

**COMMUNITY &
ENGAGEMENT
MONTHLY
REPORT**

April 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, and the Contact Centre, 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, Jemma Murray, Manager – Libraries and Customer Services, Hinekaa Mako, Manager – Te Ahu Museum and Archives, Natalie McCondach, Manager – Visitor Information Services, Ken Lewis, Manager – Communications & Engagement, Lauren Wilkinson-Pou, Manager - Contact Centre.

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Communications & Engagement

Ken Lewis, Manager – Communications & Engagement, reports:

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 **April 2026** reporting period:

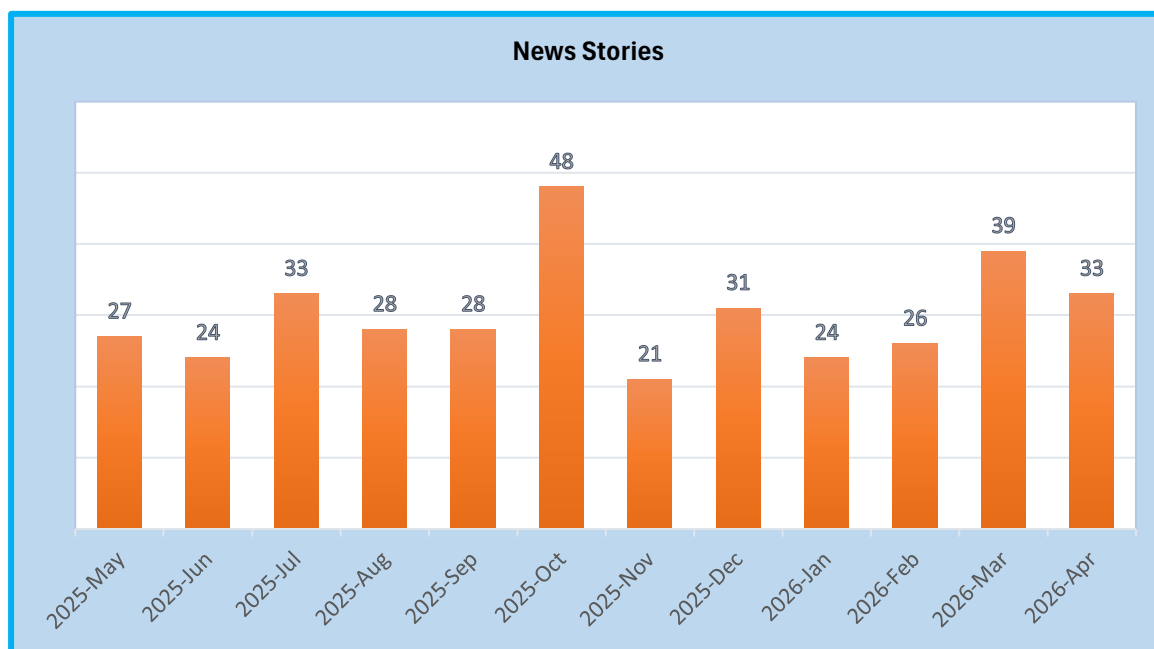
- The March severe weather event and subsequent State of Emergency declared in the Far North on 26 March continued to dominate the Communications & Engagement Team's news output in early April. Less than a week after the council officially transitioned into the recovery phase of its Civil Defence response and the EOC was stood down on 2 April, the region was again hit by a severe event.
- On Friday 10 April, a State of Emergency was declared for Northland as part of the regional response to Cyclone Vaianu. The cyclone was expected to affect Northland's eastern areas, bringing severe winds and heavy rain to communities still recovering from severe weather. Thankfully, the impacts of the cyclone were less severe than anticipated and the State of Emergency was lifted the following Monday.
- Marking a first for the organisation outside of a civil defence response, the Communications & Engagement Team published a video and written statement from the mayor addressing issues raised by a podcaster related to the council's Te Kuaka Committee for Māori Strategic Relationships. That 14 April statement, which appeared on the FNDC website and social media channels, recorded the highest reach on Facebook and Instagram and also attracted almost 4000 likes and reactions and 475 shares.
- Another significant event promoted by the team was ANZAC Day. The team published an events story listing ANZAC Day events held in the district, as well as a video featuring Te Ahu Museum's WW1 display and message wall. This is one of five events the Communications & Engagement Team promotes annually.

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.



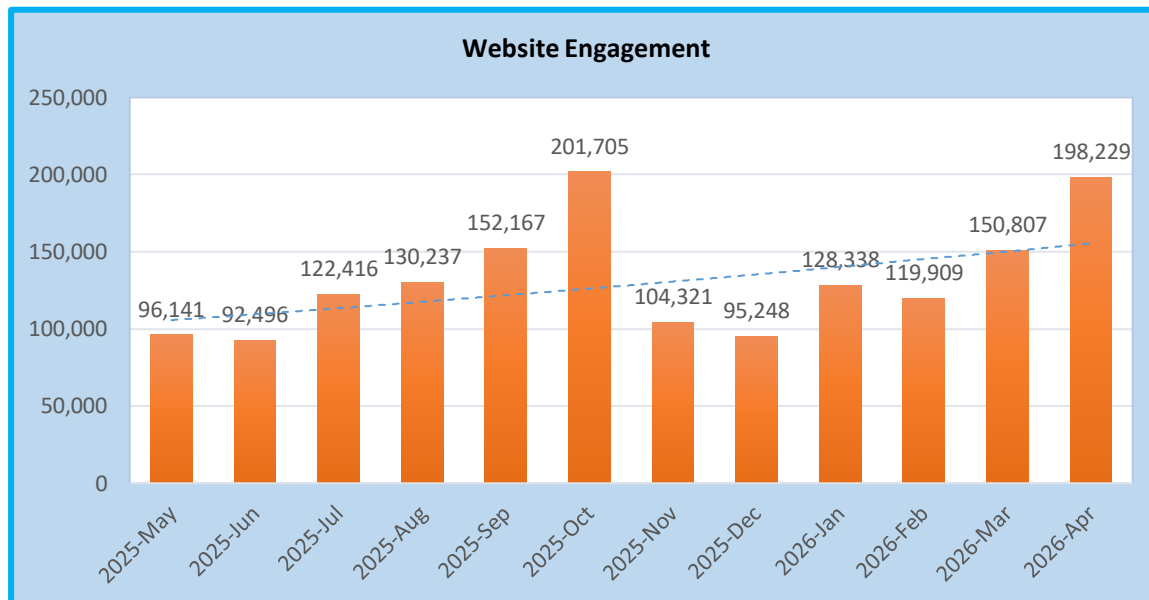
Communications & Engagement, Figure 1 – News stories are published on the FNDC website, social media channels, newspaper adverts and newsletters.

News stories published analysis

- The team published a creditable 33 stories and videos during April, five above the monthly target of 28 stories.
- Weather emergency stories and videos featured strongly but there were also items on business-as-usual topics such the end to summer water restrictions, community board funding decisions and roads works being undertaken at the tail end of the summer construction season.
- A video and written statement from the mayor addressing issues raised by a podcaster about the council's Te Kuaka Committee for Māori Strategic Relationships was the month's top performer on social media and likely contributed to high website engagement detailed below.

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.



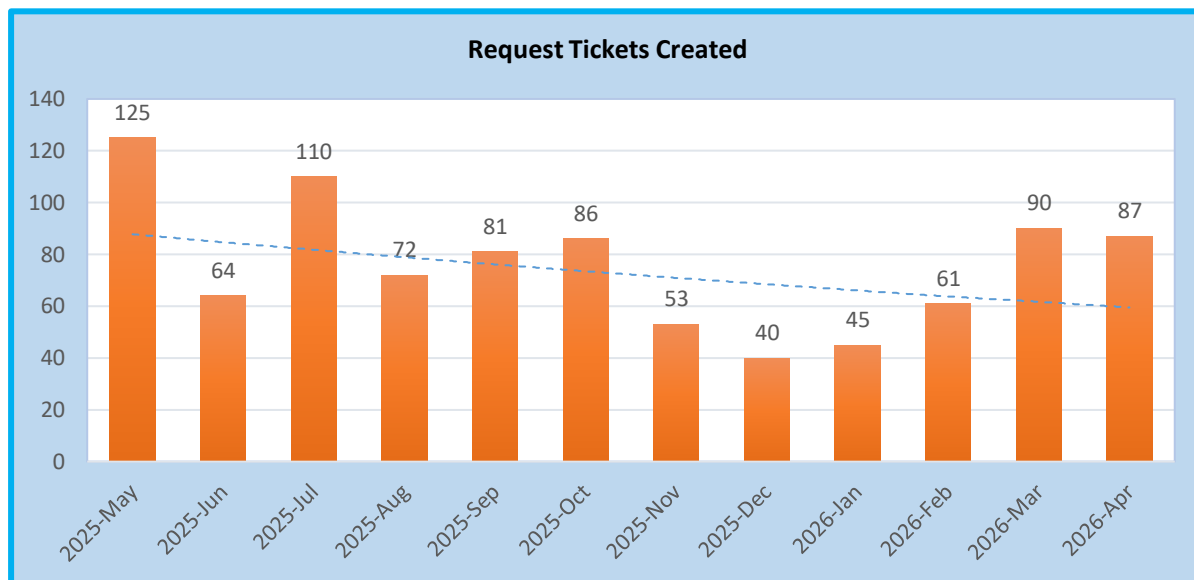
Communications & Engagement, Figure 2 – Website engagement measures total customer views across the FNDC website.

Website Engagement Analysis

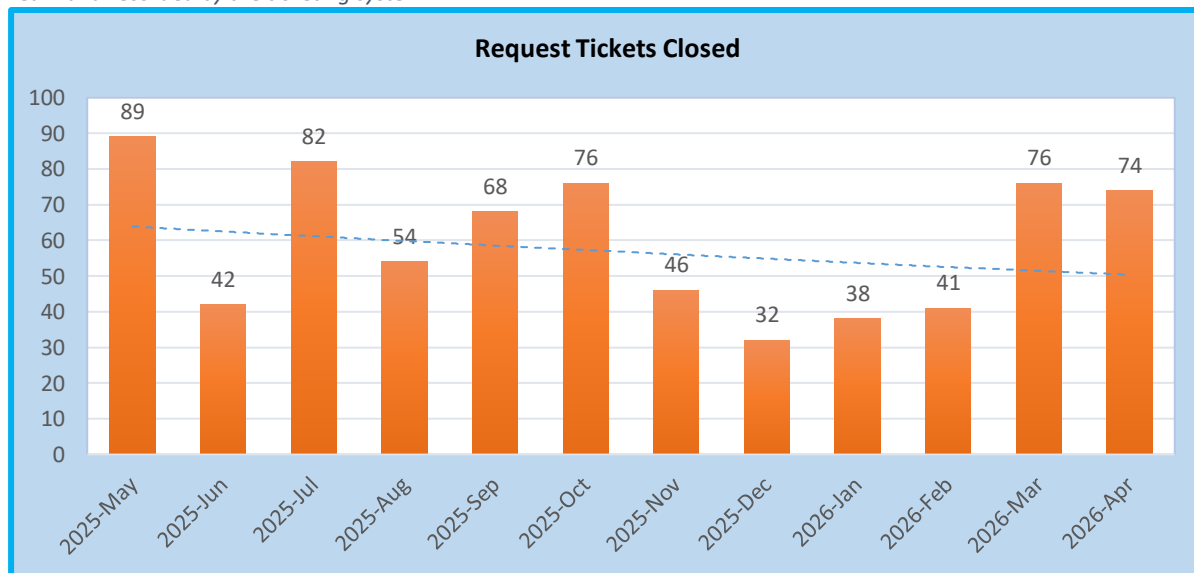
- A sharp climb in Website Engagement during April continued an overall recovery this year from November-December 2025 lows.
- Notably, April's figure was close to previous highest total achieved over the past 12 months (recorded in October). That total was driven largely by the local body elections. This April result is likely due to two major weather events, combined with coverage of the council's Te Kuaka Committee for Māori Strategic Relationships.

