

**CHIEF OF STAFF
MONTHLY REPORT**

May 2026

Executive Summary

The Chief of Staff group (Chief Executive's Office) provides strategic and operational advice to the Chief Executive, leads culture and organisational development, delivers on the Mayors Taskforce for Jobs, supports employment-related decisions, provides direct support for Kahika and Kohepū and manages high-profile complex property projects across the organisation.

It comprises key functions including People & Capability, Organisational Development, Executive Projects, Mayo's Office and Facilities & Administration, each providing services ranging from recruitment and payroll to property project management and workplace environment support.

A quarterly report is provided to Te Miromiro on the group's activities and people information, the latest report is here - [Agenda of Te Miromiro Committee for Assurance, Risk and Finance Meeting - Tuesday, 12 May 2026](#). This activity briefing is attended to supplement rather than duplicate information included in that report.

Reporting Period: May 2026

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People & Capability

The People & Capability team provides practical, timely, and high-quality support across the full employee lifecycle, including recruitment, payroll, performance, induction, employment relations, and the delivery of the Mayors Taskforce for Jobs programme. This section summarises the month's priority People & Capability updates for elected members.

Staffing levels and vacancies

Note that there have been no substantial changes since April in the “what” and “why” - relevant metrics updated as follows.

What has changed

Vacancies and staffing levels continue to be actively reviewed to ensure alignment with delivery priorities during the Annual Plan process. A new vacancy and recruitment framework is being developed to ensure each vacancy as it arises is given due consideration prior to commencing a recruitment process.

Why it matters

Operational decisions about staffing affect service delivery, operational risk, and Council's ability to deliver Annual Plan commitments within budget. Regular review helps ensure resources remain focused on priorities and provide value for money, while also managing affordability impacts for ratepayers.

Relevant metrics

Active vacancy recruitment during May 2026:

Position Description	Type	Business Unit
Customer Service Officer - Multiskilled	Permanent	Service Centres
Asset Data Technician - Roading	Permanent	Transportation Services
Casual - Libraries (Kaitaia & Kaeo)	Casual	Kaitaia and Kaeo Libraries
Senior Facilities Technical Officer	Permanent	Technical Operations
LGOIMA Assistant - Legal Services	Fixed Term	Legal Services
Building Control Officer	Permanent	Building Inspections
Casual - Executive Assistant to Group Manager - Strategic Relationships	Casual	Strategic Relationships
Environmental Protection & Waste Specialist	Permanent	Contract Management
Senior ICT Support Specialist	Fixed Term	ICT Operations
Property & Contract Officer	Permanent	Property Management
Executive Assistant to Group Manager - Strategic Relationships	Permanent	Strategic Relationships
Team Leader - ICT Operations	Permanent	ICT Operations
Customer Services Officer - Multiskilled	Fixed Term	Community and Engagement
Transportation Business Manager	Permanent	Transportation Services
Facilities Technical Officer	Permanent	Technical Operations
Team Leader - Building Inspections	Permanent	Building Inspections
Senior Resource Planner	Permanent	Resource Consents
Manager - Legal Services	Permanent	Legal Services

Total position (FTE)

FTE measures the total workload/positions, not people, where 1.0 FTE represents the hours of one full-time employee (ie 40 hours per week); multiple part-time employees can collectively make up one FTE.

Total Pos FTE	Permanent	Fixed Term	Casual	Change from Previous Month
464.79	420.01	44.58	0.20	↓ 1.77

Headcount

Headcount is the total number of people employed, counted as individuals, regardless of whether they are permanent, fixed-term, part-time, or casual.

Total Headcount	Permanent	Fixed Term	Casual	Change from Previous Month
425	376	34	15	↑ 2

What happens next

Vacancies will be consolidated, with resulting changes reflected in the Annual Plan.

Being a fair and safe employer

Being a fair and safe employer requires Council to act lawfully, in good faith, and with respect, including applying fair and consistent processes and preventing bullying and harassment. It also requires providing a work environment that is healthy and safe so far as reasonably practicable, in line with obligations under the Health and Safety at Work Act 2015 and the Employment Relations Act 2000, alongside Council policies and employment agreements.

What has changed

During May, support to People Leaders continued, and workplace matters were managed as they arose. This included ongoing guidance to leaders to support fair and consistent application of policies and maintain safe and supportive work practices. Throughout the month, the PSA collective agreement bargaining process progressed, with workshops and negotiation sessions undertaken. In addition, the annual end of year review process commenced, providing early guidance to support consistent and equitable performance conversations across the organisation.

Due to privacy and legal considerations, further detail is not included in this report.

Why it matters

Council's approach as an employer directly impacts staff wellbeing, service continuity, and organisational reputation. Recent public commentary has heightened focus on staff wellbeing and employer obligations, increasing employment relations risk and reinforcing the need to maintain a safe, supportive, and compliant workplace.

Relevant metrics:

Workplace matters being actively managed by the People & Capability team (high level):

Cases Actively Managed in May	Cases ongoing from previous months
11	4

What happens next

Quarterly analysis of employment matters requiring People & Capability support will continue to identify emerging trends and proactively inform targeted interventions. These insights will be used to assess effectiveness and refine our approach, with an ongoing focus on strengthening People Leader capability, early intervention, and timely resolution.

Mayor's Taskforce for Jobs*What has changed*

During May, activity within the Mayors Taskforce for Jobs (MTFJ) space continued, focused on supporting rangatahi into sustainable employment. This included engagement with the Ministry of Social Development, local employers and community partners, progressing placements and maintaining pastoral support. Alongside this, coordination commenced to transition the internal reporting line of the MTFJ Coordinator from the People & Capability team to the Mayor's Office, effective from 1 July 2026, enabling closer alignment and strengthened visibility of this work with the Mayor. End of year and contract tidy activity also commenced.

Why it matters

The programme supports local employment outcomes, and timely official information responses help maintain trust and transparency and directly links to the Youth portfolio of Council.

Relevant metrics

Placements for April	Total YTD Sustainable Placements	Total Programme Sustainable Placements Required
2	19	22 (note: 18 must be MSD main benefit clients. 4 are any others meeting the NEET requirements)

What happens next

Confirm updated Taskforce monthly progress and any contract delivery finalisations as we enter the last month of this year's contract. More detailed reporting is provided through Te Miromiro's Chief of Staff quarterly report.

Organisational Development

Organisational Development helps build a healthy workplace where people can do their best work. This includes strengthening leadership, supporting change programmes, improving how we work, and lifting culture and capability across Council.

Staff engagement survey - results and follow-up

What has changed

Action planning continues within teams across the organisation. Activity supporting engagement and wellbeing insights during May: Carpooling process between offices created to address fuel crises and cost of living. Celebrated NZ Sign Language Week and supported Pink Shirt Day across all sites.

Why it matters

Engagement is an early indicator of workforce health and retention risk, and helps Council understand whether leadership, workload, and support arrangements are enabling delivery. Identifying key themes and insights provides clarity of what is important to our staff and areas requiring focus, acknowledgement and improvement. Initiatives focused on culture, awareness and wellbeing increase engagement.

Relevant metrics

Team action plans created in May: 6 Total: 9

What happens next

Continue to encourage action planning and team check ins, drive engagement initiatives, provide training opportunities and report on metrics.

Support for change - new tools and guidance

What has changed

Enterprise Change Roadmap project brief and initial data capture completed. Change Management resources updated and shared with leaders. Two bespoke team change sessions completed.

Why it matters

We need a consistent way to successfully manage large, strategic changes in the organisation and to build capability. An enterprise change roadmap is a high-level, time-based view of the organisation's major change initiatives and programmes. It shows what is changing, when it is expected to happen, who is accountable, and how initiatives interact. This is going to promote deliberate decisions about priorities, coordination, capacity and effect of overall change experience for staff.

Relevant metrics

The success of the Enterprise Change Roadmap project will be measured against whether the roadmap helps deliver improved management decision making.

What happens next

Leading change and team change sessions scheduled over coming months. Continue Enterprise Change Roadmap development using manual data collection and reporting processes. Analysis via the data collection audit will determine tasks and timeline.

Stronger people leadership*What has changed*

Mapping analysis and developed visibility tools for Leadership in Focus assessments by Tier 3 leaders and their respective SLT against the five leadership priorities: Strategic Thinking & Planning, Change Management & Leadership, Decision Making & Critical Thinking, Emotional Intelligence, Political & Business Acumen. Core skill training developed for Emotional Intelligence and Psychological Safety to support leadership capability.

Why it matters

Strong people leadership supports culture, performance and retention, and helps resolve workplace issues early, reducing service disruption and employment-relations risk.

Relevant metrics

19 Tier 3 Leaders completed assessments with their respective leaders (SLT) completing assessments. Scheduling meetings with SLT and Tier 3 leaders to agree capability plans and collate overall insights in themes and focus areas commenced.

What happens next

Reminders for remaining Tier 3 leaders to complete their individual assessments, and for their People Leader (SLT) to also provide insights on their leadership capabilities. Schedule meetings with SLT and Tier 3 leaders to agree capability plans, collate overall insights in themes and focus areas and provide individual plans.

Percipio for Elected Members*What has changed*

Confirmed Elected Members have access to Percipio: Te Huinga site: [Elected Member Learning & Development](#).

Why it matters

Relevant topics provide a streamlined Percipio journey. Elected Members will continue to have access to all content for individual development and interest learning.

Relevant metrics

Democracy Services will report on training and metrics for Elected Members.

What happens next

Democracy Services to confirm training plan. Communication to Elected Members of topics will be via Democracy Services. Reporting on relevant metrics will be via Democracy Services.

Executive Projects

Executive Projects is a small specialist team that helps move complex, high priority work forward. This often involves coordinating across different parts of the organisation and making sure the right decisions and governance steps happen at the right time.

A lot of this work relates to land and property matters, and projects that need extra coordination to unblock progress. As projects move into delivery, the work is often handed over to other groups to complete.

The team helps senior leaders and elected members by improving the quality of advice, strengthening decision making, and keeping complex work moving.

Housing for the Elderly

What has changed

An elected member workshop was held with Far North District Council (FNDC) and Far North Holdings Limited (FNHL) on 20 May, updating members on progress since the 2025 resolution to divest the portfolio to FNHL and discussing identified issues impacting this transfer being successfully completed. Several alternate divestment pathway options were also presented should Council not wish to engage in meeting the conditions of transfer identified by FNHL.

The outcome of this workshop was shared understanding and consensus for staff to further explore a hybrid approach, including elements of divestment (Option 4) with targeted engagement with community housing providers (Option 3), while also recognising the importance of maintaining interim support for existing tenants and working towards a formal decision.

Why it matters

Housing for the Elderly involves long-term decisions about service levels, asset condition and investment, operating model, and funding/affordability. Clear direction is needed to manage risk (including safety, maintenance, and compliance), ensure transparent decision-making, and provide certainty to tenants and the wider community. This portfolio attracts high public interest and has been a longstanding item Council has wished to progress.

Relevant metrics

Workshop with elected members and Far North Holdings held on 20 May.

Staff draft preferred hybrid option for formal endorsement, independent analysis undertaken to confirm robustness of option(s) prior to presentation to Te Koukou committee, briefing paper to elected members confirming next steps being undertaken to prepare hybrid option for decision.

What happens next

The Urban Advisory (TUA) have been engaged to undertake independent analysis of the current preferred option and identify and recommend at least one additional alternative option that differs from those previously explored. This process will take eight weeks to complete, with fortnightly touchpoints along the way.

Clearer approach to land decisions*What has changed*

Operational policy to improve how we make land decisions (buying, keeping, or selling land) has been drafted and undergoing detailed legal review following a review being completed with other relevant internal teams.

Why it matters

A consistent operational approach supports Council to make well-reasoned land decisions and improves transparency about how and why decisions are made, including clearly confirming where elected members are required to make decisions. It also ensures clear, robust internal process to ensure elected member land decisions can be well-implemented.

Relevant metrics

First policy draft completed and initial internal review completed by relevant teams. In-depth legal/compliance review of refined draft in progress.

What happens next

Complete in-depth legal/compliance review and confirm policy, inform elected members of policy, commence process design once policy formally confirmed.

Key place and property projects - what you need to know*What has changed*

Work continues for a small number of complex projects that need careful planning and clear decision steps. Some property matters are commercially sensitive, so details are managed through the appropriate confidential channels.

Why it matters

These projects can affect long-term community outcomes, costs, and public confidence in decision-making.

Relevant metrics

Key upcoming elected member workshops/decisions in the next 4–8 weeks:

- Te Puāwaitanga: staff have confirmed a decision paper on community engagement to be presented on the June agendas of Bay of Islands-Whangaroa Community Board, Te Koukou Committee for Transport and Infrastructure, and Council meetings, pending endorsement at each committee to proceed.
- 'Old' Kaikohe Library building: Public engagement run through the month of May, generating 379 submissions and attracting interest from formal submitters. Five submitters requested a deputation to speak to their submissions, including Ngāpuhi Iwi Social Services (NISS) who made a deputation to the 28 May Council meeting, and other submitters who made deputations to the Kaikohe-Hokianga Community Board's 3 June meeting. Staff will continue to engage with NISS and other submitters as next decision steps are endorsed by relevant committees through to Council.

What happens next

Bring formal papers to elected members for decision to commence community engagement for Te Puāwaitanga in June.

Analyse and present the outcomes of 'old' Kaikohe Library engagement and seek governance direction of preferred next steps, commencing with Kaikohe-Hokianga Community Board's 1 July meeting.

Long Term Plan (LTP) programme management

What has changed

The LTP is now being managed as a single, organisation-wide programme led by Executive Projects, coordinating strategy, services, infrastructure and finance; with work focused on sequencing major projects, zero-based budgeting, and decision-ready advice.

Why it matters

This whole-of-organisation approach ensures priorities, trade-offs and affordability are considered together in a constrained environment and strengthens operational leadership and governance oversight.

Relevant metrics

Key upcoming elected member workshops/decisions in the next 4-8 weeks: 5 May workshop held on strategic priorities and community outcomes, voting activity on draft priority statements 1-12 June, LTP workshop in June confirming priorities and outcomes, identifying levels of service, and commencing initial review of the draft capital programme.

What happens next

Circulate monthly status reporting to ensure governance oversight of programme progress, deliver June workshop content (confirmed priorities and outcomes from voting activity, Levels of Service, initial review of proposed capital programme) and bring formal reports to elected members as required.

Pioneer Village Kaikohe

What has changed

Following resolution 2025/32 regarding a Notice of Motion for Pioneer Village funding, additional grant funding has been approved to support two paid staff at Pioneer Village Kaikohe. An updated funding agreement has been signed and additional funds paid out, with no further needs identified or requests made from Pioneer Village to support recruitment.

Why it matters

This funding decision sets expectations about Council's approach to community grants and ongoing operational support once the grant is given. Clear implementation and monitoring are important to ensure the agreed outcomes are delivered, funding is used as intended, and any reputational, financial, or equity risks are managed given likely community interest.

Relevant metrics

Funding agreement signed, additional grant funds requested and paid out. Reporting frequency and format being established with contracts management liaison.

What happens next

Confirm quarterly update through the monthly operational briefing is being delivered by the relevant Group owner, embed ongoing fiscal and performance assurance reporting, and continue relationship

management. Executive Projects is not directly leading these actions but will maintain oversight until handover to ensure successful implementation.

Ad Hoc Advice and Support

In addition to planned project work, Executive Projects provides ad hoc advice to the other staff across the groups. This includes support on complex land questions, cross organisational reviews, and governance or process matters where additional coordination or assurance is required. This has included recent involvement in supporting processes for the implementation of development contributions, providing strategic advice on potential purchases to enable development of the Kerikeri ring road, and attending a community meeting on the Kawakawa housing development being led by Ngāti Hine Health Trust which is interdependent with the Kawakawa IAF infrastructure projects that enable this growth.

Office of the Mayor

The Office of the Mayor supports the Mayor and Deputy Mayor to lead well — across governance, representation, and decision-making.

We do this by bringing together good advice, clear briefings, and strong day-to-day support. Just as importantly, we help connect governance with operations, so decisions are well informed, communication is clear, and the organisation is working in a more joined-up way.

Day to day support

What has changed

In May, the focus has continued to shift from refining the operating rhythm to strengthening how it performs under pressure and across changing circumstances.

This has included:

- A stronger focus on inbox management and administrative coordination to support continuity during periods of reduced capacity
- A more proactive and forward-looking approach to calendar management, improving visibility of priorities and ensuring better sequencing of work
- Continued refinement of weekly and monthly rhythms to better balance immediate demands with upcoming commitments

There has also been continued work to strengthen connections with internal teams, particularly where key priorities (such as the Long Term Plan and reform programmes) require tighter coordination between governance and operational work.

Why it matters

These changes are helping to:

- Ensure the Mayor and Deputy Mayor remain well supported, even during periods of disruption or reduced availability
- Improve responsiveness and reduce the risk of missed or delayed follow-up
- Enable more effective forward planning, so leadership time is used strategically rather than reactively

This builds on April's work by moving from establishing rhythm to embedding consistency and resilience in day-to-day operations.

What happens next

- Continue strengthening inbox and correspondence management systems, including clearer prioritisation and tracking
- Further embed forward planning practices within calendar management
- Identify and address any remaining pressure points in administrative coordination
- Develop more intentional and effective systems for file sharing and other team coordination activities

Briefings and communications support*What has changed*

Resourcing capacity was reduced during the month due to remote working arrangements; however, service delivery was maintained with continued support from Te Tari Kahika (Office of the Mayor) and the FNDC communications team as required.

During this period, the Mayor was also unavailable, resulting in an adjusted communications approach. This included prioritising key issues and adapting messaging to align with the Deputy Mayor's communication style while ensuring continuity of business-as-usual activities.

There has also been a continued shift toward a more forward-looking approach, building on April's focus of preparing ahead rather than responding only as issues arise.

Why it matters

This shift has supported the efficiency and effectiveness of the Office of the Mayor by ensuring continuity in leadership voice and clarity of communication, regardless of availability.

Aligning messaging with the Deputy Mayor's tone and style has:

- Enabled more consistent engagement with stakeholders
- Reduced duplication or rework in communications
- Strengthened alignment across the office

This has ensured the Office can maintain momentum on key priorities while adapting to changing circumstances.

Relevant metrics

- Media enquiries: 26 (email, text and calls)
- Media releases and statements produced: 15
- Social posts and content: 12

What happens next

- Continue developing a more planned and consistent communications approach
- Progress coordination of a targeted social media campaign focused on priority council and community topics
- Support upcoming kaupapa and local government reform through clear, accessible content and aligned messaging across the Office, elected members, and Council

Strategic advice, relationships and governance coordination*What has changed*

A key shift in May has been moving from identifying strategic workstreams to coordinating them more actively in practice.

A significant focus continues to be on regionalisation and reform, including:

- Waters reform
- Local government reform
- RMA reform
- Economic development
- Regional advocacy with central government

Alongside this, there has been increased coordination to support the Mayor and Deputy Mayor in their leadership roles across reform-related activity. This has included:

- Aligning briefings, messaging, and engagement to ensure a consistent leadership voice
- Supporting how community perspectives are reflected in reform discussions and positioning
- Working with operational teams to help develop and refine reform-related analysis

We continue to support the Mayor in their role as Chair of the Northland Mayoral Forum, with a strong focus on ensuring both the Mayor and Deputy Mayor are well prepared, informed, and positioned to:

- Advocate strongly for the Far North
- Work constructively with regional partners

We are also continuing to build a clearer workstream around relationships:

- Strengthening community connections so local voice informs regional and reform decisions
- Supporting forums such as the District Business Leaders Forum
- Building stronger relationships with Community Boards as work progresses toward Community Board Accords

Internally, there has been a continued focus on connecting into key organisational work (particularly the Long Term Plan and reform activity) to support more joined-up outcomes across governance and operations.

Why it matters

This work is about making sure the Far North has a strong and credible voice — particularly as reform discussions continue to evolve at a regional and national level.

It also helps ensure that:

- The Mayor and Deputy Mayor are supported to provide clear and aligned leadership across reform
- Community perspectives are reflected in wider reform conversations
- We are working well with partners where it matters most
- Governance and operations are aligned around shared priorities and informed by robust analysis

This builds on April's foundation by moving from shaping the workstreams to actively supporting delivery and coordination, particularly across reform.

Relevant metrics

Strategic briefings, runsheets and issue notes: 26

Frameworks, terms of reference, and similar: 3

Internal relationship development touchpoints: 27

External engagements supported: 18

What happens next

- Continue strengthening coordination of leadership support across Mayoral and Deputy Mayoral roles in reform activity
- Build on relationship work to support ongoing reform engagement with partners and communities
- Support the development and integration of reform analysis from operational teams
- Maintain alignment between governance priorities, reform activity, and organisational work programmes

Team culture and capability

What has changed

During May, the team has adapted to reduced resourcing and remote working arrangements, with an increased reliance on shared responsibilities and collaboration across Te Tari Kahika and the wider organisation.

A key development has been the introduction of twice daily karakia, creating space for the team to come together at the beginning and end of each day. These moments provide an opportunity to reflect, connect, and support each other in a cohesive, forward-facing and productive way. This approach was introduced following reflective team practice to better understand how to strengthen support within the team environment.

There has also been a stronger focus on improving internal communication and building high-trust working relationships across the Office, alongside greater consistency in ways of working across communications, administration, and coordination functions.

Why it matters

These changes have:

- Enabled continuity of service despite reduced capacity by strengthening team cohesion and shared responsibility
- Supported a more connected and reflective team environment, improving wellbeing and collective focus
- Strengthened internal communication and trust, which underpins effective collaboration and delivery
- Reduced reliance on individuals by embedding more consistent and shared practices

What happens next

- Continue embedding these practices as part of the team's operating rhythm
- Build on the foundations of trust and communication to support more integrated ways of working
- Support ongoing capability development aligned with emerging needs across governance, communications, and strategic engagement
- Maintain a collaborative and adaptive team culture that supports resilience and delivery

Highlights for the Office

- Kept things running despite reduced capacity
We continued to deliver across communications, governance, and day-to-day support, even with less resourcing and the Mayor being unavailable.
- Stronger systems for managing work and time
We improved how we manage inboxes, calendars, and workflows, helping the Mayor and Deputy Mayor stay ahead of what's coming up.
- Clear and consistent leadership voice
We adapted communications to reflect the Deputy Mayor's style, so messaging stayed consistent and easy to follow.
- More coordinated support for local government reform
We strengthened how we support the Mayor and Deputy Mayor across reform work, including aligning advice, engagement, and early analysis.
- Stronger relationships across the organisation
We've built better connections with staff and elected members, helping improve coordination, information flow, and alignment on key work.
- More connected and supportive team environment

We introduced twice daily karakia and improved how we communicate as a team, strengthening trust and how we work together.

Strategic Reform Initiatives

May Update: Resource Management Reforms

What has changed

During May, activity shifted from initial programme establishment to early-stage implementation of the Northland-wide Resource Management Reform work programme. Building on April's agreement across the four councils, focus has been on progressing joint governance arrangements and detailed readiness planning on the part of a cross Council working Group and a now established staff steering group made up of General Managers from across all Northland Councils.

Key developments included continued coordination through regional working groups (spatial planning and consenting), refinement of the proposed joint committee structure, and early development of transition planning assumptions to respond to evolving national direction with the Planning Bill and Natural Environment Bill expected to become law in September 2026.

There has also been closer alignment with related regional workstreams, including Local Government Reform and Long-Term Plan considerations across all Councils, to ensure a coordinated system response rather than parallel programme development.

Why it matters

Resource Management Reform represents a fundamental shift in how planning and consenting systems will operate. The move from set up to active coordination in May was critical to ensure that:

- Councils are positioned to respond quickly as national legislation and direction becomes clearer
- Regional consistency is maintained while retaining flexibility for local implementation
- Key transition risks (resourcing, sequencing, institutional arrangements) are actively identified and managed early.

Establishing practical governance and readiness pathways now reduces the risk of fragmented implementation later.

Relevant metrics

- Regional programme governance arrangements progressed toward formalisation
- Cross-council working groups continued operating with expanded scope (spatial planning and consenting)
- Joint committee structure and Terms of Reference further developed for endorsement
- Ongoing workshops and briefings delivered to support governance understanding and alignment.

What happens next

- Formalise and confirm the Joint Committee, including Terms of Reference and resourcing approach
- Progress detailed readiness planning, including risk identification and transition pathways
- Continue alignment with Local Government Reform and other regional programmes to ensure an integrated system response.

May Update: Local Government Reforms*What has changed*

May activity accelerated significantly, moving from foundational work in April to active programme delivery and governance decision support with the announcement of the government of the Head Start for Simplifying Local Government voluntary pathway on 5 May 2026.

Key focus areas included:

- Progression of the Head Start pathway, including development of supporting analysis and positioning
- Coordination and delivery of Elected Member Steering Group (EMSG) agenda material, including options analysis, communications approach, and programme overview for the Head Start Pathway
- Strengthened regional alignment across councils, including confirmation of participation and shared approach
- Development of an evidence base to support potential reform proposals and inform elected member decision making.

Work has also continued to align Local Government Reform activity with the broader Northland Forward Together framework, ensuring it is grounded in regional system outcomes rather than structural change alone.

Why it matters

This phase represents the transition from shaping the reform response to actively preparing a proposal as part of the Head Start Pathway for the restructure of Local Government in Northland.

It is important because it:

- Enables elected members to engage with clearly articulated options, supported by evidence and structured analysis
- Positions Northland to take a proactive, region-led approach (“by Northland, for Northland”) rather than reacting to central government direction
- Ensures reform work is integrated with service delivery, financial planning (LTP), and community outcomes.

Strong coordination at this stage directly supports informed decision making and reduces risks associated with fragmented or unclear reform pathways.

Relevant metrics

- EMSG agenda papers and supporting material prepared and delivered (including options analysis and communications planning)
- Head Start pathway documentation and supporting evidence base progressed
- Cross-council participation confirmed and coordination mechanisms strengthened
- Briefings, workshops, and engagement material developed to support elected member understanding.

What happens next

- Continue EMSG process, including facilitation of discussions and refinement of options based on feedback
- Further develop the evidence base to support a potential Head Start proposal

- Progress governance, communications, and engagement planning to support upcoming decision points
- Maintain strong alignment with Resource Management Reform and economic development workstreams.

Economic Development (Northland Inc and Joint Regional Economic Development Committee)

What has changed

During May, economic development activity progressed from April's governance alignment work to formal decision making and integration with wider regional programmes.

Key developments included:

- Formal consideration of the Northland NZ (formerly Northland Inc) Statement of Intent (SOI) through the Joint Regional Economic Development Committee (JREDC), including shareholder feedback and expectations
- Continued engagement on regional economic development priorities, including alignment with infrastructure planning and investment pathways
- Increased integration of economic development with Local Government Reform and Long Term Plan work, ensuring economic outcomes are embedded within broader system reform

There has also been continued coordination with regional partners to align economic development activity with wider initiatives such as Northland Forward Together.

Why it matters

Economic development work is a critical enabler of both reform and long-term community outcomes.

Progress in May supports:

- Clear governance oversight and accountability of Northland NZ activity
- Alignment between regional economic priorities and council strategic direction
- More coordinated decision-making across infrastructure, investment, and reform programmes

Integrating economic development with reform ensures that structural changes are linked to tangible economic and community outcomes.

Relevant metrics

- JREDC consideration of SOI and shareholder input progressed
- Governance engagement and briefing material prepared and delivered
- Ongoing regional partner engagement on economic development and infrastructure priorities
- Increased alignment between economic development, reform, and LTP workstreams

What happens next

- Continue integration of economic development priorities into LTP and reform programmes with decision required as part of the LTP on the future funding of Northland NZ (formerly Northland Inc)
- Progress regional discussions on infrastructure planning, investment priorities, and delivery pathways

- Maintain ongoing engagement with JREDC and Northland NZ to ensure alignment with council objectives

Wider reforms affecting local government

There are several reforms in progress. The snapshot below of these reforms has been provided by the Ministry for Environment for May 2026.

Reform programme and description	Lead agency	Status at May 2026 and next steps
Planning Bill and Natural Environment Bill The Government is replacing the Resource Management Act 1991 with two new statutes: the Planning Act, which will streamline land-use planning with spatial and district chapters, and the Natural Environment Act, which will focus on managing freshwater, biodiversity, air, coastal and marine resources within set environmental limits. The new system established by these Acts will reduce over 100 regional plans to 17 combined plans with standardised zones and allow many activities by default. The new system prioritises property rights. Councils will be required to compensate owners when restrictions significantly affect land value. Ultimately the new system is intended to make development more permissible and drive economic growth.	MfE	The Planning Bill and Natural Environment Bill are before Select Committee. The Bills are expected to pass in mid-2026. Significant regulatory work is required on national direction, national standards, environmental limits, and regulatory relief.
Other aspects of ongoing transition to the new Planning and Environment system 1. Resource Management (Duration of Consents) Amendment Act The Act, passed in December 2025, automatically extends affected existing or expired consents to 31 December 2027, allowing operations to continue lawfully while the new system beds in.	MfE	The Act came into force on 17 December 2025 and automatically extends affected existing or expired consents to 31 December 2027, allowing operations to continue lawfully while the new system beds in.
2.A. Fast-track Approvals Amendment Act 2025 The late-2025 fast-track approvals amendments: • accelerate timeframes • expand ministerial influence • reduce consultation requirements • enable staged applications • allow updates to listed projects • introduce Government Policy Statements • tighten EPA information-gathering powers • prepare the system for increased use of fast-track approvals in 2026.	MfE	Legislation passed in December 2025 Final transitional provisions of legislation took effect on 31 March 2026

Reform programme and description	Lead agency	Status at May 2026 and next steps
2.B. Fast-track Approvals (Cost Recovery) Regulations 2025 As required by Cabinet, MfE has commenced a one-year review of the cost recovery regulations under the Act.	MfE	Review underway, initial report due to Minister for Infrastructure by June 2026
3. Resource Management (Consenting and Other System Changes) Amendment Act (formerly "Bill 2") This legislation: - introduced targeted changes to streamline consenting, support infrastructure, housing, and farming, and enhance management of natural hazards. - made changes to reduce administrative processes for: infrastructure and renewable energy, housing (including a streamlined process to remove heritage protections), and farming and the primary sector. - provided more certainty around management of emergency events and natural hazards. - included new bespoke housing capacity requirements for Auckland Council regarding total capacity enabled and specific requirements to allow greater housing and development around key stations benefitting from City Rail Link investment. - provided a mechanism to stop councils making RMA plan or policy statement changes until the new system is in place in 2027. - established a new regulation making power that will allow the responsible Minister to recommend changes or remove parts of council RMA plans and policy statements that are proven to be holding back economic growth, development, or job creation. - broadened what water discharges can be allowed as a permitted activity. - removed heritage protections from the Gordon Wilson Flats in Wellington, clearing the way for the flats to be demolished.	MfE	Legislation passed in August 2025
Climate change adaptation In late-2025, Cabinet agreed to establish a National Adaptation Framework and to amend the Climate Change Response Act to require local authorities to prepare adaptation plans in priority locations. There are four pillars: - Unlocking flood-risk information - Clarifying requirements for local government - Investment in risk reduction - Cost-sharing – resetting expectations of Crown financial assistance.	MfE	Changes will be implemented through the Climate Change Response (Efficiency and Effectiveness) Amendment Bill, which is expected to be introduced to Parliament in Q3 2026.
Local Water Done Well Local Water Done Well aims to ensure water services are delivered on a financially sustainable basis while regulatory standards are upheld. A transparent approach to investment is supported by new economic regulation and consumer protection measures. The Commerce Commission provides regulatory oversight over water services. For councils delivering water services through an in-house model, this entails extra requirements they need to meet.	DIA	Councils have determined their preferred model for delivering water services and have all submitted water services delivery plans to DIA. DIA has assessed all plans. Councils forming joint water organisations will be undertaking establishment work, including the development of their water services strategies. Each water service provider must prepare and adopt its first water services strategy no later than 30 June 2027.

Reform programme and description	Lead agency	Status at May 2026 and next steps
The Water Services Authority – Taumata Arowai (the Authority) provides regulatory oversight of the environmental performance of water services networks. The Authority publishes annual reports using information from network operators on the environmental performance of their networks.		All territorial authorities are required to review their water-related bylaws within two years of enactment of the legislation.
Standard setting at the Water Services Authority – Taumata Arowai (the Authority) New Zealand's first national wastewater and environmental performance standards became law on 19 December 2025 following public consultation and extensive engagement. Requirements relating to overflows and bypasses will take effect three years later. This delay allows operators to use future stormwater and wastewater risk management plans to support consent applications related to overflows and bypasses. Recent changes to the Water Services Act 2021 enable the Authority to develop National Engineering Design Standards (NEDS) and National Codes of Practice. These tools can be used to set nationally consistent performance standards and requirements for the design, construction and operational performance of water services networks across drinking water, wastewater and stormwater. The Authority can also develop Infrastructure Design Solutions, which can specify any or all resource consent requirements for wastewater or stormwater infrastructure. These are an opt-in tool but are intended to support network operators to meet regulatory requirements and streamline the consenting process. The water reforms also make changes to the drinking water quality regulatory regime including – the approach to applying Te Mana o te Wai; and to lower-risk small drinking water suppliers, mixed-use rural water schemes, and some other drinking water suppliers.	Water Services Authority – Taumata Arowai	New Zealand's first national wastewater standards become law on 19 December 2025 following public consultation and extensive engagement. Requirements relating to overflows and bypasses will take effect three years later. A second tranche of wastewater standards is currently being scoped (to cover additional wastewater discharges) and will be developed from 2026. The Authority has commenced work on the National Engineering Design Standards and National Codes of Practice for the engineering design of all new public stormwater, drinking water and wastewater infrastructure. The NEDS will be progressed through 2026. The Authority has commenced initial scoping work on Infrastructure Design Solutions. The Authority will engage with the stormwater sector in early 2026 to understand what tools should be prioritised.
Simplifying local government The Government's Simplifying Local Government programme aims to reduce complexity, duplication and cost in New Zealand's council system. Simplifying Local Government has two stages: a Head Start pathway and a backstop approach. The Head Start pathway is a voluntary approach for councils to submit proposals to Government by 9 August 2026. Key aspects include: - proposals for new unitary authorities submitted by groups of territorial authorities or current unitary authorities (not from a single council only) - applications cover all or part of the region. Subregional proposals will need to demonstrate how regional services will be provided for and more than one unitary authority in a region is only likely to meet the criteria where the size of the region and complexity of issues justifies this. The Government will make final decisions on a mandatory backstop approach in 2027 to be	DIA	The announcement of the Simplifying Local Government proposal to replace regional councillors was made on 25 November 2025. Consultation closed on 20 February 2026. Over 1,100 submissions were received. On 5 May 2026, Ministers announced the Head Start pathway giving councils a three-month window to put forward outline proposals to simplify and strengthen local government in their regions. Proposals should focus on creating larger, more efficient unitary authorities that streamline functions, reduce duplication and improve decision-making. Officials will assess proposals against clear criteria. The Government will then decide which proposals to progress, with decisions expected in September 2026. Accepted proposals will then be developed in detail and signed off in 2027, with changes implemented by the 2028 local government elections.

Reform programme and description	Lead agency	Status at May 2026 and next steps
implemented from the 2028 local elections. It will be broadly based on the original proposal including: - restructuring governance: replacing elected regional councillors with regional bodies (e.g. mayoral boards or similar interim arrangements). - regional reorganisation plans: requiring councils to develop plans for more efficient, joined-up service delivery, potentially including shared services or amalgamation. Overall, the programme seeks a simpler, more coherent local government system aligned with planning and infrastructure reforms.		For areas that are not accepted through the Head Start pathway, the Government will implement a backstop process to ensure reform still happens across the country. This will involve a standardised approach, including transitional governance arrangements while changes are put in place. Final decisions on local government reform for those councils will be taken in 2027, with changes implemented from the 2028 local elections.
Rates capping The government has agreed to implement a rates cap through a “target range” model. The model sets a range for how much councils can increase the average rates price over time. The target range applies to the price of rates, not total rates revenue. Analysis suggests a target range of 2 to 4 per cent per capita, per year. The cap will apply to all sources of rates and uniform annual charges but will exclude water-related revenue and expenditure and other non-rates revenue like fees and charges. Councils may operate outside the target range only if a variation is approved. Variations are intended to be limited, time-bound and exceptional. There are two types: (1) exceptional circumstances, such as natural disasters or catastrophic infrastructure failure, approved by the Minister of Local Government; and (2) variations for future financial planning, where councils must demonstrate prudent financial management (as determined by the regulator), explain how they will return to the target range, and then consult with their communities on the variation.	DIA	Legislation is being drafted by Parliamentary Counsel Office. Outstanding policy areas being developed are: - who the regulator is - how to calculate the target range - how the rates cap will work with council reorganisations - how the system will work in FY 2029/30 (Year 3 of councils’ 2027-2037 LTPs). Legislation is intended to be enacted during 2026 and be law from 1 January 2027. The “transition period” begins from 1 January 2027. From 2027, councils will be required to consider the impact of rates caps on their long-term plans and report on areas of financial performance, like the cost of wages and salaries, council rates as a percentage of local house prices and estimates of local infrastructure deficits. The full regulatory model will take effect from 1 July 2029.
Local Government (System Improvements) Amendment Bill The primary policy objective of this bill is to reduce pressure on council rates by refocusing the purpose of local government, better measuring and publicising council performance, prioritising core services in council spending, strengthening council accountability and transparency, and providing regulatory relief to councils.	DIA	As of May 2026, the Bill awaits completion of second reading.
Going for Housing Growth Pillar Two – Development levies DIA and HUD consulted on an exposure draft of parts of the Local Government (Infrastructure Funding) Amendment Bill, to replace development contributions with a development levies system. Councils and water organisations will be able to	DIA and HUD The Commerce Commission will be the economic regulator	Submissions on the exposure draft closed on 20 February 2026. Cabinet will make final decisions on the content of the Local Government (Infrastructure Funding) Amendment Bill before it is introduced later in 2026.

Reform programme and description	Lead agency	Status at May 2026 and next steps
charge development levies to fund six types of infrastructure in "levy areas". Cabinet has agreed, in principle, to the Commerce Commission becoming the regulator for development levies – subject to further work to develop the details of this approach.		
Going for Housing Growth Pillar Two – Updated Infrastructure Funding and Financing Act The Government has introduced the Infrastructure Funding and Financing (IFF) Amendment Bill to Parliament and referred it to Select Committee. The IFF Amendment Bill will make it easier to use the Act by removing unnecessary barriers, simplifying the levy approval process, and broadening the scope of eligible infrastructure projects. This includes transport projects delivered by the New Zealand Transport Agency or KiwiRail, and water services infrastructure delivered under new water organisations.	HUD	The Finance and Expenditure Select Committee will report back on the Infrastructure Funding and Financing (IFF) Amendment Bill by 9 June 2026.
Waste Minimisation Act and Litter Act changes The government has announced policy decisions to amend the Waste Minimisation Act and the Litter Act. The changes that directly impact territorial authorities include: - changing how the Waste Levy is allocated to territorial authorities and what can be spent on. These changes will create fiscal flexibility for territorial authorities to spend their share of the Waste Disposal Levy on a wider range of waste and broader environmental priorities to reduce their financial burden whilst ensuring Levy funds are used to support priority outcomes. Specifically, territorial authorities will be able to spend their portion of the Levy on "activities that reduce environmental harm or increase environmental benefits (not limited to waste-related activities)". - strengthening the tools available to monitor and enforce waste legislation and regulations, including more effective controls for littering and mismanaged waste (for example, illegal dumping) - clarifying the roles and responsibilities of local government. - providing regulatory relief such as extending reporting and planning timeframes for obligated parties following a qualifying emergency to keep waste collection and disposal working, and to support fast clean-up and recovery. - for territorial authorities that are also Disposal Facility Operators, improving the administration of the levy and amending the compliance monitoring and enforcement tools to provide a graduated (proportionate) range of responses (rather than just prosecution).	MfE	The approved proposals will be implemented through amendments to the Waste Minimisation Act. An amendment bill is expected to be introduced in 2026. The objective is to have waste legislation enacted before the general election, if possible.

Reform programme and description	Lead agency	Status at May 2026 and next steps
Emergency Management Bill The Government introduced a new Emergency Management Bill in December 2025. The Emergency Management Bill will replace the Civil Defence Emergency Management Act 2002, and enable the improvements identified by the Government Inquiry into the Response to the North Island Severe Weather Events of early 2023. The Bill seeks to: - strengthen the role of communities and iwi Māori in emergency management - provide for clear responsibilities at the national, regional, and local levels - enable a higher minimum standard of emergency management - minimise disruption to essential services; and - ensure agencies have the tools to do their jobs effectively when an emergency happens.	NEMA	Submissions to the Governance and Administration Select Committee closed on 15 February 2026. The Select Committee is to report back by 9 June 2026.
Changes to the Building System The government is progressing a number of changes to the building system that impact local government, including: Removing the need for granny flats (detached, single-storey buildings up to 70 square metres) to require a building consent. Requiring Building Consent Authorities to complete 80 per cent of inspections within three working days of the date requested, supporting the adoption and use of remote inspections in the building consent process. Introducing two new opt-in self-certification schemes, one for companies building entire, simple residential houses, to streamline the building of houses, and one for plumbers and drainlayers to certify their own lower-risk work. Changing the liability framework for building and construction from joint and several liability to proportionate liability, so each party will only be responsible for the share of work they contributed to. Enabling councils to consolidate their building consent functions, share resources, and improve collaboration. Changing the Earthquake-prone Building (EPB) system to make it more proportionate and targeted to risk.	MBIE	The granny flat changes took effect in January 2026. Legislation to implement the self-certification for plumbers and drainlayers, and to strengthen occupational licensing, is currently before select committee. A Building Amendment Bill giving effect to self-certification for entire buildings, liability rule change (and supporting mechanisms) and building consent authority consolidation is intended to be passed before the 2026 general election. The Building (Earthquake-prone Building) Amendment Bill was introduced in December 2025 and is currently before the select committee.
Going for Housing Growth Pillar One Pillar 1 focuses on freeing up land for urban development, including removing unnecessary planning barriers. In July 2024 the Government announced decisions requiring councils to free up land for housing. In March 2025, the Government announced an intention for these proposals to be implemented through Phase 3 of the Resource Management reforms.	HUD and MfE	The Planning Bill and Natural Environment Bill are before Select Committee. The Bills are expected to pass in mid-2026. Significant regulatory work is required on national direction, national standards, and environmental limits.

Reform programme and description	Lead agency	Status at May 2026 and next steps
Key aspects of Pillar 1 that will be implemented in the new resource management system include: Housing Growth Targets, which will require Tier 1 and 2 councils to enable 30 years of feasible housing capacity in their district plans, using 'high' population growth projections Strengthened requirements to enable intensification in the areas where it makes most sense, such as along transport corridors • Providing for a greater mix of residential, commercial and community activities across urban areas • Making it easier for cities to expand outwards at their urban fringes • Not allowing for councils to set minimum floor area or balcony requirements.		
City and Regional Deals The Government has set out its expectations for City and Regional Deals (CRDs). City and Regional Deals will be strategic 10-year partnerships between local and central government to progress joint priorities including economic growth, enabling abundant housing, better management and utilisation of local assets, and closing the infrastructure deficit. It has signed the first Memoranda of Understanding (MOUs) to negotiate deals with Auckland, Otago/Central Lakes and Western Bay of Plenty.	DIA	In July 2025, the Government announced it had signed MOUs to negotiate deals with Auckland, Otago/Central Lakes and Western Bay of Plenty.
Formation of the Ministry of Cities, Environment, Regions and Transport The new Ministry will bring together the Ministry for the Environment, the Ministry of Housing and Urban Development, the Ministry of Transport, and local government functions from the Department of Internal Affairs into one new agency. The aim is to bring together related functions to deliver reform most efficiently.	MCERT will combine MfE, HUD, MoT, and the local government functions from DIA.	Establishment work is underway. A Chief Executive will be appointed in the first half of 2026. MCERT will be fully operational by July 2026.
National Infrastructure Plan The NIP is intended to provide a shared, long-term view of our infrastructure expectations and priorities. It will guide decision-making by central and local government. The Plan gives us a long-term view, and answers some key questions: • What's needed and what should we be spending over the next 30 years? • What's our planned investment over the next 10 years? • What's the gap between the long-term infrastructure need and planned investment? How do we address that gap?	New Zealand Infrastructure Commission Te Waihanga	The National Infrastructure Plan was tabled in Parliament (and thus released) on 17 February 2026.

**COMMUNITY &
ENGAGEMENT
MONTHLY
REPORT**

May 2026

Executive Summary

The Community and Engagement Group is made up of the Te Ahu Museum and Archives, Libraries, Customer Services, Visitor Information Services (isites), the Communications and Engagement Team, the Contact Centre and the RFS Project all of which provide a variety of services that benefit communities in the Far North District. These services are aligned with Council's vision of creating great places and supporting our people.

Reporting Period: May 2025 to April 2026.

This monthly report is presented in a 12-month rolling period to highlight trends, spikes, and troughs, with a focus on the closing period month's operational activity updates, key metrics being tracked, and data analysis.

Authors of the following detailed reports include: Ruben Garcia, Group Manager – Community & Engagement, Manager – Libraries and Customer Services, Manager – Te Ahu Museum and Archives, Manager – Visitor Information Services, Manager – Communications & Engagement, Manager - Contact Centre.

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Communications & Engagement

The Communications & Engagement Team acts as liaison between the organisation (including elected members), the public, and media to promote on FNDC projects and activities. This team's operational function is to keep our communities informed and engaged via regular news stories published on FNDC web, social media sites and other outputs, while also working directly with communities delivering targeted engagement projects.

Operational Highlights for the May 2026 reporting period:

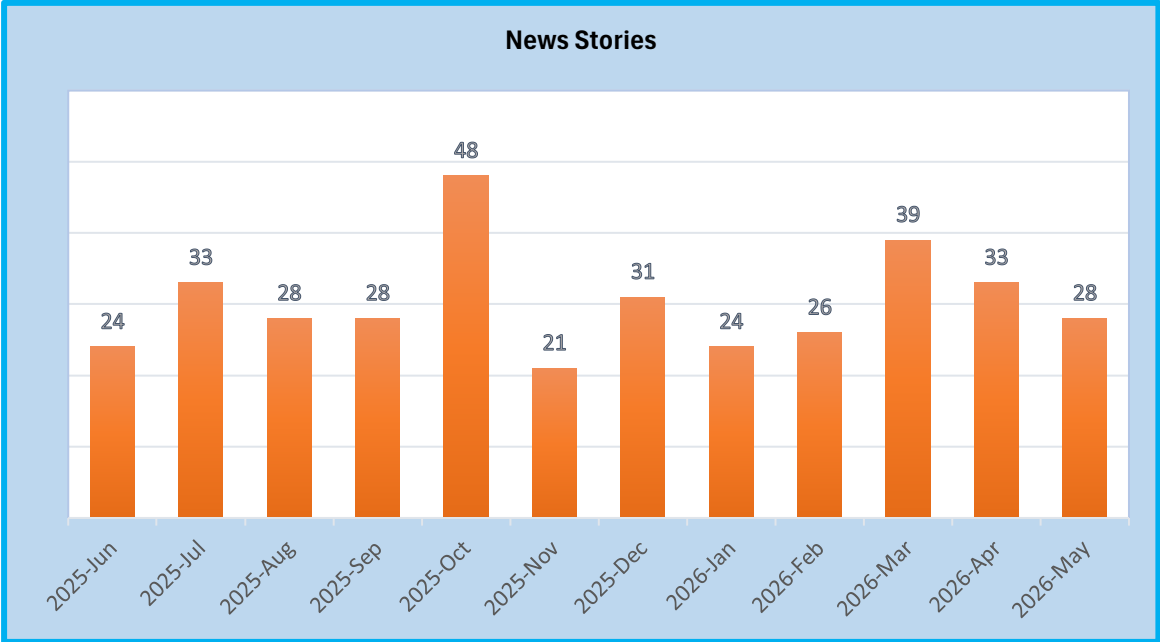
- Local government reforms was a key topic covered by the news team during May. This included stories on a council decision to strengthen governance assurance and public confidence, the government's new Head Start pathway for Simplifying Local Government and associated public survey, a decision to set up an organisation to deliver drinking water and wastewater services across Northland, and the creation of a joint council Local Government Reform Elected Member Steering Group.
- The Communications & Engagement Team is working well with the Office of the Mayor to ensure that governance is well represented in external council communications. An example was the 21 May story seeking public input on the Government's Head Start pathway announcement. The story and accompanying survey were pulled together quickly by both teams and the approach has since been followed by other Northland councils.
- The team is constantly refining and updating the FNDC website. In May, the Online Strategy & Communications Advisor:
 - Set up a new [Hot topics webpage](#) designed to address and clarify issues being discussed by our community
 - Created a searchable [News story archive](#) with over 1500 FNDC news stories published between 2019 - 2025
 - Refined Google searches of FNDC webpages cutting the number of URLs shown for a page from over 20 to less than five, reducing incorrect URLs appearing in searches.
 - Tidied up and streamlined the layout of both the [elected member pages](#) and [SLT page](#) to be more accessible and mobile friendly.

Key Performance Metrics

The following pages include key performance metrics we track to better understand our business activities. **All reporting metrics are reported in a 12-month rolling period** (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

News Stories Published

A core objective of the team is to keep the public regularly updated on council activities, projects and decisions via published news stories and media releases. The goal is to publish at least seven news stories each week (28 per month) on the FNDC website (fndc.govt.nz). These are republished to FNDC social media sites – Facebook and Instagram. Selected news stories are also republished in fortnightly newspapers and in newsletters included with quarterly ratepayer invoices.



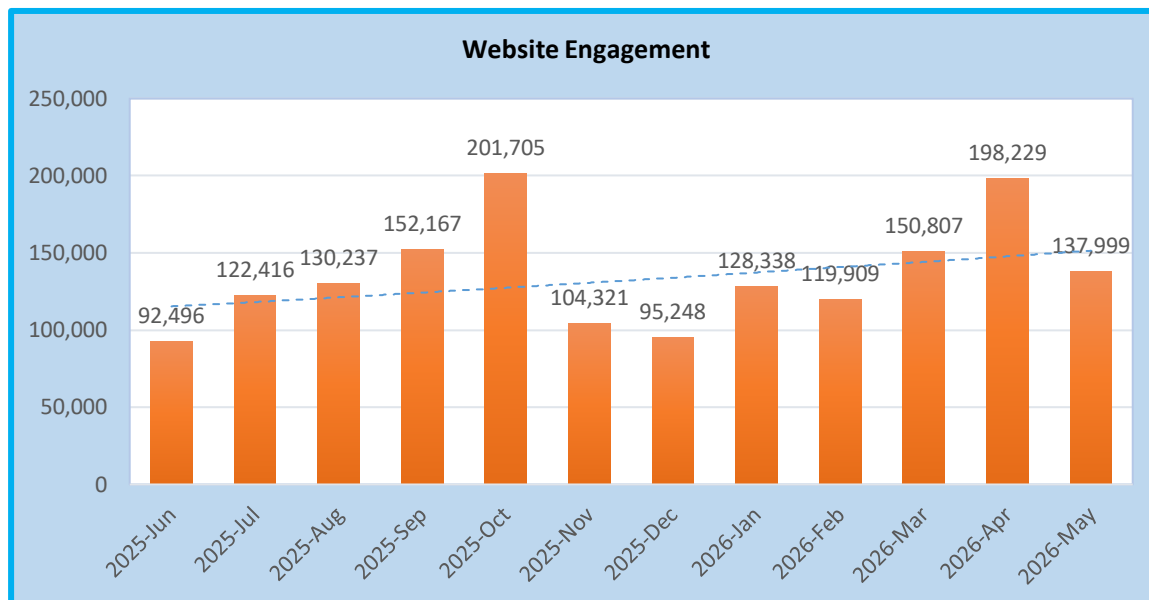
Communications & Engagement, Figure 1 – News stories are published on the FNDC website, social media channels, newspaper adverts and newsletters.

News stories published analysis

- Due to being short-handed for much of May, the team did not reach its increased monthly target of publishing 30 stories and videos – publishing 28 instead.

Website Engagement

For most customers, the FNDC website is their first point of contact when seeking information from the council. Website engagement represents the total number of customer views across the entire FNDC website (fndc.govt.nz) but does not include 'administrator' views (the communications and engagement team) nor a small number of sub-domain pages.



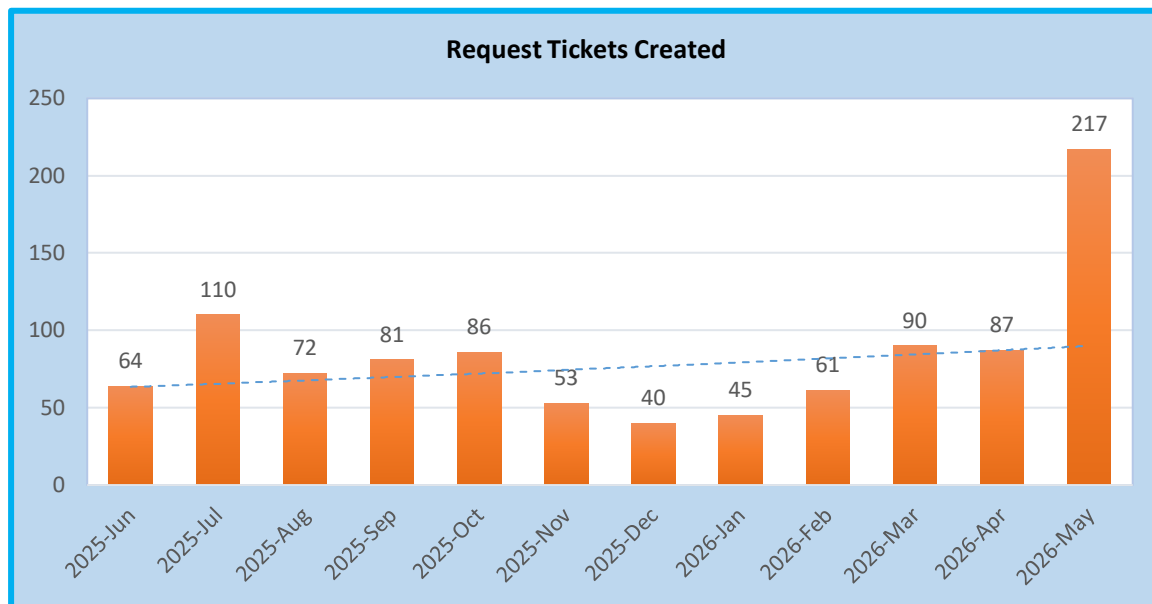
Communications & Engagement, Figure 2 – Website engagement measures total customer views across the FNDC website.

Website Engagement Analysis

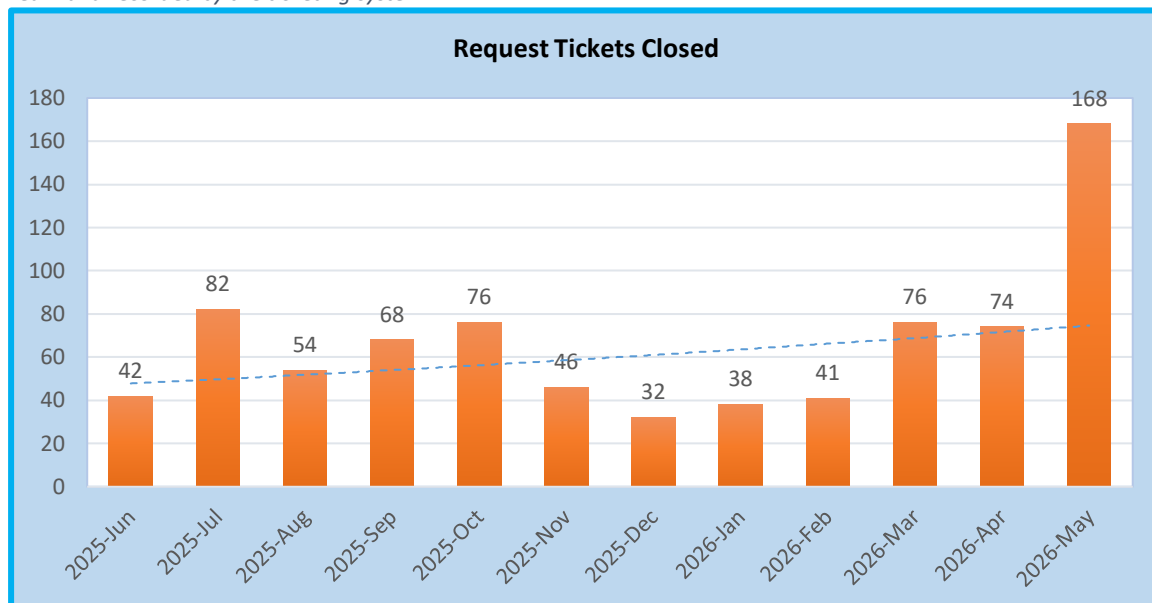
- Overall Website Engagement in May fell following high engagement figures recorded in April when traffic to the FNDC website was largely driven by coverage of two major weather events and national interest in the council's Te Kuaka Committee for Māori Strategic Relationships. May, by comparison, was relatively quiet with settled weather and no new significant current events to drive website traffic. Nevertheless, Website Engagement remains healthy demonstrating that we have established a relatively stable audience.

Request Tickets Created and Closed

In addition to servicing all forms of external communications, the Communications and Engagement Team provides a high level of service and support within FNDC to staff and departments of the council. Our Freshservice support ticketing system receives, allocates, and tracks progress on service requests that are allocated to and managed by each member of the team. Task categories range from website and intranet updates to graphic design and video production. There are currently 11 task categories, although this total can change as communication and engagement activities evolve.



Communications & Engagement, Figure 3 – Request Tickets Created each month for the Communications and Engagement Team and recorded by the ticketing system.



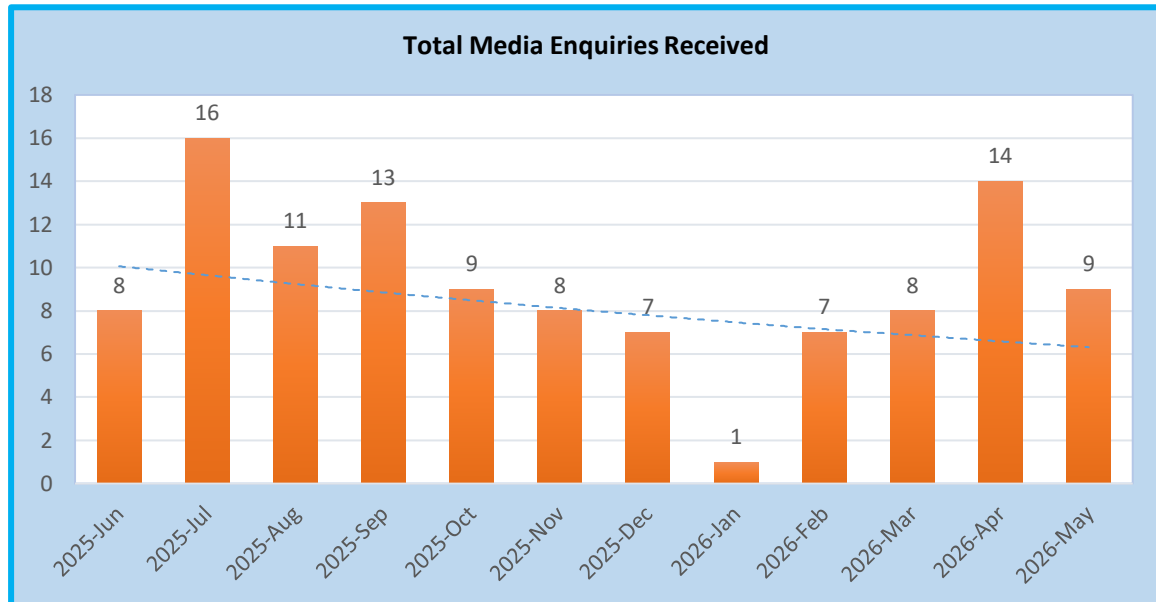
Communications & Engagement, Figure 4 – Request Tickets Closed each month for the Communications and Engagement Team recorded by the ticketing system.

Request Tickets Created and Closed Analysis

- A dramatic increase in the number of tickets created and closed during May was due to a correction in the way created and closed tickets are being recorded in the Fresh service ticket system. The changes more accurately reflect the combined number of tickets opened and completed by members of the Communications and Engagement Team.

Media Enquiries Received

Responding to media is just one task tracked by the team. This category is separated out for special mention due to the reputational risk that media enquiries pose to the organisation and the significant staff resource they often require to research, draft and sign off. We aim to respond to media enquiries within 24 hours.



