirements of the organisation. Throughout October and November Arch researched the current Greater Managers programme, interviewed forty-one managers and team leaders, looked at likely future training and development requirements and collated the results.

In December 2014 Arch presented these results to ELT and is working on a management and leadership development programme which will initially focus on vision and values, leadership competencies, capability and management competencies.

Engagement survey

The Gallup organisation has been engaged to run an engagement survey in March 2015. As identified in the briefing paper to ELT, the format of this survey is similar to past Gallup engagement surveys with two additional questions, one relating to change management and one relating to supervisor effectiveness. These questions will link in with the management and leadership development project.

1.4 Quarterly Report on WREMO

The quarterly report on WREMO is attached as **Attachment 1**.

1.5 Quarterly Report on Health and Safety

Report on 2014 – 2015 Health and Safety Performance Targets

The following table includes an assessment of progress towards the 2014 – 2015 Health and Safety performance targets agreed by the Executive Leadership Team. The performance measures are colour coded to indicate the trend across the quarter as follows:

Green – positive movement towards, achieved or exceeded the target

Orange – no significant progress towards achieving the target

Red – did not achieve the target and actually went backwards

Performance Measure	Performance Target	2 nd Quarter-end result	Percentage Improvement from 1 July 2014	Comment
Lost time injury frequency rate (LTI/100,000 hours worked)	1.25	0.77	40%	There were two LTI's and three MTI's for the quarter. This has led to a positive decrease with all three performance measures now below their respective performance targets for the 2014-2015 year
Medical treatment frequency rate (MTI/100,000 hours worked)	1.25	1.16	25%	
Total Recordable Rates (TRR) (MTI + LTI/100,000 hours worked)	2.50	1.93	32%	

Injury Lost Days / Severity Rate (SR) (days lost due LTI's/100,000 hours worked)	7.5	9.40	19%	The Injury Days Lost / Severity rate continues to drop with the two LTI's this quarter only requiring the injured staff member to take a single day off work. There were only 2 days lost due to a LTI recorded this quarter.
Proactive vs. Reactive Ratio	2.00	1.38	-27%	The Proactive vs. Reactive Ratio has decreased over this quarter. There are still more proactive (potential risk) occurrences reported than reactive (realised) risk occurrence reported.
Corrective Action Ratio	0.40	0.11	60%	The Corrective Action ratio has remained constant across this quarter. Direct communication with business areas continues to identify additional implemented corrective actions associated with reported occurrences have been identified.
Incident Reporting & Recording	95% of all incidents reported and recorded in the GWRC incident data base within 2 working days	65%	5%	This remains at a similar percentage as the previous quarter. December was a very good month with 81% of occurrences recorded into the system within two working days.





2014 - 2015 Health and Safety Action Plan Scorecard









The key components of the five year GWRC Health and Safety Strategy are:

- ▶ Safe people
- ▶ Safe workplace
- ▶ Safe systems








Below are the Health and Safety targets and actions for 2014 -2015. A summary of progress against each target is indicated by the traffic light in the final column. A descriptor for each of the traffic lights follows this table.




Actions score card key	
	Completed action point. Target achieved
	On track with action point. Target on track.
	Behind with action point but able to be resolved without management intervention. Target behind, but still within reach.
	Behind with action point and unable to be resolved without management intervention. Target unlikely to be met.



Strategic aims 2014-2019	Actions 2014-2015	Targets	status
Safe People			
INSPIRED	Build health and safety leadership capability by embedding health and safety within the Greater Managers programme	Leadership competencies identified for H&S Advisors used to inform development activity for leaders	
		H&S is included in the Greater Managers leadership development programme	
		100% of leaders have received H&S leadership basics training	
CAPABLE	Develop tools, templates and critical risk related guidance material (including SOPs) to support our people to consistently and safely perform their activities and tasks	H&S representatives and people leaders confirm that those they manage / represent have access to relevant tools, templates and critical risk related guidance material and SOPS	
		Provide health and safety basics training for all of our people	All of our people are able to articulate their role and responsibilities for health and safety management when questioned
	Develop a new, revitalised and technology supported health and safety induction programme that has regular refresher requirements	Health and safety basic's training is included in our core training programme	
		All of our people have received a health and safety induction	
INFORMED	Provide our people with accessible, clear and practical health and safety information relevant to their activities, roles and responsibilities	GWennie has current, engaging health and safety information readily available	
		A communications plan for health and safety information is available and has been implemented	