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 Freshdesk service 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.



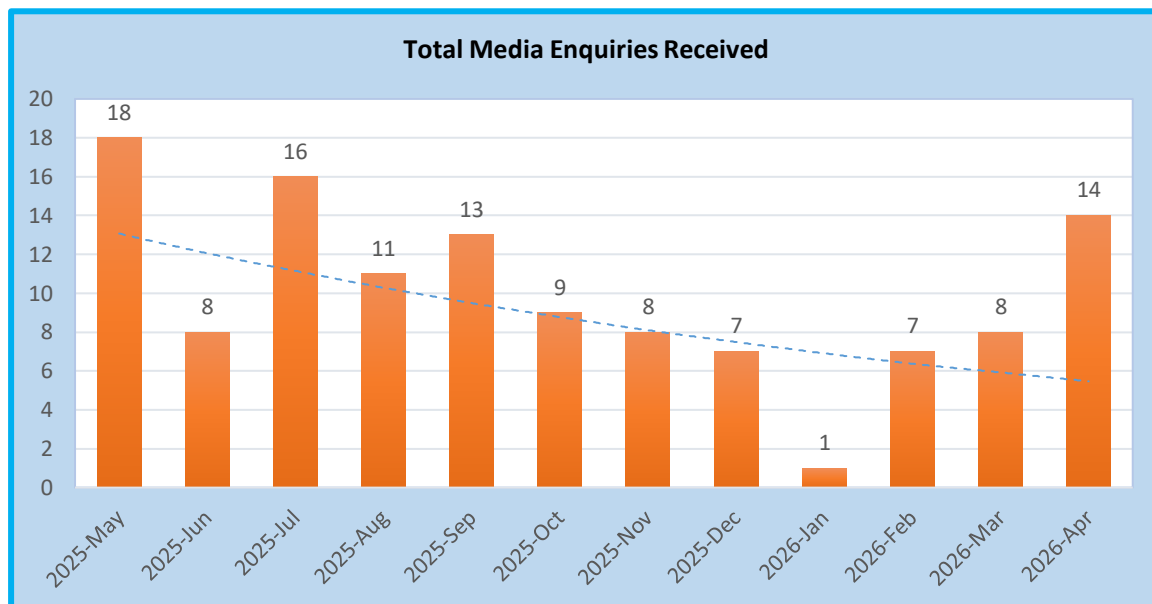
Communications & Engagement, Figure 4 – Request Tickets Closed each month for the Communications and Engagement Team recorded by the ticketing system.

Request Tickets Created and Closed Analysis

- The number of tickets created and closed fell slightly on the March total. This was due to the organisation's focus on responding to back-to-back Civil Defence emergencies, which would have reduced tickets associated with BAU operations. The weather events also saw at least four Communications & Engagement Team members join the Emergency Operations Centre over several days to cover Public Information Management, Intelligence and Recovery activities. They would not have lodged or responded to tickets during that time.

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.



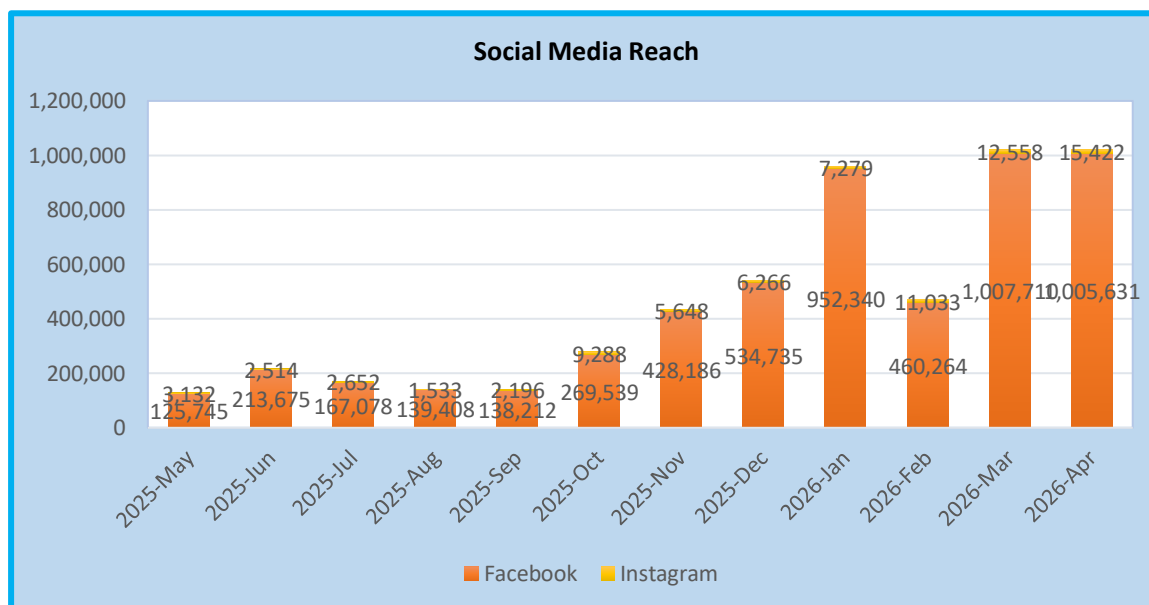
Communications & Engagement, Figure 5 – The team responds to all enquiries from print and broadcast media.

Media Enquiries Received Analysis

- Media request totals returned to double digits in April, almost twice the number recorded in March.
- Requests covered a wide range of subjects including dog attacks, roading issues and interview requests for the mayor. The removal of redwood trees in Kerikeri and the council's weather emergency response elicited two media enquiries each.

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.



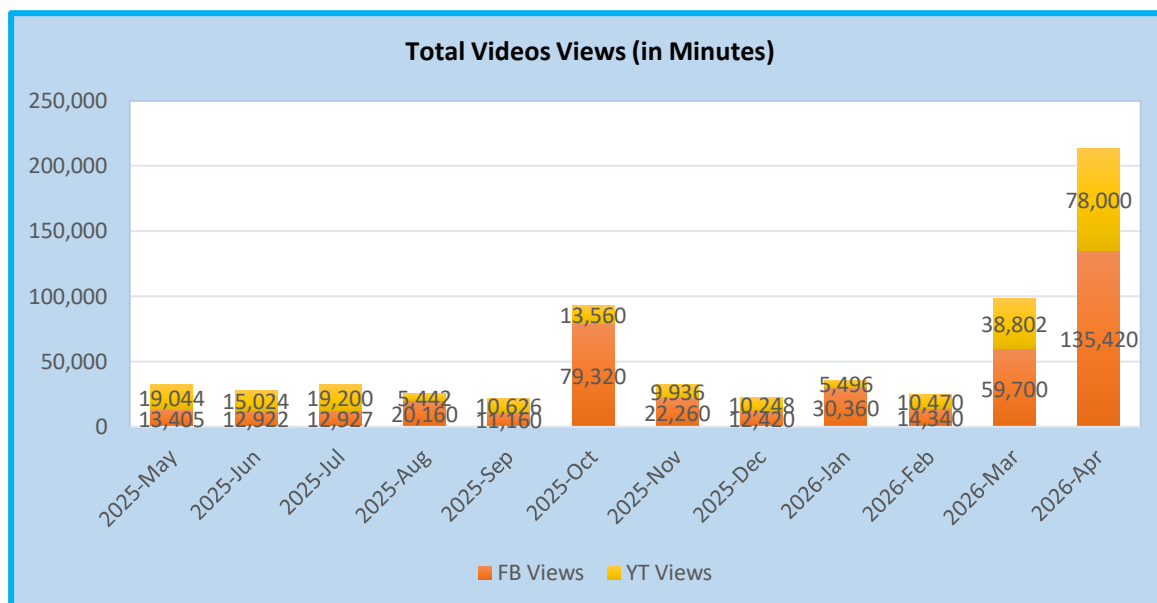
Communications & Engagement, Figure 6 – the council's primary social media platforms are currently Facebook and Instagram.

Social Media Reach Analysis

- A video and written statement from the mayor addressing issues raised by a podcaster about the council's Te Kuaka Committee for Māori Strategic Relationships was the month's top performer on social media achieving a reach of 67,619.
- The next highest-ranked post in terms of reach was about a heavy rain event that came on the heels of a Red Rain Warning and subsequent State of Emergency declared in the Far North on Thursday 26 March. It achieved reach of 33,804.
- The lifting of water restrictions in Ōpononi-Ōmāpere and Ōmanaia-Rāwene on 7 April was the third highest-ranked post in terms of reach with 30,621.

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 video that accompanied a written statement from the mayor addressing issues raised by a podcaster about the council's Te Kuaka Committee for Māori Strategic Relationships has already been cited as a key reason for significantly increased Website Engagement and Social Reach totals. That video posted to our Facebook and Instagram channels achieved a cumulative watch time of 947 hours.
- An Extraordinary Council Meeting held the following day to consider external appointments to the committee also rated very highly, achieving a cumulative watch time of 349 hours.
- These results alone would likely have pushed the April Total Video Views result ahead of previous months. However, a 29 April council meeting that also addressed Te Kuaka Committee appointments also achieved a watch time of over 117 minutes.

Communications & Engagement Conclusion

Back-to-back weather emergencies combined with highly anticipated decisions on appointments to the council's Te Kuaka Committee for Māori Strategic Relationships contributed to gains in all but two key indicators for the Communications and Engagement Team. These indicators (Tickets Opened and Closed, and News Stories Published) fell only slightly.

While two events like this occurring in one month is exceptional and unlikely to be repeated soon, their combined impact will have long-term effects on community engagement. They have introduced new and large audiences to the FNDC website and social media channels and will increase community interest in council operations. This will contribute to overall growth in engagement and improved performance metrics for the team.