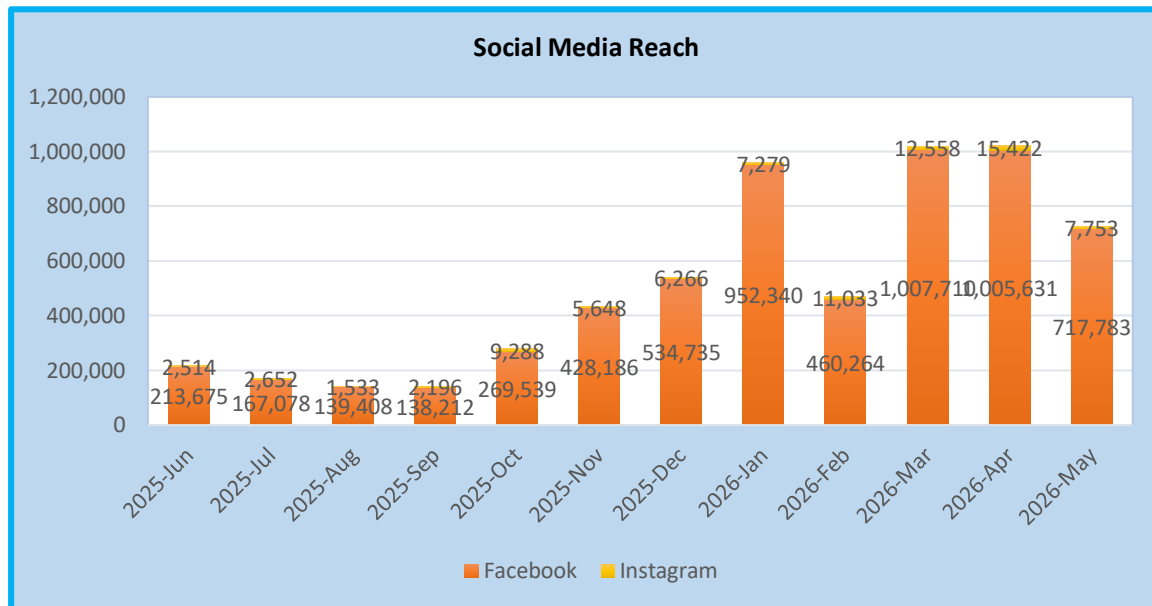
Communications & Engagement, Figure 5 – The team responds to all enquiries from print and broadcast media.

Media Enquiries Received Analysis

- Media request totals returned to levels seen before a spike in requests seen in April. That spike was largely due to a number of controversial and topical issues that created heightened media interest, such the council's weather emergency response. By comparison, May was a relatively quiet month on the news front.

Social Media Reach

Social media is an increasingly important communication tool for the council. Social Media Reach counts reach from organic or paid distribution of content, including posts, stories and ads. This measures FNDC's two main social media platforms – Facebook and Instagram.



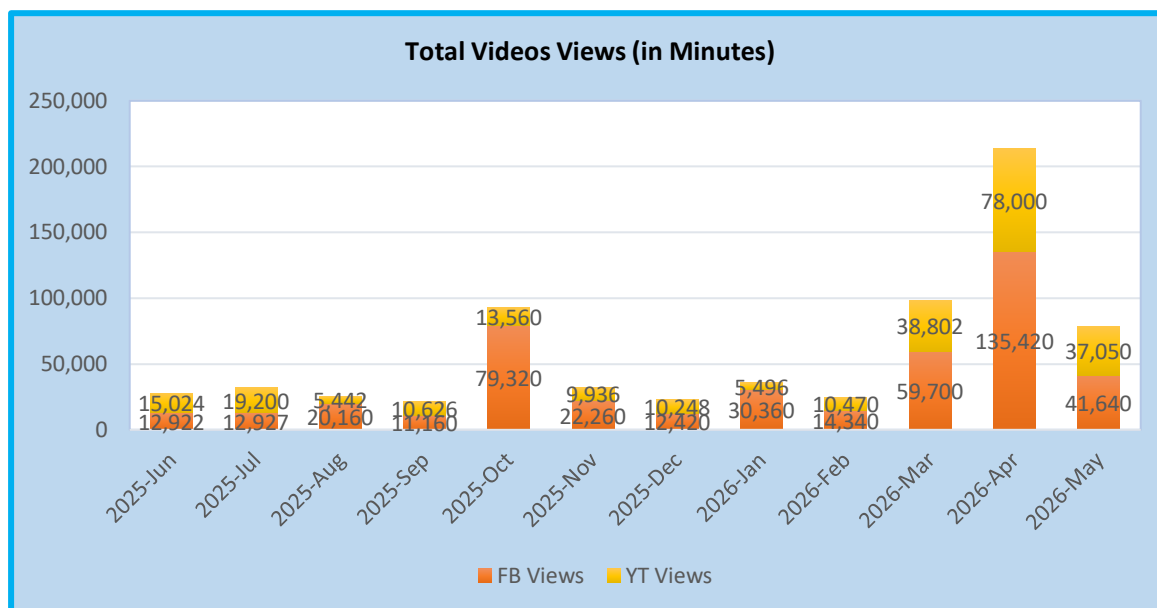
Communications & Engagement, Figure 6 – the council's primary social media platforms are currently Facebook and Instagram.

Social Media Reach Analysis

- Different audience preferences on the council's primary social media platforms – Facebook and Instagram – were clearly demonstrated in May, with written stories achieving the greatest reach on Facebook, while video dominated on Instagram.
- On Facebook, an update on upgrades to the Kaitiāia Airport runway gained a reach of 50,173, while in second place on reach of 37,967 was a story about the opening of a new Swordfish Club at Ōpua. A 5 May video on roading featuring councillors Baucke, Foy and Rākena achieved the third highest reach on 30,003.
- On Instagram, the same roading video attained reach of 658, while a second roading video, also featuring the trio, scored 643. A written story detailing the mayor's response to a government Headstart announcement was third-placed on Instagram with reach of 326.

Video Views in minutes

Video provides the team with an important communications tool to keep communities informed and that increases website views and social media reach. This measure covers total video minutes watched on the council's Facebook and YouTube channels.



Communications & Engagement, Figure 7 – videos are republished from the council's website to its Facebook (FB Views) and YouTube (YT Views) channels.

Video Views Analysis

- The first of two roading videos presented by councillors Baucke, Foy and Rākena and published on 5 and 11 May was a clear winner in terms of watch time totalling 9 days and 7 hours.
- Coming in second and published on 5 May was a video update on Te Hiku Community Board's meeting, which achieved watch time of 3 days and 14 hours.
- All the most popular videos in terms of Total Video Views during the month were livestreams of council meetings or post meeting roundups delivered by community board members or committee chairs. This demonstrates the huge appetite our audience has for seeing elected members doing their mahi and explaining what that work is.

Communications & Engagement Conclusion

May saw key indicators almost across the board return to levels similar to those recorded prior to a spike in numbers recorded in April. That spike in social media engagement, video views and media enquiries was due back-to-back weather emergencies combined with decisions that captured national attention. While the national media gaze may have moved on, our audience has demonstrated a strong appetite for seeing their elected members participating in meetings and explaining the work they do. In terms of Social Media Reach and Total Video Views, video content featuring elected members proved to be a favourite. This helps to confirm a decision by the Communications & Engagement Team to focus more on delivering short, fast-turnaround video content to our audience that explains the work of the council.

Far North District Contact Centre

The Contact Centre is the first point of contact for people in our district, providing delivery of information, progressing requests from the community, and helping customers to solve Council-related issues. The Contact Centre also manages online customer registrations.

Operational Highlights for the **May** 2026 reporting period:

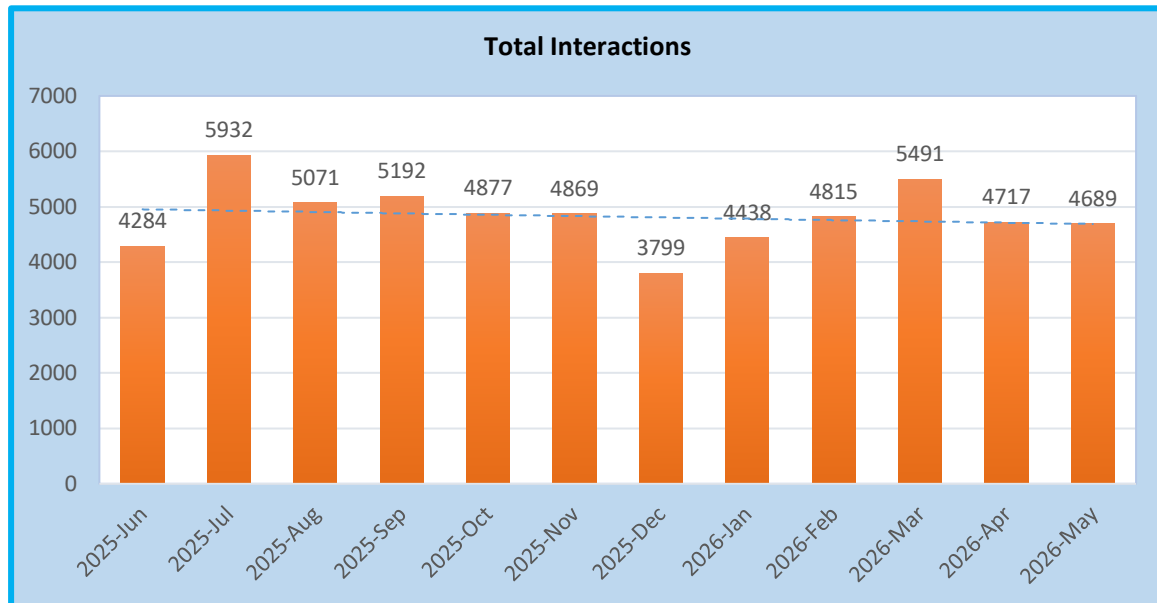
- The Contact Centre processes, and new phone updates activated have seen an improvement on the monthly statistics.
- The Contact Centre has remained busy due to the Centre changing to a 24-hour service, reinforcing the decision made to go for the 24-hour service.
- The continuing positive collaboration between the Contact Centre and the Customer Services teams to ensure that front line communications and front of house contact with our customers and rate payers is professional and timely adds value to our services.
- The report now shows the new measures that have been initiated to ensure that the Contact Centre is meeting and maintaining excellent customer services to the community.

Key Performance Metrics

The following pages includes key performance metrics we track to better understand our business activities. **All reporting metrics are reported in a 12-month rolling period** (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Total Interactions

Total interactions measure the total monthly activity of the Contact Centre and includes all calls taken.



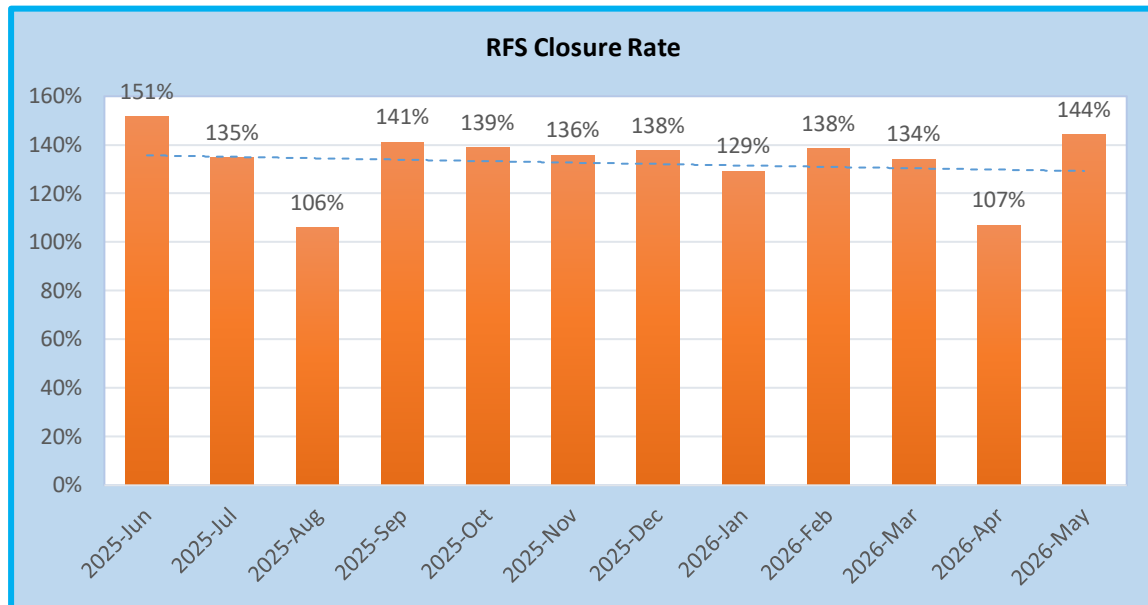
Contact Centre, Figure 1 – Includes totals for calls.

Total Interactions Analysis

- Total interactions fluctuated during June 2025 to May 2026. The fluctuations are reflective and associated with rate payers receiving the new rates invoice for the first, second, third and fourth quarters of the rates period and the rate rebate applications and when rebates would be applied to callers' rates accounts. This also reflects the increase call volume due to weather conditions being experienced.

Customer Services Requests for Service (RFS) Activity

RFS activity measures the number of new RFS raised and total number of RFS closed by the Contact Centre and total number of open Contact Centre RFS per month. This measure maintains an ongoing trend showing the Contact Centre is closing more RFS than they create, averaging between 20-40% more RFS' closed than created per month.



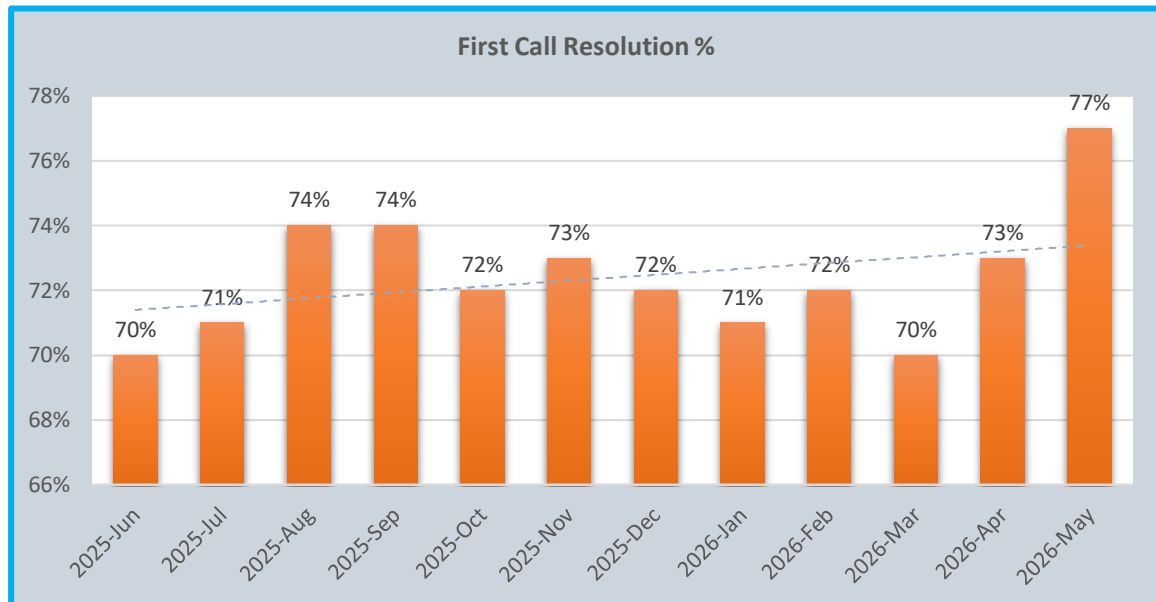
Contact Centre, Figure 2 – Includes RFS closed by Contact Centre

Total Customer Services RFS Activity Analysis

- During the month of May, the Contact Centre created 1190 RFS and closed 1715 which is a 144% closure rate.
- The Contact Centre is assisting in clearing the response received RFS which means we are closing more than we are creating.

Percentage of Calls Resolved at First Point of Contact

Percentage of calls resolved at first point of contact has a target of 66% as an LTP success measure. This measure is important to monitor because it demonstrates what percentage of customers have their call queries resolved without referral to other teams.



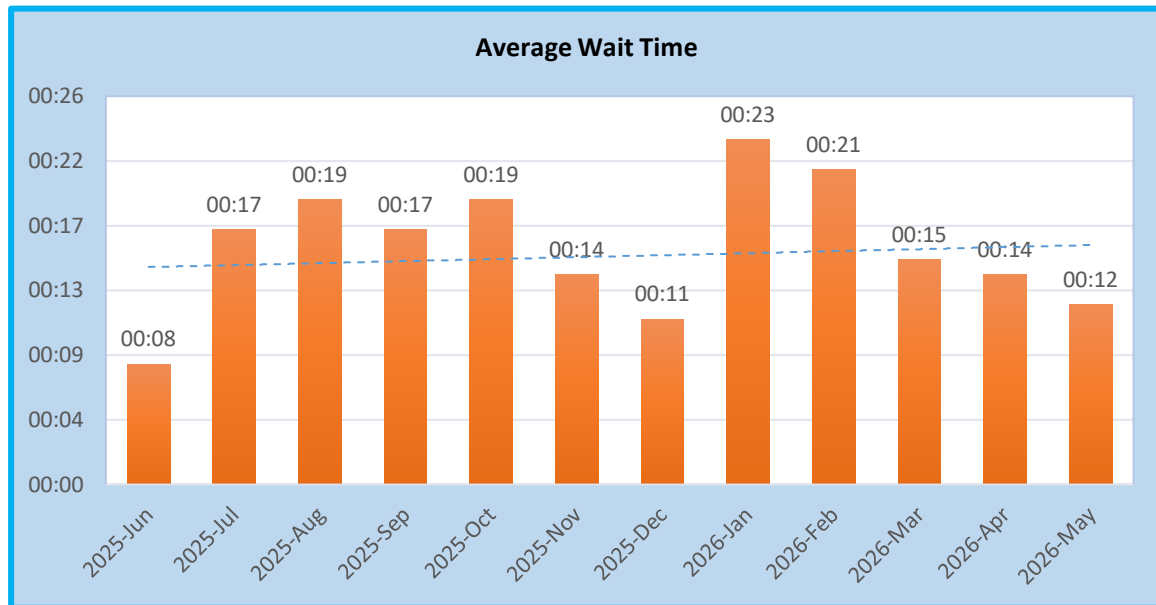
Contact Centre, Figure 3- Includes target of 66% (line) and percentage achieved.

Percentage of Calls Resolved at First Point of Contact Analysis

- 77% of calls were resolved at first point of contact during May. It is pleasing to see upskilling of staff having a positive impact. Any decline is being driven by more processes requiring specialist follow up as services move online: such as building, and some rating/payment functions.
- We also continue to upskill in common queries such as rating, roading, waters, and building to answer more queries at first point of contact by inviting these teams to meet with us to share their knowledge.

Average Wait Time

Average wait time refers to the time a customer waits to have their call answered from the phone queue and is measured in minutes and seconds. This metric is important to monitor because it demonstrates the average amount of time a customer is made to wait before their query is picked up by an operator.



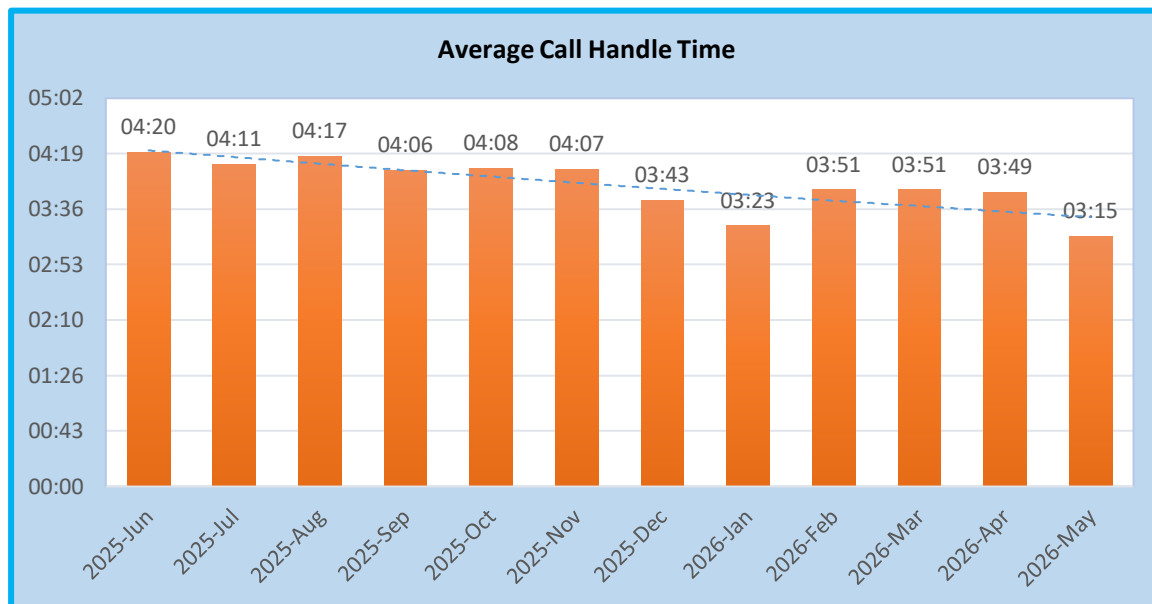
Contact Centre, Figure 4 - Includes average wait time for calls to be answered.

Average Wait Time Analysis

- This measure is an important metric for Contact Centre as this tracks how effectively the team are managing initial call handling.
- The average wait time in May was 12 seconds, which meets the KPI. It was a good outcome considering that the Contact Centre has been experiencing staff absences due to illness and covering customer service frontline to assist in this area it was a pleasing result.

Average Call Handling Time

Average call handle time refers to the time it takes to fully complete a customer query and is measured in minutes and seconds. This metric is important to monitor because it demonstrates the average amount of time a customer remains on the phone while their query is managed by an operator.



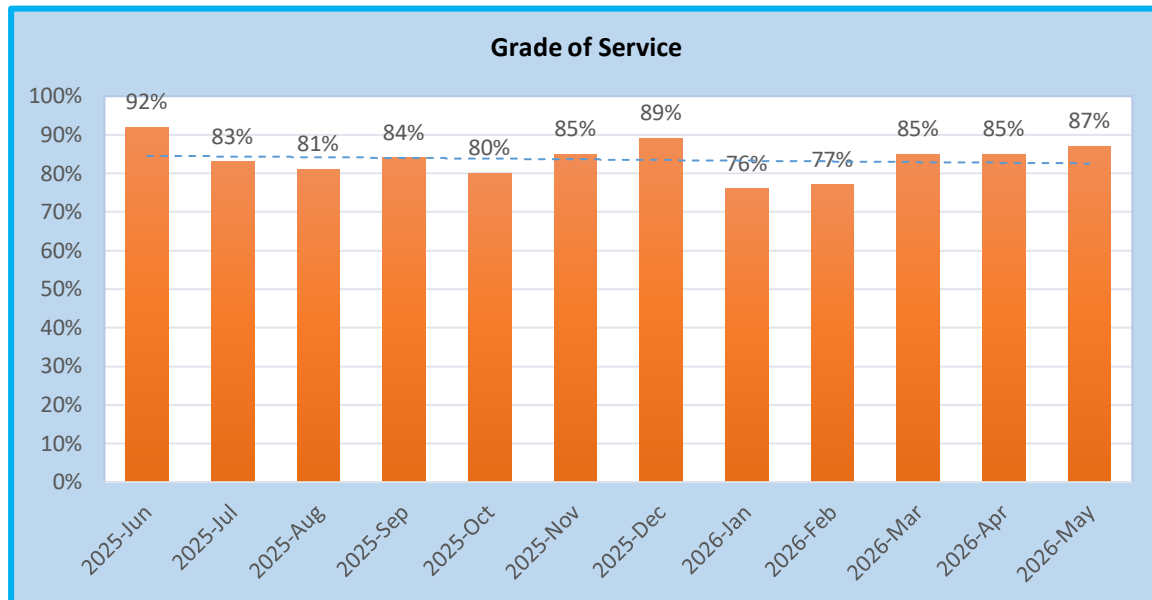
Contact Centre, Figure 5 - Includes average handling time of calls per month.

Average Call Handling Time Analysis

- This is a relatively new measure for Contact Centre that tracks how effectively the team are managing call flows.
- The average handle time in May was 3 minutes 15 seconds, which is under the KPI of 5 minutes.

Grade of Service

Grade of Service (GOS) refers to the industry standard of answering calls within 20 seconds of presentation into a queue. Grade of Service metrics measure the percentage of calls which meet this industry standard. This metric is important to monitor because achieving this measure is an industry gold-standard, and tracking GOS levels allows for better resource and workflow management.



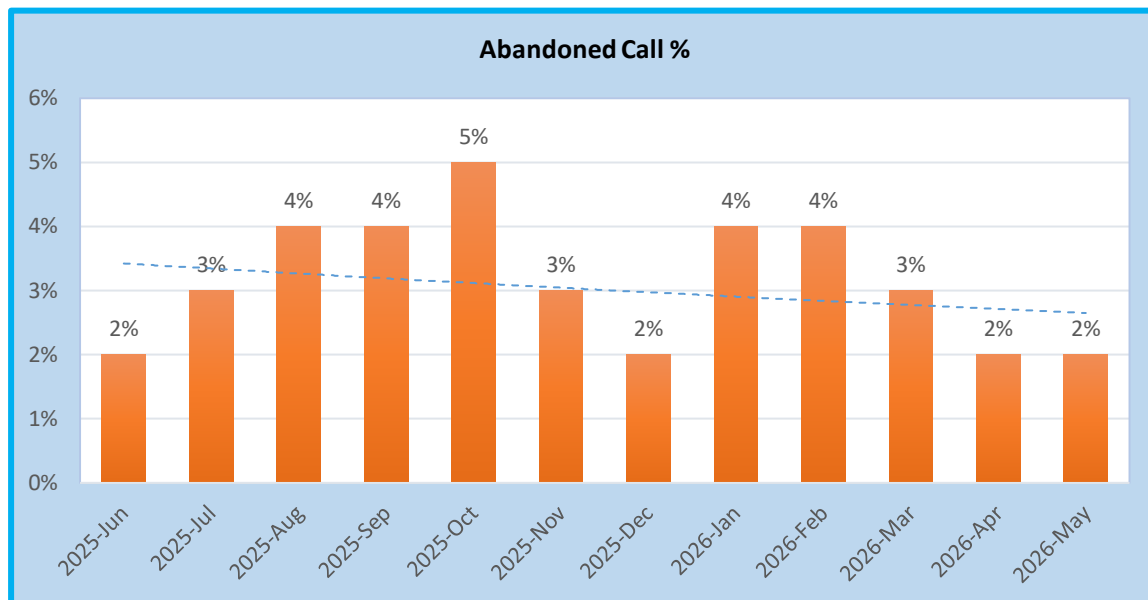
Contact Centre, Figure 6 – Includes % of calls that meet the Grade of Service level of being answered within 20 seconds.

Grade of Service Analysis

- This measure tracks how effectively the team are answering calls, which is a critical component of effective Contact Centre operations.
- The Grade of Service percentage in May1 was 87%. This is a well-deserved result due to call volume increase because of the weather conditions being experienced along with the staff absenteeism due to leave and illness and providing support by covering customer service frontline to assist the Customer Service team.

Percentage of Abandoned Calls

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 monitor because it demonstrates the percentage of attempted calls per month that are not taken.



Contact Centre, Figure 7- Includes target of 12% (line) and percentage achieved.

Percentage of Abandoned Calls Analysis

- Performance against this measure has been consistently below the LTP target throughout the current reporting period. However, it is pleasing to see lower percentages of abandoned calls being consistently maintained in the last 12 months.
- The abandoned rate for May was 2%. The team met the KPI for this month and performed well.

Contact Centre Conclusion

By making the Contact Centre a separate entity we have seen a remarkable improvement in the service we provide to the ratepayers. The success of the measures put in place to improve our services and enhance our customers experience has been maintained and monitored to ensure that this continues going forward. The Contact Centre endeavours to maintain the under KPI monthly statistics so we become competent and efficient in the service that we offer to our customers and to our ratepayers.

There is ongoing positive collaboration between the Contact Centre and Customer Services teams. This ongoing collaboration enhances and ensures that all interactions with customers and ratepayers, via the Contact Centre and front of house are handled in a professional and timely manner. Both teams work closely together to address any issues that arise and are

isite Visitor Information Centres

The three isite Information Centres in the Far North District are located at Paihia (Bay of Islands), Ōpononi (Hokianga) and Kaitiāia (Far North). The centres are primarily the focal point/central hub for all visitors, including cruise ship passengers, wanting information and tickets/bookings for local attractions. Staff can also make bookings throughout New Zealand.

The isites also act as local Far North District Council (FNDC) service centres where residents and ratepayers can register their dog, pay their rates, and make general enquiries about council services.

The isite team are passionate about promoting the Far North and its many attractions and our products. They are well trained in sales and provide excellent customer service all round. This ensures that visitors see the best of the Bay and the district, stay longer, and spend their tourist dollars, thus supporting the economic prosperity of our communities.

Operational Highlights for the **May** 2026 reporting period:

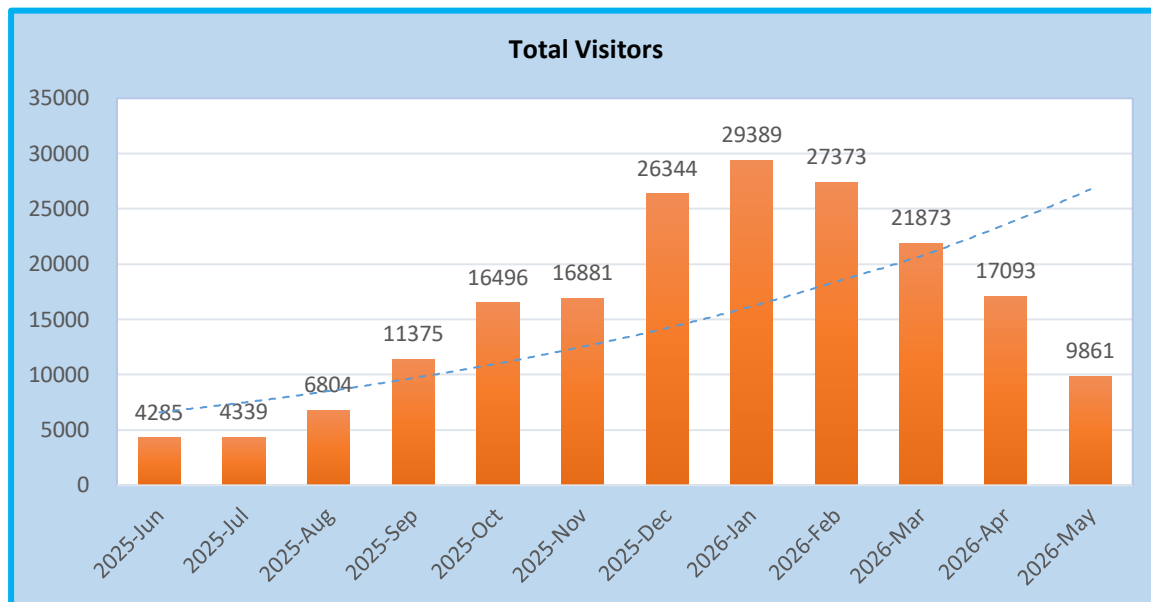
- **Seasonal Operator Activity:** As the region transitions further into the winter season, many tourism operators have reduced services or concluded operations for the season. This includes sailing excursions, vintage train departures, snorkelling trips, and fishing charters, with limited departures continuing for Hole in the Rock cruises. This seasonal adjustment reflects reduced visitor demand and changing weather conditions across the Bay of Islands and wider Northland region.
- **Rates Payments Activity:** All isite locations experienced an influx of ratepayers during May, particularly leading up to the 20 May rates deadline. This resulted in increased visitor traffic and customer interactions across centres as residents utilised isite services for payments and enquiries.
- **Events & Visitor Activity:** The Country Rock Festival attracted strong visitation across five venues over three days, contributing positively to Paihia's local visitor activity. Paihia isite supported the event through the sale of weekend badges and day passes, providing an additional touchpoint for visitor engagement and event participation.
- **Hokianga isite Refurbishment:** The Hokianga isite team are preparing for the upcoming interior refurbishment scheduled for June. The Manager- Visitor Information Services has been actively working with Tourism NZ regarding layout, isite brand collateral and graphics design as well as sharing of 50% of the costs of the refurbishment. Work is expected to take three weeks and during this time the isite will temporarily relocate to the premises of local visitor attraction Manea Footprints of Kupe to allow isite service delivery as usual.
- **Staffing Updates:** A new part-time Visitor Information Consultant started at the Kaitiāia isite to replace a staff member who resigned. Fixed term summer staff at the Hokianga isite rejoined as casual cover to support operational requirements during winter. This is a pleasing outcome as retention of experienced staff during the quieter season when there are less shifts available can be challenging. Two isite staff members are currently on part time secondment to other roles within the C&E team which offers ideal upskilling opportunities.

Key Performance Metrics

The following pages includes key performance metrics we track to better understand our business activities. **All reporting metrics are reported in a 12-month rolling period** (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Total Visitor Numbers

This measure is a tally of the total foot traffic at our three isite centres in the district: Paihia (Bay of Islands), Ōpononi (Hokianga) and Kaitāia (Far North). The increase in visitor numbers means more word-of-mouth promotion of the Far North as a tourist destination and visitors staying longer in the area allows more economic benefit across the district.



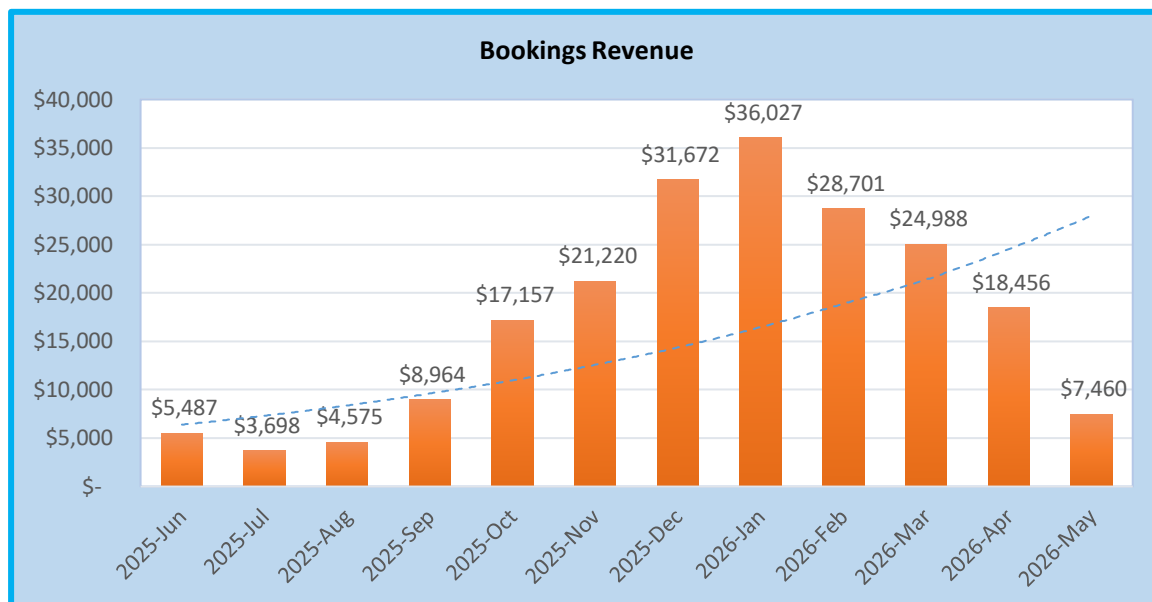
isite Visitor Information Centres, Figure 1 – Total Visitor Numbers for Paihia, Kaitāia and Ōpononi isites.

Total Visitor Numbers Analysis

- May 2026 recorded 9,861 visitors, compared with 17,093 visitors in April 2026, representing a decrease of 73% month-on-month. January 2026 marks the strongest month with 29,389 visitors.
- The decrease in visitor numbers reflects the transition into Northland's winter season, with fewer visitors overall and reduced tourism operator activity compared to the peak summer period.
- Paihia accounted for 65% of total visitor numbers, welcoming 6,432 visitors through the Paihia isite in May.
- As a centrally located and trusted visitor information hub, the Paihia isite continues to play a vital role in connecting visitors with local experiences, supporting regional dispersal, and enhancing the overall visitor experience across Northland.

Total Bookings Revenue

This measure totals the income generated from operator bookings at our three isite centres. Commission is taken on every booking made at the isites. The commission levels vary, with the majority being around 12.5% for operators, excluding Intercity, which is 10% throughout New Zealand. This revenue helps to offset the cost of providing isites in the three areas. This metric includes total revenue of bookings for activities, accommodation and transportation throughout New Zealand (Russell ferries, Intercity, Kiwi Rail, Interisland and Bluebridge ferries).



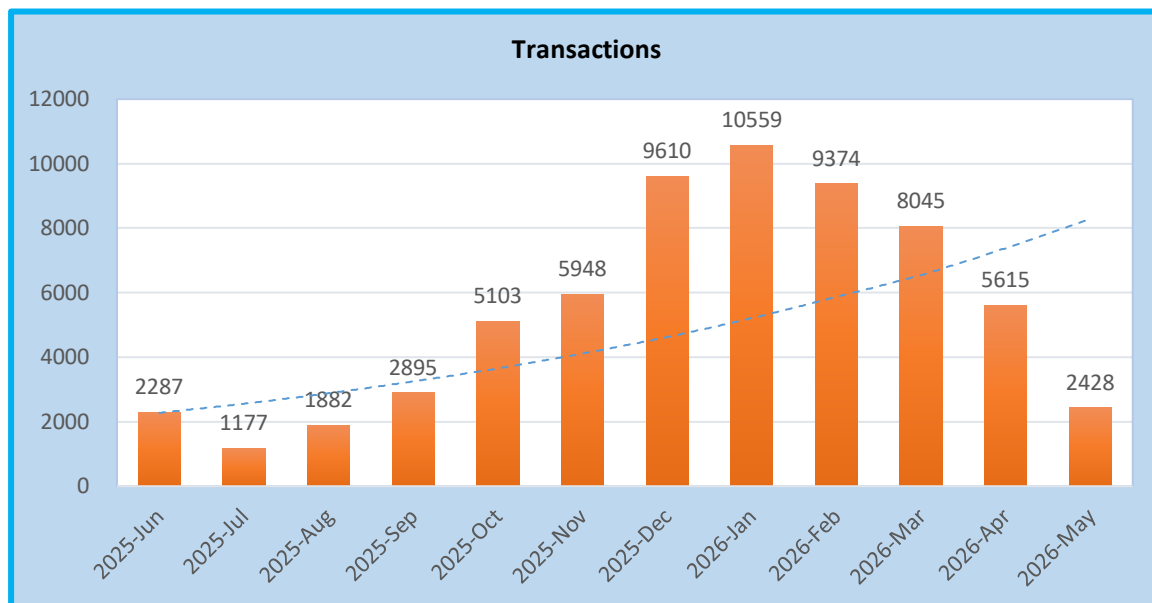
isite Visitor Information Centres, Figure 2 - Total Bookings Revenue in Dollars, includes all revenue generated from booking activities, accommodation and transport made by Paihia, Kaitāia and Ōpononi isite staff.

Total Bookings Revenue Analysis

- The combined revenue across all three isites for May 2026 reached \$7,460, reflecting a 147% decrease compared with April 2026 (\$18,456). This decrease reflects the onset of the low season, along with economic factors such as higher fuel prices impacting visitor spending and travel activity.
- Of the \$7,460 total, Paihia isite was the clear standout in booking revenue performance, contributing 96.6% (\$7,205).
- The most popular bookings in April were Bay Cruises, led by Explore/Fullers Bay of Islands (\$1,479), Island Getaway Cruises (\$277), and most significantly Russell Ferry tickets (\$4,834).
- The most popular bookings at the Kaitāia isite were with InterCity, generating \$179 in booking revenue.
- January 2026 remains the strongest month for booking revenue within the 12-month reporting period, driven by peak season demand.

Total Booking Transactions

This measure includes total transaction numbers for booking activities, accommodation and transportation throughout New Zealand (e.g. Russell ferries, Intercity, Kiwi Rail, Interislander and Bluebridge ferries).



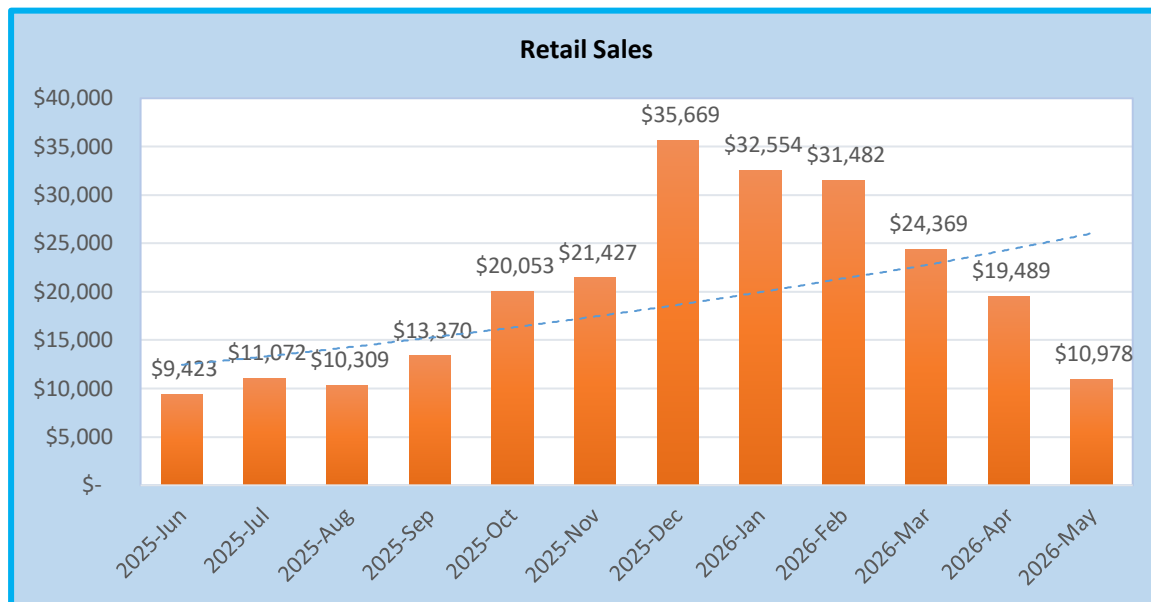
isite Visitor Information Centres, Figure 3 – Total Booking Transaction Numbers, includes all bookings for activities, accommodation, and transport across isites in Paihia, Kaitiāia and Ōpononi.

Total Booking Transactions Analysis

- Booking transactions across all three isites totalled 2,428 in May 2026, representing an 56.8% decrease compared with April 2026. This decline aligns with the corresponding dip in booking revenue and reflects the transition into the quiet winter season in the Far North region.
- The Paihia isite was once again the standout performer, contributing an impressive 91% of all booking transactions with 2,355 in total. Russell ferry tickets contributed 2,144 transactions towards the overall total.
- The isites processed 112 transactions for Explore/Fullers Great Sightings in May 2026, including popular experiences such as Cape Reinga tours, Hole in the Rock cruises, Otehei Bay ferries and Russell Mini Tours.

Total Retail Sales

Retail sales are an important part of revenue generation for isites as well as supporting community well-being through the promotion of local products. Cruise ship passengers demonstrate a keen interest in local products and souvenirs, something that local customers and other visitors also support.



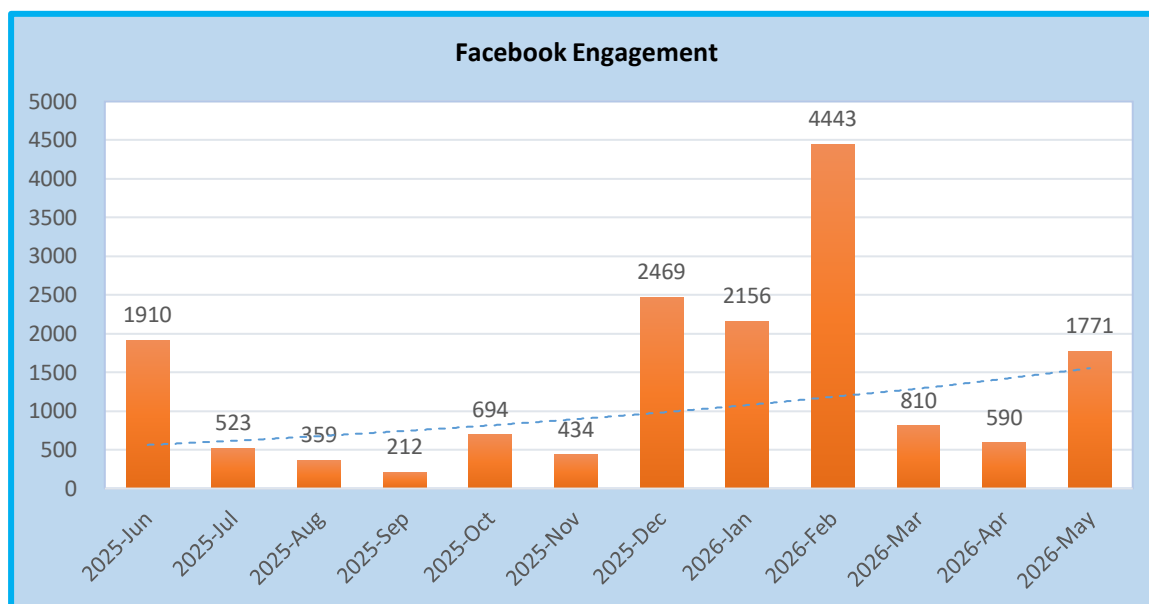
isite Visitor Information Centres, Figure 4 - Total Retail in Dollars, includes retail revenue generated by Paihia, Kaitāia and Ōpononi isites.

Retail Sales Analysis

- Total retail sales across all three isites reached \$10,978 in May 2026, representing a 56.3% decrease compared with April 2026. This decline reflects the seasonal slowdown, with reduced visitor numbers following the peak summer period, alongside periods of unfavourable weather and higher fuel prices impacting visitor spending.
- Kaitāia isite contributed 38.7% of total retail sales, equating to \$4,257. Top-performing suppliers included Halifax (\$628) with a range of popular souvenirs, Discoveries Wholesale (\$550) with pounamu and bone jewellery, and Parrs Products (\$441) with a variety of gift items. This continues to demonstrate solid retail engagement in the Far North.
- Hokianga isite once again led retail performance, contributing an impressive 44% (\$4,823) of total retail sales. High-performing lines for April included Pacific Collections (\$994) for apparel and accessories, Pro Kiwi (\$544) for souvenir items, and Southern Skies (\$313) for magnets and jewellery. This strong result highlights Hokianga's ongoing retail momentum with visitors and locals alike.
- Paihia isite contributed with Halifax jewellery (\$489) Southern Skies sales (postcards and magnets) contributed \$265, Avalon products have added \$213 in Paihia isite retail sales.

Facebook Engagement

Facebook engagement - measured through people reach, likes and reactions and comments - reflects how actively the isites' online audience interacts with its content. Higher engagement levels suggest a greater visibility for the isites' posts, enhancing their impact on the platform. These metrics help gauge how well the isites' content resonates with its online community and offer insights into which types of posts or topics generate the most interest, guiding the creation of more compelling and relevant content.



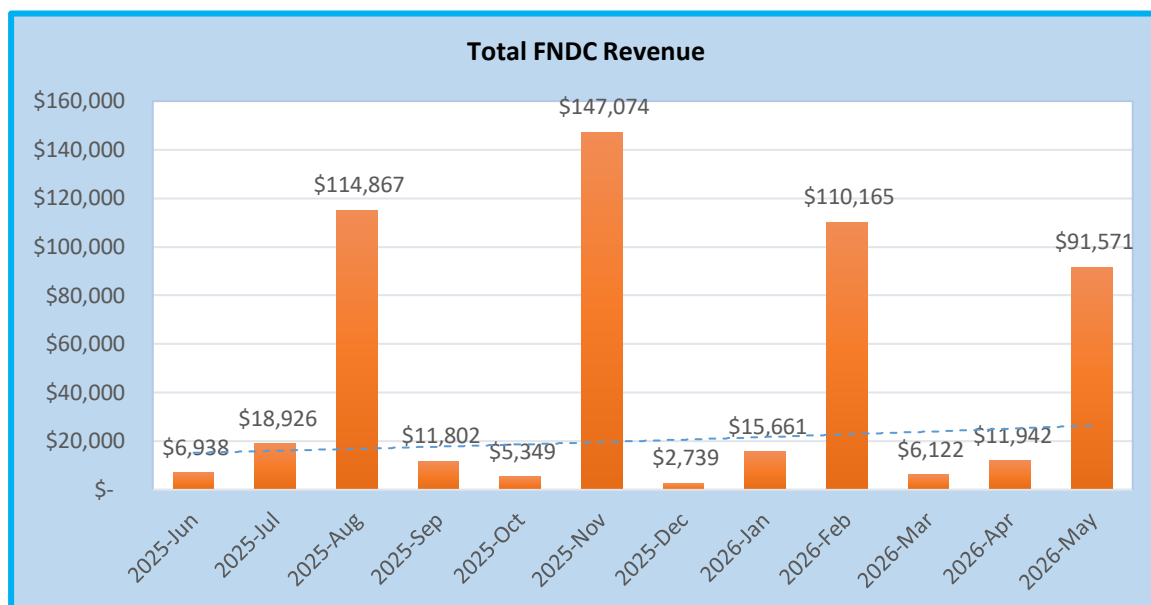
Isite Visitor Information Centres, Figure 5 – Total Facebook engagement statistics for Paihia, Kaitāia and Ōpononi isites.

Facebook Engagement Analysis

- Facebook is a valuable tool for monitoring engagement, contributing to increased visibility and connection with our communities.
- Facebook engagement metrics for all three isites measured 1,771 in May 2026 which includes reach, likes and comments.
- Paihia isite continued to lead Facebook activity, supported by regular and timely posts. The introduction of the weekly “Where in the Bay” feature, showcasing a photo of Bay of Islands scenery, has contributed positively to audience engagement by encouraging interaction and familiarity with local destinations.
- Hokianga isite’s post on their pre stock take sale offer has been engaged with 920 reactions.
- The Paihia isite Facebook page gained a further 12 followers during May, bringing the total audience to 327 followers, up from 315 in April 2026. This continued growth indicates steady audience interest and engagement with page content.
- Our role as a neutral information source means we do not promote specific businesses, which limits how often we post promotional material. That said, we actively share content that supports community and regional events.

Total FNDC Revenue

This measure is the total income generated from payments made at the isites for FNDC services. This includes property and water rates as well as dog registrations, parking fines and other council business payments.



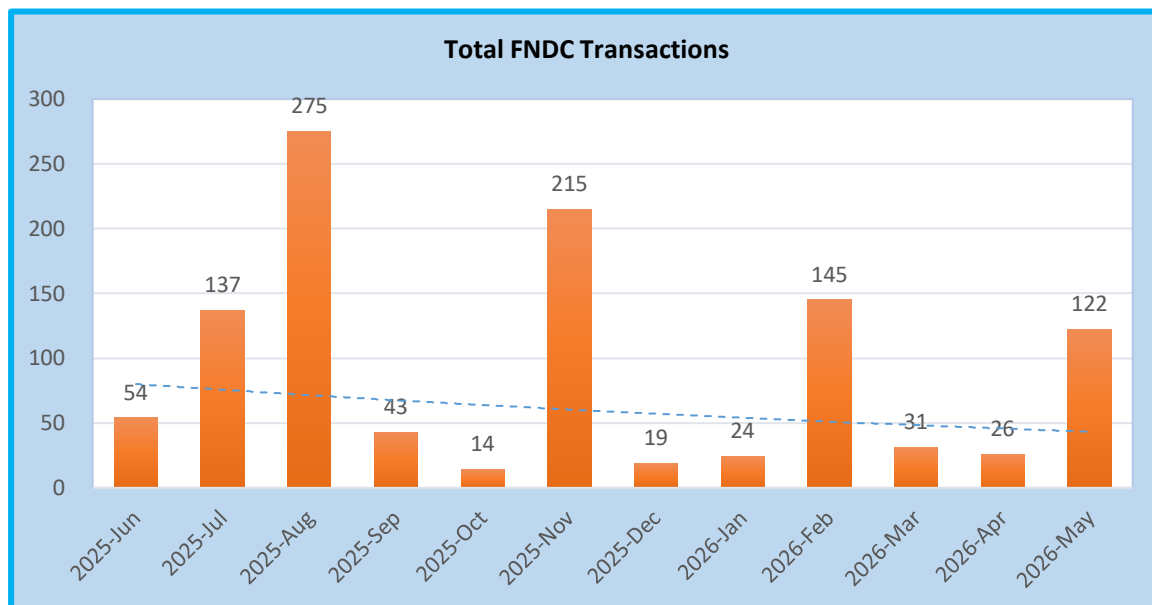
isite Visitor Information Centres, Figure 5 - Total FNDC Revenue in Dollars, includes payments for FNDC services at Paihia, Kaitāia and Ōpononi isites.

Total FNDC Revenue Analysis

- Total combined FNDC revenue across all three isites increased by 667% in May 2026 compared to April 2026. The sharp increase reflects deadlines for rates payments on 20 May, prompting property owners to make their payments at the isites.
- November 2025 remains the peak month for FNDC revenue. The deadline for rates payments fell on 20 November, with ratepayers visiting the isites to pay fees in November. Bay of Islands isite alone, generated \$86,501 in FNDC revenue and Kaitāia \$36,357 in November 2025.

Total FNDC Transactions

This category is about the total transaction numbers for payments for FNDC services including property and water rates as well as dog registrations, parking fines and other council business payments.



isite Visitor Information Centres, Figure 6 – Total FNDC Transaction Numbers, includes payments for FNDC services at Paihia, Kaitiāia and Ōpononi.

Total FNDC Transactions Analysis

- The combined total FNDC transactions for all three isites in May 2026 amounted to 122, reflecting an increase of 469% when compared to the 26 FNDC transactions in April 2026.
- Isites act as service centres which allow ratepayers and operators to have a service centre in their town that can take payments without the need for them to drive to main centres. The isite team are well trained in receiving payments and being first contact with FNDC.

isite Visitor Information Centres Conclusion

The isite network across the district welcomed 9,861 visitors in May 2026, reflecting the start of a quieter winter season for Northland. Visitor spending has dropped due to tourist off-season, the current economic situation, fuel prices as well as unfavourable weather conditions.

Overall total retail sales remained resilient at \$10,978. FNDC revenue activity increased due to rates payment deadline at the end of May. These results demonstrate the isite network's continued role in supporting visitors, facilitating regional dispersal, and contributing economic value to both the tourism sector and the wider Northland economy.

The quieter winter season is being used productively, with the Hokianga isite preparing for its upcoming interior refurbishment. The three isites are also preparing for end-of-financial-year processes and stocktake activities.

Far North District Libraries

The Far North District Council offers a network of six libraries located in Kaeo, Kaikohe, Kaitaia, Kawakawa, Kerikeri, and Paihia, and one mobile library. These libraries serve as essential social infrastructure, fulfilling the district's educational, literacy, leisure needs and enabling lifelong learning opportunities. By offering free and open access to knowledge and information services, these libraries are accessible to all residents. Additionally, they provide a diverse range of programmes suitable for individuals of all ages, ensuring an inclusive and enriching experience for the entire community.

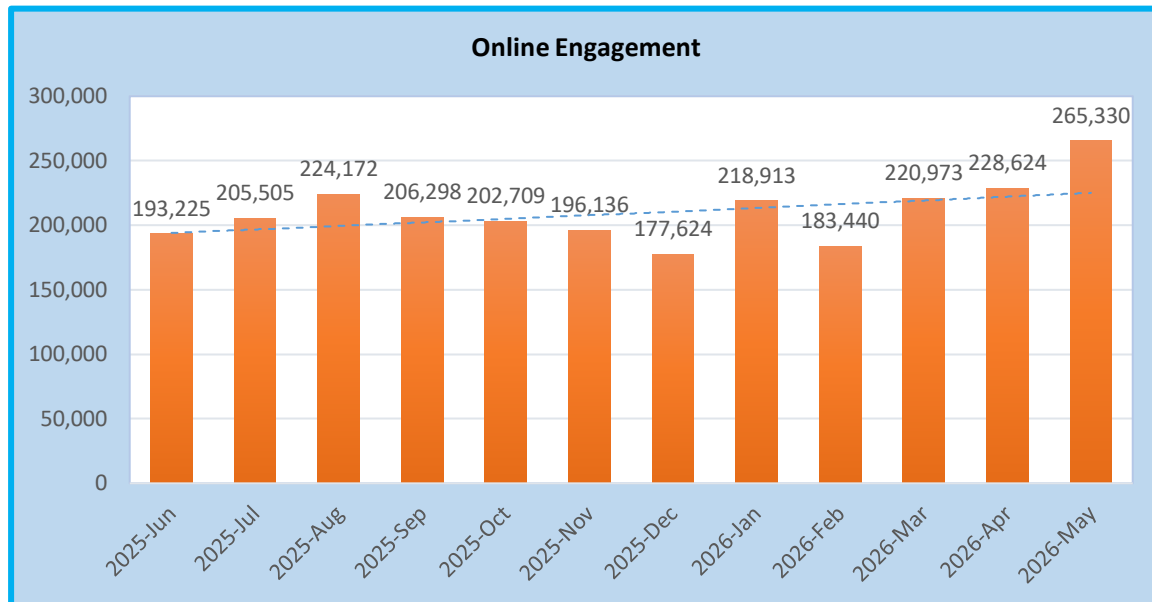
Operational Highlights for the **May 2026** reporting period:

- Online engagement was 265,330 during May, the highest within this reporting period, the increase is a positive sign that ongoing promotional efforts are having an impact. Digital Visit increases stood out, with engagement increasing by more than 16,000 in one month (105,050 in April up from 88,877 in March). Within this category Rediscovery, our local history data base had 44,917 views. Far North heritage Facebook page had 51382 views!!
- The Kaikohe library project continues library staff are hard at work behind the scenes getting ready to move into the beautiful new premises later in 2026. From working on purchasing of collections, selecting interior fitout items, planning makerspace technology purchasing and installation, creating rosters, confirming moveout plans, and facilitating the hundreds of other details required to ensure a smooth transition. The collaborative passion of this team continues to be a credit to the group and to council.
- The mobile library recorded 966 interactions in May, an impressive result. Its monthly visits to remote communities, along with support for schools and ECE centres, highlight the strong demand for this service.

The following pages includes key performance metrics we track to better understand our business activities. **All reporting metrics are reported in a 12-month rolling period** (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Online Engagement

Online engagement measures the digital use of online library services and includes all Facebook and email-newsletter engagement, and online site visits and downloads across the various services that make up the 'virtual library'. These include the online library catalogue, website and multiple e-services platforms across e-books, audio, magazine, newspapers, films, and several databases.



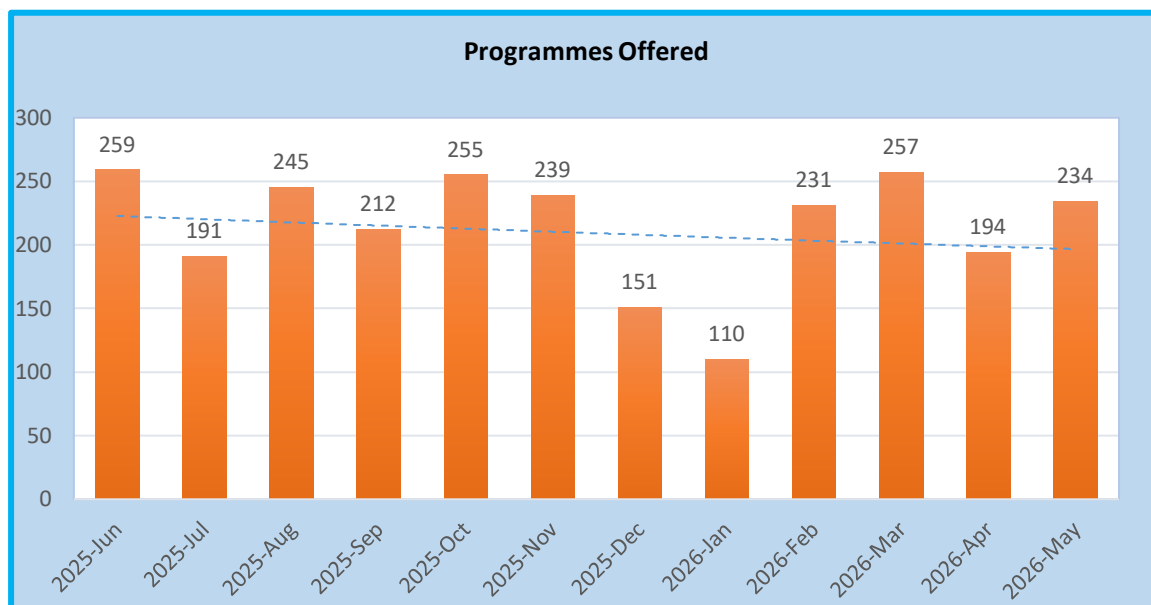
Far North District Libraries, Figure 1 – Online engagement includes visits, downloads, email newsletter and Facebook engagement (green).

Online Engagement Analysis

- Online engagement for May was 265,330, another increase and the highest result in the current reporting period.
- The e-newsletter had 6381 views in May.
- Wi-Fi use across our sites was 41,027 showing the need for access within our communities remains strong. The far north heritage Facebook page had 51382 views and reach for May, the highest engagement for this reporting period.
- A marketing push of e-services continues through our monthly library newsletter and Facebook pages.
- The collaboration with our Communications and Engagement team to create social media content to maintain interest in and awareness of e-library services continues.

Programmes Offered

Library programmes are free public events and activities, offered across a wide range of interest areas. The aim of library programming is to offer equitable access for communities to a wide variety of useful skills, ideas, and services that in turn support community well-beings. Libraries aim to offer as many programmes per month to communities as resourcing allows, this measure is important to track our output.



