

CHIEF EXECUTIVE'S REPORT

Period: October – December 2025/26 (Q2)

Update on operational activities

Delivery & Operations

Building Services

The team is focused on strategic initiatives, one of which is achieving the standing FTE count for building services to ensure both competence and capacity. This includes training new team members and ensuring current staff are trained to keep competence within the national competence system.

Compliance rates across all work streams are at 100% and all applications are issued within 11 statutory days.

We have just had a productive recruitment drive and gained three high-level candidates with many years of construction industry experience. We will now convert them to building controls through buddying up with current staff and intensive training. We look forward to their contribution, and as always, we are grateful to the incumbent staff for their dedication to providing a high-level service to our district.

Progress also continues toward the team's Te Pae o Uta goals, with staff continuing to take part in Te Pae o Waho classes, using Te Reo greetings and ensure that a project relating to Whenua Māori has the support from start to finish.

Commercial investment stays a primary driver of project value this quarter, led by substantial industrial and hospitality developments in the Bay of Islands-Whangaroa ward. Key indicators of business confidence include the \$4M hospitality fit out (Kingfish Lodge) in Kaeo and the expansion of horticulture infrastructure in Kerikeri, specifically the \$2.4M cool store extension (Kainui Pack and Cool) and a \$2.2M NZ Post depot. Continued investment in service capacity is also evident in Te Hiku, with a \$900k retail and laundromat upgrade in Pukenui. These projects represent long-term capital commitment to the district's operational capabilities.

Residential data indicates a clear shift toward efficiency and volume, heavily utilizing prefabrication to meet housing demand. Multiple consents were issued for factory-built dwellings from Kaitaia and Waipapa, which are being deployed rapidly to sites in Awanui, Haruru, and Kerikeri. This method is proving effective for social housing delivery, confirmed by the H5 Whānau Trust project and the Ngaioitonga papakāinga siteworks. High-end residential stock also remains active, with individual dwelling values exceeding \$1M in Russell and Kerikeri, balancing the affordable housing supply.

Infrastructure renewal and community asset development are robust, with significant expenditure on health, education, and Māori Freehold Land (MFL). The \$1.25M remediation of Kaitaia Hospital and roofing upgrades across district schools ensure the resilience of critical public assets. MFL development is a notable contributor to this quarter's figures, headlined by the \$2.1M Wharekai project in Ahipara. These outcomes confirm that capital works are effectively targeting both compliance upgrades and new community infrastructure across the district.

The data suggests an economy that is maturing. It is moving beyond simple "residential sprawl" and is seeing targeted investment in productive capacity (horticulture), social resilience (health/marae), and efficient manufacturing (prefabricated housing). The strong performance of MFL projects specifically highlights that unlocking Māori land is currently one of the most effective levers for regional development.

Classification

Classification	Total Project Value	Avg. Project Value	Total Fees	Fee % (Avg)	Activity Profile
Commercial 1	\$13,661,140	\$487,898	\$179,886	1.32%	Factories, Offices, Retail, Marae

Classification	Total Project Value	Avg. Project Value	Total Fees	Fee % (Avg)	Activity Profile
Commercial 2	\$5,315,000	\$759,285	\$58,724	1.10%	Schools, Community Halls, Restaurants
Commercial 3	\$1,250,000	\$1,250,000	\$12,343	0.99%	Hospital Remediation (Single large project)
Residential 1	\$38,926,449	\$311,411	\$226,621	0.58%	Detached Dwellings, Sheds, Relocations
Residential 2	\$12,492,000	\$347,000	\$179,484	1.44%	Minor Dwellings, Additions, Duplexes
Residential 3	\$9,987,000	\$713,357	\$103,717	1.04%	Multi-unit Developments, Apartments
TOTAL	\$81,631,589	\$388,721	\$760,778	0.93%	

Ward	Total Project Value	% of District Total
Bay of Islands - Whangaroa	\$54,229,386	66.4%
Te Hiku	\$21,231,178	26.0%
Kaikohe - Hokianga	\$8,701,025	10.7%
DISTRICT TOTAL	\$81,631,589	100%

The internal audit programme for the Building Consent Authority (BCA) is on track, with completed audits confirming that all policies, procedures, and systems meet regulatory requirements. In addition, the Territorial Authority (TA) team continues to complete MBIE TA audits as required and is showing improvements across the board with the required functions, which is easier to assess with the new BI dashboards. The next external IANZ assessment for the BCA is scheduled for October 2026.

Compliance

Animal Management

The Animal Management Team continues to focus on holding irresponsible owners to account and community safety, targeting registration compliance and reducing roaming dog numbers.

Registration numbers have remained steady, and we currently sit at 7,456 of 9,496 (78.5%) known dogs registered at time of writing the report.

Social media communication to increase registration was provided before Christmas, with infringements due to be issued throughout late January-February for those who continue to not-comply with the Dog Control Act.

The school education programme is time lined to be delivered through Term One when schools return.

The community consultation survey undertaken throughout September is translating into service improvements across the department. These include the increase in registration enforcement, partnership with SPCA for desexing initiatives, increased reporting quality of roaming dog issues to inform patrol routes, review of payment plan options and registration initiatives for the 2026/2027 financial year.

From October to December 2025 the Animal Management Team received 918 requests for service. 128 urgent and 790 non-urgent, including general registration and administrative queries. Registration numbers remained steady through this period, post 'early bird' special. Pro-active patrols remained steady (32 in Oct, 55 in Nov and 28 in Dec) and a continued reduction in requests for straying dogs (comparative to previous year) in Oct and December (46 in Oct, 25 in Dec with 45 in Nov). Overall, the requests for service for this offence is decreasing.

The increase in patrols has a correlating effect on the number of straying dogs. Where able, irresponsible owners have been penalised for wandering dogs.

115 (a decrease from the previous quarter) dogs were impounded during this period with a breakdown of the impound numbers below:

Oct – 41 dogs impounded.

- 24 straying, 9 handed in by owners, and 8 seized by AMOs.
- 28 dogs were put down, 10 claimed, and 2 rehomed.

Nov – 38 dogs impounded.

- 16 straying, 5 handed in by owners, and 17 seized.
- 22 dogs were put down, 11 were claimed, 4 handed to rescue groups and 4 were rehomed.

Dec – 36 dogs impounded.

- 27 straying, 3 handed in by owners, 1 caught in trap and 5 seized.
- 20 dogs were put down, 14 were claimed, and 1 rehomed.

The Animal Management Team have fostered working relationships with several rescue agencies and continue to look for opportunities to collaborate. Unfortunately, many groups are still struggling for space. This results in FNDC picking up the remaining dogs that are abandoned by owners. Animal Management continues to behaviour test suitable dogs and places those that pass on the 'Adopt a Dog' page.

There were 34 Infringements issued in October 28 in November and 20 in December. Owners who have their dogs impounded are required to pay all fees associated with the impound (registration, microchipping, impound fee and daily handling) and so not all owners who claim dogs will be infringed. Dogs that are unclaimed or not registered have no owner to enforce against. Animal Management notified unregistered dog owners prior to Christmas about compliance requirements, and that infringements would be likely in the New Year for those who continued to remain non-compliant.

A summary of the 82 infringements issued over the period is below:

- 41 x Failure to register dog
- 31 x Failure to keep dog under control
- 5 x Failure to comply with Bylaw
- 2 x Failure to comply with Menacing classification
- 1 x Failure to keep dog controlled or confined.

The Animal Management team has focussed on data clean up during this period. Active monitoring of Dangerous and Menacing breeds, as well as Disqualified and Probationary owners is now available, with compliance to be closely monitored into 2026.

Monitoring

The Monitoring team faced a challenging quarter, with 2 resignations, including a Team Leader. Recruitment was successful to both positions who started in January 2026.

The monitoring team received 454 requests for service during October-December.

- A total of 270 noise complaints were received. This service is outsourced to First Security. 71 excessive noise directions were issued. These have been increased from 72 hours to 2 weeks under RMA reforms.
- A total of 124 parking tickets were issued through the October-December period.
- 4 x abatement notices were issued for various breaches of the Resource Management Act 1991 during this period. 2 x Environmental Infringements were issued. RMA reforms have increased the penalties for all infringements under the Resource Management Act 1991
- The recent adoption of the Keeping of Animals bylaw has provided an added focus for the Monitoring team and with the creation of a separate RFS type, we will be able to provide focussed data on any breaches of this into 2026.

Environmental Health

The Environmental Health team continued the status quo for Food Verification, Good Host visits and licence applications. The team were also accommodating in approving short notice applications during the October-December period.

A total of 270 requests for service were received during the October-December period.

30 Good Host Visits (GHV) were completed across the quarter. The level of service target is that 25% of premises are visited once every four years. The team consistently goes above and beyond to exceed this target. The overall % of GHV for the 2024-2025 FY period was 108.9%.

68 Food premises had their annual verifications completed throughout this quarter. This is consistent with this period from last year. This has been managed while staff have taken well-earned breaks. The team is well on target to visit all premises within the financial year.

The internal audit programme for the Food Verification Agency (FVA) is on track as scheduled. The internal audits completed to date confirm that the FVA meets the regulatory requirements for recognition as an FVA. The FVA has the policies, procedures, and systems in place to meet regulatory requirements, and these are consistently and effectively implemented. An external audit was scheduled for January.

Property and Facilities Management

We continue to implement process improvements as the team develops improved clarity of purpose and cadence.

That, together with successful recruitment and comprehensive onboarding and staff skills training together with a leadership focus on supporting staff has provided new energy and on-going stabilisation and continuity for the P&F group. With the proposed P&F structure due to be stood up in February pending final approval that will provide further opportunity to recruit to four new positions thereby increasing capacity to improve service delivery.

Property Management

- **Burials & cemeteries** - The new burial application process and update of data held in Plotbox has led to improved outcomes for the community.
- **Housing for the Elderly** - Work in this space is on-going with regular communication with the manager of Executive Contracts in the Chief of Staff Office. The Property Management team continue the work on bringing the portfolio to compliance and developing and implementing a maintenance program. In parallel with that, the Council mahi to divest the portfolio continues.
- **Leases and Licences to Occupy** - Staff continue to support negotiations for lease renewals and Licences to Occupy, including consultation with in-house Legal, and public consultation over the granting of these. Long lead in times of 4 – 9 months can create optics that give the appearance that action has stalled, while in fact the opposite is true.

Contracts Lead and Facilities Lead

With recent successful appointment of experts into these positions we now have greater capacity, expertise and energy in this space. Staff are already delivering real results with development of much need maintenance plans for Council assets, audit schedules for contractors and ensuring Council is obtaining value for money by holding contractors accountable.

Waste Minimisation and Sustainability Specialist

In the Waste management space critical legacy projects such as closed landfill aftercare, together with addressing challenges such as illegal dumping and refining requirements of contractors and breathing life into the six-year Waste minimisation plan are underway. Developing a blueprint for the way forward in this space is mission critical not just for P&F but the Council – that work is underway and will set the scene to resource this space to mitigate high organisational risk and more effectively manage the overwhelming workloads.

Technical Operations

The new Team Leader to brought clarity of purpose, empowering leadership and improved financial acumen., including successfully completing a massive zero budget rebuild. The impressive impact of the Team Leader is evident from early results with. for example, a lift in RFS resolution from 41% to 84%. The audit and monitoring levels of service in the district from major contractors such as CityCare, OCS, CrewCut and FireCo. have resulted in significant improvements for the community. Agility and response times re urgent works has lifted

significantly as a result of all the above factors, including more integrated working across the three teams underpinned by improving communication and culture. The “Tech Ops” team is on a new trajectory to align with and deliver the service levels expected both internally and externally.

We have introduced a more proactive approach to tree management by bundling tree-related requests and conducting bulk assessments twice a year. This shift has reduced response times and allowed for better management of customer expectations. This proactive approach has not compromised our capability to respond to emergency situations. Tree requests for pruning or removal continue unabated, with typically more than 20 requests per month.

The Technical Operations team are working more cohesively as a unit, and closely with the two SME’s (Facilities & Contracts) and with increasing effectiveness with the Property Management team. The community is receiving improved services with collection and collation of data re actions and results to improve with the adoption of new systems over the net quarter.

Projects

In addition to the above there are several major projects on our radar including:

- Redwoods - The felling of the Redwoods stand adjacent to the Kerikeri Village is imminent with the procurement completed and contractor appointed. Site establishment is due to be completed and felling commence in the first week of February. NZ Environmental Management is the project manager; a program of works is at hand with FNDC owning the communications that framework is in place and being expedited.
- Great Rides Cycle Way and Kaitia Airport projects are other significant projects which demand their own specific reports

Resource Consents

During the second quarter of the financial year, the Resource Consents team issued a total of 334 approvals and decisions, of which 150 were subject to statutory timeframes. All decisions issued across October, November, and December achieved a 100% statutory compliance rate. This outcome reflects the significant work undertaken in the first quarter to upskill staff, improve process efficiency, and strengthen reporting, enabling clearer visibility of applications approaching statutory timeframes. It demonstrates the team’s strong commitment to meeting legislative obligations and delivering a reliable and consistent service.

The team received 304 new applications, with 187 requiring statutory compliance. This high proportion of statutory applications required sustained effort to maintain a 100% compliance rate. The team is also managing 39 large scale applications, including two publicly notified applications, as well as five papakāinga applications.

Two hearings were held this quarter for limited notification applications. Both hearings were attended by Senior Planner Nick Eagle, were completed within one day, and resulted in successful outcomes.

There were several staffing changes during the quarter. Amit Nandi was internally promoted to Resource Planner. Diego Solarte Garcia stepped into the role of Acting Intermediate Planner while Salamasina Brown is on maternity leave.

The team continues to support Te Pae o Uta by fostering effective working relationships with hapū and iwi across the district. Progress is also being made on updating templates, including the introduction of Te Reo Māori greetings in all correspondence. Over 80% of the team have completed Te Reo Māori Level 1 training, with many also completing Level 2. Further participation is encouraged as we move into early 2026 and the third quarter of the financial year.

The team successfully submitted the National Monitoring Survey to the Ministry for the Environment, working closely with the Compliance and Policy teams. Alongside this, processes are being reviewed and updated, and support has been offered to the Compliance team to help align systems and ensure consistent, accurate data collection across departments. This quarter included a strong focus on data quality, supported by regular monthly quality assurance checks.

RMA reform has been a key focus for the leadership team this quarter. Work is underway with other Council departments, as well as with resource consenting and policy teams across the region, to ensure shared understanding and alignment ahead of the Planning Bill coming into force. Planners continue to assess applications against both the Operative District Plan and the Proposed District Plan. With decisions on the Proposed District Plan anticipated in the final quarter of the year, preparatory work is underway to support a smooth transition for applicants, agents, and Council, including clear guidance on how both plans will be weighted during this period.

The team placed a strong focus on streamlining and documenting internal processes, in line with our commitment to delivering best value for customers. This work included the creation of a significant number of standard operating procedures, along with updates to process manuals and practice notes. These improvements strengthen consistency, efficiency, and resilience across the team. The next phase of work will focus on reviewing and updating all customer facing application forms and website content to ensure customers have access to clear, relevant, and accurate information to help them through the Resource Consent process.

Quality Management

The Quality Management function supports regulatory functions within the Delivery and Operations group by ensuring the Building Consent Authority (BCA) maintains its accreditation status and the Food Verification Agency (FVA) maintains its recognition status.

The internal audit programme for the BCA is on track with all internal audits completed as scheduled. The completed internal audits confirm that the BCA has appropriate policies, procedures, and systems to meet regulatory requirements. The next external assessment for the BCA will be carried out by IANZ in October 2026.

The internal audit programme for the FVA is on track with all internal audits completed as scheduled. The completed internal audits confirm that the FVA has appropriate policies, procedures, and systems to meet regulatory requirements. The next external assessment for the FVA will be carried out by JASANZ in January 2026.

Planning & Policy

Economic Development

Regional Infrastructure Plan

- During the reporting period, work continued the development of the **Northland Regional Infrastructure Plan**, with a focus on clarifying the plan's purpose, scope, and high-level framework to support coordinated long-term infrastructure planning across the region.
- A series of **facilitated workshops** were undertaken with councils, regional partners, and stakeholders to test the strategic context for the Plan, confirm alignment with existing regional strategies, and shape a clear and practical framework for the Plan's structure and focus areas.
- **Project Steering Group (PSG) engagement** during this period focused on reviewing and refining the draft framework for the Plan, confirming overall direction and approach, and ensuring the Plan remains strategic in nature rather than a detailed project delivery or funding programme.
- Workshops also explored **high-level assessment and prioritisation methodologies** to inform later stages of the work, with an emphasis on transparency, consistency, and alignment with regional outcomes. No decisions were made on individual infrastructure projects.
- **Elected members and regional partners** were updated on progress through established regional planning and engagement forums, supporting shared understanding of the Plan's role as a region-wide coordinating tool across councils, agencies, and stakeholders.
- The Regional Infrastructure Plan is currently **anticipated to be completed and delivered in mid-2026**, following further refinement of the draft Plan and development of an engagement approach. Work over the coming period will focus on progressing the draft Plan, confirming engagement arrangements, and continuing collaboration with regional partners ahead of finalisation.
- Tanya Proctor, Head of Infrastructure is the FNDC representative on the Project Steering Group with staff from Planning and Policy also engaged on the project.

Northland Inc and Joint Regional Economic Development Committee

- An Extraordinary Joint Regional Economic Development Committee meeting was on 22 December 2025, at which the Committee:
 - Elected Geoff Crawford from Northland Regional Council as the Chair of the Joint Committee.
 - Elected Gordon Labeth from Kaipara District Council as the Deputy Chair of the Joint Committee.

Far North District Economic Development Strategy

- No further progress has been made on the development of a Far North District Economic Development Strategy.
- Staff have been requested to include the deliverables from the Northland Infrastructure Plan in the District Wide Spatial Strategy.

Policy & Planning

Strategy & Policy

- A draft development contributions policy was presented to Council in July for approval to consult. Consultation took place in August. An analysis of submissions and the final draft policy was presented to Council in October. Council adopted the policy with a commencement date of 29 May 2025.
- A draft amendment to the Revenue and Financing Policy was presented to Council 11 December 2025 and approved for consultation. The amendment will allow for the collection of development contributions as per the development contributions policy. Consultation opens 19 January 2026 and will close on 15 February 2026.

- The Appointment of Non-Elected Members to Committees of Council Policy has been reviewed and Council adopted an amended 11 December 2025.
- Staff are continuing to maintain a watching brief on all central government reforms. FNDC made a submission to the Fast Track Approvals Amendment Bill in December. Staff will workshop the upcoming reforms with elected members in January.