Safe Workplace

PLANNED	Embed health and safety into procurement practices, design and planning activities	Evidence of safety integration into procurement and design decisions is available	
	Support the organisation to conform to the requirements of the contractor safety management policy	A sample audit of contractors organisation wide demonstrates that all contractors meet our requirements and are working safely	
		Contractor monitoring inspections and audits confirm contractor safety capability has been verified by our people prior to work engagement	
MANAGED	Analyse and standardise all methodologies across the organisation for the inspection, maintenance and monitoring of our workplaces	Spot check audit of assets and workplaces across the organisation demonstrate compliance standards met	
COORDINATED	Determine the key organisations that we need to coordinate health and safety activity with and implement a framework to ensure effective coordination and communication practices	All business areas have identified the key stakeholders at each workplace and they are cooperating and communicating with these stakeholders in respect of health and safety management activity	

Safe Systems

TARGETTED	Identify, assess and manage the risks in our activities. To include evaluation of existing control gaps, and action required to improve risk management	We have an organisational risk profile that clearly defines our critical risks. Control of these risks is communicated to the Council Risk and Assurance Committee quarterly	
		Spot check review shows that risk assessments have been undertaken for all of our activities and workplaces	
IMPROVING	Identify, acquire, configure and implement a health and safety management information system to	A system obtained via RFP has been configured for GWRC and implemented. Subject matter experts have been	

	support our health and safety activity	trained and data entry has commenced	
	Revitalise the organisations reporting framework for health and safety practice and performance metrics and information. This should align with due diligence obligations	Councillors and our people receive health and safety performance information relevant to their role	
ALIGNED	Reorient and rationalise the health and safety management system process and policy documentation to meet the requirements of the new legislative and levy incentive frameworks and to fit with the new HASMIS work flows	All policies have been reviewed in light of the proposed regulatory framework	
		All process documentation has been reviewed and rationalised to align with the work flows in the future HASMIS	

Greater Wellington Regional Council health and safety activity

In addition to business as usual, key health and safety activity that occurred during the last quarter included:

- ▶ On Tuesday 18 November 2014 several staff and a variety of quads, some fitted with crush protection devices (CPD's), came together at the Waiohine Gorge. The purpose of this day was to understand the various use of quad bikes throughout the organisation and to gather evidence on whether the organisation considered CPD's to be a safety feature of quad bikes or not. A report is currently being prepared and will be presented to ELT in the New Year to help inform the organisation's decision about our approach to CPD's.



- ▶ Two light utility vehicle (LUV) training days were held at Battle Hill on the 8th and 9th of December 2014. The opportunity was taken to incorporate a new small Honda and Polaris LUV's demonstrator into the training fleet for the day to gauge their potential suitability for GWRC. Feedback from staff will be incorporated into the quad/LUV profile library.



- ▶ Two Work Related Impairment – Wellness briefings by Dr Simon Ryder-Lewis (GWRC's occupation physician) were held in December in Upper Hutt depot and Shed 39. Further additional briefings are scheduled for February 2015 for Masterton and an additional Shed 39 session. These briefings presented information about a variety of potential impairment sources including:

- › Fatigue
- › Dehydration
- › Metabolic
- › Prescribed medication
- › Pre-existing health condition
- › Aging
- › Alcohol and other drugs

It is hoped that on-going discussion across the organisation will help inform how GWRC can best manage the risks associated with these issues.

Health and Safety Database Project (HASMIS)

After an extensive review of health and safety management information systems in New Zealand and internationally (Australia, UK/European markets) the project team are not able to confirm a preferred vendor who has the capability to meet the requirements for managing GWRC's health and safety.