Te Ahu Museum and Archives

Hinekaa Mako – Manager Te Ahu Museum and Archives, reports:

Te Ahu Museum and Archives (formerly known as the Far North Regional Museum) was established in Kaitaia 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 **April 2026** reporting period:

- **ANAZC APRIL 2026:** Our dedicated team of volunteers focused on integrating selected archival material into our special commemorative exhibition. For the first time intertextual elements wove a particularly poignant interactive experience with the introduction of our 'ANZAC Autograph Wall.' This participatory activity invited the community to browse a compilation of WWII Autograph Books used as a distraction for wounded soldiers on board a hospital ship at Gallipoli – referencing their messages as inspiration to write a personal reflection, expression of gratitude, whakataukii or small sketch. This wall featured in the short video created with the support of our FNDC C&E communications specialist, part of an ongoing collaboration.
- **TIRITI O WAITANGI KI KAITAIA 28 April 2026:** Te Ahu Museum was honoured to contribute in small part to the inaugural iwi led initiative to commemorate the 186th Anniversary of the signing of Te Tiriti o Waitangi 28 April 1840, in Te Ahu Community Hall. Our 'honour roll' of signatories featured on the stage alongside the large, printed map featuring Muriwhenua - Kainga, Maunga, Paa and home areas of many of the local rangatira that signed Te Tiriti o Waitangi, at Te Ahu in Kaitaia on 28 April 1840.
- Visitor numbers for April Total: 2651.

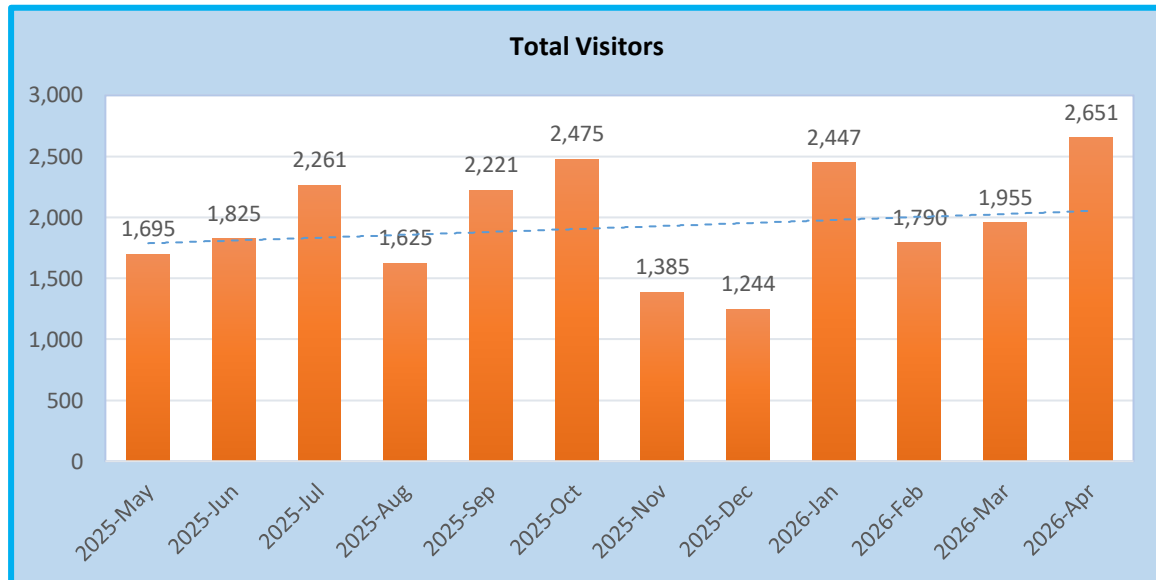
Key Performance Metrics

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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 Kaitaia; 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.



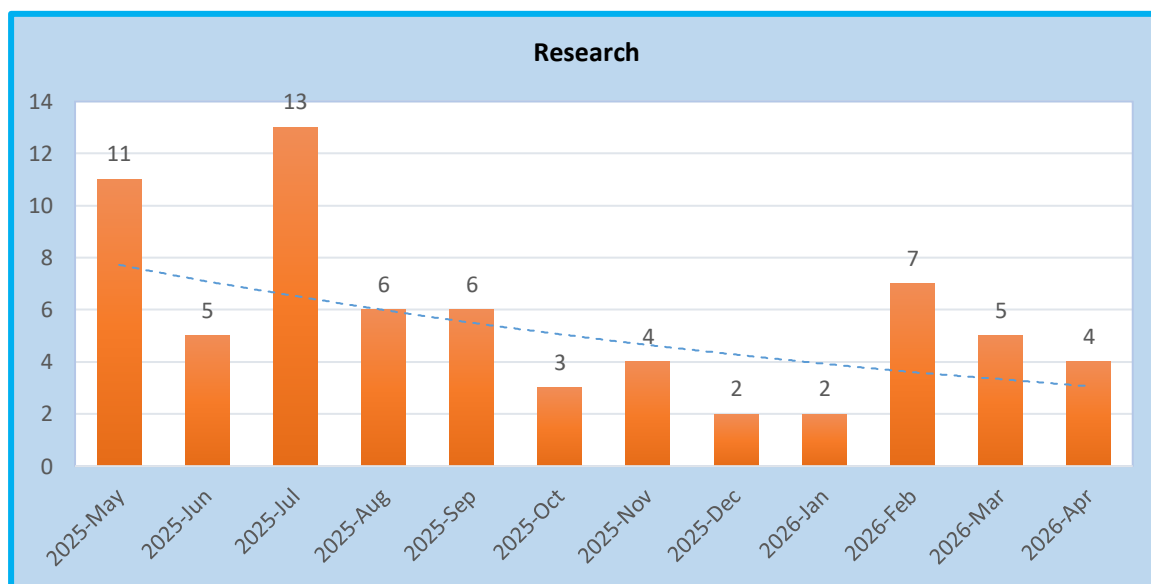
Te Ahu Museum and Archives, Figure 1 - Total visits May 2025 – April 2026.

Total Museum Visits Analysis

- We are trending up with an increase in the number of visitors to Te Ahu Museum reaching the highest numbers in 12months reporting period in April 2026. This is likely due to two significant annual events as indicated in our operational highlights – with ANZAC commemorations and the 186th Anniversary of the signing of Te Tiriti o Waitangi in Kaitaia.

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.



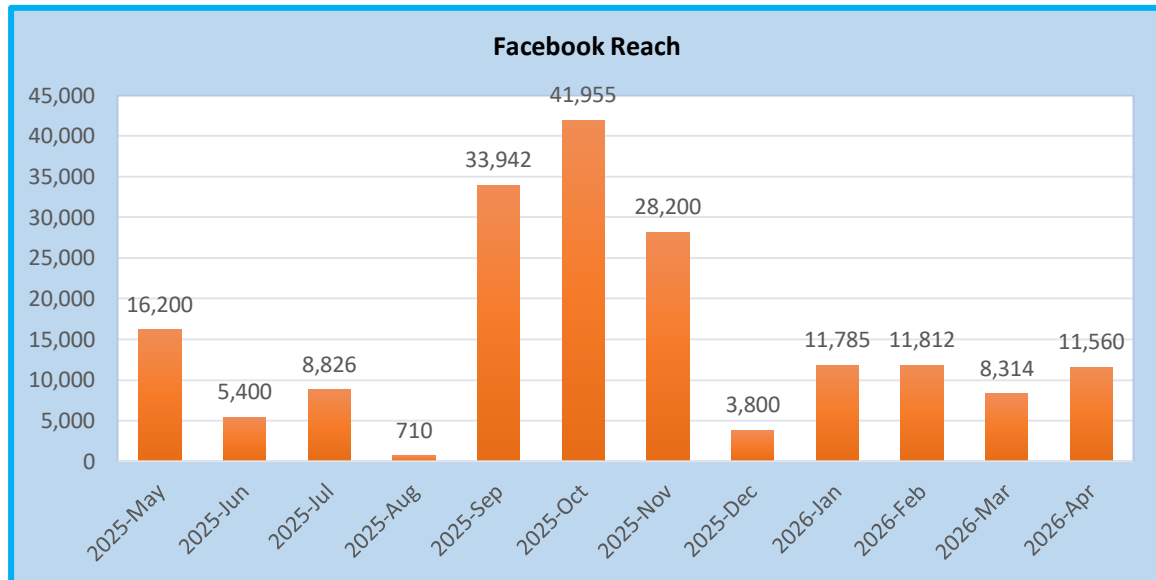
Te Ahu Museum and Archives, Figure 2 - Includes research enquiries via walk ins, phone, and email channels.

Total Research Enquiries Analysis

- The ongoing issues of the HVAC system malfunctioning has hindered research in person; however, we managed to support enquiries through online engagement during April.

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.



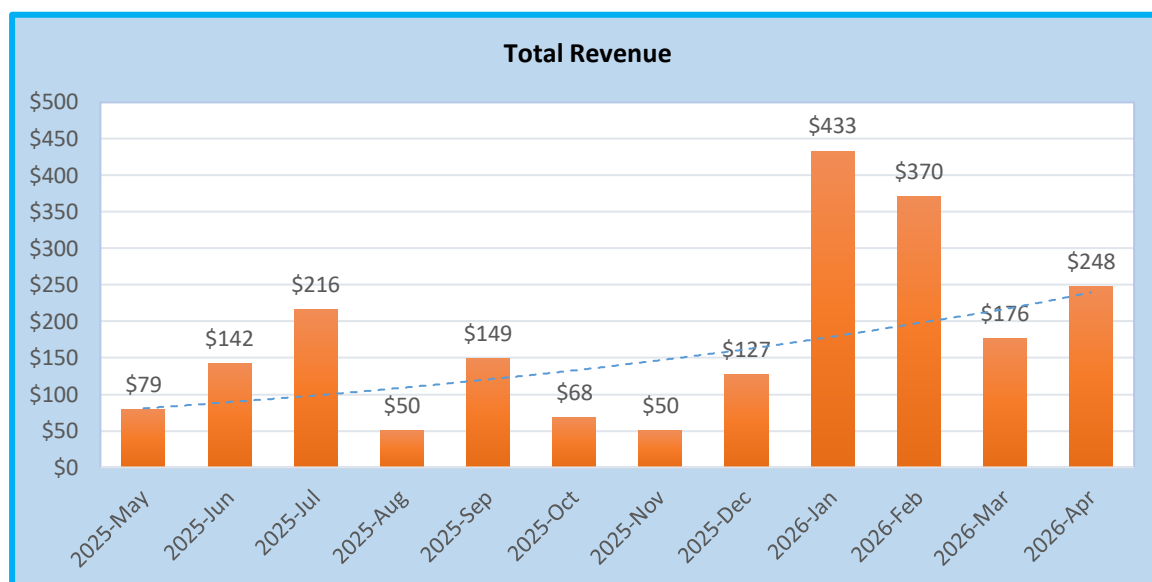
Te Ahu Museum and Archives, Figure 3 – Total Facebook engagement, including Reach and Engaged statistics.

Total Facebook Engagement Analysis

- Te Ahu Museum saw Facebook reach increase from March to April with a new approach to collaboration between the Museum and the C&E Communications specialists within FNDC helping to produce digital content for our feed. We look forward to ongoing collaboration, development and more video for reels.