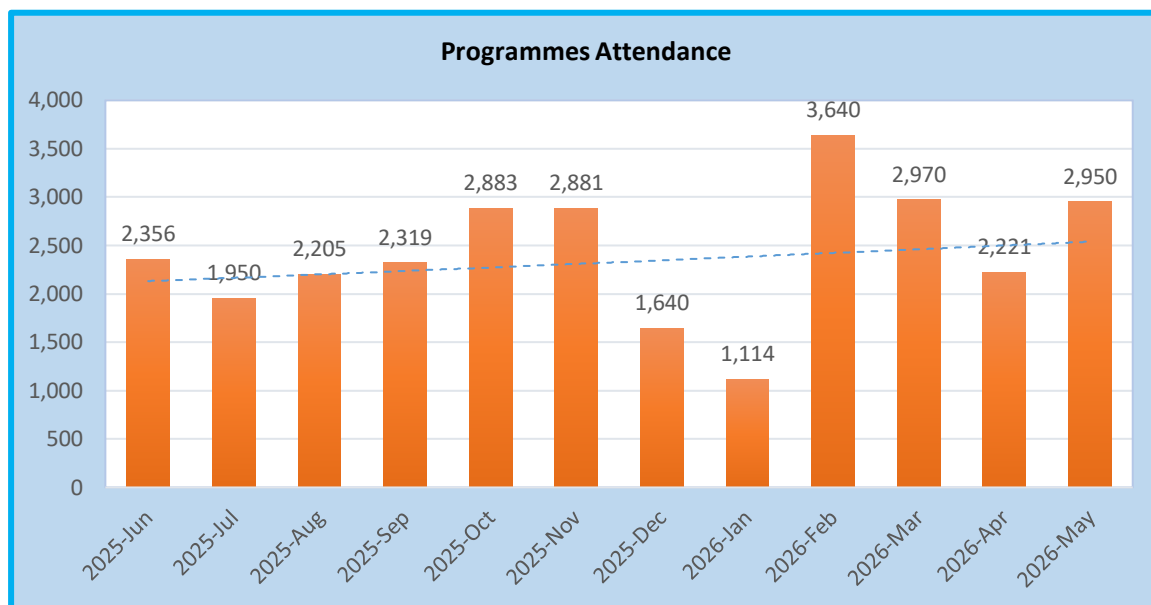
Far North District Libraries, Figure 2 - Includes all library programs offered, including outreach programs.

Programme Offered Analysis

- 234 programmes were offered across sites during May, an expected increase compared to April with term 2 programming resuming.
- Offering a varied range of community needed programmes remains at the forefront of programme creation. Social activities such as crafting, board games and book clubs remain popular among adults and STEM, Crafternoons, Lego club and Minecraft continue to be well received across the district for children.

Programmes Attendance

Library programmes are free public events and activities, offered across a wide range of interest areas. The aim of library programming is to offer equitable access for communities to a wide variety of useful skills, ideas, and services that in turn support community well-beings. Programmes attendance measures the number of individuals attending libraries programming, which is useful to measure the impact of these services.



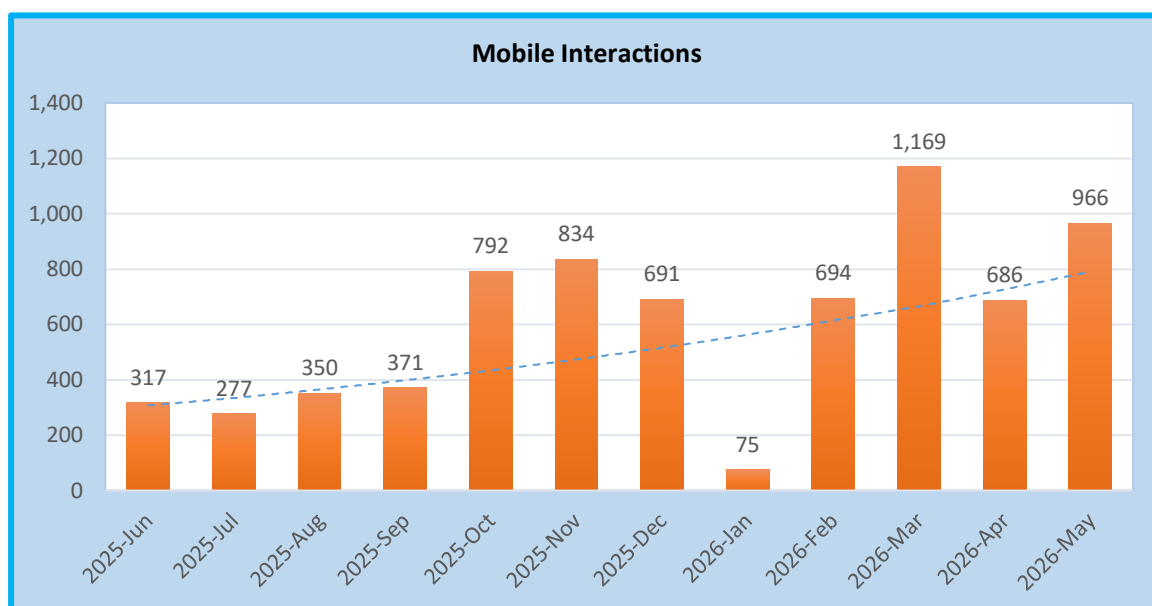
Far North District Libraries, Figure 3 - Includes all attendees to all library programs, including outreach programs.

Programmes Attendance Analysis

- Library programme attendees increased during May with 2,950 attending library run programmes throughout the district. A pleasing indication of ongoing demand for programmes delivered by our library services and a testament to the ongoing commitment of the team to providing top quality events at minimal costs.

Mobile Interactions

Mobile library interactions measure the in-person use of the Mobile Library and includes all library stops in communities, all educational-centre visits, and total number of interactions with customers.



FNDC Libraries, Figure 4 - Includes community stops, school visits, and total number of interactions with customers.

Mobile Interactions Analysis

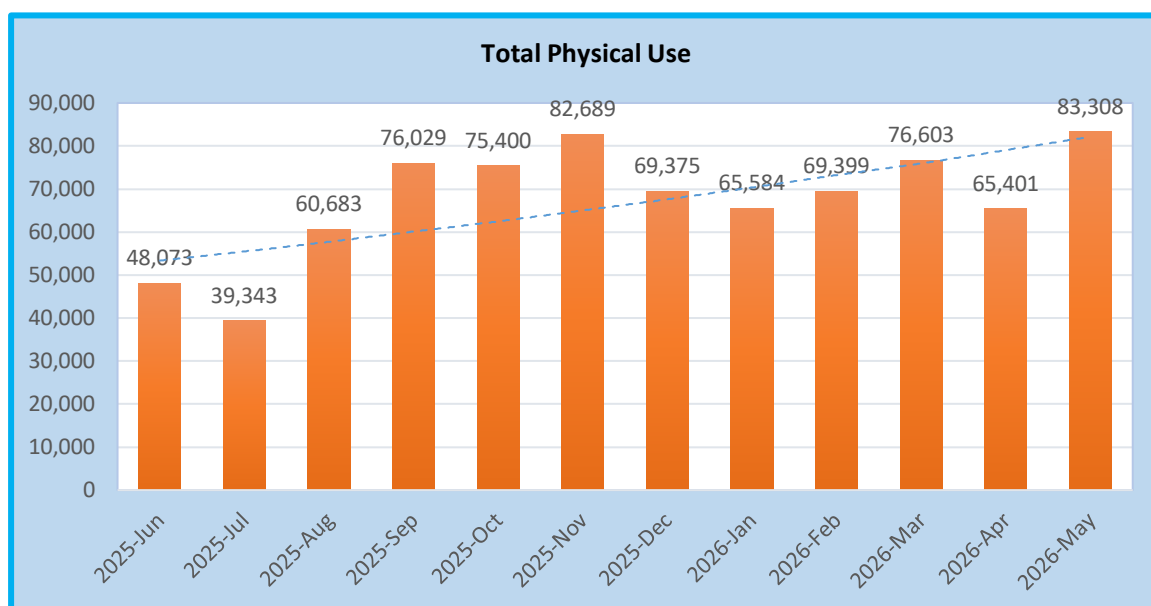
- Mobile outreach services continue to do very well with 966 interactions reported for May. This represents an expected upturn in visits from April as school visits recommence with the start of term 2.
- The mobile library run operates a timetable of one week per ward catering to a combination of community stops, schools, Kura and ECE. The fourth week of the month being dedicated to visits across the district that do not fit into the regular scheduled ward week. Stops are advertised on Facebook, at local community meeting spaces, and communicated regularly to 'community champions' who help ensure awareness of visit frequencies.

Library stops:

- **Te Hiku:** Karikari, Te Kao, Pūkenui, Taupō Bay, Coopers Beach, Mangōnui.
- **Bay of Islands-Whangaroa:** Whangaroa, Tauranga Bay, Te Ngaere Bay, Mōtatau, Maromākū, Russell, Rangitāne, Ōkaihau.
- **Kaikohe-Hokianga:** Ōpononi, Broadwood, Rāwene, Horeke, Umawera, Waimamaku, Pawarenga, Kohukohu, Ōkaihau.
- School/ECE stops:
- **Te Hiku:** Oturu School, Broadwood Area School, Te Kura o te Kao, Doubtless Bay Kindergarten, Paparore School, Pukenui Kura, Karikari - Te Rito Te Puna Reo
- **Bay of Islands-Whangaroa:** Russell Playcentre, Maromaku Playcentre, Maromaku School, Motatau School, Bloomfield Special School, Okaihau College, Oakridge Villas, Te Waenganui, Tōtara North ECE, Radius Baycare - Haruru Falls - Retirement Village Visit.
- **Kaikohe-Hokianga:** Pawarenga Kura, Horeke Kura, Ngā Tamariki o te Taiao.

Total Physical Use

Total physical use measures the in-person use of library services and includes combined visits to all library sites, total number of Wi-Fi and public-internet logins.



Far North District Libraries, Figure 5 - Includes Wi-Fi logins, internet device-use, number of visitors.

Total Physical Use Analysis

- Total physical use figures are up this month with an impressive figure of 83,308. Wifi alone has had very strong use during May with 41,027 logins to the public network at all our libraries, up by over 12,000 from April, showing the community need for digital access remains important for our communities.
- Door counts across sites also showed increases on April's figures which can be attributed to term time programming returning after school holidays and increased groups and activities within sites encouraging more of the community to access the services we offer.

Far North District Libraries Conclusion

Libraries consistently work hard to maintain full value to ratepayers, with performance metrics meeting or exceeding baseline targets where these have been set. Whenever temporary performance dips are noted, these are closely analysed and action taken to remediate.

May was another busy as usual month, with pleasing positive highlights with online engagement recording the highest figure within the reporting period. Work to ensure the smooth transition of library services for Kaikohe is underway and tracking well.

Customer Services – Service Centres

Customer Services are one of the first point of contact for people in our district, providing delivery of information, progressing requests from the community, and helping customers to solve Council-related issues. They also respond to emails from customers (AskUs emails). The six Service Centres are located at Kaeo, Kaikohe, Kaitaia, Kawakawa, Kerikeri, and Rawene.

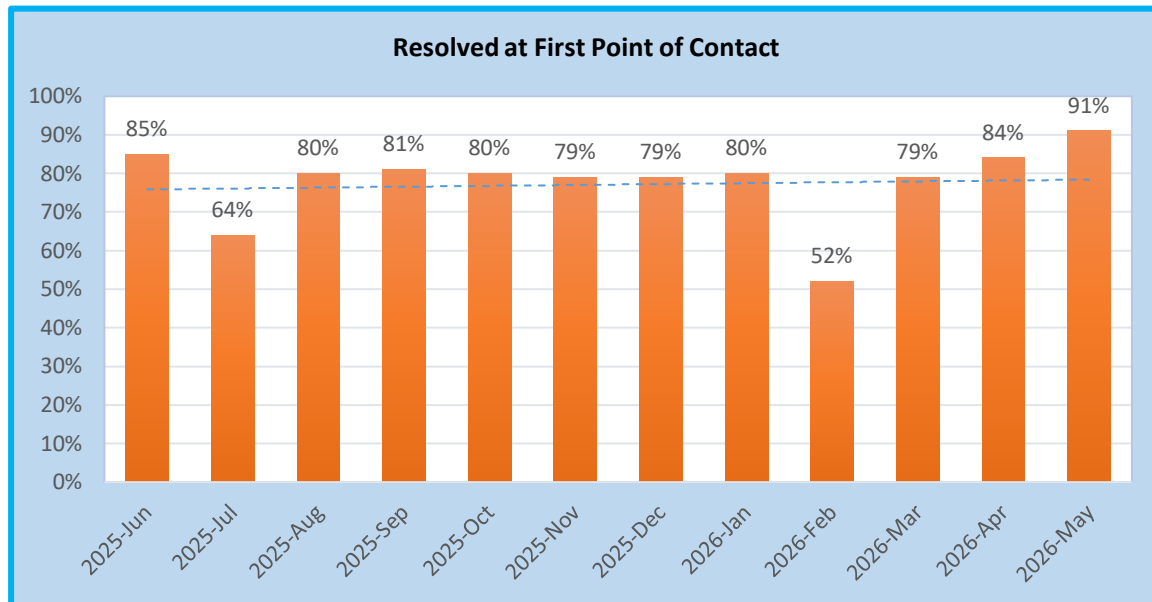
Operational Highlights for the **May 2026** reporting period:

- May marked the end of the 2025/2026 quarterly instalment period for rates, during which our service centres processed over \$1.17 million in receipted rate payments.
- RFS closure rate was 78% this month, with the team raising 850 and closing 662 requests for service.
- Following on from the hybrid model that has been trialled during periods of low resourcing, AskUs email management is being migrated from Customer Services to the Contact Centre team to ensure 24/7 monitoring access to this critical service during weekends and holidays, with contact centre agents primarily monitoring this service and backup support provided by two of the customer services team. This means email handle time will be reported through the Contact Centre from June reporting as this change takes effect and is another great example of how the customer-facing teams work collaboratively to share the load.

The following pages includes key performance metrics we track to better understand our business activities. **All reporting metrics are reported in a 12-month rolling period** (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Percentage of Walk-Ins Resolved at First Point of Contact

Percentage of calls resolved at first point of contact has a target of 66% as an LTP success measure which Customer Services also aim to achieve. This measure is important to monitor because it demonstrates what percentage of customers have their queries resolved without referral to other teams.



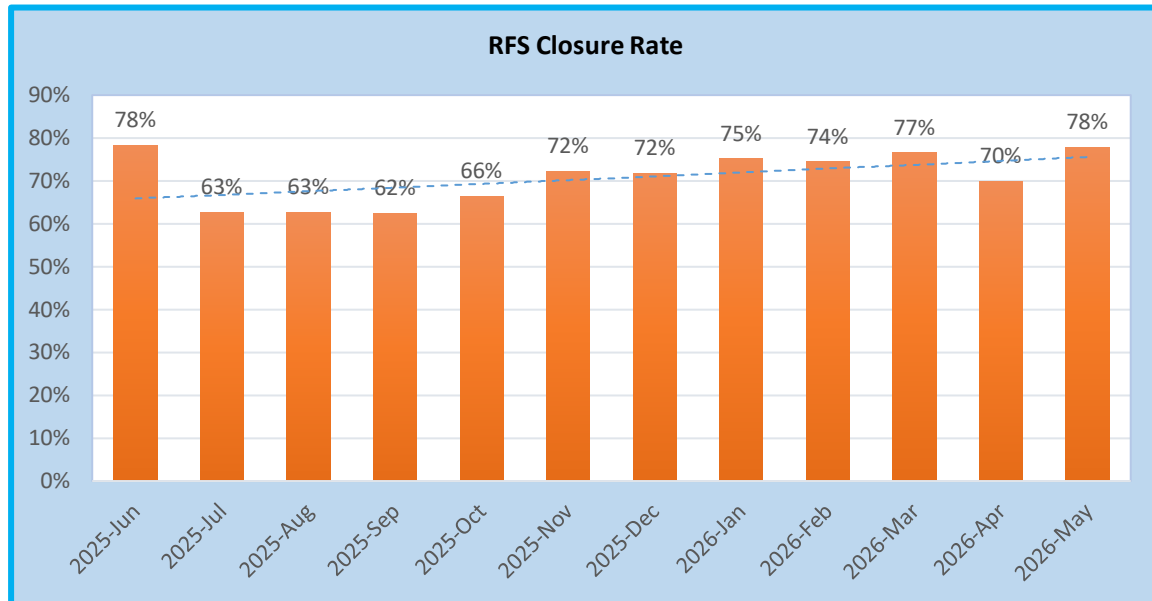
Customer Services, Figure 1 - Includes percentage of resolution achieved.

Resolved at First Point of Contact Analysis

- May saw 91% of walk-in queries being resolved at the first point of contact, an increase on April. This increase represents a positive increase and exceeds our 90% baseline.

Customer Services Requests for Service (RFS) Closure Rate

RFS closure rate measures the number of new RFS raised and total number of RFS closed by Customer Services to demonstrate the RFS closure rate percentage completed by this team per month.



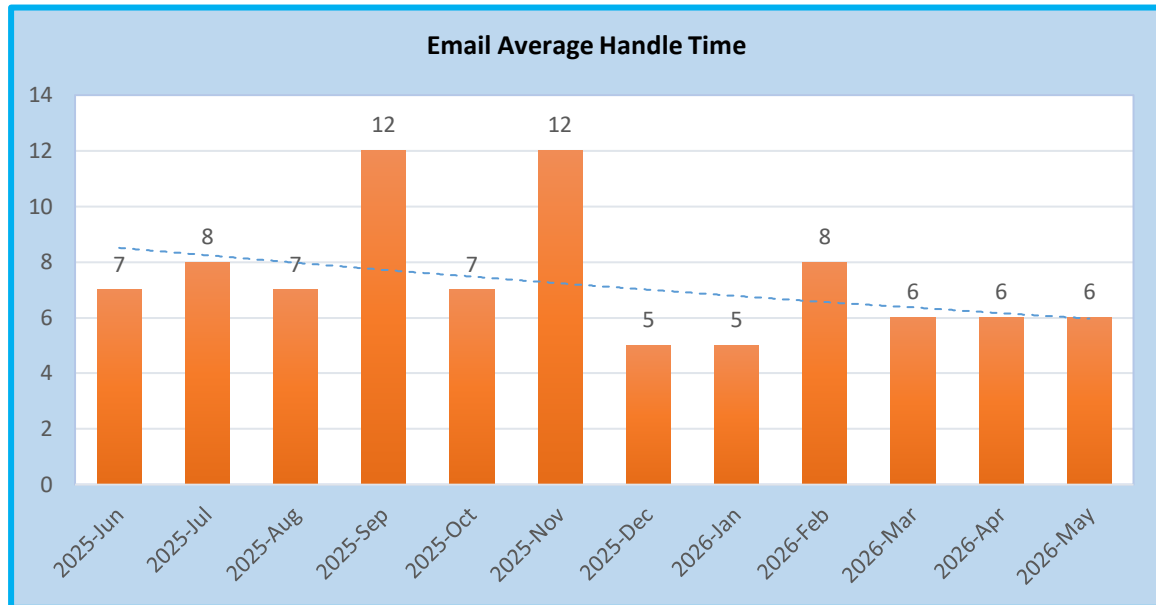
Customer Services, Figure 2 - Includes RFS closure rate percentage.

Customer Services Requests for Service (RFS) Closure Rate Analysis

- A baseline closure rate of 80% has been established for this metric. This accounts for certain RFS coding types that can only be closed by the relevant team for audit purposes, such as rating account change queries.
- Customer Services achieved a 78% closure rate for May, raising 850 and closing 662 requests for service. This is an improvement from April and a positive step, bringing performance close to the 80% baseline target.

Email Average Handle Time

Email average handle time measures the average minutes taken to complete an email query, including any activity required to complete the email query.



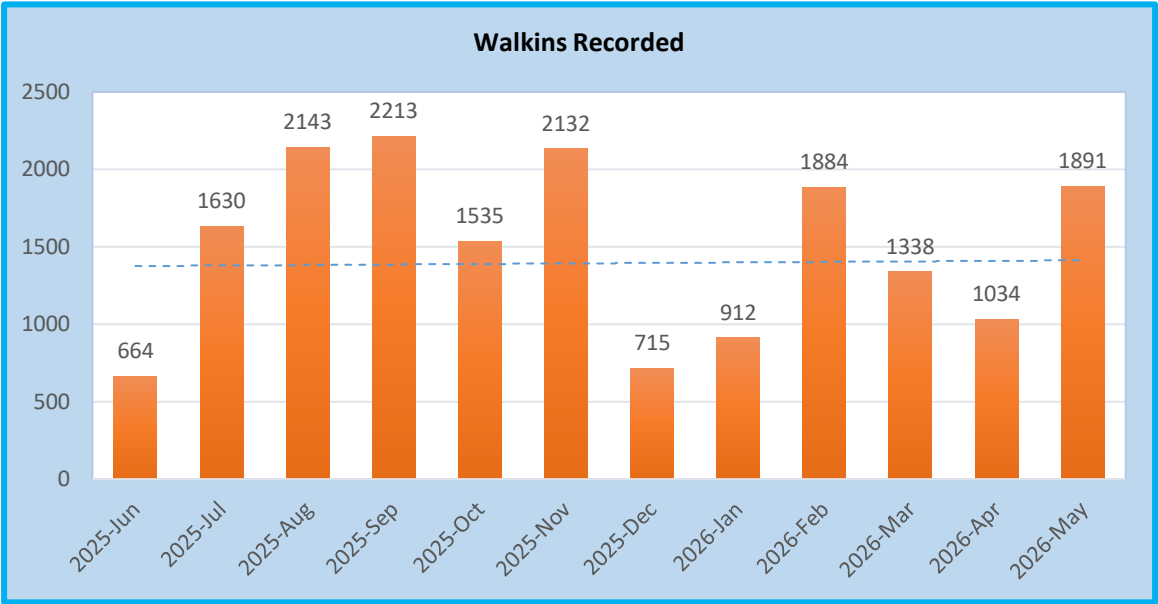
Customer Services, Figure 3 - Includes average handle time for emails.

Email Average Handle Time Analysis

- A baseline target of 8 minutes has now been set based on reporting period data. For the third consecutive month, average handle time has sat at 6 minutes a pleasing number and below baseline target.
- Contact Centre will take over primary responsibility for monitoring this service, with Customer Services providing backup support staff during business hours to mitigate against any adverse performance on phones during peak demand periods. This statistic will therefore be reported on by Contact Centre in coming months.

Walk-ins Recorded

Walk-ins recorded measure the number of recorded walk-in customer interactions across all Service Centres.



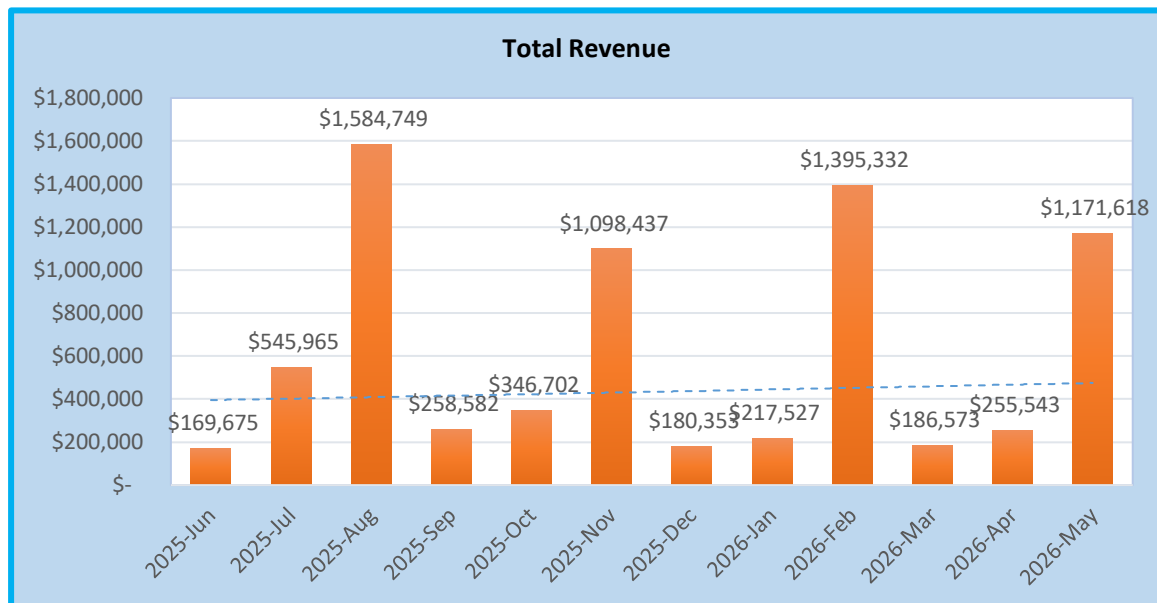
Customer Services, Figure 4 – Includes total number of recorded walk-ins.

Walk-Ins Recorded Analysis

- Walk-ins recorded for May were 1891. This is an expected upward trend, with peak activity levels caused by rating instalment months.

Total Revenue

Total revenue measures the total revenue taken by site. This metric is important to monitor and understand revenue volumes by site.



Customer Services, Figure 5 - Includes total revenue for all site

Total Revenue Analysis

- Kerikeri, Kaitiāia and Kaikohe consistently gather the most revenue per site, generally in that descending order.
- Revenue generation increases are linked to quarterly rate instalment due dates, as seen in May, August, November, and February of this reporting period.

Customer Services Conclusion

Customer Services continue to perform effectively, making the most of resourcing to deliver a great customer experience.

The ongoing hard work behind the scenes to improve service performance is a credit to the team and it is pleasing to be able to report on the ongoing alignment with organisational goals of optimal service delivery and value for money.

Te Ahu Museum and Archives

Te Ahu Museum and Archives (formerly known as the Far North Regional Museum) was established in Kaitiaki in 1969, with the treasured responsibility to collect, care for, and keep alive the precious histories and stories of the Far North region. Our unwavering commitment is to deliver captivating and informative experiences to our visitors, all while safeguarding and celebrating our distinctive cultural heritage. Museums play a vital role in our communities, and we have witnessed a strong and enthusiastic response from people returning to museums after the challenges posed by the COVID-19 pandemic. As restrictions ease and people seek meaningful experiences, museums provide a space for connection, exploration, and reflection, reaffirming the enduring appeal and value of museums in people's lives¹.

Operational Highlights for the May 2026 reporting period:

- Tau Atu E! Exhibition:** Following the success of opening at Kaa Uri in Awanui, Ngāti Kuri fibre sculpture artist Bethany Matai Edmunds-Cook agreed to extend this visually and intellectually energising immersion exhibition to a season at Te Ahu Museum. The Taiao – Natural World centred works of natural fibre based works utilise traditional weaving & contemporary practise techniques, ranging from bone & wood heru (hair combs) to large Kākahu (woven clothing), including rain capes & a dress made of Kuta, to shell, seeds, leaves & flower rei (necklaces), to broadcasting via audio visual works & focused thematically through the whakataukii (proverbial saying) title which references the Kuaka migration manifest through the series of unique woven pingao kuaka (bird sculptures made of pingao). All of these are displayed throughout the gallery, purposefully situated in conversation with the natural history, ao Māori & colonial gallery spaces & will provide the foundation for exploring themes relating to Mātauranga Māori, indigenous knowledge systems through the winter for Puanga & Matariki celebrations.
- Our Sounds Our Spaces Music May:** The launch of a new live music event featuring local musicians across a range of genre to celebrate the annual NZ Music Month was well supported by the community. Platforming off the nationwide theme of 'Our Sounds Our Spaces' the event started with acoustic guitar solo artists mellow originals & iwi anthems to a clever reimaging of familiar 1990's alternative rock hit translated into te reo Māori. The line up progressed to high energy hip hop & rap, powerful soul R&B reaching a crescendo with the Kaitiaki College Jazz Band & wrapped with a couple of Rock Quest entries hitting the stage with heavy metal. An opportunity to actively connect Museum collection items to the theme included pū moana (conch shell trumpet) & poi raupo (poi made of raupo) taonga puoro – Māori traditional musical instruments from within Te Ahu Museum, alongside the collection of Toi Oho Sound's taonga puoro 'handling' collection which invites engagement through touching & playing some of the smaller instruments for example the porotiti, pūrerehua & poi āhiohio. This event was generously supported by the Far North Regional Museum Trust, and the opportunity Te Ahu Museum to engage with a youth demographic & forge a new collaborative approach to working with local community activators Toi Oho Sound for this showcase event in Te Ahu Hall.
- Visitor numbers for April Total: 2209.

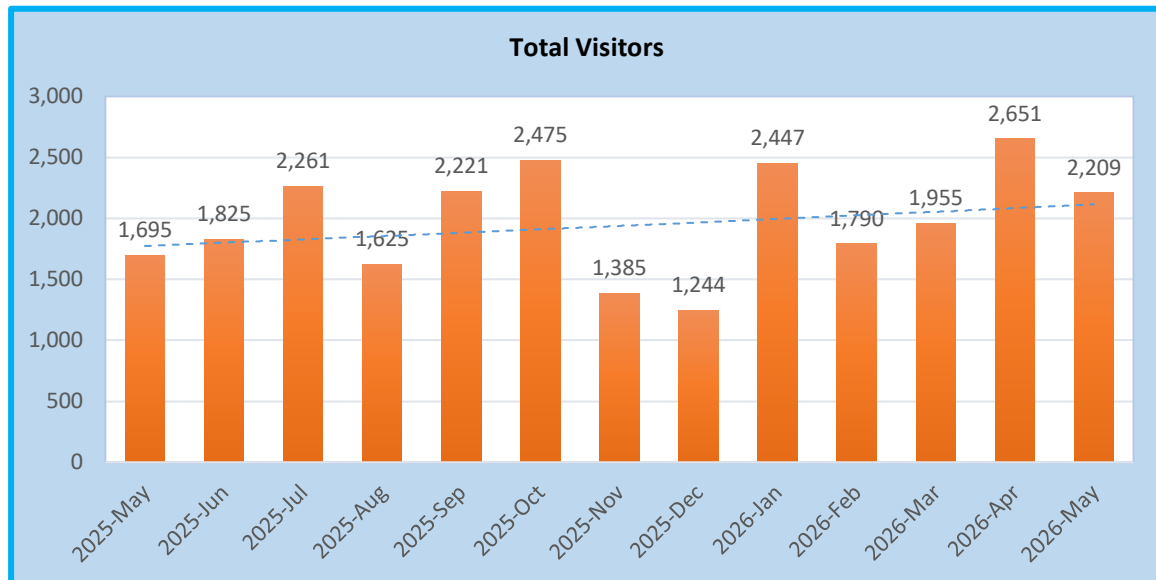
Key Performance Metrics

The following pages includes key performance metrics we track to better understand our business activities. All reporting metrics are reported in a 12-month rolling period (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

¹ 2022, July. BERL *The Value of Museums and Galleries in Aotearoa. Museums Aotearoa.* [Source](#)

Total Visits

Museum physical visits are crucial as it reflects the museum's popularity and relevance in the community. This metric also highlights seasonal fluctuations in visitor numbers. For example, the museum sees increases from October to January due to national and international visitors arriving in Kaitia; and from May to September, local schools plan their visits to the museum. Higher attendance is directly related to wider reach, greater impact, and increase in revenue.



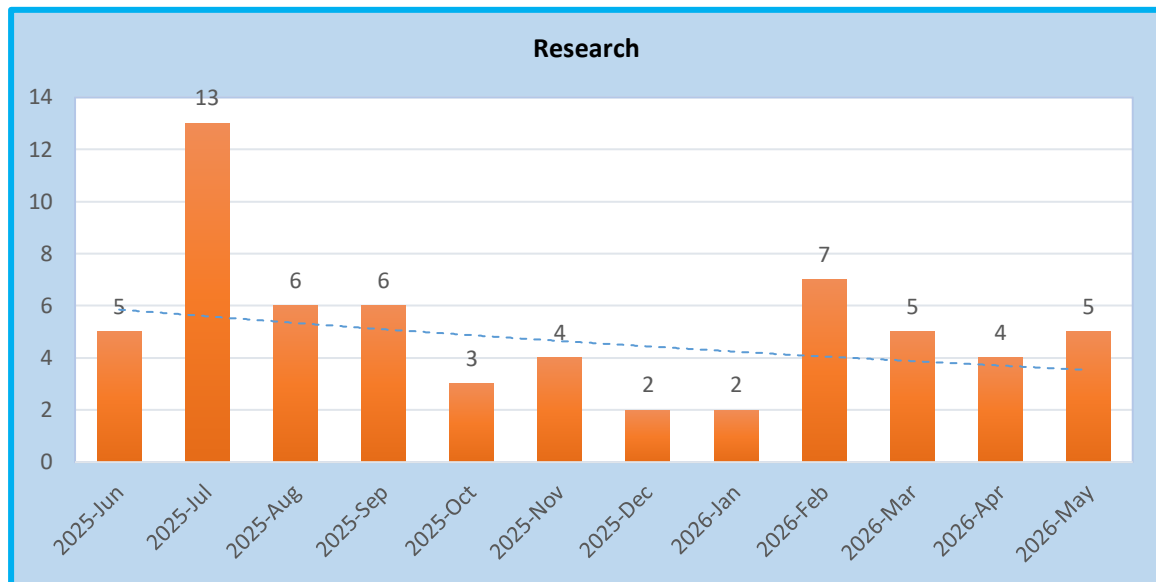
Te Ahu Museum and Archives, Figure 1 - Total visits May 2025 – May 2026.

Total Museum Visits Analysis

- We are tracking with a comparative increase from May 2025 visitors to May 2026 with a thematic focus remaining the annual celebration of NZ Music Month.

Total Research Enquiries

Tracking research enquiries gauge the level of interest and engagement from researchers, scholars, and academics. Higher research enquiries indicate the museum's reputation as a reliable and valuable resource for historical or cultural information. Research enquiries can highlight emerging trends or topics of interest within the academic community, special interests' groups, and local community. Research enquiries have the potential to generate revenue for the museum, especially when museum staff are asked to provide research on behalf of the clients.



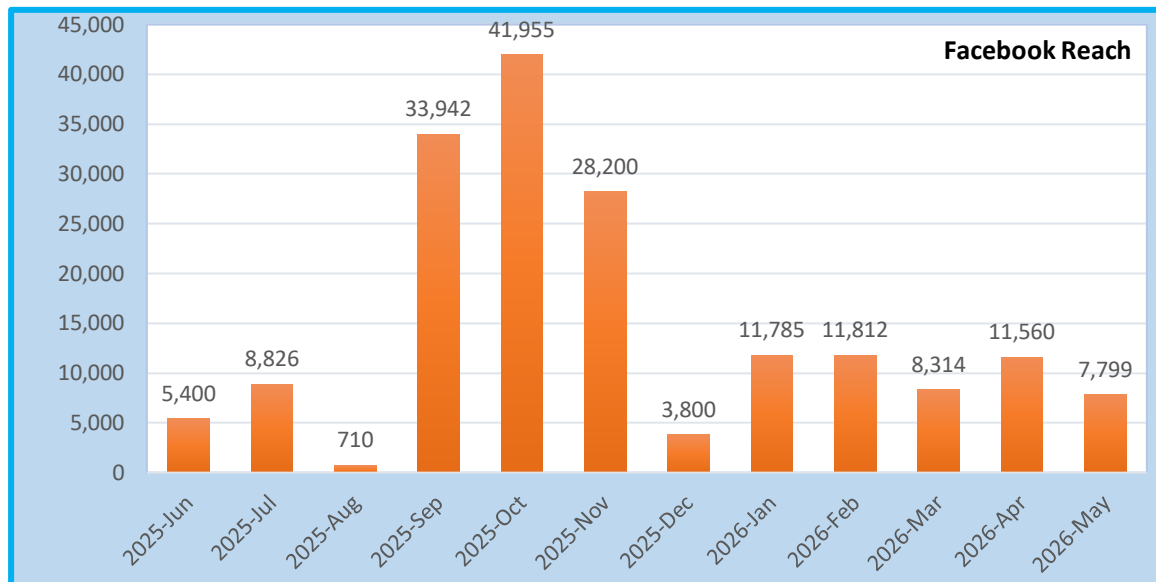
Te Ahu Museum and Archives, Figure 2 - Includes research enquiries via walk ins, phone, and email channels.

Total Research Enquiries Analysis

- We maintained our managed response to research enquiries through online scheduling & with the ongoing support of the volunteer Archivist.

Total Facebook Reach

Facebook engagement, such as likes, comments, and shares, indicate the level of interaction and interest from the museum's online audience. Higher engagement metrics suggest a broader reach and increased visibility of the museum's content, leading to a greater impact on the social media platform. Facebook engagements serve as a measure of how effectively the museum's content resonates with our online community. It provides insights into what type of posts or topics generate the most interest, facilitating the creation of more engaging and relevant content.



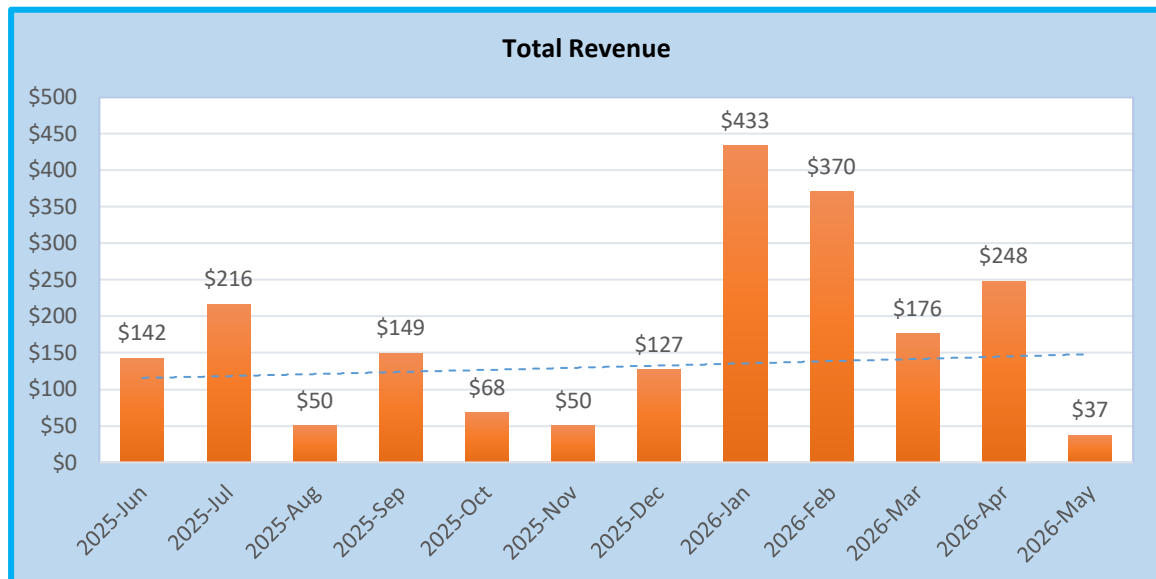
Te Ahu Museum and Archives, Figure 3 – Total Facebook engagement, including Reach and Engaged statistics.

Total Facebook Engagement Analysis

- Facebook reach for Te Ahu Museum in May saw a decrease from April which could potentially be attributed to the shift from an historical lens in ANZAC April to a contemporary theme targeted to a youth audience in MUSIC May.

Total Revenue Generated

Revenue is generated by a) Entry by donation, b) Research, c) Book Sales, and d) Philanthropic – grants and fundraising. All the revenue is administered by the Far North Museum Trust and is used for: power and phone at offsite Storage (Pioneer House), security and pest control at offsite storage, purchasing of conservation and exhibition supplies, external marketing, and booking traveling national exhibitions.



Executive Summary, Figure 4 – Includes revenue generated by entry donation, research fees or book sales.

Total Revenue Engagement Analysis

- Total revenue for May was \$37 from visitor donations. We have an invoice in progress the 2-week long research request & response that would better reflect income of the month but will be counted when the payment is received into the Trust account.

Te Ahu Museum and Archives Conclusion

The annual MUSIC May theme showed a dramatic increase in the interest & engagement from local community population & our targeted youth demographic. We will continue to work in collaboration with Toi Oho Sound to work on effective marketing & potential income generation from this event, a potential to invite small stall holders who pay a fee to help bring a more festival type atmosphere.

Corporate Services

May 2026

Executive Summary

Corporate Services provides a wide range of support services that enable the Council to operate smoothly, efficiently, and in compliance with its obligations.

The group brings together finance, digital and information services, risk and assurance, legal services, project management, property information, and corporate support functions. Together, these teams play a critical role in strengthening operational efficiency, managing risk and compliance, and providing specialist advice and delivery capability across the organisation.

In addition, Corporate Services oversees transport services and supports a range of specialist functions, including Council-Controlled Organisations (CCOs) Far North Holdings Limited and Northland Waters, ensuring effective coordination, governance support, and operational oversight.

The group is guided by Te Pae o Uta principles, embedding cultural responsiveness, partnership, and continuous improvement into both day-to-day operations and long-term planning.

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Risk & Assurance

The Risk and Assurance team provides Council-wide oversight and support to ensure risks are identified, understood, and managed in a consistent and disciplined way, while giving assurance that key controls, policies, and processes are working as intended. It maintains the risk management framework, supports leaders and staff to embed risk-aware decision-making, and provides independent insight to senior leadership and governance committees to strengthen accountability, resilience, and confidence in Council's operations and strategic outcomes.

The Council's Risk Appetite was developed through a series of targeted workshops with the Strategic Leadership Team (SLT) and was formally adopted in late 2025. These workshops supported a shared understanding of Council's tolerance for risk and its application to strategic and operational decision-making. Following SLT adoption, the Risk Appetite has been progressively rolled out across the organisation and embedded into key frameworks, tools, and reporting processes to support consistent, risk-informed decisions at all levels.

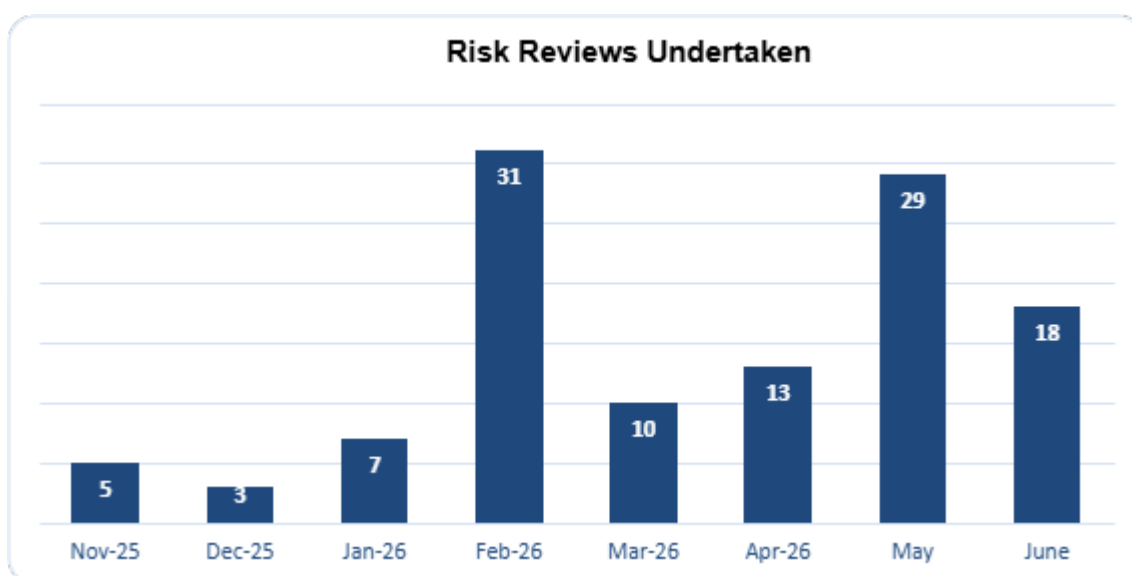
Work is currently underway to identify and prioritise Council's Top 20 enterprise risks. These risks will form the basis of a structured, cyclic deep-dive work programme for the Te miromiro – Assurance, Risk & Finance Committee, enabling focused review of risk drivers, controls, and mitigation strategies over time. This approach is intended to strengthen oversight, provide greater assurance on the effectiveness of risk management practices, and support informed governance decision-making.

Risk Reviews

Far North District Council currently manages **9 strategic risks and 120 identified operational risks**. These risks are reviewed and managed on a rolling basis, with review frequency determined by the nature of the risk, its rating and status. Over the month of June (to present day), the number of risk reviews undertaken was 18.

Metric 1 - Number of Reviews Undertaken

This chart provides visibility into risk maintenance activity and demonstrates ongoing governance and review of operational and strategic risks within the organisation.



Analysis

Risk review activity has varied significantly over the eight-month period, with a total of 116 reviews completed, averaging 14.5 reviews per month. Activity was relatively low and steady from November 2025 to January 2026 (between 3 and 7 reviews), followed by a sharp increase in February 2026 (31 reviews). This was then followed by a decline in March 2026 (10 reviews), a modest uplift in April 2026 (13 reviews), and a further substantial increase in May 2026 (29 reviews).

The pattern indicates that review activity has occurred in concentrated periods rather than at a consistent monthly rate.

This is due to a more targeted or cyclical approach to reviews and reporting cycles.

- Data Source: Risk Management Audit Trail Report (Riskconnect)
- Time Period Covered: 1 – 26 June 2026

Risk Legal Compliance

Council has completed a legal compliance survey using the ComplyWith platform, providing assurance over how statutory obligations are being met across the organisation.

Building on this work, Council is progressing a work programme to bring the monitoring and assessment of legal compliance obligations in-house. This approach will assess potential cost savings, improve ownership and control of individual obligations, and enhance transparency through improved visibility of legal obligations via a staff-facing dashboard. This will support timely updates, clearer accountability, and improved responsiveness to changes in legislation.

Digital Information Services

Digital & Information Services (DIS) supports Council's day-to-day technology and leads ongoing improvement of systems, security, and online services. Work is prioritised and delivered through four continuous-improvement pillars: simplification, automation, optimisation, and modernisation, and is guided by Te Pae o Uta principles.

Current focus areas include:

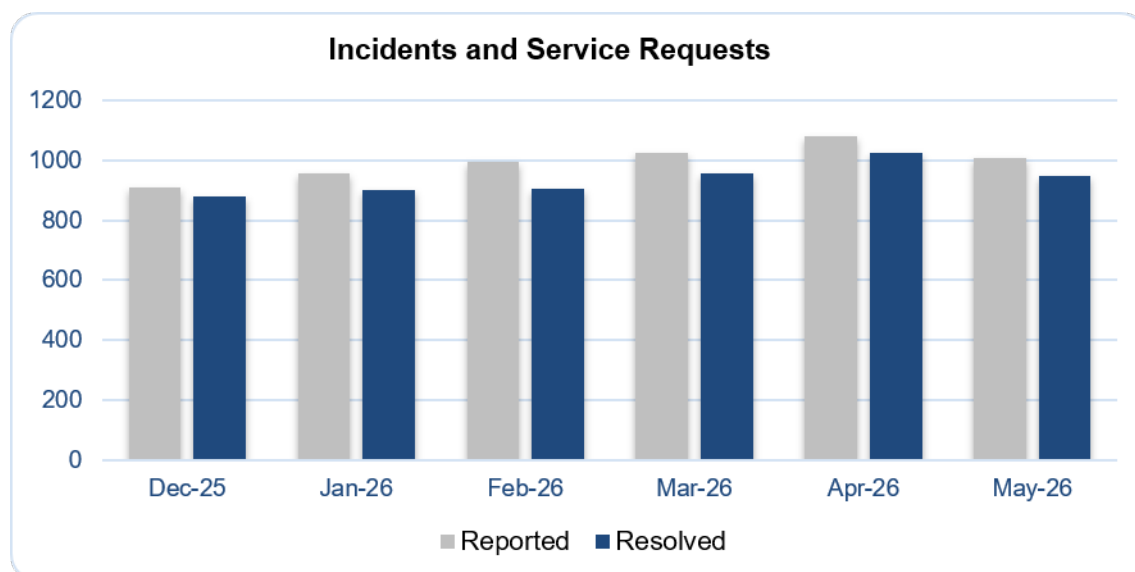
- Reliable and secure operations – maintaining core systems, strengthening cyber security, and supporting staff and elected members.
- Improved digital services – simplifying and expanding online services, improving asset and data quality, and delivering priority projects in short delivery cycles.
- Innovation and Smart District – expanding public Wi-Fi (wireless internet), closed-circuit television (CCTV) and smart technologies, supporting digital inclusion, and exploring artificial intelligence (AI) and automation opportunities.
- Modern core systems – reviewing finance, human resources (HR) and regulatory systems to improve efficiency, automate processes, and plan future cloud-based solutions.

Forward priorities focus on improving resilience, reducing complexity and cost, modernising systems, and delivering practical digital improvements for staff, elected members and the community.

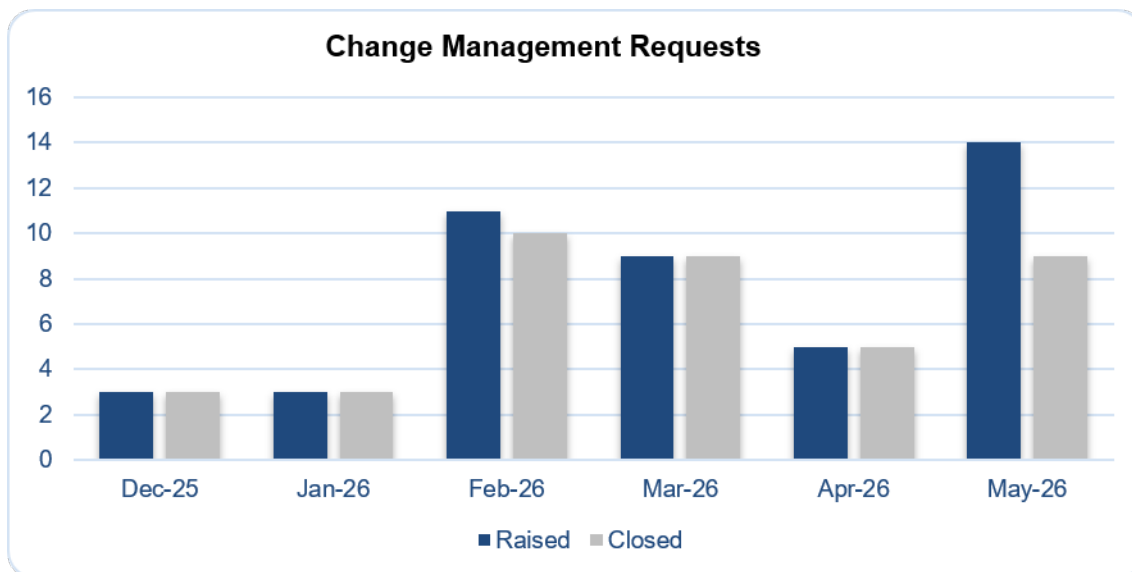
The key focus areas are: Simplification, Automation, Optimisation & Modernisation.

Information and Communications Technology (ICT) Operations

- ICT Operations' main role is to ensure the council's technology environment runs reliably, securely, and in alignment with business goals, while supporting day-to-day operations, ensuring networks, systems, applications, and infrastructure operate as expected so the council staff can carry out their work without disruption.
- **Metric 1 - Service Desk**
- Service scope: Incident and service request handling within agreed service availability.



- **Analysis**
- Over the past six months, 5,618 tickets (incidents and service requests) were received through FreshService portal (IT Service Management portal) plus other requests via the Helpdesk phone and Walk-ins.
- Resolved tickets closely tracked reported demand across all months, indicating consistent service performance.
- In each month, resolutions remained broadly aligned with incoming requests, demonstrating effective workload management.
- The small gap between reported and resolved tickets across the period indicates a stable backlog position, with no evidence of sustained backlog growth.
- **Metric 2 - Change Management**
- Service scope: maintaining stability, security, and reliability of core ICT services, while enabling controlled improvements to Council systems.



- **Analysis:**

- Over the past six months, 45 change requests were raised and processed, which include, but are not limited to:
- Software upgrades - Planned updates to systems and applications to maintain supportability, performance, and security
- System and service improvements - Changes that enhance functionality, resilience, or efficiency of existing platforms and services.
- Security-related changes - Approved changes that address security requirements, risk mitigation, or compliance obligations.

- **Metric 3 - Infrastructure & Operations**

- Service scope - Core platform and operational service delivery and improvements
- Key achievements from the last six months:
- Security and risk reduction - remediated security vulnerabilities, improved firewall rules, strengthened backup and recovery, enhanced system monitoring.
- Security uplift and risk reduction - developed and progressed an action plan in response to the Pathway Penetration Test Report, supporting targeted remediation and strengthened system security.
- Infrastructure stability and optimisation - maintained and optimised aging server and storage infrastructure, improved DR readiness, configured hardware health alerting, and progressed future platform options.
- Service delivery improvements and Cost optimisation - Move FNDC Fortinet public internet services to use the new Cello internet circuit for a higher-speed, more cost-effective connection.
- Service delivery improvement and cost optimisation - commenced migration of databases to a new SQL Server environment, consolidating multiple SQL servers into a single larger server to reduce server complexity and licensing costs.
- Business systems reliability and enhancement (TechOne & Pathway) - decommissioned legacy systems, strengthened security and access controls, improved financial structures and workflows, delivered regulatory readiness, and provided extensive user training and support.

- Operational support and continuity - successfully onboarded new staff, recovered critical data losses, supported Civil Defence readiness, and ensured continuity of core services during system changes and upgrades.
- Main focus areas for the next six months:
- Infrastructure modernisation and resilience - refreshing core infrastructure, standardising networks, workstations and servers, improving connectivity resilience, and repurposing existing hardware.
- Security uplift and risk reduction - strengthening the overall security posture through penetration testing, endpoint protection review, role-based access, and removal of legacy systems and configurations.
- Cost optimisation and platform efficiency - reducing cloud and licensing costs, optimising usage, and simplifying the technology environment.
- Business systems modernisation (Pathway & TechOne) - streamlining user experience, improving workflows and governance, supporting rates, financial processes, audits, and end-of-year activities.
- Operational efficiency through automation and AI - piloting on-premise AI, applying automation to monitoring and support workflows, and exploring open-source tooling to improve efficiency and sustainability.

Metric 4 - Smart District

Public Safety Camera Backend (Kaikohe Headquarters)	Network Video Recorders have been purchased based on project pricing and order lodged in factory. Delivery expected in July. Progress on Network Design, Hikvision Central server progressing. We are saving costs with Extending and refurbishing out of warranty servers,
Delivery of 2025/2026 Capital works Program for Public Safety Cameras	Ōhaeawai SH1 intersection now has Public Wi-Fi and ANPR Cameras reinforcing the Police vGRID Network. Simson Park Moerewa ANPR Cameras and Public ANPR are also now operational. Within hours local citizens had started taking advantage of the Wi-Fi facilities. We have resolved as built documentation gaps with respect to Te Puāwaitanga which will help Chorus complete their task
Youth oriented Innovation Challenge NgaWha Innovation Park August 2026	This program has launched this week, FNDC Smart District is a sponsor contributor and support on the day.
AI Innovation Lab	This continues to proceed from concept to implementation to initiate the lab. Future investments in AI Hardware for AI sovereignty are in progress.
Internet of Things	The Wildfire Sensor network in the Waitangi Endowment Forest was recognised in a Radio New Zealand Interview. Research groundwork is being laid for district wide deployment of people counters and tank fill sensors. The Rawene Water meter project is progressing well and we will start engaging with the billing process for INFOR pathway
Public Wi-Fi usage for the month of April.	The number of unique clients during May was 7115, and in any given 5-minute period the average number of clients

	concurrently online was 57.9. Public Wi-Fi usage is seasonal and weather related since it's outdoors.
Illegal dumping and fly tipping	We have extended the Illegal dumping mobile camera network to five cameras sites for next 3 months followed by a review and next steps.
Parking Enforcement Vehicle Mounted camera Trial	This project continues in a data collection phase in the winter months to understand of season revenues.

Metric 5 - IT Project Delivery (business as usual (BAU) Delivery & Enablement)

The Digital team continues to maintain a strong and active delivery profile across the portfolio, with sustained activity across core delivery artefacts and a significant uplift in forward pipeline visibility. Vendor collaboration remains the highest-volume activity as multiple system implementations and procurement workstreams progress in parallel. At the same time, increased planning and discovery activity reflects a growing intake of new initiatives and a continued focus on shaping future delivery.

This report provides a rolling three-month summary of IT Project Delivery activities for the period March to May 2026. The BAU Delivery & Enablement team has delivered substantial output across the project lifecycle, with 356 delivery artefacts produced, 72 active initiative contributions, and 46 milestones completed during this period.

BAU metrics

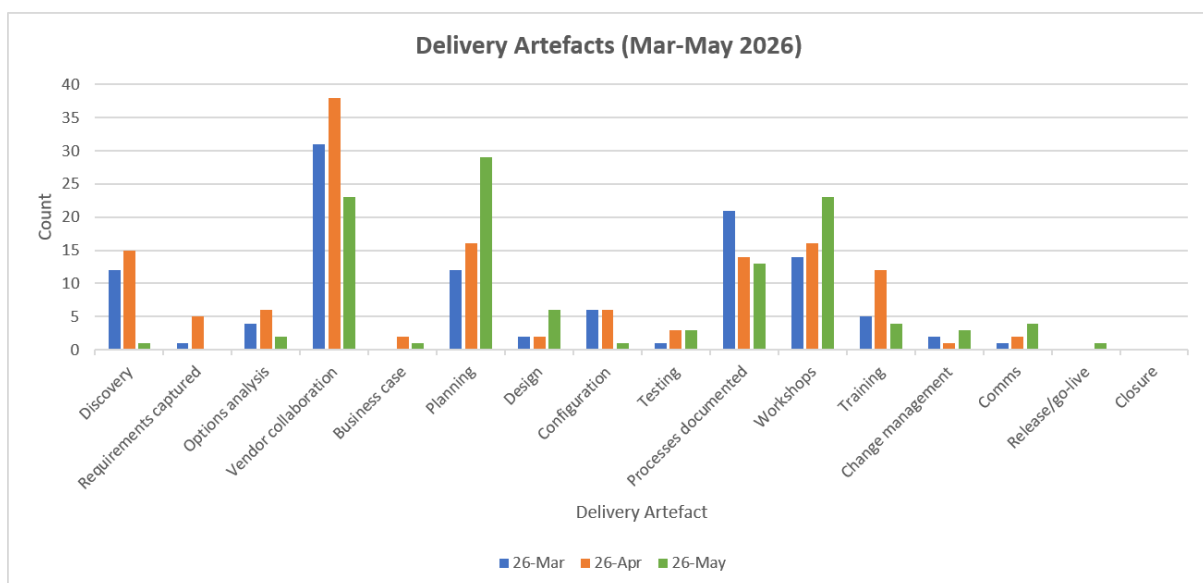
Service delivered:

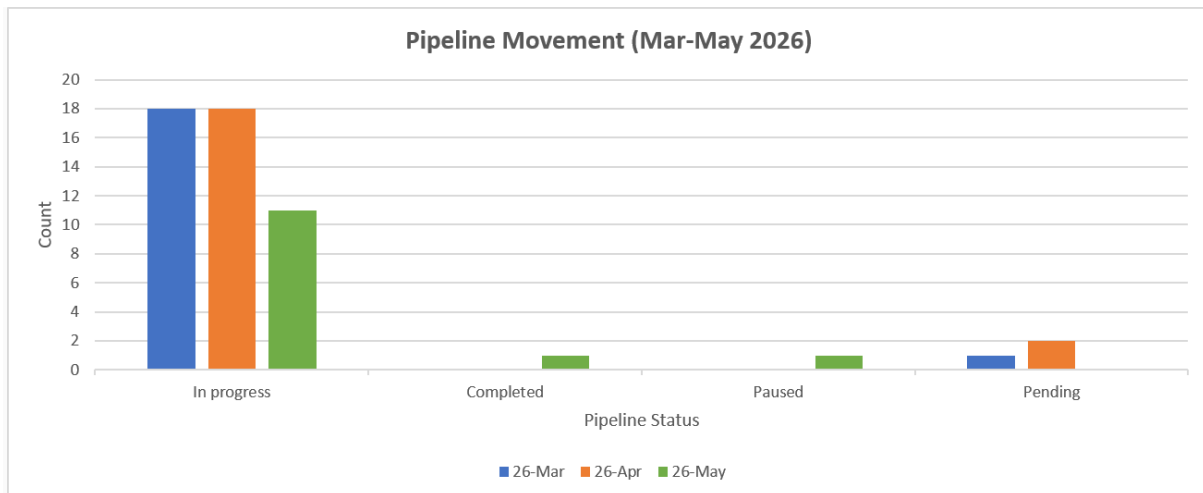
Project and delivery artefacts completed (e.g. business cases, requirements, delivery plans, milestones, stage gates).

Workload monitoring:

Initiatives approved or in delivery vs initiatives progressed or completed, showing active delivery load and pipeline movement.