What we have done so far

- ▶ Been through a comprehensive RFP process and shortlisted 3 potential vendors
- ▶ Identified the current market maturity and capability for health and safety systems we are aware of, both through the RFP process and other methods of research
- ▶ Identified wide variances in system capability, configuration and ability to meet GWRC's requirements
- ▶ Gained an understanding of pricing structures, service support and overall costs for various vendors
- ▶ Gained an understanding of the requirements for storage of data, mobile solutions and communication channels
- ▶ Reviewed several vendor organisations and potential contractual relationships to assess how vendors (particularly overseas vendors) would support GWRC with the transition, training and any future system developments

Next steps (January – March)

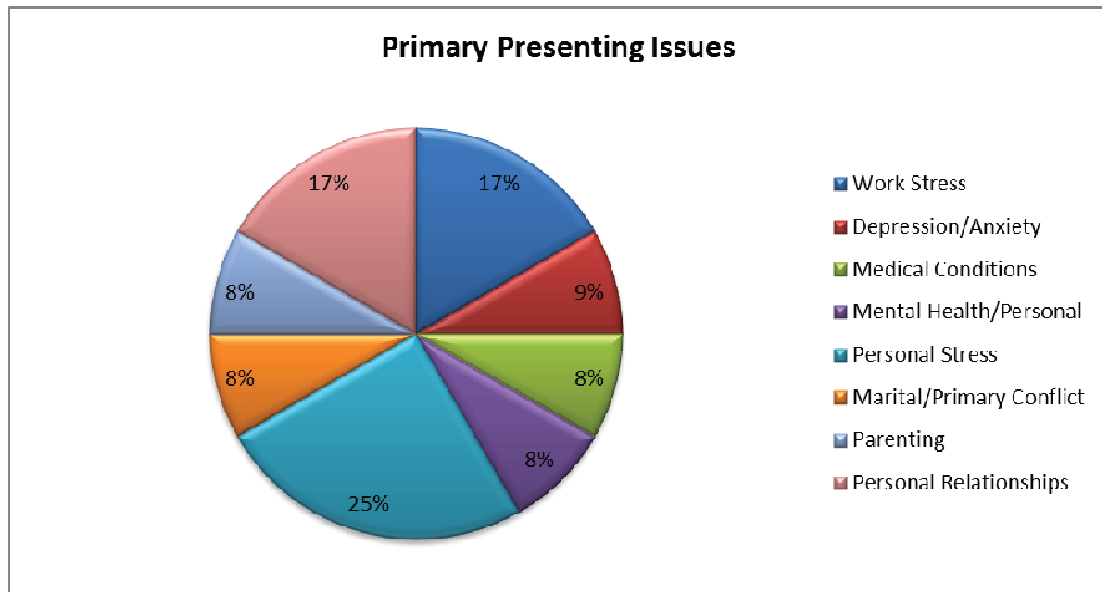
- ▶ Further detailed research into two vendors, who did not respond to the RFP process, to understand their health and safety management systems
- ▶ Examination of the options going forward and determining a course of action

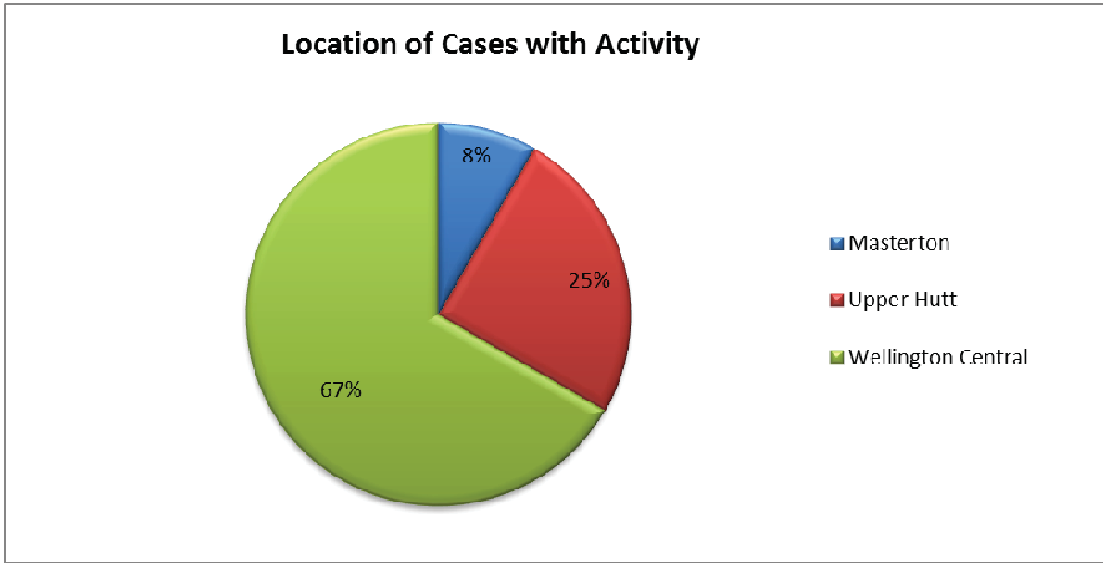
Employee Assistant Programme (EAP)

During the quarter, there were 12 EAP cases. This figure is made up of five new cases, one reopened and six pre-existing. This level of activity is 30% lower than the July – September quarter which saw 20 total active cases, but similar to the April – June 2014 quarter which finished with 15 active cases.