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 February was \$248 from visitor donations; research fees and book sales show an increase from March. This highlights the need to have a distinct retail area for a bespoke range of Te Ahu Museum sale items and an efficient funds transfer mechanism for purchases onsite.

Te Ahu Museum and Archives Conclusion

The annual ANZAC and Tiriti o Waitangi, Kaitiaki signing events are very significant commemorative events that Te Ahu Museum and Archives will continue to highlight through the display of collection items and communication that informs the many links between the past and present. A consistent level of positive feedback continues in engagement in-person, through our email correspondence and survey responses about the Museum.

isite Visitor Information Centres

Natalie McCondach, Manager – Visitor Information Services, reports:

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 **April** 2026 reporting period:

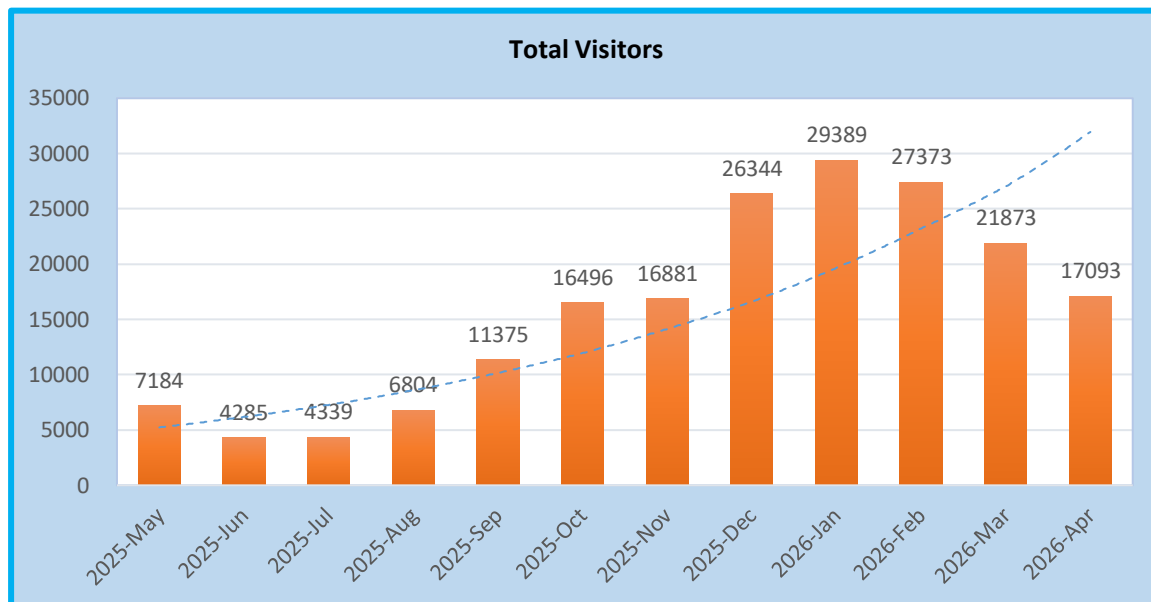
- **Cruise Operations:** A total of 5 cruise ships visited the Bay of Islands during April, bringing approximately 12,000 passengers ashore in Paihia. Cruise activity remained a valuable contributor to visitor engagement despite broader fluctuations in visitor numbers.
- **Visitation:** The ANZAC Day long weekend (including the Monday public holiday) brought visitors into Northland. However, overall visitor confidence appeared cautious, influenced by recent storm events and higher fuel prices, resulting in more moderate travel patterns than typically expected for the holiday period.
- **Events & Collaboration:** The across C&E collaboration was reflected in the recent Te Rarawa event for signing of Treaty of Waitangi on 28 April which saw 200 plus visitors to Te Ahu and a beneficial uplift in isite retail sales as visitors shopped the isite following the event.
- **Seasonal Staffing:** Summer staff contracts concluded at the end of April, marking the transition into the quieter winter season across isite locations.
- **Weather Impacts:** Two storm events within a two-week period during April significantly impacted visitor flows into Northland. These weather disruptions contributed to reduced travel activity and lower foot traffic across the region.
- **Operator Activity:** Several tourism operators, particularly sailing companies, concluded their season and ceased operations for winter. This reflects the natural seasonal shift in tourism offerings within the Bay of Islands.

Key Performance Metrics

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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 Kaitiāia (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.



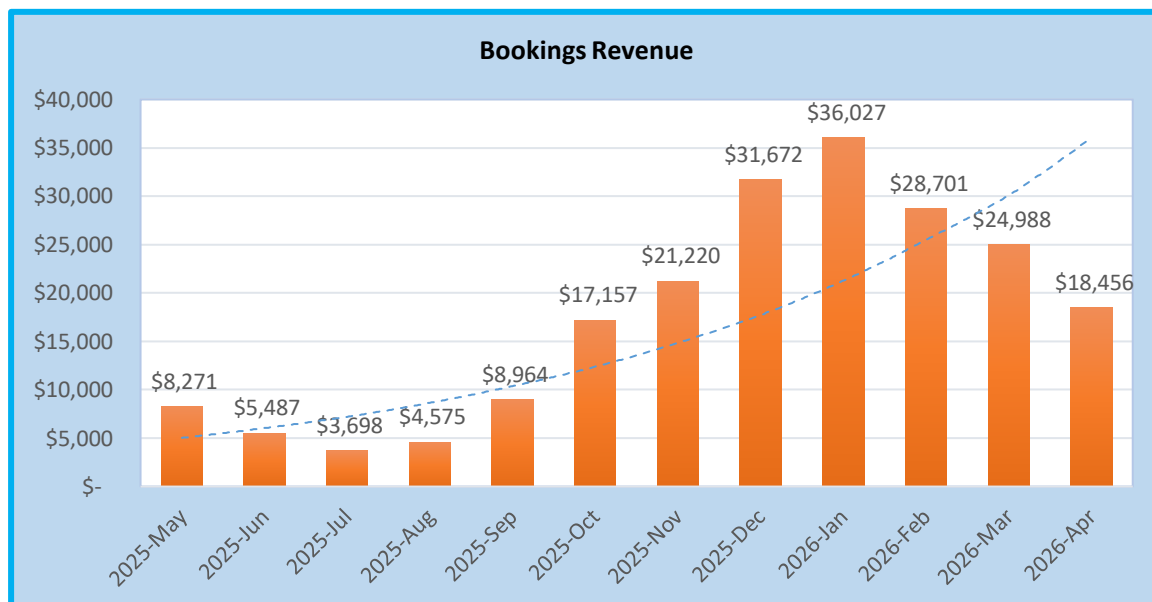
isite Visitor Information Centres, Figure 1 – Total Visitor Numbers for Paihia, Kaitiāia and Ōpononi isites.

Total Visitor Numbers Analysis

- April 2026 recorded 17,093 visitors, compared with 21,873 visitors in March 2026, representing a decrease of 28% month-on-month. January 2026 marks the strongest month with 29,389 visitors.
- The decrease in visitor numbers reflects the transition into a quieter season, with fewer visitors overall and reduced tourism operator activity compared to the peak summer period.
- The arrival of five cruise ships, delivering 12,000 visitors to Paihia shore, provided strong support to overall visitation and highlights the isites important role in servicing cruise passengers and converting them into engaged regional visitors.
- Paihia accounted for 78% of total visitor numbers, welcoming 13,326 visitors through the Paihia isite in April.
- Two key cruise ship days in April contributed significantly to visitor numbers, with 1,525 visitors recorded on 17 April (Anthem of the Seas) and 1,170 visitors on 23 April (Celebrity Edge), reinforcing Paihia's role as the primary visitor hub in the Bay of Islands, supported by major attractions such as Hole in the Rock and dolphin cruises, the Waitangi Treaty Grounds, and Russell.
- 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).



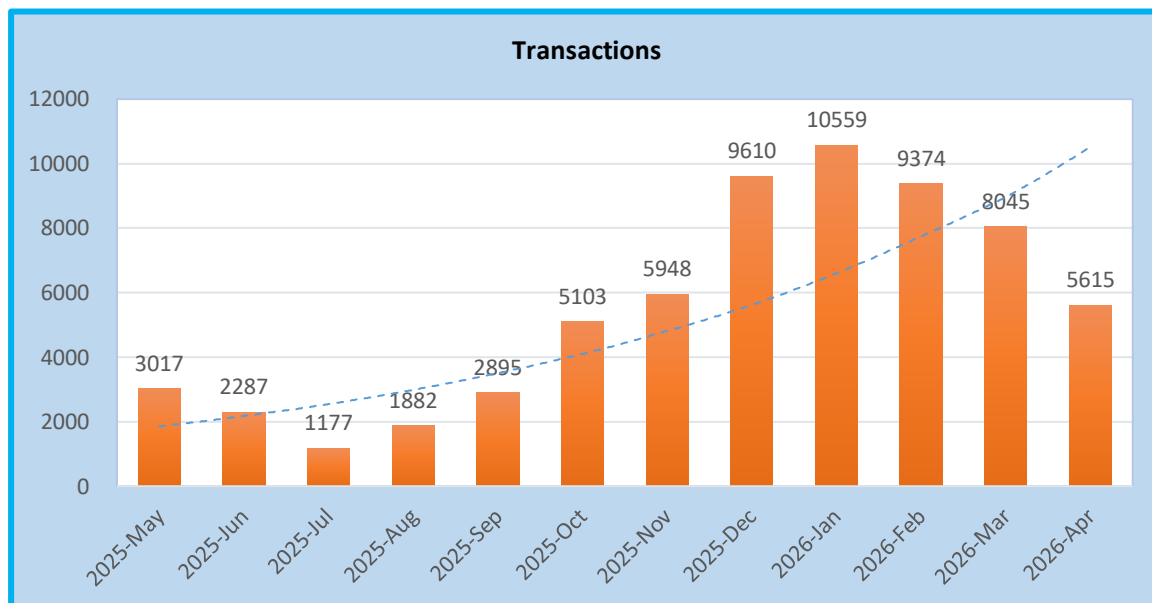
isite Visitor Information Centres, Figure 2 - Total Bookings Revenue in Dollars, includes all revenue generated from booking activities, accommodation and transport made by Paihia, Kaitāia and Ōpononi isite staff.

Total Bookings Revenue Analysis

- The combined revenue across all three isites for April 2026 reached \$18,456, reflecting a 26% decrease compared with March 2026 (\$24,988). 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 \$18,456 total, Paihia isite was the clear standout in booking revenue performance, contributing 96% (\$17,742).
- The most popular bookings in April were Bay Cruises, led by Explore/Fullers Bay of Islands (\$4,131), Island Getaway Cruises (\$869), and Russell Ferry tickets (\$14,806).
- The most popular bookings at the Kaitāia isite were with InterCity, generating \$404 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).