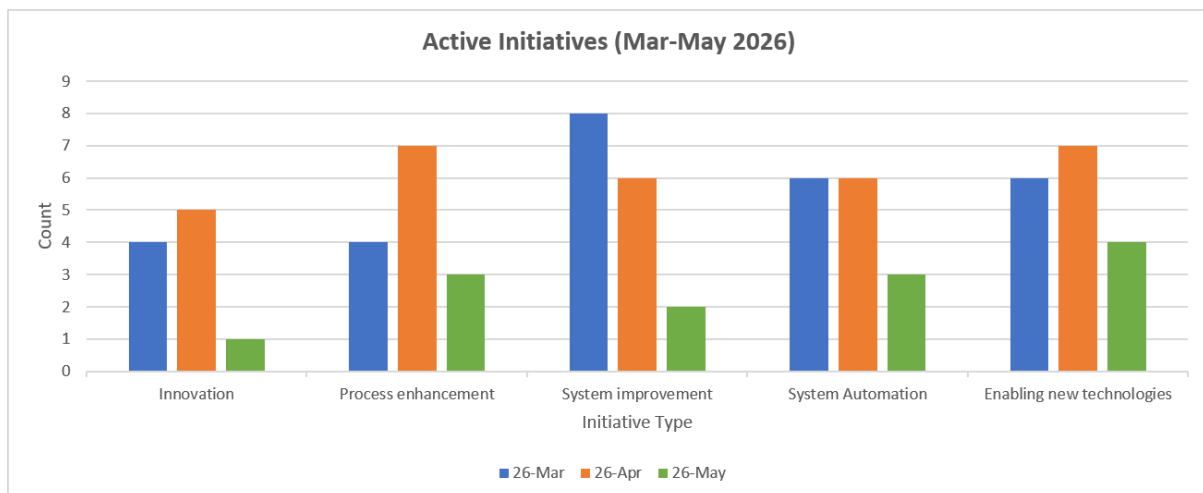
Delivery Dashboards:





- **Vendor collaboration** was the most active area with 92 artefacts, reflecting significant procurement and partnership engagement
- **Planning and workshops** showed strong activity (57 and 53 respectively), indicating projects progressing through scoping and stakeholder engagement phases
- **Process documentation** remained consistent with 48 artefacts, ensuring knowledge capture
- **Design activity increased** through the period (2 → 2 → 6), signalling projects moving into solution design
- **First release/go-live** achieved in May, with the pipeline maturing toward delivery

Active Initiatives

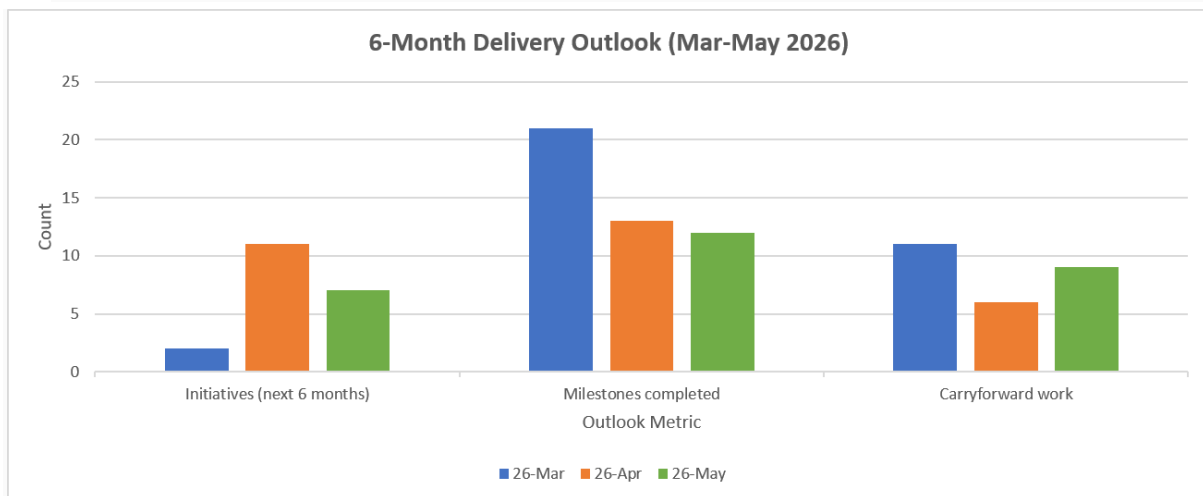


- The team maintained an average of **15-16 projects in progress** per month
- **1 project completed** in May 2026
- Pipeline management remained healthy with minimal paused work
- The portfolio is well-distributed across all initiative types
- **Enabling new technologies** leads with 17 contributions, supporting Council's technology modernisation goals

- **System improvement and automation** combined account for 31 contributions, driving operational efficiency

6-Month Delivery Outlook

- **46 milestones completed** across the quarter demonstrates consistent delivery progress
- **20 new initiatives** have been identified for the forward pipeline
- Carry forward work has been managed effectively, with ongoing items tracked for prioritisation



Over the March–May 2026 period, the IT Project Delivery team has:

- Produced **356 delivery artefacts** across the project lifecycle
- Maintained an average of **16 projects in active progress**
- Contributed to **72 active initiative activities** across 5 categories
- Completed **46 milestones** toward project objectives
- Achieved **1 project go-live** and **1 project completion**

The team continues to deliver steady progress on the BAU project portfolio while building capability for future initiatives.

Digital Information Management

Digital Information Management oversees Council's digital information and records lifecycle, ensuring information is created, stored, accessed, retained, and disposed of appropriately.

Key functions include governance and advice on recordkeeping and privacy obligations; administration and continuous improvement of the electronic content management environment; staff support, guidance, and training; and delivery of information quality, clean-up, migration, and resilience initiatives (including archives and disaster preparedness).

Operational Highlights

Targeted clean-up of property-related digital records, improving the accuracy, consistency, and reliability of information held in approved systems.

This work focused on remediating legacy and duplicate records, improving structure and classification to support findability, and ensuring authoritative versions are captured and managed appropriately.

These improvements strengthen statutory compliance, reduce information risk, and support more efficient LIM, property file, and legal information workflows.

Key Metrics

The following pages include key performance metrics that help us better understand our business activities.

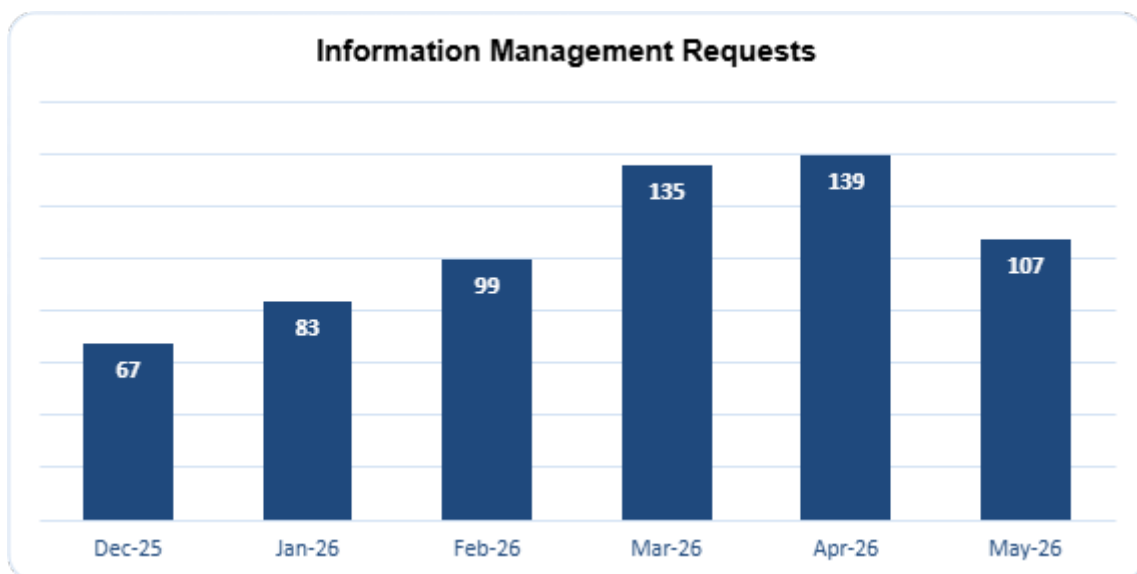
Key Metric 1 - FreshService Tickets

FreshService tickets measure the number and type of Information Management requests logged during the reporting period (for example, records and retention advice, access and permissions, file transfers, disposal actions, and information clean-up support).

This metric is reported to provide a consistent view of service demand and throughput, and to show whether the team is keeping pace with business needs.

It matters because timely Information Management support underpins recordkeeping and privacy compliance, enables staff productivity, and reduces information risk.

Over time, trends in ticket volumes and categories provide insight into recurring issues, demand drivers, and pressure points (such as onboarding/offboarding or project activity), and indicate where process improvements, training, or resourcing may be needed.

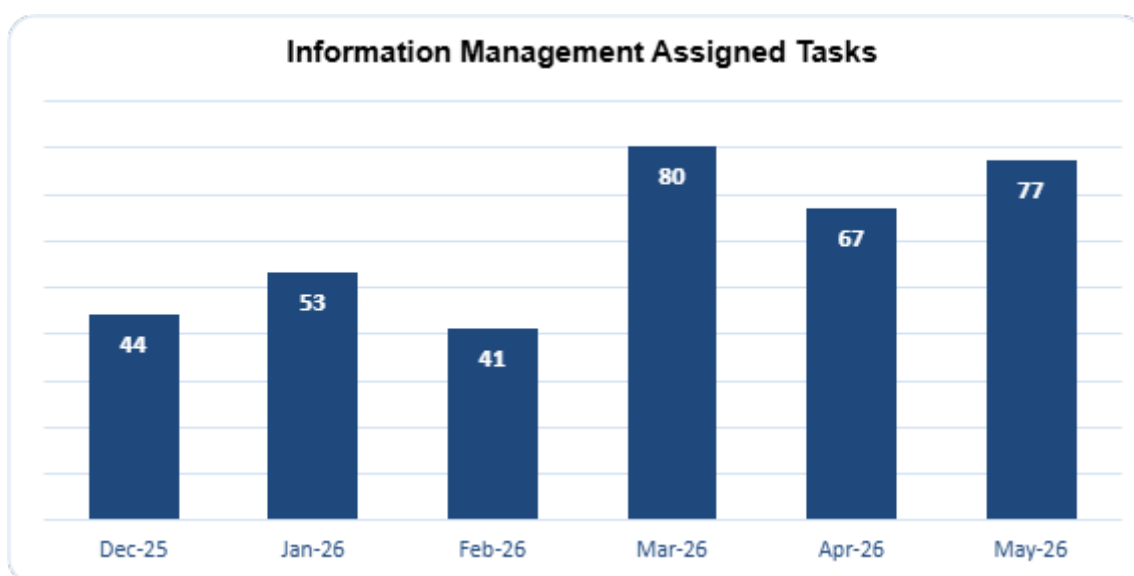


Analysis

In May, Digital Information Management received 107 FreshService tickets, down from 139 in April. This reflects a noticeable reduction in demand following a sustained period of higher activity, although overall workload remains steady. Requests continued to be driven by records advice and support, access and permissions, information clean-up support, and Microsoft end user support. Demand continues to be managed alongside an existing backlog, with priority given to higher-risk, statutory, and time-sensitive work. Ongoing clean-up activity, clearer guidance, and more consistent request handling continue to support service continuity; however, team capacity remains tight and will require ongoing monitoring as demand fluctuates.

Key Metric 2 - FreshService Tasks

FreshService assigned tasks track Information Management work allocated to the team, particularly onboarding/offboarding activities, contractor training and access set-up, and other scheduled Information Management tasks. This metric is reported to show workload and capacity beyond tickets, and it matters because delays can affect staff productivity and increase information and access risk. Trends in assigned versus completed tasks highlight peak periods, bottlenecks, and where process improvement, automation, or resourcing changes may be needed.



Analysis

During March, April, and May, Information Management task volumes decreased from 80 assigned tasks in March to 67 in April, before increasing to 77 in May. This month-to-month variation reflects normal fluctuations in operational demand and a return to higher levels of scheduled task activity.

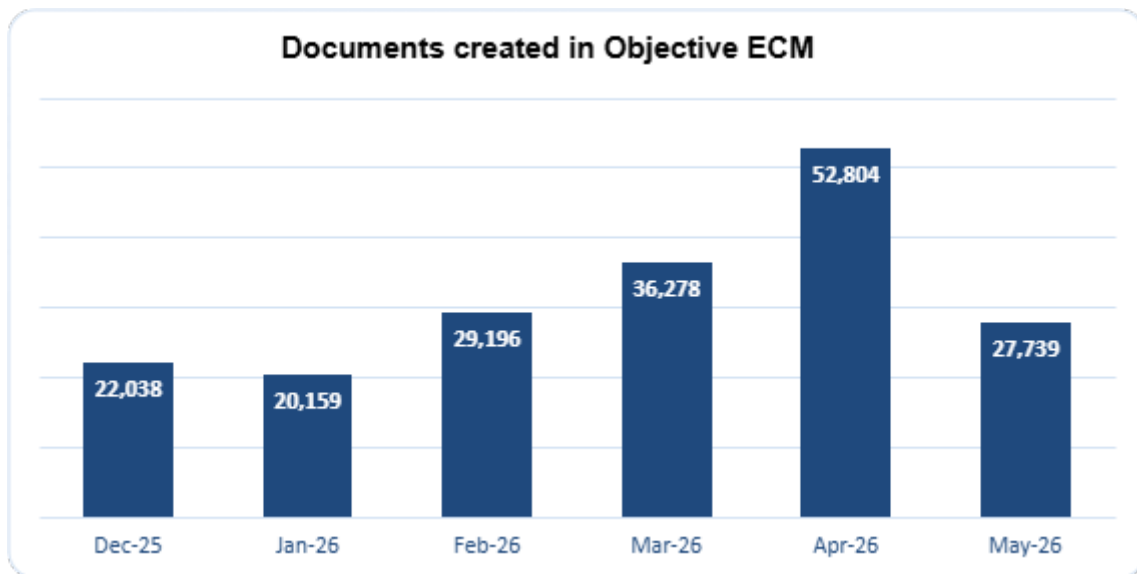
Task allocation continues to be closely linked to business activity, with work prioritised alongside an existing backlog to focus on onboarding/offboarding, contractor set-up, and other higher risk or time critical activities.

Ongoing monitoring is in place to ensure task volumes and team capacity remain appropriately aligned as demand fluctuates, while supporting timely completion of priority work.

Key Metric 3 - Objective Electronic Content Management (ECM)

Objective Electronic Content Management (ECM) tracks usage and activity within Council's ECM system (Objective), our primary recordkeeping platform for capturing and managing official records. This metric is reported to provide visibility of adoption and record capture in the approved system, and to confirm that key business information is being stored appropriately.

It matters because consistent use of Objective supports statutory recordkeeping and privacy obligations, improves findability and auditability, and reduces risk associated with information being held in unmanaged locations. Trends over time provide insight into user uptake, changes in record volumes and activity, areas requiring training or process improvement, and potential information governance and storage risks.



Analysis

During March, April, and May, document creation activity in Objective increased significantly from 36,278 in March to 52,804 in April, before decreasing to 27,739 in May. The April peak reflects a period of elevated record capture activity and continued reliance on the electronic content management system as Council's authoritative recordkeeping platform, while the May decrease indicates a return to more typical volumes following this higher activity period. A significant proportion of Digital Information Management effort during this period was focused on remediation and clean-up within Objective, including correcting misfiled documents, resolving duplication, improving metadata quality, and addressing legacy property records. This work has been undertaken in close collaboration with the Pathway team, particularly to support integration-related clean-up and ensure property and regulatory documents are correctly captured, linked, and managed across systems. This coordinated approach is improving overall information integrity, findability, and compliance. Ongoing guidance and monitoring continue to support more consistent capture and management of new content as activity levels stabilise.

Data Analytics

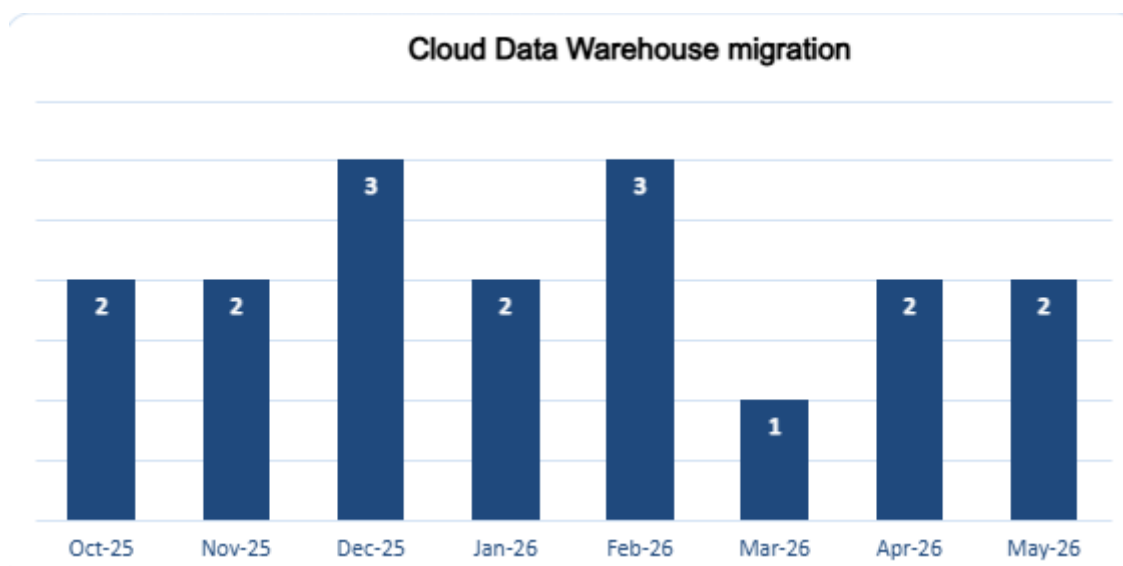
The Data Analytics team is responsible for turning the organisation's data into reliable, accessible, and actionable information. The team operates across three streams: Business Intelligence, Data Engineering, and Geographic Information Systems (GIS).

Operational highlights for the March to April 2026 reporting period include:

- Cloud Data Warehouse migration
- Business Intelligence platform consolidation
- Asset Management System (AMS) Asset Class Data Cleaning

Key Metric 1 - Cloud Data Warehouse migration

The metric below shows the number of data sources onboarded. As we migrate more sources into the cloud data warehouse, we expand a curated data library that enables reliable reporting, deeper insights, and the ability to combine datasets for richer analysis.



Analysis

During the April to May 2026 reporting period, additional data sources were onboarded to the cloud data warehouse, expanding the curated data library available for reporting and analysis. This progress supports more consistent reporting and improves the ability to combine datasets for cross-domain insights. Month-to-month variation is expected and largely reflects source-system readiness, onboarding effort, and the timing of supporting integration work.

Next steps

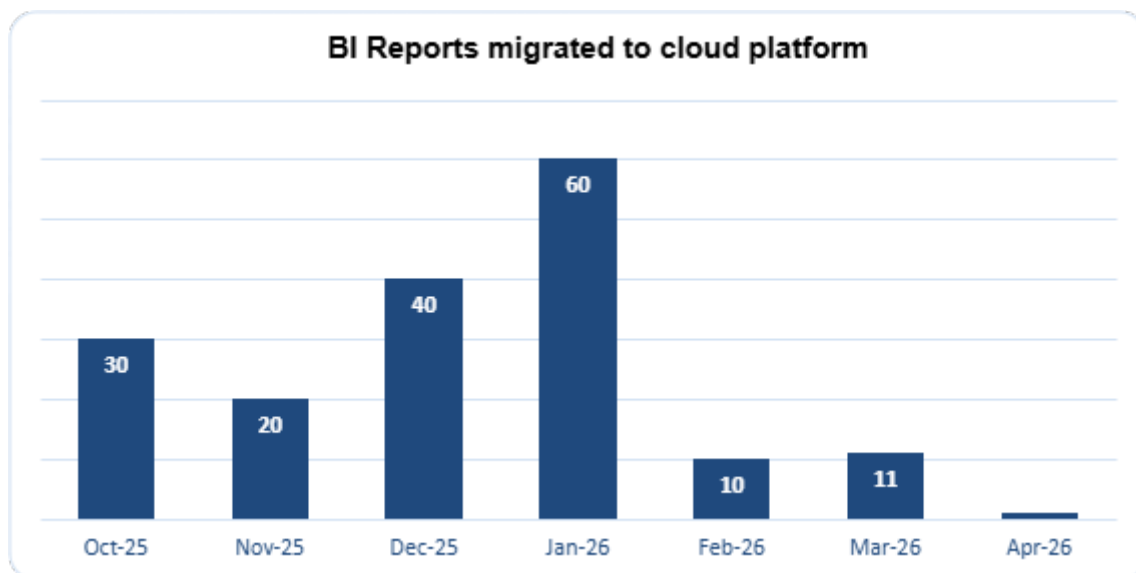
- Prioritise and sequence the next set of data sources for onboarding.
- Work with source-system owners to confirm readiness, access, and dependencies.
- Progress integration and modelling work through the onboarding pipeline.

- Run data quality checks and address issues identified during onboarding.
- Monitor delivery through regular checkpoints to remove blockers and maintain throughput.

The overall trend reflects ongoing onboarding activity alongside upstream changes in source systems, which have introduced recurring schema and mapping issues and highlighted inconsistent business definitions across datasets. As more sources are integrated, dependency complexity has increased, and data quality issues such as completeness, validity, and key matching have required repeated remediation. The next-period focus is on strengthening upstream engagement, standardising integration patterns, and moving data quality controls earlier in the pipeline to reduce repeat defects.

Key Metric 2 - Business Intelligence platform consolidation

The metric below shows the number of reports migrated to our Power BI cloud environment. Consolidating onto a single Power BI cloud environment reduces duplicated reports and inconsistent results, strengthening confidence in the numbers. It also simplifies support and governance by standardising security, release management, and refresh processes in one place. Overall, it improves analyst productivity and shortens delivery time by enabling reuse of shared datasets, templates, and development patterns.

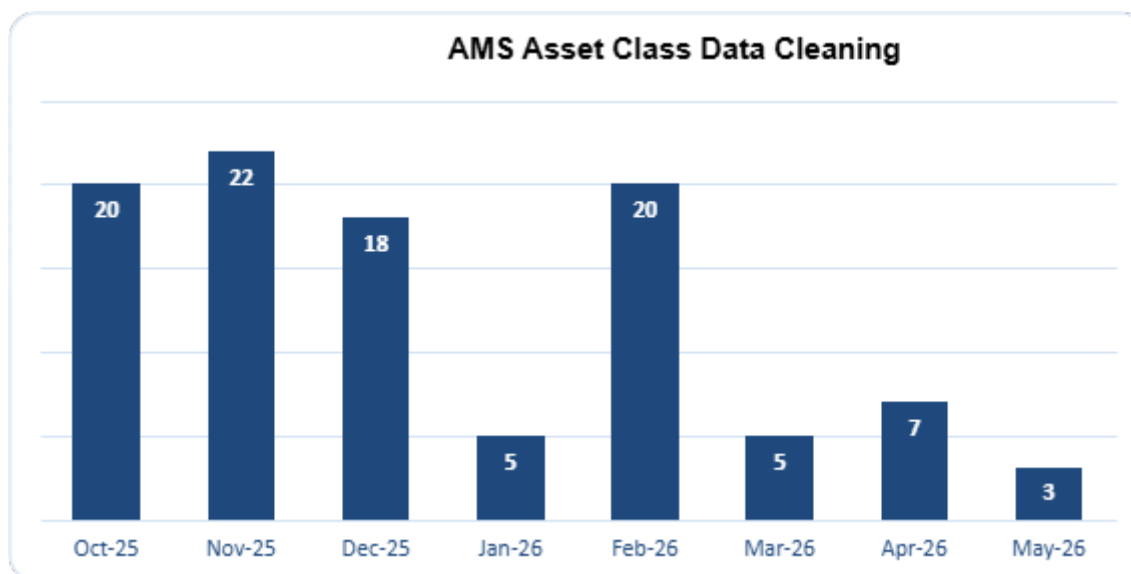


Analysis

- We have completed the migration process in April 2026. Moving forward, we will only have the cloud platform available for BI reporting.

Key Metric 3 - Asset Management System (AMS) Asset Class Data Cleaning

The metric below shows the count of asset classes cleaned during this period. This reflects the progress made improving asset data quality across District Facilities and Wastewater asset data.



Analysis

- The monthly results show steady progress in cleaning and standardising AMS asset class data across District Facilities, Wastewater, Irrigation, and Maritime Facilities. Month-to-month variation is expected and generally reflects the mix and complexity of the asset classes being addressed, the availability of source data, and the time required to validate updates with business owners. Overall, the trend indicates improving data quality, which supports more reliable asset reporting and stronger downstream analytics.

Next steps

- Prioritise the next asset classes for cleansing based on criticality and reporting impact.
- Apply standardised cleansing rules and reference mappings.
- Validate changes with subject matter experts (SMEs).
- Update master data standards and documentation to prevent rework.
- Monitor exceptions, including duplicates, invalid codes, and missing attributes, so recurring issues are identified and corrected early.
 - Criticality and reporting impact
 - Apply standardised cleansing rules and reference mappings
 - Validate changes with subject matter experts (SMEs).
 - Update the master data standards/documentation to prevent rework
 - Monitor exceptions (duplicates, invalid codes, missing attributes) so recurring issues are identified and corrected early.
- The trend is being driven primarily by the sequencing and complexity of asset classes, along with the time required for SME validation and for fixes to flow through upstream processes. Corrective actions include standardising asset class rules and reference mappings, strengthening exception reporting and monitoring, working closely with business owners to prevent issues from being reintroduced, and prioritising the highest-impact classes to improve reporting quality sooner.

Legal Services

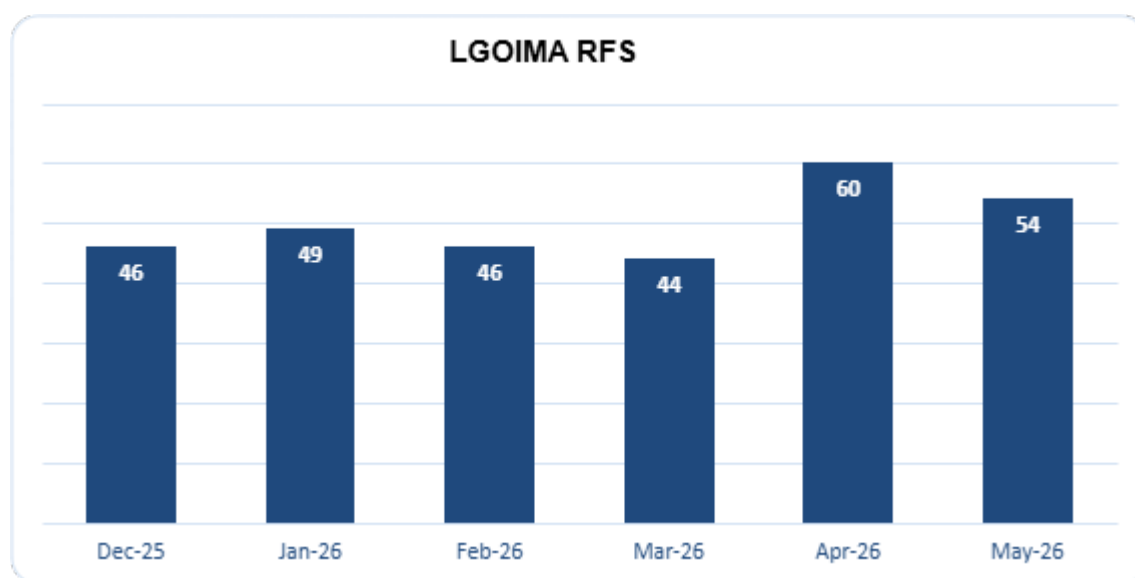
Legal Services has two divisions: Property Legalisation and Legal Advisory (which includes specialised management of LGOIMA requests, e-dealings, privacy complaints, and protected disclosure complaints).

Legal Services supports all departments and parts of the organisation. The department provides legal advice and guidance, document drafting and review, practical dispute resolution, and litigation support. It also assists with statutory reforms and regulatory functions. Legal services are provided in a timely and cost-effective way to enable sound decision-making and risk management, with solutions that are practical, legally robust, and minimise liability and risk to the organisation.

Three key performance metrics help us better understand Legal Services activities: LGOIMA RFSs, Property Legalisation matters, and e-dealings. All reporting metrics are presented over a six-month rolling period (hereafter referred to as the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Key Metric 1 - LGOIMA RFS

Legal Services receives and manages requests for service (RFSs) under the Local Government Official Information and Meetings Act 1987 (LGOIMA). LGOIMA allows anyone to request information held by Council, and Council must respond within 20 working days. Effective LGOIMA management is critical to fostering transparency, accountability, and public trust. It also enhances public participation in decision-making and promotes good local government. This metric provides an overview of the monthly volume of LGOIMA RFSs received by Council.



Analysis

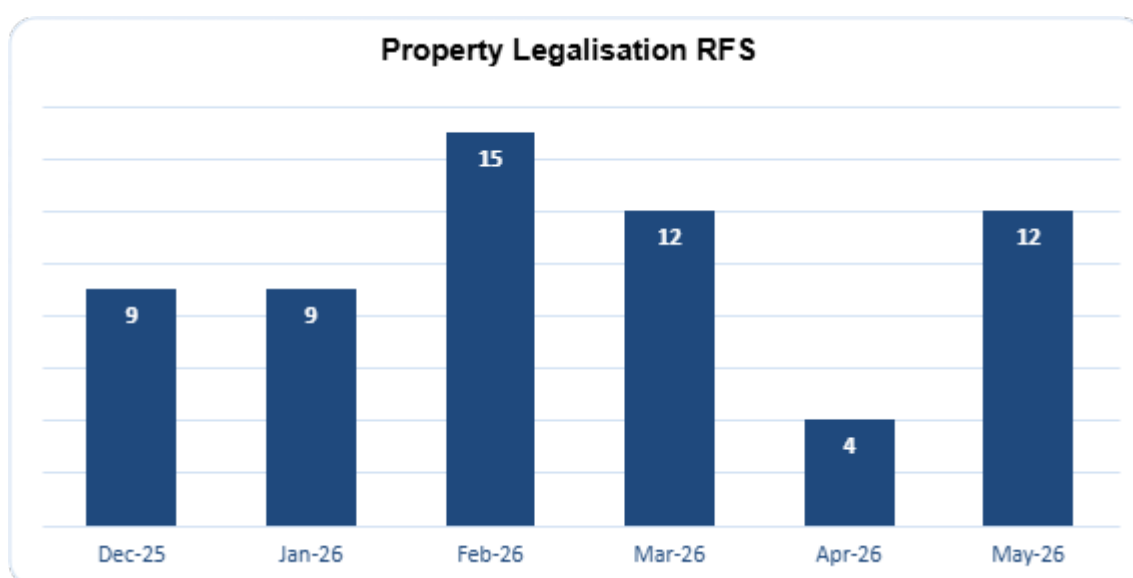
- In the last six months, Legal Services has managed an average of approximately 50 LGOIMA requests per month.
- RFSs are managed within statutory deadlines, which includes collecting information from across the organisation, elected members, contractors, and/or Far North

Holdings Limited (FNHL), and transferring or partially transferring requests to another public agency or organisation where appropriate.

- Legal Services continues to experience an increased volume of LGOIMA requests over the last six months, many of which are complex and require substantial multi-departmental research by various staff. The number of RFSs received in May remained consistent with previous months.

Key Metric 2 – Property Legalisation RFS

Property Legalisation is a highly specialised technical area of Legal Services. The team receives and processes applications for Licences to Occupy (LTOs). It also receives requests for Land Information New Zealand (LINZ) and other technical property information from the Roding, Parks and Reserves, 3 Waters, District Facilities, Monitoring and Compliance, and Property Information departments. It deals with road legalisation matters under the Local Government Act 1974 and 2002 and the Public Works Act 1981, Reserve Act 1977 matters, easement matters, as well as internal requests for property research and land status checks, including historical research and archive and record searches (for example, Māori Land Court and LINZ). This metric provides an overview of the monthly volume of Property Legalisation matters received by Legal Services.

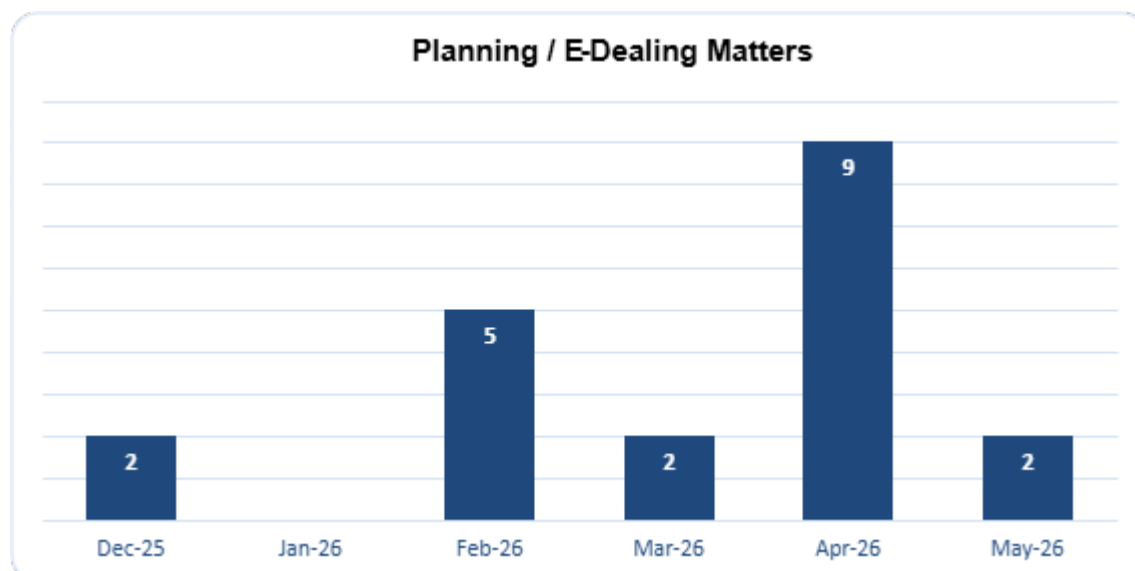


Analysis

- Legal Services received an average of 10 Property Legalisation RFSs per month over the last six months.
- Property Legalisation RFSs are closely managed by Legal Services to meet internal and external demand. Extensive property research has been attended to when required by Reserves and Roding.
- The number of LTO applications in May 2026 is at a level broadly consistent with the previous months.

Key Metric 3 - Planning / e-dealing matters

Legal Services reviews, drafts, and approves legal documents (A&I forms, section 221 Resource Management Act (RMA) consent forms, easements, land covenants, etc.) in relation to resource consent decisions and/or LINZ transactions where Council's consent is required.



Analysis

- In the last six months, Legal Services processed an average of 4 e-dealing/planning matters per month.
- Matters concerning resource consent (RC) applications often require compliance with statutory timeframes. Legal Services aims to review legal documents and provide an opinion to the RC team within 3–5 working days to support workflow. For e-dealing matters that require legal documents to be executed by Council officers with delegated authority, Legal Services aims to complete the review, draft the executive summary, and obtain a signed form within 10 working days.
- Planning/ E-dealing matters returned to a lower level in May 2026, likely reflecting seasonal, market and economic variation.

Financial Services

Financial Services supports Council's financial governance, compliance, and operational delivery through accounting, rating, and transaction services. The team is responsible for financial reporting and audits, annual and long-term planning processes, rates setting and billing, revenue collection, debt management, and statutory reporting. Financial Services also maintains the integrity of Council's rating systems, supports General Rates processes, Māori Freehold Land processes and rating relief, improves customer payment options, and strengthens financial transparency and data quality.

Across all functions, the group works closely with auditors, senior managers, elected members, communities, and internal teams to ensure sound financial management and a positive customer experience.

Accounting Services

Key Metric 1 – Year End Close & Audit

In May, the Finance team focused on year-end preparation, including balance sheet reconciliations, fixed asset uploads, account closures, journals, purchase order closures, cash receipting, and write-off updates. This work has been completed to support a clean and accurate close for the 2025/26 financial year as at 30 June.

All processes and postings have been completed to support audit testing, ensure sample compliance, and contribute to an unqualified audit opinion from Deloitte New Zealand. May activity focused on pre-audit work to support the year-end audit close.

Kat Metric 2 – Annual Report

The Annual Report was completed by the legislative deadline of 31 October and successfully passed audit by Deloitte New Zealand.

Key Metric 3 - Annual Plan 2026/27 Progress & Finalisation

- A three-month zero-based budgeting approach was completed.
 - The objective was to explore as many codes and areas of overhead, operational costs, and revenues as possible during the three-month period.
- Additional long-term structural savings and revenue growth initiatives explored & developed.
- Light touch consultation period completed with feedback in month of April & May. This was completed on 17 May.
- Elected members workshops undertaken & completed. Followed latest update modelling on price trends following the Middle East crisis & slow reversion to normal inflation levels & prices, Elected members have endorsed 2 approaches to Annual Plan workshops for final rating increases for the 26-27 year .
- These increased have been 6.71% & 7.68%.
- Financial Services have modelled both and elected member workshops & are completing 2 complete sets of Annual Plan documents, rating documents; fees & changes documents.
- Council meeting is scheduled for 25 June for adoption of one of the elected members endorsed approaches.

Key Metric 4 - Reporting Upgrades

- Te Huia Reporting:
 - Reporting for capital reporting, & roading variance reporting commentary further refined.
 - Roothing reporting introduced for tracking and reporting on Roothing revenue claims, operational expenditure, and capital expenditure.
 - Currently Roothing capital reporting is being overhauled.

- Balance Sheet Reporting:
 - Balance sheet overhauled & mapping in full swing currently & will be reported at next ARFC committee Meeting.
 - This will be a long term key item for the organisation to understand & report on asset costs & efficiency.

Rating Services

Key Metric 1 - Rates Rebates

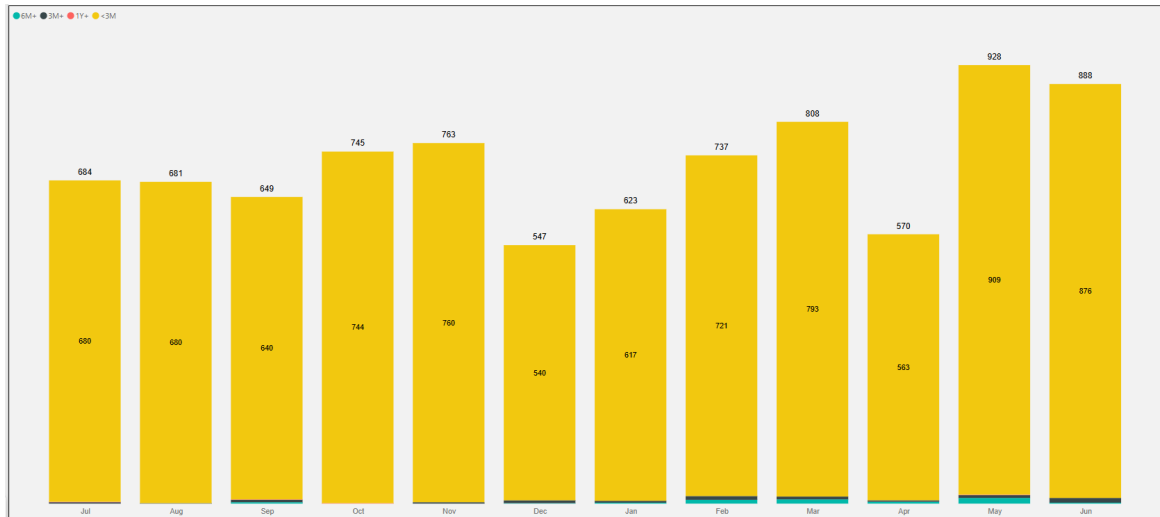
- Total rebates YTD 2025/2026 YTD to end of May = 3,065 applications processed for total of \$1,615,633.70.
 - Breakdown:
 - Q3, processed & paid 1,326 rebates worth \$1,052,629.03.
 - April month of Q4, processed & paid 522 rebates worth \$409,590.44,
 - May another 137 rebates processed worth \$153,414.30
- For rebates, any remaining applications are either awaiting information, awaiting DIA payment, or undergoing initial assessment.
- AI automation has improved efficiency; there is ongoing scoping work in further AI & automation. Implementation plan throughout 2026-27 rating year.
- Current priorities: still retirement village rebate processing,
- For 2026-27 rating year, retirement villages are being prioritised.

Key Metric 2 - Rates Instalments & Water Invoices – completed OTIF (on time, in full)

- Fourth rates instalment in April 2026,
 - Alongside regular monthly water billing
- Significant increase in customer enquiries and service requests, including penalty remission requests and transfer journal processing experienced in April & May following instalments.
- State of the Far North economy is causing increased queries & requests. especially for deferment
- Excess water applications metric - is reviewing and processing applications daily.
- Direct debits: fourth instalment collection on 20 May 2026, of 7,198 direct debit payments processed, totalling \$7,455,374.53.

Key Metric 4 - RFS

- 8,523 completed YTD.
- 284 RFS open as at end of May.
- Approx 775 RFS's on averaged received per month.
- Rates Team staff training to improve work completion and service delivery.
- RFS triage & query fulfilment is a main area of AI focus for Financial Service Team.



- Operational assistance from transaction services team where necessary for overload periods.
- Cross-training. Multi cross functional approach = staff developing capability across rates rebates, direct debit processing, and excess water journals.

Transaction Services

Key Metric 1 – Aging and collections percentages

- Due current reporting systems, transaction services team, manually calculate & report all rates aging data out of Pathway system, to Te Miromiro.
- Geographic Information Systems (GIS) & Data Analytics team in Corporate Services at council in currently engaged to create an aging report that coincides with normal commercial 30 day bucket aging reporting This work is still underway.

Key Metric 2 – First mortgage demand notice issued

- First mortgage demand notices were issued for 570 properties across five major financial institutions, representing approximately \$1,798,594.68 in collections.

Key Metric 3 – Final mortgage demand notice issued

- Final demand notices were issued for 301 properties across all five major financial institutions, representing \$936,778.36 in collections.
- One (1) financial institute left to be issued with final demand notices.

Key Metric 4 – Legal action

- Three rating sale reports will now be submitted to Council for endorsement in the new rating year, following being pulled from busy council agendas in May & June.

Key Metric 5 – Transaction payables

- YTD end of May 2026, have paid \$234,319,393.93 to suppliers through AP system, for a total of 7045 transactions.

Key Metric 6 – Transaction receivables

- YTD end of May 2026, have collected & cash receipted, \$373,440,494.57, for a total of 487,288 transactions.
- Note, that collections cover multiple years of rating invoices.

Property Information & Business Compliance

Property Information and Business Compliance provide core operational and governance functions that underpin Council's statutory responsibilities and organisational decision-making.

Together, the teams support the integrity of Council records, the delivery of statutory and customer-facing services, and consistent governance across property, project, procurement and contract management activities. Their work contributes to transparency, financial prudence and public confidence in Council processes.

Property Information

The Property Information team is responsible for maintaining the accuracy, integrity and availability of Council's property-related records and for delivering statutory and customer-facing property information services. The team plays a critical role in supporting property transactions, rating, valuation, land use planning, and public access to Council records.

Key functions include:

- Preparation and delivery of Land Information Memorandum (LIM) reports and property files in accordance with statutory and service timeframes.
- Maintenance and auditing of core property data, including titles, parcels, addresses, and the Name and Address Register, to support accurate rating and valuation.
- Processing of property ownership changes, including Notices of Sale, to ensure Council records remain current and reliable.
- Allocation and maintenance of rapid and urban numbering to support emergency services, service delivery, and community safety.
- Provision of property information and support to internal teams and external stakeholders to enable informed decision-making and regulatory compliance.

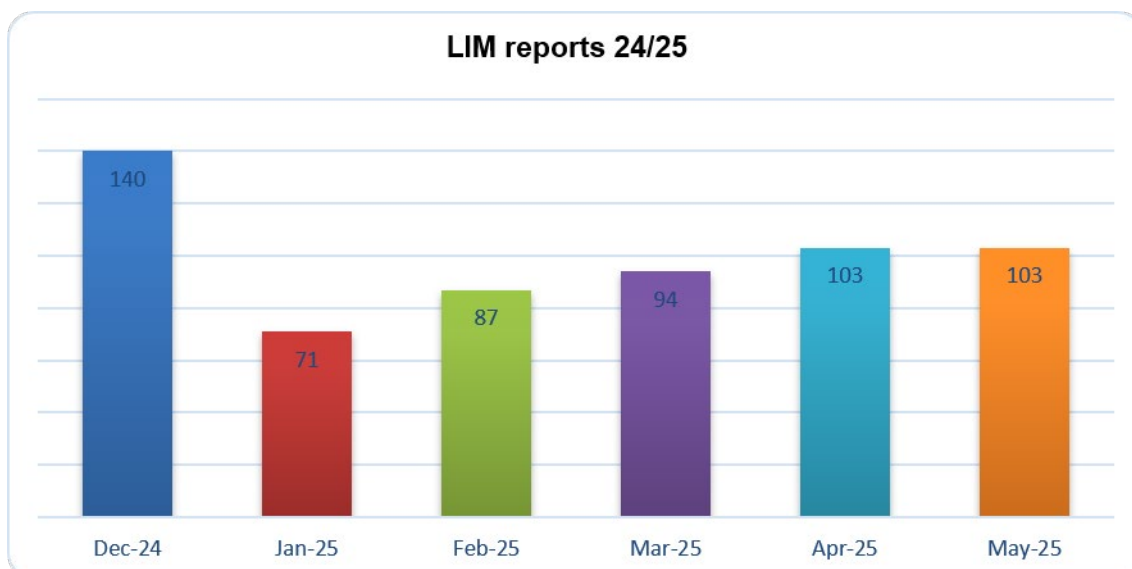
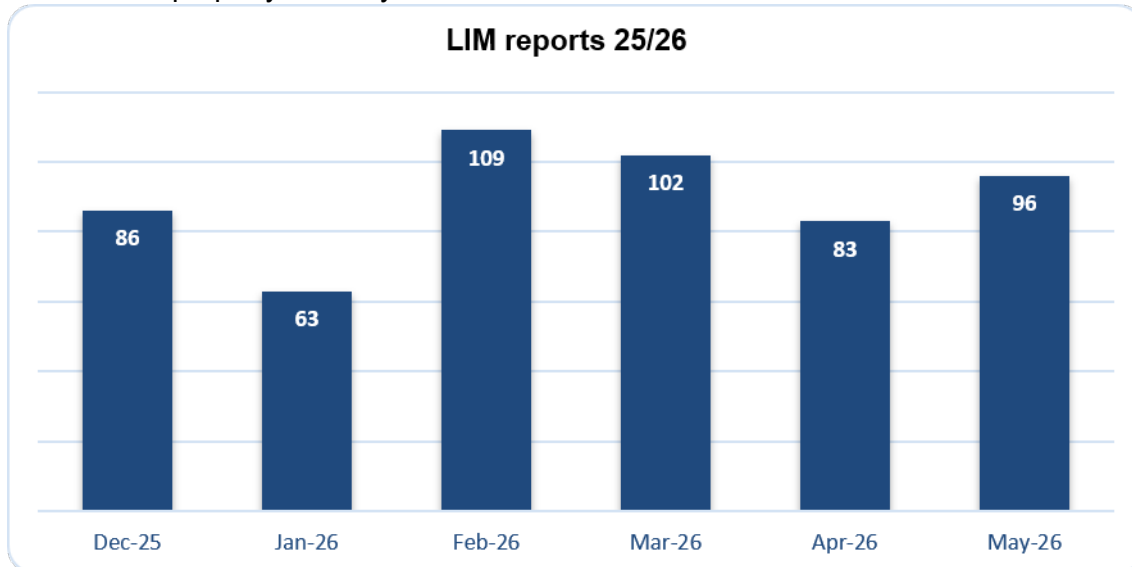
Key Metric 1: LIM

25/26 Average: 89.8 | 24/25 Average: 93.2

Trend: Slight decline of -3.6% year-over-year

Analysis: The number of LIM report requests show modest softening, suggesting slightly reduced property transaction activity. The market remains relatively stable with consistent demand for LIM reports. December spike (86 vs 140 in prior year) may reflect seasonal

variations in property sales cycles.



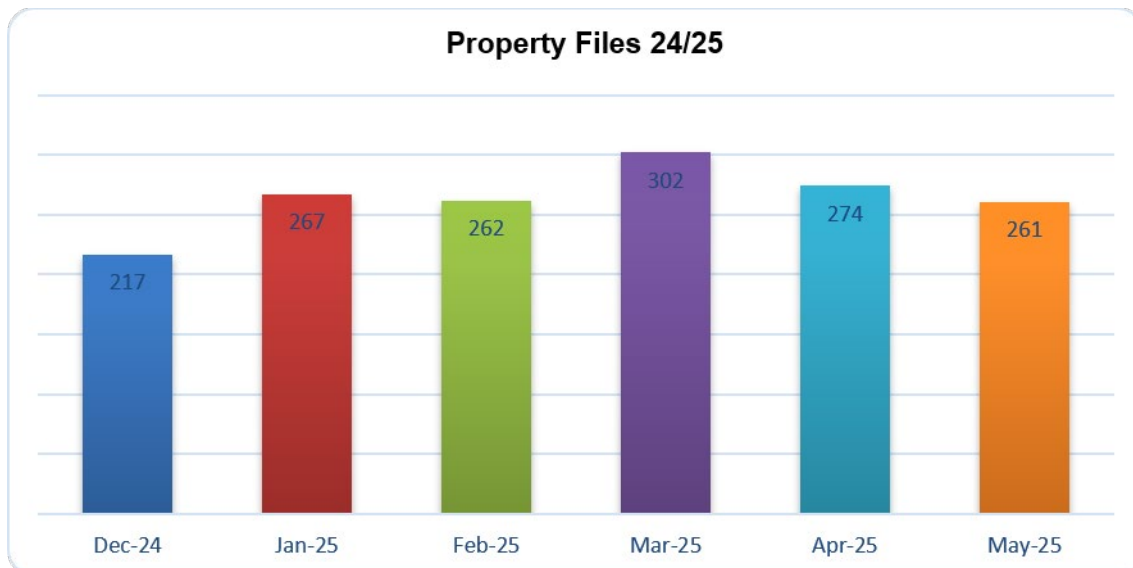
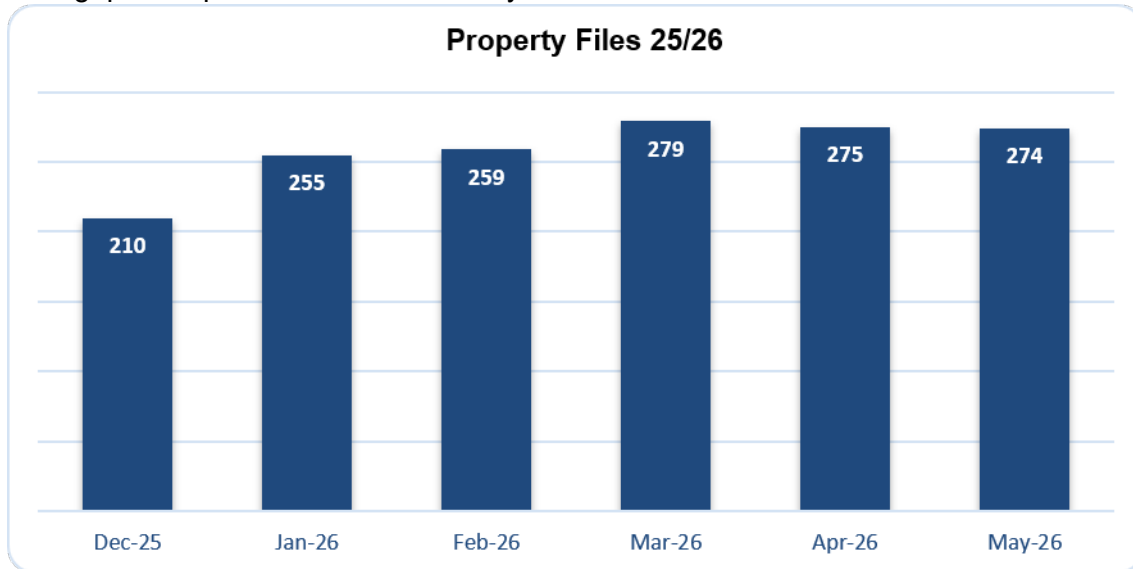
Key Metric 2: Property Files

25/26 Average: 259.5 | 24/25 Average: 277.2

Trend: Modest decline of -6.4% year-over-year

Analysis: Property file activity is down, indicating fewer property transactions or slower processing volumes. This aligns with the LIM trend, suggesting a moderating property market. The metric remains stable month-to-month, indicating consistent operational

throughput despite lower overall activity.



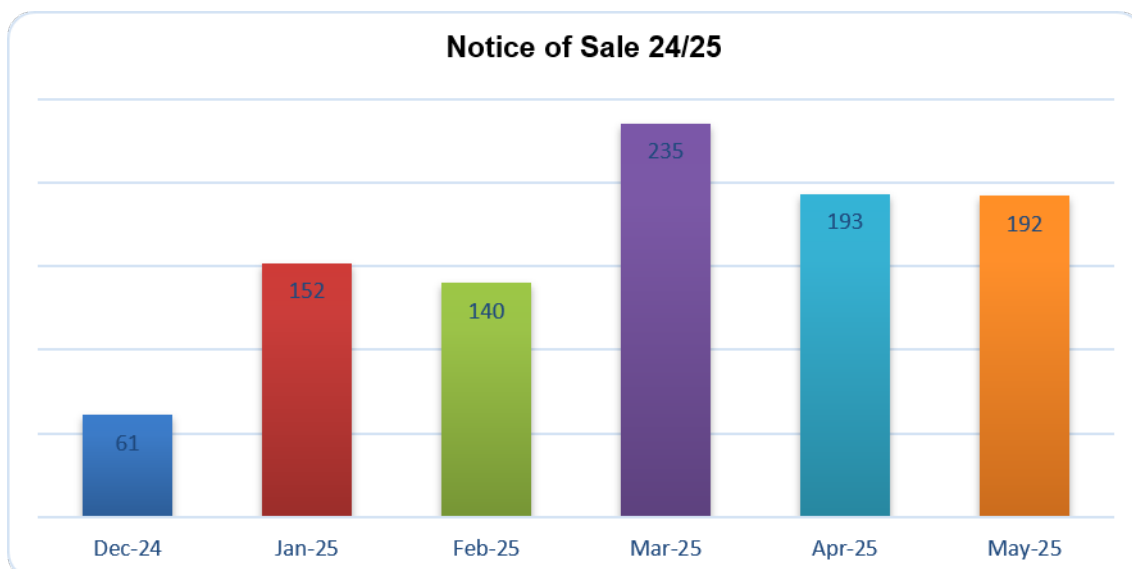
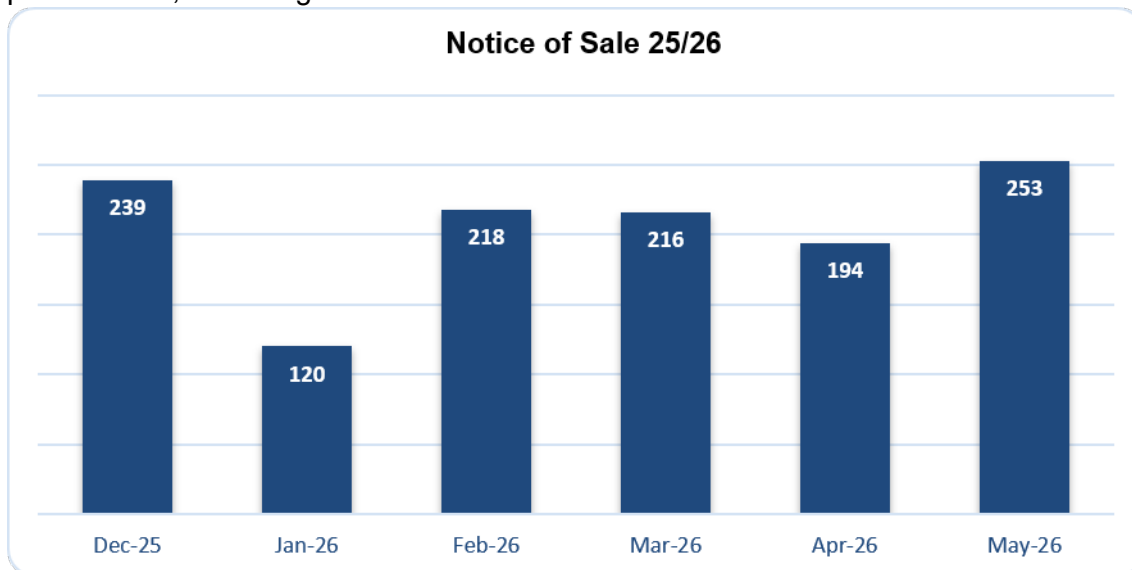
Key Metric 3: Notice of Sale

25/26 Average: 206.8 | 24/25 Average: 181.8

Trend: Strong growth of +13.8% year-over-year

Analysis: Despite lower LIM and Property File activity, completed property sales (NOS) are up substantially. This suggests properties are moving through the sales pipeline more efficiently, with stronger conversion rates. December and February show particularly strong

performance, indicating robust market closures.



Property Revaluation 2025

The objection period for the 2025 district-wide property revaluation has now closed, and Quotable Value (QV) continues to progress the review and assessment of objections.

As at 26 June 2026, a total of 526 objections have been received which includes 13 lodged after the objection deadline. Since then 3 have been declined as they did not meet Council policy and the remaining are subject to Council consideration.

Objection volumes increased significantly following the close of the objection period (from ~231 mid-May to 526 total)

The number of objections represent approximately 1.2–1.3% of all properties in the district, which remains broadly consistent with normal revaluation objection ranges nationally and considerably less than the last revaluation.

Progress of objections (QV status summary)

Status	#	Explanation
--------	---	-------------

Objection Decision	417	Objections received and currently awaiting valuer decision
Registered Valuer Approval	29	Recommendations prepared and sent for valuer approval
TLA Approval for Recommendations	10	Submitted (or being submitted) to Council for approval
To Complete	34	Approved and progressing toward completion
Withdrawn	23	Withdrawn by property owners
Total active objections	513	
Late objections (separate)	13	Subject to Council decision

Inspection programme

QV has completed inspections for the majority of objected properties, with approximately 78 inspections remain outstanding. A valuer is scheduled to undertake further inspections the week commencing 29 June.

QV has prioritised objections where owners have contended lower land values, to reduce the rating impact and ensure equity across the rating base.

Key insights

The analysis suggests that property owners likely perceive overall property values as being understated, while concerns around land value are more mixed, with a slight bias toward reductions.

Capital Value (CV) objections

- 55.9% of objectors want their CV increased
- 36.4% want their CV decreased
- 7.7% want no change

Land Value (LV) objections

- 29.9% want LV increased
- 37.0% want LV decreased
- 33.1% want no change

Business Compliance

The Business Compliance team provides central governance, assurance and specialist support across Council's project, procurement and contract management activities. The team supports business units to deliver projects and procurements in line with Council policy, legislative requirements and delegated financial authority, while promoting consistency, transparency and value for money across the organisation.

Key functions include:

- Project governance and assurance, including support for project registration, oversight and alignment with Council's project management framework.
- Procurement planning, tendering and contract management technical support, ensuring compliance with policy and good practice.
- Maintenance of procurement, contract and project registers to support transparency, reporting and informed decision-making.
- Provision of guidance, tools and capability support to business units to strengthen procurement and contract management practices, including sustainable and socially responsible procurement.

Operational Highlights:

- The PMO designed and presented a resource capacity planning tool to the Infrastructure Management Team and the Chief Digital Officer. The tool enables management to forecast resource requirements across project roles and experience levels over a three-year planning horizon. It includes both in-flight and carry-forward projects. The PMO is now working with the Chief Digital Officer to pressure-test the tool against the proposed CEO 100-day priority projects.
- The PMO supported Infrastructure Delivery and Engineering Managers on project scheduling, developing a checklist to help PM's ensure key aspects of project delivery are captured for assurance and reporting.
- Citycare contract: A paper to Te Koukou provided an update to Elected Members on the Performance Improvement Plan developed in conjunction with Citycare and the contract management team.
- Continued procurement and Tender Panel assurance activities, with the team providing regular support and facilitation for high-risk and high-value procurements and procurements requiring an exemption to standard process.

Key Metric 1: Support Project Planning & Delivery

Pipeline Planning – 2027-37 LTP

The final list of proposed LTP projects were presented to SLT (after peer review undertaken), including project timings and a revised delivery profile. Finance Team will now work with project submitters and the wider business to confirm operational costs and expenditure timing, providing a complete financial view of the proposed 10-year plan.

Pipeline planning is now complete and has been handed over to the LTP Project Team for the next stage of planning. Once the LTP is adopted, the PPM tool will be updated to reflect the adopted plan for project delivery across the 10-year delivery horizon. **Key Metric 2: Procurement**

Over the last two months, 32 Procurements were managed either via direct award, closed or open tender. 12 contracts were awarded to the value of \$1.3 million, of which \$849,667 were awarded to suppliers in the Far North and wider Northland district.

Key Metric 3: Contract Management – System Implementation

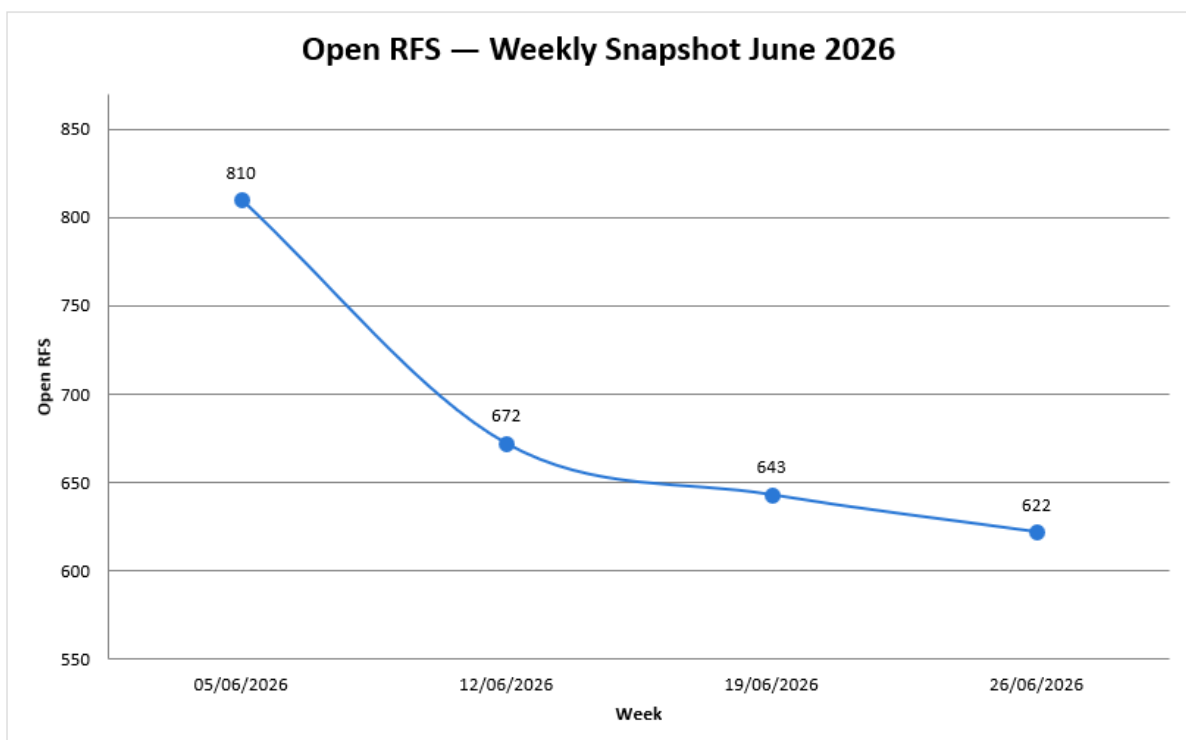
Implementation of the Vendor Panel Contract Management System has begun, closing out the discovery phase and starting configuration and validation phases. The team has collated current active contracts and details for a bulk upload into the new system by the Vendor.