The most common triggers for entry into EAP continue to be Work and Personal Stress, Work Stress, Depressions/Anxiety and Divorce/Separation/custody. Our EAP provider, Instep, have analysed our data over the last four years and have concluded that since 2012 there has been a decrease in cases related to workplace stress. However, there continues to be an increase in cases related to matters outside of work including personal stress, parenting, relationship issues, and increased usage with respect to health (including medical conditions and mental health).

The figure below identifies the primary presenting issue of each case. The ‘primary’ presenting issue is the one viewed most salient by the EAP professional handling the case.





Business group health and safety performance summary

The following graphs summarise GWRC's health and safety performance over the last 12 months.

Figure 1: Lost Time, Medical Treatment & Total Recordable Injury Frequency Rates

(Rolling 12 month frequency rates as of December 2014)

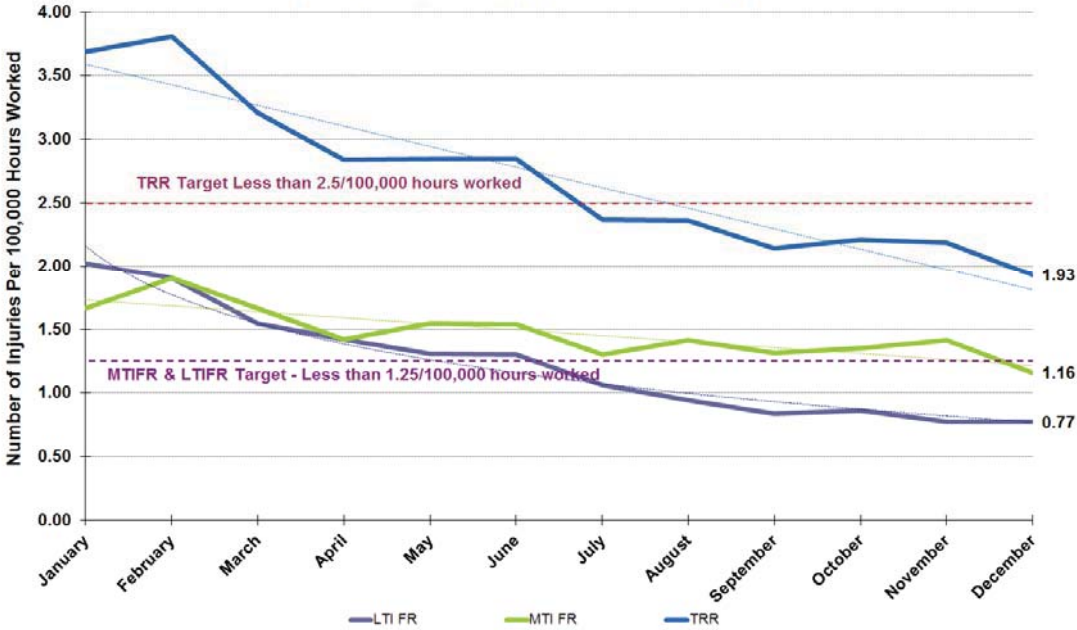


Figure 1 shows the relationship between frequency of Lost Time Injuries which result in time off work (LTIFR) and Medical Treatment Injuries which require treatment by a registered medical practitioner (MTIFR). The Total Recordable Rate (TRR) is the combination of the LTIFR and MTIFR.

The graph shows that our TRR has continued to decrease over this quarter with two LTI's and three MTI's. The performance target for TRR is 2.5 TRR occurrences/100,000 hours worked. The TRR has ended the quarter under the target at 1.93/100,000 hours worked.

The LTIFR target is 1.25/100,000 hours worked. With two lost time injuries in this quarter the LTIFR has decreased from 0.83 to 0.77 LTIs/100,000 hours worked over the quarter.