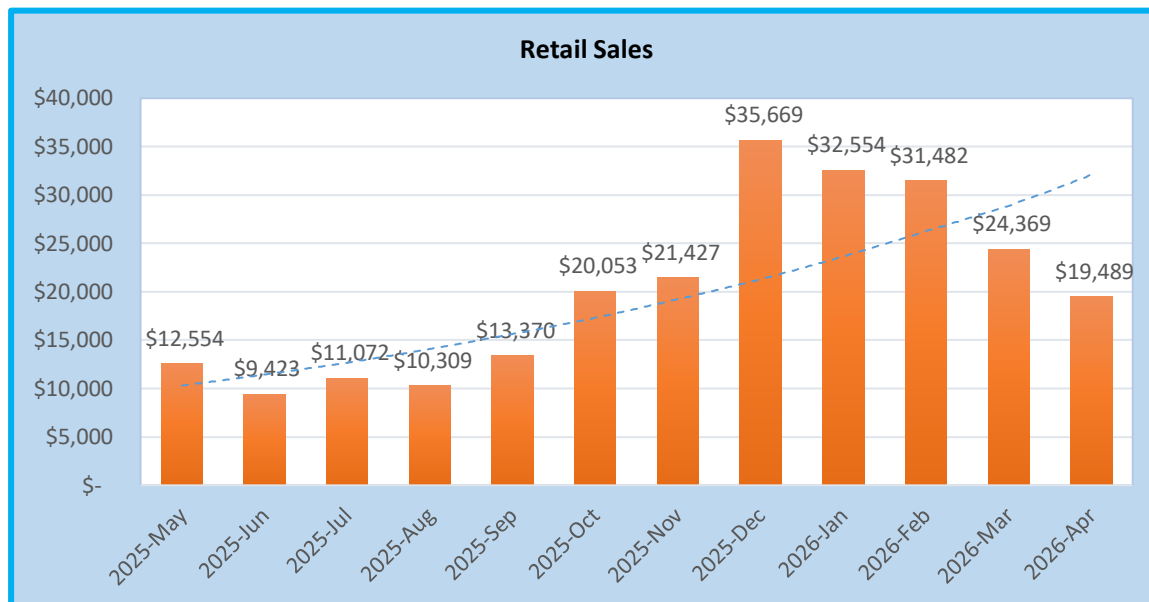
isite Visitor Information Centres, Figure 3 – Total Booking Transaction Numbers, includes all bookings for activities, accommodation, and transport across isites in Paihia, Kaitiāia and Ōpononi.

Total Booking Transactions Analysis

- Booking transactions across all three isites totalled 5,615 in April 2026, representing an 30% decrease compared with March 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 98% of all booking transactions with 5,505 in total. Russell ferry tickets contributed 5,117 transactions towards the overall total.
- The isites processed 266 transactions for Explore/Fullers Great Sights in April 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.



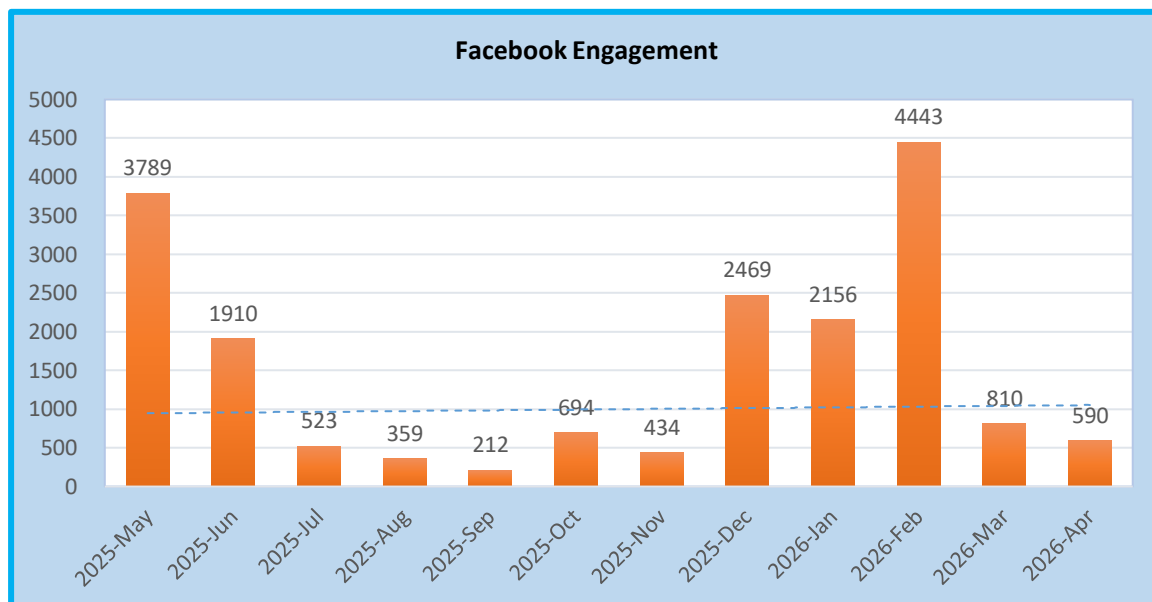
isite Visitor Information Centres, Figure 4 - Total Retail in Dollars, includes retail revenue generated by Paihia, Kaitiāia and Ōpononi isites.

Retail Sales Analysis

- Total retail sales across all three isites reached \$19,489 in April 2026, representing a 20% decrease compared with March 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.
- Kaitiāia isite contributed 30.4% of total retail sales, equating to \$5,921. Top-performing suppliers included Discoveries Wholesale (\$1,180) with pounamu and bone jewellery, Halifax (\$980) with a range of popular souvenirs, and Parrs Products (\$427) 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 47% (\$9,225) of total retail sales. High-performing lines for April included Pacific Collections (\$2,007) for apparel and accessories, Pro Kiwi (\$505) for souvenir items, and Southern Skies (\$903) for magnets and jewellery. This strong result highlights Hokianga's ongoing retail momentum with visitors and locals alike.
- Paihia isite contributed with Halifax jewellery (\$940) and the best-selling pāua shells from Dale Bordland (\$295) have benefited from prominent entrance placement, driving strong visibility and sales. Southern Skies sales (postcards and magnets) contributed \$499, Goodbye products also performed well this month, with \$140 in sandfly repellent 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.



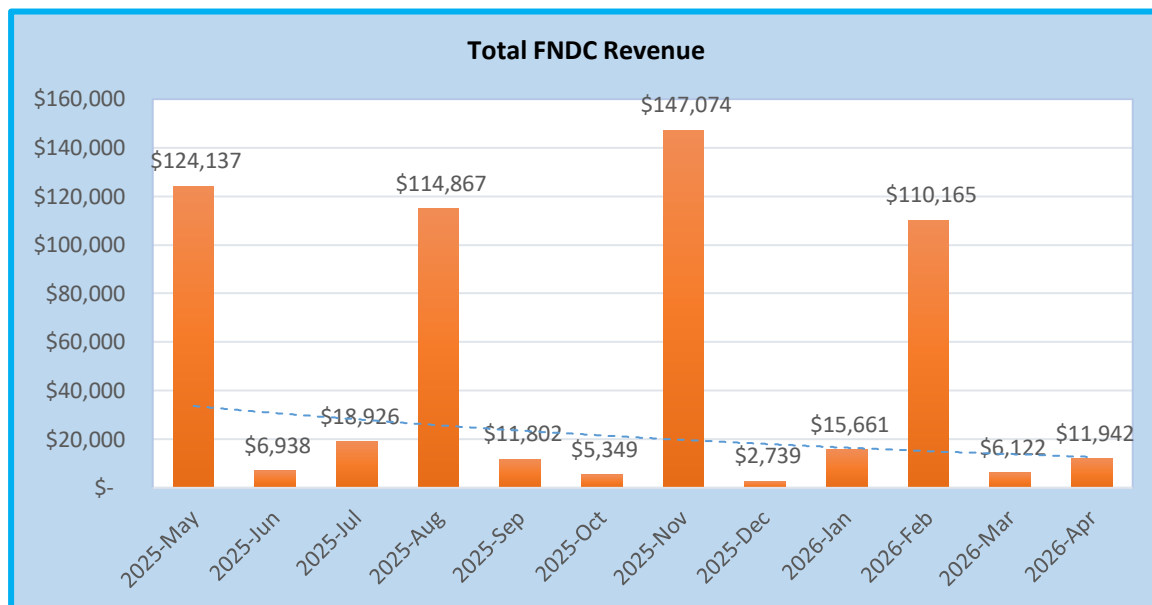
Isite Visitor Information Centres, Figure 5 – Total Facebook engagement statistics for Paihia, Kaitiāia and Ōpononi isites.

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 590 in April 2026 which includes reach, likes and comments. This decline is likely due to a combination of seasonal factors, and lower audience activity following the peak summer period.
- Paihia isite took the lead with 489 Facebook engagements, driven by consistent and timely posts on cruise ship schedules, event and weather-related updates. It is also worth noting that the Paihia isite page gained 14 followers in April, bringing the total to 315, up from 285 in December 2025, indicating growing audience interest and engagement.
- 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.



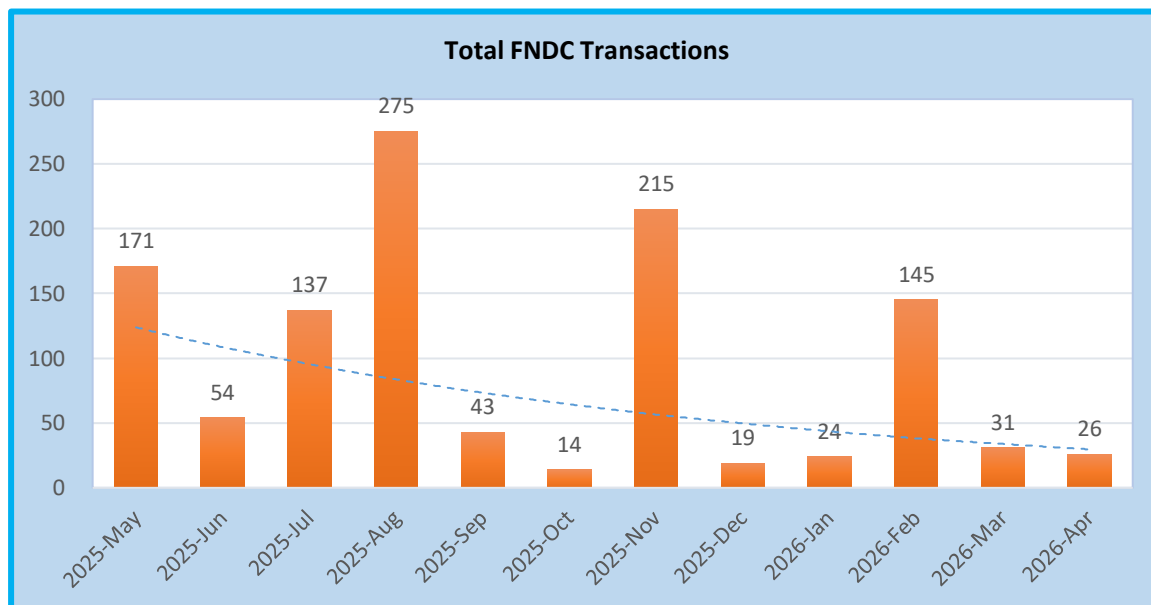
isite Visitor Information Centres, Figure 5 - Total FNDC Revenue in Dollars, includes payments for FNDC services at Paihia, Kaitāia and Ōpononi isites.