Engagement with key users is underway with an update on Implementation and timeline provided to People Leaders and the Project Management Community of Practice. The team started developing new processes and guidance documents to support staff transitioning to the new system.

Transportation Services

The Transportation Transition programme continued through June, with activity focused on implementing the new contract model, progressing handover of capital works, and preparing for the commencement of the Road Maintenance and Renewals contract on 1 July 2026.

- The programme progressed with the Professional Services contract commencing on 1 June and readiness activities completed for the Road Maintenance and Renewals (RMR) contract commencing 1 July.
- Transition activity increased, including on-site support from WSP's transition manager, governance engagement, and collaborative sessions with contractors to confirm roles, responsibilities, and the new maintenance model.
- The capital works handover and site review programme advanced, with projects packaged for WSP review, site visits underway, and design suitability being assessed.
- Work is underway to address the Requests for Service (RFS) backlog, supported by the introduction of daily 30-minute review sessions (averaging 30 requests reviewed per session). Since early June, the backlog has reduced from 810 to 622 open requests, alongside an average of 22 new requests received per day (refer below graph).
- Supporting workstreams progressed, including development of a transport communications and engagement strategy, process standardisation with WSP, and preparation of annual maintenance programmes.



**DELIVERY & OPERATIONS
MONTHLY REPORT**

MAY 2026

Executive Summary

Delivery & Operations (D&O) is Council's principal operational arm, responsible for translating policy into safe, reliable and customer-focused services across the district. The Group brings together five complementary business units—Building Services, Compliance, Resource Consents, Property & Facilities, and Quality—each with a distinct legislative mandate yet closely inter-linked day-to-day.

Reporting Period: May 2026

This monthly report is presented in a Year on Year rolling update to reflect improvements, trends & economic indicators.

Authors of the following detailed reports include: Hilary Sumpter Group Manager – Delivery & Operations, Manager – Building Services, Manager – Compliance, Manager – Resource Consents, Manager – Property & Facilities, and Manager - Quality.

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Special Projects

Please note some of these projects overlap with People & Capability – Executive Projects

Kaitaia Airport Resilience Project

Terminal concepts are being developed. Awaiting runway lighting delivery from overseas.

Pou Herenga Tai Twin Coast Cycle Trail & Keteriki Trust

We are working with Cr Stratford to host a joint meeting at FNDC HQ on 8th July with both Trusts to develop a working together strategy.

Housing for the Elderly

We are sponsoring this Project with the Executive Projects Team.

Currently we have a number of empty units, due to a lack of budget for maintenance and the properties have moved beyond maintenance to a state of demolition/divestment.

There is interest, particularly in Awanui of returning these 12 units to Iwi.

Divestment/Acquisitions Policy

We are sponsoring this Project with the Executive Projects team. The policy is currently under internal review. Staff will present to Council for policy endorsement in Q3.

Turner Centre

Management are working with our P&F & Infrastructure, which require some catch up work in the new financial year.

Significant Housing Developments

We have a couple of significant builds currently in the district; namely THOON/Bissett Road, Kaikohe and Te Tui Ora, Hall Road Kerikeri. We are working proactively as a team with Gemscott the Project Managers/Developers to smooth pathways for inspections and building consents. These are projects which are under development agreements

Redwood Trees Kerikeri

The second stand of trees on Wendywood Lane (beside New World) is set for removal in July 2026. The same contractor as took down the Hawkings Cres stand has been awarded the work, as per the original contract.

Building Services

Building Services oversees the full lifecycle of building development in accordance with the Building Act 2004. The department is made up of the Building Consent Authority (BCA) and the Territorial Authority (TA) functions.

The Building Consent Authority (BCA) is responsible for ensuring that proposed building consent work meets the Building Code. The BCA function assesses and approves building consent applications, conducts onsite inspections, and issues Code Compliance Certificates and Compliance Schedules.

The Territorial Authority (TA) function is responsible for regulatory duties. The TA function issues Project Information Memoranda, Certificates of Acceptance, Certificates for Public Use, and Exemptions. The TA function investigates non-compliant building work and issues Notices to Fix and Dangerous Building Notices. The TA function enforces safety regulations for residential swimming pools. The TA function administers the Building Warrant of Fitness regime.

Operational Highlights

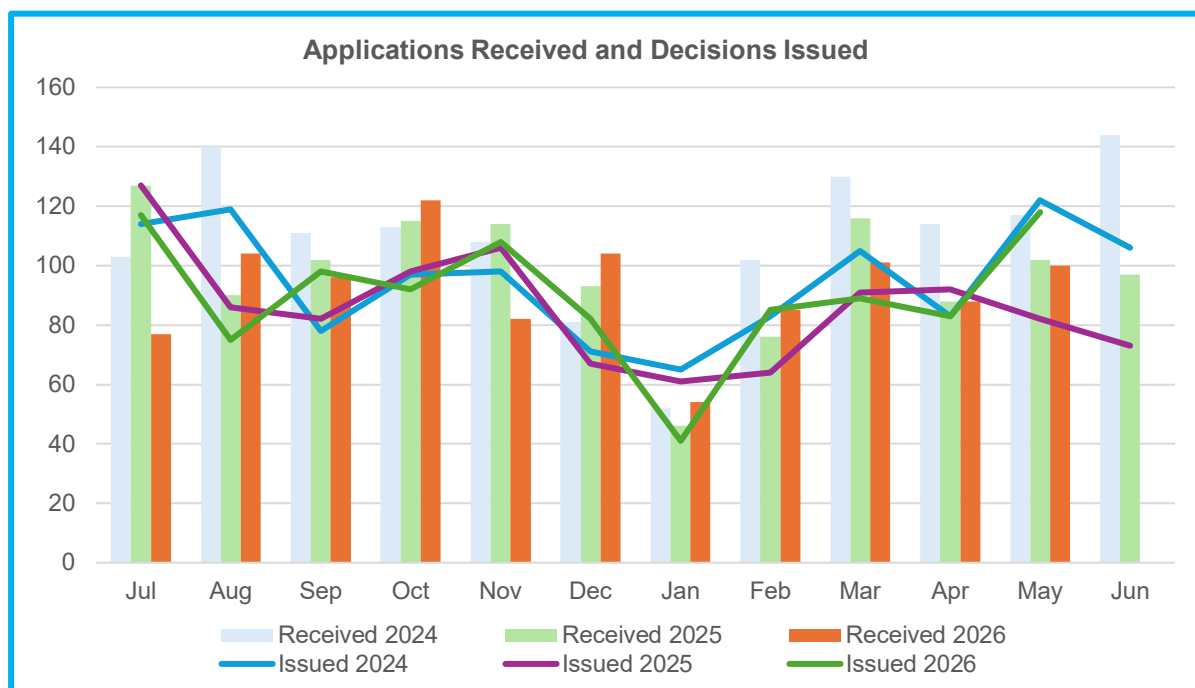
- Compliance with statutory timeframes and inspection availability remains high with 100% being achieved across the board for all types in May 2026. The BCA is exceeding the national averages for compliance with statutory timeframes and number of processing days.

Key Performance Metrics

The following pages includes key performance metrics we track to better understand our business activities. Analysis of the illustrated data is provided for each month. These key performance indicators demonstrates our public accountability, fosters confidence in the building industry, and supports our district's economic health by ensuring a reliable and timely pathway for construction. Reporting periods cover financial years from July – June, for example 2025 is referring to July 2024 – June 2025.

Building Consent Applications Received & Decisions Issued

The BCA actively monitors the volume of building consent applications received and decisions issued to forecast staffing workloads and ensure there is adequate resources to efficiently perform building control functions.

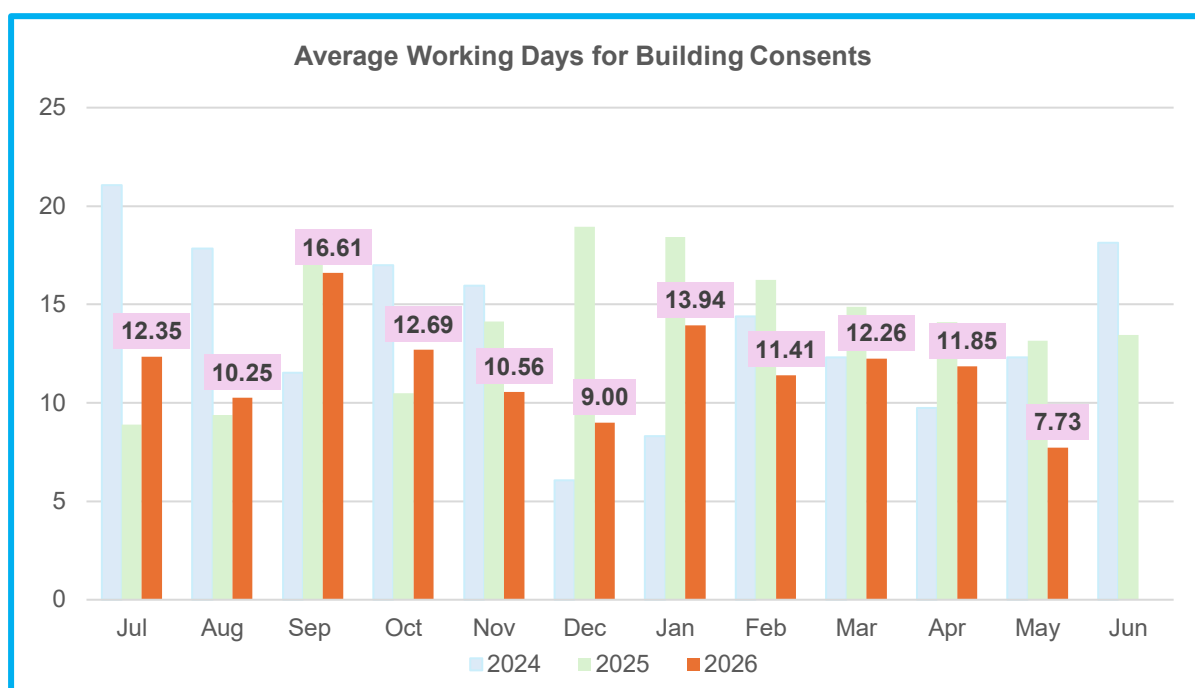
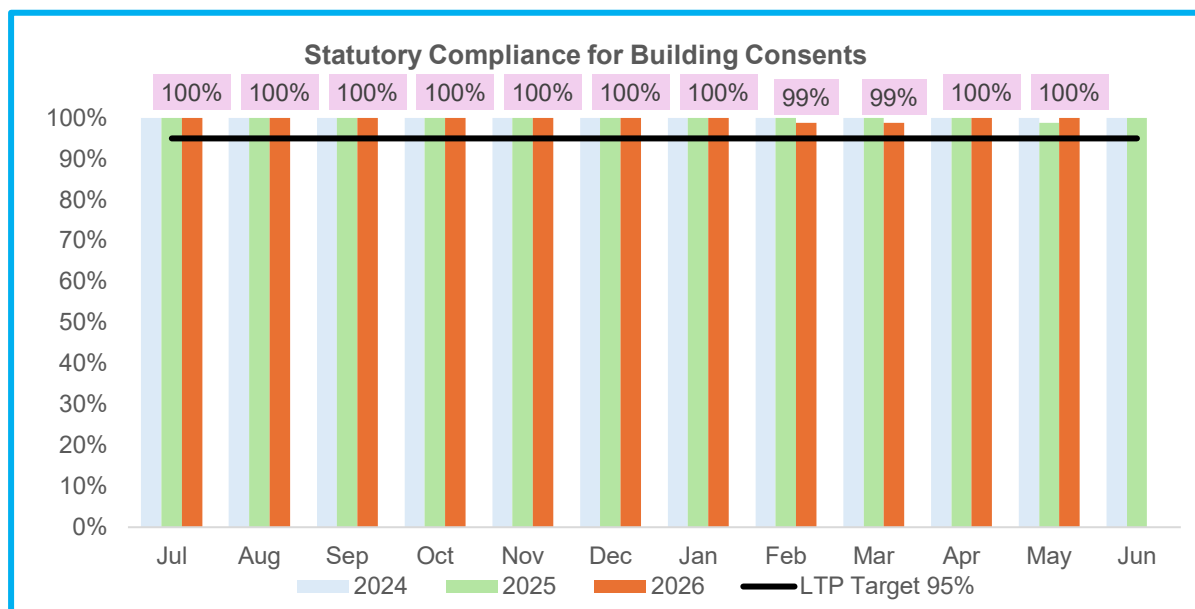


KPI Analysis: Building Consent Applications Received & Decisions Issued

In May 2026, the number of applications received was similar to the previous year (down by 2 applications). The number of decisions issued in May 2026 was significantly up (by 36 decisions), and was similar to May 2024 (down by 4 decisions). The overall trend for applications received and decisions issued has remained constant, slowing in January and then rising again early in the year.

Statutory Compliance for Building Consents

The BCA is required to issue building consents within a statutory timeframe of 20 working days for most consents, or 10 working days for consents subject to a national multiple-use approval. Reporting on statutory compliance is a mandatory requirement under the Building Act 2004 and fundamental in our commitment to efficient consent processing.

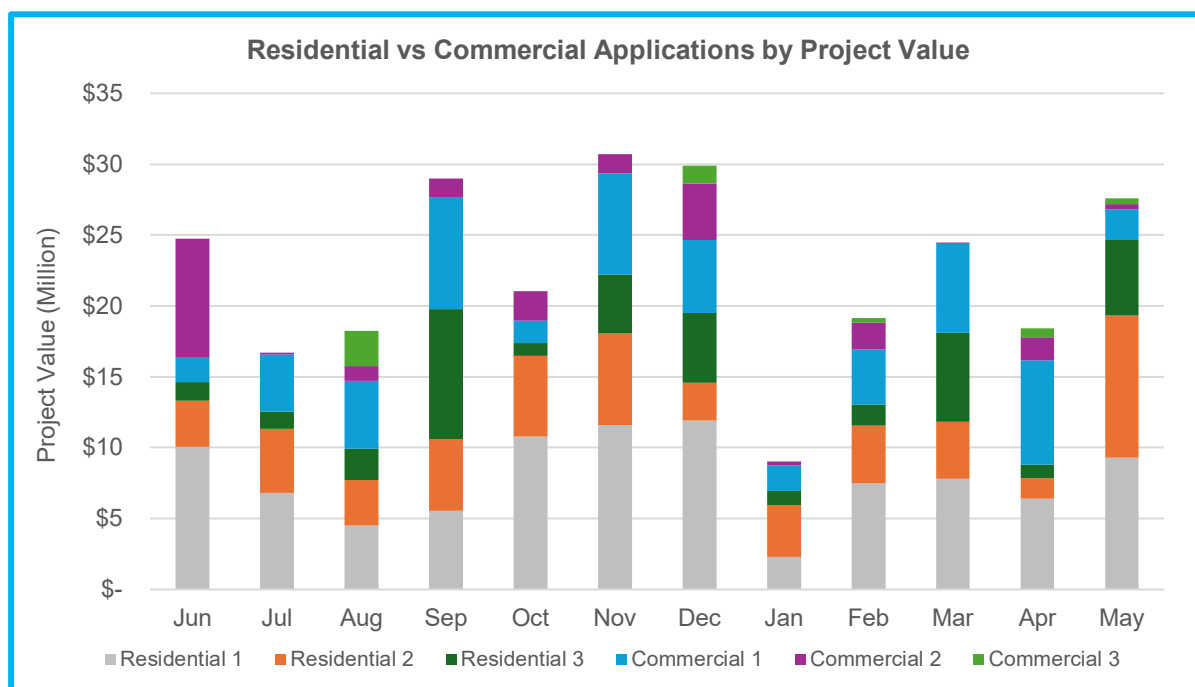
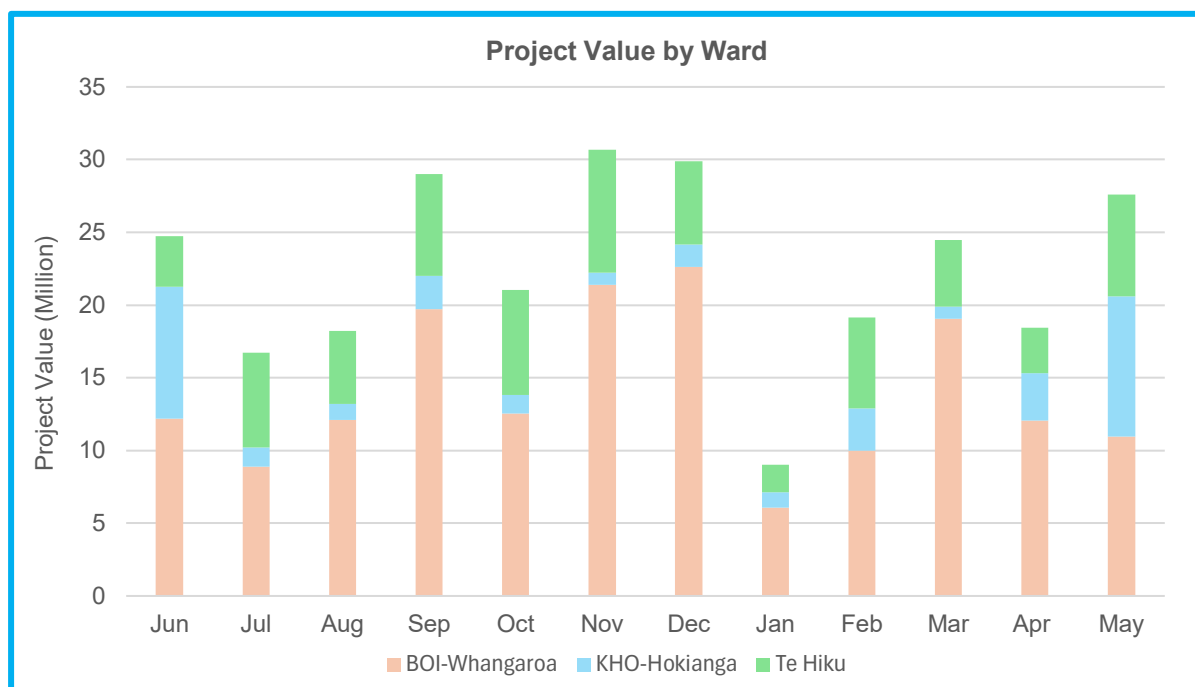


KPI Analysis: Statutory Compliance for Building Consents

In May 2026, the BCA achieved 100% compliance for processing building consents within statutory timeframes. Building consents for the month have been processed, on average, within 7.73 working days. The national average for processing consents in Q1 of 2026 was 94.5% within statutory timeframe, and processing time of 13.0 working days, so the BCA is exceeding national averages.

Building Consents Project Value

Tracking the aggregate project value of building consents provides a critical leading indicator of the Far North District's socio-economic health. While consent volumes primarily reflect the operational workload of the BCA, the financial value of these projects directly correlates with the district's broader economic trajectory. Sustained or rising consent values signal strong market confidence, ongoing capital investment, and a robust pipeline for local construction and trades employment.



KPI Analysis: Building Consent Project Value

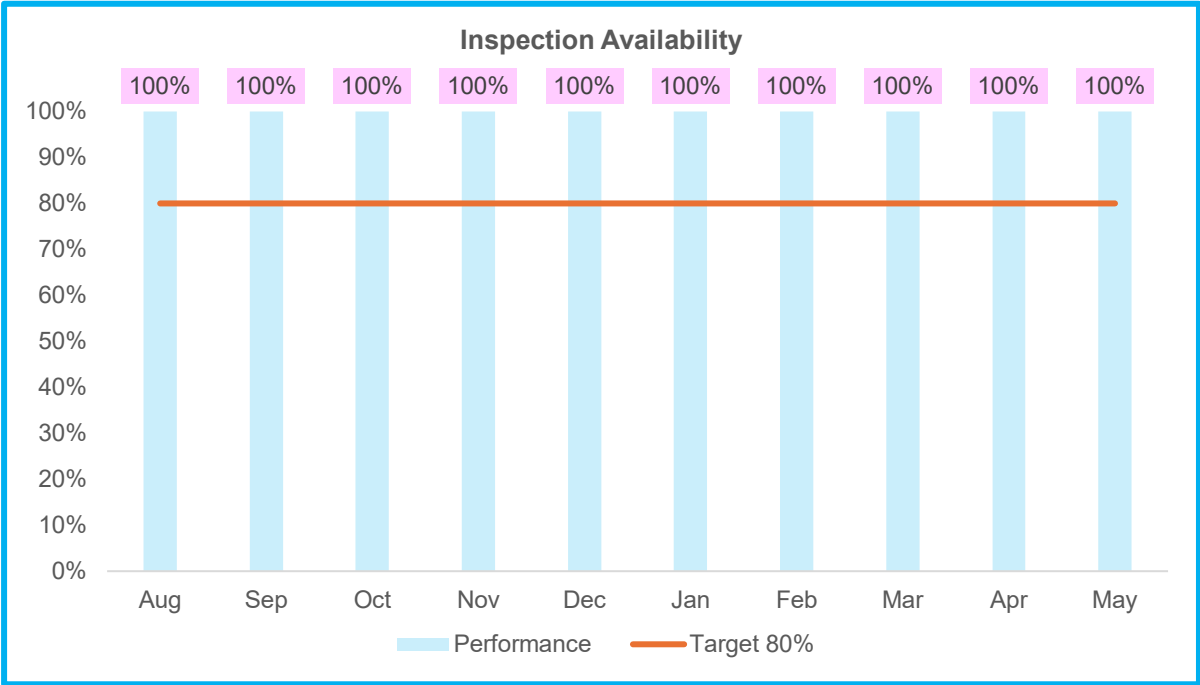
In May 2026, the majority of building projects were residential developments (89%), with a combined project value of \$24.6M. Residential 2 type developments are up significantly on prior months with

\$10M project value compared to \$1.4M in the prior month. This increase can be attributed to several homes in the Bisset Road development and a couple of high-spec residential builds in Kerikeri.

Most developments were located in the Bay of Islands – Whangaroa ward (58 projects); followed by the Kaikohe – Hokianga ward (33 projects); and Te Hiku (29 projects). Notably, the number of projects in the Kaikohe – Hokianga ward increased from 10 projects in the prior month, and this can mostly be attributed to the Bisset Road development in Kaikohe.

Statutory Compliance for Inspections

The BCA is required to ensure that a minimum of 80% of inspections are carried out within the period of 3 working days after the date for inspection requested by the owner or their agent. Reporting on statutory compliance is a mandatory requirement under the Building Act 2004 and fundamental in our commitment to efficient inspection services. This was introduced in August 2025.

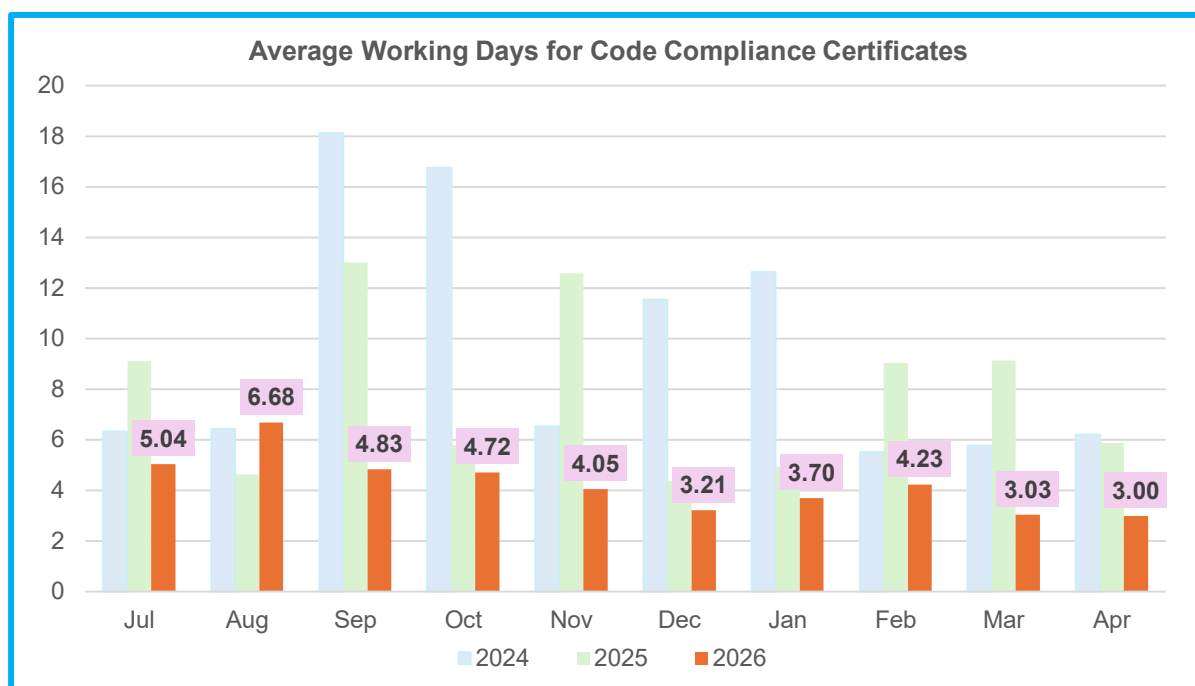
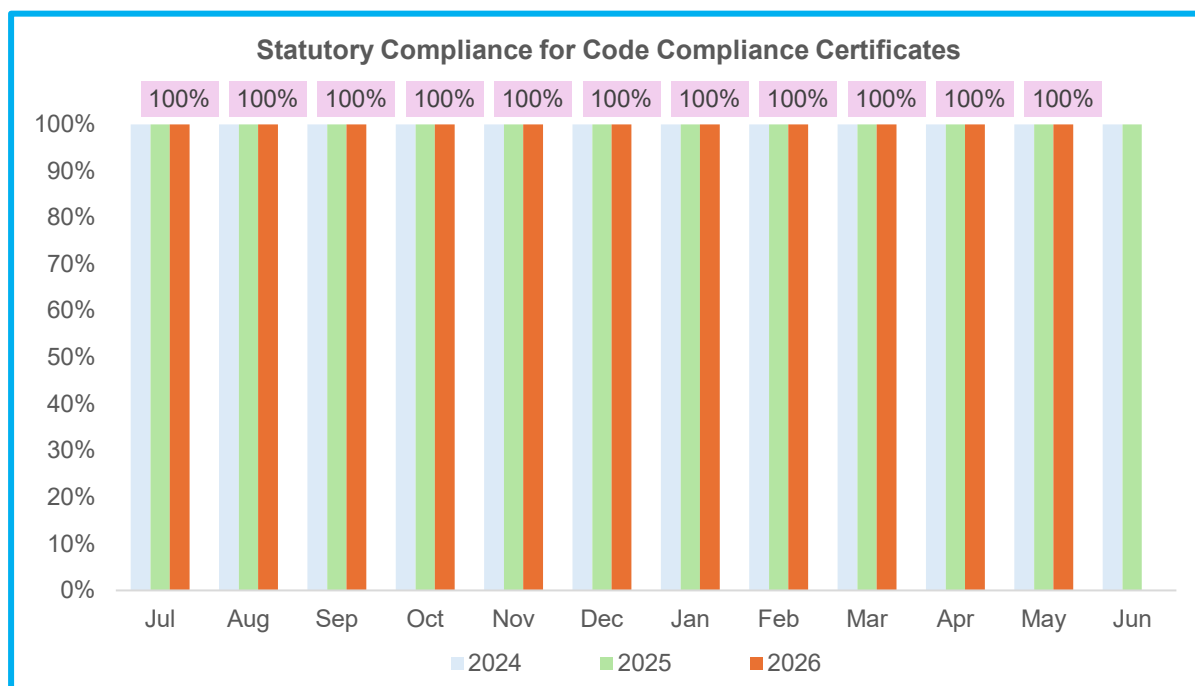


KPI Analysis: Statutory Compliance for Inspections

In May 2026, the BCA maintained 100% compliance for inspection availability, exceeding the national target of 80%.

Statutory Compliance for Code Compliance Certificates

The Building Consent Authority is required to issue Code Compliance Certificates within a statutory timeframe of 20 working days. Reporting on statutory compliance is a mandatory requirement under the Building Act 2004 and fundamental in our commitment to efficient certification.

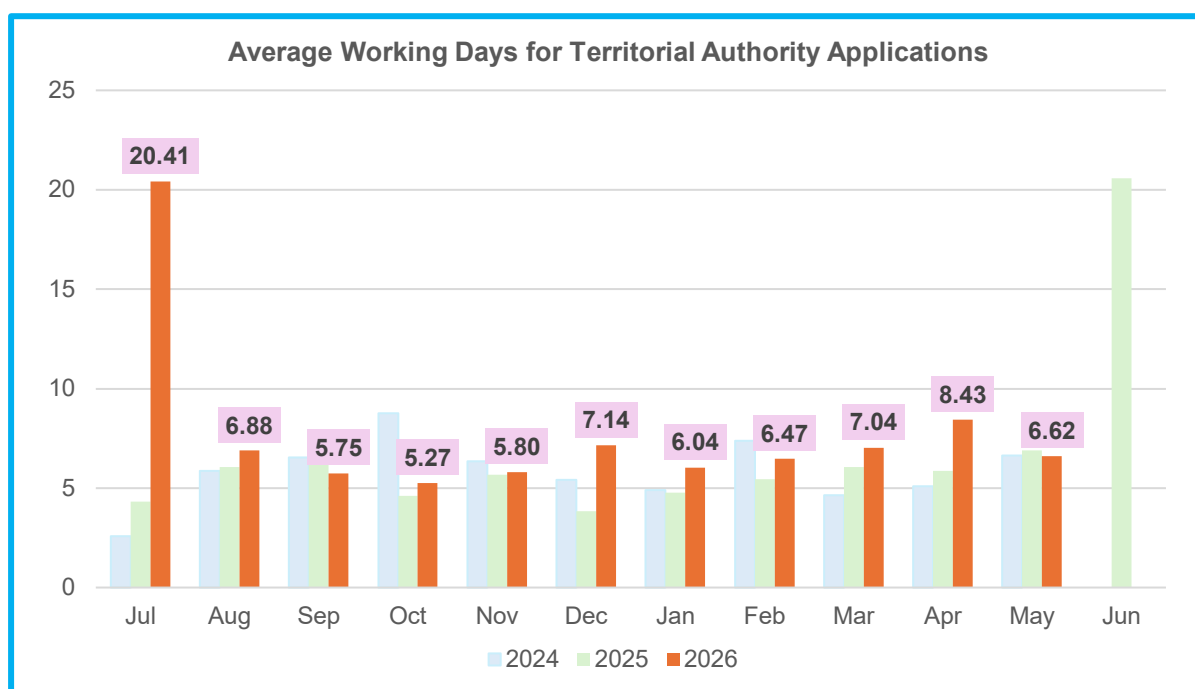
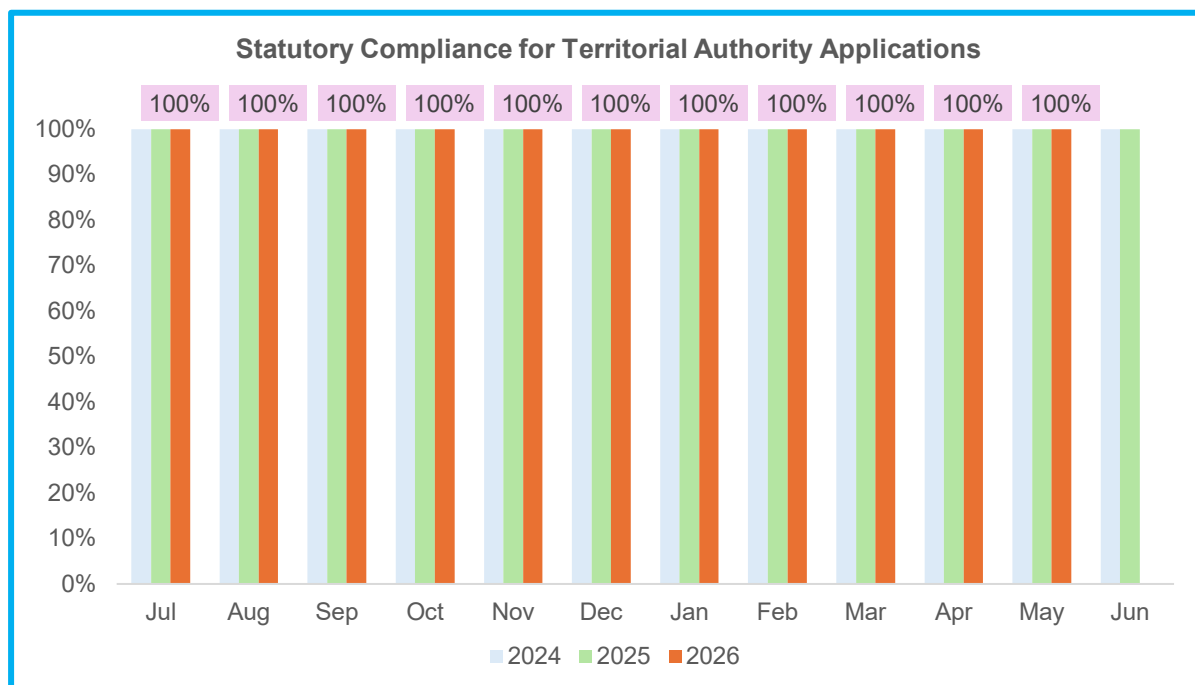


KPI Analysis: Statutory Compliance for Code Compliance Certificates

In May 2026, the BCA achieved 100% compliance for processing code compliance certificates (CCC's) within statutory timeframes. CCC's for the month have been processed, on average, within 3.0 working days. The national average for processing CCC's in Q1 of 2026 was 97.2% within statutory timeframe, and processing time of 4.0 working days, so the BCA is exceeding national averages. Compared to previous years, the BCA is significantly faster in issuing CCC's.

Statutory Compliance for Territorial Authority Applications

The Territorial Authority (TA) is required to issue various applications within a statutory timeframe of 20 working days. Reporting on statutory compliance is mandatory under the Building Act 2004 and fundamental in our commitment to efficient processing of applications. The applications include: Certificate of Acceptance, Certificate of public use, Change of use, and Exemptions.



KPI Analysis: Statutory Compliance for Territorial Authority Applications

All building compliance applications are being processed on time, issued on average within 6.62 working days. The TA is meeting the statutory timeframes of 20 working days.

Compliance

Compliance safeguards community wellbeing through three specialist teams. Animal Management promotes responsible dog ownership and responds to roaming-dog and safety incidents; Environmental Health delivers food-safety verifications and administers liquor-licensing to reduce alcohol-related harm; and Monitoring investigates breaches of bylaws, the District Plan, and parking regulations, encouraging voluntary compliance before taking enforcement action.

Operational Highlights for May 2026:

- Continued increase in pro-active patrolling to reduce roaming dog incidents.
- Continued enforcement action against non-compliant dog owners.
- 8% Year to date (YTD) reduction in impounded dogs across the district, including -3.6% YTD reduction in euthanised dogs.
- 13.2% increase YTD in claimed dogs
- 13.5% YTD reduction in aggressive dogs in a public place across the district
- Several DLC hearings held for community objections to liquor licences

Key Performance Metrics

The following pages includes key performance metrics we track to better understand our business activities. Reporting metrics are reported in variety of formats and where possible include YTD trends to showcase improvements compared to the same time in the previous financial year. Analysis of the illustrated data is provided for each month.

Animal Management Requests for Service

The Animal Management Department receives over 5000 Requests for Service (RFS) every year. About half of these are for administrative or other general “non-urgent” enquiries.

Key community safety issues relate to aggressive dogs, straying dogs and dog attacks.

Pro-Active patrolling in known problem areas is measure that the Animal Management team can take to improve visibility, engage with dog owners, identify roaming dogs quicker and where possible, return dogs to their owners and take enforcement action as necessary.

The increase in pro-active patrolling has had a positive impact on other Key RFS types as the table below shows.

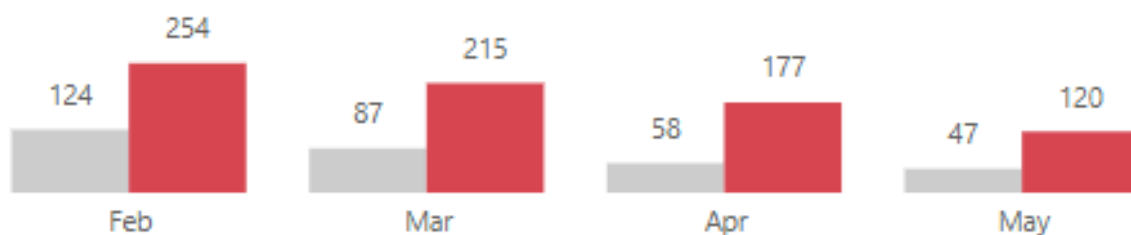
RFS Types	2024/2025 as of 30 May 2025	2025/2026 as of 30 May 2026	Trend as of 30 May 2026
Straying dogs	572	553	-3.3%
Stray dogs pick up	424	304	-28.3%
Aggressive dogs in public place	200	173	-13.5%
Barking	353	274	-22.3%
Dog attack:			
Person	79	65	-17.7%
Dog	64	65	+1.56%
Cat	17	17	0%
Stock	45	24	-46.6%
Poultry	25	28	+12%
Wildlife	4	2	-50%
Pro-active patrols	477	538	+12.7%
Dog welfare	76	54	-28.9%

RFS type Analysis:

- Key RFS types are noted above with significant downward trends. The trend % is comparing the total at the end of May 2026 with the total number as at the end of May 2025 to show the trend.
- In May 2026, a total of 472 requests for service were received by Animal Management including:
 - 65 pro-active patrols
 - 39 barking dogs
 - 36 straying in a public place
 - 27 stray pick ups
 - 17 aggressive dogs in a public place
 - 10 dog attacks on dog
 - 5 dog attacks on poultry
 - 5 welfare reports on dogs
 - 4 dog attacks on people
 - 3 dog attacks on cats
 - 1 dog attack on stock
- Recent spotlights on roaming and aggressive dogs in the media has accounted for an increase in reporting to Council, however, Dog attack reports are trending down with a 17.7% YTD decrease in reported dog attacks on person compared to May2025. Overall, reported dog attacks at the end of May 2026 were 6.9% lower than the same time in 2025.

Dog Registration Numbers

Dog registration is a mandatory obligation under the Dog Control Act 1996 and provides Council with an accurate database of the known dog population in our area. The Animal Management Team use a variety of avenues to encourage and enforce registration requirements, including early bird special pricing, notices to register and infringement enforcement.



Dog Registration Numbers – Month by Month Analysis.

Dog Registration Analysis

- At the end of May 2026, there were approximately 8,180 dogs registered with FNDC. This is the highest number of registered dogs with FNDC in recent years.
- Registration compliance remains problematic, with many dog owners refusing to register their dogs without reminder, and others failing to notify FNDC of changes in circumstances (death, rehoming etc.).
- The registration compliance initiative that begun in January has had an impact into the increase in registration compliance in May 2026 with 120 registrations compared to 47 in May 2025.
- Registration and Microchipping of dogs allow Animal Management to return dogs to their owners promptly and in many cases, prevents dogs from being impounded.

Impounded and released Dogs

Animal Management impounds dogs for a variety of reasons including, straying dogs, seized dogs, unwanted dogs by owners and dogs caught in traps. Where dog owners are identifiable, dogs are returned as quickly as possible. Dogs that are involved in dog attacks, are returned if safe to do so, usually with enforcement action and further obligations imposed on an owner (dog control notices and/or menacing class notices).

These notices ensure public safety is kept as a priority. Where dog owners are not identifiable, dogs are held for a minimum 7 days and then rehomed if safe to do so or euthanised.

Impounded and released dogs.

	2024/2025 as of 30 May 2025	2025/2026 as of 30 May 2026	Trend as of 30 May 2026
Impounded	566	521	-7.95%
Released	569	527	-7.38%

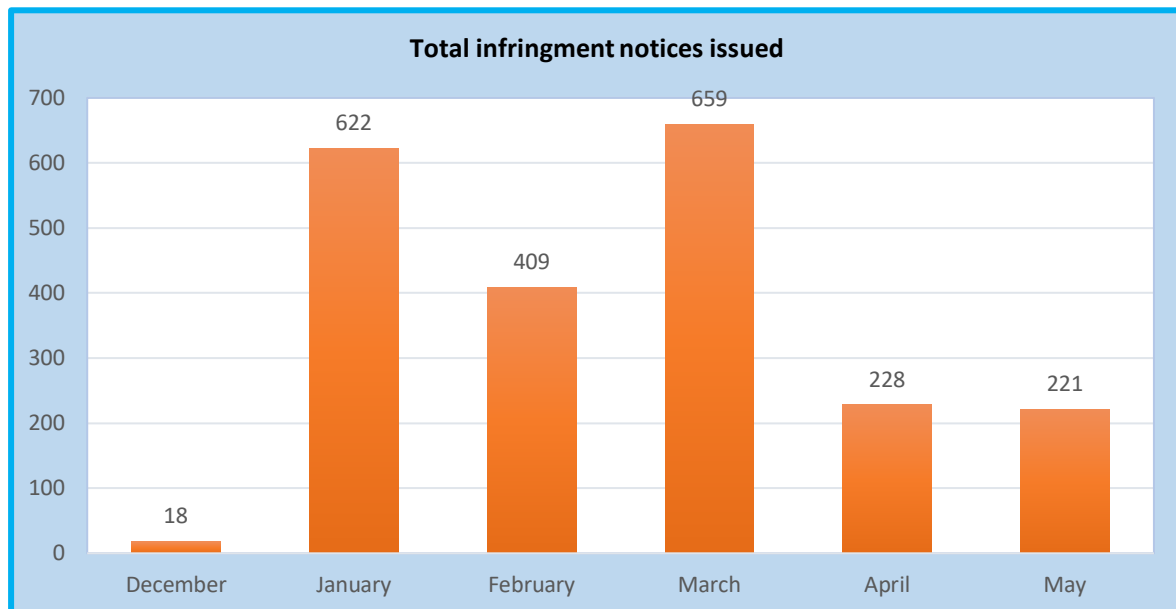
Impounded and Release Analysis:

- Impound numbers remain steady each month with straying dogs still a problem for Animal Management. However, as the table shows, there has been a 7.95% decrease in dogs being impounded compared to the same time in May 2025.
- Some dogs that are impounded in one month, are released in the next due to minimum 7 day holding period which can alter release numbers in a particular month.
- Animal Management has seen an increase in own dogs being handed in and dogs being seized. Dogs can be seized after an attack or for non-registration or non-compliance with other obligations.
- In May 2026, Animal Management impounded the following 45 dogs for:
 - 10 straying in a public place
 - 23 dogs handed to Animal Management after straying
 - 6 seizures
 - 5 handed in by their owner
 - 1 caught in a trap
- In May 2026, Animal Management released 41 dogs, some of these dogs were from previous months impounds and were released in May.
 - 27 were put down after not being claimed, surrendered by their owners, for welfare reasons or being unsafe to release to the community. A 3.6% YTD reduction in euthanasia compared to the same time in May 2025.
 - 14 were claimed by owners representing a 13.2% increase in dogs being claimed by their owners compared to 2025.

Animal Management Enforcement Action

Animal Management is responsible for ensuring compliance with dog owner obligations under the Dog Control Act 1996 and FNDC Bylaws and Policies. Where voluntary compliance is not achievable, Animal Management will consider enforcement action against non-compliant dog owners. This may include infringement notices, prosecution, menacing or dangerous classifications for dogs and probationary or disqualification status for owners.

Animal Management puts community safety at the heart of all enforcement action decisions.



Infringements issued by Animal Management.

Infringement and Enforcement Analysis

- Animal Management has put an increased emphasis on enforcement against non-compliant and irresponsible dog owners.
- Prior to Christmas 2025, all unregistered dog owners were reminded of their obligations under the Act with penalties likely to be forthcoming if there was continued non-compliance.
- In May 2026, 221 infringements were issued against dog owners by Animal Management. These included:
 - 204 x non-registrations
 - 14 x failure to keep dog under control
 - 1 x failure to comply with bylaw provisions
 - 1 x failure to comply with a classification
 - 1 x wilful obstruction of a dog control officer
- The increase in infringements for non-registration has had a direct impact on the increase in registration numbers through February, March, April and May 2026.
- Owners who receive 3 or more infringements within a 24-month period may be classed as probationary or disqualified under the Act. No new owners were classified during April 2026.

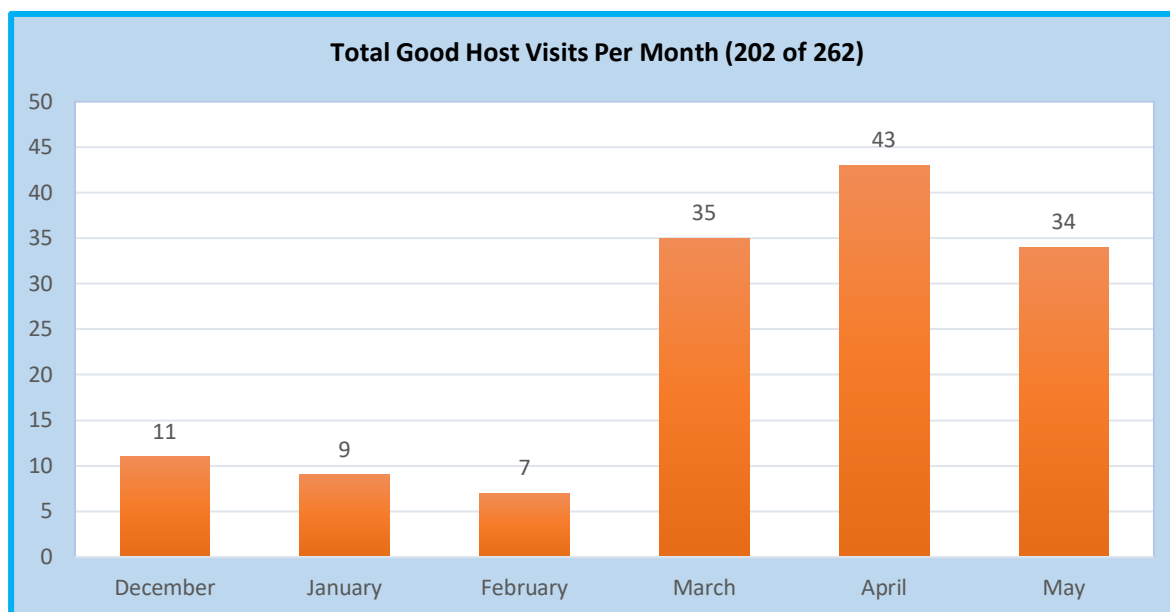
- Where dogs are of a certain breed or commit certain acts, they may be classed as menacing or dangerous dogs, which imposes further preventative safety measures on the dog owner for their dog. In May 2026, Animal Management classified the following:
 - 5 x menacing classifications
 - 0 x dangerous classifications
- 24 dog attacks were reported during May2026. Where an offending dog was able to be identified, 1 dog attack was referred for Prosecution action with the remaining receiving alternative enforcement action, such as infringements, Dog Control Notices and menacing classifications.

Liquor Licences and Good Host Visits

The Environment Health team are responsible for processing Alcohol Licences for Premises and Managers. A strict consultation process is adhered to where various agencies (FNDC, Health, Police and FENZ) comment on alcohol applications.

The District Licensing Committee (DLC) then approves licences with certain conditions. Two Specialised Environmental Technical Officers (ETO) conduct routine Good Host Visits (GHV) on these premises to ensure compliance with conditions.

FNDC has approximately 259 licensed premises operating within its catchment area.



Good Host Visits completed.

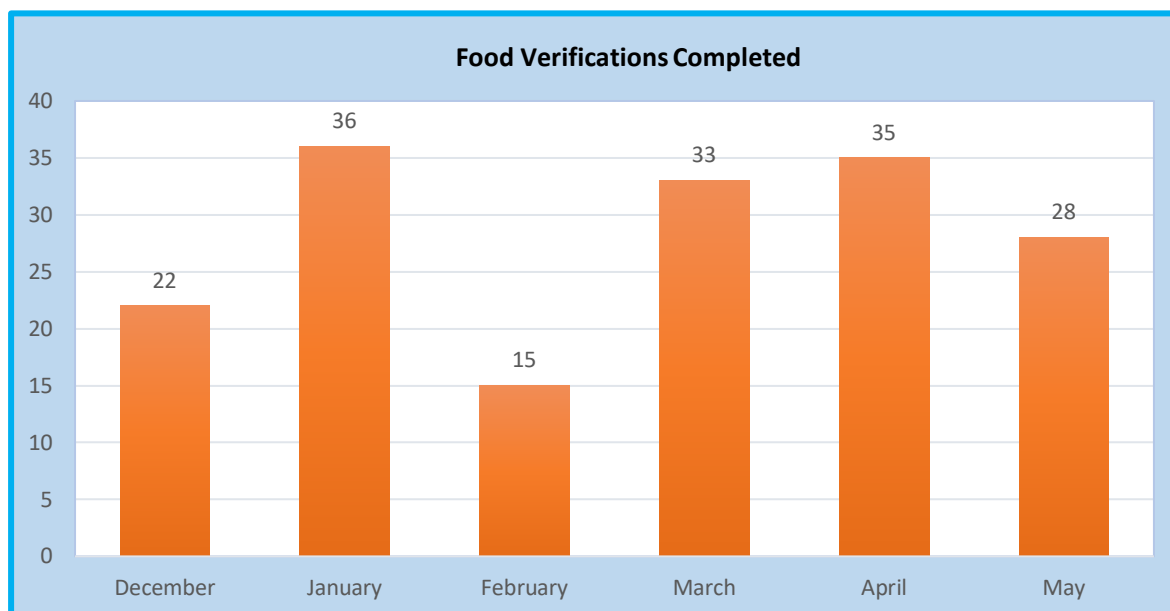
Good Host Visit Analysis

- The total number of premises can fluctuate depending on how many new licences are obtained in any month and how many licences are relinquished. There is no specific target per month to reach, however the ETO officer aims to have all premises visited every financial year.
- Throughout the year, the ETO team conduct accord sessions with various licence holders to assist in regulatory understanding to reduce instances of non-compliance.
- The ETO is also seeing an increase in objections to licences by community groups putting strain on resources and an increase in DLC hearings.
- In 2026 thus far, 21 DLC hearings have been requested.

Food Premises and Verifications

Food premises in the FNDC catchment area require a Food Control Plan (FCP) or a National Programme (NP). Food premises are verified by three FNDC Environmental Health Officers (EHO) to ensure a safe food environment for customers.

FNDC has approximately 540 premises that require verification. The verification frequency depends on the type of programme (FCP or NP) and the satisfactory outcome of each verification.



Food premises verified each month

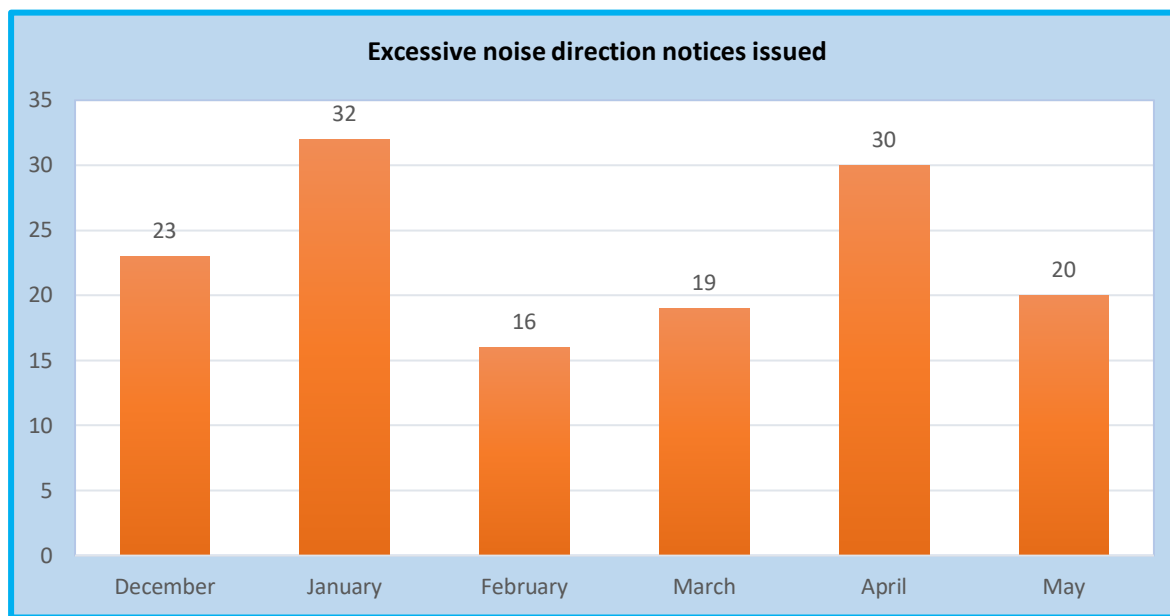
Food Verification Analysis

- There were 30 verifications scheduled for May 2026.
- 28 verifications were completed this month with 2 operator cancellations.
- There is no set target per month for the verifiers to achieve, and usually when a verification doesn't happen it is because an operator is not ready to complete. These will be rescheduled into another month.
- The EHO team are on target to verify all their premises within the timeframe required for verification.

Noise Control

First Security are responsible for providing Noise Control services on behalf of FNDC. Customers can call through the call centre to lodge a noise complaint, 24/7. An officer is dispatched and will assess noise levels before acting. This will generally be in the form of a verbal instruction to cease noise, no further action or an excessive noise direction. In 2025, changes to the Resource Management Act increase the duration that Excessive Noise Directions were in force.

Noise control has response times managed through the Long-Term Plan and can vary depending on location and staffing availability to First Security.



Excessive noise directions issued by month.

Noise Control Analysis

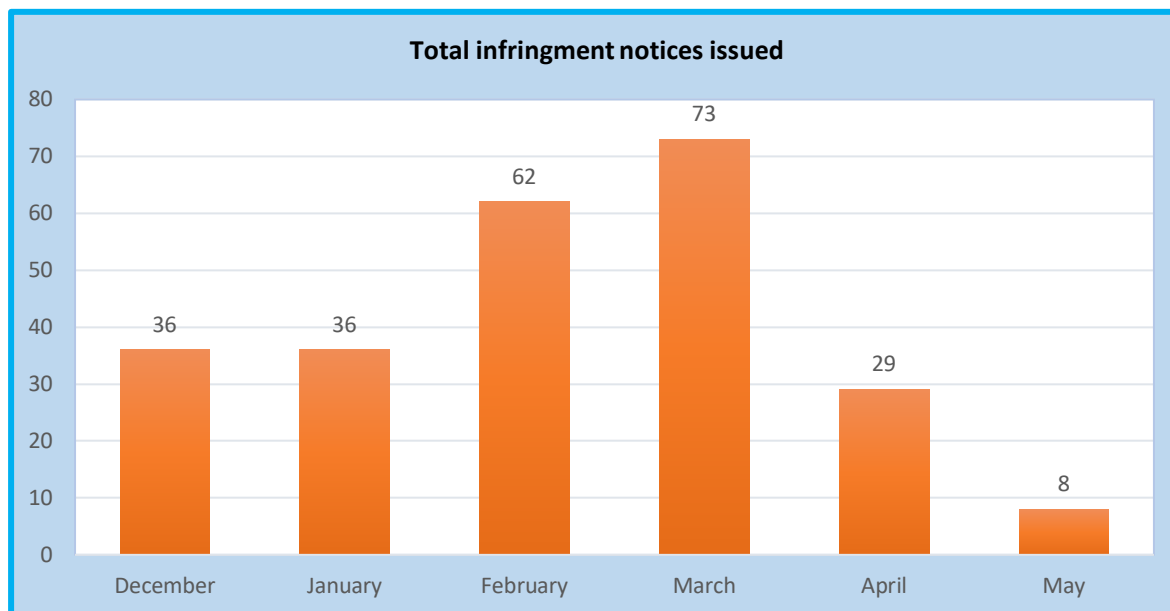
- Failure to comply with an excessive noise direction can result in a seizure of the equipment making the noise. No seizures were performed during May.
- There is often an influx of complaints over the summer months as social events continue later into the evening.
- In May there were a further 64 events where no action was taken, showing that in general, voluntary compliance was achieved to reduce excessive noise.

Parking Enforcement

FNDC has one parking warden who is responsible for the district. Most areas in the district that are patrolled by the parking officer are time-limited spaces that require monitoring and enforcement to allow opportunity for new visitors to the areas to park safely.

The parking officer splits his time evenly and randomly across the district and takes a pragmatic and fair approach to violations.

Where there is obvious and continued non-compliance, infringements may be issued.



Infringements issued by Parking Warden.

Infringement and Enforcement Analysis

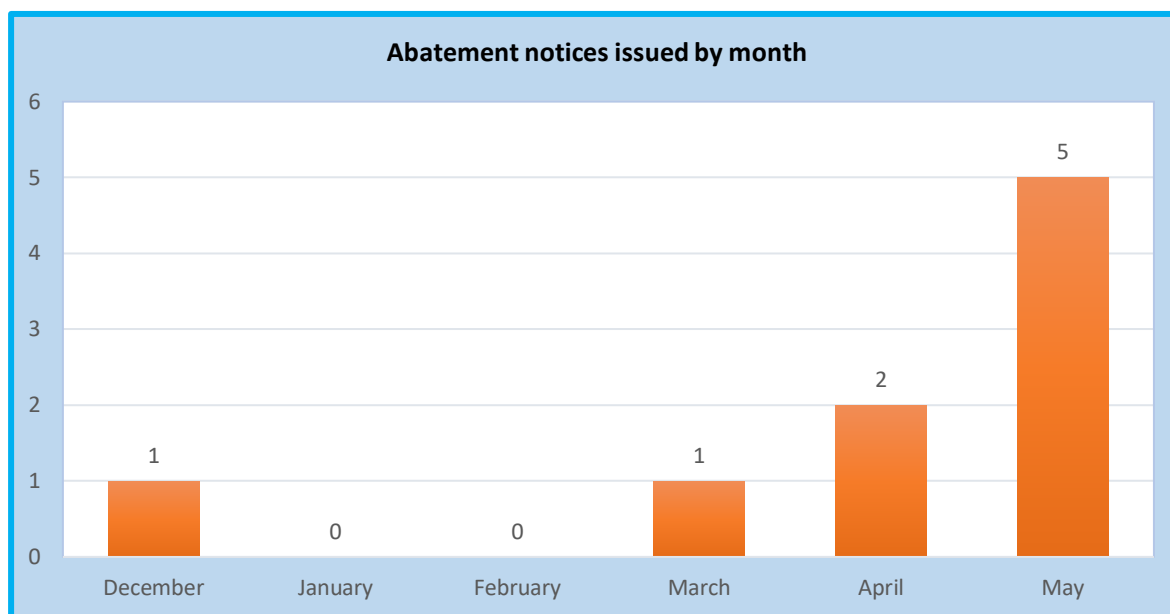
- Consistent numbers of infringements are issued across each month with fluctuations usually dependant on volume of road users.
- The parking warden often engages the community with identified breaches to seek explanation before considering issuing infringements.
- In May 2026, only 8 infringements were issue due to staff illness.

Bylaw and District Plan compliance

The compliance and monitoring team are responsible for investigating and remedying breaches of the Resource Management Act, District Plan and Council Bylaws.

The team takes the VADE model approach and will seek voluntary compliance before enforcement action is taken. Enforcement action usually results in abatement notices, and with continued non-compliance, environmental infringements or prosecution.

Changes to the Resource Management Act in 2025 increased the infringement penalties for non-compliance with abatement notices.



Abatement notices issued.

Compliance and Abatement Notice Analysis

- The compliance and monitoring receive approximately 1000 requests for service every year with between 5-10 of these becoming formal investigations each month. In May 2026, 110 requests for service were received.
- Over the period above, voluntary compliance was reached on most occasions with 5 abatement notices being required for 13 formal investigations during May 2026.

Property & Facilities

Property & Facilities manages the assets and public places that underpin liveability—from cemeteries and pensioner housing to parks, playgrounds, public toilets, town-centre streetscapes and leased community buildings. Its Property Management and Technical Operations teams focus on proactive maintenance, asset renewals and customer service so that residents and visitors have safe, inviting spaces to live, work and play.

Operational Highlights for May:

- Technical Operations have been busy auditing Citycare to ensure delivery improves, along with reducing RFS numbers.
- Property have been actively working through several historical incomplete leases, while having some hard conversations with tenants and lease holders. Property and Facilities continual persistence in seeing the whole issue resolved, regardless of department, has seen an improved relationship with all internal stakeholders.

Challenges for May:

- The main challenge for May was the amount of time again spent on getting improved service outcomes from Citycare.

Citycare

Citycare Property Limited (Citycare) has submitted its newly redesigned monthly report for works completed in May. This represents a significant project, with key components of the report scheduled to be presented at the upcoming Te Koukou Committee meeting.

Each area is presented within an integrated dashboard, providing a high-level overview, with the functionality to drill down into each category for more detailed analysis.