Bylaw progress

- The Land Drainage Bylaw draft amendments were approved for consultation by Council in July. Consultation has been completed. The analysis of submissions and final amended bylaw was presented to Council in October and left to lie on the table. Council resolved to wait until the Proposed District Plan hearing process is completed.
- The review of the Alcohol Control Areas is progressing. Staff presented engagement feedback and proposed amendments to the areas to each community board and Council in September. Consultation on proposed new areas is now complete, and an analysis of submissions and proposed alcohol control areas will be presented to the community boards for recommendation to Council in February.

Current consultation

- Revenue and Financing Policy.

Climate Action & Resilience

Te Hōtaka Urutau Hapori - Community Adaptation Programme

The Community Adaptation Programme is accelerating rapidly, with Council committing to deliver Community Adaptation Plans across the District by 2030. Current work includes new introductory videos for key communities, completion of procurement for Stage One planning support, and testing of draft toolkits for areas outside the first delivery phase. Tangata whenua led planning remains central, with new resources being introduced and refined alongside hapū and whānau, soon to be made available online for wider use across Te Hiku o Te Ika.

Climate Action Policy Implementation

Implementation of the Climate Action Policy is progressing through a structured, phased approach guided by a detailed baseline assessment of capability, governance, and organisational gaps. The Climate Action Reference Group is shaping a targeted Action Plan, supported by recent codesign workshops that brought together diverse teams to strengthen alignment. A dedicated Senior Leadership Team session was held to further advance work on climate risk, value protection, and leadership cohesion, ensuring decisions are increasingly informed by robust climate risk insights.

Emission Inventory and Reporting

Council has achieved Toitū Envirocare certification for its 2022/23 and 2023/24 emissions footprints, reinforcing its commitment to reducing emissions in line with national targets and supporting a pathway toward Carbon Zero 2050. Work is now underway to procure a modern emissions measurement and reporting platform that will automate data extraction, improve accuracy, and significantly reduce the time required to compile high quality emissions information.

Community Greenhouse Gas Emission Reporting

Development of the Local Emission Data Platform continues to advance, with recent efforts focused on deepening staff capability through further training and exploration of the platform's shared service potential. Built in collaboration with 19 councils nationwide, the platform will enable consistent, high-resolution greenhouse gas reporting and scenario modelling, strengthening both local decision-making and regional alignment on emissions reduction.

Integrated Planning

Proposed District Plan (PDP)

- Hearing 15D – Urban rezoning requests for land within the Kerikeri-Waipapa spatial plan study area was held between Monday 6 and Wednesday 8 October 2025. The hearing addressed a range of substantial complex requests for rezoning in that area.
 - Hearing 16 – Subdivision was held at Otiria Marae, Moerewa (28 October) and the Scenic Hotel (29 October). The hearing addressed outstanding and specific subdivision provisions where they had not been addressed as part of the relevant zone chapter provisions.
 - Hearing 17 – General / Miscellaneous / Sweep up and Tangata Whenua matters was held on the 5 and 6 November 2025 at the Treaty Grounds at Waitangi. This was the concluding hearing for the PDP hearings phase. The hearing brought together plan wide consistency matters, such as definitions and completing any outstanding submission points.
 - The final 'Right of Reply' for hearings 15A-D, 16 and 17 were all completed by the 15 December.
 - Council successfully defended the applications for urgent enforcement orders in the Environment Court and an application for a costs award was made.
 - Following the final hearing a range of new and updated national policy direction was released by the Government. The hearings panel have, via Minute 40 enquired about the implications for the PDP because of these changes. Staff are seeking advice regarding the most appropriate way forward.
 - Currently on track to adhere to the Ministry of Environment extension of time to make Council decisions by end of May 2026.

Reserve Management Plans (RMP)

- **Simpson Park, Moerewa:** Initiation of public consultation for the development of a draft Reserve Management Plan (RMP) was completed in late 2025. Staff will report to the BOIW Community Board then Council in the first quarter of 2026 to recommend classification of the site, and work is progressing on developing a draft RMP to take out for public consultation before mid-2026.
- **Rangitoto Pa, Hihi:** Additional site survey information was obtained in late 2025 to support development of the draft RMP, which is currently being progressed in partnership with mana whenua, intended to be taken out for public consultation by mid-2026.
- **Kaikohe Memorial Park, Kaikohe:** A first round of public engagement was completed in late 2026, which sought community suggestions for the draft RMP. A review of the submissions received is being carried out to inform develop of the draft RMP which will occur in the first quarter of 2026 alongside mana whenua engagement.
- **Reserves Property Information and Titles:** Work is progressing on this project, which aims to gain title for land across the district that was not correctly recorded as being owned by the Council or its predecessor at the time of subdivision. Titles will be obtained for 90% of parcels that were identified as not having title. The timeline for these titles to issue is early to mid-2026 but is at the mercy of Land Information New Zealand (LINZ), which has not placed a high priority on this project. The remaining 10% of titles require a more complex process before titles can be issued, which will need to be planned and funded prior to commencing.

Te Pātukurea | Kerikeri Waipapa Spatial Plan Implementation

There are several implementation actions within Te Pātukurea that sit with our department. We have started work on the following:

- Staff are continuing to progress with establishing a community steering group, with a paper intended for the BOIWCB February meeting to seek appointment of two board members to this group. Staff continue to develop a monitoring framework for implementation of the spatial plan and compliance with the National Policy Statement for Urban Development (NPSUD). As a Tier 3 local authority, Council is required to monitor, on a quarterly basis, housing demand, supply, prices, affordability, development capacity (both infill and greenfield), and available business land data.
- In December 2025 staff commenced the project to develop a Waipapa Structure Plan, which will direct infrastructure outcomes and zone changes. This structure plan will also support the identification and subsequent Council decision regarding area of land at Te Puāwaitanga to be set aside for future sport and

active recreation and whether any spare land at Te Puāwaitanga needs to be considered for future activities as part of the Waipapa Structure Plan process. Current tasks are to establish governance, with a report going to the BOIWCB February meeting, and preparing internal project initiation documents such as a Communication and Engagement Plan.

- Staff are in the project establishment phase to commence preparation of an Urban Design Framework to provide direction and guidance on urban form for new development within Kerikeri.
- Staff have been advised by the Infrastructure Group that they will be responsible for developing a Long-Term Strategy for Wastewater Treatment and Discharge site for Kerikeri and Waipapa. Planning staff have met with Infrastructure staff to hand this project over.

District Wide Spatial Strategy

- A project plan for this project has been approved, which sees a significant amount of work required to be completed across 2026 to arrive at a publicly consulted preferred growth scenario for the district (it is not possible to produce an adopted district wide spatial strategy by end of 2026) that can be used to inform the future development of a Regional Spatial Plan. Delays with the reestablishment of the District Wide Kaupapa Steering Rōpū (KSR) has resulted in a more traditional approach for iwi engagement being planned for February/March, with staff seeking to engage with each iwi in the district.
- A report is intended for the February or March Te Kūkupa meeting to seek endorsement on the governance structure proposed.

Placemaking

- **Taipa:** An amended Placemaking plan which now includes costings for the outcomes sought in the Plan, was adopted by the Te Hiku Community Board at their 30 September 2025 meeting. The resolution to adopt included a request for a future information report containing costings to relocate the waka ama compound at Taipa Point and to provide additional car parks. This information report will be submitted back to the community board in due course.
- **Russell:** Council approved to make most of “The Strand” trial permanent at the 31 July Council meeting. Staff from the Transportation department and our team are now giving effect to the resolution. In late 2025 a Russell Roding Working Group was established, comprising relevant community representatives, this working group has provided comment on a draft permanent design for Cass St to support pedestrianisation of the seaward half of Cass Street and most of The Strand. Staff and the working group will meet in mid-February to review a revised traffic design plan for Cass Street, for which additional survey data is being captured in late January 2026.
- **Kaikohe:** The Kaikohe-Hokianga Community Board approved the Placemaking Plan in August 2025 and requested Council endorsement and Long-Term Plan funding. The ‘spring clean’ campaign was completed in November with most buildings fronting onto the urban stretch of Broadway having been water blasted as intended by the KHCB. Staff are also supporting the Project Steering Group with implementation of new landscaping on Boardway, funded by the Town Beautification Fund which was supported by the Community Board.

Strategic Relationships

Civic Engagement & Education (CEE)

The CEE work programme continues to apply an “early and often” engagement approach to strengthen civic understanding, promote democratic participation, and keep communities informed beyond voting. By meeting people where they are and leveraging trusted local voices, particularly in rural areas, the programme has sustained momentum from the election period and supported ongoing community confidence in local government processes.

Community Engagement

- The CEE programme deepened partnerships through initiatives such as Heartlands Events at Waitangi Te Tii Marae and Waimamaku, this brought multiple agencies together to deliver services directly to hardly reached communities.
- Supported housing readiness through attendance at four Ōhangaroa Kāinga workshops during November and December helping whānau on their housing journey and meeting them where they are at.
- Participated in the Waitangi Housing Conference (October) to strengthen collaboration on housing solutions for whānau and rural communities.
- Engaged in the M*A*S*H Marae Activation Simulation Hui at Kohewhata Marae, contributing to emergency preparedness and resilience planning.

Local Government Elections

- Far North District Council recorded a historic increase in voter participation in the 2025 local government election, with all wards and subdivisions achieving higher turnout for the first time ever.
- Inclusion of special votes lifted overall voter turnout from 48.8% at preliminary results to a record-breaking 50.7%, exceeding national average by 18 percentage points (national average of 32%)
- Coordinated an induction programme for elected members and community boards which was led by Democracy Services, incorporating feedback from the previous triennium to ensure practical onboarding and governance training.
- Conducted a post-election risk review and captured lessons learned to inform improvements for future electoral processes, including mobile ballot box operations and special voting procedures.
- Evaluated candidate engagement initiatives, confirming strong uptake of video profiles and positive community feedback on their usefulness for informed voting. Recommendations for enhancing digital reach and accessibility will guide the next cycle.
- Presented at Taituarā Post Election Debrief in Wellington

Comms & Engagement



FNDC Bilingual Resources



FNDC - Māori Ward Poll animation



FNDC - Candidate Videos

RAUCK, Rachel
Affiliation: **Te Hiku**

Candidate statement:

Candidate video:

BELLAS, Lodie
Affiliation: **Te Hiku**

Candidate statement:

Candidate video:

Mobile Ballot Box Tour Adopt a Route

TikTok



**HE ARA TĀMATA
CREATING GREAT PLACES
Supporting our people**

FNDC - Mobile Ballot Box Tour

Mangamuka Pop Up

Te Hiku Tour
Albany

Kaikōhe-Hokianga Tour
Mangamuka Pop Up

Bay of Islands-Whangaroa Tour
Mangamuka Pop Up

Location: Outside the Mangamuka Dairy, at 117 State Highway 1, the Mangamuka Bridge B74. [Go to location to learn the details of this pop-up location.](#)

Special Hours: 10am-12pm

Previous Dates: [View](#) [Sun 23 Sep 2025 10:00 AM to 2:00 PM](#) [View](#)

Share: [Share](#) [Facebook](#) [Copy Link](#)

Details:

Go to the [Mobile Ballot Box Tour](#) website to keep up to date with tour locations, if you would like to invite our Mobile Ballot Box Tour to your community, please email communications@fnzdc.govt.nz.

At this stage, pop-up locations remain flexible as we're still waiting on confirmation from several communities. We'll update the schedule as soon as locations are confirmed.

Map:



Democracy Services Team

Democracy Services are responsible for the statutory requirements associated with the official meetings of Council and operate within two core pieces of legislation: The Local Government Act (LGA) and the Local Government Official Information and Meetings Act (LGOIMA) and supporting elected members in their governance role.

Achievements:

- Supporting the Civic Education and Engagement team with elections, onboarding and induction activities.
- Facilitated 10 formal meetings (including 2 extra-ordinary)
- Assisted in facilitating 4 workshops
- Engagement with Northland Regional Council to support the administration at FNDC of the Joint Climate Change Adaptation Committee.
- Coordination of Induction events
 - One on one time with elected members
 - Introductions and Annual Report
 - Governance Essentials (Code of Conduct, standing orders, principles of decision-making and Conflicts of Interest)
 - Joint Regional Legislative Briefing
 - 2-day Strategic Workshop with Mayor, Councillors and CB Chairs
 - LGNZ Induction in Kerikeri
 - Community Tours across Bay of Islands-Whangaroa, Kaikohe-Hokianga and Te Hiku Communities
 - Introduction to He Whakaputanga and Te Tiriti o Waitangi
- Confirmation of Council's governance structure and formal appointments
- Confirmation of 2026 Meeting Calendar
- 2025 Lifetime Achievement Awards Ceremony

Bay of Islands Whangaroa Community Board (BWCB)

Following the local elections for the 2025-2028 triennium, the BWCB participated in the following official meetings and induction activities:

18 Oct: Election results confirmed and the BWCB Coordinator (CBC) initiated onboarding with calls, emails, induction schedules, and guidance

21 Oct: One-on-one online meetings between Board members and CBC

22 Oct: First informal face-to-face meeting for BWCB members (Procter Library)

23 Oct: Governance Essentials Workshop at Kaikohe Chamber covering standing orders, code of conduct, and Local Government Act requirements

31 Oct: Inaugural meeting at the Turner Centre. Members made official declarations, formal portraits taken, and appointed the Chair (Belinda Ward) and Deputy Chair (Tyler Bamber)

7 Nov: BWCB Extraordinary Meeting – Funding Application, Kerikeri Street Party (Council Chamber)

7 Nov: Combined Community Board Induction for all FNDC Boards

17 Nov: LGNZ Induction in Kerikeri focused on governance, decision-making, legal responsibilities, and community leadership

19 Nov: Bay of Islands-Whangaroa Community Tour, visiting key sites such as Turner Centre, Te Ngaere, Paihia, Simson Park Hall. During stops in Kerikeri, Te Puāwaitanga and Paihia, a number of presentations were shared by guest speakers (Te Rūnanga o Whaingaroa, Focus Paihia, The Centre, FNHL, Simson Park Rangatahi Rōpū) as well as from FNDC staff on community hot topics. It also included meeting with Citycare staff, Climate Adaptation, Property and Technical operations teams. The tour was part of the election induction programme for new elected members. Its objectives were to:

- Provide context for major projects, community groups and strategic relationships in the Bay of Islands - Whangaroa ward.
- Build understanding of Council operations, including scale and complexity.
- Foster team-building and shared awareness of local priorities across Mayor, Councillors, Community Board Members, key staff, contractors and community partners

The board has begun focusing their efforts on prioritising capital works projects to be proposed for the 2027-2030 Long Term Plan. This will be immediately followed by scoping an 'Accord' with Council (in collaboration with Te Hiku and Kaikohe-Hokianga Community Boards) which will then inform their Strategic Plan 2025-2028 aligned to community priorities and delivery.

All members have been busy representing their respective communities and advancing existing and new RFS matters pertaining to Parks and Reserves (e.g., Simson Park, Kerikeri Domain, Waipapa Landing, Fairy Pools Reserve), Public Toilets, Placemaking, Buildings (i.e., Community Halls), Roading, Water, and Public Spaces and Facilities, as well as acting as key advocates and communicators on matters such as the Kaeo water supply situation.

Special mention goes to Roddy Hapati Pihema, Bay of Islands-Whangaroa Community Board Member for the Kawakawa-Moerewa Subdivision, who earned a place among the 100 Top New Zealand Local Hero Medallists for 2026. He was recognised for his unwavering service to Te Tai Tokerau Northland, dedicating countless hours to improving the wellbeing of his community. Through his influential roles on 19 committees and boards, he advocates tirelessly for the elderly, children, and families – helping to secure the vital resources they need to thrive.



BWCB Bus Tour - Climate Action discussion with Katy Simon, Adaptation Programme Lead

Kaikohe-Hokianga Community Board (KHCB)

Following the local elections for the 2025-2028 triennium, the KHCB participated in the following official meetings and induction activities:

18 Oct: Election results confirmed and the KHCB Coordinator (CBC) initiated onboarding with calls, emails, induction schedules, and guidance

21 Oct: First informal face-to-face meeting for KHCB members (Council Chamber)

23 Oct: Governance Essentials Workshop alongside Councillors, covering standing orders, code of conduct, and Local Government Act requirements.

31 Oct: Inaugural meeting at the Council Chambers. Members made their official declarations and formal portraits were taken. Jessie McVeagh was appointed Chair and Scarlet Mocaraka appointed Deputy Chair.

Early Nov: Coordinator onboarding commenced, including calls, emails, induction schedules, and guidance to support both returning and new members in their roles.

7 Nov: Combined Community Board Induction for all FNDC Boards.

13–20 Nov: One-on-one sessions and additional induction support delivered to new members to ensure a strong understanding of Council structures and expectations.

17 Nov: LGNZ Induction in Kerikeri with a focus on governance, community leadership, and statutory responsibilities.

21 Nov: Board members participated in the Kaikohe–Hokianga Community Tour, visiting key locations including: Freese Park Ōmāpere, Hokianga Harbour Ferry, Kohukohu Hall, Mangamuka Public Toilet; Southern Dog Shelter, Pioneer Village Kaikohe. Citycare contractors; FNHL project managers, and FNDC staff attended to share operational insights and support site-based discussions.

The tour provided board members with:

- Local context for major projects and issues
- A clearer understanding of operational and infrastructure constraints
- Collective awareness of community priorities across the ward



KHCB Bus Tour - Freese Park, Ōmāpere

Board Focus and Triennial Foundation

The Kaikohe-Hokianga Community Board has begun this triennium with strong momentum and a clear commitment to delivering meaningful outcomes for its communities. From the outset, members have demonstrated enthusiasm for strategic planning, identifying opportunities, and finding practical ways to activate local projects and initiatives.

A consistent theme this quarter has been the Board's focus on establishing a solid foundation for effective governance. Their proactive and collaborative approach is shaping a forward-looking work programme designed to empower communities and support long-term wellbeing across Kaikohe-Hokianga.

Governance Development and Workshops

Nov–Dec: Workshops were held to support governance alignment, including:

Development of a Shared Values Charter, outlining commitments for working together and serving the community

Sessions supporting clarity around RFS pathways, councillor interactions, and governance vs operational roles

A detailed briefing on the Customer Experience Framework, delivered by Communications & Engagement and Customer Service Excellence

These sessions supported the Board's understanding of expectations and strengthened their governance foundation.

Board Business and Operational Activity

Across November and December, the Board progressed routine business, including:

- Road naming decisions
- Allocation of community grant funding
- Adoption of their 2026 meeting schedule
- Confirming appointments to management committees

Strategic Planning and LTP Prioritisation

Throughout the quarter, the Board undertook intensive strategic planning work, identifying priority capital projects for early consideration in the Long Term Plan 2027–2037 process.