Total FNDC Revenue Analysis

- Total combined FNDC revenue across all three isites increased by 95% in April 2026 compared to March 2026. The sharp increase reflects deadlines for rates payments on 20 May, prompting homeowners 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 April 2026 amounted to 26, reflecting a decrease of 16% when compared to the 31 FNDC transactions in March 2026. Despite fewer transactions FNDC revenue increased, reflecting higher-value payments (rates) processed during the month, whereas March saw a greater number of lower-value transactions (such as dog registrations and parking tickets).
- 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 17,093 visitors in April 2026, reflecting a solid performance despite unfavourable weather conditions and shift into the quieter winter season.

Cruise activity remained a key driver, with 5 ships bringing just over 12,000 visitors to the Bay of islands shores. Paihia continued to lead as the primary visitor hub, generating most bookings and transactions, while Hokianga dominated retail performance and Kaitiāia provided valuable regional connectivity services.

Overall total retail sales remained resilient at \$19,489. FNDC revenue activity increased due to rates payment deadline at the end of May. Overall, these results demonstrate the isite network's continued role in supporting visitors, facilitating regional dispersal, and contributing value to both the tourism sector and the wider Northland economy.

Far North District Contact Centre

Lauren Wilkinson-Pou, Manager – Contact Centre, report:

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 **April 2026** reporting period:

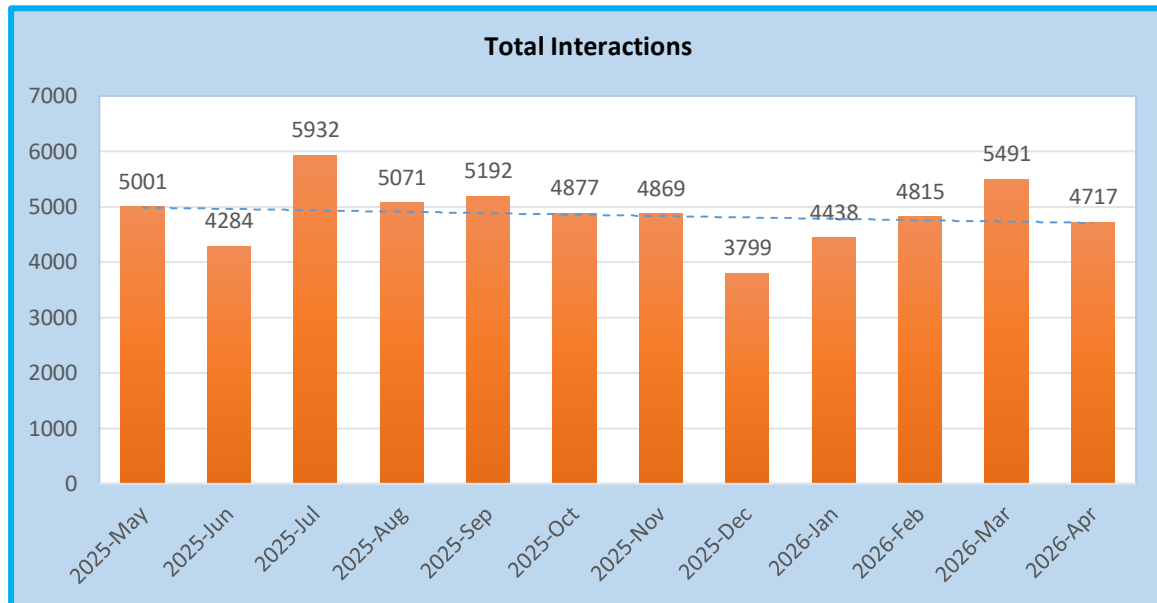
- The Contact Centre processes, and new phone updates activated have seen an improvement on the monthly statistics.
- The Contact Centre has remained busy due to the Centre changing to a 24-hour service, reinforcing the decision made to go for the 24-hour service.
- The continuing positive collaboration 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.



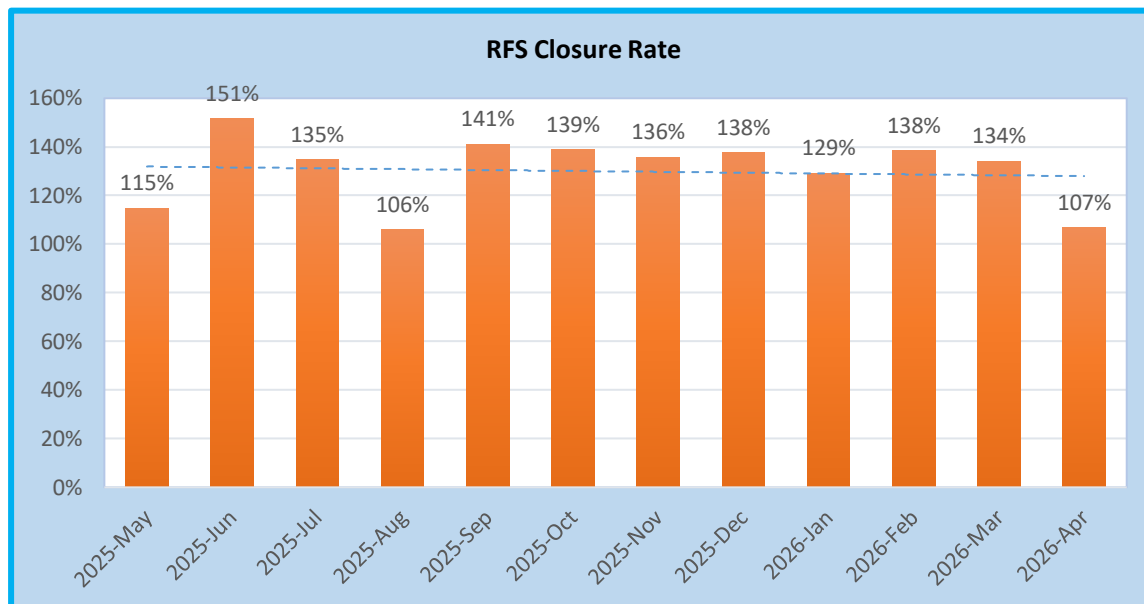
Contact Centre, Figure 1 – Includes totals for calls.

Total Interactions Analysis

- Total interactions fluctuated during May 2025 to April 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.



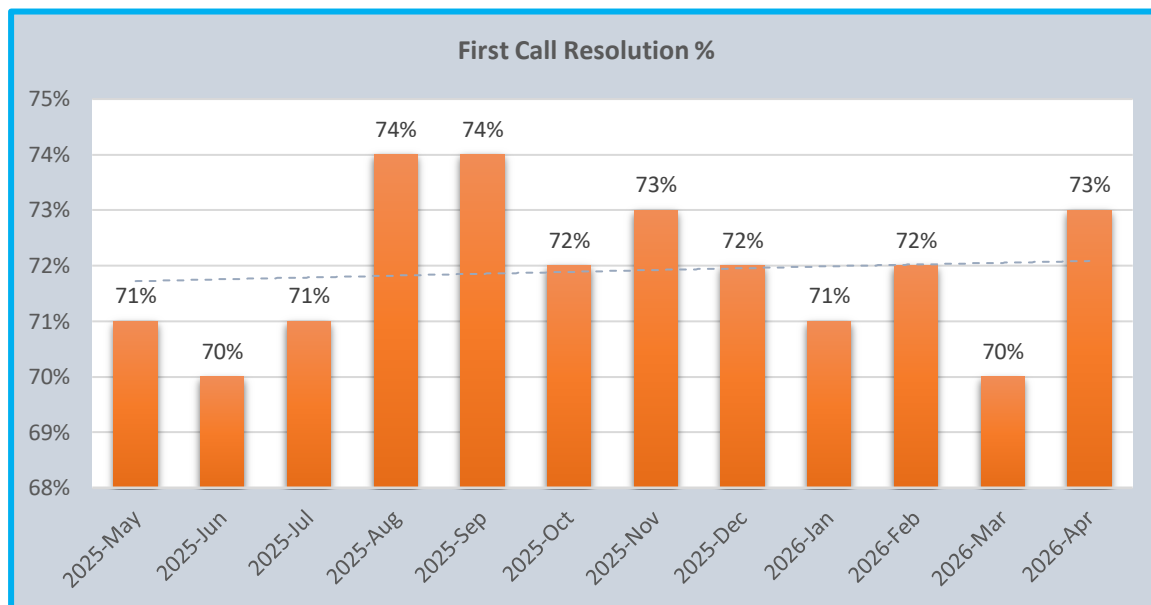
Contact Centre, Figure 2 – Includes RFS closed by Contact Centre

Total Customer Services RFS Activity Analysis

- During the month of April, the Contact Centre created 1,517 RFS and closed 1,620 which is a 107% 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.



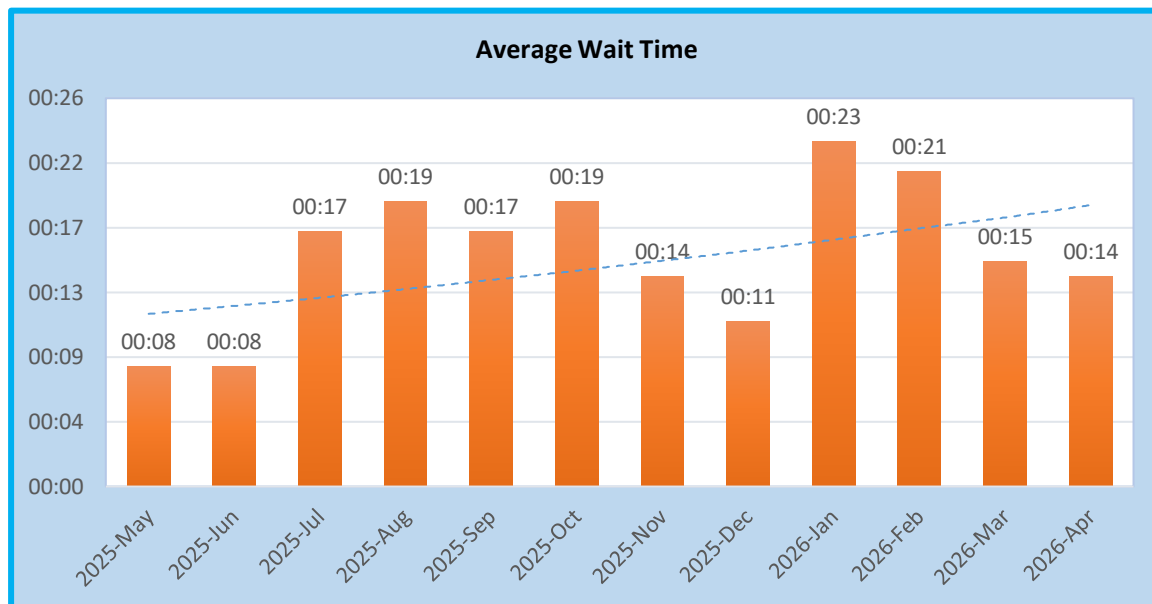
Contact Centre, Figure 3- Includes target of 66% (line) and percentage achieved.