The MTIFR target is 1.25/100,000 hours worked. There were three MTI's to staff this quarter which means that the MTIFR decreased from 1.31 to 1.16 MTIs/100,000 hours worked and now sits below the performance target set.

Figure 2: Injury Days Lost / Severity Rate
(Rolling 12 months frequency rate as of December 2014)

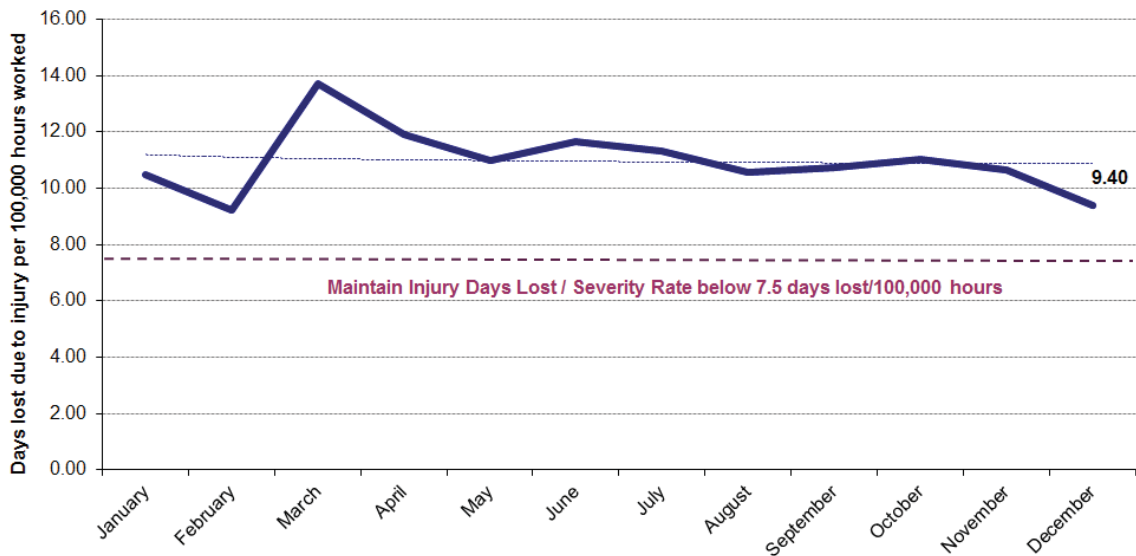


Figure 2 shows the days lost per 100,000 hours worked due to work related injuries. The Injury Days Lost / Severity Rate performance target is currently 7.5 days lost/100,000 hours worked.

This graph shows that our Injury Days lost / Severity Rate decreased from 10.73 to 9.40 days lost due to injury/100,000 hours worked over this quarter. During the last quarter there were only 2 recorded days lost across the business due to LTIs.

Quarterly Report on Project Management

Health and Safety Management Information System Project

This project is running behind time as our investigation of the market has demonstrated that there are no systems which closely meet our requirements. Investigations are continuing on two further vendors.

2 GROUP FINANCIAL SUMMARY

2.1 Financial summary

The Group results exclude the autonomous Wellington Regional Emergency Management Office (WREMO) which is reported separately in this section.

The group has a budget of \$2.5 million of direct operational costs for the first quarter. Expenditure for the year was \$22k less than expected.

All operational budgets are running within expectations.

