



InfraCore

Essential Contracting Solutions
He Toki Taukari Whakaea

INFRACORE YTD REVIEW

**Infrastructure and Environment Committee
10th May 2023**

History

- ▶ CCO established following consultation from 2014/2015 annual plan
- ▶ Purpose at that time:
 - Support enhanced employment and training outcomes;
 - Foster business development and growth;
 - Maintain the ability of council to control key service attributes;
 - Encourage commercial discipline and efficiency; and
 - Provide a mechanism for external investment.
- ▶ CastleCorp business unit transitioned to the CCO. During the course of business, a number of core service contracts removed from the CCO (Refuse, Wastewater).
- ▶ Change to SLA's in FY2020 introducing per-unit methodology, nominal uplifts not equivalent to general commercial rates.
- ▶ Focus on commercial terms and efficiencies throughout the business to establish operating rhythm

Highlights – July 2022 – March 2023

- ▶ Realignment of People and Culture and Safety and Wellbeing Teams within original business FTE and overhead. This realignment as a result of business needs and focus required.
- ▶ We were finalists in 3 x awards at the Tompkins Wake Business Awards
 - Employer of the Year
 - Workplace Safety
 - Innovation & Technology (excellence award)

Highlights – July 2022 – March 2023

- ▶ 23 people are currently engaged in formal training
- ▶ Roll out of internal training programmes delivered in-house by our People and Culture Team.
- ▶ Refresh of values driven by staff feedback

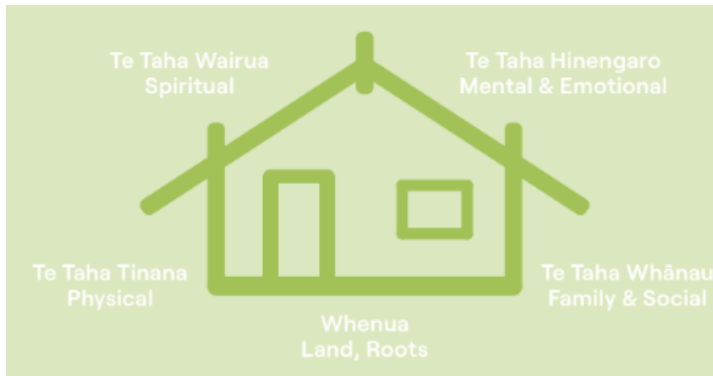
INFRACORE VALUES


 ONE TEAM KOTAHITANGA <i>Better Together</i>	 CARE MANAAKI <i>We rise by lifting others</i>	 QUALITY KAIRANGATIRA <i>We are excellent</i>	 LEAD THE WAY ARATAKI <i>Be Brave, Be Real, Be YOU!</i>
We are different, unique, part of a greater whole	We treat others the way we expect to be treated	We take pride in everything we do	We inspire each other
We are strongest when we work together	We are compassionate, understanding and respectful to all	We do it once we do it right	Leading by example
We work together, learn together, win together and celebrate together	We value everyone and treat people with dignity	We do what we say	We are solutions driven

- ▶ Financial audit completed and signed off in December 2022. Unmodified opinion and completed remotely by Audit NZ. A reflection of the internal processes at InfraCore.

Highlights - Our Wellbeing Calendar

- ▶ Our Wellbeing Calendar aims to give tools to support all InfraCore staff in total wellbeing
- ▶ Activities are based on the Te Whare Tapa Whā model: Recognising wellbeing is more than physical health!




Towards Hauora @ InfraCore
SAFETY AND WELLBEING CALENDAR 2023

This calendar is based on the Te Whare Tapa Whā model, developed in 1984 by leading Māori health advocate and researcher Sir Mason Durie, to provide a Te Ao Māori perspective on wellbeing. Te Whare Tapa Whā is a model that pictures your health as a whareanui/ meeting house with four walls. These walls represent Te Taha Wairua (spiritual wellbeing), Te Taha Hinengaro (mental and emotional wellbeing), Te Taha Tinana (physical wellbeing) and Te Taha Whānau (family and social wellbeing). While not an official part of Te Whare Tapa Whā, our connection with the whenua (land) forms the base or foundation of the whareanui. When all four walls of our whareanui are strong, we can achieve hauora (wellness of life or wellbeing).