Citycare has submitted the Annual Planting and Landscaping Renewal Report. This report is required to be submitted annually in May.

The report provides:

- A comprehensive, district-wide planting and landscape asset renewal framework
- A complete register of all contracted garden assets by ward
- Identification and recommendations of suitable replacement planting species
- Indicative renewal extents, including allowances for replacement planting, mulch, fertiliser, and weed mat requirements
- A structured baseline to support future lifecycle planning, long-term budget forecasting, and the development of renewal programmes across the district

Each contracted garden asset has been individually assessed using asset descriptions, mapped areas, planting classifications, and operational grades as outlined in the contract appendices.

Recommended replacement species have been selected with careful consideration of their suitability for Far North environmental conditions, including coastal exposure, drought tolerance, low-maintenance performance, traffic-safe growth characteristics, and long-term sustainability.

District wide asset coverage:

Ward	Sites	Listed Area	Schedule Coverage
Eastern - BOI / Whangaroa	69	19,992 m ²	69 of 69 sites
Western -Kaikohe/Hokianga	20	1,836 m ²	20 of 20 sites
Northern – Te Hiku	23	2,805 m ²	23 of 23 sites
Total:	112	24,634 m²	112 contracted garden assets

The report recommends that 13,792 m² of renewal works be undertaken across the district, including 720 m³ of mulch replacement and 4,707 m² of weed mat replacement. Notably, the Kerikeri Heritage Bypass accounts for more than half of the identified district-wide renewal area. The next most significant site is Mabel Thorburn Drive in Mangōnui.

Further details of the report will be presented at the forthcoming Te Koukou (Transport and Infrastructure) Committee meeting.

Property Management

We have completed the recruitment for the Property and Contracts Officer, with the successful candidate scheduled to start with us later this month, bringing extensive experience and background in finance and property, and will be a great addition to the team. Whilst we have outstanding reports

to be drafted for Council, these are being progressively worked through. We have made good progress with Requests for Services (RFS's), with continued improvements in response times across the team. Capacity constraints remain; however, efforts are ongoing to manage workloads and maintain service delivery, with further improvements anticipated for June.

Key property projects and lease matters are progressing:

- 11 Matthews Avenue, Kaitia, has renewed interest from Northland Basketball, who are awaiting a funding decision before presenting their offer. We may also receive a revised proposal from ANT Trust regarding retaining the building.
- 78 Parnell Road, Rawene (former NorthTec campus) had its report recommending lease options presented to the Kaikohe–Hokianga Community Board, generating public interest. This will be presented to Council in July. Our Property Management team continue to work with TPOK to meet their obligations regarding maintenance and compliance under their lease in the interim.
- The acquisition of 7 Augusta Place, as part of the Ring Road project, is underway, and we recently attended a meeting with planners and councillors which provided clear direction on routes and additional properties that may need to be acquired.

Leases

- Engagement with the Waitangi Trust regarding the Bledisloe Domain lease is ongoing, with a meeting scheduled for late June involving the Mayor, Chief Executive, and Property and Facilities Manager. Market appraisal and quotes for the Paihia Football Club clubhouse will also be discussed.
- At the Turner Centre, maintenance works are progressing well with monthly operational meetings continuing. Most maintenance has been completed or scheduled, with only a small number of quotes yet to be actioned.
- For Plough & Feather, we continue to assist with water testing and pipe repairs while preparing a report to Council regarding a longer-term lease.
- Fortnightly meetings with Kaikohe & Districts Sportville are ongoing to progress lease arrangements for Papa Hawaiki and Lindvart Park, including reserve management planning. These are expected to be finalised by the end of June.
- Expressions of interest for the Kaikohe Library and Civic Hub café have closed, and a preferred proposal has been selected. Property Management will meet with the successful applicant to begin the process for establishing a commercial lease commencing in October.

Further information has been requested to support the formalisation of hall leases where appropriate, and another request raised for historical information for selected cemeteries to support the formalisation of agreements.

Waste Management and Minimisation

Northland Waste – Solid Waste Services Contract:

FNDC's waste services are operating steadily, with volumes in May 2026 tracking closely to last year and showing expected seasonal decline. Both regions are achieving strong diversion, above 50% (North outperforming slightly), supported by stable recycling and refuse trends.

Work is underway on a new recycling baling shed at the Waipapa Refuse Transfer Station (Northland Waste owned site), which will improve efficiency and reduce costs by enabling in-house processing.

Overall, performance is strong and compliant, but there is a clear need to shift focus to asset investment, site security, and safety behaviours to prevent future operational and financial impacts.

Northern sites:

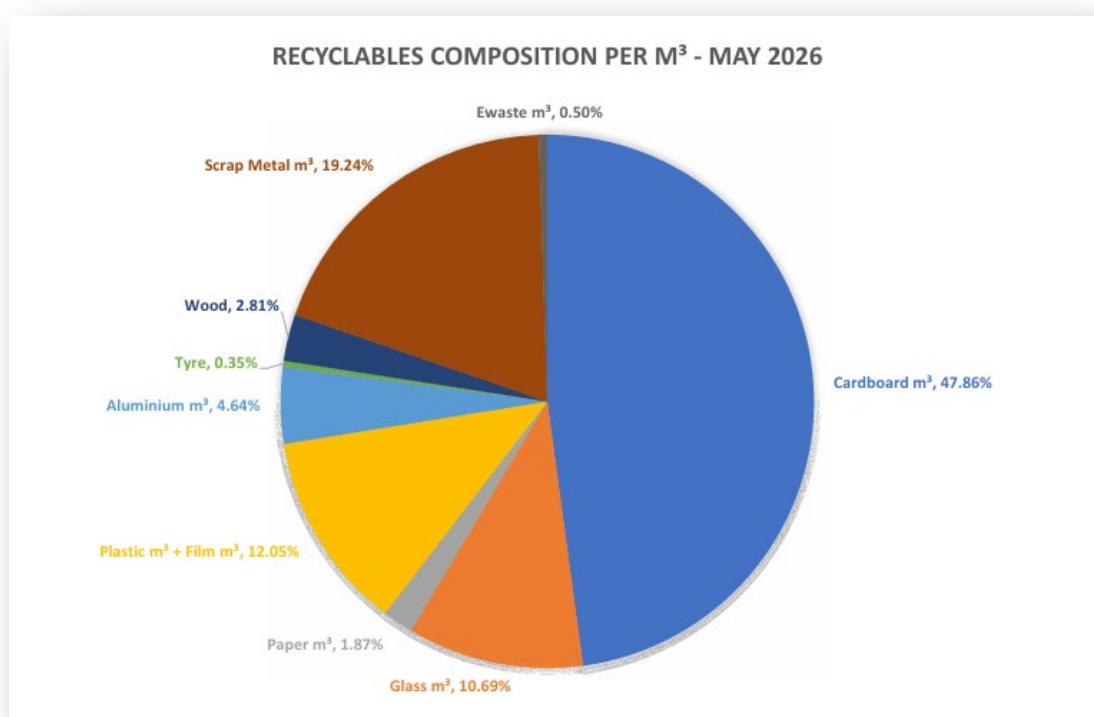


Figure 1 – Composition of Recyclables per Cubic Metre for May 2026 for Northern Sites

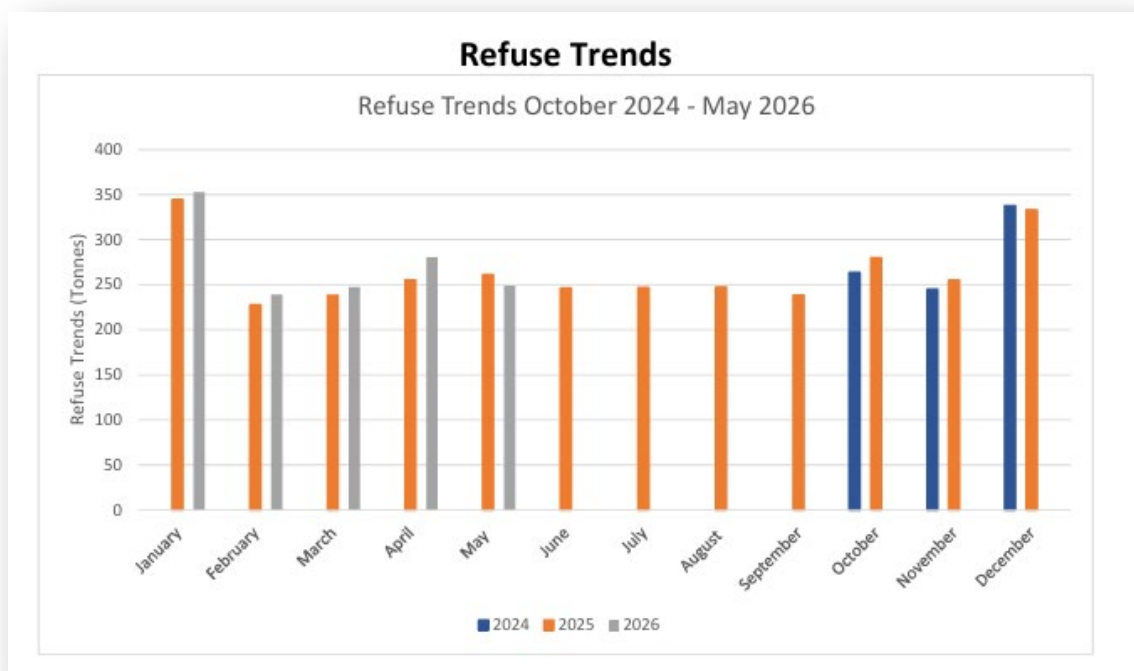


Figure 2 – Refuse Trends (in tonnes) from October 2024 to May 2026 for Northern Sites

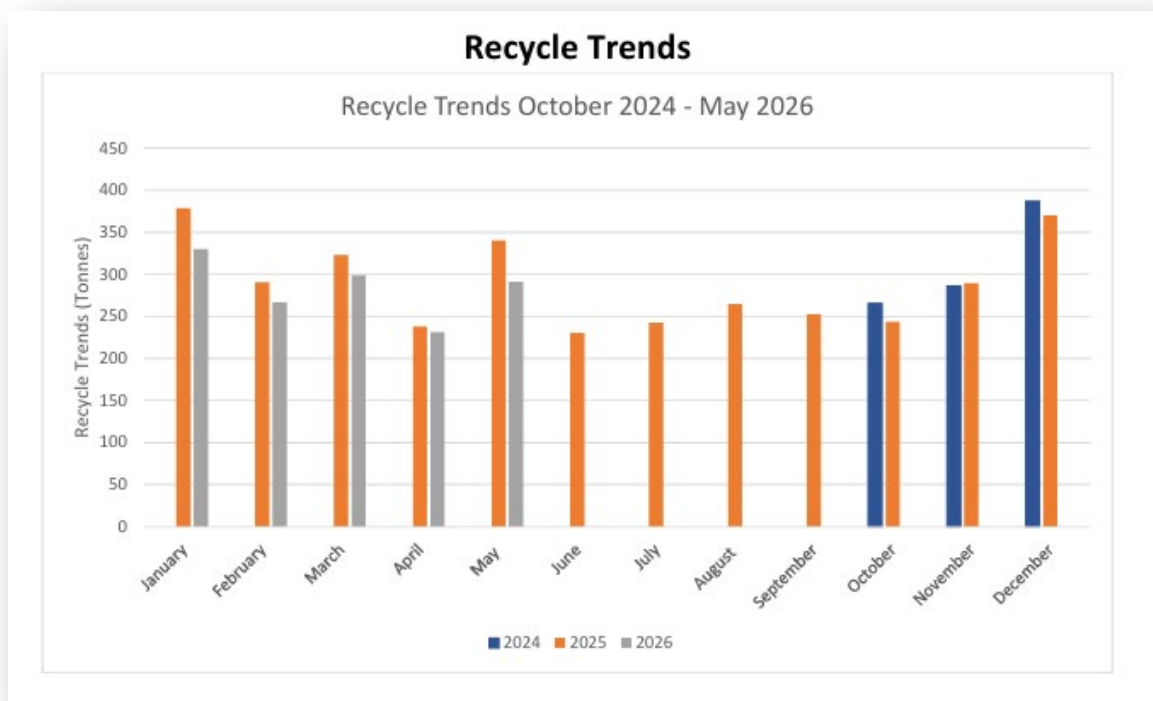


Figure 3 – Recycling Trends (in tonnes) from October 2024 to May 2026 for Northern Sites

Southern sites:

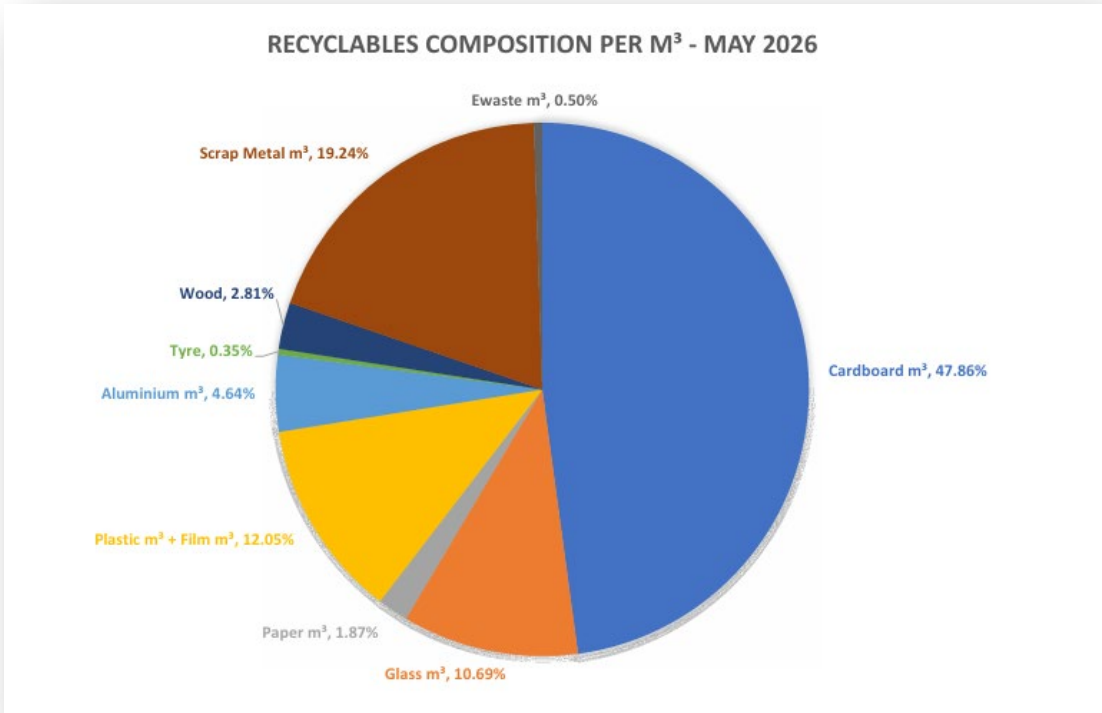


Figure 4 – Composition of Recyclables per Cubic Metre for May 2026 for Southern Sites

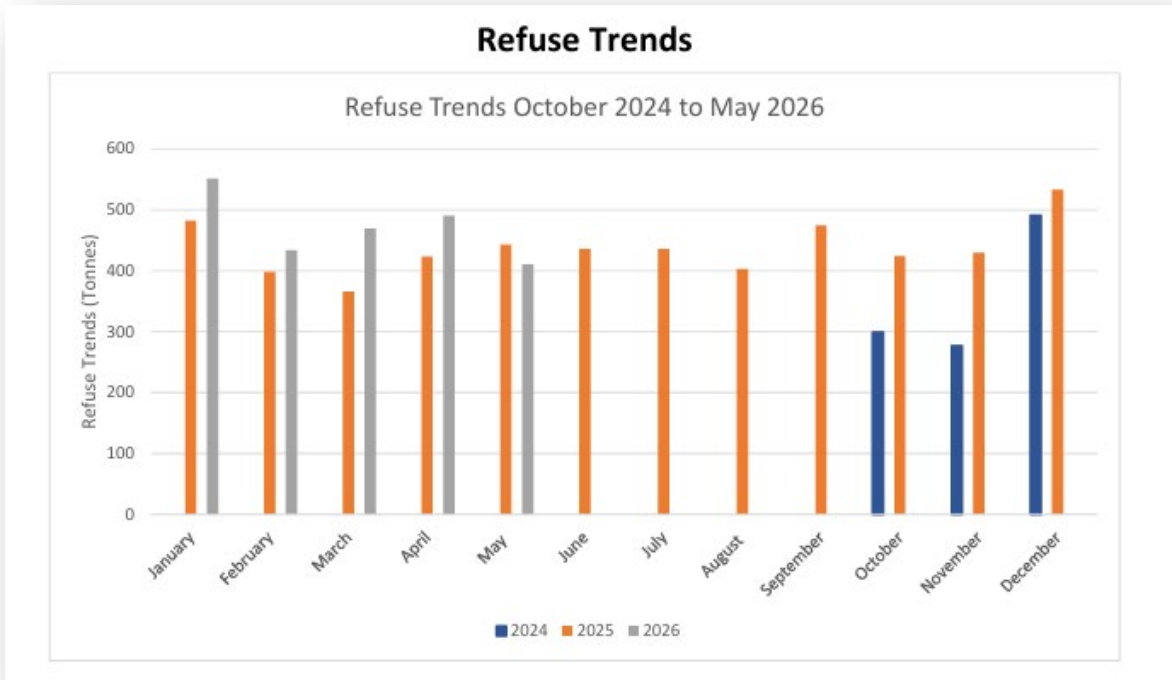


Figure 5 – Refuse Trends (in tonnes) from October 2024 to May 2026 for Southern Sites

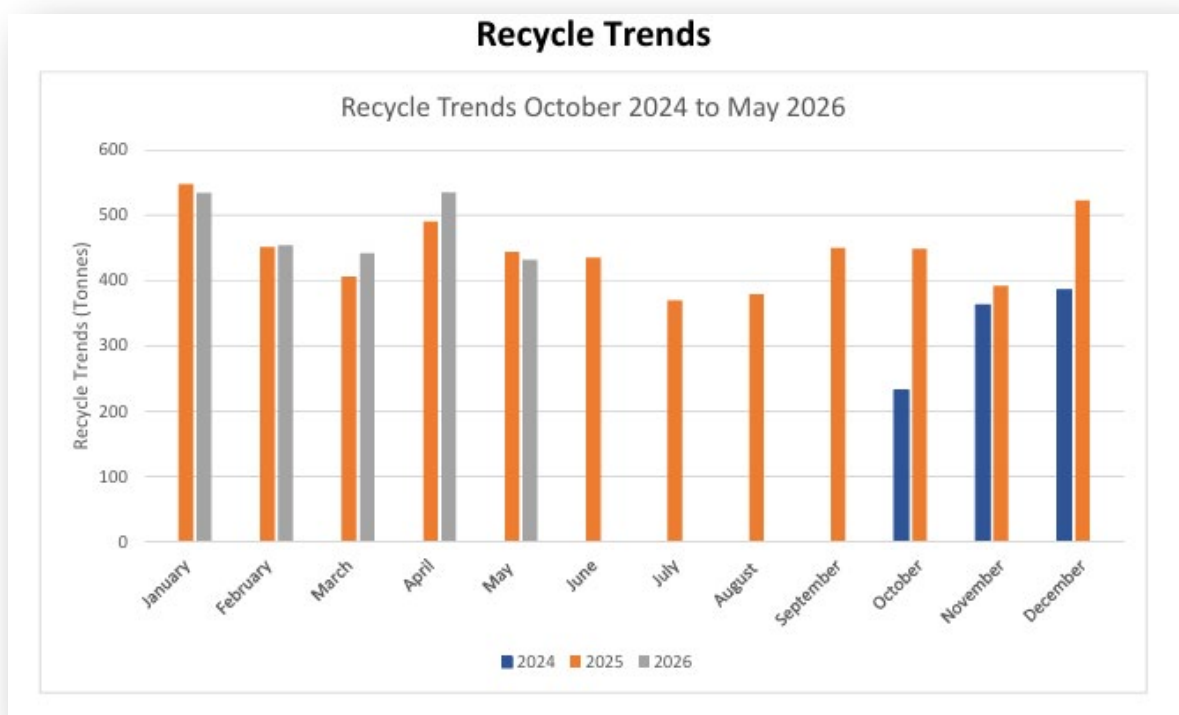
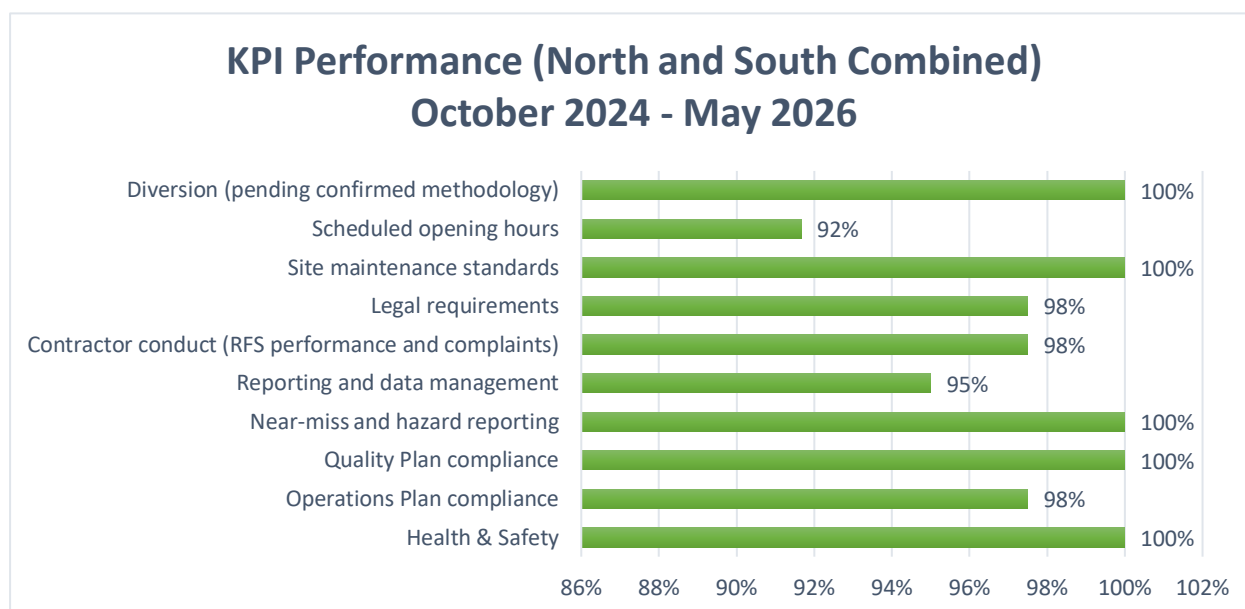


Figure 6– Recycling Trends (in tonnes) from October 2024 to May 2026 for Southern Sites

Northland Waste Limited (NWL) KPI Stats:



Waste Management and Minimisation Plan (WMMP) 2025-2031

Ongoing key actions (out of 39 actions):

- WMMP Action A.4: Delivering a feasibility study to assess whether a kerbside recycling service funded through targeted rates would be suitable for the Far North.
- FNDC have submitted a funding application to the Ministry for the Environment to support investigation of a rates-funded Kerbside Recycling service for the Far North District. While the outcome is not yet confirmed, it is anticipated that the Ministry may fund up to 75% of the feasibility project.
- Morrison Low has been engaged to undertake the feasibility study. To support this work, a kerbside rubbish audit was completed on 27–29 May by Sunshine Yates Consulting. The results of the kerbside rubbish audit will directly inform the feasibility assessment.
- WMMP Action B.6: Continuing to deliver waste minimisation education through the CBEC contract.
- WMMP Action B.10: Investigating ways to deter and reduce illegal dumping by improving data collection, understanding the scale of the issue, investigating the installation of surveillance, and working with the compliance team to issue infringements.
- WMMP Action B.11: Ongoing support for community clean-up events by covering disposal costs.
- WMMP Action C.1: Establishment of a regional solid waste group involving FNDC, Whangārei District Council, Kaipara District Council, and NRC.
- Resourcing: A new full-time equivalent (FTE) role has been established to support WMMP implementation.

Illegal Dumping

Surveillance Cameras: We were presented with a valuable opportunity to trial two portable security cameras through South Security over a five-week period. This allowed us to better understand how surveillance technology could operate in practice before Council considers any long-term investment and implementation. We have progressed to next stage by getting the supplier information entered in our system. We are aiming to deploy a further x3 cameras in the district by end of June.

Removal of Approved Collection Points (Phase 1): Approved collection points on Kumi Road and Unahi Road (Te Hiku Ward) has been successfully closed with “collection point closed” signs installed in the areas. Work to commence on the second phase of the project.

Herekino Refuse Transfer Station (RTS) Project: Community engagement dates are yet to be confirmed, pending availability from key stakeholder groups.

Community Clean-Up Support

FNDC has launched a new Volunteer Clean Up Support Application to make it easier for community groups to access support for local clean-up activities. Through this online form, volunteers can request assistance with waste disposal, and advice to help deliver successful clean-up events. The form was also developed to formalise the process and better track community-led clean-ups, ensuring requests are managed consistently.

Russell Closed Landfill

Works at Russell Landfill will commence from 15 June to investigate the condition and effectiveness of the existing landfill cap and leachate collection system. The work will involve targeted excavation of trenches and trial pits, along with infiltration testing, to better understand why excess leachate is being generated and entering the wastewater system. The findings will inform future decisions on landfill closure requirements, including potential capping and drainage upgrades, ensuring the most effective and cost-efficient long-term solution is identified.



Figure 7 – Aerial View of the Russell Closed Landfill – The circles are the targeted trial pits for the cap investigation.

Waste Emergency Fund – Ministry for the Environment

Work is underway on an application to the Ministry for the Environment's Waste Emergency Fund, following the severe weather events experienced in late March 2026. A total of 112.855 tonnes of waste was managed through the deployment of skip bins and the acceptance of flood-damaged waste at no charge to residents, with Northland Waste playing a key role in this response. The application is still being developed, but if successful, it could provide up to 60% co-funding, helping reduce the financial burden on Council.

Pou Herenga Tai – Twin Coast Cycle Trail

The key focus for May has been identifying infrastructure and user experience constraints, and our post-trail survey continues to provide valuable insights into user experience:

Area	Summary
Visitor Profile	80.8% visitors, 71.4% primarily travelled for the trail.
Visitor Experience	Satisfaction 8.3/10; NPS 61.5.
Trail Maintenance Issues	Signage gaps, barriers, and surface issues.
Network Connectivity	Ōpua-Kawakawa gap remains.
Visitor Nights	Average 3.9 nights.
Economic Contribution	\$554.80 per visitor.
Key Risks	Safety, maintenance, cycling access at the eastern section
Key Focus	Signage, access, surfaces, dogs, connectivity.

Trail Operations & Safety

- One complaint regarding a roaming pack of dogs in Horeke.
- Kawakawa signage several sites – wayfinding – navigation issues due to insufficient signage, contributing to risk.

Maintenance & Infrastructure

- MBIE funded renewal of 6 eco-counters to be installed this month - upgraded to 5G from 3G connectivity. Propose adding a 7th site utilising one of the former counters at southern end of Kaikohe to capture our local users.

Usage & Performance

We have strong visitor performance with high satisfaction, longer stays, and strong economic contribution.

Requests for Service (RFS's)

We received 300 requests in May, with non-urgent parks and reserves requests our most received request type.

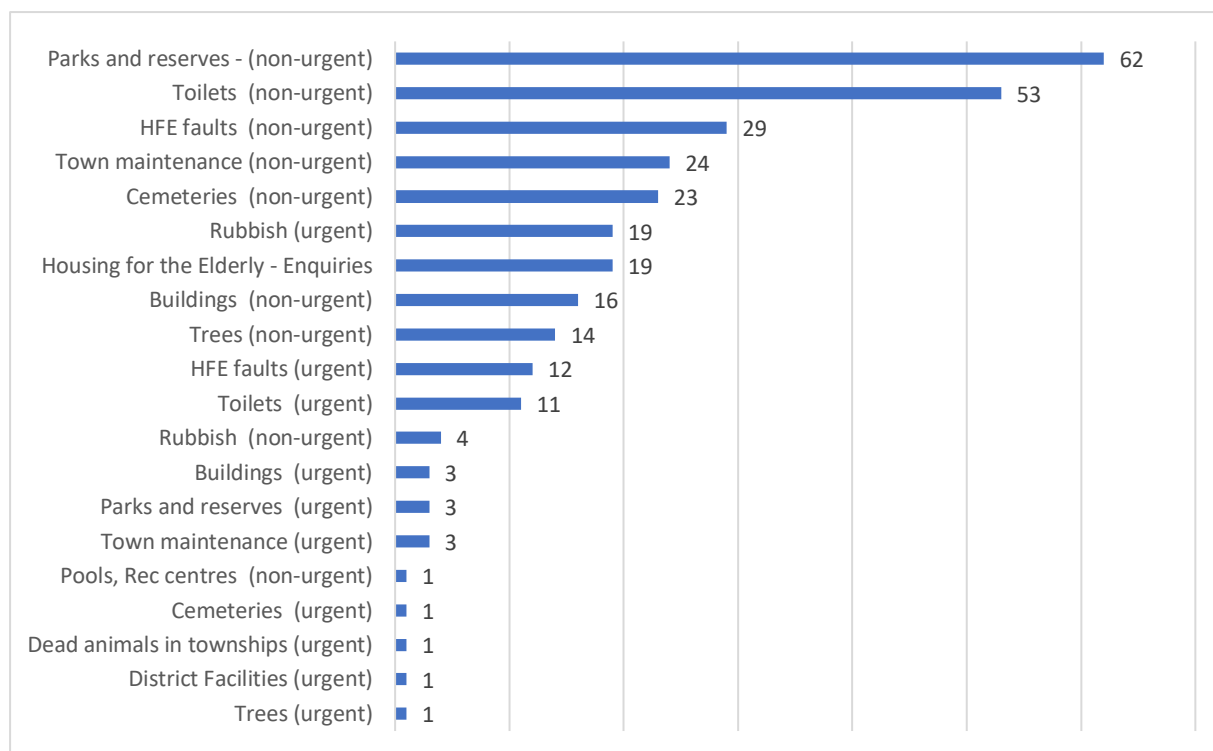


Figure 8 – Request Types Received for May 2026

We are down on request numbers compared to May last year, when we received 383 requests. Figure 9 shows that this downward trend on requests has been steady since March, which is encouraging.

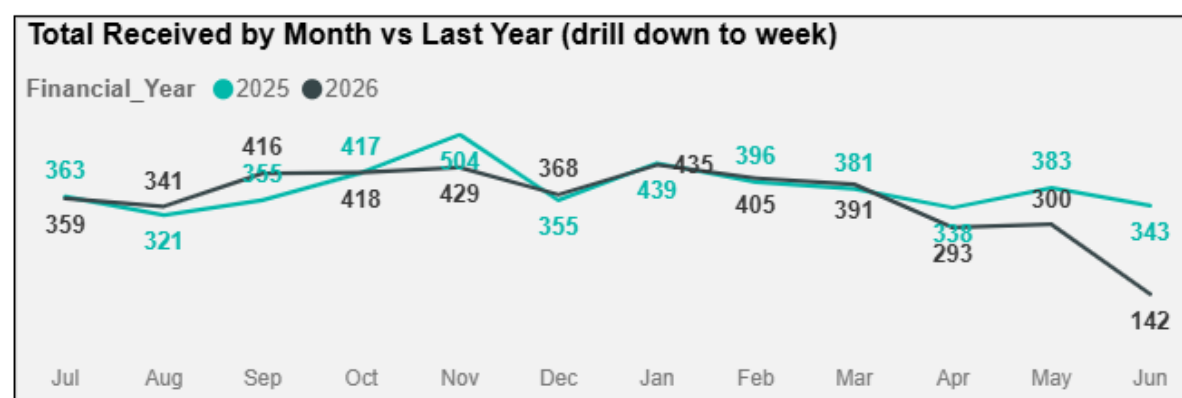


Figure 9 – Total RFS Received by Month, 2026 vs 2025

We are also pleased to see an increase of requests completed on time last month, with 82% of requests completed on time for May 2026, compared to 78.1% completed on time in May 2025. This is further supported by a significant reduction in our average hourly handling time of requests, with a drop from 770 hours last May, to 487 hours last month.

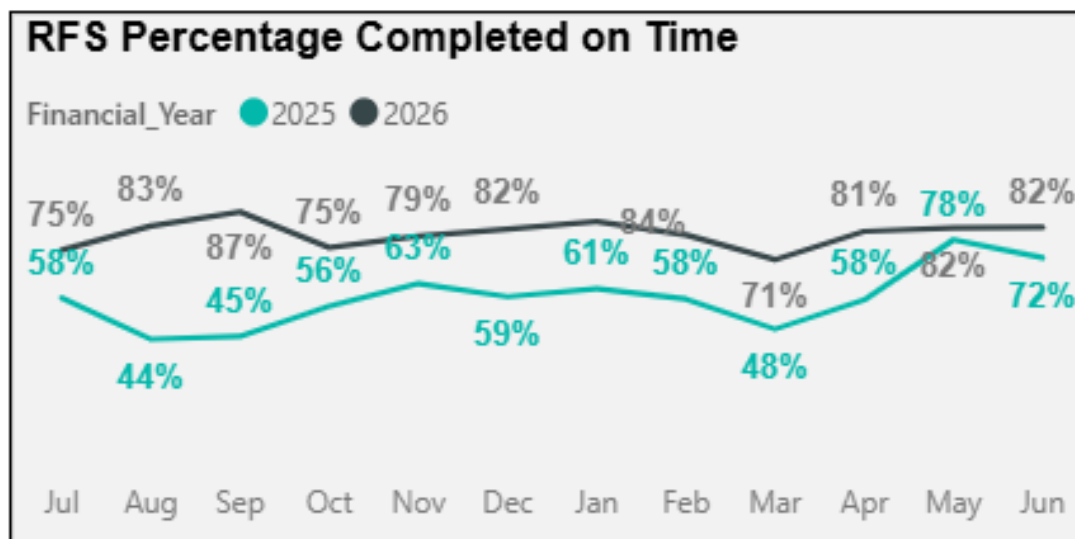


Figure 10 – Total RFS Received by Month, 2026 vs 2025

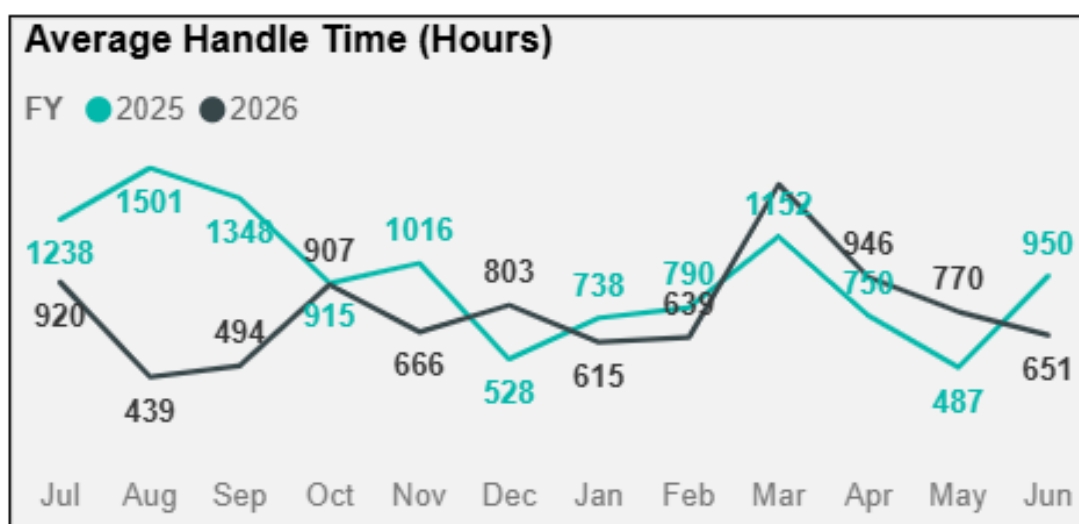


Figure 11 – Average handling time of RFS's (in hours) by month, 2026 vs 2025

It is reassuring to see our average handling time by hours dropping as the year progresses, and we are aiming to continue this decline in the months to come.

Summary

Overall, we are seeing improvements within the group and with the additional increase in staffing levels ahead will assist with further improving outcomes for our clients, community & all stakeholders. Well done team.

Resource Consents

Resource Consents carries Council's statutory duties under the Resource Management Act 1991 and Local Government Act 2002. Two planning teams, an engineering team and an RMA-support hub now process almost all consent applications internally, engaging external specialists only for conflicts or complex peer reviews. This model enables faster decision-making and stronger local oversight of the full range of consent and approval services delivered by the team, including resource consents, rights of way, earthwork permits, vehicle crossing approvals, and section 223 and 224 certificates under the Resource Management Act.

It is important to note that the team is operating in an increasingly complex planning environment. The release of new National Planning Standards from January 2026 has required officers to interpret and apply evolving national direction alongside existing plan provisions, adding complexity to consent assessments. Concurrently, the Far North Proposed District Plan is progressing through the hearing and decision-making process, meaning officers are frequently required to assess applications against both the Operative and Proposed District Plan, further adding to processing time and complexity. That the department has maintained a 99% statutory compliance rate in this context is a significant achievement and a testament to the capability and commitment of the team.

KPI and Operational Highlights: June 2025 to May 2026

Sustained Statutory Compliance: The department achieved 100% statutory compliance in May 2026, maintaining an overall 99% compliance rate for the 2025/26 financial year — a significant improvement on the previous financial year rate of 90% and well above the statutory requirement.

Improved Processing Efficiency: The average number of working days to decision has shown a consistent downward trend across the reporting period, with processing times from January 2026 onwards demonstrating measurable improvements in efficiency. Where processing times exceed 20 working days this reflects the appropriate use of section 37 time extensions for complex applications, not processing delays.

Strong District Development Activity: A total of 357 new lots have been created in the district year to date, with the district on track to exceed 380 new lots by 30 June 2026. Development activity is concentrated in the Bay of Islands-Whangaroa Ward, reflecting continued growth pressure along the eastern coastal corridor.

Cost Transparency for Applicants: The department has introduced detailed fee reporting by consent type, enabling greater transparency for applicants and the development industry. Median processing fees range from \$1,112 for simple deemed permitted activities through to \$10,262 for complex commercial consents, reflecting the true cost of processing relative to application complexity.

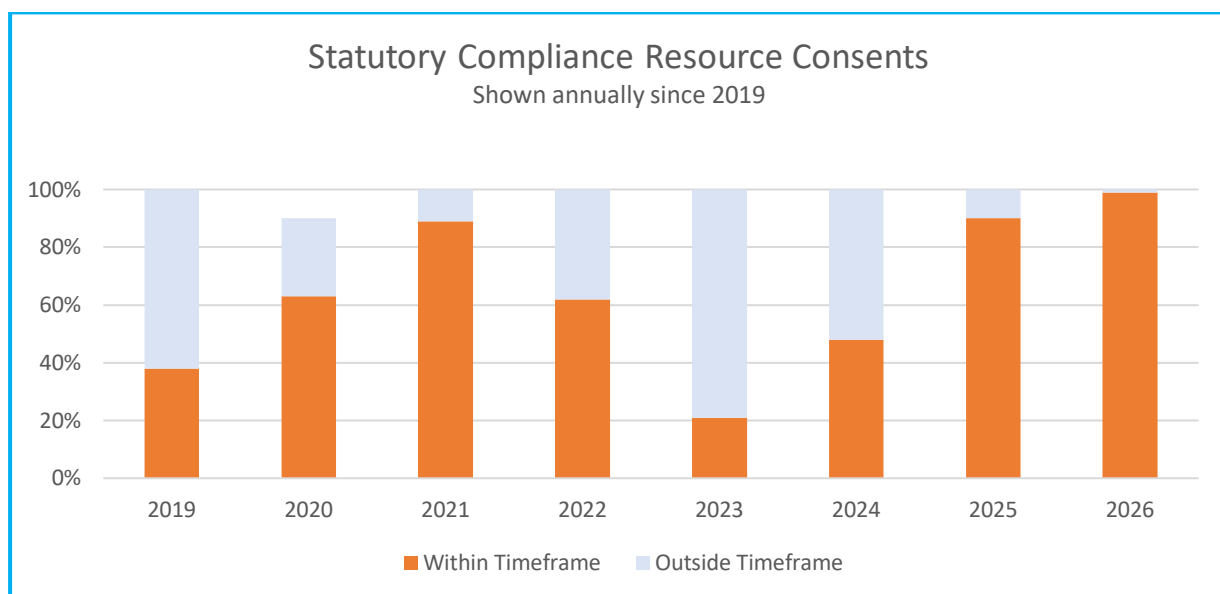
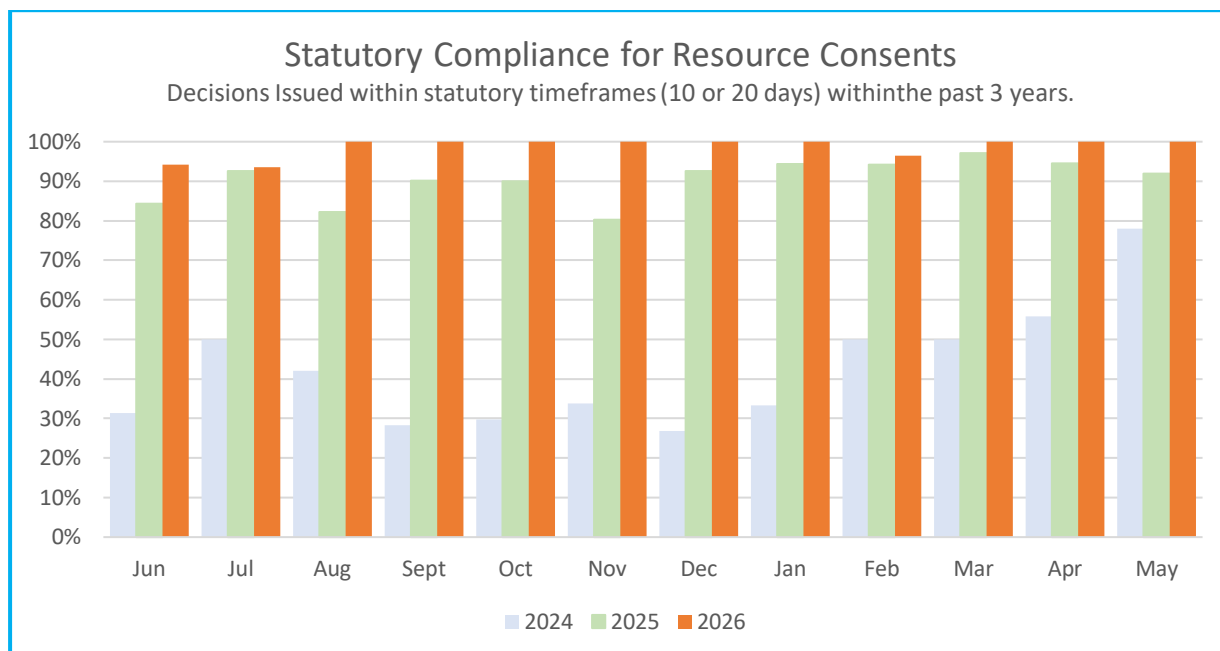
Key Performance Metrics and Development Industry Insights:

The following pages includes key performance metrics and insights that we track to better understand our business activities. All reporting metrics are reported either in 12-month fiscal year to date or 12 months on a rolling basis (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month. These key performance indicators demonstrates our public accountability, fosters confidence in the development industry, and supports our district's economic health by ensuring a reliable and timely pathway for development.

Systematic collection and reporting of this information allow the Council to identify operational strengths, address recurring challenges, and respond to shifts in demand or external conditions. In turn, this underpins evidence-based resourcing, service planning, and policy decisions, reinforcing public trust in the efficiency, fairness, and integrity of the consent process.

Statutory Compliance for Resource Consents

Resource Consents are required to be issued within a statutory timeframe of 20 working days for most consents, or 10 working days for minor single breach consents. Reporting on statutory compliance is a mandatory requirement under the Resource Management Act 1999 and fundamental to our commitment to efficient processing



KPI Analysis: Statutory Compliance for Resource Consents (June 2025 – May 2026)

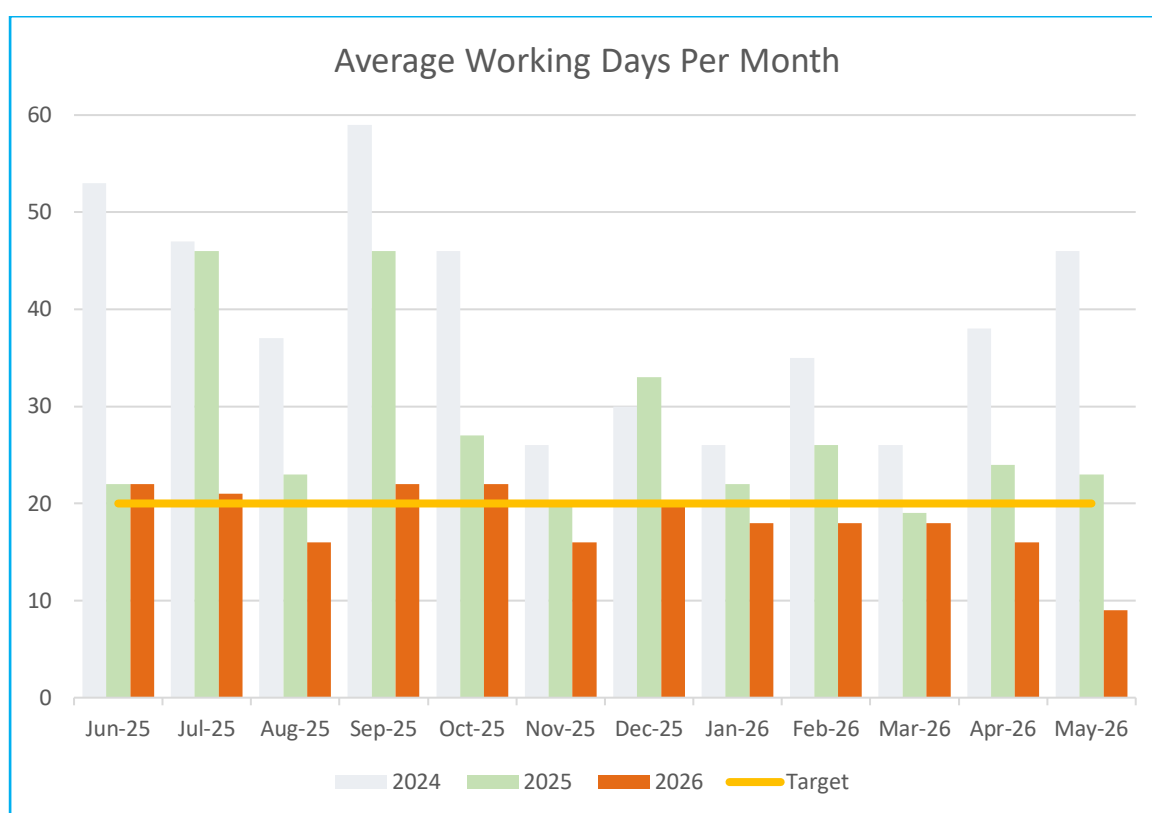
In April 2026, the Resource Consents team achieved 100% compliance for consents within statutory timeframes. Resource consents for the month have been processed, on average, within 16 working days.

RMA Applications Granted - Average Working Days

This indicator shows the average number of working days taken to process resource consent applications from lodgement through to decision. It gives a practical picture of processing efficiency that sits alongside statutory compliance reporting.

The statutory default timeframe for processing a resource consent is 20 working days. However, many applications are more complex than a standard straightforward consent, and section 37 of the RMA allows councils to extend processing timeframes where this is justified — for example, where specialist input is needed, where further information has been requested from the applicant, or where the application raises significant planning issues. Extensions agreed under section 37 are still fully compliant with the RMA; they reflect appropriate and considered processing, not delay.

Because the application mix in any given month will include both straightforward and complex consents, the average processing time will often sit above 20 working days. This is expected and does not indicate a performance problem. Tracking this figure over time helps the department identify trends, manage workload, and demonstrate that processing times reflect the nature of the applications being handled.



RMA Applications Granted - Average Working Days Analysis

The average working days to decision has shown a gradual downward trend over the reporting period, reflecting incremental improvements in processing efficiency and the progressive resolution of more complex legacy applications."

Instances where the average exceeds 20 working days reflect the appropriate use of section 37-time extensions for more complex applications, rather than delays in processing.

Monthly variation in average processing times is influenced by the type and complexity of applications finalised, with more complex applications requiring additional assessment and coordination.

The reduction in working days from January onwards indicates improved processing efficiency and reflects the ongoing benefits of resolving legacy applications and refining internal processes.

Average Cost to Applicant for Resource Consent Applications

The first table below provides a breakdown of resource consent processing fees by consent type for the financial year to date (June 2025 to May 2026). Land Use Consents represent the largest volume of work with 211 applications processed, at a median fee of \$5,346, while Subdivisions accounted for 136 applications at a median of \$6,773. Commercial and complex consents, although lower in volume at 59 applications, carry significantly higher processing costs with a median fee of \$10,431, reflecting the complexity and time required to assess these applications. Simpler consent types such as Deemed Permitted Activities and Permitted Boundary Activities processed at considerably lower cost, with median fees of \$1,097 and \$1,269 respectively. It should be noted that median fees are used throughout this analysis rather than averages, as a small number of high-value complex consents would otherwise skew the figures and give a misleading picture of typical processing costs. Variations, which relate to changes to existing consents, had a median fee of \$2,930 across 53 applications.

Fee Summary by Consent Type

Consent Type	Count	Avg Fee	Median Fee	Max Fee
Commercial/Complex	59	\$11,653	\$10,431	\$50,601
Subdivision	136	\$7,182	\$6,773	\$25,675
Controlled Land Division	5	\$5,993	\$6,318	\$8,897
Land Use Consent	211	\$5,773	\$5,346	\$21,619
Discharge Consent	2	\$3,353	\$3,353	\$3,873
Variation	53	\$3,201	\$2,930	\$8,734
National Env Standard	5	\$2,617	\$2,028	\$4,654
Change/Cancel Condition	9	\$2,105	\$1,437	\$3,811
Certificate of Compliance	6	\$1,533	\$1,339	\$2,795
Permitted Boundary Activity	15	\$1,455	\$1,269	\$3,548
Deemed Permitted Activity	21	\$1,352	\$1,097	\$5,239
Outline Plan/Other	13	\$1,555	\$1,264	\$3,752

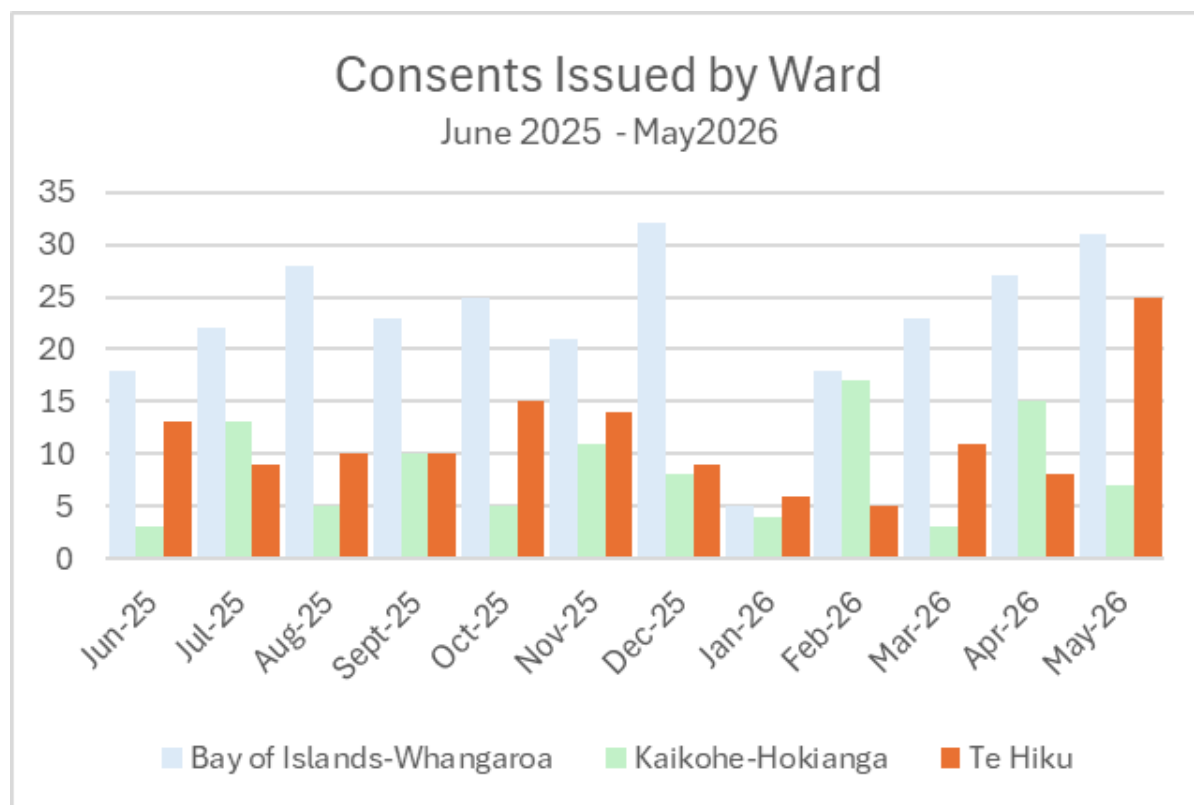
Resource Consent Fee Ranges by Consent Type — Fiscal Year 25/26

Consent Type	Count	Lowest Fee	Typical Range (middle 50%)	Median Fee	Highest Fee
Land Use Consent	211	\$631	\$4,379 – \$6,691	\$5,346	\$21,619
Subdivision	136	\$504	\$5,429 – \$8,137	\$6,773	\$25,675
Commercial/Complex	59	\$3,792	\$8,802 – \$12,086	\$10,431	\$50,601 [△]
Variation	53	\$705	\$1,788 – \$3,575	\$2,930	\$8,734
Deemed Permitted Activity	21	\$462	\$504 – \$1,274	\$1,097	\$5,239
Permitted Boundary Activity	15	\$504	\$1,008 – \$1,723	\$1,269	\$3,548

Typical Range shows where the middle 50% of consents sit — a more reliable indicator than the average

RMA Consent Volumes around the Whenua Analysis

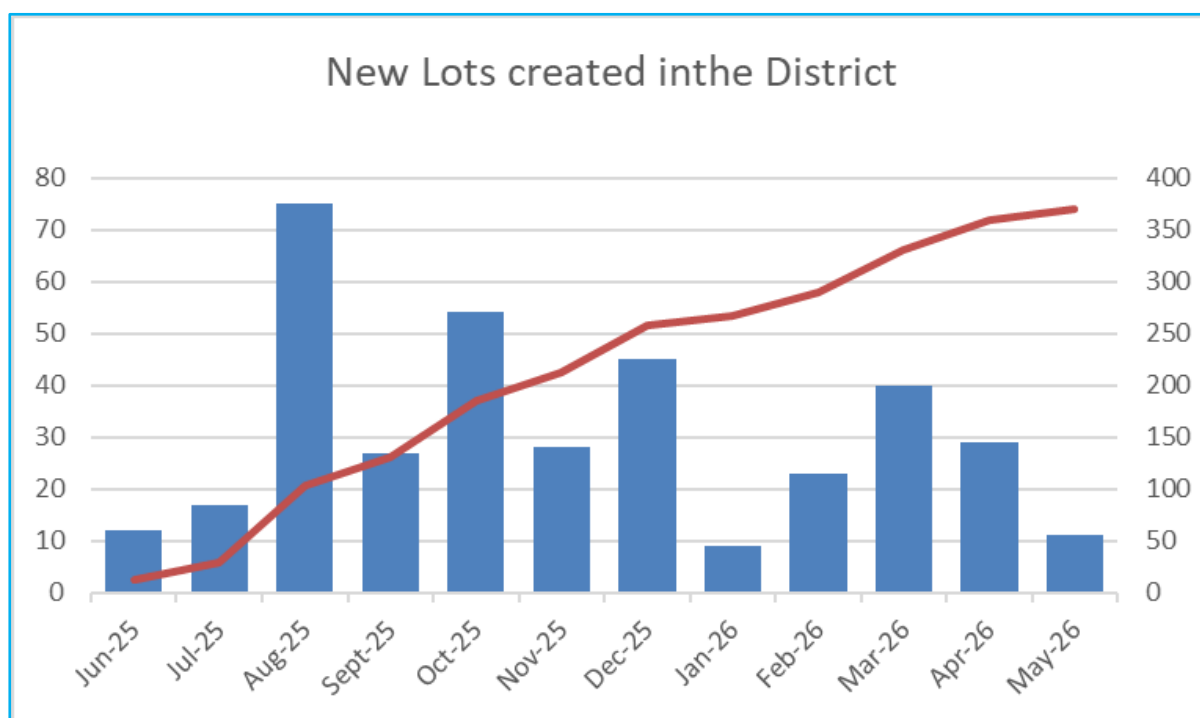
Development activity across the three wards of the Far North district for the period June 2025 to May 2026 reflects a clear concentration of consent applications in the Bay of Islands-Whangaroa Ward. This ward recorded 287 consents over the twelve-month period, significantly outpacing the Te Hiku Ward with 136 consents and the Kaikohe-Hokianga Ward with 107 consents. The Bay of Islands-Whangaroa Ward consistently recorded the highest monthly volumes in every month of the reporting period, peaking at 32 consents in December 2025. This pattern is consistent with the established growth pressures along the eastern coastal corridor of the district and reflects continued demand for residential and lifestyle development in this area. The Kaikohe-Hokianga Ward saw a notable spike in February 2026 with 18 consents before dropping sharply to 3 in March, which may warrant further investigation to understand whether this reflects a processing pattern or a genuine shift in development demand. Te Hiku recorded its highest month in May 2026 with 25 consents, suggesting growing development interest in the far north of the district.



It is important to note that these figures capture resource consent applications only and do not represent the full picture of development activity processed by the team. Certificates under sections 223 and 224 of the RMA, rights of way approvals, earthwork permits, vehicle crossing approvals and other Local Government Act applications are not included in this data. The true volume of development-related work across all three wards is therefore considerably higher than these figures suggest, with the Bay of Islands-Whangaroa Ward likely to remain the dominant area of activity when all approval types are taken into account.

Residential & Rural Development Activity — New Lots Created

The chart below illustrates the number of new lots created in the district under section 224 of the Resource Management Act for the FY2026 financial year (June 2025 to May 2026). A total of 357 new lots have been created year to date, reflecting healthy development activity across the district. Monthly volumes have varied, with a peak of 75 lots in August 2025 and a seasonal low of 9 lots in January 2026, consistent with typical summer holiday slowdown. The cumulative trend line demonstrates steady growth in new lot creation throughout the year. This data is indicative of ongoing residential and rural subdivision activity and provides elected members with a picture of development demand within the district.



With two months of the financial year remaining, the district is on track to exceed 380 new lots created by 30 June 2026. Each new lot created represents a new rateable property, meaning the subdivision activity recorded this year will generate significant ongoing rates revenue for Council in future years. The sustained level of subdivision activity throughout FY2026 therefore not only reflects healthy development demand in the Far North but also contributes directly to Council's long-term revenue base and financial sustainability. Comparison with prior year data will be incorporated into future reporting to provide elected members with a clearer picture of development trends over time.

Quality

The Quality 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 BCA and FVA are required to maintain a Quality Assurance/Management System, to ensure the BCA and FVA comply with regulatory requirements. The Quality Manager undertakes regular internal audits to ascertain whether the BCA and FVA have policies and procedures to meet regulatory requirements, that these are appropriate to satisfy those requirements, and that the policies and procedures are consistently and effectively implemented.

The BCA is subject to accreditation under the Building (Accreditation of Building Consent Authorities) Regulations 2006.

The FVA is subject to recognition under the Food Regulations 2015.

Operational Highlights

- All internal audits for the Building Consent Authority conducted for the month as scheduled
- All internal audits for the Food Verification Agency conducted for the month as scheduled

Building Consent Authority

External audit for the Building Consent Authority

The internal audit programme is on track for the BCA in preparation for the upcoming external audit. The next external audit will be in October 2026.

Internal audits scheduled for the Building Consent Authority

In accordance with Regulation 17(2)(h), the BCA is required to have an internal audit regime to assess the BCA's compliance with the regulatory requirements for accreditation. The BCA maintains an audit schedule to ensure each regulatory requirement is audited. There are 36 audits to be conducted annually.

All internal audits due for the month of May 2026 were conducted as scheduled:

- **Regulation 10 – Establishing and assessing competence of employees:** The BCA is meeting its obligations in terms of Regulation 10. The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 1 RECOMMENDATION was identified during this audit. This finding relates to: *Adding a new clause to the Quality Manual to state where records are filed*. This finding does not detract from the BCA's performance under this regulation and the overall outcome of this audit.
- **Regulation 18 – Requiring technical qualifications:** The BCA is meeting its obligations in terms of Regulation 18. The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 1 RECOMMENDATION was identified during this audit. This finding relates to: *An opportunity to capture additional information in the qualifications register*. This finding does not detract from the BCA's performance under this regulation and the overall outcome of this audit.
- **Regulation 7(2)(f)(iii) – Notices to fix:** The BCA is meeting its obligations in terms of Regulation 7(2)(f)(iii). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation and these are, for the most part, completely and effectively implemented. 2 GENERAL NON-COMPLIANCES were identified during this audit. These findings relate to: *Two notices have expired and not been followed up, and one notice has not been peer reviewed*. These findings do not detract from the BCA's performance under this regulation and the overall outcome of this audit.

External audit for the Food Verification Agency

The internal audit programme is on track for the FVA. The next external audit will be in June 2027.