2.2 Group consolidated financial statements

People & Capability Group (ex WREMO) Financial Performance Statement 6 Months ended 31 December 2014	Year to date			Full Year			Last Year
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	FY Actual \$000
Rates & Levies	1,495	1,495	-	2,990	2,990	-	3,144
External Revenue	19	9	10	18	18	-	32
Investment Revenue	5	1	4	3	3	-	8
Internal Revenue	126	126	-	252	252	-	252
TOTAL INCOME	1,645	1,631	14	3,263	3,263	-	3,436
less:							
Personnel Costs	948	983	35	2,019	1,967	(52)	1,783
Materials, Supplies & Services	716	720	4	1,439	1,439	-	1,391
Travel & Transport Costs	27	65	38	129	129	-	63
Contractor & Consultants	195	142	(53)	344	344	-	418
Grants and Subsidies Expenditure	-	-	-	-	-	-	-
Internal Charges	558	556	(2)	1,287	1,287	-	1,464
Total Direct Expenditure	2,444	2,466	22	5,218	5,166	(52)	5,119
Financial Costs	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-
Corporate & Department Overheads	(1,010)	(1,010)	-	(2,021)	(2,021)	-	(1,764)
Depreciation	23	15	(8)	29	29	-	97
Loss / (Gain) on Sale of Assets / Investments	(3)	(4)	(1)	(4)	(4)	-	(2)
Total Indirect Expenditure	(990)	(999)	(9)	(1,996)	(1,996)	-	(1,669)
TOTAL EXPENDITURE	1,454	1,467	13	3,222	3,170	(52)	3,450
OPERATING SURPLUS / (DEFICIT)	191	164	27	41	93	(52)	(14)
Add Back Depreciation	23	15	8	29	29	-	97
Other Non Cash	(3)	(4)	1	(4)	(4)	-	(2)
Net Asset Acquisitions	(31)	(35)	4	(35)	(35)	-	(31)
Net External Investment Movements	-	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	180	140	40	31	83	(52)	50
Debt Additions / (decrease)	-	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-	-
Net Reserves (Increase) / decrease	(5)	(1)	(4)	(83)	(83)	-	56
NET FUNDING SURPLUS (DEFICIT)	175	139	36	(52)	-	(52)	106

6 Months ended 31 December 2014 Capital Expenditure Statement People & Capability Group (ex WREMO)	Year to date			Full Year			Last Year FY Actual \$000
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	
Total Asset Acquisitions	40	45	5	45	45	-	51
Capital Project Expenditure	-	-	-	-	-	-	-
Asset Disposal Cash Proceeds	(9)	(10)	(1)	(10)	(10)	-	(20)
Net Capital Expenditure	31	35	4	35	35	-	31
Investments Additions	-	-	-	-	-	-	-
NET CAPITAL AND INVESTMENT EXPENDITURE	31	35	4	35	35	-	31

2.3 Group financial summary for Risk and Assurance

Human Resources department financial report

Human Resources Financial Performance Statement 6 Months ended 31 December 2014	Year to date			Full Year			December FY Actual \$000
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	
External Revenue	-	-	-	-	-	-	-
Investment Revenue	-	-	-	-	-	-	-
Internal Revenue	-	-	-	-	-	-	-
TOTAL INCOME	-	-	-	-	-	-	-
less:							
Personnel Costs	696	685	(11)	1,423	1,371	(52)	1,298
Materials, Supplies & Services	29	20	(9)	39	39	-	47
Travel & Transport Costs	9	7	(2)	13	13	-	11
Contractor & Consultants	181	112	(69)	284	284	-	145
Grants and Subsidies Expenditure	-	-	-	-	-	-	-
Internal Charges	72	65	(7)	128	128	-	128
Total Direct Expenditure	987	889	(98)	1,887	1,835	(52)	1,629
Financial Costs	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-
Corporate & Department Overheads	(932)	(932)	-	(1,865)	(1,865)	-	(1,656)
Depreciation	4	3	(1)	5	5	-	7
Loss / (Gain) on Sale of Assets / Investments	(3)	(4)	(1)	(4)	(4)	-	-
Total Indirect Expenditure	(931)	(933)	(2)	(1,864)	(1,864)	-	(1,649)
TOTAL EXPENDITURE	56	(44)	(100)	23	(29)	(52)	(20)
OPERATING SURPLUS / (DEFICIT)	(56)	44	(100)	(23)	29	(52)	334
Add Back Depreciation	4	3	1	5	5	-	7
Other Non Cash	(3)	(4)	1	(4)	(4)	-	-
Net Asset Acquisitions	(31)	(30)	1	(30)	(30)	-	-
Net External Investment Movements	-	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	(86)	13	(97)	(52)	-	(52)	341
Debt Additions / (decrease)	-	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-	-
Net Reserves (Increase) / decrease	-	-	-	-	-	-	-
NET FUNDING SURPLUS (DEFICIT)	(86)	13	(97)	(52)	-	(52)	341

6 Months ended 31 December 2014 Capital Expenditure Statement Human Resources	Year to date			Full Year			December FY Actual \$000
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	
Total Asset Acquisitions	40	40	-	40	40	-	-
Capital Project Expenditure	-	-	-	-	-	-	-
Asset Disposal Cash Proceeds	(9)	(10)	(1)	(10)	(10)	-	-
Net Capital Expenditure	31	30	(1)	30	30	-	-
Investments Additions	-	-	-	-	-	-	-
NET CAPITAL AND INVESTMENT EXPENDITURE	31	30	(1)	30	30	-	-

Human Resources department financial summary

The department has spent \$987k in direct operational expenditure.