These priorities were confirmed ahead of the December deadline and include:

- Mangamuka public toilet upgrade
- Public toilet provision in Waimamaku (or suitable alternative)
- Kaikohe pump track with walking/cycling networks and passive recreation
- Rāwene pump track integrated with walking/cycling networks, traditional fishponds, and maara hupara
- Ōkaihau playground development
- Hōreke sports and playground facility
- Reed Park (Kaikohe) nature plan and maara hupara
- Kaikohe Library Lane art and creative hub
- Memorial Park (Kaikohe) outdoor stage
- Lindvart Park (Kaikohe) walking/cycling tracks, dog park, motorhome amenities and parking
- Ōmāpere beach access

This was an impressive achievement for a newly established Board and ensures their priority projects enter the organisation's early assessment and pipeline processes.

Formal adoption of the refreshed Strategic Plan 2025–2028 is expected before the next financial year.

Collaboration and Community Initiatives

Dec: KHCB participated in the Community Papa Tākaro Initiatives Hui, bringing together Healthy Families, Sport Northland, and elected representatives to progress play and recreation aspirations for the ward.

The Board also strengthened its partnership with the Ōkaihau Community Association, collaborating to advance a new community playground project.

Placemaking

The Kaikohe Placemaking Plan remains pending Council endorsement. However, Stage 1 of the “*Paint the Town*” concept – “*Refresh*” has been completed, involving cleaning commercial building frontages along Broadway, funded through a Community Board grant.

Te Hiku Community Board (THCB)

Following the local elections for the 2025-2028 triennium, the THCB participated in the following induction and onboarding activities:

18 Oct: Election results confirmed and the THCB Coordinator (CBC) initiated onboarding with calls, emails, induction schedules, and guidance

21 Oct: One-on-one online meetings between Board members and CBC

22 Oct: First informal online meeting for THCB members

23 Oct: Governance Essentials Workshop at Kaikohe Chambers covering standing orders, code of conduct, and Local Government Act requirements

31 Oct: Inaugural meeting at Te Ahu, . Members made official declarations, formal portraits taken, and Chair (Bill Subritzky) and Deputy Chair (Trevor Beatson) appointed

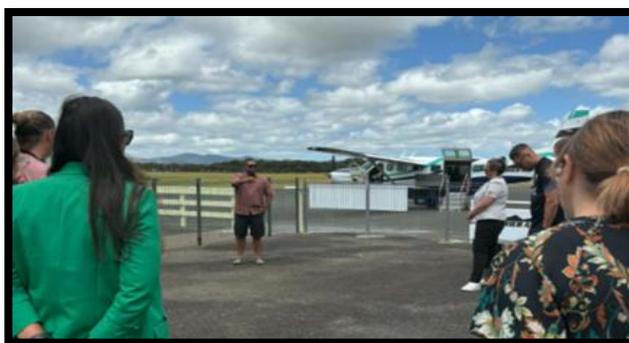
7 Nov: Combined Community Board Induction for all FNDC boards

17 Nov: LGNZ Induction in Kerikeri focused on governance, decision-making, legal responsibilities, and community leadership

10 December, as with other Board area's the board and councillors undertook a Te Hiku Community Tour, visiting key sites such as Te Ahu, Moringaehe Reserve - Ahipara, Northern Dog Shelter – Kaitāia, Kaitāia Water Treatment plant, Kaitāia Airport, Awanui facilities, and Te Hiku Sports Hub. It also including meeting with Citycare contractor, Climate Adaption, Property and Technical operations teams.



THCB Bus Tour - Moringahe Reserve



THCB Bus Tour - Kaitiāia Airport



THCB Bus Tour - Te Ahu

The board began shaping and aligning community priorities in its **Strategic Plan for 2025–2028** to be adopted in early 2026 and have hit the ground discussing improvements to grant fund reporting procedures and reinforced the importance of timely compliance by applicants.

Key matters brought forward by the board during this timeframe include:

Town Beautification and Maintenance: Requested costing for water blasting Kaitiāia Main Street and alleyways, plus quarterly weed control and garden maintenance. Suggested inclusion in the next Annual Plan for ward rating and budgeting.

Lifetime Achievement Awards: Expressed appreciation for the awards event and highlighted the importance of recognising community service as a lifelong commitment, not just within a triennium.

Community Infrastructure: Engaged in discussions on the North Park public toilet project and other placemaking initiatives.

Public Spaces and Facilities: Praised collaborative efforts during site visits to Waitotari Reserve and Perehepe Beach toilets, reinforcing the need for improvements.

Community Engagement: Advocated for action following a visit to Karikari Peninsula, emphasising responsiveness to local concerns and praising operational staff for listening and acting.

Cemetery Management: Requested updates and corrections to cemetery contact details on FNDC's website, including Takahue and Peria cemeteries. Suggested removing outdated names and adding current sexton details.

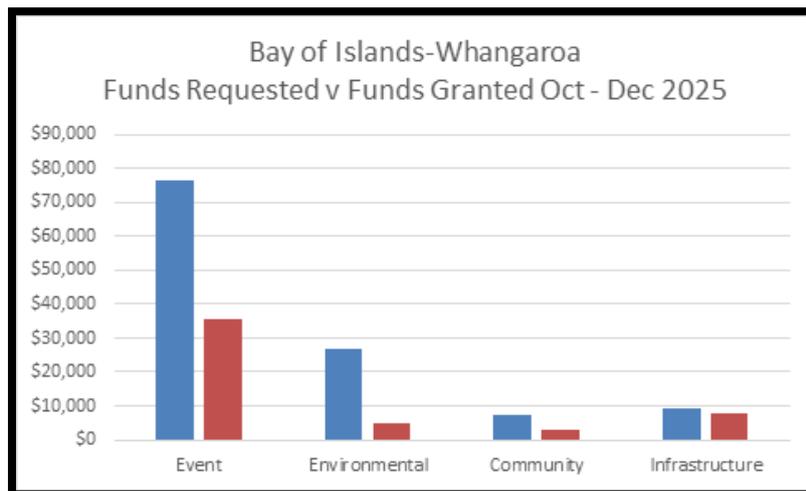
Funding

Community Board Funding

Due to the elections, no funding applications were considered in October. Many applications that would usually have been received in this time period (such as Christmas festival applications) were considered early to avoid being delayed.

Bay of Islands-Whangaroa Community Board

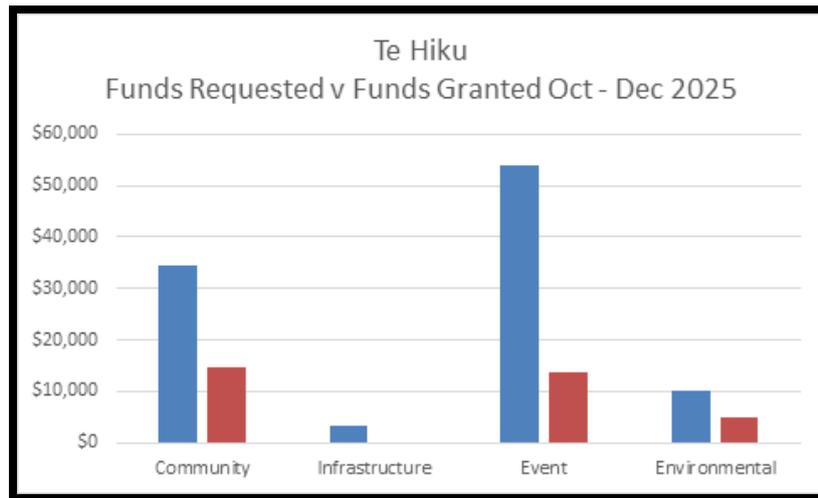
- The Board started the financial year with \$308,804, which includes \$100,000 for Pride of Place funding.
- When the new Board was sworn in after the elections, the balance remaining was \$210,043 (including \$100,000 of unallocated Pride of Place funding).
- The board received eleven funding applications requesting \$119,919 and granted \$51,456.
- Two applications were declined.



NB – the amount requested is shown in blue (left pillar of each type) and the amount granted is shown in orange (right pillar of each type)

Te Hiku Community Board

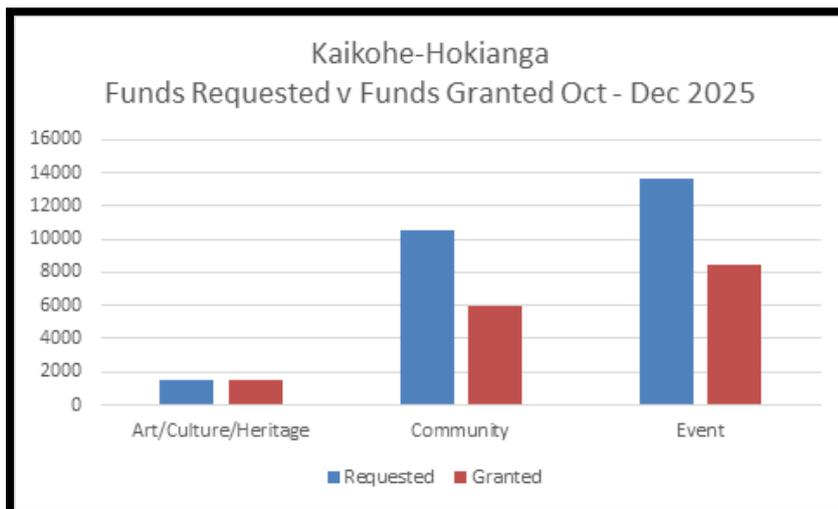
- The Board started the financial year with \$246,811, which includes \$100,000 for Pride of Place funding.
- When the new Board was sworn in after the elections, the balance remaining was \$183,692.70 (including \$100,000 of unallocated Pride of Place funding and returned funding in the amount of \$2,608.70).
- The Board received ten funding applications requesting \$101,718 and granted \$33,244.
- One application was withdrawn as funding was secured elsewhere and one application was declined.



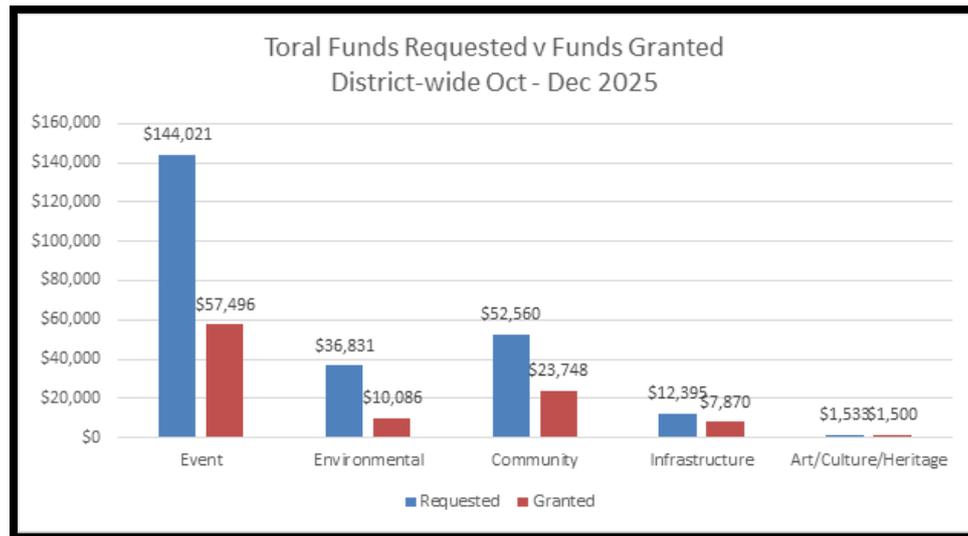
NB – the amount requested is shown in blue (left pillar of each type) and the amount granted is shown in orange (right pillar of each type)

Kaikohe-Hokianga Community Board

- The Board started the financial year with \$206,927, which includes \$100,000 for Pride of Place funding.
- When the new Board was sworn in after elections, the balance remaining was \$123,302. This consisted of \$28,029 in Community Grant funding and \$95,273 in Pride of Place funding.
- The Board received six funding applications requesting \$25,703 and granted \$16,000
- One application was declined.



NB – the amount requested is shown in blue (left pillar of each type) and the amount granted is shown in orange (right pillar of each type)



Creative Communities

The Creative Communities Committee is formed mostly of members of the wider Far North District Community who volunteer to consider applications four times a year (March, June, September, and November/December). Two Councillors sit on the committee by appointment of Council (Cr Stratford and Cr Halkyard-Harawira). Funding is provided by Creative New Zealand (from the Ministry of Culture and Heritage).

The committee is actively seeking new members to join, particularly as there is no community representative from Te Hiku ward and there is no youth voice. While the role is voluntary, mileage is reimbursed for members attending the meetings (and the option to join by VC is also available).

The committee only received four applications for the December round, which was very low. It is suspected that the low number of applications is due to the elections taking place and applicants not understanding that this funding round still took place. The four applications requested \$9,314 and were granted \$9,064, for activities including mosaic art classes, traditional Māori instrument making workshops, a dance concert and Circability Trust Celebrate Together workshops and performances.

Health Safety and Wellbeing (HSW)

Executive summary

- Provided eight training opportunities to 231 staff.
- Threatening behaviour is the highest reported incident at 9 PeopleSafe stories.
- No lost time injuries (LTIs) due to work injuries.

Staff engagement

During Q2 the main staff engagement occurred through the Health Safety and Wellbeing Committee Representatives (HSWR). One of the duties of a HSWR is to review HSW policies and procedures, as an individual and as a representative of the organisation to ensure that all staff are engaged and consulted on HSW issues.

Table 1: Staff engagement by the HSW team during Q2.

Date	Topic	Team	No. of attendees
22/10/2025	HSW Committee monthly meeting	HSW Committee	12
5/11/2025	Policy Review HSW006 Return to Work Rehabilitation Policy & HSW 007 Volunteer Health, Safety and Wellbeing Policy	HSW Committee	12
6/11/2025	Policy Review HSW006 Return to Work Rehabilitation Policy & HSW 007 Volunteer Health, Safety and Wellbeing Policy	All Staff	n/a
26/11/2025	HSW Committee monthly meeting	HSW Committee	18

Training

Q2 was a busy quarter for training. H&S training is arranged by the HSW team in accordance with the controls listed in various JSAs, and what is shown on individual staff role profiles. Only training listed on role profiles will be arranged by the HSW team. As can be seen in Table 3, eight types of training course were run over 35 occasions, with 231 staff members attending during Q2. HSW inductions are carried out with new staff on a fortnightly basis. All training is booked through, and attendance recorded in, Ci Anywhere. Non-attendance at training without good reason is chargeable back to that team. Workload is not considered good reason.

Emergency management

Fire drills are carried out at six monthly intervals. Five fire drills were carried out during Q2 (see Table 2).

Table 2: Fire drills during Q2

Date	Topic	Presenter	Team	Description	Notes
9/10/2025	Fire Emergency Evacuation	KTHA	All Staff	Fire Drill	Kaikohe Headquarters
13/10/2025	Fire Emergency Evacuation	KTHA	All Staff	Fire Drill	Southern Animal Shelter
17/10/2025	Fire Emergency Evacuation	KTHA	All Staff	Fire Drill	Kaikohe Memorial Hall
23/10/2025	Fire Emergency Evacuation	KTHA	All Staff	Fire Drill	Paihia Library
29/10/2025	Fire Emergency Evacuation	KTHA	All Staff	Fire Drill	Kaero S/C & Library

HSW Incidents

There were 16 HSW incidents entered into PeopleSafe during Q2, down from 35 in Q1. PeopleSafe is FNDC's Health and Safety reporting database for all work-related injuries, incidents, accidents, near misses, risks, hazards, discomfort and pain. The most frequently reported incidents are threatening behaviour, which is listed as a critical risk.



Te Hono

Te Hono provides strategic leadership and advice on Council's Te Tiriti o Waitangi obligations and supports implementation of Te Pae o Uta – Te Ao Māori Framework. Through internal capability building and external engagement, Te Hono strengthens partnerships with mana whenua and enhances organisational understanding of Māori priorities.

Leadership & Partnership Building:

- Te Hono continue to work with our Iwi Partners to develop MOU Work Plans that align to our Council Values and Aspirations
- FNDC Sponsored the bi-annual Māori Housing Conference in Waitangi with Te Hono leading the FNDC stall on-site for the week, this event attracted over 1000 attendees throughout the Housing Sector
- Te Hono continue to strengthen our external relationships with our Northern Council partners attending combined Whanaungatanga hui focusing on our shared aspirations for Te Tai Tokerau
- Te Hono have engaged with NZ Police to support Community initiatives planning

Community & Cultural Engagement:

- Te Hono supported Civic Engagement and Education through the Mobile ballot box tour participating at Kaeo, Ōtiria and Hokianga events.
- FNDC supported the arrival of the Hōkūl'ea and Hikianalia to Te Tiriti o Waitangi, Te Tii Waitangi. Te Hono supported by helping Te Tii Marae to develop a Traffic management plan for the week.
- Te Hono ran three Hapū engagement Hui at Waimanoni, Ōtiria and Kohewhata Marae providing Hapū with an informative overview of Council services including Community Board Funding. Te Hono aim to complete three Hapū hui per quarter across all three wards as part of the implementation of our Hapū Engagement Strategy.
- Te Hono supported the delivery of the Life Achievement awards held in Council Chamber.

Operational Support & Services:

- Te Hono continue to support different departments in engagement and advisory functions including supporting Waitangi and Māngungu preparations alongside the Technical Operations, Communications, Compliance and Legal teams.
- Te Hono supported the Mayor's office with constituent enquiries and on-site hui.
- MLC RFS's – 84.
- Offsite and internal customer hui – 57.
- Internal training sessions – 3.

Internal Capability & Training:

- Te Pae o Waho Cohort 2 completed in December 2025 with 22 staff receiving pass grades in Levels 1 - 3.
- Te Pae Waiata continued to provide staff with waiata development and support further enhancing Council's cultural capability.

Hapū & Iwi Engagement:

- Engagements across the district with Te Rūnanga o Whaingaroa, Ngāti Rēhia Waka Blessing, Te Paatu ki Kauhanga, Te Rūnanga o Te Rarawa, Te Uri O Hua, Ngāti Whakaeke, Ngāti Tautahi, Ngāti Korokoro Hapū Trust, Te Matarahurahu, Te Tao Maui/ Te Hoko Keha, Te Roroa.

Infrastructure Strategy

The Infrastructure Group holds the following responsibilities within six separate teams:

- Asset Management
- Infrastructure Engineering
- Infrastructure Delivery
- Infrastructure Services
- Waters Services

Key Priorities

Asset Management Information System update

After several years an Asset Management Information System was implemented.

There are several more stages to this project, including verifying and validating the data, inputting it into the new system, ensuring the maintenance required is set up and then in future, inputting the maintenance data to confirm the asset has been maintained in accordance with specifications. Using this data to see how an asset is performing and assist with early identification of the need to upgrade or replace the asset. This is asset management and where we continue to get to.