Internal audits scheduled for the Food Verification Agency

In accordance with Regulation 110(2)(l), the FVA is required to have an internal audit regime to assess the FVA's compliance with the regulatory requirements for recognition. The FVA maintains an audit schedule to ensure each regulatory requirement is audited. There are 17 audits to be conducted annually.

All internal audits due for the month of May 2026 were conducted as scheduled.

- **Regulation 110(2)(e) - Resourcing:** The FVA is meeting its obligations in terms of 110(2)(e). The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. 1 RECOMMENDATION was identified during this audit. This finding relates to: *Correcting the date recorded on the register to match the Calibration Certificate*. This finding does not detract from the FVA's performance under this regulation and the overall outcome of this audit.
- **Regulation 110(2)(k) – Complaints and Disputes:** The FVA is meeting its obligations in terms of Regulation 110(2)(k). The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. No adverse findings were identified during this audit.

INFRASTRUCTURE GROUP MONTHLY REPORT

MAY 2026

Executive Summary

The Infrastructure Group has responsibility for the planning, design, construction, consenting, delivery and compliance of Council's water, wastewater, stormwater (including land drainage), and community facilities assets. While the primary focus of the Group is the daily ongoing delivery of quality, compliant essential community services, the Group is also responsible for the strategic planning required to support the development of Council's capital works programme.

The Group achieves the planning and delivery of infrastructure services through a multi-disciplinary structure consisting of Asset Management, Engineering, Capital Delivery, Water Services, Consenting, Compliance, and Administration.

Many LTP capital projects and programmes are being progressed through concept and feasibility stages to confirm design scopes. Recent recruitment success is strengthening capacity, which is allowing the team to address the backlog and now accelerate progress across the capital programme. Targeted external support continues to be used to maintain momentum.

This monthly report presents an operational activity update, key metrics and data analysis.

Authors of the following detailed reports include: Tanya Proctor, Head of Infrastructure, Manager – Waters, Manager – Infrastructure Engineering, Manager – Infrastructure Delivery, Manager – Infrastructure Services.

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Waters

May 2026 saw improved planned maintenance delivery compared with April. The operational report notes a significant improvement in planned preventative maintenance completion, driven particularly by completion of ground maintenance activities. Overall completion reached 97%, with 301 of 311 planned maintenance tasks completed. Ground maintenance completion reached 99%, with 185 of 186 activities completed.

Despite this improvement, May continued to highlight the vulnerability of legacy assets across the district. Watermain failures were concentrated on ageing asbestos cement assets, and wastewater network risk remained evident through overflows in Kaitaia and pump station asset failures in Kerikeri. These issues are consistent with rural, dispersed networks where asset age, limited redundancy, and location-specific access constraints can result in operational disruption.

Operational Highlights for April 2026 reporting period:

Operations and Maintenance Requests for Service (RFS)

Operations and Maintenance Requests for Service totalled 331 in May 2026, down from 370 in April 2026 but consistent with the same period in May 2025 (331). Most of the water RFS' were reported in Kerikeri and Kaitaia, while wastewater RFS were mainly reported in Kaitaia, Paihia, and Kerikeri. Stormwater RFS were limited to Kerikeri.

New Connections

Service connection applications received in May 2026 totalled 19, remaining consistent with April 2026 (22) and the same period in May 2025 (21). This total includes two subdivision applications at Bisset Street / Rimu Place, Kaikohe (92 lots) and Kellett Street, Ōpua (16 lots), which are lodged as single applications at this stage and therefore not reflected as multiple connections.

Majority of applications were received from Kaikohe (32%), followed by the East Coast (21%) and Kerikeri (16%). In terms of connection type, water and wastewater each accounted for 42% of applications received, while stormwater accounted for 16%. This reflects a shift from the same period in 2025, when water accounted for 57%, wastewater 33%, and stormwater 10%.

Kāeo Water Supply

Water Services continues to operate the system under Taumata Arowai direction, with positive community feedback. Our Water Services Team monitors the plant weekly and responds to operational RFS raised by customers. For the month of May we received one RFS for no water, which was resolved by the team. The Delivery team is preparing option packages to be reported to Council (Refer to Infrastructure Delivery – Projects in Delivery section).

Land Drainage

In May, machine cleaning continued in May across Kaitaia (Emergency works at Church Gully) Hobson drain and Motutangi drain. Site visit scheduled with the Waiharara Land Drainage committee members and contractor for urgent drain clearing works first week of June. Spraying Maintenance for this year was completed in May.

Next catch-up meeting with Land Drainage Chairs booked for Friday 19th June 2026.

Supervisory Control and Data Acquisition (SCADA) Programme

The first of three significant stages of the telemetry contract has been approved for award by Te Koukou, with the award letter due to be sent in early June for the installation work.

This will enable the physical construction work to begin in July 2026

Operational Risks and Issues

- May operations reinforce persistent asset condition risks. The most significant water asset issue is the Mill Lane Kerikeri AC main, which has now experienced repeated failures and is identified in the operational report as requiring urgent renewal. Given its role in supplying the eastern side of Kerikeri, further failures could create a wider customer impact than a localised break alone. The process is underway to allocate the budget for this renewal.
- Wastewater network risks remain concentrated around known constraint and blockage locations in Kaitia, including North Road and Pukepoto Road. The North Road issue appears to have a recurring hydraulic interaction with Donald Road pump station flows, which suggests the need for asset-level review rather than incident-by-incident response only.
- Pump station resilience is a further emerging issue. The Tuatahi/River pump station event required temporary relocation of a pump from Paihia, and the subsequent discovery of a failing Paihia VSD indicates interconnected operational risk across schemes when critical spares are moved between sites. Replacement and additional critical spares are being considered and worked through to allocate the appropriate budgets.
- Asset issues and renewal requests identified in May include Russell Sewer Treatment Plant infeed pump replacement, Mill Lane watermain replacement, Kawakawa Transfer Pipeline under State Highway 11, and Paihia Zonal Meters for network monitoring. These should be prioritised through established assets, renewal, and capital planning processes.

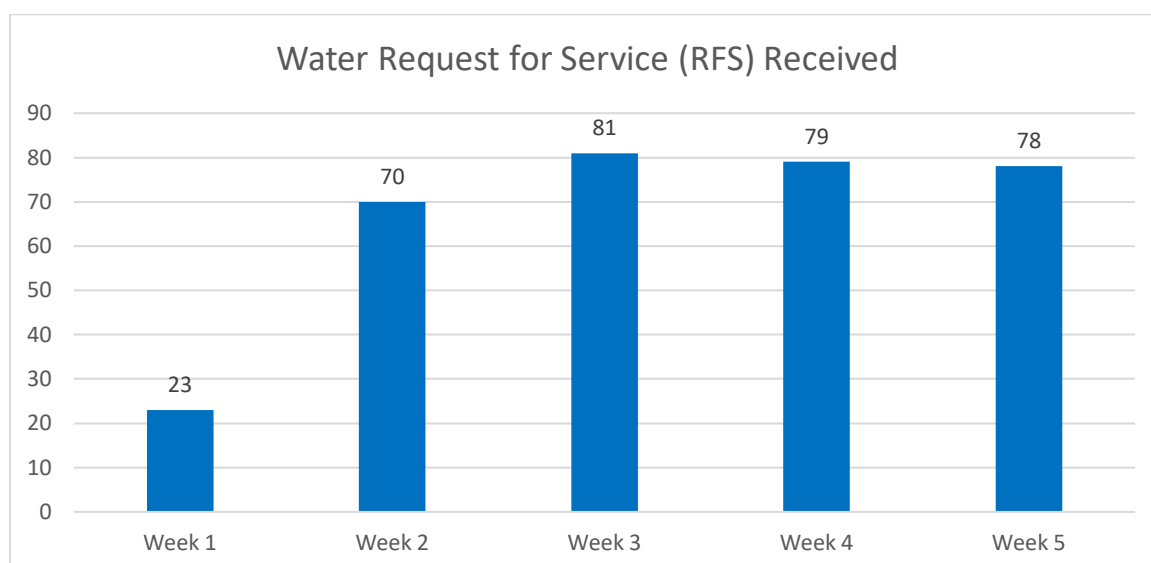
Key Performance Metrics

To support effective customer service delivery to the community, Infrastructure Support provides the Infrastructure Leadership Team with a daily report on the status of Water Requests for Service (RFS). This enables active management of RFS performance, with a focus on reducing overdue requests and achieving an on-time completion target of 80% within prescribed timeframes.

Performance Measure: Water Request for Service (RFS) – Received

Shows the volume of water, wastewater, and stormwater Requests for Service received from the public.

Reporting period: May 2026



Result

Operations and Maintenance Requests for Service (331) were consistent in May 2026 compared with the same period in 2025 (331). Average received across the period – 11 RFS' per day).

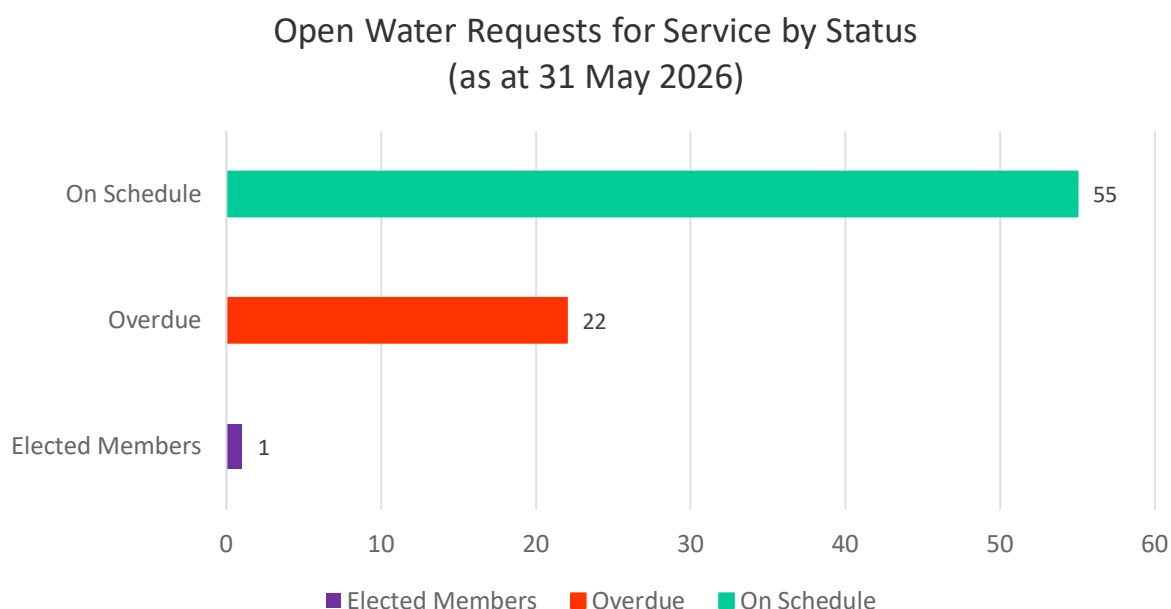
Key insights

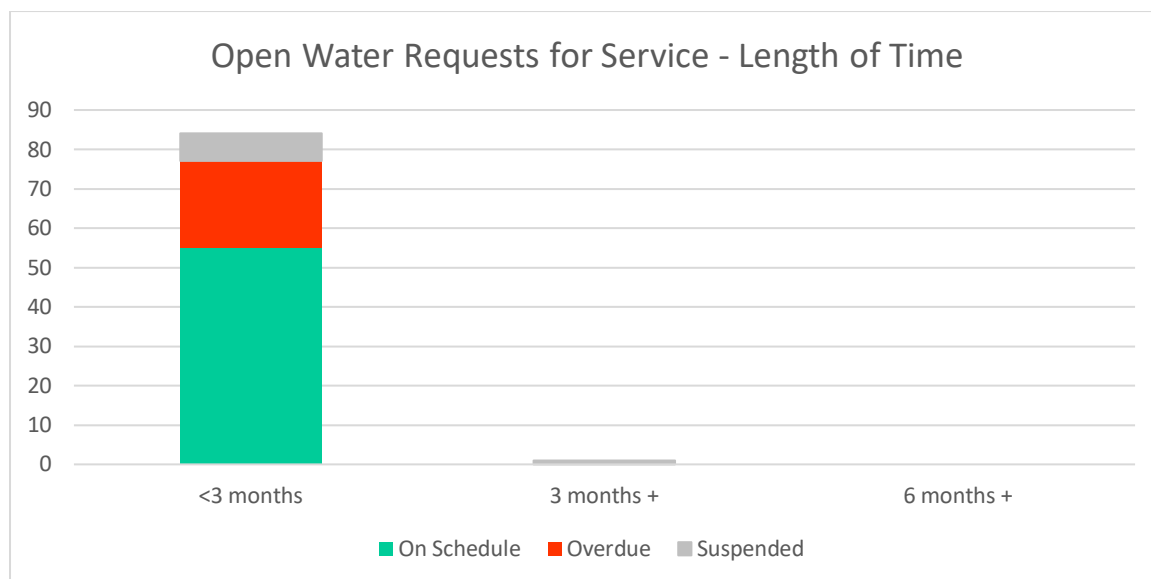
- Five urgent Water RFS' were recorded in May, primarily associated with water main failures in Kaikohe, with the remaining occurring in Kerikeri. The main contributing factor reported was poor condition of ageing asbestos cement (AC) water mains. One RF was the result of third-party damage to council assets.
- Two urgent Sewer RFS' were recorded, both in Kaitiāia which resulted in sewer spills, with faults attributed to blockages within the wastewater network.
- The three most common request types accounted for 44% of all requests received:
 - Water supply – minor break or leak (55)
 - Water supply – meter faults (48)
 - Water and Wastewater Correspondence
- One RFS held Elected Member interest.

Performance Measure: Water Request for Service (RFS) – Status

Shows the status of open Water Requests for Service, including those in progress, overdue, or suspended.

Reporting period: Status as of 31st May 2026





Result

Majority of open Water Requests for Service were on schedule and less than three months old, with overdue requests prioritised for resolution (cause analysis and regular monitoring with contractors or internal groups).

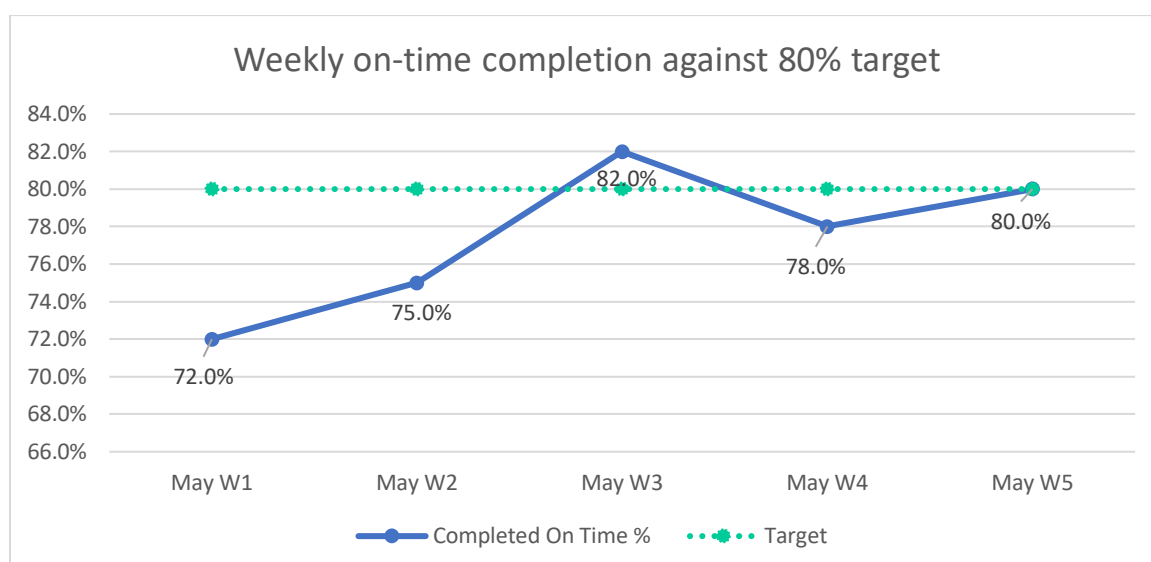
Key insights

- Open requests by status at period end: On schedule 55; Overdue 22; Suspended 7; Elected Member 1

Performance Measure: Water Requests for Service (RFS) – Completed

Shows the number of water, wastewater, and stormwater Requests for Service completed during the reporting period. The target is 80% on-time completion.

Reporting period: May 2026



Result

337 Request for Service were completed for May (80%). Completions slightly exceeded new requests.

Infrastructure Engineering

Infrastructure Engineering is the centre of excellence for engineering in council. The team keeps up to date with the latest standards, legislation, regulations, and industry innovations to ensure that Council meets its legislative obligations from a public health and network utility operator perspective. The team also provides engineering advice to the Infrastructure Group and across Council related to council assets, risks, and issues.

The team is full, and training of new staff is ongoing. The focus is on rebuilding FNDC in-house knowledge and understanding of the council's three waters networks, capital project delivery, improving responsiveness to other parts of council, and forward planning.

The Project Portfolio Management tool continues to be updated to enable accurate reporting. Using this tool will ensure simple reporting to demonstrate the capital works programme in their project stages.

Responsiveness to emerging and urgent issues that require engineering analysis, site visits, advice, or decisions on asset interventions has continued throughout the period. Collaboration across the Infrastructure Group is building as newer staff settle into their roles.

As network, treatment plant, and compliance issues are analysed it is becoming apparent that the lack of a Trade Waste Bylaw, Stormwater Bylaw, and regular compliance checks is having a detrimental effect on operational and maintenance costs, premature degradation of infrastructure, and inability to regulate the quality and quantity of effluent entering the wastewater network leading to network overflows and treatment process problems. It is highly recommended that the Trade Waste Bylaw and Stormwater Bylaw are prioritised, and to use the Whangārei District Council Bylaws as templates to save money and so that there is consistency for Northern Waters and for any future combined council.

Operational Highlights for the May 2026 reporting period:

Three Waters Engineering

This function has a longer-term view across infrastructure networks including:

- Management of the water supply, wastewater, and stormwater network models, and flood/overland flow models. Multiple models are maintained, updated, verified, and calibrated to ensure that the systems and networks are understood in terms of current capacity, and impacts of growth. Issues within the networks are identified and potential solutions are tested within model scenarios.
- Expert input to stormwater catchment management planning and modelling done within specific capital works projects and asset management planning to ensure alignment to existing models and planning work.
- Maintain and update the Areas of Benefit for 18 wastewater schemes and 9 water supply schemes, including connected and rated properties to ensure it aligns with modelled information, district plan zones, discharge consents, and planned capital works projects. Maps are being updated prior to implementation of the Development Contributions Policy on 1 July and will be published on the website to reduce the staff workload from enquiries.
- Plan for growth within network models and identify future projects that are triggered by growth to input into Development Contributions models. Ensure that proposed district plan changes are provided with robust analysis as to network capacity and impacts to networks including affordability of servicing new areas for growth within existing Schemes.
- Assess the potential to service the growth areas identified in the Kerikeri-Waipapa Spatial Plan, Proposed District Plan, and to inform the Waipapa Structure Plan process. This is a significant piece of work that requires collaboration across Council and with Northland Regional Council regarding flood mitigation, to understand at a concept level the feasibility, potential costs, and affordability of extending network services to these areas.

- Ensure that land access processes are implemented to reflect the requirements of the Local Government (Water Services) Act 2025.
- Update on a regular basis the 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 standard operating 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 council activities, including those in the road corridor.

Development Engineering

The Development Engineering function ensures that new subdivisions, land use consents, building consents, and connection requests are serviced for water supply, fire fighting supply, wastewater, and stormwater, and that natural hazards of flooding and overland flow are addressed, in accordance with Council's Engineering Design Standards and Bylaws. Development Engineers also attend site visits and quality assurance inspections to ensure that new assets intended to vest to Council are constructed to the required specifications and will not pose an ongoing liability to Council once vested.

Quality assurance inspections are again being carried out on assets to be vested to council, and to close the loop on as-built plans and asset data processes.

Reports on application numbers, current and completed, have been requested to improve future reporting and analyse the correct fee to be cost recovered from the applicant. Some issues with charging consultants time have arisen from technical system issues. A workaround is in place but is not enabling accurate time charging to development applications yet.

Cost recovery through charging hourly rates on applications is limited until the Fees and Charges Schedule is updated with Hourly Rates that can apply across all customer interactions, and to include Infrastructure roles other than Development Engineers.

Wastewater Land Discharge Programmes

To comply with wastewater network discharge consent conditions several schemes are investigating whether discharge of treated effluent can 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.

Conditions requiring investigation of land discharge options apply to the following schemes:

- Ōpononi/Ōmāpere Wastewater Scheme – Working Group established and ongoing. Options for land discharge are being investigated. Further on-site investigations planned for preferred site to understand whether land discharge is feasible. This will enable the Best Practicable Options (BPO) Report to be completed and submitted to NRC to comply with consent conditions.
- Kohukohu Wastewater Scheme – Working Group established and ongoing (Options for land discharge are being investigated. Initial onsite investigations have been completed. The Best Practicable Options (BPO) Report will be concluded with the existing level of information to meet NRC consent conditions, however it may need to be updated once further on-site investigations can be completed.
- Rāwene Wastewater Scheme – Working Group established and ongoing. Land acquisition completed. Electrocoagulation (EC) trial at the treatment plant will run for 12 months during which time plant upgrades need to be paused so as not to interfere with EC results. Investigation and design work will continue as far as it can without EC results.

- East Coast (Taipā) Wastewater Scheme – Working Group established and ongoing. Options for land discharge are being investigated. Preferred site for discharge to land has been found and endorsed by Te Koukou Committee, with a decision report going to Council in May. Electrocoagulation (EC) trial at the treatment plant will run for 12 months during which time plant upgrades need to be paused so as not to interfere with EC results. Investigation and design work will continue as far as it can without EC results.

District Facilities Design Office

The District Facilities Design Officer is in the investigation and feasibility stages of multiple projects in preparation for next years budget, and to inform the Long Term Plan projects. Reactive works are also underway or have been handed over to Project Managers on a number of council-owned buildings renewals such as roofing. This role interacts closely with the Asset Manager to ensure that the forward works programme concepts are feasible and have cost estimates that are as accurate as possible for an early concept phase.

The Kaikohe War Memorial Hall and Russell Hall project have been started ahead of schedule to assist progress which will help with practical training of the new team member.

Securing a location for a public toilet in Northpark is also being explored.

The Klinac lane toilets design is being reviewed and resource consent updated getting ready for handover to Project Manager.

Three Waters Design Office

The team of three is complete with the last staff member starting in April. With training ongoing, the pace of work is picking up. Peer review of feasibility and design reports and plans is occurring to ensure robust, cost-effective solutions are selected. The team also provides more complex technical reviews to support the Development Engineering and Operations teams.

LTP capital projects are being progressed through concept and feasibility stages to confirm design scopes. Procuring and managing multiple design contracts, and external project managers to fill staffing gaps.

Site visits to investigate and inform the development of engineering solutions to resolve Requests for Service (RFS) matters is improving our responsiveness to customers.

Critical work is underway to understand the wastewater treatment plants and drinking water treatment plants in relation to overall function and performance, and to understand critical network, environmental, and compliance risks. This will enable robust decisions to be made on upgrade works that are best value for money while moving towards short term compliance as well as being able to meet the new Water Services (Wastewater Environmental Performance Standards) Regulations 2025 that came into force on 19 December 2025.

Capital Works Projects in Feasibility and Design Phases

Many LTP capital projects and programmes are being progressed through concept and feasibility stages to confirm design scopes. There are a backlog of capital works due to multiple long-standing vacancies so alongside recruitment additional external resources are being used to move work forward quicker.

District Facilities Projects in Design

Te Pūawaitanga Masterplan – work was completed for a council workshop held in April. Awaiting further council decisions on priorities and budgets.

Kerikeri Motorhome/Caravan Dump Station – Alternative locations where a public sewer is available are being investigated again after negative feedback about locating the dump station at Te Pūawaitanga using on-site wastewater treatment and disposal.

Kerikeri Dog Park – Consideration of a suitable location for the dog park at Te Pūawaitanga is included in the master planning work.

Whatuwhiwi Campervan Dump Station – closure of the existing dump station due to redevelopment of the fire station site means a new dump station location is required. Options were presented to the Te Hiku Community Board, however further options were requested for investigation which is ongoing.

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.

Water Supply for Kāeo & Waiotaraire 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. 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.

Russell Hall Renewals and Upgrades – working with the Hall Committee to scope works in order for them to be completed prior to the 150th anniversary of the Hall.

Kaikohe Memorial Hall Upgrades – early scoping work underway in preparation for future budget availability.

A number of smaller renewals and maintenance projects have been scoped, quoted, and moved to the delivery team.

Water Supply Projects in Design:

IAF Kaikohe Water Supply Upgrades: Physical works for water reticulation is ahead of schedule.

IAF Kaikohe Water Treatment Plant Upgrades Physical works for the water treatment plant and new reservoir is on track.

IAF Kawakawa – Water Treatment Plant Upgrades: Final design stages for a new treated water reservoir, electrical and civil works. Planning a construction contract approach for procurement.

IAF Kawakawa – Water Supply Network Upgrades: 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.

Waitangi, Paihia, Ōpua and Haruru WTP Upgrade: Providing engineering design and network review to project manager sitting in Delivery team.

Kaipatiki Rise, Haruru – Water Supply Upgrade: detailed design phase completed and handed over to delivery team to procure a construction contractor.

Kerikeri Water Treatment Plant Upgrade: site investigation to understand layout, treatment processes, raw water sources, and condition have revealed the critical condition of this plant. With inadequate space available on site to build a new plant while keeping the existing plant operational, focus has turned to identifying potentially suitable sites that will be future-proofed for growth in the Kerikeri-Waipapa area.

Wastewater Projects in Design:

IAF Kaikohe – Wastewater Network Upgrades: Physical works for wastewater reticulation is on schedule.

IAF Kaikohe – Wastewater Treatment Plant Upgrades: Technical review of concept design and cost estimates is underway to ensure affordability and long-term operations and maintenance outcomes are delivered.

IAF Kawakawa – Wastewater Treatment Plant Upgrade: 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 plant (MBR or equivalent). Scope and design review work have ensured that the new plant will be located above the 1% AEP floodplain, and that the plant is capable of expansion for future growth as well as enabling the failing clarifier to be taken offline. Work was stalled while waiting for other funding conditions to be met and decoupled from the infrastructure works. Updated milestones are being presented to NIFF.

IAF Kawakawa – Wastewater Network Upgrades: scoping of the programme is being confirmed from March.

Paihia/Ōpua Mains Baffin Street – Upgrades to pump stations at Baffin Street and Franklin Street along with various rising main upgrades to increase capacity and storage across the network. Also includes water main network extensions. Detailed design for the project was partially completed in 2024 however it was on hold due to land ownership matters that have now been resolved. A Design contract is underway to deliver updated designs and cost estimates before the project moves to Delivery.

Hihi Wastewater Treatment Plant Upgrade – full replacement plant required before end-of-life of assets and to deal with non-compliances. Flow monitoring and I&I programme (see below) are instrumental in determining the design parameters. This very small scheme is sensitive to peak flows from high I&I which affect performance and discharge quality. WW I&I programme will address this. New consent issued, design can progress with consent parameters and is required to meet WEPS within 5 years.

Ōpononi Wastewater Treatment Plant Upgrade – upgrades required to improve performance and discharge quality. Monitoring ongoing after Stage 1 works to verify the extent of Stage 2 works, including decisions about meeting new wastewater standards for either discharge to land or water, which are tied to the Land Discharge Programme. Stage 2 works on hold pending technical review of suitable solutions now that operations, maintenance, and plant performance issues are understood.

Wastewater Infiltration & Inflow (I&I) Programme – I&I programmes are essential to ensuring minimisation of wastewater network overflows and excessive treatment plant inflows from stormwater entering the wastewater network. Early stages of establishing a programme approach and processes to scope and deliver I&I budgets across several schemes. This will provide a more efficient delivery mechanism for these and any future I&I programmes. Some I&I improvements are expected from IAF network upgrades in Kaikohe and Kawakawa. Currently budgeted I&I schemes are for networks in Hihi, Ōpononi, Whatuwhiwi, Paihia, and Russell.

Stormwater Projects in Design:

Parkdale Cres, Kaitāia Stormwater Upgrade: Critical culvert at risk of collapse. The 250-metre long 1200mm diameter culvert drains a 22ha catchment under residential properties and a stopbank to the Awanui River. Renewal decision made due to urgency, constraints, and housing development plans. Working closely with Kainga Ora to align work programmes. Direct procurement to secure supply of large pipes is underway via Delivery Team. Final design completed. Anticipated budget savings on renewal and delivery approach enabling project to come within budget. Flooding issues from Awanui River persist within this catchment. Handed over to Delivery.

Tasman Heights, Ahipara – Stormwater Renewal: Revised solutions available, decision to renew pipe in same location with improvements to inlets and manholes. Project will now be able to come within budget. Handed over to Delivery.

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. Budget savings from other projects are necessary to fix wider issues and liabilities identified here.

Matthews Ave to Farrimond, Kaitāia – Stormwater Renewal and Upgrade: Investigation and design feasibility continue to confirm the issues and preferred solution. Existing pipes had to have significant root intrusions cut back and blockages removed to enable CCTV to be done so the issues could be understood. Poor connection workmanship to main pipes is causing issues with flow and allowing root intrusion. Site flooding issues were due to blocked drains which have been alleviated in the short term by root-cutting. Actual issues are now known so project has been rescoped.

Reef View Road Ahipara Stormwater Upgrade - The area has significant stormwater and flooding issues, mainly at 155 Foreshore Road and the corner of Reef View Road. At 155 Foreshore Road, surface runoff combined with insufficient capacity of the existing drainage system has led to pipe

overflow, slope instability, and even impacts to the dwelling. At Reef View Road, seepage has caused erosion of the road surface. The project is currently nearing completion of the feasibility stage, moving to design.

Infrastructure Delivery

The Infrastructure Delivery Team is responsible for project management across the project lifecycle, from procurement and contract establishment through to construction supervision then close out, ensuring contractors deliver works in accordance with specifications, budgets, and timeframes. A strong focus on quality assurance and performance monitoring ensures compliance with relevant standards while proactively managing risk, safety, and stakeholder expectations. The team also plays a key role in the collation and validation of asset data generated through projects, ensuring accurate information is captured and integrated into council systems to support long-term asset management. Projects are finalised through a robust closeout process that confirms contractual obligations are met, documentation is complete, assets are fit for purpose, and lessons learned are captured to continuously improve future delivery.

Process mapping is being formalised to clearly define and standardise contract management procedures, ensuring consistency, transparency, and improved governance across the contract lifecycle.

The team currently consists of:

- 1 x Manager – Infrastructure Delivery
- 2 x Senior Project Managers (0.6FTE and 0.4FTE)
- 1 x Intermediate Waters Project Manager
- 1 x District Facilities Project Manager
- 2 x Junior Project Managers

We currently have 2 vacancies for: 1 x Senior Waters Project Manager, and 1 x Intermediate Waters Project Manager. Recruitment is underway.

Operational Highlights for the May 2026 reporting period:

Capital Works Projects in Tender, Construction, and Close Out Phases

Water Supply Projects in Delivery:

- Kaitiāia/Kerikeri Fluoridation – Package A (Provision of Equipment) Direct Contract Awarded to Prominent. Manufacturing of the equipment is nearing completion with planned installation scheduled to commence in late June 2026.
- Kaitiāia/Kerikeri Fluoridation – Package B (Civil Works) Direct Contract Awarded to BellConn Ltd – Construction progressing on schedule. New building housing the fluoridation equipment is planned for May 2026 at the Kerikeri Water Treatment Plant. The trial Membrane Plant at the Kaitiāia Water Treatment Plant is planned for removal in early June, with the concrete pad for the new fluoride building being poured shortly after. Project is due for completion and asset commissioning at end of June to align with the Ministry of Health funding timeframe requirements.
- Rāwene Smart Water Meter Installations – The rollout of 275 new smart water meters in Rawene has commenced through Ventia under the Operations & Maintenance Contract. Weekly progress meetings are being held with the Neura as the supplier, WSP and Ventia to track progress and ensure that new meters connect to the network. We estimate a current

leak rate of approximately 27% across the Rawene water supply network and the new smart meters will create the benefit of reduced water loss, lower operating costs and improved revenue accuracy. Overall water consumption is expected to drop by at least 10%, with potential for greater reductions in the future if volumetric charging models are implemented.

- Kaipatiki Rise Watermain Upgrade – Tenders for the contract for the new watermain along SH11/Puketona Rd from Yorke Rd to Kaipatiki Rise and up to end of Kaipatiki Rise have been evaluated and the contract is in the process of being awarded. Construction is expected to commence in July 2026 and take ten (10) weeks to complete.
- Waitangi, Paihia, Ōpua and Haruru WTP Upgrade – Te Koukou endorsement has been received to start negotiations with the Waitangi National Trust as the preferred site for the new Water Treatment Plant. Productive early discussions point to a positive outcome. We are currently evaluating the lease vs easement options. The project working group has started to develop options for the procurement strategy for the project.
- Kaeo Water Supply – Planning work is progressing for the proposed installation of new water tanks in Kaeo. Endorsement has been received from Taumata Arowai and the installation of the tanks will be funded from the Better off Funding Drinking Water Reliability allocation. Our operations team continue to operate the private water supply, which was placed under council statutory management in late 2025, until the tanks are installed. At this point the water supply will be deregistered with Taumata Arowai. The water tanks will become private assets once installation is complete.

Wastewater Projects in Delivery:

- Kaitiāia W/W Network Overflows Stage 1 – Final reinstatement works being completed prior to practical completion. The project completes the first stage of reducing wastewater overflows from the wastewater network in Kaitiāia.
- Kaitiāia/Kaikohe/Rāwene WWTP Septage Screens – 3 x projects in commissioning phase with contractors addressing minor defects that have been identified.
- District Wide Critical Spares Programme – Information is being collated relating to critical wastewater assets to hold as inventory such as Pumps, Valves and Monitoring and Telemetry equipment. Validation of current assets held at Ventia's depot has been completed as part of the Operations & Maintenance contract.
- Haruru Major Pump Station – Works are progressing with the bypass pumping plan to enable critical maintenance works to be undertaken. High Hydrogen Sulphide levels in the wet well make the asset a significant risk for maintenance staff to attend.

Stormwater Projects in Delivery:

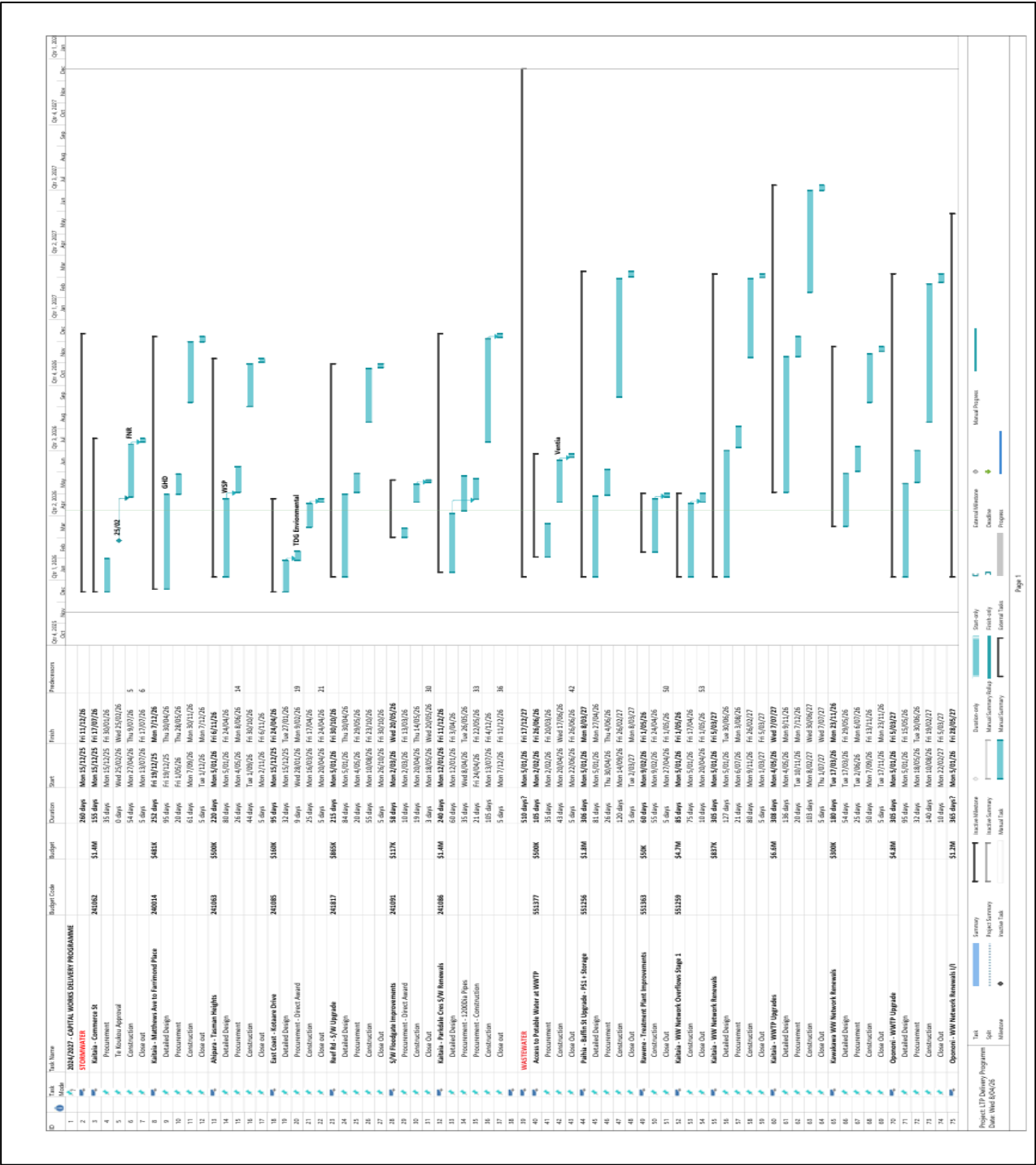
- Kaitiāia Commerce St S/W Upgrade – Contract Awarded via open tender to Far North Roding. Negotiations regarding fuel cost escalations are now complete and pre-start documentation such as Traffic Management, Quality, Environmental plans are being collated along with the project works schedule. Works are planned to start in late June.
- Kaitiāia - Parkdale Crescent S/W Improvements – Procurement confirmed for the purchase of 250m of 1200mm dia Stormwater pipe in preparation for the upcoming project. Materials will be client supplied to expedite project delivery to align with the Kainga Ora development at the site. Documentation is being finalised for the civil works tender to go live on GETS in late June.

District Facilities Projects in Delivery:

- Lake Ohia Hall Renewals – Construction commenced in January 2026. Health & Safety upgrade works are currently progressing on schedule. Completion is planned for mid-July 2026 following variation works that have been added.
- Pukenui Coastal Walkway Stage 2 – Contract has been awarded to FNR Roding Ltd, with works planned to commence in late July. The project involves the completion of Section 2 of the walkway from the intersection of SH1 and Waterfront Drive and continuing south along the estuary to terminate at 3960 SH1. Completion of this section will complete the walkway between Houhora Heads Rd and Harrys Lane in Pukenui.
- Waipapa Baysports Carpark – Direct Contract awarded to Ventia Construction: Works have reached practical completion with only carpark pavement marking remaining.
- Kaitaia Recycling & Recovery Centre Replacement Bridge – This project is currently in tender preparation phase and scheduled for release onto GETS in early June.
- Kaikohe – Lindvart Park Pavillion HS Renewals – Direct contract awarded to Far North Property Services with construction scheduled to commence in early July following building consent approval.
- Kaitāia - Pioneer House – Condition assessment report has been received and scope of renewals work being assessed to procure a contractor for the works commencing in June.
- Amenity Lighting – Hokianga.Kaikohe amenity lighting has been installed. Site visits complete with Bay of Islands/Whangaroa and Te Hiku Community Boards with installations planned for June.
- Pukepoto Footpath – Project involves the construction of 1.5km of new footpath to provide a safe pedestrian footpath route between Pukepoto School and the Pukepoto residential community, including linking the school to Te Uri O Hina and Te Rarawa Marae. Concept design progressing for stakeholder engagement and reporting through the Te Hiku Community Board.

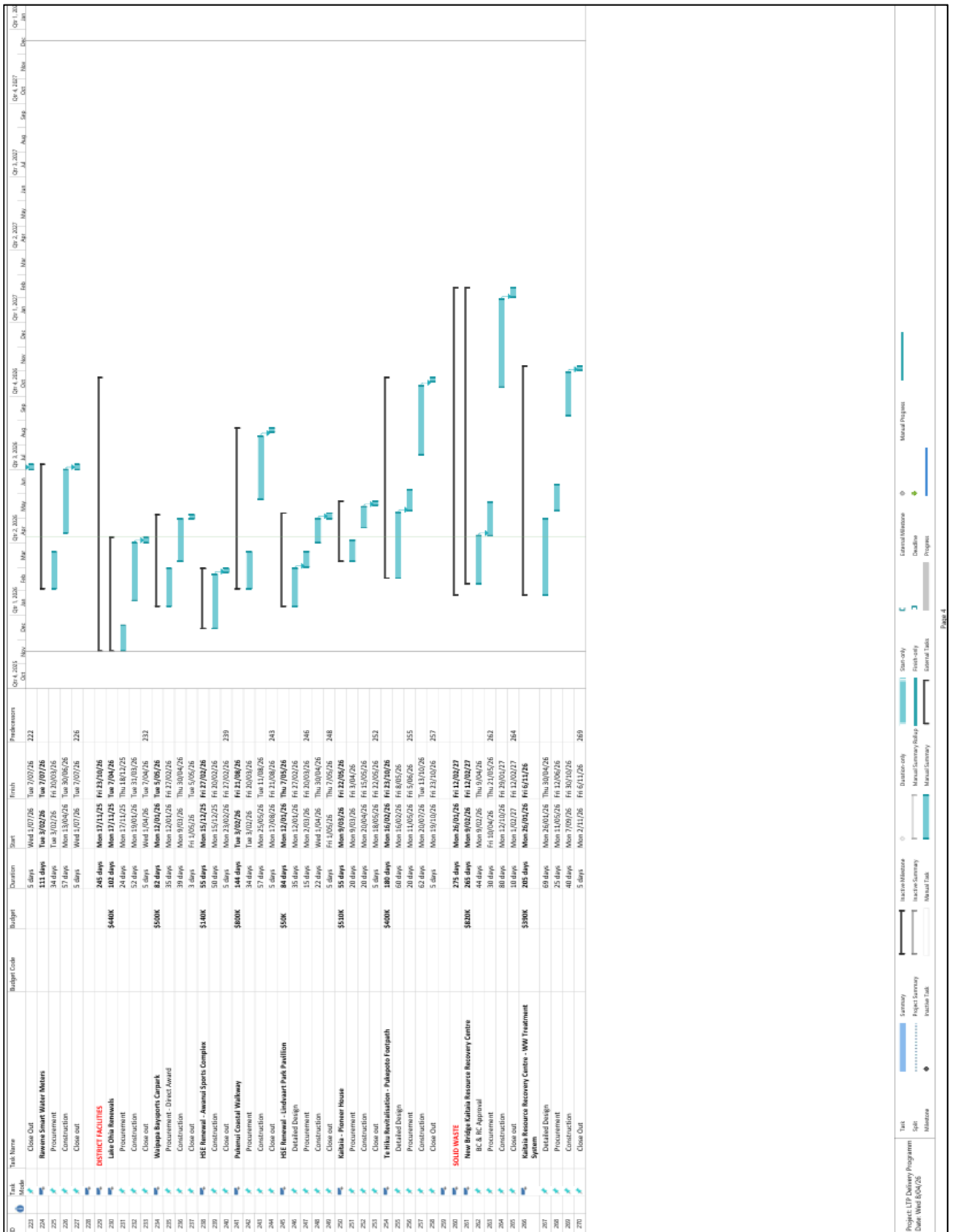
Key Performance Metrics

The 2024-2027 Long Term Plan Capital Works Programme is used to track overall programme delivery. MS Gantt Chart view:









Infrastructure Services

The Infrastructure Services team is a multi-disciplinary team which provides technical services (Compliance, Consenting, Project Analysis, Quality Assurance) and administration support across the Infrastructure Group activities as well as across the organisation. For this report, updates provided here are for Compliance and Consenting.

Compliance

The scope of Infrastructure Compliance includes water, wastewater, stormwater, solid waste, parks and reserves, community facilities, roading, land drainage, and maritime. Oversight and management are the responsibility of a dedicated Compliance Officer.

Operational Highlights for the May 2026 reporting period:

- The 17 June 2026 Te Koukou Committee meeting received the May compliance update report. The report noted no abatement notices received, applications to remove 7 abatement notices had been lodged and real-time monitoring for non-compliance is being improved through software reporting and resourcing.
- An outdated switchboard at the Kawakawa water treatment plant was replaced removing operational, compliance, and safety risks.
- Delivery of the LTP 24/27 Programme to Meet Water Safety Plan Requirements, District-wide is continuing. There was 1 new project identified, 3 in procurement, 2 in delivery and 1 completed. Progress updates on the delivery of this programme will be included as Te Koukou Committee updates from the July meeting onwards.
- Vegetation was cleared from the Kohukohu WWTP constructed wetland by the operator resolving Notice to Contractor issued in April.
- Monthly meeting held with O&M contractor to (i) review April compliance results prior to submission to NRC, (ii) discussion of improvements for flow monitoring and rain gauge recording, (iii) discuss outstanding maintenance and associated records.
- RMA compliance reports of the monthly water takes and wastewater monitoring results for April 2026 were submitted to NRC.
- Wastewater treatment results shared with four community working groups, improving transparency of monitoring results.

Consenting

Infrastructure Consenting is responsible for completing and submitting consent applications for the operation of existing and new Council infrastructure and to enable construction works. The team continues to focus on the following core areas of delivery:

- Early and meaningful engagement with iwi/hapū and other community groups to better inform outcomes.
- Lodgement of renewal applications to Northland Regional Council 6 months prior to consent expiration to ensure continued operation of our assets under s124 of the Resource Management Act 1991 until a consent renewal is granted.

Operational Highlights for the May 2026 reporting period:

LTP 24/27 Planned Works

- **Kaitiāia WWTP** – finalising operational details of the Enhancement Fund consent condition.
- **Whatuwhiwhi WWTP** - met with submitters to understand concerns raised with application lodged. Another hui scheduled for July. The objective of this engagement is to eliminate the need for a hearing.

Unplanned Work

- **Land Drainage** – consent application submitted with Northland Regional Council (NRC) on 6 May 2026. Request to be put on hold under section 37 of the Resource Management Act to allow the following:
 - workshop the recommendations in the technical reports and determine how and/or if they will be incorporated into the management plans
 - continue engagement with tangata whenua and address cultural values and effects
 - provide updated and refined mapping
 - address any other matters identified through this process.
- **Tōtara North Landfill** – application lodged. Currently awaiting NRC decision.
- **Kaitiāia Resource Recovery Centre** – this consent was lodged several years ago and has been on hold with NRC. At the request of NRC and driven by RMA reform,
 - FNDC has withdrawn the application for a 5-year consents to discharge treated wastewater to water and discharge treated wash water from the refuse sorting area to water. The withdrawal has driven by changes arising from RMA reform.
 - Discharges to air and land that are not impacted by the RMA reform were processed by NRC. Consent was granted for 35 years.

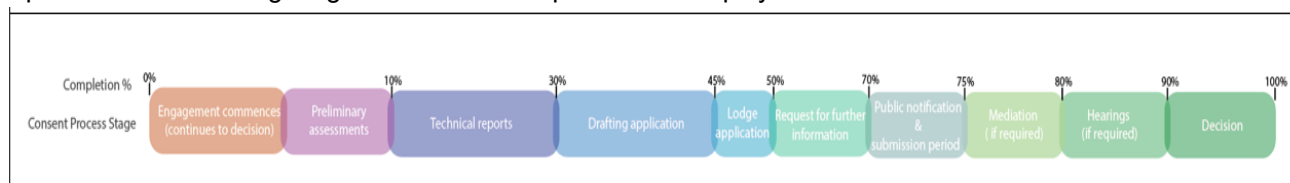
Construction Consents

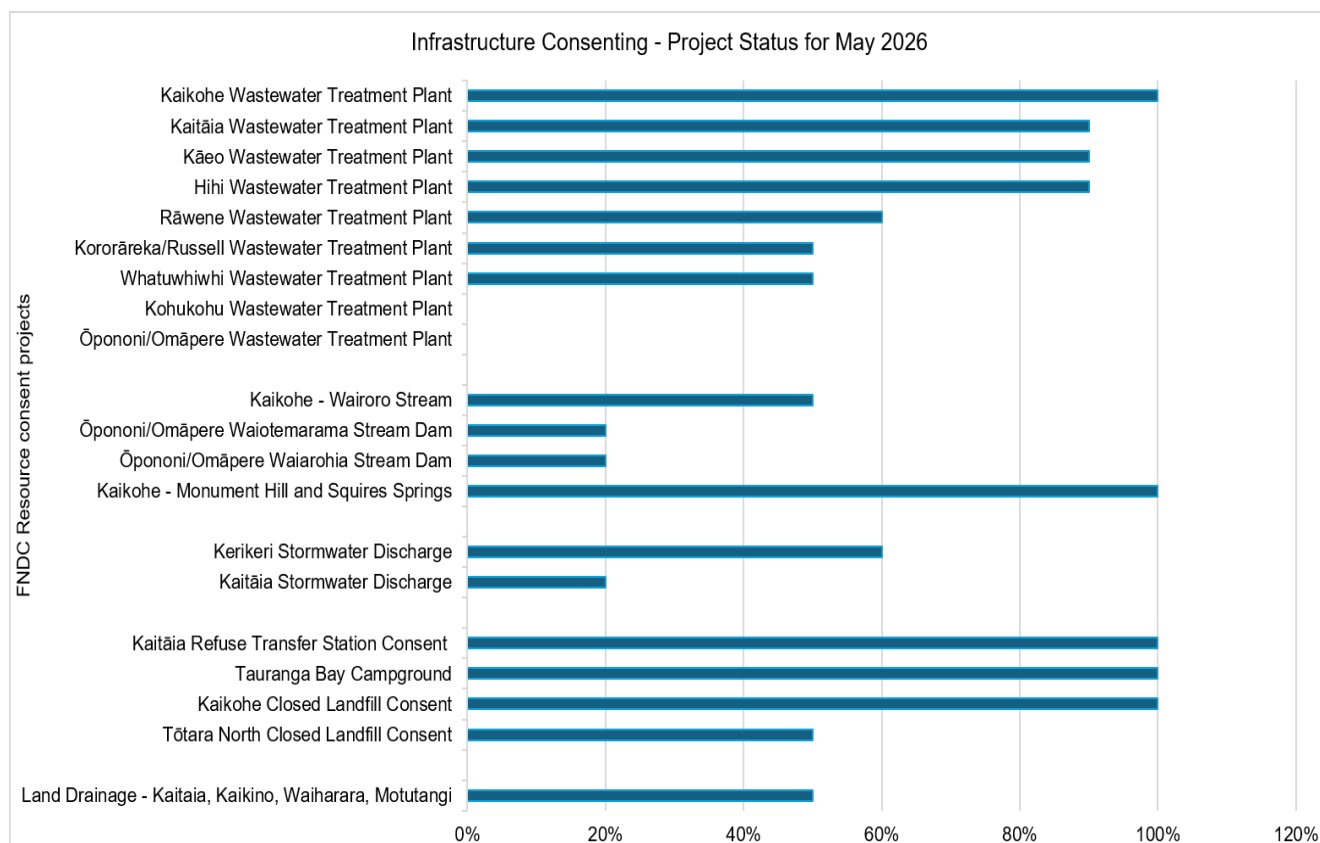
- **Kaikohe IAF dewatering consent** - application lodged for dewatering at Wihongi Street

Consenting Work Programme

The following Gantt chart provides a high-level view of the current progress made for both planned and unplanned consent applications.

Planned consenting work is currently on track and the Gantt percentage completion represents the following stages of the consent process as displayed





Planning and Policy

May 2026

Executive Summary

The Planning & Policy Group provides a range of services for the benefit of our communities, making the Far North a great place to work, live and visit. The Group comprises three departments: Climate Action and Resilience, Integrated Planning, and Strategy and Policy.

The **Climate Action and Resilience Department** leads Council's climate response through emissions reduction, adaptation planning, community resilience, and the delivery of the Climate Action Policy and Climate Change Roadmap. The department works with iwi, hapū, communities and regional partners to help prepare the Far North for current and future climate impacts.

The **Integrated Planning Department** includes Growth Planning, Placemaking, Reserve Policy and District Plan. These teams develop and implement plans, strategies and planning processes that guide future growth, support well-functioning places, and help communities shape great places now and into the future.

The **Strategy and Policy Department** provides policy advice and develops effective policy instruments, including strategies, policies and bylaws. The department also reviews existing policy settings, responds to legislative and government policy changes, and supports informed decision-making.

Reporting Period: May 2026

This chapter provides an update on key Planning and Policy operational activity for May 2026. It builds on the April baseline report and focuses on material progress and key initiatives.

Key movements since the April report:

- Pou 3: Community Adaptation Toolkits have been completed and are ready for use by community groups.
- 2024-2025 FNDC Corporate Emissions Inventory was completed by the 21 April deadline, supporting Council's emissions reporting and emissions-reduction planning
- On 28 May, Council adopted Alcohol Control areas and agreed that the Dog Management Bylaw and Policy should continue with amendment.
- Consultation is open on the amendments to the Development Contributions Policy.
- Te Kuaka Committee confirmed the reconvening of Kaupapa Steering Rōpū in line with the District-Wide Kaupapa Framework and endorsed the updated Kaupapa Steering Rōpū Terms of Reference.
- The District-Wide Spatial Strategy has progressed through iwi engagement, strengthening early project understanding and supporting relationships between iwi entities, Growth Planning and Placemaking, and the wider Planning and Policy Group.

Authors of the following report include: Group Manager Planning & Policy; Manager Strategy & Policy; Manager Climate Action & Resilience; and Manager Integrated Planning.

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Climate Action and Resilience

The Climate Action & Resilience Team leads Far North District Council's coordinated response to climate change, ensuring both organisational and community readiness for a changing climate. The department is responsible for implementing the Council's Climate Action Policy and Climate Change Roadmap, driving emissions reduction across council operations, and supporting district-wide mitigation initiatives.

A core part of our role is advancing climate adaptation and resilience planning, including collaboration with iwi, hapū, communities, and regional partners through programmes such as the Te Tai Tokerau Climate Adaptation Strategy. The department provides strategic guidance, manages cross-council governance processes, and delivers tools, engagement, and support that enable communities to prepare for and respond to climate-related risks. Through this work, the department ensures climate considerations are embedded in decision-making and that the Far North is better positioned to adapt, thrive, and build long-term resilience.

Operational Highlights for the May 2026 reporting period:

Pou 1: Stage One of Te Hōtaka Urutau Hapori | Community Adaptation Programme - The final draft of the Stage One Community Adaptation Planning report is now complete, and the governance direction phase has commenced. Endorsements will progress through the established sequence, beginning with the Te Hiku Community Board and the Kaikohe Hokianga Community Board, followed by the Te Koukou Infrastructure Committee, the Te Kūkupa Strategy, Policy, Planning Committee, and concluding with Council for final approval in July 2026.

Pou 2: Tuia ngā tai o te ao - We presented Te Hōtaka Urutau Hapori to Te Rūnanga o Te Rarawa and Te Aho Taiao o Waimamaku, providing an overview of the programme's kaupapa, progress, and upcoming governance pathway. These engagements supported ongoing relationship-building with iwi and hapū partners and ensured tangata whenua are well-informed and positioned to guide the next stages of community-led adaptation planning.

Pou 3: Community Adaptation Toolkits - The Community Adaptation Toolkits are now fully completed and ready for use by community groups outside of Stage 1, providing practical support for early-stage adaptation planning and strengthening local capability.

2024–2025 Emissions Inventory - We completed the Toitū Envirocare emissions inventory audit, to verify the accuracy of Council's 2024–2025 corporate emissions data. All follow-up actions were completed in May, ensuring full alignment with Toitū's verification requirements.

Coastal Conversations promotion - We supported the Coastal Conversations event in Taipa by hosting an FNDC table to promote the Climate Adaptation Programme, with a particular focus on Pou 3. This provided an opportunity to engage directly with coastal residents, share information on community-led adaptation planning, and raise awareness of the tools and resources available to support early-stage adaptation conversations.

Recommendations for the Northland Waters CCO - We prepared and issued the climate adaptation and mitigation recommendations for the Northland Waters CCO on behalf of the Joint Climate Change Adaptation Committee, fulfilling the action arising from the March JCCAC meeting. The letter recommends that the new entity should integrate climate risk, community adaptation planning, emissions reduction, and resilience considerations into its establishment and operational frameworks to ensure alignment with regional climate objectives and the Committee's expectations.

Public EV charging infrastructure - We met with Meridian Energy to discuss the rollout of public EV charging infrastructure across the Far North, including opportunities for partnership with FNDC on DC fast-charging sites to support regional travel and high-demand locations. We also met with ChargeNet to explore complementary opportunities for AC slow-charging infrastructure to serve longer-stay destinations and community hubs. Together, these engagements support a coordinated approach to expanding public EV charging coverage across the district and align with FNDC's wider climate adaptation and emissions-reduction objectives.

Rawene Wastewater Treatment Plant – We attended the wānanga at Te Piiti Marae for the Whakanuia of the new electrocoagulation plant, followed by the dawn karakia at the Rawene Wastewater Treatment Plant. These events provided an opportunity to support tangata whenua, acknowledge the cultural significance of the project milestones, and strengthen relationships with local hapū and marae communities.

KPI # 1 Te Hōtaka Urutau Hapori - Community Adaptation Programme

Piki tū rangi - The three pou

“**Piki tū rangi** ana te kakau o te hoe, kumea te uru o taku waka ki runga ki te kiri waiwai o Papatūānuku e takoto mai nei, ki runga ki te uru tapu nui o Tāne e tū mai nei”

These lines are from a karakia recited by Nukutawhiti upon the arrival of the waka hourua Ngātokimatawhaorua into the Hokianga Harbour, revised by Himiona Kāmira (Te Taomauī, Te Hokoheha).

Piki tū rangi calls us to move and work together. It reminds us that resilience is collective and that our strength lies in kotahitanga, with each other and with te taiao.

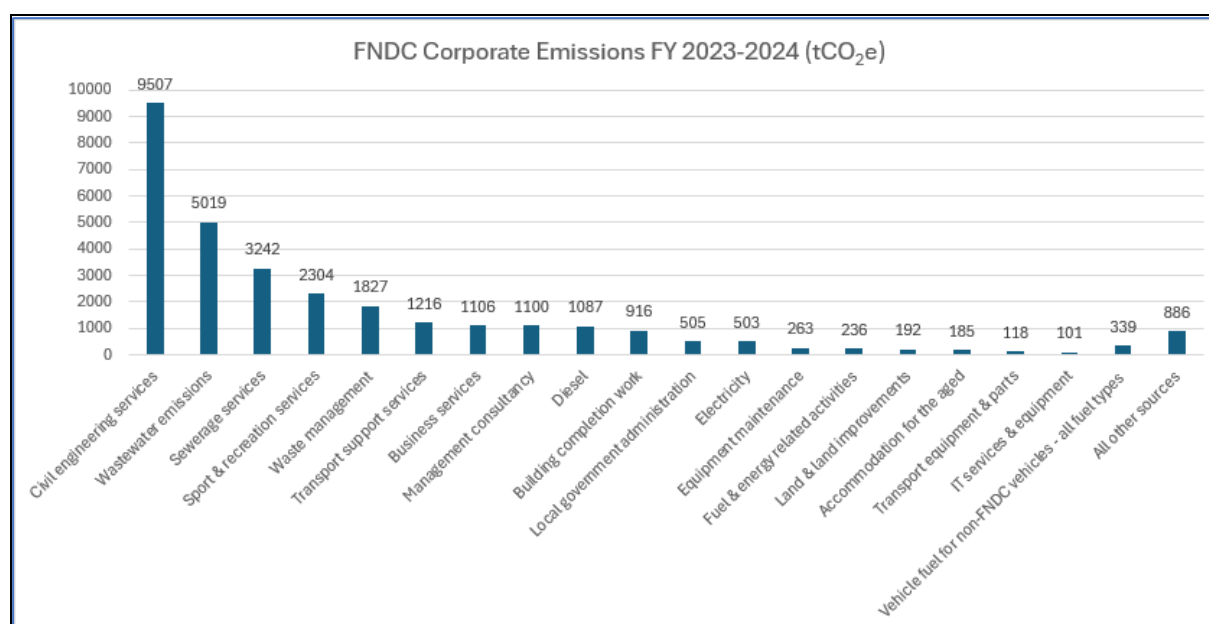
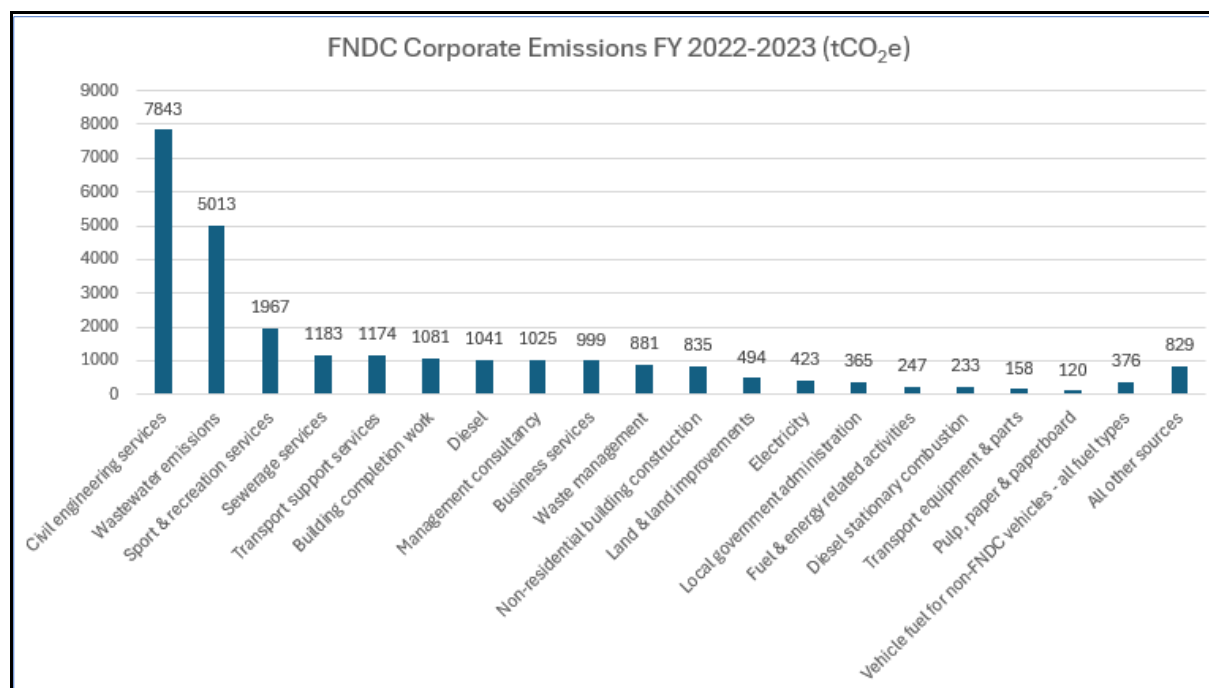


KPI # 1 Te Hōtaka Urutau Hapori - Community Adaptation Programme - Analysis

- Council's Community Adaptation Programme is progressing on time across all three pou, with strong engagement in Hokianga, successful rollout of tangata whenua-led resources, and community toolkits now ready to support local climate adaptation planning.