The department has engaged additional resource for Health and Safety, adding to the unfavourable variance. Work in this area is essential to the HASMIS and HSE general work programme. The CFO department has matched the additional \$52k expenditure from its accounts. In addition, additional consultancy resource has been engaged to develop the management and leadership development programme.

Democratic Services department financial report

Democratic Services Financial Performance Statement 6 Months ended 31 December 2014	Year to date			Full Year			Last Year
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	FY Actual \$000
External Revenue	8	8	-	15	15	-	14
Investment Revenue	-	-	-	-	-	-	-
Internal Revenue	126	126	-	252	252	-	252
TOTAL INCOME	134	134	-	267	267	-	266
less:							
Personnel Costs	244	276	32	551	551	-	459
Materials,Supplies & Services	3	14	11	29	29	-	23
Travel & Transport Costs	4	4	-	7	7	-	9
Contractor & Consultants	1	20	19	40	40	-	7
Grants and Subsidies Expenditure	-	-	-	-	-	-	-
Internal Charges	34	36	2	71	71	-	65
Total Direct Expenditure	286	350	64	698	698	-	563
Financial Costs	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-
Corporate & Department Overheads	(216)	(216)	-	(431)	(431)	-	(354)
Depreciation	2	2	-	5	5	-	13
Loss / (Gain) on Sale of Assets / Investments	-	-	-	-	-	-	-
Total Indirect Expenditure	(214)	(214)	-	(426)	(426)	-	(341)
TOTAL EXPENDITURE	72	136	64	272	272	-	222
OPERATING SURPLUS / (DEFICIT)	62	(2)	64	(5)	(5)	-	44
Add Back Depreciation	4	(2)	6	(5)	(5)	-	13
Other Non Cash	-	-	-	-	-	-	-
Net Asset (Acquisitions)/disposals	-	-	-	-	-	-	-
Net External Investment Movements	-	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	66	(4)	70	(10)	(10)	-	57
Debt Additions / (decrease)	-	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-	-
Net Reserves (Increase) / decrease	-	-	-	-	-	-	-
NET FUNDING SURPLUS (DEFICIT)	66	(4)	70	(10)	(10)	-	57

Democratic Services department financial summary

The department currently has a \$64k favourable variance. Expenditure is on budget, with the exception of consultants and contractors.

Elected members financial report

Elected Members Financial Performance Statement 6 Months ended 31 December 2014	Year to date			Full Year			Last year FY Actual \$000
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	
External Revenue	11	2	9	3	3	-	18
Investment Revenue	5	1	4	3	3	-	8
Internal Revenue	-	-	-	-	-	-	-
TOTAL INCOME	1,511	1,498	13	2,996	2,996	-	3,170
less:							
Councillor costs	8	22	14	44	44	-	27
Materials, Supplies & Services	684	686	2	1,371	1,371	-	1,322
Travel & Transport Costs	15	54	39	109	109	-	44
Contractor & Consultants	14	10	(4)	20	20	-	266
Grants and Subsidies Expenditure	-	-	-	-	-	-	-
Internal Charges	452	456	4	1,089	1,089	-	1,271
Total Direct Expenditure	1,176	1,240	64	2,656	2,656	-	2,941
Financial Costs	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-
Corporate & Department Overheads	138	138	-	275	275	-	246
Depreciation	15	14	(1)	29	29	-	77
Loss / (Gain) on Sale of Assets / Investments	-	-	-	-	-	-	(2)
Total Indirect Expenditure	153	152	(1)	304	304	-	321
TOTAL EXPENDITURE	1,329	1,392	63	2,960	2,960	-	3,262
OPERATING SURPLUS / (DEFICIT)	182	106	76	36	36	-	(92)
Add Back Depreciation	15	14	1	29	29	-	77
Other Non Cash	-	-	-	-	-	-	(2)
Net Asset Acquisitions	-	(5)	5	(5)	(5)	-	(31)
Net External Investment Movements	-	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENT	197	115	82	60	60	-	(48)
Debt Additions / (decrease)	-	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-	-
Net Reserves (Increase) / decrease	(5)	(1)	(4)	(83)	(83)	-	56
NET FUNDING SURPLUS (DEFICIT)	192	114	78	(23)	(23)	-	8