The implementation of an asset management system has been a long-awaited deliverable. The rewards and full utilisation of an asset management driven Long Term Plan will not be seen before the next Long Term Plan.

The previous reporting period indicated a Stage 1 completion date of December 2025. This is still on track for completion in December. Stages 2 and 3 will continue in 2026.

The Infrastructure Group will routinely update on progress of the data being input and provide examples of asset management based decisions as they start to evolve.

Compliant 3 Waters Assets

Three long standing abatement notices remain at Ahipara, Kaitāia and Ōpononi.

- The Super Critical Ultra Virus (SCUV) unit at Ahipara continues to work well and was a finalist at the recent Water NZ Conference Awards. Quality condition compliance has been achieved for each of the previous 16 months. A minimum of 12 months compliance is required. NRC have advised the abatement notice removal will be considered following 12 months of compliance (achieved) and on completion of the wetland restoration works. Desludging of the wetland was completed in December 2025 and the restoration planting is scheduled for March 2026. We continue to meet three-weekly with the Ahipara Takiwā group.
- The Kaitāia wastewater reticulation works were completed by the expected date of December 2025. Northland Regional Council have confirmed that the abatement will not be removed before 12 months of no wastewater overflows into the Tarawhataroa Stream during rain events. This is expected to be December 2026.
- Data sampling at the Ōpononi Wastewater Treatment Plant scheduled to be completed mid-February. The information will confirm results of the improvements completed to date and inform the technical specifications of the new Clarifier and subsequent UV treatment. Post UV treatment and compliance monitoring we expect removal of the abatement notice in late 2028.
- The Russell Wastewater Treatment Plant abatement notice is for excess leachate volumes received from the closed landfill due to heavy rainfall events. Property & Facilities have commissioned an investigation to assess the condition of the landfill and options for mitigating the volume of leachate discharged as a possible resolution rather than capping the landfill. The abatement notice will remain current until the consented volumes are reduced.

A total of 3 abatement notices were received for wastewater treatment in Paihia (2) and Whatuwhiwhi (1) this quarter. One of the notices (Paihia) has been remedied and the notice is expected to be removed by April 2026. The remaining notices will require capital works to be completed. Planning for this will be completed in the next quarter and an update on delivery provided then.

Wastewater treatment – 9

Wastewater network – 1

Water Take – 1

District Facilities – 1

Cancellation of abatement notices is at the discretion of Northland Regional Council and for some, especially wastewater treatment, this may require a period of compliance of 12 months.

Regular updates on abatement notices and non-compliance have been reported to Te Miromiro and Te Koukou Committees.

Compliance 3 Waters

Water and Wastewater RMA Compliance Report

Compliance Key	
Currently compliant with resource consent	●
Administrative compliance issue.	●
Marginal noncompliance.	●
Noncompliant as of most recent sample.	●

Water treatment															
Compliance by Month															
	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Abatement Notices (Current)	Comments
Kaitiāia	●	●	●	●	●	●	●	●	●	●	●	●	●		
Kaikohe	●	●	●	●	●	●	●	●	●	●	●	●	●		
Kawakawa	●	●	●	●	●	●	●	●	●	●	●	●	●		
Rāwene	●	●	●	●	●	●	●	●	●	●	●	●	●		
Ōmanaia	●	●	●	●	●	●	●	●	●	●	●	●	●		
Kerikeri	●	●	●	●	●	●	●	●	●	●	●	●	●		
Ōkaihau	●	●	●	●	●	●	●	●	●	●	●	●	●		
Ōpononi	●	●	●	●	●	●	●	●	●	●	●	●	●		
Paihia	●	●	●	●	●	●	●	●	●	●	●	●	●	12-Nov-24	Install discharge pipe and recording capability - planning to be completed by March 2026.

Wastewater treatment															
Compliance by month															
	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Abatement Notices (Current)	Comments
Ahipara	●	●	●	●	●	●	●	●	●	●	●	●	●	5-Sep-22	
Hihi	●	●	●	●	●	●	●	●	●	●	●	●	●		Non-compliance is the result of high levels of algae. Investigation of treatment solutions required as filtration failed. Planning will be completed in March 2026 quarter.
Kāeo	●	-	●	●	●	●	●	●	●	●	●	●	●		
Kaikohe	●	●	●	●	●	●	●	●	●	●	●	●	●	12-Nov-24	Non-compliance is due to data recording equipment failure. Resolution is being integrated as part of the districtwide SCADA upgrade project. Delivery will be established in the March 2026 quarter.
Rangiputa	●	●	●	●	●	●	●	●	●	●	●	●	●		
Russell	●	●	●	●	●	●	●	●	●	●	●	●	●	1-Nov-24	Non-compliance continues due to ongoing high leachate volumes from the closed landfill.
Taipā	●	●	●	●	●	●	●	●	●	●	●	●	●		Electro-coagulation trial underway.
Whatuwahiwi	●	●	●	●	●	●	●	●	●	●	●	●	●	10-Dec-25	Planning underway to bring forward planned upgrade to plant to address non-compliance.
Kohukohu	●	●	●	●	●	●	●	●	●	●	●	●	●	29-Oct-24	Pond desludging and baffle curtain installation complete. Wetland desludging and restoration is being scheduled.
Kaitiāia	●	●	●	●	●	●	●	●	●	●	●	●	●		Pond desludging is on track. Non-compliance is expected to be addressed with plant upgrades that are in planning.
Kawakawa	●	●	●	●	●	●	●	●	●	●	●	●	●		
Kerikeri	●	●	●	●	●	●	●	●	●	●	●	●	●		
Ōpononi	●	●	●	●	●	●	●	●	●	●	●	●	●	20-Apr-16	Inter-stage testing to be completed February 2026 to inform technical specifications for clarifier and UV treatment.
Paihia	●	●	●	●	●	●	●	●	●	●	●	●	●	12/11/2024 8/12/2025 8/12/2025	One new abatement has been addressed. Remaining abatements require equipment replacements which are in planning.
Rāwene	●	●	●	●	●	●	●	●	●	●	●	●	●		Electro-coagulation is awaiting commissioning.

Te Pae o Uta

The Infrastructure team continues to foster a deeper connection with Te Reo and Te Ao Māori among its members. Through these efforts, the Infrastructure team demonstrates a strong commitment to embracing and integrating Māori culture into their daily practices, contributing to a richer and more inclusive workplace.

Current enrolment of Infrastructure team members in Te Reo classes is as follows (as at end June):

Level 1:	5 enrolments
Level 2:	6 enrolments
Level 3:	1 enrolment

Karakia, Mihi, and Waiāta Sessions

Monday morning karakia, mihi, and waiāta sessions continue to be a way to start the week with a sense of unity and cultural respect.

Kōrero Kai

Kōrero Kai lunchtimes continue in the courtyard.

Asset Management

Asset Management Team

A 3 Waters Asset Management Plan has been developed. Input into LWDW (Local Water Done Well) further refinement is ongoing to ensure that financial affordability and investment criteria are met as part of the plan development. The Plans now cover 3, 10 and 30 year horizons.

A draft Asset Management Policy and a Strategic Plan has been developed and will be submitted to SLT for endorsement. Both documents are key documents that are used to inform the individual AMP's (Asset Management Plans) that are being written to inform the delivery of water, wastewater, and storm water services for FNDC, and will be included in LWDW Forward Work Plans. Included in this suite of documents is an Asset Management Maturity Assessment, which is an independent external assessment of the level of maturity of Asset Management in the organisation. This is a standard tool used to benchmark organisational maturity of AM systems.

Recruitment of a Manager and any vacant roles continues.

3 Waters Engineering

Modelling development is ongoing and due dates of completion of each scheme will be provided in the next reporting period. Current focus is on modelling Kaitaia wastewater network proposed growth areas for input to district planning processes. A report was provided to the final Te Koukou meeting to advise of timeframes for the modelling of each.

Design Engineering

LTP capital projects are being progressed through concept and feasibility stages to confirm design scopes. Multiple vacancies in this area are limiting the amount of work that can be done. Recruitment will commence in November.

Site visits to investigate and inform the development of solutions to resolve RFS matters is improving our responsiveness to requests for service.

District Facilities – Projects in Design

- **Kaitiāia Resource & Recovery Centre Bridge:**
The existing bridge is planned for renewal. The final design has now been received and stakeholder engagement with local iwi/hapu to be undertaken. Additional funding for this project will be required to enable this replacement and to commence procurement and delivery in the next financial year. Existing unspent budgets are intended to be utilised, therefore not requiring an overall increase to original budgets.
- **Kaitiāia Resource & Recovery Centre Wastewater Treatment upgrade:**
The existing onsite wastewater system requires replacement. Options for the best solution for this upgrade are currently being considered. This project will have final design parameters completed by the end of June.
- **Water Supply for Kaeo & Waioataire Toilets:**
Both toilet facilities require dedicated water supply. Final costs for supply and installation of water tanks, pumps and power supply have now been completed.
- **Kerikeri Motorhome/Caravan Dump Station:**
A suitable site has yet to be found. Staff are still working to provide information to the community board to enable them to make an informed decision on a suitable location.
- **Waipapa Baysports Carpark Upgrade:**
This project is currently under design optioneering with a consulting company to determine the best solution for these carparks given the budget constraints that we are currently facing. Delivery of this project will not be prior the August/September 2025.

3 Waters – Projects in Design

- **Waitangi, Paihia, Opuā and Haruru WTP Upgrade:**
 - **Feasibility Study and Site Investigations** – Feasibility study for the proposed Pony Club site is progressing well. Upon completion we will have 514 Rivers Edge and WNT studies completed for comparison and then ready to make a recommendation on the preferred site.
 - **Land Agreement and Stakeholder Relations** – Negotiations with the Waitangi National Trust for land use are positive and ongoing.
 - **Hapu Engagement** – Formalising hapu involvement is a top priority.
 - Next project working group meeting planned for 6 November 2025.
 - Harrison Grierson Feasibility Study for site due 31 October 2025.
 - Council report on recommendation for land acquisition planned for early 2026.
- **IAF Kaikohe:**
 - Physical works for water reticulation is ahead of schedule.
 - Physical works for wastewater reticulation is on schedule
 - Physical works for the Water Treatment Plant is also on track
- **IAF Kawakawa – Water Supply:** The 3 x water network reticulation project tenders, involving over 1300m of new watermains, have been awarded but construction is on hold until Greenacres drive housing development has achieved its Special Conditions.
- **IAF Kawakawa – Wastewater:** Preliminary civil design is underway to inform consent. Next steps to run concurrently include: Detailed Design of Civil Works; Site Services and Hydraulics; Development of detailed specifications for package plant (MBRR or equivalent). NIFF have been advised the Stage 2 milestone will be delayed.
- **Paihia Mains Baffin Street – Stage 1:** Detailed design for the project has been completed; however, progress has been unable to progress due to land ownership matters.
- **Parkdale Cres (Kaitiāia) SW Upgrade:** New alignment option being reviewed to align with LTP budget. Feasibility indicates a positive option at this stage.
- **Kaipatiki Rise, Haruru – Water Supply Upgrade:** detailed design phase completed and

handed over to delivery team to procure a construction contractor.

- **Kotare Drive, Coopers Beach - Stormwater Renewal:** Preferred solution confirmed. Detailed design underway.
- **Mabel Thorburn Place, Mangonui Stormwater Renewal:** Investigation and design feasibility continue to confirm the issues and preferred solution. An open concrete stormwater channel has failed, and it has been found that there are other network, overland flow and flooding issues contributing to problems experienced on properties in this area.
- **Matthews Ave to Farrimond, Kaitaia – Stormwater Renewal and Upgrade:** Investigation and design feasibility continue to confirm the issues and preferred solution.
- **Tasman Heights, Ahipara – Stormwater Renewal:** Investigation and design feasibility continue to confirm the issues and preferred solution.
- **Wastewater Infiltration & Inflow (I&I):** Early stages of establishing a programme approach and processes to scope and deliver I&I budgets across a number of schemes. This will provide a more efficient delivery mechanism for these and any future I&I programmes. Currently budgeted I&I schemes are for networks in:
 - Opononi
 - Whatuwhiwhi
 - Paihia
 - Russell

Infrastructure Delivery

District Facilities – Projects in Construction

- **Lake Ohia Hall Renewals:** Contract has been awarded and works commencing January 2026.
- **Kāeo Memorial Hall:** Works complete.
- **Kaeo Post Office:** Works complete.
- **HFTE Puckey Ave:** New Water Main & Risers –Works complete
- **Kaitaia Pioneer House:** Scope of works is complete, Procurement underway with contract to be awarded and works to commence in late February 2026.
- **Awanui Sports Complex Health & Safety Renewals** – Works completed in January 2026.
- **Pukenui Coastal Walkway Stage 2** – Design completed and scheduled for Procurement in mid-February 2026; due for completion by June 2026.
- **Kororaeka Cemetery Development** – Stage of the development has been completed with a site blessing held in December. Stage 3 of the development is planned for the 2027-37 LTP.
- **Waipapa Baysports Carpark** – In procurement phase, with works commencing in early March 2026.
- **Kaitaia Resource Recovery Centre – New Bridge:** Design has been completed; Resource Consent issued; Procurement phase due to commence with a contract for construction due to be let in April 2026.
- **Lindvart Park Pavillion HSE Renewals** – Building Consent underway, with works due to commence in early March 2026.

3 Waters– Projects in Construction

- **Opononi WWTP Upgrades:** Baffle curtains have been installed, currently within defects liability period. Sampling regime underway to determine treatment performance improvements. Jacobs have been engaged to review sampling data and advise on next steps in the upgrade programme.
- **Fluoridation of Drinking Water Supply:** Output is for both Kaitaia and Kerikeri to have fully functional fluoridation treatment systems by 31 July 2026. Contract in place for the procurement of fluoridation equipment for both sites. Procurement underway for Package B (Installation and Civil Works), recommendation is direct award to BellConn who have completed similar works in Whangarei. Works to commence on site in March 2026.
- **146/148 Tokerau Beach Road WW:** Works complete
- **SH12 Omapere SW Upgrade:** Works complete.
- **Kaitaia Wastewater Network Overflows Stage 1:** Project nearing practical completion; with final works occurring for the new Electrical Kiosk and Control Cabinet. Road reinstatement planned for early February 2026.
- **Kaitāia Septage Screen:** Commissioning underway then asset handover to 3 waters operations.
- **Kaitaia Wastewater Pond Gates:** 2nd gate to be installed in early February, then handover to 3 waters operations.
- **Kaikohe Septage Screens –** Commissioning complete. Asset handover to 3 waters operations.
- **Rāwene Septage Screen –** Site yet to be commissioned as we resolve Practical Completion defects prior to asset handover to 3 waters operations.
- **Kaipatiki Rise, Haruru - Water Supply Issues:** In procurement phase, with direct award to supplier in mid-February; physical works to commence in March 2026.
- **Donald Road Wastewater upgrade –** As Built documentation being collated prior to issuing Practical Completion for the works.
- **Commerce St (Kaitaia) SW Upgrade:** Contract in final stages of tender negotiations with works due to commence on site in March 2026.
- **East Coast Kotare Drive Stormwater Renewal:** Procurement to be completed in mid-February with works to commence on site in late March 2026.
- **Rawene Smart Water Meter Installations:** New meters have been purchased through Neura (approx 270), with installs to commence in April 2026 through the 3 Waters O & M Contract. Neura will build and own the carrier grade LoRaWAN network to ensure connectivity to all meters in Rawene. Device and Data Management will be delivered through the Neura N-Hub device and data management platform

Infrastructure Engineering

The recruitment of a Manager – Infrastructure Engineering with significant engineering and local government experience after being vacant for 12 months, has been hugely encouraging for the group. Significant work has recently been done on the current Water, Wastewater, Stormwater and District Facilities capital works programme in the Long Term Plan 2024-2027. 5 vacancies within the team have been reviewed and are being recruited for.

Reporting from the Project Portfolio Management tool will commence. Using this tool will ensure simple reporting to demonstrate the capital works programme in their project stages.

The purchase of 10ha of vacant land in Rāwene was a significant milestone for the goal of removing wastewater discharges to the Hokianga Harbour from the treatment plant. This block is adjacent to a 2ha

site purchased late in 2024. As yet there are no firm plans for treatment, site disposal methodology and any other activities the site may enable.

Our Council relationship with Te Mauri ō Te Wai continues to strengthen. This year seeing the purchase of a block of land for the continued goal of removing wastewater from the Hokianga Harbour and discharging to land.

3 Waters Engineering

Improvement projects are planned to:

- Update information on the Areas of Benefit for wastewater and water supply schemes, including connected and rated properties to ensure alignment prior to implementation of the Development Contributions Policy and to publish information on the website maps to reduce the staff workload from enquiries.
- Ensure that land access processes are updated to reflect the requirements of the Local Government (Water Services) Act 2025.
- Update Engineering Standards, Quality Assurance Manual, and associated documents as necessary to implement the National Engineering Design Standards (NEDS) to comply with requirements of the Water Services Act 2021 and Regulations. Establish processes for capturing and considering requests to update standards, approved designers and materials lists, and publishing information on a regular basis.
- Write operational policies and guidance to ensure consistent decisions about networks, connections, and capacity for development. Provide better public guidance on the process and requirements for development applications relating to three waters networks. Ensure that guidance is suitable for transition of two waters services to the planned CCO for Northland Waters.
- Implement a GIS based system to spatially map capital works projects for better alignment and integration with other activities in the road corridor.

Wastewater Network Modelling Programme is ongoing, with work planned to install flow monitoring equipment in various schemes to calibrate the models. Current focus is on modelling Kaitaia wastewater network to include recently completed capital project information.

Three Waters Design Office

LTP capital projects are being progressed through concept and feasibility stages to confirm design scopes. Multiple vacancies in this area are limiting the amount of work that can be done. Recruitment commenced in November.

Procuring and managing multiple design contracts, and external project managers to fill staffing gaps. Peer review of feasibility and design reports and plans is occurring to ensure robust, cost-effective solutions are selected.

Site visits to investigate and inform the development of solutions to resolve RFS matters is improving our responsiveness to requests for service.

Wastewater Land Discharge Programme

To comply with wastewater discharge consent conditions a number of schemes are having to consider treatment plant upgrades and whether discharge of treated effluent is able to be discharged to land rather than into waterways and the marine environment. Working Groups involving representatives from iwi/hapū, local community members, staff, and with consultant support for technical information have been established.

Rāwene Working Group

The purchase of 10ha of vacant land in Rāwene was a significant milestone for the goal of removing wastewater discharges to the Hokianga Harbour from the treatment plant. This block is adjacent to a 2ha site purchased late in 2024. As yet there are no firm plans for treatment, site disposal methodology and any other activities the site may enable.

Our Council relationship with Te Mauri ō Te Wai continues to strengthen. This year seeing the purchase of a block of land for the continued goal of removing wastewater from the Hokianga Harbour and discharging to land was a positive step.