KPI # 2 Net Zero Emissions Reduction Programme

Council has completed three verified corporate GHG emissions inventories (FY22/23, FY23/24, and FY24/25), with a fourth planned, providing the data foundation for emissions-reduction planning. Baseline emissions were 26,435 tCO₂e in FY22/23, increasing to 30,787 tCO₂e in FY23/24 due to storm-related infrastructure repairs. For 2024–2025, we completed the Toitū Envirocare emissions inventory audit, verifying the accuracy of Council's corporate emissions data, and completed all follow-up actions in May to ensure full alignment with Toitū's verification requirements. Verified data and analysis will be provided in the June operational report. As a Toitū Carbonreduce-certified organisation, Council is required to adopt short- and medium-term emissions-reduction targets ahead of the next audit for FY25/26.



KPI # 2 Net Zero Emissions Reduction Programme Analysis

Emissions are categorised as Scope 1, direct emissions from fuel, fertilisers, refrigerant gases, waste, and wastewater, where emissions sources are owned or controlled by Council; Scope 2, indirect emissions from purchased electricity; and Scope 3, indirect emissions from goods and services.

Performance against baseline

For FY2022-23, the base year for emissions reduction measurement, corporate emissions for FNDC were recorded as 26,435 metric tonnes of carbon dioxide equivalent (tCO₂e).

For FY2023-24, total corporate emissions were recorded as 30,787 tCO₂e. This represents an increase of 4,352 tCO₂e from the base year.

An increase in emissions in the first two years of measurement was caused by increased infrastructure spending to repair damage from major storm events in 2023.

These completed emissions inventories have been verified by Toitū Envirocare – Enviromark Solutions Ltd (Toitū), a subsidiary of Manaaki Whenua Landcare Research within the Bioeconomy Science Institute.

Verified emissions data for FY2024-25 will be available for analysis in June 2026.

Emissions Reduction

Work is underway on practical emissions-reduction actions, including an investigation into public EV charging infrastructure to support low-emissions transport across the district and the installation of solar on Council buildings to reduce operational energy use and long-term costs. Initial work on an emissions reduction plan has commenced, focusing on identifying feasible, cost-effective actions across Council operations. Formal emissions-reduction targets to be set in FY2026–27 to guide implementation and align with Toitū certification requirements.

Strategy and Policy

The Strategy and Policy teams' primary function is to contribute to the community's wellbeing through robust and reliable policy advice. We do this through providing strong and sound policy advice and the delivery of effective policy instruments, which include strategies, policies, and bylaws.

How do we perform our role?

- Develop and review policy instruments
- Scan, understand, and advise on Government priorities and legislative changes
- Provide general policy advice to staff and elected members
- Submissions
- Data and research, e.g. Population Projections, Environmental Scans

Key Performance Metrics

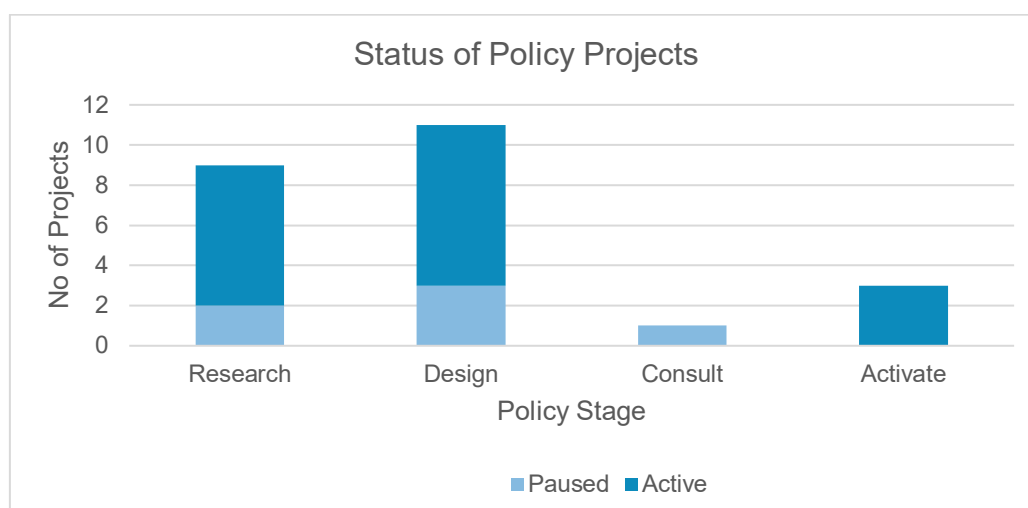
Project Management Framework – Policy and Engagement

Policy development is often dictated by legislative requirements. The process to develop a new policy takes approximately 18 to 24 months from project initiation to implementation. FNDC has developed a Project Management Framework (PMF) for policy projects. The PMF is based on the Department of Prime Minister and Cabinet's Policy Project frameworks.

The Strategy and Policy team has the capacity to actively undertake approximately 18 projects at a time, at varying stages of completion.

An overview of the different stages of bylaw and policy development is as follows:

Research and Conceive	Legislative requirements, evidence analysis, initial engagement with key parties, scoping, problem definition
	Options analysis and assessment, research and options report
Design	Early engagement, drafting, implementation planning, consultation, engagement planning, legal assessment, consultation proposal report
Consult	Formal consultation, engagement activities, oral submissions, submission analysis, re-drafting, and adoption report
Activate	Formal notification, implementation



Operational Highlights for the May 2026 reporting period:

Strategy

- Housing Strategy - work is progressing on the Housing Strategy. An internal working group are progressing the development of the strategy action plan.
- Open Spaces Strategy – work has resumed on the Open Spaces Strategy. Final internal review of the draft strategy is underway.
- The Strategy and Policy team has agreed to progress the Infrastructure Strategy (IS), which is a compulsory component of the Long Term Plan (LTP).
- LTP support – The Strategy team is supporting the LTP team with the strategic components of the LTP e.g., Strategic Priorities, Community Outcomes and Levels of service. A workshop is planned with EMs in June.

Policy and Bylaws

- Alcohol Control Areas – Council adopted the new alcohol control areas at its meeting on 28 May. Updated signage and communication is underway.
- Dog Management Bylaw and Policy statutory review –. A review report was presented to Te Kūkupa and Council in May. Council resolved to continue both the Policy and Bylaw with amendments. Engagement planning is underway.
- Drafting amendments to the DC policy is complete. The proposal for the Consultation Report was presented to Te Kūkupa in May. Te Kūkupa resolved to open consultation from 18 May to 08 June. Consultation is underway. A summary of submissions will be presented to Te Kūkupa and Council in July.
- The Policy team continues to support the implementation of the Development Contributions Policy.
- Work is progressing on the development of the Parking Policy. Workshops were held with Te Hiku and Kaikohe-Hokianga Community Boards on 04th and 6th May. A workshop is scheduled to be held with Bay of Islands – Whangaroa Community Board in June.
- Staff are progressing amendments to the Parking and Road Use Bylaws to support the Russel Placemaking Plan.
- Research has commenced regarding the review of the Vehicle Crossings Bylaw. The Bylaw needs to be reviewed by September.

- Paused projects include:
 - Research re Waters-related bylaws – On hold until CCO is established
 - Design Stage - Smokefree / Vapefree, and Roading Policies – reprioritised to allow staff to concentrate on the Dog Management Policy and Bylaw review.
 - Land Drainage Bylaw – on hold until Proposed District Plan Hearing Panel recommendations report received.

Future reporting focus

- A workshop on the Local Alcohol Policy is planned with Te Kūkupa in June.
- Draft Housing Strategy is due to be presented to the Housing Portfolio in June.

Integrated Planning

Integrated planning is made up of two teams – Growth Planning and Placemaking and District Plan, who are responsible for:

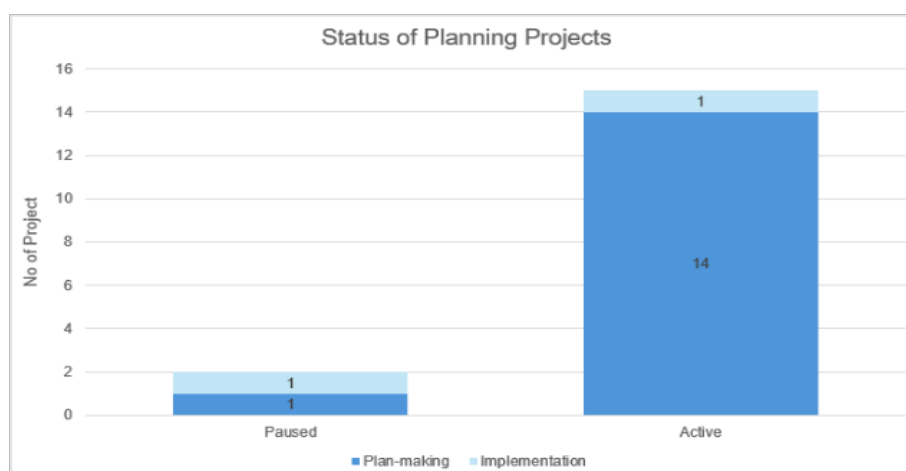
- Development and implementation of strategic growth initiatives, including Spatial Plans, Structure Plans, and other implementation initiatives.
- Management of community-led placemaking projects.
- Statutory processes required to manage Council's parks and reserves networks, including developing Reserves Management Plans.
- Administering, updating and maintaining the Operative and Proposed Far North District Plans.

There is also an 18-month fixed-term role within the department, created in partnership with Healthy Families (which provided salary funding). This role was created to look at opportunities to improve health outcomes through local government mechanisms.

Operational Highlights for the May 2026 reporting period:

- Finalising the decision version of the Proposed District Plan (e-plan) for the 11 June Extraordinary Council agenda. This involved updating text to reflect recommendations of the Hearing Panel, and spatial changes such as zoning. This work is done with support from the Council GIS Team.
- Preparing for and facilitating two Elected Member Workshops to support the next stage of the Proposed District Plan making process, which is “Council decisions on submissions”. Council Decisions on the submissions will be made at the 11 June Extraordinary Council meeting.
- Preparing for public engagement on the final design for Cass Street and The Strand. This has been co-designed over the past eight months with the Russell Community Rooding Working Group. The engagement period will open on 22 June for 3 weeks (ending 12 July) and will include a series of in-person events.
- Bay of Islands Whangaroa Community Board approving funding for partial implementation of the final design of Cass Street and The Strand, and for community planting at Simson Park Domain.

Key Performance Metrics



The graph shows 17 planning projects overall, with most projects active and currently in the plan-making stage. Two projects are currently paused: the Financial Contributions Plan Change and the Kaikohe Broadway Landscape project. This reflects current work programme priorities and

sequencing. Future updates will show any movement between plan-making, implementation and paused status.

Key Projects Status

Proposed District Plan (PDP)

- Staff were busy preparing material to support workshops with the Mayor and Councillors on the next step of the planning-making process, which is Council Decisions on the Hearing Panel Recommendations on Submissions. Workshops are taking place in May, with a follow-up Q&A session in early June, and decisions are scheduled for the Extraordinary Council meeting on 11 June 2026.
- Staff are also currently developing material to support users of our district plans, so they understand how to apply both plans after Council decisions. This includes materials such as fact sheets, website information and media releases.
- The decisions version of the PDP (e-plan) has been completed in preparation for the Extraordinary Council meeting. If required, it will be amended following the Council meeting
- It is anticipated that Council decisions will be formally notified to the public on 30 June 2026, post Council decisions being made at the 11 June meeting. The submitter appeal period will then open from 30 June to 12 August.

District-Wide Spatial Strategy (DWSS)

- Staff are currently analysing feedback from public engagement, iwi authorities and key stakeholders. This feedback will help inform the project's vision and overall scope.
- Staff are currently arranging joint workshops to occur in July and August, with Community Board Chairs, Kaupapa Steering Ropu (KSR) and Te Kūkupa Committee members. The focus of these workshops will be to share insights into engagement findings, present evidence developed, and support the development of the vision and overall scope of the project.
- The DWSS will inform any future Regional Spatial Plan.

Future reporting focus

- At the 3 August Te Hiku Community Board meeting, staff will be seeking endorsement to notify the Rangitoto Reserve Management Plan.

**RAUTAKI KIA HONO -
STRATEGIC RELATIONSHIPS
GROUP
MONTHLY REPORT
MAY 2026**

Executive Summary

During May 2026, the Strategic Relationships Group continued to support effective governance, community engagement, and organisational wellbeing across the Council. Key activity included progressing youth-focused civic engagement initiatives, enabling formal Council, committee and Community Board meetings, supporting local funding and planning decisions, and maintaining oversight of health, safety and wellbeing performance across the organisation.

Highlights for the month included Youth Week planning and leadership initiatives, ongoing development of Community Board priorities and funding guidance, 47 elected member requests for service received across the organisation, and continued support for transparent democratic processes. In Health, Safety and Wellbeing, there were two lost time injuries recorded in May, while attention remained focused on incident trends, staff wellbeing support, and policy and risk reviews.

- Lone working is the main critical process currently under review.
- Twelve incidents reported.
- EAP use is up in May.

Reporting Period: May 2026

This monthly report is presented in a 1-month rolling period to highlight trends, spikes, and troughs, with a focus on the closing period month's operational activity updates, key metrics being tracked, and data analysis.

Authors of the following detailed reports include Jacine Warmington – Group Manager Strategic Relationships; Manager Civic Engagement & Education; Manager Democracy Services and Manager Health, Safety and Wellbeing.

Contents

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Civic Engagement & Education

The Civic Engagement and Education (CEE) work programme is designed to strategically align with Council strategies, frameworks, SLT priorities and internal work programmes. Youth will be a key focus of the CEE work programme for 2026-2028. FNDC aims to empower residents, including rangatahi (youth), across the Far North to participate meaningfully in local decision making by providing structured opportunities for civic education, leadership development, and co-design initiatives that are relevant to their communities. Strong partnerships across sectors throughout the district aim to strengthen local voice, build equitable access to pathways and support, and ensure that rangatahi insights shape FNDC's planning, services, and long-term strategy.

Operational Highlights for the May 2026 reporting period:

- Youth Week (18 – 24 May) planning commenced for youth led initiatives across the district. Ara Taiohi, Wellington based National Youth Development organisation opened a funding opportunity for community groups to deliver youth led/youth focused kaupapa. Ara Taiohi is the peak body for youth development in Aotearoa, a national membership-based organisation connected to over 3,700 individuals and organisations who represent a diverse range of groups and practitioners that work with young people.
- Kōkako - Youth Education & Leadership Pathways Portfolio. Work programme progress – Rangatahi Council model development options with Community Board involvement ranked high importance. - Draft Youth Strategy being reviewed by portfolio members, aim to finalise late May/early June. – Progress on youth participation initiative (ref Hackathon) pilot planned for August.
- Coordinating a free Youth Mentor training certification delivered by NZ Youth Mentoring in partnership with Far North District Council.
- Coordinating attendance to a Nationally recognised free youth leadership programme delivered by Ngāi Tahu – Mō Āpōpō.

MŌ ĀPŌPŌ FUTURE LEADERS PROGRAMME

How to Register Your Rangatahi



Have a kōrero with Amy Knudsen	Receive the registration link	Confirm interest and commitment with your rangatahi	Complete the registration form	Receive programme details	First session: May 6th, 6pm
 Start by learning more about the programme. You can do this by: • Booking a 1:1 chat here • Attending an online info session* • Inviting Amy to join one of your hui This is a chance to ask questions and see if the programme is the right fit for your rangatahi.	 After your kōrero, you'll receive a link to register the rangatahi who would like to opt in to the programme.	 Before registering, talk with your rangatahi about: • Their interest in participating • The time commitment required • The level of accountability expected If they sign up, we're expecting full commitment to attending sessions and engaging fully – and promise they'll get lots of good value in return!	 Fill in the registration form with the details of each rangatahi who is participating. You'll need: • Full name • Email address • Date of birth • Ethnicity	 Once registered, you and your rangatahi will receive: • Key programme information • Session dates • The Microsoft Teams link to join	 The programme begins on May 6th. We look forward to welcoming your rangatahi!

Key Performance Metrics

Progress Status	Tracking Key
Green	ON TRACK
Amber	IN PROGRESS but facing some challenges. Needs monitoring and possible corrective action.
Red	OFF TRACK OR NOT STARTED Significant issues, delays, or risks require immediate attention.

2026 / 2027 Civic Engagement and Education Workstreams

Workstream 1	Youth Development	ON TRACK
Workstream 2	Supporting Civic Participation and Leadership Pathways for Māori	ON TRACK
Workstream 3	Building Civic Awareness as System Connector and Enabler	ON TRACK
Workstream 4	Increasing Accessibility and Inclusion in Democratic Process	ON TRACK
Workstream 5	Civic Engagement	ON TRACK

Democracy Services

Operational Highlights for this reporting period:

- Enabled 15 Formal meetings across Council, Committee and Community Boards (including Te Hiku Drainage Committee meetings and Te Oneroa A Tohe Board).
- Assisted the organisation in facilitating 8 workshops with elected members including one Combined Community Board Workshop.
- Taken over the secretariat support for Te Oneroa-a-Tohe from Northland Regional Council

Elected Member Request for Service Reporting

Work on refining the 'BI reporting' for elected member RFS' is ongoing and while this work was carried out in subsequent months, it impacted what data can be pulled for this reporting period.

For the month of May, a total of 29 elected member RFS' were created across the organisation. Due to the refining work being undertaken, a breakdown on RFS related topics is not available this month.

Democracy Services team continues to provide a report on individual elected members RFS' at the beginning of each month as part of weekly check-ins.

Community Boards

The core activities for May other than ordinary Community Board (CB) meetings were advancing the combined Community Board Accord Agreement and advancing footpath, amenity lighting, and town beautification allocations, as well as information sessions with staff (i.e., the Proposed Strategic Parking Policy) in their respective wards. Community Board Coordinators (CBC) ran multiple workshops with Community Boards and subject matter experts.

The second combined CB workshop took place on 30 May. This workshop focused solely on the proposed Accord Agreement with Council. Community Board Members (CBM) with the support of CBCs, Principal Advisor-Strategic Relationships, Funding Advisor and Democracy Advisors, workshoped the following questions:

- What role(s) *does* the Community Board *currently play* in serving communities?
- What role *could* the Community Board *play to serve* communities?
- What type of specific local and district matters *do not* work well when Community Boards and Council work together?
- What *current Delegations* and *possible Delegations* do you consider (would) best serve your communities? (e.g., community funding, reserves, town beautification etc).
- What *current* Community Board Delegations need review? (e.g., Are they fit for purpose? Are they relevant? Could they be delivered elsewhere?)
- What are the specific *challenges* you and your board face in delivering your Delegations? (e.g., time, access to staff, professional development, community relationships)
- What resources would *better enable* you and you Board to deliver your Delegations?

CBMs commended the workshop as being highly valuable. Additionally, a CB Chair reiterated the value of this workshop in their report to Council.

The next step is for a first draft of the Accord Agreement to be shared with individual CBs for feedback at their regular July meetings. This round of feedback will inform the final draft Accord Agreement, which will then be tabled for formal CB endorsement to propose to Council. Material and insights collected during the workshops and subsequent individual sessions will also inform the finalisation of CB Strategic Plans.

Workshop participation improved compared to the first workshop in May. CBCs adopted a half day model rather than full day. The delivery and format of future workshops will continue to be altered to

enhance CBM participation. CBC's have begun trialling other fora through guidance from CBMs as to what is the best way to increase participation (i.e., short virtual information and QA sessions and coupling with independent monthly Ordinary CB meetings). This commitment to enabling greater participation will continue with check-ins with CBMs to ascertain whether altered delivery models are improving participation.

Other CBC tasks have included ongoing relationship-building with new and returning elected members, in-situ community sessions with elected members, strengthening relationships between elected members and operational Departments, and planning activities for determining CB Footpath and Town beautification priorities.

Community Board Coordinators (CBC) continue to hold weekly team meetings to identify shared priorities between boards and align work plans where appropriate. Additionally, the Principal Advisor-Strategic Relationships, Funding Advisor and CBCs will begin holding regular check-ins.

Bay of Islands-Whangaroa Community Board (BWCB)

- BWCB held its schedule meeting on 7 May at the Turner Centre, Kerikeri, progressing routine governance as well as granting local funding to support events and community groups.
- Amenity lighting – CBM finalised two locations and collaborated with Department of Conservation, Ngāti Rēhia, Far North Holdings, Contractor and FNDC staff. Both sites are possible in the allocated budget and will be formally confirmed at the BWCB June meeting.
- Taupo Bay – three members undertook a joint site visit and investigated the areas where stairs were removed as well as current beach and surrounding reserve land. Site visits have revealed numerous matters concerning reserve land, public access, private access, sand dune erosion and wildlife. A proposed Terms of Reference for the Taupo Bay Steps Working Group will be put to the BWCB at their June meeting.
- Local government reform – CBMs have all expressed the necessity for CB representation on the Reform Steering Group. This requires approval from other participating councils (WDC, KDC and NRC). CBEC Representative Jane Hindle with the support of all CB Chairs has developed a submission, which has been shared to LGNZ as well as FNDC.
- Placemaking – CBMs continue to support current projects (Russell) as well as inform residents of upcoming new projects (i.e., Simson Park).
- Members have all been active with community groups and residents across various matters including footpaths, flood resilience, roading and roadside vegetation, alfresco dining and street vendors, footpath accessibility and safety, and RFS communications with contractors. Additionally, Members have been invited to attend numerous events which the Community Board supported with funding.

Kaikohe-Hokianga Community Board (KHCB)

KHCB met on 6 May, with additional workshop and engagement activity held throughout the month.

6 May – KHCB Workshop sessions – various topics.

27 May – Combined Community Board workshop (focused on development of the Councillor / Community Board Accord).

The Board considered a range of reports, funding matters, and community issues, and received an update from the Kaikohe Business Association.

The Board made two governance appointments to support ongoing initiatives and representation.

- Accessibility Action Group: Member Eddie Court was appointed as its representative.
- Kaikohe Kaiwhiringa (Town Activator) Initiative Project Group: Deputy Chair Scarlet Mocaraka and Member Kelly van Gaalen were appointed as Board representatives.

Also considered was a range of community funding applications, with presentations from applicants supporting their requests and approved grants for Civil defence upgrades at the Rawene Hall, Kaikohe Plunket playground upgrade, and others.



The current playground needs a makeover so under-fives are safe to play and learn



Updates on open resolutions and key community infrastructure matters, including hall operations and domain management committee activity across the rohe were also received and discussed by the Board.

Footpath prioritisation (2025/26): Following earlier workshop discussions, KHCB considered recommendations for delivery of its prioritised footpath programme, and resolved to progress three high-priority projects that will be of welcome benefit to the respective communities

- Panguru Kura to Panguru Clinic (West Coast Road)
- Koutu Point Road, Ōpononi (Te Kura Kaupapa Māori o Te Tonga o Hokianga to Koutu Loop Road)
- Freese Park Road, Ōmāpere

Along with a complementary safety-driven extension near Hōreke Clinic within available budget.

A petition regarding the housing and display of a historic racing car within the Kaikohe Library and Civic Hub was received and presented to the Board for consideration.

Workshop and engagement activity during May focused on both governance and operational matters. Immediately following the 6 May meeting, members participated in a formal debrief and workshop sessions covering CCTV programme updates, parking policy strategy (to inform upcoming consultation), and development of KHCB funding criteria to support a more strategic and consistent approach to grant decision-making.

Wider workshop activity during May also focused on development of the Councillor / Community Board Accord, supporting clearer roles, expectations, and ways of working between elected members and Community Boards

Te Hiku Community Board (THCB)

Formal Te Hiku Community Board meeting held on 4 May 2026 at Te Ahu, Kaitaia - the Board continued its formal statutory role under LGA s52, progressing local decision-making, funding oversight, and community advocacy through its scheduled meeting cycle.



Chair Subritzky and Deputy Chair Beatson, THCB

Hall management concerns

- Lack of committees for some halls
- Responsibility where no committee exists
- Long-term sustainability and support for community-managed assets

Operational issues and RFS frustration

- Delays in responses
- Infrastructure issues (roads, drainage, assets)
- Community concerns and service delivery

THCB members were actively involved in sector-specific and cross-board workshops:

- Drainage Committees (11 May 2026)
 - Motutangi Drainage Committee Workshop
 - Kaitaia Drainage Committee Workshop
- Combined Community Board Workshop (27 May 2026)
 - Accord and delegations

The Accord is a relationship agreement that outlines how the Councillors and CB Members will work together, defines responsibilities, and sets how Council delegates powers to CBs.

Funding

Bay of Islands – Whangaroa

The Bay of Islands-Whangaroa Community Board started the financial year with \$208,804 in Community Grant Funding and \$100,000 in Pride of Place Funding.

Analysis

- Two new applications and one application re-submitted for consideration, requesting a total of \$14,509.
- The Board granted funding to all three applicants for their projects:
 - Opuia Pest Plant Patrol - \$678 for costs towards safety vests and brochure printing
 - Kerikeri Theatre Company- \$12,500 towards the production costs of the Rocky Horror Picture Show
 - The Centre - \$1,331 towards Ngā Taonga Tākaro school holiday workshops.
- Following the meeting, the Board had \$99,379.04 remaining of their annual grant (combined total).

Te Hiku

Analysis

- Three applications were received by the Board in May, requesting \$25,000.
- The Board granted funding to all three applicants for their projects:
 - Herekino Cemetery Board - \$10,000 towards equipment
 - Houhora Golf Club - \$5,000 towards their fairway mower repairs
 - Mangonui Netball Centre - \$10,000 towards a sound system that covers all the courts
- Following the meeting, the Board had \$96,810.31 remaining of their annual grant (combined total).

Kaikohe-Hokianga

The Kaikohe-Hokianga Community Board started the financial year with \$106,927 in Community Grant Funding and \$100,000 in Pride of Place Funding.

Analysis

- Four new applications were received, and three applications received at the April meeting that were left to lie to be considered, requesting a total of \$178,437.
- The Board made the following funding decisions:
 - South Hokianga Growers Market – Freese Park upgrades – this was left to lie on the table until the issues with drainage at Freese Park have been resolved.

- Waitapu Community Centre – repiling and roof repairs on the historic centre – this was left to lie on the table to be considered at the final meeting of the financial year.
 - Rawene Community Hall Committee - \$2,380 granted for costs towards Civil Defence equipment upgrades.
 - Jacman Entertainment - \$4,000 granted towards Savour Northland 2026.
 - Royal New Zealand Plunket Trust - granted \$10,000 towards upgrades to the Kaikohe Plunket playground.
 - Sharee Wilkinson – granted \$10,000 towards the installation of a dome (roof over shared space) at the Waikiwi papakainga to allow the space to be used in all weather for wānanga.
 - Denis Orme – application for \$50,267 towards the installation of shadesails over picnic tables in the Hokianga was declined by the Board.
- Following the meeting, the Board had \$73,661.13 remaining of their annual grant (combined total).
 - The Board also recommended Council consider looking at region-wide Civil Defence funding to support community response groups such as Marae and Community Halls.

Other Funding Notes

The three community boards each workshopped funding guidance specific to their Boards priorities, that will be provided to their communities to give funding applicants clarity around what projects the Boards want to encourage and how funding applications will be considered by each Board. The final drafts will go to the Boards at their June meeting for adoption.

The Funding Advisor met with various community representatives online and in person during the month to discuss funding applications, as well as attending a hui in Whangarei for training on the SmartyGrants funding application system.

Health, Safety & Wellbeing

Operational Highlights for the May 2026 reporting period

Lost Time Injuries (LTIs)

Two LTI's in May (data from ACC).

Table 1: ACC claims for the current financial year.

Accident Date	Injury Description
27/08/2025	Contusion, knee
20/11/2025	Lumbar sprain
27/11/2025	
13/01/2026	Tooth symptom NOS
17/02/2026	Lumbar sprain
27/02/2026	Contusion, hip and thigh
27/02/2026	Rotator cuff sprain
3/03/2026	Contusion, knee and lower leg
15/05/26	Lumbar sprain
24/05/26	Thoracic sprain

Please note that all workplace injuries must be logged in PeopleSafe at the time of the incident. Failure to do so may result in ACC claims not being supported by the HSW team.

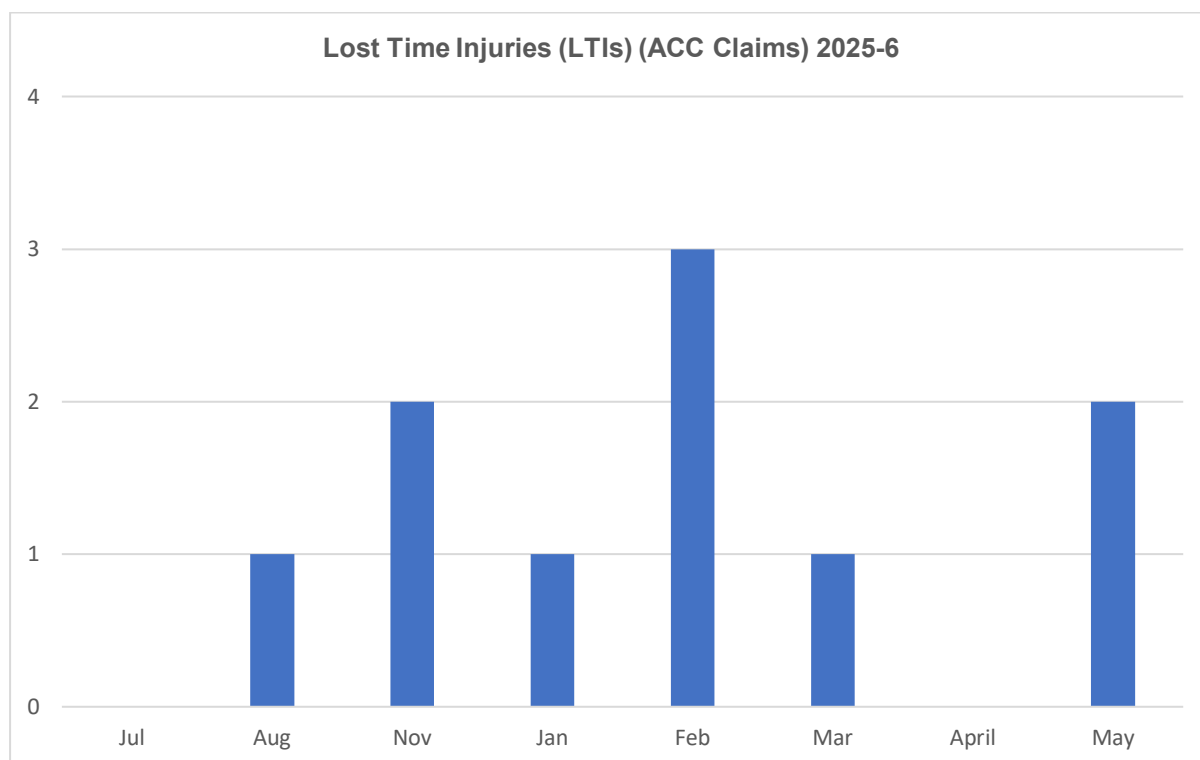


Figure 1: ACC claims for the current financial year.

Wellbeing

EAP Services (Employee Assistance Programme) has recently changed its name to Habit Health. They support staff to access wellbeing services. EAP provides wraparound mental health support for the emotional, social, physical and practical needs of FNDC staff. The services are delivered by a multidisciplinary team of counsellors, personal trainers, physiotherapists, advisors and educators. EAP provides comprehensive care, tailored to each person's unique circumstances.

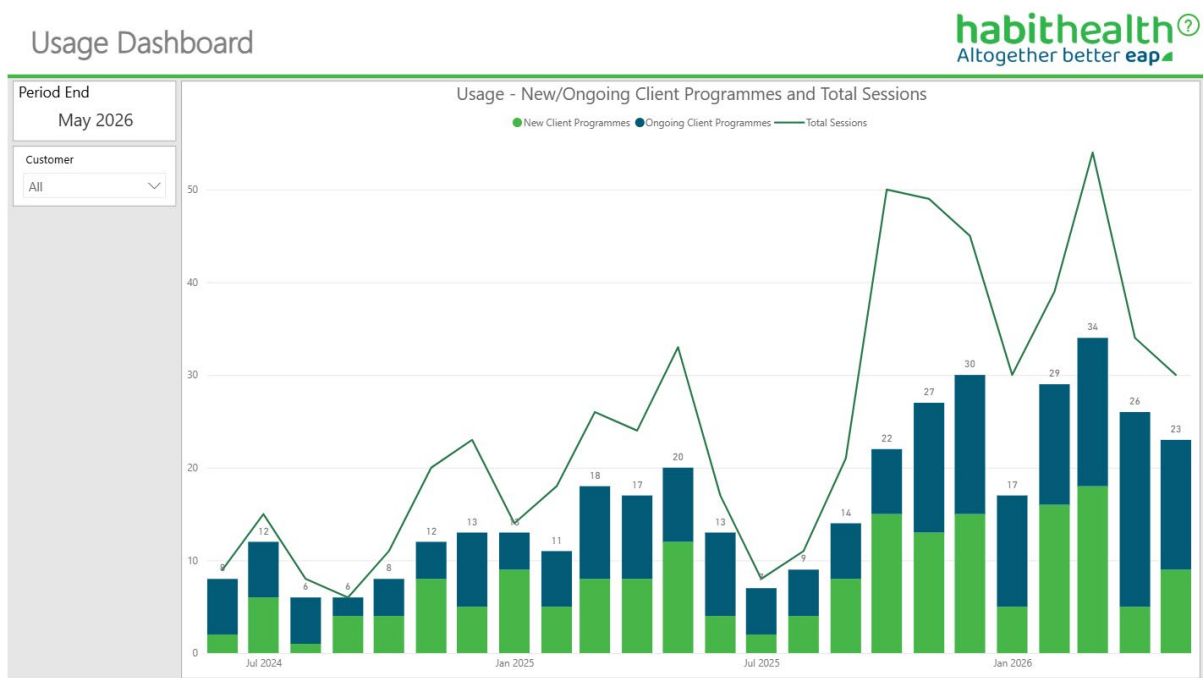


Figure 2: The Usage Dashboard shows on a month-by-month basis, new programmes of support started in a month, existing programmes (started in a previous month) and how many sessions were delivered in that month.

It can be seen in Figure 2 that new counselling appointments increased in May compared to April, but ongoing client programmes decreased as staff completed their sessions.

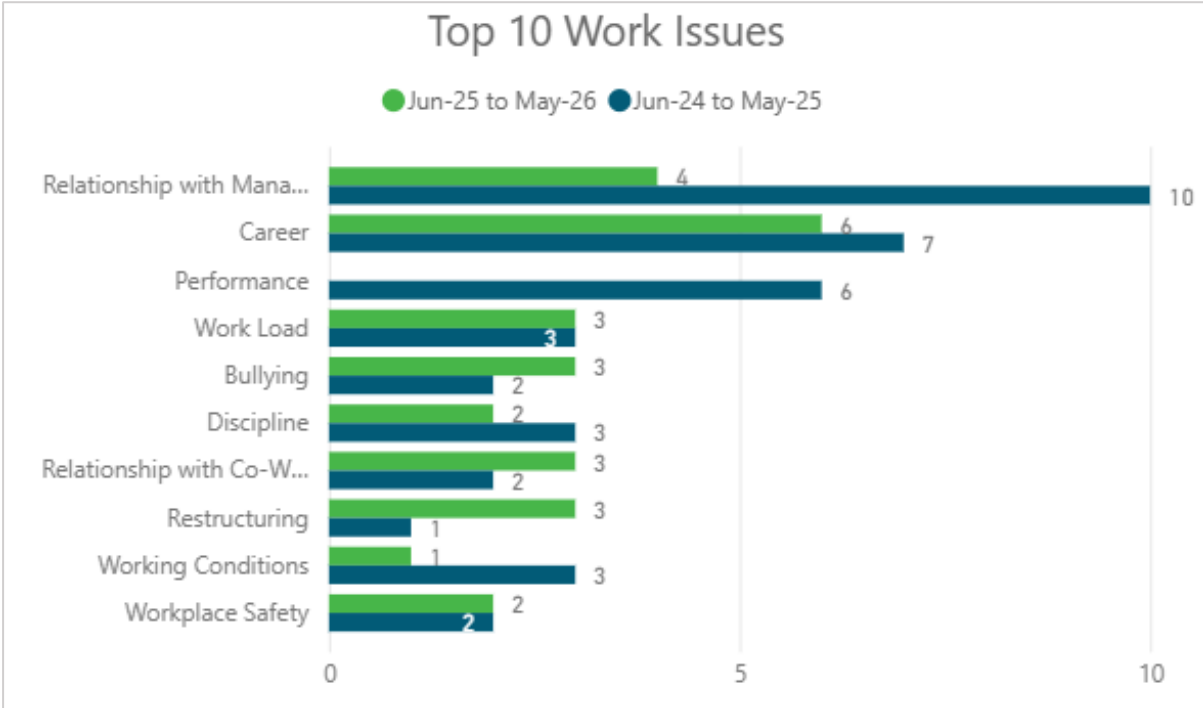


Figure 3: Comparison of the Top 10 work related issues reported to EAP last year and this year until May.

The main work issues reported on are concerns around careers, and relationships with managers, as can be seen in Figure 3. Concerns around restructuring have increased since last year.

Habit Health is financed through the HSW budget from the Professional Fees account. As of May, this account is showing a \$64,700 overspend reflecting on the increase of EAP use, and thus cost, as can be seen in Figure 4. 2024-5 \$ spend on EAP (Habit Health): \$48,008, 2025-6 \$ spend on EAP (Habit Health) \$74,779.

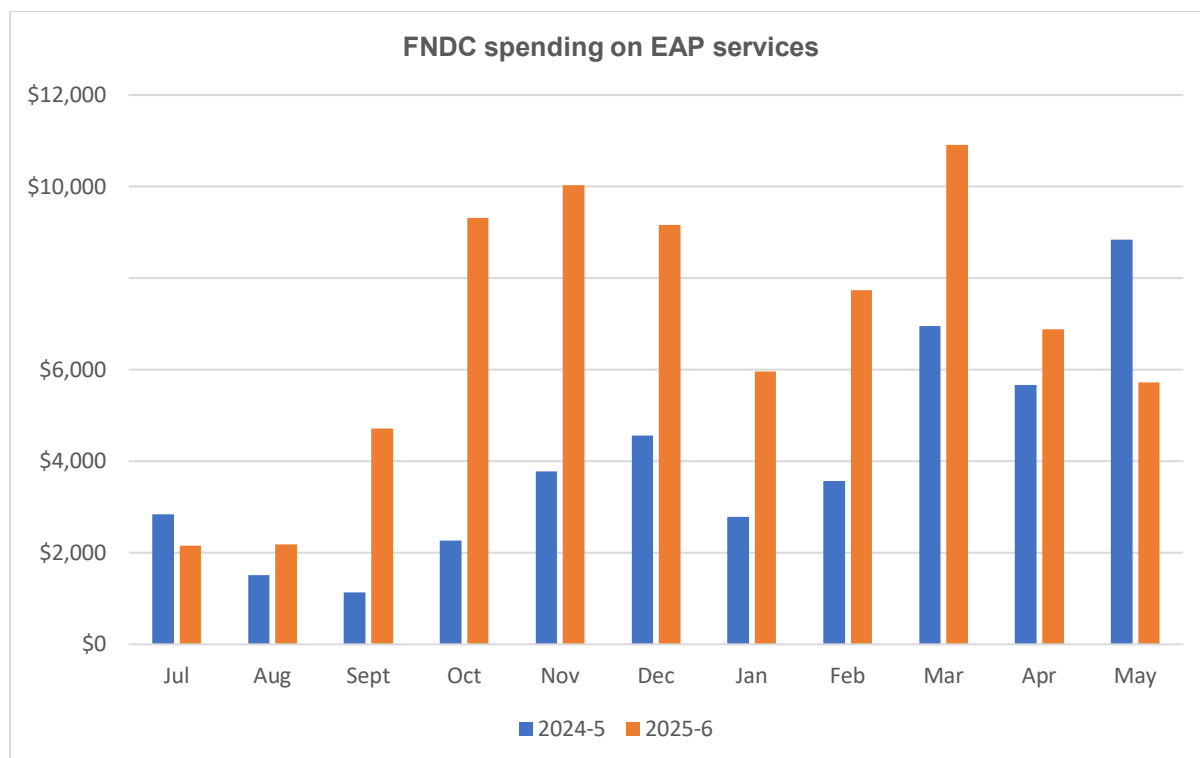


Figure 4: Comparison of EAP expenditure between 2024-5 and 2025-6 to May 2026

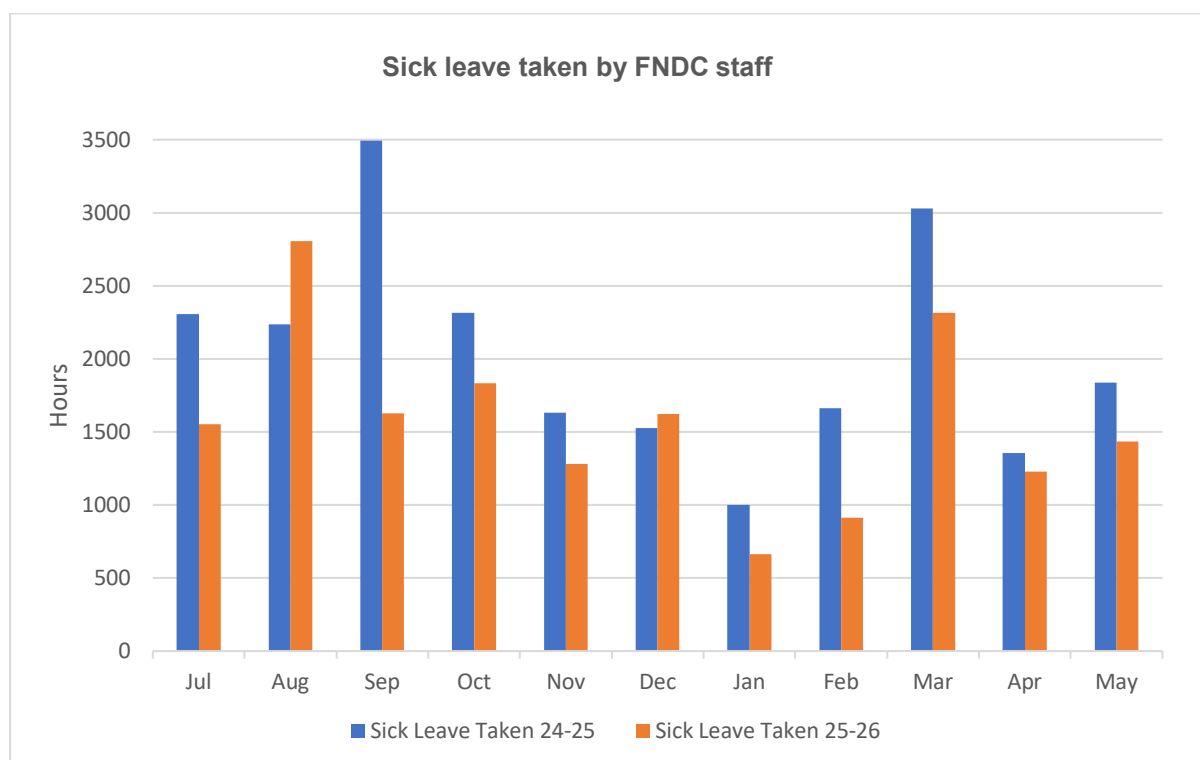


Figure 5: Comparison of sick leave (hours) taken by FNDC staff between 2024-5 and 2025-6 to May 2026

Wellbeing Initiatives in May

Date	Topic	No. of attendees	Description	Notes
5/05/2026	Psychosocial Hazards	100	MEW Wellbeing Calendar 2026 - May focus	100 staff engaged in quiz day two
6/05/2026	Psychosocial Hazards	103	MEW Wellbeing Calendar 2026 - May focus	103 staff engaged in quiz day three

6/05/2026	EAP Webinar - May 2026	117	Wellbeing initiative	117 views on TK3 News post
7/05/2026	Psychosocial Hazards	104	MEW Wellbeing 2026 - May focus	104 staff engaged in quiz day four
8/05/2026	Psychosocial Hazards	100	MEW Wellbeing 2026 - May focus	100 staff engaged in quiz day five
11/05/2026	Psychosocial Hazards	83	MEW Wellbeing 2026 - May focus	83 staff engaged in quiz day six
11/05/2026		100	MEW Wellbeing 2026 - May focus	100 views on TK3 News post
12/05/2026	Pink Shirt Day Winners 2026	144	MEW Wellbeing 2026 - May focus	144 views on TK3 News post
12/05/2026	Psychosocial Hazards	89	MEW Wellbeing 2026 - May focus	89 staff engaged in quiz day seven
13/05/2026	Psychosocial Hazards	82	MEW Wellbeing 2026 - May focus	82 staff engaged in quiz day eight
14/05/2026	Psychosocial Hazards	83	MEW Wellbeing 2026 - May focus	83 staff engaged in quiz day nine
14/05/2026	Flu Vaccinations - Kaikohe	28	Wellbeing initiative	28 staff attended
15/05/2026	Psychosocial Hazards	76	MEW Wellbeing 2026 - May focus	76 staff engaged in quiz day ten
15/05/2026	Psychosocial Hazards	144	MEW Wellbeing 2026 - May focus	News post - Pink Shirt Day announcement of winners
15/05/2026	Flu Vaccinations - Kerikeri	35	Wellbeing initiative	35 staff attended
29/05/2026	June Wellbeing Focus - Stress related eating	104	MEW Wellbeing 2026 - June focus	104 views on TK3 News post

HSW Policy reviews

- Lone working policy currently under review.
- Health monitoring currently under review.

Critical risk reviews

Lone working process currently under review. New technology is being reviewed e.g. the use of WhatsApp and mobile phones with satellite accessibility.

Contractor management will be the next critical risk reviewed.

Incidents

HSW incidents are recorded in PeopleSafe. As can be seen in Table 2 there were twelve new incident reports during May 2026. Threatening behaviour was the most widely reported incident.

Table 2: HSW incidents reported during May 2026.

Date	Story Type	Where	Activity
1/05/2026	Threatening behaviour	Te Ahu - Museum	Walking
6/05/2026	Pain & Discomfort	Library Te Ahu	Manual handling
12/05/2026	Threatening behaviour	Service Centre - Kawakawa	Computer work
14/05/2026	Threatening behaviour	Car park - Kaikohe HQ	Phone call
14/05/2026	Threatening behaviour	Digital Communication	Meeting
15/05/2026	Injury	Animal Management Facility - north	Manual handling
21/05/2026	Threatening behaviour	Kaikohe - Memorial Hall	Engagement
24/05/2026	Injury	Animal Management Facility - south	Work/Maintenance - low risk
25/05/2026	Threatening behaviour	Service Centre - Kawakawa	Parked Vehicle
28/05/2026	Threatening behaviour	Service Centre - Kaikohe	Meeting
28/05/2026	Accident	Service Centre - Kaikohe	Walking
30/05/2026	Threatening behaviour	Library Kerikeri Procter	Observing

Threatening behaviour remains the highest reported incident annually. Current data, as can be seen in Figure 6, indicates that nearly all types of reported incidents have reduced when compared with the previous year.

The annual trend for the number of incidents reported has also reduced when compared to the previous year, as can be seen in Figure 7.

These figures indicate that safety has improved at FNDC as the current health safety and wellbeing management system matures but that more near misses are being reported.

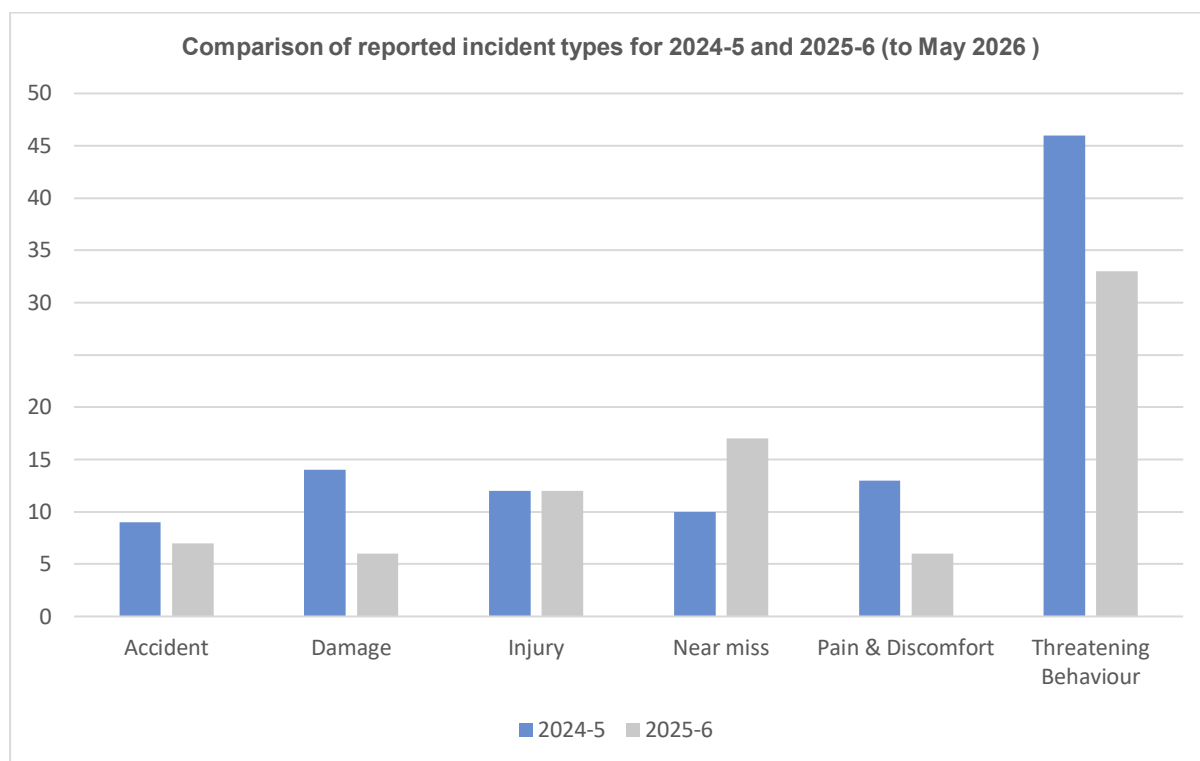


Figure 6: Incident types compared for the last and current financial years.

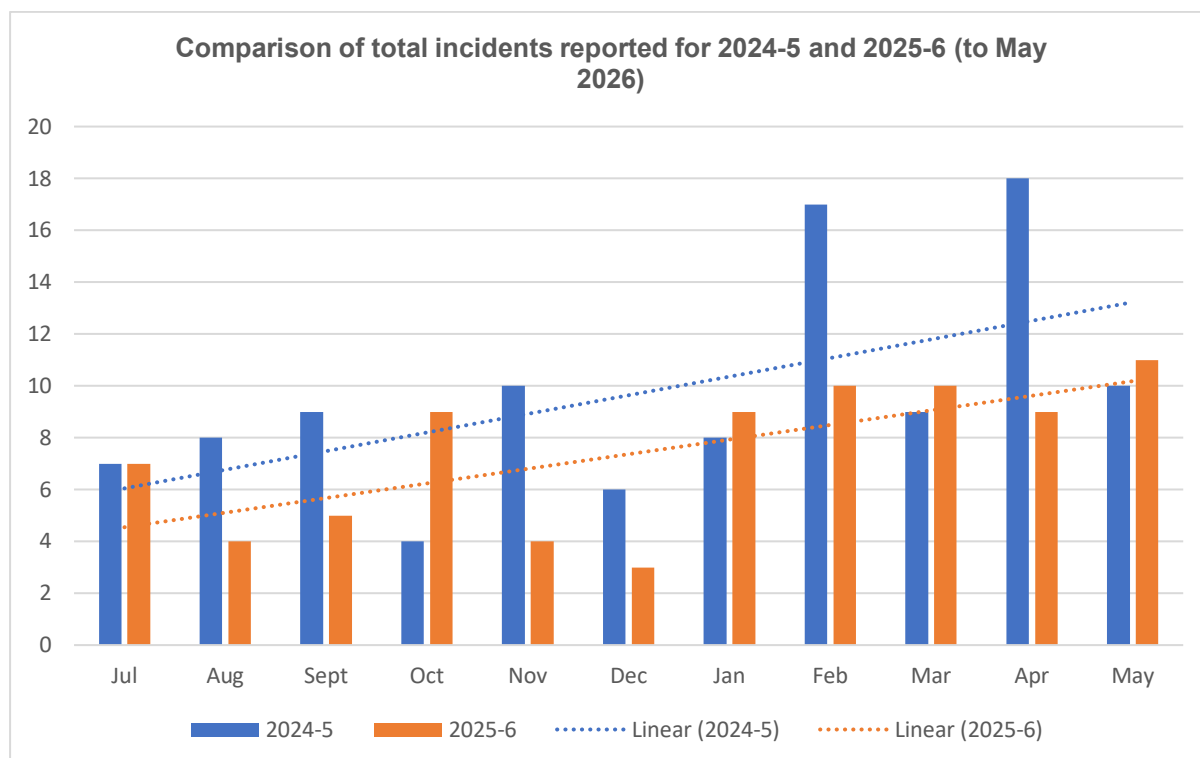


Figure 7: Total incident reports compared for the last and current financial years with trend lines.

HSW Training

Date	Topic
1/05/2026	Mental Health First Aid
4/05/2026	Fire Warden Training
6/05/2026	Health, Safety & Wellbeing Rep Training (External)
11/05/2026	New starter HSW induction
20/05/2026	Fleetcoach
23/05/2026	Fire Warden Training
25/05/2026	New starter HSW induction
25/05/2026	Health, Safety & Wellbeing Rep Training (External)
26/05/2026	Fire Warden Training
29/05/2026	Fire Warden Training

Te Hono

May 2026

Executive Summary

Te Hono is the Māori Services Unit at Te Kaunihera o Te Hiku o te Ika - Far North District Council (FNDC), responsible for supporting Council to give effect to Te Tiriti o Waitangi obligations while acknowledging the role of He Whakaputanga in relation to Māori aspirations.

Te Hono operates across three primary areas:

- Te Pae o Uta - organisational framework implementation
- Treaty Partnerships and governance support
- Hapū and marae engagement

Reporting Period: May

Reports will be provided monthly using a one month rolling view to identify trends, spikes, and troughs, with a focus on the closing month’s activity and key metrics.

Authors of the following detailed reports include Aaron Taikato Manuhautū Te Hono, Llani Harding Pouhautu Te Hono

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Te Hono

Operational Highlights for the May period:

The May period represents a high-delivery phase, driven by key kaupapa including Hapu Engagement Hui (Roma Marae), Mana Whakahono a Rohe Check in hui, Interviews, Te Kuaka Committee Reporting, Kaupapa Steering Roopu Hapu Hui, Te Oneroa-a-tohe Beach Board meeting and continued implementation of Te Pae o Uta Te Ao Māori Framework.

Civic training undertaken by Te Hono in May:

- CIMs 4 Training – Pouhautu
- Info Council Training
- Resource Consents training

Te Pae o Uta – Implementation and Monitoring

There has been significant progress in embedding Te Pae o Uta across Council operations and to external stakeholders.

Key activities included:

- Group reporting on Te Pae o Uta goals received from Managers and Dashboard updated accordingly
- Far North Holding Limited Report to Council on Te Pae o Uta goals

Supporting strategies and action plans progressed include:

- Ka Irihia - Te Reo Māori Action Plan
- Te Kiri Waiwai o Papatūānuku - Whenua Māori Strategy
- Te Ao Mārama - Reorua Strategy
- Cultural Audit

The Te Pae o Uta work programme strengthens organisational capability and ensures alignment of internal systems, policies, and reporting with Te Ao Māori outcomes. The work programme is directly aligned to the long-term plan.

Hapū and Marae Engagement

Te Hono maintained consistent and high-volume engagement across the district.

Engagement delivery included:

- Te Hiku: 1 Iwi, Multiple Hapū (Hapū Hui)
- Bay of Islands/Whangaroa: 1 Iwi
- Kaikohe/Hokianga: 1 Iwi , 8 Hapū

Additional delivery:

- Facilitation of hapū hui at Roma Marae – 15 attendees in person and 8 online
- Support for Ngati Rehia to mark the transfer of Kororipo Pā to Ngapuhi

Whenua Māori Programme Delivery

Delivery of whenua Māori support remained a key focus.

Outputs included:

- 63 MLC RFS . These are a mix of remission enquiries around Papakainga, non-rateable status for unused land/s, changes to units of use applied to their rates, debt enquiries & payments, change of owners, correction to Trustees
- 2 offsite customer hui
- 9 inhouse customer hui
- 5 application process for
- 2x ML21/02 Papakainga Remissions
- 3x ML21/01 Balance of Land not used

Additional progress:

Te Pae o Waho - Cultural Capability Programme

Te Pae o Waho training continues across multiple sites and online delivery.

Classes conducted during this period included:

- Online: Level 1 (7), Level 2 (3), Level 3 (4)
- Kaikohe: Level 1 (5), Level 2 (3), Level 3 (1)
- Kerikeri: Level 1 (3), Level 2 (8)
- Te Ahu: Level 1 (2)

Te Pae o Waho supports increased staff capability and confidence in applying a Te Ao Māori lens.

Unfortunately due to a number of barriers in creating a qualified pathway for Te Pae o Waho, Te Hono continue to look for agencies that are fit for purpose in ensuring our staff receive qualifications on completion of Te Pae o Waho.

Te Pae Waiata - Cultural Practice

Ongoing delivery of waiata sessions for staff:

- 6th, 20th, 27th May – 15 attendees

Increased use of Te Reo Māori across Council

Contribution to normalising tikanga Māori in the workplace

Wider Council Contributions

Te Hono contributed to a range of organisational and community kaupapa, including:

- Mayoral Relief Fund panel participation
- Combine Community Board Workshop participation
- Housing Strategy Working Group participation
- Accommodation Working Group participation

[Te Pae o Uta Goals | Te Hono](#)

Team Goal ▼	Status
Sign 3 MOU by 30 June 2026	In Progress
Monitor TPoU for the organisation	In Progress
Develop level 4-6 of Te Pae o Waho by June 2026	In Progress
Develop Hapū Engagement Framework	In Progress
Develop annual TPoU awards before Matariki 2026	In Progress
Attend x10 Hapū/Iwi AGMs	In Progress

Te Hono have facilitated the successful signing of the Moringaehe Kaitiaki agreement

An internal Hapu Engagement strategy has been developed, this will support the review of the Significance and Engagement Policy

Hapū engagement remains a priority for Te Hono alongside the signing of MOU, Iwi Hapu Management Plans and consultation with Iwi, Hapū and Marae

**ELECTED MEMBER
REPORTS
May 2026**

Councillor reports provide a mechanism for open communication and transparency, keeping the community informed about the activities undertaken by Councillors in their role as elected representatives. The submission of these reports is optional.

Below are the reports received for May. All reports are publicly available and can be viewed on the Far North District Council website: [Elected member reports | Far North District Council](#)

May Member Reports	
Kahika Moko Tepania	Kahika-Moko-Tepania-Member-Report.pdf
Kohepū Chicky Rudkin	Kohepū-Chicky-Rudkin-Member-Report.pdf
Councillor Arohanui Allen	Cr-Arohanui-Allen-Member-Report.pdf
Councillor Rachel Baucke	
Councillor Ann Court	
Councillor Felicity Foy	
Councillor Hilda Halkyard-Harawira	Cr-Hilda-Halkyard-Harawira-Member-Report.pdf
Councillor Tāmati Rākena	
Councillor Davina Smolders	
Councillor Kelly Stratford	
Councillor John Vujcich	