Elected Members Capital Expenditure Statement 6 Months ended 31 December 2014	Year to date			Full Year			Last year FY Actual \$000
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000	
Total Asset Acquisitions	-	5	5	5	5	-	51
Capital Project Expenditure	-	-	-	-	-	-	-
Asset Disposal Cash Proceeds	-	-	-	-	-	-	(20)
Net Capital Expenditure	-	5	5	5	5	-	31
Investments Additions	-	-	-	-	-	-	-
Net Capital and Investment Expenditure	-	5	5	5	5	-	31

Elected members financial summary

The Elected Members budget has spent \$1.2m of total direct operating expenditure. All costs are in line with expectations.

Election Reserves as at 31 December 2014

				Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Opening balance	195	195	0 F	195	195	0 F
Transfers to reserves	0	0	0 F	80	80	0 F
Transfers to reserves - interest	6	1	5 F	3	3	0 F
Transfers from reserves	0	0	0 F	0	0	0 F
Closing Balance	201	196	5 F	278	278	0 F

Represented by:

	Actual \$000
ICT reserve	201
Closing Balance	201

Forecast \$000
278
278

Notes

Variances are stated favourable or unfavourable depending on their effect on the reserve balance

WREMO Reserve as at 31 December 2014

				Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Opening balance	571	563	8 F	571	563	8 F
Transfers to reserves	0	0	0 F	0	0	0 F
Transfers to reserves - interest	9	6	3 F	13	13	0 F
Transfers from reserves	0	0	0 F	-353	-353	0 F
Closing Balance	580	569	11 F	231	223	8 F

Represented by:

	Actual \$000	Forecast \$000
WREMO (TA contributions) reserve	580	231
Closing Balance	580	231

Notes

Variances are stated favourable or unfavourable depending on their effect on the reserve balance

WREMO financial report

WREMO Income Statement For the 6 months ended 31 December 2014	YTD as at 31 December			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Rates & Levies	393	393	-	786	786	-
Government Grants & Subsidies	-	-	-	-	-	-
External Revenue	1,278	958	320	1,917	1,917	-
Investment Revenue	8	6	2	13	13	-
Internal Revenue	-	-	-	-	-	-
TOTAL INCOME	1,679	1,357	322	2,716	2,716	-
less:						
Personnel Costs	1,001	1,079	78	2,157	2,157	-
Materials, Supplies & Services	161	256	95	512	512	-
Travel & Transport Costs	50	51	1	101	101	-
Contractor & Consultants	15	54	39	107	107	-
Grants and Subsidies Expenditure	-	-	-	-	-	-
Internal Charges	42	55	13	109	109	-
Total Direct Expenditure	1,269	1,495	226	2,986	2,986	488
Financial Costs	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-
Transition Costs - operational	-	-	-	-	-	-
Depreciation	31	33	2	66	66	-
Loss(Gain) on Sale of Assets / Investments	-	-	-	-	-	-
TOTAL EXPENDITURE	1,300	1,528	228	3,052	3,052	-
OPERATING SURPLUS/(DEFICIT)	379	(171)	550	(336)	(336)	-
Add Back Depreciation	31	33	(2)	66	66	-
Other Non Cash	-	-	-	-	-	-
Vehicles and other plant purchases	(67)	(70)	3	(70)	(70)	-
Net External Investment Movements	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	343	(208)	551	(340)	(340)	-
Debt Additions / (decrease)	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-
Reserve Investments Interest	(8)	(6)	2	(13)	(13)	-
Reserve Investments Transfer Out	-	-	-	353	353	-
NET FUNDING SURPLUS (DEFICIT)	343	(214)	545	-	-	-

WREMO Capital Expenditure Statement For the 6 months ended 31 December 2014	YTD as at 31 December			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Total Asset Acquisitions	67	70	3	70	70	-
Capital Project Expenditure	-	-	-	-	-	-
Asset Disposal Cash Proceeds	-	-	-	-	-	-
Net Capital Expenditure	67	70	3	70	70	-
Investments Additions	-	-	-	-	-	-
Net Capital and Investment Expenditure	67	70	3	70	70	-



greater WELLINGTON

REGIONAL COUNCIL

Te Pane Matua Taiao