Ōpononi/Ōmāpere Working Group

Update to be provided next report.

Kohukohu Working Group

Update to be provided next report.

Taipā Working Group

Update to be provided next report.

Other areas require re-establishment of working groups pending availability of staff to progress the work needed.

District Facilities Design Office

The District Facilities Asset Manager recently moved from the design officer role, and has been keeping the work programme moving forward while recruitment of the vacant position is underway.

Development Engineering

A year-long staff secondment and additional vacancy has left Development Engineering function very short-staffed for a long period. Some work is being done by other staff in the department however this is putting excess pressure on staff and is impacting on the ability to deliver other programmes including modelling and infrastructure consents. This situation has created a backlog of work sitting in the Development Engineering mailbox, and reliance on Resource Consent Engineers to assist to fill gaps.

External consultant resource has been procured to backfill the vacancy 2 days per week, so along with recruitment it is anticipated that the situation will improve during the first quarter of 2026.

Infrastructure Services

Infrastructure Support

The Support team has had a busy first quarter processing LIM requests, contract claims, roading related permits, notices and reports, no spray register requests, septage invoicing, TK3 and website updates, RFS administration, and skills cross training including Operations support.

Quarterly output statistics include:

- **Operational Excellence**
 - 83 x LIM requests processed
 - 5 x tree trimming notices processed
 - 1 x road naming reports delivered to Community Boards and 1 x request received
 - 2 x no spray register updates
 - Processed septage download invoices
 - TK3 and website updates
 - Purchase order requests and invoice receipting for the infrastructure group
- **Claims Management**
 - 14 x DF and Waters contract claims processed
 - 17 x Transportation contract claims processed
 - 24 x contract accruals processed
- **Request for Service Management**
 - 420 x Waters RFS' open at quarter end

- 4 x open RFS' with Administration team
- Group RFS maintenance and reporting

Projects Analyst

- Delivery and support of detailed financial analysis for the Kaikohe IAF Project Manager
- Delivery of quarterly update for FNDC to the National Infrastructure Pipeline
- Maintained visibility of delivery of the LTP 24/27 capital programme to Te Koukou Committee through:
 - FY26 capital programme using Project Management Framework progress including integration of the FY25 capital carry forward budgets and itemised lists of projects
 - Identification of unplanned/unscoped reactive works with detail of current year cost
- Successfully completed the Institute of Public Works Engineering Australasia (IPWEA) Professional Certificate in Infrastructure Financial Management course
- Provided detailed project and financial analysis of operational and capital costs for the SCADA upgrade project
- Completed budget load reconciliation and analysis of the capital programme incorporating the FY25 carry forward approvals
- Supported the Manager – Water Services completing an extensive review of the monthly claim received for the Waters O&M Contract 7/17/311
- Assisted Infrastructure Support with undertaking the processing of the monthly contract claims for Contract 7/17/311

Quality Assurance Lead

Update on working across teams the QA Lead has been developing process documentation as follows:

- **Infrastructure Support**
 - Identification of QA processes for mapping – In progress
 - Compliance
 - Identification of Compliance processes for mapping – In progress
 - Infrastructure Consenting
 - Resource Consent Renewal process map – In progress
 - Preliminary Assessment (Resource Consent Renewal) – Completed, pending approval
 - Prepare and submit application (Resource Consent Renewal) – In progress
 - Infrastructure Support
 - Prepare roading comment for LIM report – Published
 - Contract claim process – Published
 - Contract claim process (O&M Contractor) – On Hold (Bundle with NZS 3910:2013 process maps)
 - Prepare monthly accruals - Published
 - Invoice approved contractor for septage discharge – Published
- **Water Services**
 - Reactive renewals process map v1.0 – Completed, pending approval
 - Reactive renewals eForm – In progress
 - Process a water/wastewater connection application – Review complete, pending approval
 - Includes all child processes:
 - Lodge a water/wastewater connection application
 - Provide works quote and invoice for new water or wastewater connection
 - Undertake works to establish new water or wastewater connection
 - Process application for authorisation to discharge septage – Completed, pending approval
 - Includes child processes:
 - Provide septage disposal site induction
 - Process a stormwater connection application – Review pending
- **Infrastructure Engineering**
 - Prepare a Development Engineer memo for resource consent (two variations - Resource Consent, Engineering Plan Approval) - completed, pending approval
 - Assess implementation of consent conditions (Waters) - s223/224 - completed, pending approval
- **Infrastructure Delivery**
 - NZS 3910:2013 Contract Variations process map - Pending

Compliance Officer

- Compliance reporting to Elected Members via Te Miromiro and Te Koukou Committee
- Ongoing update meetings with regional and national Regulatory bodies as well as internal operations team and FNDC Operator
- Updating Northland Regional Council of planned wastewater mitigation works, responding to water shortage compliance enquiries, negotiating consent variations
- Compliance information requests from Northland Regional Council have reduced in number due to regular updates and improved response times to requests
- Providing compliance support and advice to the Waste Minimisation & Sustainability Specialist (Delivery & Operations) and Infrastructure Consenting
- Completed NZQA Level 3 Regulatory Compliance
- Detailed compliance mitigation action plan shared with Asset Management, Water Services, FNDC Operator, Northland Regional Council

Consenting Team

The team continues to lodge consents six months prior to expiry thereby eliminating the previous practice of operating on expired consents.

- **Kaikohe Wastewater Treatment Plant resource consent renewal:** Negotiations of draft conditions provided by Northland Regional Council are currently underway.
- **Kaikohe Closed Landfill resource consent renewal:** The renewed resource consent was formally issued in November 2025.
- **Kaitiāia Urban Stormwater resource consent application:** Application drafting is in progress and on track for lodgement in April 2026.
- **Whatuwhiwhi Wastewater Treatment Plan resource consent renewal application:** A Section 92 response was submitted to Northland Regional Council on 23 December. Northland Regional Council has confirmed that all queries have been satisfactorily addressed. We are now awaiting their Section 95 notification decision and accompanying report.
- **Land Drainage resource consent applications:** Drafting of applications for all four drainage schemes is progressing well and remains on schedule for April 2026 lodgement.

Water Services

• Sweetwater Source Update

The Sweetwater supply has successfully been used alongside the Awanui River to support Kaitiāia's water supply requirements.

Further work is underway to consider the long-term water treatment solution for Kaitiāia.

The trial of the membrane filtration system has been completed, and the unit is scheduled to be removed from site in March 2026.

• Taumata Arowai

Engagement with Taumata Arowai has continued, with regular meetings supporting ongoing regulatory oversight and collaboration.

• Kaeo Water Supply

The Kaeo water supply has been a significant focus during the reporting period. FNDC received a formal statutory direction from Taumata Arowai to assume operational responsibility for the supply. This direction is the first time the regulator has exercised its legislative powers in this way in New Zealand.

Responding to the direction required close collaboration with the Owner/Operator and the regulator to ensure continuity of service for the Kaeo community.

The supply had been non-operational for several weeks due to the Owner/Operator being unable to manage the system. Following a period of negotiations involving the Owner/Operator and the landowner, FNDC assumed operation of the plant. The Water Services team successfully restored the supply, with services reinstated in time for Christmas.

- **Kaitiāia Land Drainage**

Work with the Land Drainage committees has continued and we continue to build and foster the relationships.

Machine clearing, spraying and ongoing maintenance work has continued

Drone inspections and mapping is also underway which has been able to increase our capacity in this area to reach more of the system.

- **Water Services Connections Policy**

Draft connections policy has been completed, and an interdepartmental review will be taking place early in the new year to finalise for GM sign off prior to being presented to the formal committee for signoff and approval.

Corporate Services

Financial Services

Accounting Services

Key activities & achievements:

- Annual Report 2024/25 – completed with an unqualified (clean) opinion and adopted within the legislative timeframe despite election timing. The use of a new reporting software was used in preparation and publication of this report.
- Annual Plan 2026/27 – in progress with a number of reviews being held with budget owners and the Senior Leadership Team (SLT), the focus is on presenting Elected Members with options related to the Three-Year Long-Term Plan 2024-27 result of 6.7% for year 3.
- Transport – the finance department has assumed responsibility for various processes from transport, including NZTA claims processing, operational approvals & categorisation. This has yielded benefits as we work towards an improved operating model.
- Management accounting – progress has been made in redesigning internal group reporting, that will form foundation of new council financial reporting.
- Audit – audit action items, per audit findings report from our auditors in late October, are in progress, for relevant resolution & improvements. These are a priority to ensure these are completed before commencing 2025-26 Annual Report.
- LTP 2027-37 – pre-planning in the form of setting up project cadence, has commenced to allow for an 18-month programme of work. Engagement with key staff to lead workstreams have commenced.

Te Pae o Uta update:

- Staff have enrolled in Te Reo classes. Karakia is being conducted at team gatherings.
- We are ensuring the use of place names or kupu in reports and documents and translations throughout formal documents are being sourced.

Next steps for Accounting Services:

- Annual Report 2025/26 – preparation commencing for upcoming Audits.
- Improved balance sheet reconciliations and expanded monthly reconciliation processes.
- Reporting & Analysis overhaul continued, for more informed management decision making, with reporting driven off internal group reporting format discussed with governance.
- Annual Plan 2026/27 – work in progress introducing a zero-based budget process to Council for this annual plan. Budget reviews with all department managers with over 70 meetings. Consolidating & further fine-tuning for Strategic Leadership Team (SLT) review & meetings, in preparation for upcoming Elected Member (EM) workshops in late February & in March.
- LTP 2027-37 – engaging with key staff continues and a final plan to be completed to be presented to SLT and EMs.

Rating Services

- This quarter, the Rating Services Team continued to deliver core rating functions during increased demand arising from the second rates instalment issued in October 2025, monthly water invoicing and penalties; and the second instalment penalty notice in November 2025.
- These activities generated a high volume of customer enquiries and significant RFSs, including substantial penalty remission processing. The team managed this workload while there was some minor restructuring in play, & during the training four new Rates and Water Billing Officers (due to departures). During these departure & recruiting processes, the rates team operated with periods of reduced staffing, so concentrated on core delivery & accuracy the rating database, & invoicing / credit notes therein.

Operational and Technical Progress:

- With the new rating year underway, the Rates Team has received a high volume of rates rebate applications, with over 2,100 received to date. Processing these applications will be a key focus next quarter, with the team working alongside IT and introduction of process improvement and automation of this function.
- This process improvement and automation approach will generate cost savings, improve response times to customers; and future proof rates rebates processing, & resulting DIA payments before the end of the rating year. This automation process will also allow for streamlined catch up of rates rebates payments with the DIA.

Te Pae o Uta Update:

- The team continues to support Māori Freehold Land applications and contributes to the Whenua Māori Rating Relief Working Group. Cultural capability is being strengthened through workshops such as understanding He Whakatupanga, Te Tiriti o Waitangi, and the Te Ture Whenua Māori Act, along with regular attendance at Whenua Māori Roadshows.
- Upcoming Māori Freehold Land training and workshops are planned, particularly for new staff, to ensure they are well supported. Weekly karakia in team meetings reinforces cultural values in daily operations.

Transactions Services

Key Activities & Achievements:

- Issued final demand to the Mortgagee for 542 properties.
- Manually reviewed 873 of the 2501 rateable Māori freehold land accounts, with a focus of ensuring an accurate rating outcome for those MFL accounts in the rating or non-rating of the accounts. Also continued support to the Whenua Māori Rating relief working group.
- Continuing to work with planning support, building support, health licensing and building compliance to work on debt levels in building consents & planning consents.
- Offering alternative payment arrangements to ratepayers that have more flexibility in the amounts they pay without being penalised. Objective of this is to ensure collections are made to keep payments coming in for those accounts with affordability issues on the rise with economic conditions being difficult for many in the region.
- Recently received court judgement for approximately \$193,000 across multiple rate accounts.
- Worked with external legal practitioners for the endorsed rating sale in Kaitiaki.
- Took on the full direct debit process for 3 months from the rates team, while the rates team was going through larger scale departures & recruiting (half of rates team left for relocation reasons or personal reasons), & minor restructuring initiatives.
- Stock take for publications has completed successfully.
- Fleet and publications monitoring of Blackhawk & reporting to minimise vehicle misuse and increase accountability, along with increased fleet efficiency.

Te Pae o Uta Update:

- Team members sign ups for Te Pae o Waho and enrolled in Te Whakaputanga.
- Opening and closing karakia in all team meetings, encouraging participation and rotating responsibility. Meetings are scheduled based on the Maramataka.
- The team is actively engaged in policy reviews, collaborating with Te Hono on the Te Pae o Uta framework, and supporting the Whenua Māori Rating Relief working group.
- The team have agreed and set our 6 goals for Te Pae o Uta for the 2025/2026 year.

Digital Information Services

The Digital & Information Services (DIS) team at Far North District Council is focused on essential IT operations and ongoing development, including cybersecurity and continuous improvement. The team supports over 60 projects aligned with organisational priorities such as digital transformation, service delivery, people and culture, and resilience. Work is closely guided by Te Pae o Uta principles. While some projects are progressing well, others face delays due to workload and resource challenges. Key areas of focus include infrastructure upgrades, identity management, new digital tools, data analytics, process improvement, and compliance.

Key Activities

- **ICT Operations:**
 - Continued updates and maintenance of FNDC's technology infrastructure, including servers, networks, cloud systems, and the IT Service Desk.
 - Implementing and continuous focus security controls, disaster recovery protocols, and manages patching, asset tracking, and change coordination, including updates to Windows 11 and onboarding of the new Elected Members, which is now complete.
 - Supporting of the full application suites and updates and system performance monitoring.
 - Reviewing and investigating efficiencies and ways to deliver costs savings across ICT delivery.
- **IT Programme Delivery:**
 - Leads delivery of key IT projects, including business case development, stakeholder engagement, and process mapping.
 - Asset Management project continues well, with asset data and configuration.
 - Improvement to online services, with a programme to be released of additional improvements.
 - Collaboration across Council on new projects aimed at improving our data quality.
 - Drives continuous improvement for online services.
- **Innovation:**
 - Expanding of the public Wi-Fi, IoT, and CCTV through the "Nothing But Net" programme.
 - Engagement with community groups to promote digital inclusion.
 - Researches and evaluates new technologies for Council use.
 - Supports Smart District action planning.
- **Programme Management (ERP):**
 - Reviewing FNDC's core business systems (finance, HR, regulatory). To propose better ways of delivery core systems to Council and communities. Focussing on continuous improvement, automation of processes and ongoing training.
 - Supporting of SaaS migration planning and aligns systems and strategy across teams.

Te Pae o Uta

The DIS team has and continues to engage with Te Hono and work together on the Te Pae o Uta framework. We are enhancing our adoption of te ao Māori within our work programmes and ensuring we provide more opportunities that IT can deliver in a tangible way. We have agreed 6 Te Pae o Uta objectives, with meaningful outcomes and measurements. Several of the DIS team are enrolled and working through the Te Pae o Waho courses.

Forward Priorities

- **ICT Operations:**
 - Strengthen cyber security measures and monitoring. Investigating more cost-effective solutions for remote connectivity whilst maintaining a strong security posture.
 - Upgrade and streamline infrastructure and backup systems, looking at upgrade of server and storage architecture, including cloud offerings.
 - Support SaaS transitions with minimal disruption. Investigating another core system migration to SaaS/Cloud services.

- **IT Programme Delivery:**
 - Continue future-state planning and engagement with business to deliver key projects. Focused on 90-day delivery cycles for key projects, including improvements of online services, Rating, Asset Management project Phase 2.
 - Embed continuous improvement practices.
 - Strengthen cross-team collaboration for strategic delivery.
- **Innovation:**
 - Expand public-facing digital infrastructure, public wi-fi and smart solutions for district facilities.
 - Support development and implementation of FNDC's AI strategy and the creation of an AI Lab for FNDC to investigate options for improvements and automation.
 - Deepen Smart Communities collaboration, with a focus on public safety, including CCTV and IoT for data driven decisions.
- **Programme Management (ERP):**
 - Finalise ERP roadmap and business case for system upgrades and market assessments.
 - Align DIS strategy with organisational goals.
 - Continue stakeholder engagement and change management.

Digital Information Management

Team introduction - Overview / Purpose

The Digital Information Management team is responsible for ensuring that information across the organisation is accurate, accessible, and secure. We focus on developing and maintaining digital systems, governance frameworks, and best practices that support efficient information flow and compliance.

Our purpose is to enable staff to find, share, and use information effectively, driving collaboration, informed decision-making, and digital transformation.

Together, the Team is committed to fostering a culture of innovation and collaboration.

Key Activities & Achievements

- Three team members participating in Te Reo Māori classes and actively using Te Reo daily.
- Initiated conversations on a Māori Data Governance Framework.
- System & Compliance Improvements
- Migration of information into our Records Management System and planning transition of on-prem Records Management System to SharePoint for easier collaboration with internal and external parties.
- Commencement of Personal OneDrive storage quota reduction project to ensure council records are filed within Records Management System.
- Training underway to implement Microsoft Purview in 2026, a compliance and data governance solution to manage lifecycle, enforce retention policies, and strengthen regulatory compliance.
- Initiated a network drive cleanup project to review and migrate files from shared drives into our Records Management System. This activity is designed to enhance record integrity, ensure compliance with council policies, and improve the accessibility and security of organizational information. The project will also help eliminate redundant data and support our ongoing digital transformation objectives.
- The team has undertaken the digitisation of historic records to preserve valuable information and improve accessibility for staff and stakeholders.

Te Pae o Uta update

The Digital Information Management team is actively working towards its six strategic goals. We have three team members participating in Te Reo classes and are incorporating Te Reo into our daily work. Collaboration with Te Hono has enabled translations for our new intranet, and plans are underway to embed Te Reo within our Intranet and Records Management System. While learning a Karakia remains a future focus, we have also initiated important conversations around developing a Māori Data Governance Framework.

Forward Priorities / Next Steps

The Digital Information Management team's forward priorities focus on strengthening digital capability and governance.

Key initiatives include migrating information into our Records Management System and planning the transition of our on-prem Records Management System to SharePoint, alongside improving compliance processes and offboarding checklists.

Additional priorities include finalising an Archive Room Disaster Recovery Plan for physical files and commencement of a Personal OneDrive storage quota reduction project. This project aims to ensure that council records are properly filed within our Records Management System rather than stored in personal drives, improving record integrity and compliance.

We are also training to implement Microsoft Purview, a compliance and data governance solution that will help manage information lifecycle, enforce retention policies, and strengthen regulatory compliance across digital assets.

Planning for the upcoming intranet upgrade project is near complete, and paused projects such as the Historic Map Project and cemetery digitisation have resumed.