Percentage of Calls Resolved at First Point of Contact Analysis

- 73% of calls were resolved at first point of contact during April. 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.



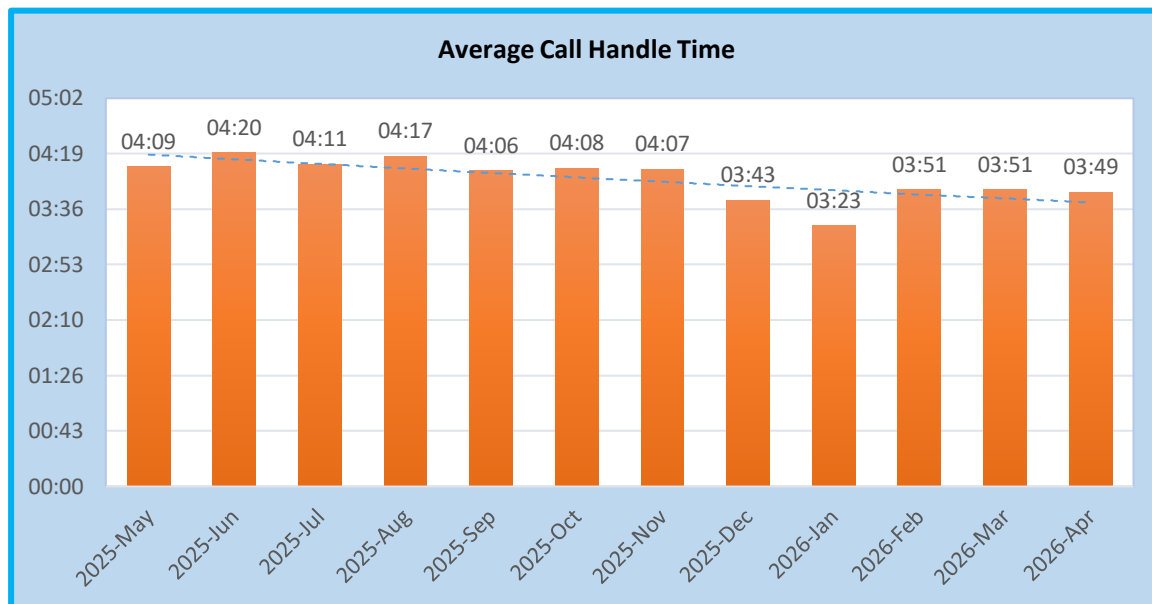
Contact Centre, Figure 4 - Includes average wait time for calls to be answered.

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 April was 14 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.



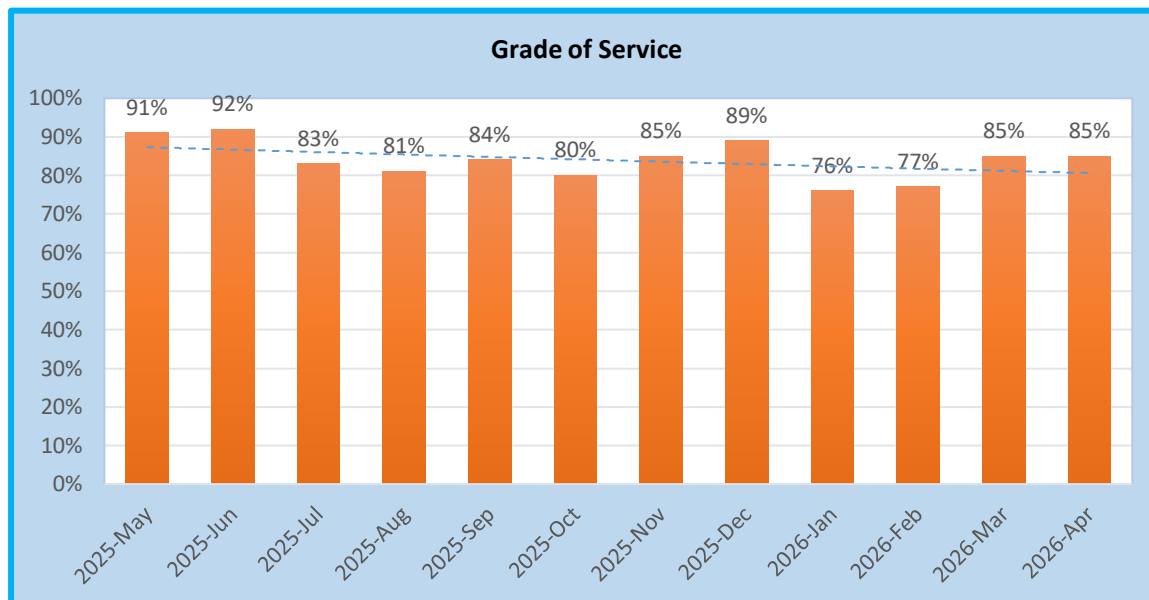
Contact Centre, Figure 5 - Includes average handling time of calls per month.

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 April was 3 minutes 49 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.



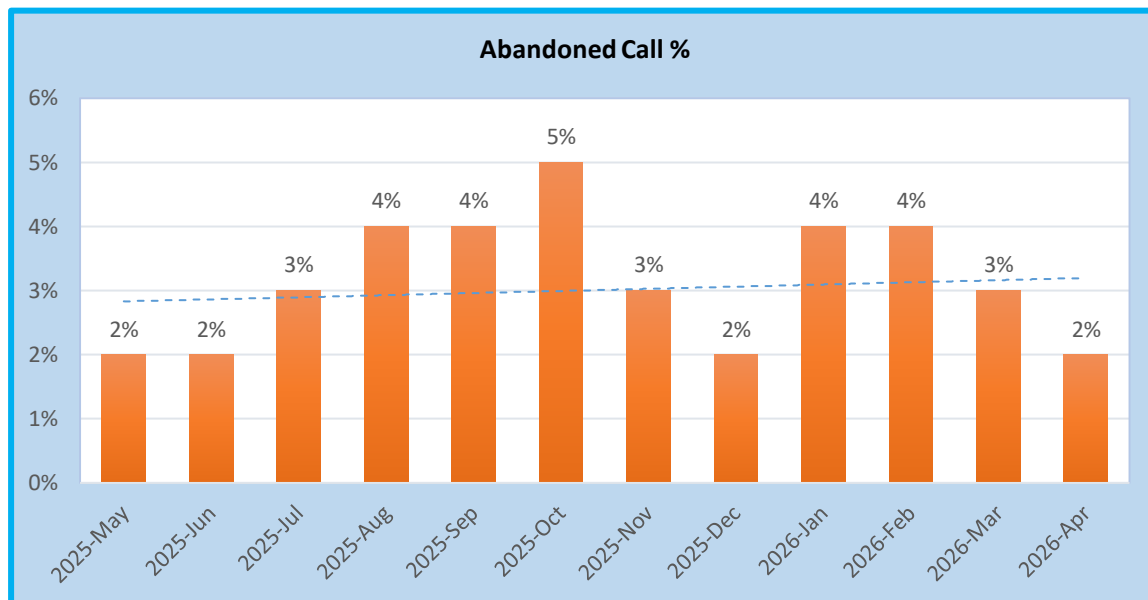
Contact Centre, Figure 6 – Includes % of calls that meet the Grade of Service level of being answered within 20 seconds.

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 April was 85%. 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 April was 2%. The team met the KPI for this month and performed well.

Contact Centre Conclusion

By making the Contact Centre a separate team 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 resolved collectively and efficiently.

Far North District Libraries

Jemma Murray, Acting Manager – Libraries and Customer Services, reports:

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.

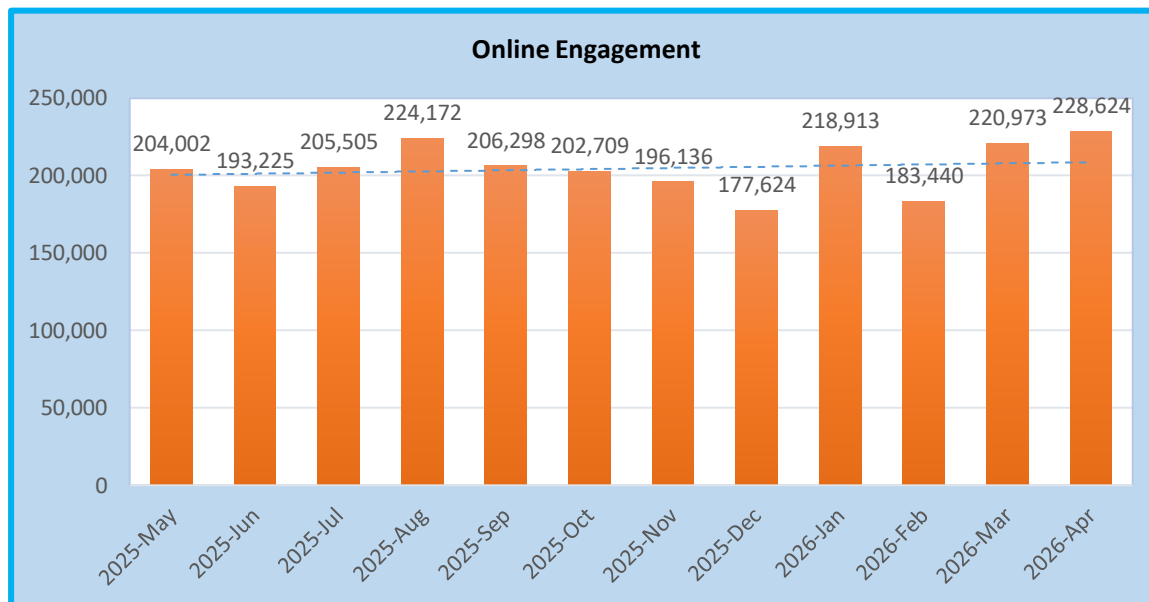
Operational Highlights for the **April 2026** reporting period:

- Online engagement was 228,624 during April, 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.
- 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.
- During April, work was completed to action the Library's annual debt write-off process. This allowed for debt classified as 'statute-barred' to be removed from the Library Management System (LMS) for the period 1 August 2013 to 12 March 2020. This work contributes to the continued system clean-up, enabling a better-performing LMS and a renewed focus on increasing overall Library membership and usage.

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.