Month	Toolbox Wellbeing Sessions	National Awareness Campaigns (promoted on 'The Core')
January Kohitātea	Introduction to Te Whare Tapa Whā Our Employee Assistance Programme	
February Hui-tanguru	Te Taha Tinana: Injury Management (what to do if you're injured at work)	Heart Health Awareness Month 24 February - Loud Shirt Day
March Poutū-te-rangi	Te Taha Wairua: Introduction to Mindfulness and Healthy Sleep	6 March – National Children's Day 17 March – World Sleep Day
April Paenga-whāwhā	Te Taha Whānau: Financial Wellbeing Te Taha Tinana: COVID19 update and Influenza Vaccination	28 April - World Day of H&S at Work
May Haratua	Te Taha Hinengaro: Workplace Bullying and Harassment	9-15 May - Road Safety Week 19 May - Pink Shirt Day (Stop Bullying)
June Piriipi	Te Taha Tinana: Hazard Management and Our Critical Risk Refresher	1-30 June – Move your Butt Month (Bowel Cancer Awareness)
July Hōngongoi	Te Taha Tinana: Key Physical Key Risks (Heart Health, Diabetes, Asthma, Smoking Cessation) – wellness plan	14 July – Matariki (Māori New Year)
August Here-turi-kōkā	Te Taha Tinana: Manual Handling and Managing Pain and Discomfort	Te Rā Daffodil (Daffodil Day) for Cancer Awareness
September Mahuru	Te Taha Hinengaro: Mental Health	11-17 Sept - Te Wiki o Te Reo Māori 18-24 Sept - Mental Health Awareness Week
October Whiringa-ā-nuku	Whenua: Civil Defence and Emergency Management (Fire Evacuation and Shakeout Drills)	Pink Ribbon (Breast Cancer) 27 October - Shakeout National Earthquake Drill
November Whiringa-ā-rangi	Te Taha Whānau: Family Violence: It's Not Ok and Emotional Regulation	3 Nov - Gumboot Friday (Depression) 25 Nov - White Ribbon (Family Violence)
December Hakihea	Te Taha Tinana: Being Sunsmart Our Critical Risks Refresher	

Safety Highlight: Our Critical Risks at InfraCore


CRITICAL RISK

Live Traffic
(Safe driving, working in and around live traffic)



CRITICAL RISK

Hazardous Substances
(Asbestos, Chemicals, Wastewater)



CRITICAL RISK

Confined Spaces




CRITICAL RISK

Manual Handling



CRITICAL RISK

Geothermal Areas



CRITICAL RISK

Ground Excavation
(Digging, removing or inserting objects in the ground)



CRITICAL RISK

Heavy Plant and Machinery




CRITICAL RISK

Wellbeing



CRITICAL RISK

Working at Height



CRITICAL RISK

Interacting with the public



Challenges

- ▶ Inflationary pressures impacting operational delivery. Fleet repairs, fuel, direct wages, materials and consumables and necessary contractors have all had an impact on our financial position.
- ▶ Time taken for the business to catch up on vacancies in the business and additional pressure on the labour market increasing the timing to on-board new employees. Constraints within notice periods.
- ▶ Additional revenue for the financial year has not eventuated as a result of capacity drivers.
- ▶ Unseasonable weather for the year with significant impact to operational performance.

Financial Performance

- ▶ Taken as read. Current financial performance to March 2023:
 - Net Deficit (\$561k)
 - EBITDA (\$258k)
- ▶ **Key cost increases:** wages, fuel, equipment repairs, materials and consumables and necessary contractors. Inability to on-charge a number of these.
- ▶ **Key revenue drivers:** reduction in some unit rate items from contracts, inability to tender for external contracts with labour constraints, uplifts below that of inflationary pressures.