Digital Analytics

Team introduction

The Data Analytics team at Far North District Council (FNDC) is a multidisciplinary group responsible for delivering business intelligence (BI), data engineering, and Geographic Information System (GIS) support across the organization. Our mission is to empower FNDC with high-quality data, actionable insights, and robust analytics solutions that drive informed decision-making and operational excellence.

Key Activities & Achievements

- Delivered a significant body of work that strengthened operational performance, regulatory reporting, community engagement, and organisational insight.
- Achieved major enhancements to regulatory and compliance reporting.
- Implemented extensive improvements to RFS visibility and KPI monitoring.
- Delivered numerous operational dashboards for Building Services, Animal Management, and wider corporate functions.
- Advanced critical data engineering foundations with Snowflake, Coalesce, and FME developments.
- Supported strategic initiatives such as the Bermuda Triangle project, corporate realignment analysis, and workforce FTE and vacancy reporting.
- Provided extensive geospatial capability through mapping and planning applications, improving decision making for waste management, alcohol control bylaws, technical operations, and drainage maintenance.
- Supported community engagement, climate action planning, and data-driven policy development.
- Demonstrated a high-output quarter with strong cross-team collaboration, improved data quality, and a meaningful uplift in the organisation's analytical and operational capability.

Te Pae o Uta update

The data analytics team has been working with various groups in FNDC around data governance of Māori data and the use and storage of Māori data. Some of the team member has also started level 3 of the Te Pae o Waho. Opening and closing karakia in all team meetings, encouraging participation and rotating responsibility. We have implemented Te Reo Māori salutations in internal emails and external correspondence.

Forward Priorities / Next Steps

- HR data pipeline builds to snowflake data warehouse.
- Rates data and data sync connector to be configured and deployed to test environment
- FTE reconciliation project phase 1 kick-off
- LWDW IT software mapping and risk assessment
- Transport reporting and workflow automation discovery works to start with Hypr.

Risk & Assurance

Team Introduction

The Risk and Assurance team supports the council's commitment to good governance by enabling informed decision-making, ensuring compliance with legislative obligations, and strengthening internal controls. We work across the organisation to embed a proactive risk culture, monitor legal and policy compliance. Our team plays a key role in reviewing and refining responsibilities, especially as roles evolve, to ensure obligations are clearly understood and effectively managed.

Key Activities & Achievements

The Risk and Assurance team has successfully completed all forward priorities set for the previous quarter. Risk registers have been fully aligned with current strategic objectives, updated guidance documents and templates have been issued.

Compliance obligations are in the process of being reviewed, reassigned where required, and communicated to responsible managers.

Targeted briefings have been carried out, ensuring clarity of responsibilities across the organisation. Monitoring and reporting processes have been enhanced through strengthened use of ComplyWith, supporting regular review and confirmation that obligations are met

Te Pae o Uta update

In addition to these achievements, continuous progress is made on the cultural capability journey. The first level of Te Pae o Waho classes is now completed. Focus for the coming quarter will shift to identifying and setting new development goals that build upon this foundation

Forward Priorities / Next Steps

With previous goals achieved, the next focus now is to:

- Establish a new set of strategic and operational priorities for the next reporting period.
- Identify areas for deeper integration of risk and compliance insights across council activities. Strengthen continuous improvement initiatives to support maturing risk culture and organisational resilience
- Plan the next stage of Te Pae o Uta development objectives.

Legal

Te Pae o Uta

Legal Services has articulated 6 specific goals under the Te Pae O Uta framework. All work is in progress with some partially completed.

We have two divisions within Legal Services: Property Legalisation and Legal Advisory which includes specialised management of Official Information requests.

Project Management Office

The PMO provides a mix of delivery, supporting and strategic focus and provides specialist technical support to the organisation in the key areas of Project Management, Procurement, Contract Management and Sustainable Procurement. The team engage with internal project delivery staff and external consultants to direct commercial activities. The Team also facilitates the fortnightly Tender Panel reviews of high risk / high value procurements.

Key Activities an Achievements:

Project Management

- Pipeline Planning for the LTP has begun - concept workflows and prioritisation matrix has been built into the Live PPM environment
- Asset managers and key staff have been trained in justification and prioritisation requirements for the LTP and have commenced inputting their project concepts into the PPM, supported by the PMO
- The assurance framework and stage gate assurance template has been piloted across several projects, providing valuable insights to confirm their suitability for a focused implementation later in 2026.
- Reporting continues to be developed, pending discussion with SLT and delivery managers.

Procurement

- 47 procurements registered and managed to the value of \$41.6m
- 4 construction work packages allocated to suppliers under the Emergency Works Slip Repairs Supplier Panel for Roothing
- Roothing Operations & Maintenance Contract re-tender - completed the tender evaluations for the North and South contracts to identify the preferred suppliers and commenced negotiations.

Contract Management

- 26 contracts (over \$50k) were awarded to the value of \$13.8m
- 82% of contracts were awarded to local Northland suppliers (61% to Far North, 21% to wider Northland suppliers).

Forward Priorities

- Finalise proposed Long-Term Plan (LTP) projects in collaboration with relevant staff.
- Review all proposed projects and delivery timing to ensure the portfolio is logically phased over the 10-year timeframe, avoiding clustering within a single year (or couple of years) that could compromise delivery.
- Develop the Engage Dashboard and reporting for the new triennium with a rollout in early 2026.
- Go to Market for the Core Roothing Professional Services Contract.
- Planning for implementation of the Contract Lifecycle Management system (CLM) to support end to end procurement and contract management.
- Review the Contract Management Policy and Framework.

Te Pae o Uta

The team have agreed and set our 6 goals for Te Pae o Uta for the 2025/2026 year. Regular meetings are being held with Amotai, to discuss our forward works programme and explore their database of Māori businesses to support our focus on supplier diversity. The goal is to match these businesses with upcoming contract opportunities within the district (within the procurement process).

Property Information

Team Introduction

The Property Information team tasks primarily consist of Land Information Memorandum, setting up new subdivisions/rate accounts, issuing RAPID numbers, sending property files and actioning change of address RFS'.

Key Activities & Achievements

- Oct – Dec Stats:
785 Property Files delivered
737 Notice of Change actioned (updating owners/ratepayers)
314 LIMs processed and delivered within the statutory timeframes
- The new Natural Hazard legislation requirements for LIMs were implemented in LIMs ordered on 17-Oct-2025 and after.
- Monthly meetings with QV and additional engagement regarding the tri-annual revaluation.
- Supply of RAPID (Rural Address Property Identification) plates ceased on 01-Dec-2025.

Te Pae o Uta update

The Property Team continue to use macrons where possible. Pathway is not user friendly to add roads with macrons at present, but we have raised a ticket with IT to have this feature added and be easily searchable. Our WIP reports and rosters include Te Reo days and months.

Forward Priorities / Next Steps

Monthly Continuous Improvement meetings to explore better, faster, smarter ways of completing our tasks.

Transportation

At the beginning of December operational responsibilities were handed over to the newly appointed permanent Transportation Business Manager. Stellar Projects continued to support the business while a hybrid model professional services contract is completed.

Two dedicated administration staff were transferred into the team and begin their fulltime transportation responsibilities in January. This change is designed to streamline administrative support and better align resources to support the needs of FNDC's communities.

The Transportation team continued working collaboratively with Community Stakeholders, Elected Members, Council Departments, Contractors and Developers, ensuring ongoing progress towards Council's priority of delivering safe, efficient, and resilient transport infrastructure across the Far North District.

Key activities & achievements:

Customer Requests (RFS)

This financial year to date over 73% of all roading-RFS's were completed on time. With a total of 2,884 RFS's having been received to date, which is an increase of 25% from the previous year.

From October 2025 to December 2025 FNDC:

- Received: 1,104
- Completed: 1,010

As at 31st of December 2025 there are 454 open RFS's

- 149 RFS's on schedule for resolution,
- 304 RFS's overdue.

Council is updating the RFS processes to align with the new maintenance contracts and to ensure better RFS response and performance.

Network maintenance

FNDC is delivering the largest maintenance and renewals program the network has had for more than 7 years.

The program includes:

- 110 km of unsealed road rehabilitation – including upgrading forestry roads,

- 82km of pre-seal repairs and sealed road resurfacing,
- 230 km of water tabling,
- 1800 culverts being cleared,
- 7 km of sealed road rehabilitation.

Maintenance activities are on track and progressing well within the construction season window due to the earlier focus on having a clear workplan established through to the end of the year.

Both maintenance contractors are performing well against this programme due to the clear line of sight of the forward works programme, and all works are in program, resourced, budgeted for and on schedule to be completed this financial year.

This is all part of the bigger strategy to move the road network to a proactive management approach.

In doing this, Council has implemented several enhancements to the existing maintenance contracts as a prelude to the new maintenance contracts that will commence in July 2026.

1. The sealed network has moved away from an inspection led / program approach to find and fix.

This means Road Maintenance Patrols now cycle through the network in a planned program, finding and fixing faults as they see them. This has reduced the double handling of work by cutting out the standalone inspection activity and has reduced response times by over half, creating a more resilient sealed road network.

2. Unsealed road grading has been moved to a programmed area, cyclical approach.

By moving away from a reactive, network wide grading approach, the unsealed road network has seen a significantly improved level of service. Note this does not affect or improve on the dust nuisance, and there is further work being done developing an Unsealed Road Strategy as part of the Asset Management Plan (AMP) development to address that nuisance.

A number of traction seal sites are scheduled for construction later this sealing season. This season ends at the end of March.

Ota seal trial sites are continuing to be monitored with the performance of these sites being used to identify other suitable sites which will be constructed this year.

Capital Works Delivery

After reviewing and reconciling the capital programme, our project team tasked with delivering FNDC's capital works, have the majority of the programme in progress. There are 156 in total, of which 23 are in practical completion, 31 are now complete, 10 in construction and 92 in investigation, design and tendering. The forecast now shows that all 100% NZTA funded, NIWE (North Island Weather Event) works will be completed before June 30, and the rest of the programme is scheduled for completion by the end of this Long Term Plan period (2024-27).

Projects in construction

Kaitaia Awaroa Road Bridge D42 & D47 repairs, planned completion end March 2026. (no photos available at time of writing).

Franklin Street RP650 slip. Temporary works were completed prior to Christmas allowing the ferry lane to reopen for the tourist season. Works will recommence early March 2026 following end of busy summer period.



Maungamuka Road slip RP2948-2966. Second phase of piling nearing completion before Christmas

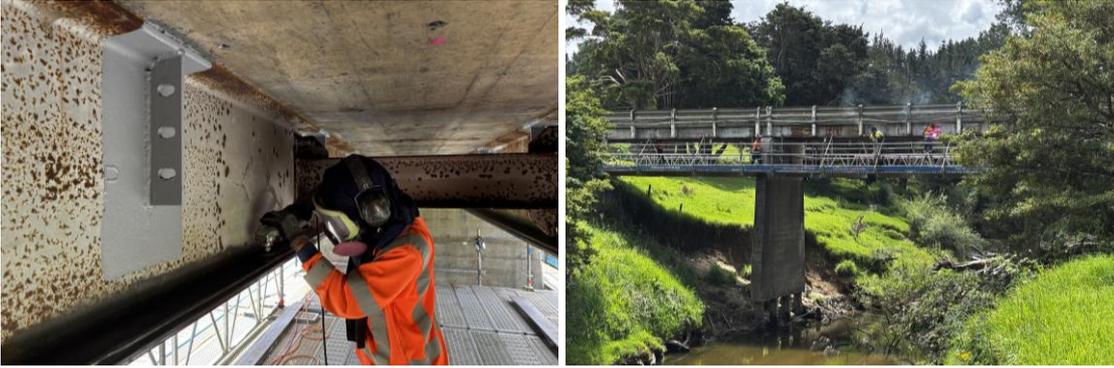


Projects that have achieved practical completion

52 Puketona Road Retaining Wall Repair



Awaroa Road Bridge G09 Bridge. Reopened to heavy traffic 19 December 2025.



Broadwood Road RP279-309 slip. Construction completed end December 2025.



Fisher-Riley Road RP2820-2850 slip. Practical completion has been achieved.



Te Rore Road RP3039-3113 slip. Practical completion has been achieved.



Wainui Bay Rd RP4666-4685 Slip No. 1. Complete.



Wainui - Matauri Bay Rd RP4995-5040 Slip No. 3. Complete.

West Coast Road, Motuti, RP16755-16817 slip. Final surfacing complete.



Crown funded resilience projects

The list of projects below are FNDC's Crown Funded Capital works programme. All projects are on schedule, and planned for completion by end June 2026.

Project	Comment
Kohukohu Rd RP602-628	Detailed design complete (60m long timber pole retaining wall), construction contract awarded with construction commencement planned for mid February.
Hupara Rd RP 3028-3058	A significant structure was proposed for this, however the engineers have confirmed the appropriate treatment is to do nothing and maintenance to monitor.
Pawarenga Rd RP517-537	Detailed design complete (35m long retaining wall), construction contract awarded with construction commencement planned for mid February.
Waiare Rd RP 30810-30840	Mass barriers were proposed but on review it was agreed with the engineer that these would have no effect on stopping the overslip if it moved. It was also agreed that any measure to stop the slip would be unaffordable, the recommended option is to do nothing and monitor. This has been handed over to maintenance for ongoing monitoring.
West Coast Rd Kohukohu RP14820	Investigation of most practical treatment underway.
West Coast Rd Seawall Kohukohu RP 1260	Detailed design complete, will go out for tender in January.
West Coast Road (Kohukohu Resilience) RP15100	This project replaces Hupara Rd RP 3028-3058. Investigations are underway to determine most appropriate treatment.

Te Pae o Uta

The Transportation team continues to embed Te Pae o Uta principles in its operations, with a particular focus on community-led engagement in North Hokianga and collaboration with Māori stakeholders. As the hybrid working structure remains in place, team goals are aligned with the Te Pae o Uta framework, ensuring cultural responsiveness is built into both staff and contractor relationships. With the appointment of the Transportation Business Manager, there is a renewed emphasis on integrating Te Pae o Uta goals into both operational and strategic planning. The manager is keen to weave these principles into forward priorities and team objectives, supporting Council's commitment to partnership, capability building, and continuous improvement.

Forward priorities/next steps

- Complete the handover from interim manager in January,
- Transition administration staff into the team in January,
- Continue delivery of the maintenance programme, prioritising projects aligned with available resources and seasonal windows,
- Focus on NZTA funding assistance uptake, particularly the large portion of emergency works carry forward funding,
- Working to award the new maintenance contracts,
- Developing the recently updated NZTA dust matrix into a 10-year unsealed strategy as part of the update to the Asset Management Plan (AMP) - now underway,
- Developing several polices including dust and vegetation polices,

-
- Agreeing internal level of service agreements for urban stormwater and vegetation control,
 - Redefining the Professional Services Hybrid Contract and have the tender to market by the end of January,
 - Embedding the Maintenance Intervention Strategy (MIS) into everything we do so consistency in delivery is improved across the district,
 - Build a successful, high performing roading team through improved team culture and alignment with Councils vision of **He Whenua Rangatira – a district of sustainable prosperity and wellbeing.**

Chief of Staff

Organisational Development

Organisational Strategy

The Organisational Strategy information was updated and shared on the intranet front page to increase visibility. The competition where teams submit work stories linked to the strategic priorities (better informed decisions, value for money, health safety & wellbeing, people & culture, te ao Māori and service delivery), continues to keep the strategy top of mind and is another tool to inform the organisation of the mahi being done aligned to our strategic priorities. Quarterly People Leaders Workshops are themed around the strategic priorities including all sessions and activities.

People Leaders Day

The theme for the People Leader offsite in December was Better Informed Decision Making and was held at Kerikeri Sports Complex. All presentations and the activities linked to *Better Informed Decision Making* highlighting the importance of communication, collaboration, clarity and connection.

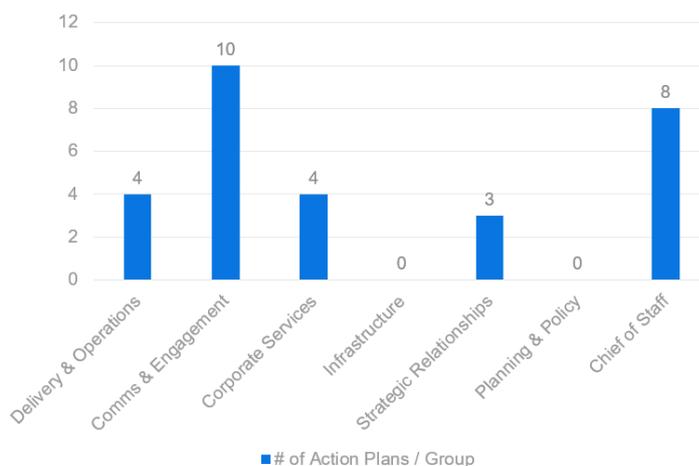
- **Roading:** Update on the maintenance programme for the year, engagement with NZTA on future works and planning, and how we are utilising the NZTA Dust Matrix. Session also included development progress on the 2027 Asset Management Plan.
- **CX Framework:** Follow on session from last People Leaders Day providing detail of the CX Framework Experience training and pilot outcomes. This is Live-environment customer service training offered at our libraries, services centres, i-sites, and Contact Centre for all staff. This experience supports all staff delivering to the Service Delivery strategic priority. The presentation finished with an activity demonstrating how we receive customer sentiment, insights and trends, and opportunities for growth in service efficiency.
- **Change Management Framework:** Framework shared for organisational and business change management supported by a range of resources, including training, templates, and documented processes. An activity to reinforce the impact of change closed out the session.
- **LTP Planning:** Covered preparation, process and shared the new prioritisation assessment and scoring criteria.
- **People Measures & Insights:** People data connects workforce reality to better informed decisions: service delivery, budget governance, risk management, and equity. Session focussed on using insights to create positive actions and initiatives.
- **Elected Member Decisions:** Inform session on induction for the new EMs covering governance foundations, operational support, Council tools.

Staff Engagement Survey

During Quarter Two, action planning based on feedback received through the September employee engagement survey remained a key focus across the organisation. Since the previous report, a further 24 actions were developed by teams during this period, using employee feedback to drive meaningful and continuous improvement. Adding on the five actions planned during quarter 1, up until the close of the holiday period, a total of 29 active actions had been recorded within the survey platform.

Need to add response rate and engagement score graph to show how both have changed over time

Actions Planned - by Group



Alongside the action planning work that will be continuing, planning is also underway for the first employee engagement survey of 2026. This survey is scheduled to go live on 23 February 2026 and will run for the standard two-week period. Preparatory activity is focused on ensuring the survey remains relevant, targeted, and aligned with organisational priorities, supporting both effective participation and actionable insights.

Succession Planning

During quarter two, activity focused on stabilising and refining the succession planning functionality within the HR system to ensure it is fit for purpose and supports a high-quality leader experience. This work is critical to enable consistent training and effective use of the system across the organisation.

Engagement continued with leaders who participated in the pilot phase, including maintaining existing succession plans, updating staff movements, and progressing development activities for identified potential successors.

Planning for the broader organisational rollout has been completed and implementation is scheduled to commence in quarter three.

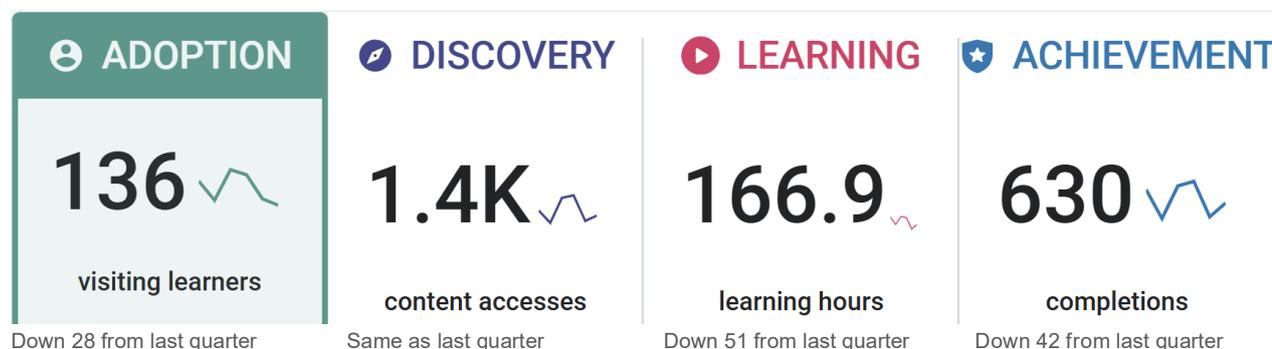
Diversity, Equity & Inclusion

The DEI (Diversity, Equity & Inclusion) Oversight Committee developed a strategy based on organisation feedback from the engagement survey last September. Planned actions are based on staff feedback and lead from the DEI Oversight Committee who also communicate and encourage participation in celebrations and awareness initiatives. A DEI lens is included in policy creation, People & Capability processes, training and internal communications. Understanding Unconscious Bias in the Workplace, Neurodiversity, New Zealand Sign Language and Microaggression training is promoted across the organisation. Accessibility training is planned for next quarter. Sharing DEI information and initiatives based on significant DEI awareness days/weeks is highlighted and celebrated via internal news channels.

Learning and Development

During this quarter there were 391 kaimahi engaged in learning and development activities. Courses ranged from Civil Defence, Health, Safety & Wellbeing, Report Writing, Coaching & Mentoring, Fleetcoach Driver Training and Situational Safety and Effective Communication. This included webinars by Taituāra such as Natural Environment and Planning Bills, Charging for Water under the new act, Emergency Management Changes, and Natural Hazard Information in LIM Regulations. In house workshops continued to help people to navigate Pathways to update and close RFS'. 31 kaimahi enrolled in the ten-week Te Pae o Waho classes which commenced in October to help people to learn and improve their Te Reo Māori skills and increase their understanding of Tikanga. 14 kaimahi attended the He Whakputanga and Te Tiriti workshop in October.

The analytics show that self-directed learning on Percipio, our learning management system, has decreased slightly this quarter, however the lead up to and the Christmas/summer shutdown period can attribute to some of the decrease. Percipio learning topics included leadership, business planning and analysis, effective communication, team management, digital transformation and personal accountability.



People & Capability

Recruitment has remained consistent, with successful leadership placements in Transportation and Property Management, as well as the seasonal hiring for our customer service areas across the district.

	# staff leaving	Turnover rate	# of staff hired/positions filled	Internal Movements
Quarter One	35	9.14%	29 *	1
Quarter Two	19	4.73%	18	0

*Q1 includes 5 fixed term new starters on the Cadetship Programme

Please note, information may be updated from previous quarters if other staff movements occur post publishing of the report.

Current Headcount and FTE Reporting

As at the time of reporting, the total headcount stands at 427, comprising:

- 375 permanent staff
- 39 fixed-term staff
- 13 casual staff

It is important to note that headcount figures differ from Full-Time Equivalent (FTE) metrics. For clarity, one FTE may represent multiple part-time employees. Future workforce reporting will incorporate more detailed FTE data, which is currently under development. Any increase in FTE requires Chief Executive authorisation.

Mayors Taskforce for Jobs

The Mayors Taskforce for Jobs (MTFJ) programme has achieved 11 successful placements to-date despite early challenges in transitioning to the new contract model with MSD and navigating the complexities of He Poutama Taitamariki relationship and referrals.

During this quarter the programme prioritised stabilising delivery and aligning local operations with national guidance. Operational capacity has also been expanded through additional administrative support enabling further outreach and candidate care from the Programme Coordinator —positioning MTFJ strongly for continued success for the remaining quarters ahead.

PSA and FNDC relationship

The PSA and FNDC continue to maintain regular engagement through six-weekly touchpoint meetings. Pre-Christmas meeting with the Chief Executive and SLT was postponed, now taking place in January – the focus being to strengthen the relationships and defining better ways of working together.

Executive Projects

The programme for the team continues to be broad, consisting of a mixture of existing projects which require advancing, progressing opportunities, and business improvement actions. In addition to the below, the Executive Projects team also provides ad hoc advice and support across the organisation when requested. The projects which the team is involved in play a vital role in managing FNDC's balance sheet, and it is intended to provide a focal point for key, complex projects which sit across the organisation and create streamlined ways of delivering.

The 2-person team provide advisory functions and subject matter expertise and, when necessary, undertakes the project management and delivery of actions to ensure progress of projects.

Projects include:

- Housing for the Elderly, with most recently progressing the review of rent settings and seeking decisions on this, moving to implementation.
- 11 Matthews Ave and its future use.
- Te Puāwaitanga including ongoing support being provided to projects relating to the future of the site.
- Support has also been given to other projects such as IAF Kawakawa, Kaikohe Library & Civic Hub, Old Kaikohe Library site, Kerikeri Bypass, implementation of Development Contributions, Northland Waters Done Well, and consideration of Council landholdings and necessary processes associated with these.

Work on these projects has also identified business improvement actions and opportunities to improve processes, which work is ongoing.

Community & Engagement

Te Ahu Museum

The fourth quarter, October – December 2025 saw a mixed performance for the museum across its key metrics.

October visitor numbers and social media reach exceeded the previous quarter monthly results driven by a combination of collaborative events with local and regional businesses and the culturally significant repatriations of two Taonga.

The safe return of taonga cannot be easily quantified by metrics, particularly with Tangonge as the oldest verifiable taonga Māori, there are multiple strands of profound social, creative, spiritual, educative, cultural and historical relevance that weave a complex matrix of meaningful impacts.

An obvious increase in visitor numbers and huge reach on social media highlights how respectful engagement and effective support of local marae, hapū and iwi regarding appropriate protocols and processes for the return of their taonga directly translates into positive results for the Museum.

The team at Te Ahu were honoured to support the unprecedented return of two Taonga Tūturu in one month, starting with Te Paatu hapū retrieving their carved panel in mid-October from Auckland Museum. This was followed by Tangonge returning, again from Auckland Museum, for the centennial celebrations of Te Rarawa Marae during Labour weekend. The timing is noteworthy as Tangonge came home to the marae, then returned to Te Ahu Museum during the holiday weekend that we stayed open throughout as part of our commemorative exhibition for the 190th anniversary of He Whakaputanga – The Declaration of Independence signed on October 28th, 1835.

The same day as the Te Paatu repatriation, Te Ahu Museum was asked to host our first 'NIGHT at the MUSEUM' after hours event for the local Kaitia Business Association. Those arriving between 4:30-5pm bore witness to the pōhiri for the Taonga Tūturu, and we managed to effectively segue into the guest speakers followed by a museum tour and catering by Te Ahu Café within the Library area. This event was very successful and would not have been possible without the support of Kaitia Library and iSite staff who stayed very late in the evening to support the Museum and extend their manaakitanga to our visitors.

Te Ahu Museum participated, for the first time, as a gallery supporting local artists to exhibit during the Labour Weekend Tai Tokerau Arts Trail known as KOAST. Local tamariki from Waihārara School, were our first group visitors on and we were delighted to receive their contributions to the exhibit of woven flax, framed clay artworks of recognisable Māori motifs Manaia and Koru, with a photo essay documenting their process.

Researcher bookings remained relatively low in this quarter with mainly online enquiries. Once the Archive review is completed, we will be able to target promotional efforts to extend awareness and encourage pre-bookings to assist with the expectations of researchers about availability and access.

The priority of repatriation of taonga will be ongoing and potentially increasing as Museums across Aotearoa and internationally work toward respectfully returning culturally significant items as appropriate. This alongside continual deposits and donations of both Museum and Archival materials into the collections highlights the ongoing need to upgrade and maintain all of the storage areas to minimum Museum standards. Equally important is the critical need for a functional service entrance. Discussions continue with Far North Regional Museum Trust board members.

iSITE Visitor Information Centres

The performance analysis of the quarter October - December 2025 shows, for the three iSite Information Centres in the Far North District, Paihia (Bay of Islands), Ōpononi (Hokianga) and Kaitiāia, a total of 59,721 visitors came through the doors, this growth in visitor numbers reflects the seasonal transition towards summer. Visitor numbers were boosted by thirteen cruise ships visiting the Bay of Islands in this quarter, with many cruise passengers coming ashore and spending their time and money enjoying local tourist

attractions. Community engagement remained strong, with a steady flow of council specific customers to the isites with rates falling due during this quarter.

Engagement with tourism operators peaked this quarter with many operators refreshing their product, pricing and advertising for the summer season and some new operators entering the tourism market. Isite staff worked with operators to familiarise with products and ensure their knowledge of products and services is current and up to date.

Each isite has specialised market segments driven by their location within the district and these have been a priority this quarter. The Ōpononi (Hokianga) isite focused on retail merchandise as the site performs well with retail sales given there are no other gift shops in the immediate area. Ferry tickets have been a focus for Paihia (Bay of Islands) isite which is the main ticket portal for the three different service providers who operate ferries to Russell. Streamlining process for this important part of Paihia (Bay of Islands) business, particularly on cruise ship days, has been a focus for this quarter. Kaitiāia (Far North) is an important contact point for Te Araroa Trail walkers, and this quarter is a popular time of the year for walkers which has seen the Kaitiāia (Far North) have busy issuing Personal Locator Beacons (PLB's) and Walker Registration Packs.

With the seasonal surge in visitors to the district extra staff are needed and recruiting and onboarding of summer staff across all three isites has been a focus this quarter for the Manager - Visitor Information Services.

Contact Centre

Contact Centre performance analysis for the October – December 2025 quarter has achieved reliable results during this period.

The average wait time refers to the amount of time a customer has to wait to have their call answered by an operator from the phone queue and is measured in minutes and seconds. The average wait time for October was 19 seconds and in November it was 14 seconds. The average wait time in December was 11 seconds which is the lowest wait time during this quarter, meaning the performance exceeded the baseline KPI for the entire quarter.

Average call handle time refers to the time it takes to fully complete a customer query and demonstrates how effectively the team are managing call flows and the average amount of time a customer remains on the phone while their query is managed by an operator. December's average handle time was 3 minutes 43 seconds, which is the lowest handle time during this reporting period and below the performance baseline of 5 minutes that the team strive to achieve.

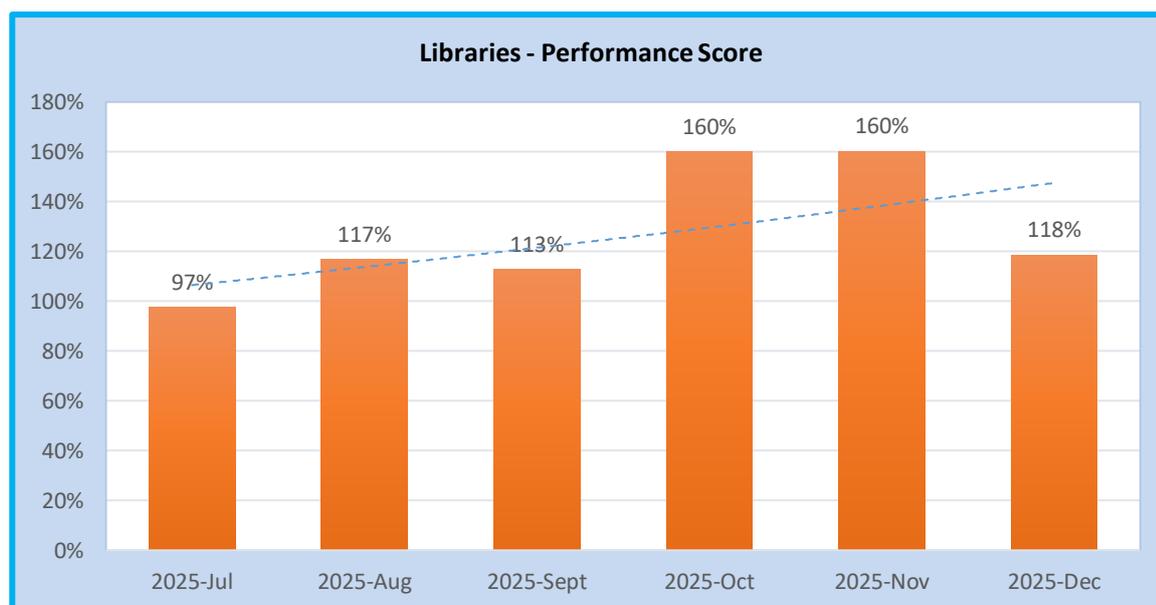
Percentage of calls abandoned has a target of 12% as an LTP success measure. Abandoned calls are those where customers have disconnected the call while waiting to speak with an operator. This metric is important to understand how effectively the council's phone services are operating because it demonstrates the percentage of attempted calls per month that are not taken. While it has been volatile throughout the 2024-25 year it is pleasing to see lower percentages of abandoned calls well under 10% being consistently maintained across the last 3 months, with the abandoned rate for October at 5%, November was 3%, and December was at 2%.

Libraries

Libraries' weighted performance metrics measure actual delivery against set goals, collectively establishing the baseline for the team's total performance score.

Monthly goals are based on the previous year's 12-monthly average figure, plus a 1% increase. Each weighted metric for 2024-25:

- Total number of programmes offered (35% of total score) = 270
- Total programme attendee numbers (20% of total score) = 1,690
- Total online engagement (25% of total score) = 201,910
- Total mobile library interactions (20% of total score) = 360



The fourth quarter, October – December, of 2025 saw consistently strong use of our libraries, demonstrating an excellent return on ratepayer investment. An expected decrease of activity in December because of fewer open days still showed an excellent score to round off 2025. These figures are driven by increased in-person visits and the successful introduction of new programmes. Online engagement also continues to consistently record impressive figures above 190,000 consistently each month.

Overall use figures for the quarter reflect strong ongoing community engagement. The new public Wi-Fi solution is in place and use figures have stabilised. Procter Library recorded an impressive 21,983 connections to the public Wi-Fi network in November, showing the community need for this valuable resource.

Door count numbers across all sites remain consistent except for December with expected lower-than-average numbers.

Performance results exceeding 100% of baseline metrics are a direct result of strategic programming and service improvements and we are now reviewing performance targets. The introduction of new programmes across all sites has successfully increased both the number of events offered, and total attendee numbers to those events.

This quarter saw the conclusion of our partnership with Digital Inclusion Alliance Aotearoa (DIAA) and Ministry of Social Development (MSD) offering Digi-coaches for a set period in our four larger sites, Kaitiāia, Kaikohe, Kerikeri and Kawakawa – this pilot programme finished in November. During the 10-week programme the Digi-coaches helped 1491 customers with various issues involving technology, which is a clear indication of ongoing need for digital support within our communities. This initiative was part of a work experience programme for job seekers, offering digital help to the community. Digi-coaches are employed and trained by DIAA in partnership with MSD during the programme and placed in libraries to assist community members with their digital support needs.

In addition to strong in-person use our digital reach continues to grow, driven in large part by the high readership of our popular monthly library newsletter that highlights the large number of in person and online resources the libraries provide.

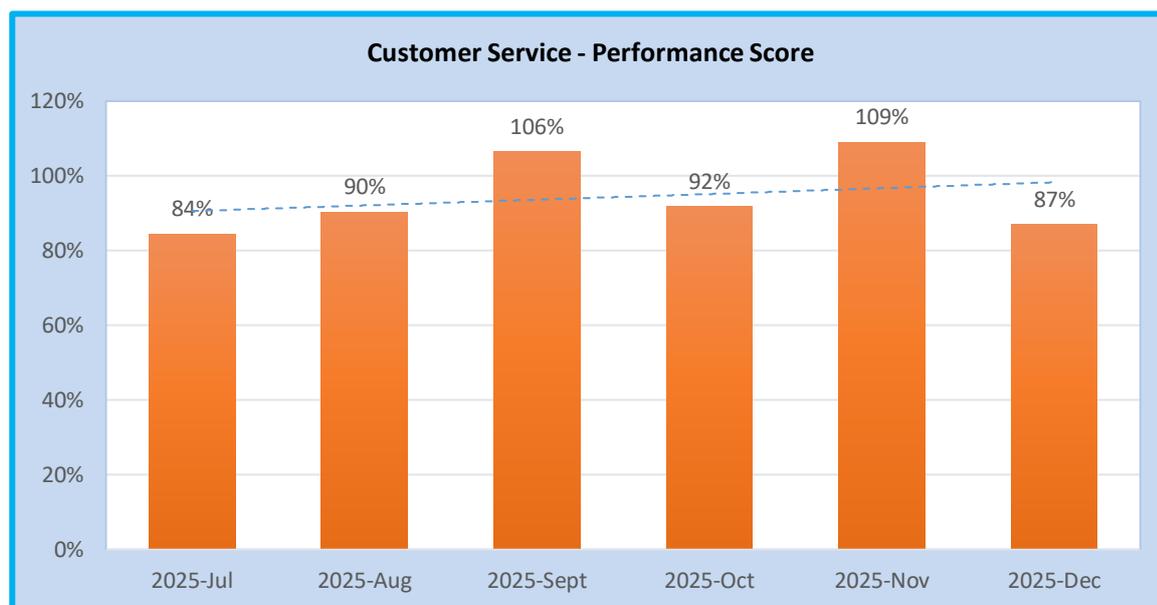
The Kaikohe Library and Civic Hub works are well underway with all the steel and timber frames onsite; the construction programme is proceeding well and is on track to deliver on time and within budget at this stage of the project. Excitement and anticipation among the community continues to grow as the build progress becomes more visible.

Customer Services

Customer Services weighted performance metrics measure actual delivery against set goals, collectively establishing the baseline for the team's total performance score.

Resolution at first point of contact has been reset at 80% based on the team consistently attaining this across multiple reporting periods. All other monthly goals are based on the previous year's 12-monthly average figure, plus a 1% improvement. Each weighted metric for 2024-25:

- Walk-ins resolved at first point of contact (45% of total score) = 80%
- RFS closure rate (30% of total score) = 80%
- Average handle time for email requests (25% of total score) = 8 minutes



Customer Services delivered another strong performance during the fourth quarter of 2025 (October - December). The dip in performance during December is expected and consistent with previous years which can be attributed to fewer days open in line with Christmas closures and summer holidays.

This quarter's performance score was achieved against more challenging targets, which included raising the walk-in resolution goal to 80% and reducing the email handle time to 8 minutes. We are pleased to have achieved a score above 80% with tougher targets, which is a testament to this team's consistent work ethic.

Customer Services achieved consistent results for resolution at first point of contact over this period, either meeting baseline or falling short by less than 3% of the target. This shows the team's collective commitment to customer service excellence and improving the council experience for communities.

Furthermore, the email handle time target delivered above target in October and December, reporting an impressive 7 and 5 minutes, respectively. November's handle time did not meet the baseline target, but this is consistent with customer higher demand in line with the end of the rates period.

Communications & Engagement

During the October to December 2025 quarter, the Communications and Engagement team published 100 news and video stories on FNDC website and social media channels. Our minimum target over that period was 72.

Exceeding that target by a third was achieved partly due to a record 48 stories published in October – the most published in a month since reporting began in July 2023. Of those, nine were election-focused stories. These were part of our election campaign that had begun in the months leading up to the October election. Our news stories and videos in this period encouraged residents to vote ahead of polls closing, covered the preliminary and final election results, and concluded with the swearing in of the new council.

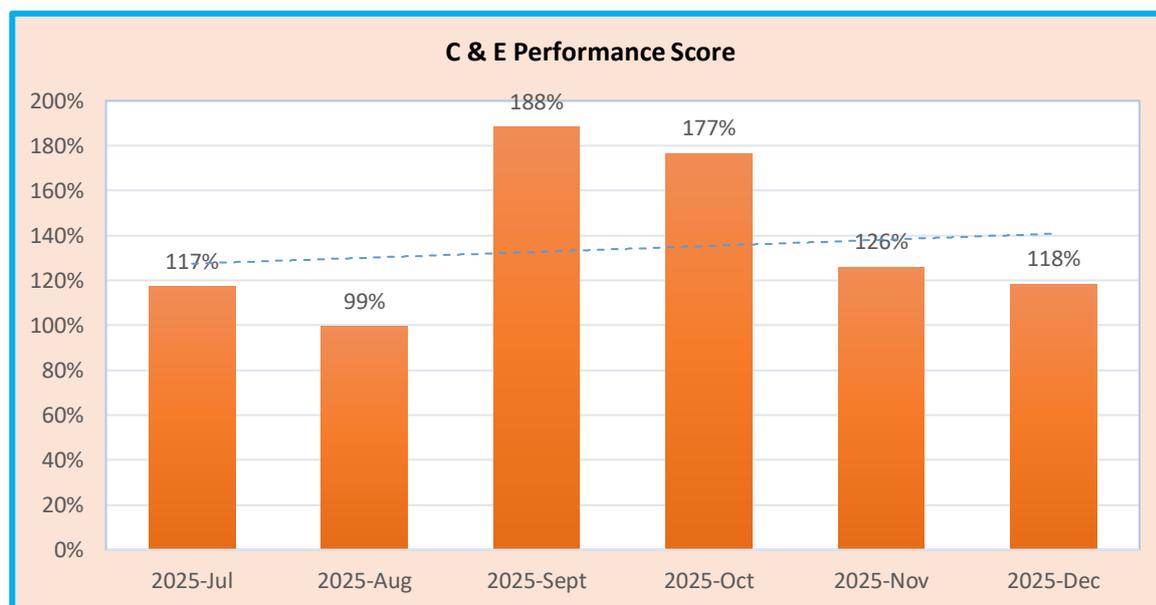
Those stories and videos proved very popular with a story on the final results being viewed over 87,000 times and achieving a Reach of 48,276.

Another contributor to October's 48 story count was a series of educative videos on He Whakaputanga - The Declaration of Independence signed by rangatira on behalf of iwi in the Far North. This was comprised of four video stories published during the week of the commemoration. One on why there is no 'H' in 'Wenua' at the Kāeo bridge roundabout broke records for views of a council video. That video achieved 146,996 views in October, was shared 211 times and had a Reach of 118,216. Those statistics are far higher than any other video published that month or since and significantly boosted our audience. Together, the election and He Whakaputanga campaigns resulted in 13 stories and videos.

By comparison, November was a much quieter month for the Communications & Engagement Team with significant projects (i.e. local body elections and He Whakaputanga - The Declaration of Independence video series) completed. That lull allowed graphics and news writing members of the team to shift their focus onto planning and producing the second State of the Far North Address due to be held on 26 February 2026. Researching, writing and fact-checking the mayor's script for this public event is a major undertaking requiring one team member to put aside all other BAU tasks until the event is held. Other team members are also involved in the preparation of this event producing graphics and video content. Key information and data for the presentation is also provided by other staff within the organisation.

The Communications and Engagement team welcomed the first of two casual members to the team in November. These staff will be called upon to provide backup when the team is shorthanded due to illness (this significantly impacted capacity during last half of 2025), annual leave or when the team is under extra pressure to deliver outputs when major projects such as the State of the Far North Address or Long-Term Plan planning and engagements stretch capacity.

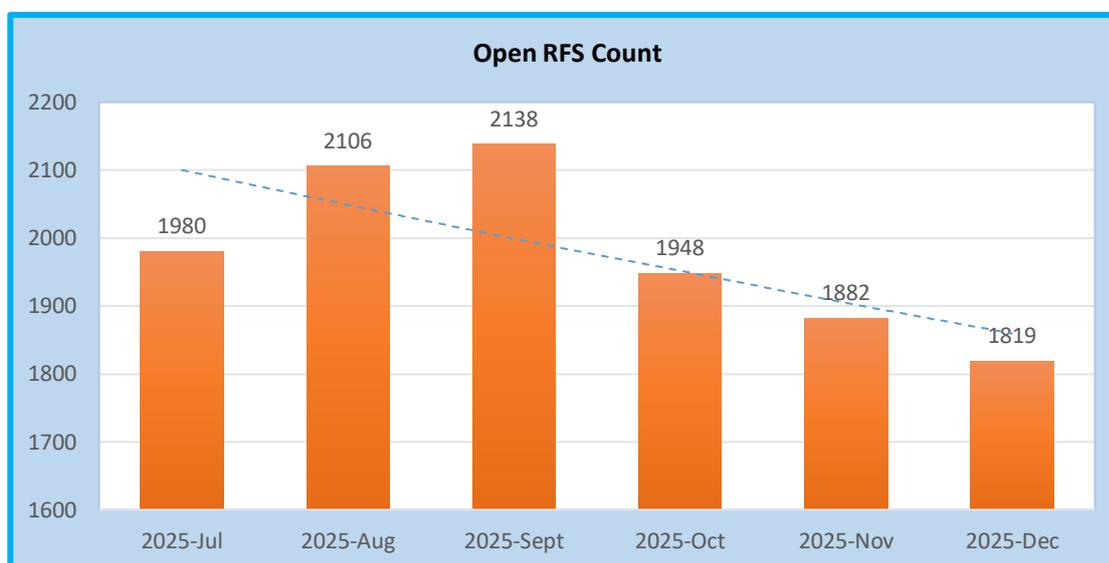
December is traditionally a busy news month for the team with numerous announcements and updates required before the council closes for the summer break. These included announcements on water conservation as we headed into the summer months, closures and detours required for the summer construction season, and reminders for dog owners to be extra vigilant of their pets over the summer at busy beaches and reserves. During the summer break, members of the team were rostered to be available should emergency announcements or responses be required.



Customer Service Excellence: RFS Project

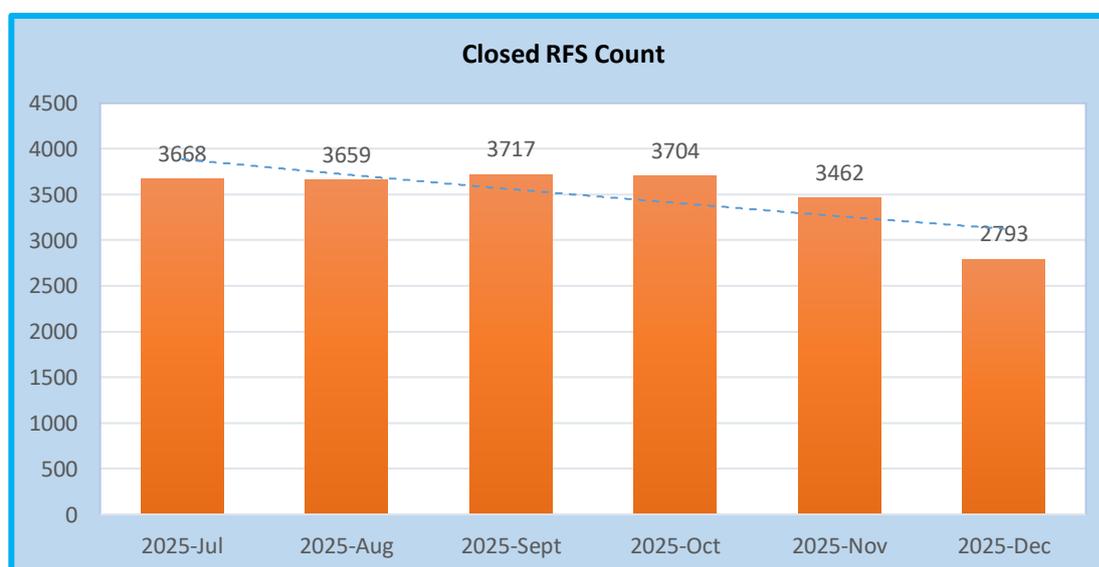
The RFS project continues to deliver measurable improvements in service delivery performance and backlog reduction across the Far North District Council. This quarter report summarises key performance trends, insights, and operational highlights for the Request For Service (RFS) Project across October, November, and December 2025.

Open RFS Overview



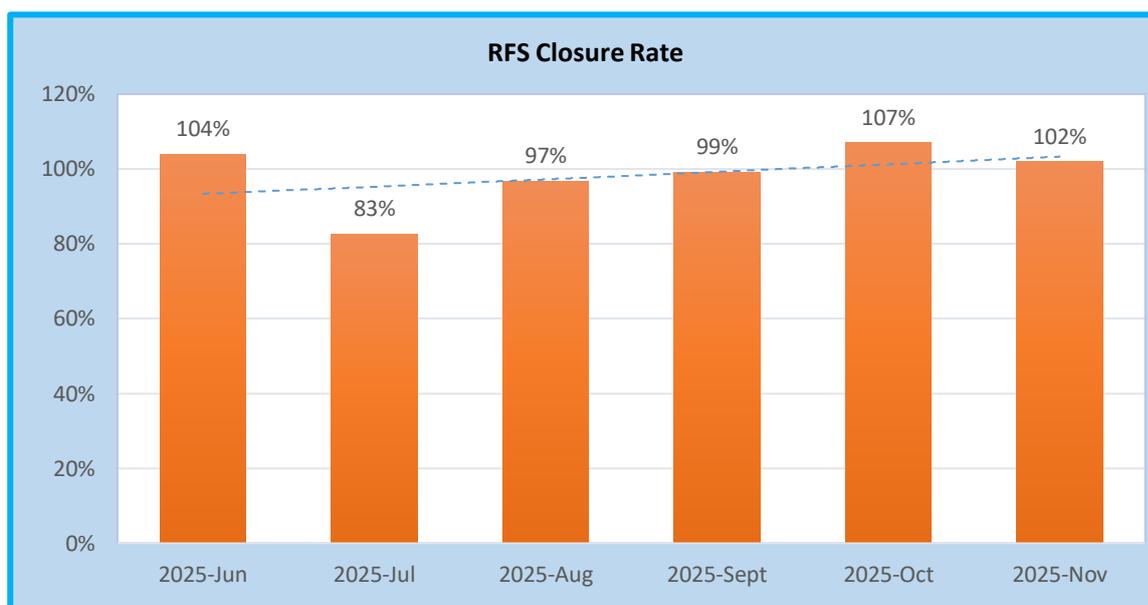
Open RFS decreased steadily this quarter, from 2,138 in September to 1,819 in December. December saw a 6% drop compared to November, helped partly by the short working month. Ridding and Delivery & Operations continue to hold the highest share of open RFS (35–40% and 48% respectively).

Closed RFS



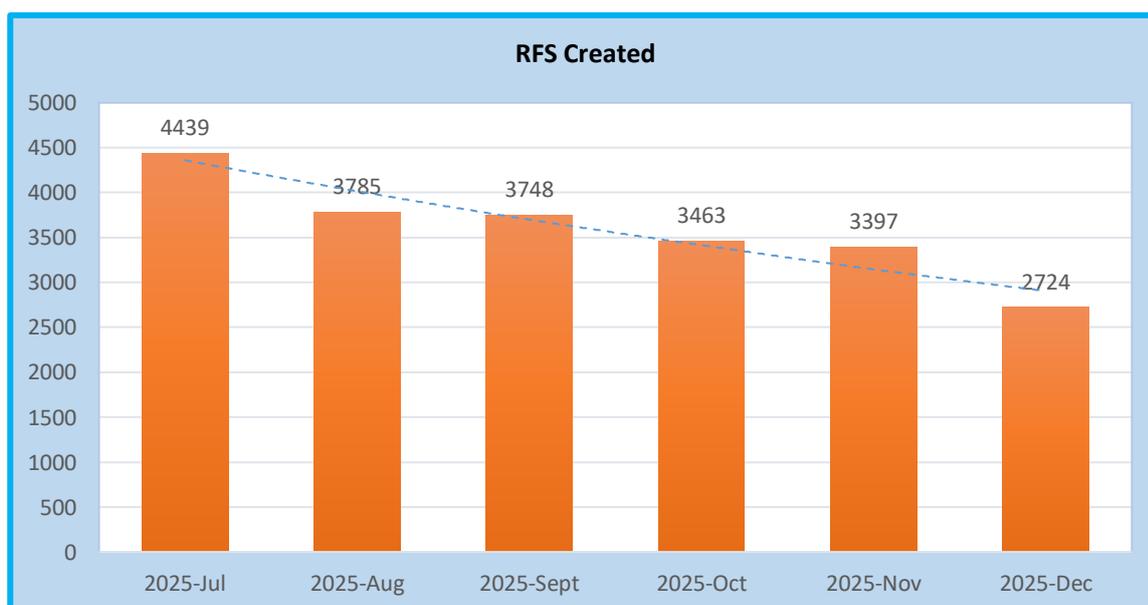
Closure counts remained strong in October and November but dropped sharply in December due to reduced working days. December closures fell 19% compared to November (3,462 to 2,793).

Closure Rate



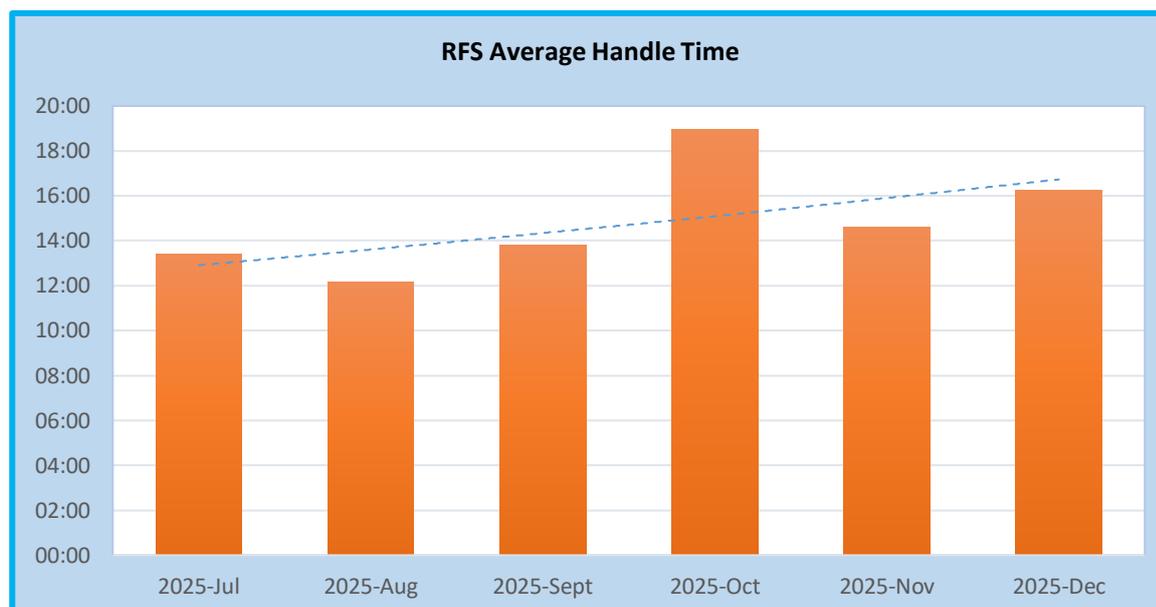
Closure efficiency continues to trend positively, with rates above 100% for three consecutive months (October–December). December achieved 103%, reflecting ongoing backlog reduction.

RFS Created



RFS creation dropped consistently from October to December, reaching the lowest six-month point in December (2,724). This reflects proactive demand management and seasonal reductions.

Average Handling Time (AHT)



AHT increased from 14.5 hours in November to 16 hours in December, reflecting clearing older backlog cases during the quiet period.

Summary

RFS performance across October to December 2025 reflects strong and sustained improvement, with open RFS reducing from the September peak of 2,138 to 1,819 by December, supported by three consecutive months of closure rates above 100% and steadily declining demand. RFS creation reached its lowest point in six months in December (2,724), demonstrating effective first-contact resolution and improved triaging. While December closure volumes dipped due to reduced working days, teams continued to close more requests than were received, enabling ongoing backlog reduction. The slight increase in handling time reflects targeted clearance of older cases rather than processing delays. Roding and Delivery & Operations continue to hold the highest proportion of open RFS, underscoring the importance of upcoming leadership changes in these areas to accelerate system-wide performance improvements going into 2026.

Overall, the October–December quarter reflects strong, stable progress in RFS performance across FNDC:

- Backlog continues to reduce month-on-month
- Demand pressure is easing due to improved first-contact resolution
- Closure efficiency is consistently meeting and exceeding targets
- Older RFS are being addressed, improving long-term system health
- December volume drops are seasonal, not performance-related

The quarter ends with the organisation well-positioned for further improvement as new leadership in Delivery & Operations and Roding becomes embedded early in 2026.