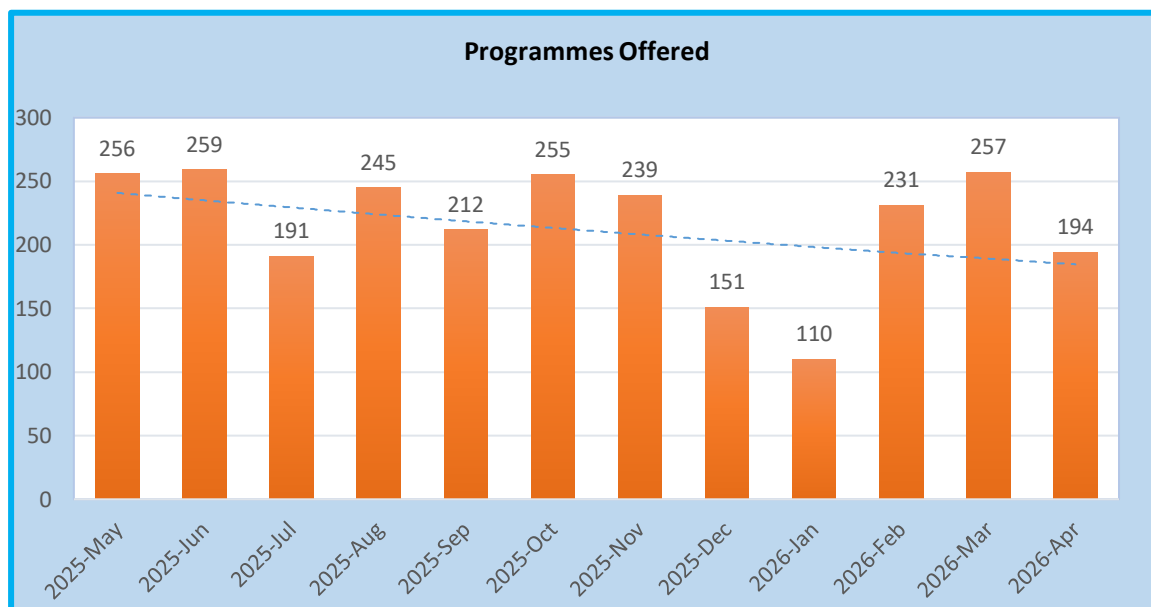
Far North District Libraries, Figure 1 – Online engagement includes visits, downloads, email newsletter and Facebook engagement (green).

Online Engagement Analysis

- Online engagement for April was 228,624, the highest result in the current reporting period.
- Digital visits, downloads, Facebook and e-newsletter engagement, all increased in use during April, a positive sign that ongoing effort in this space is yielding results. Total digital visits was a standout this month showing an increase of over 16,000 visits compared to March (Total digital visits March 88,877 > April 105,050)
- 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.



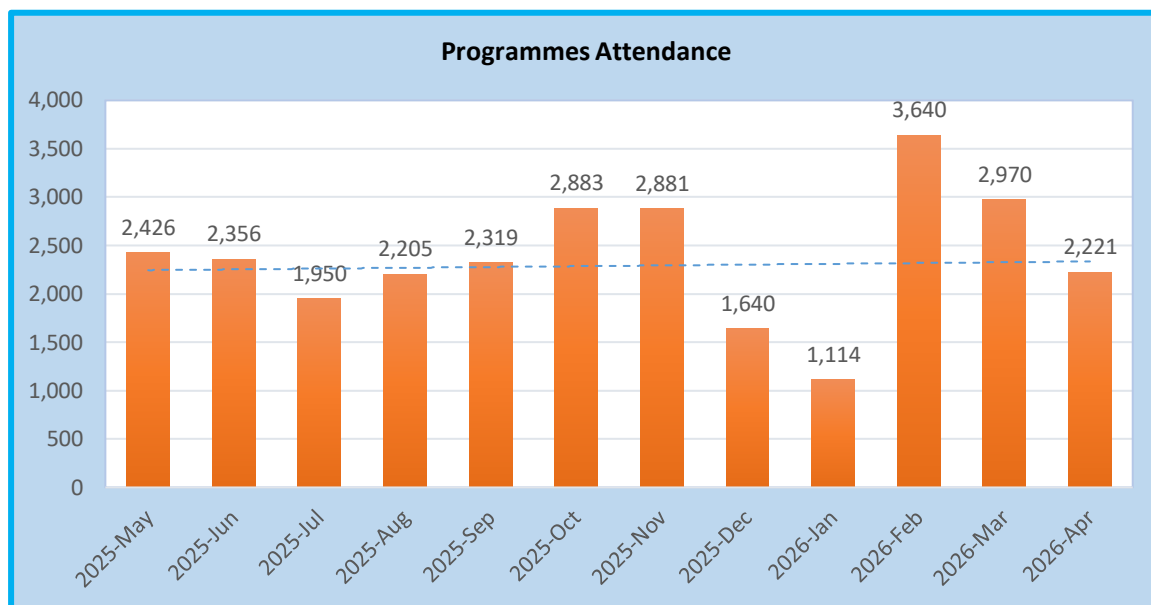
Far North District Libraries, Figure 2 - Includes all library programs offered, including outreach programs.

Programme Offered Analysis

- 194 programmes were offered across sites during April: a decrease compared to March but expected with school holidays falling within this period.
- 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.



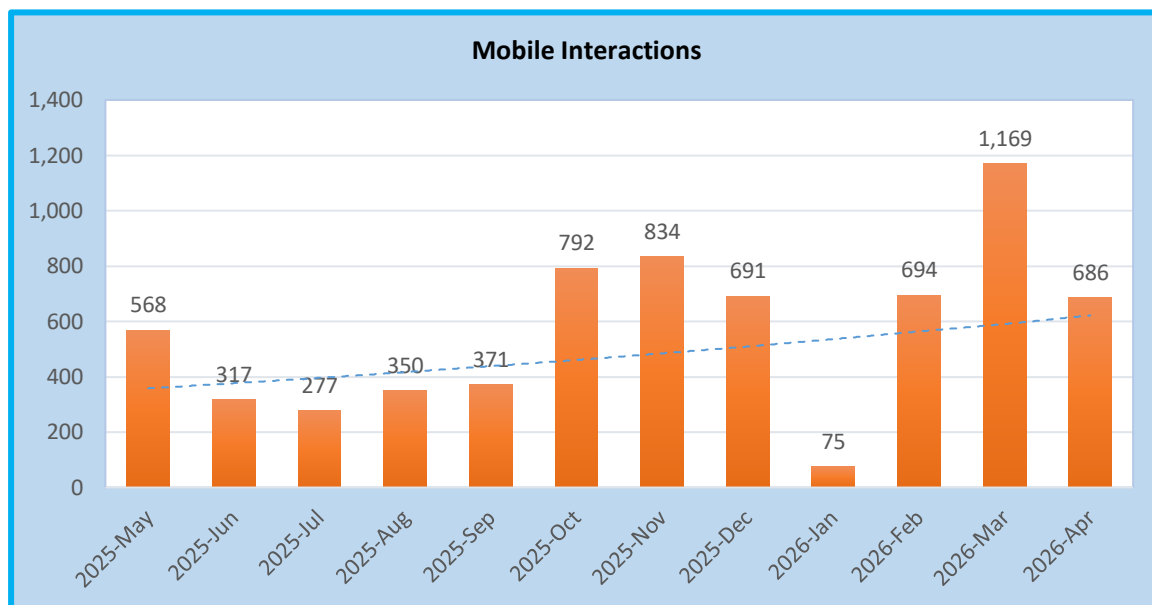
Far North District Libraries, Figure 3 - Includes all attendees to all library programs, including outreach programs.

Programmes Attendance Analysis

- Library programme attendees decreased during April, with 2,221 attendees. Despite a decrease attendance figures remain strong, this is 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.
- Library programme attendance decreased due to a variety of factors during April. School holidays mean normal term time programmes took a break and reduced holiday programmes were offered between 3 April and 20 April. Easter and ANZAC public holidays fall within April closing sites. Also poor weather conditions across the district resulted in a Civil defence emergency being declared.

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

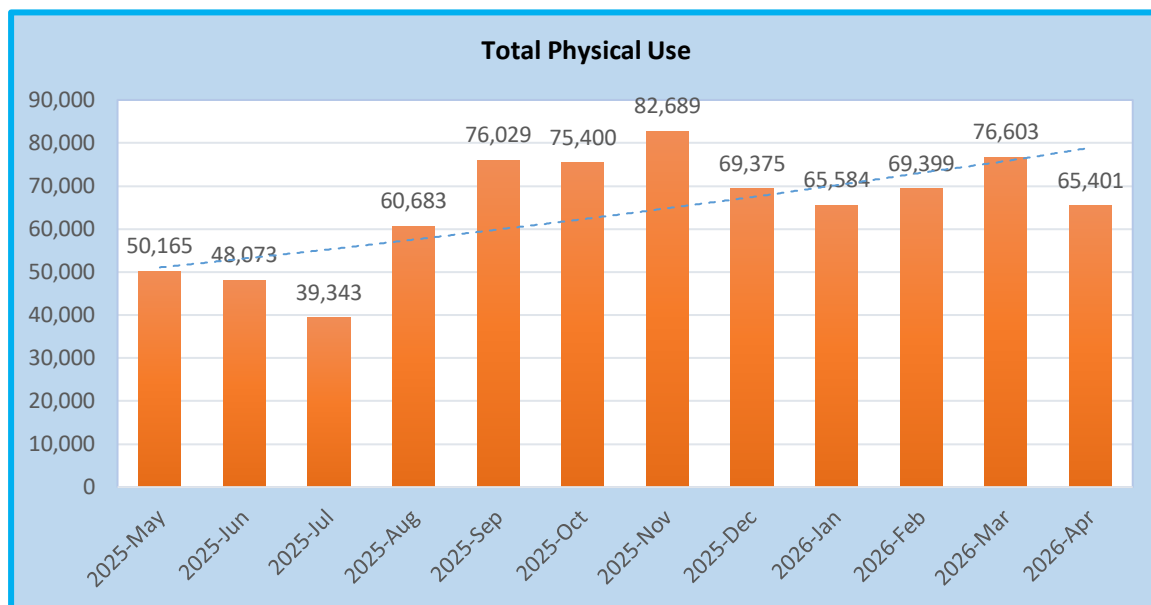
- Mobile outreach services continue to do very well with 686 interactions reported for April. This decrease on March's extraordinary figures are due to two public holidays, school holidays which mean reduced stops because of no school visits during two weeks within this month. Despite this decrease the numbers continue to represent excellent use of the service.
- 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 have decreased from March, this can be explained due to the number of closed days during April with two public holidays as well as school holidays and a civil defence emergency, this figure represents strong use of our sites across the district.
- The new Wi-Fi solution to provide free public access has been in place for eight months and it is pleasing to see increased Wi-Fi usage in all sites being maintained. This indicates strong ongoing need for digital equity support, which is also evidenced by ongoing uptake of the Skinny Jump prepaid modem programme that our libraries partner to deliver to eligible customers.

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.

April 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

Jemma Murray, Acting Manager – Libraries and Customer Services, reports:

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.

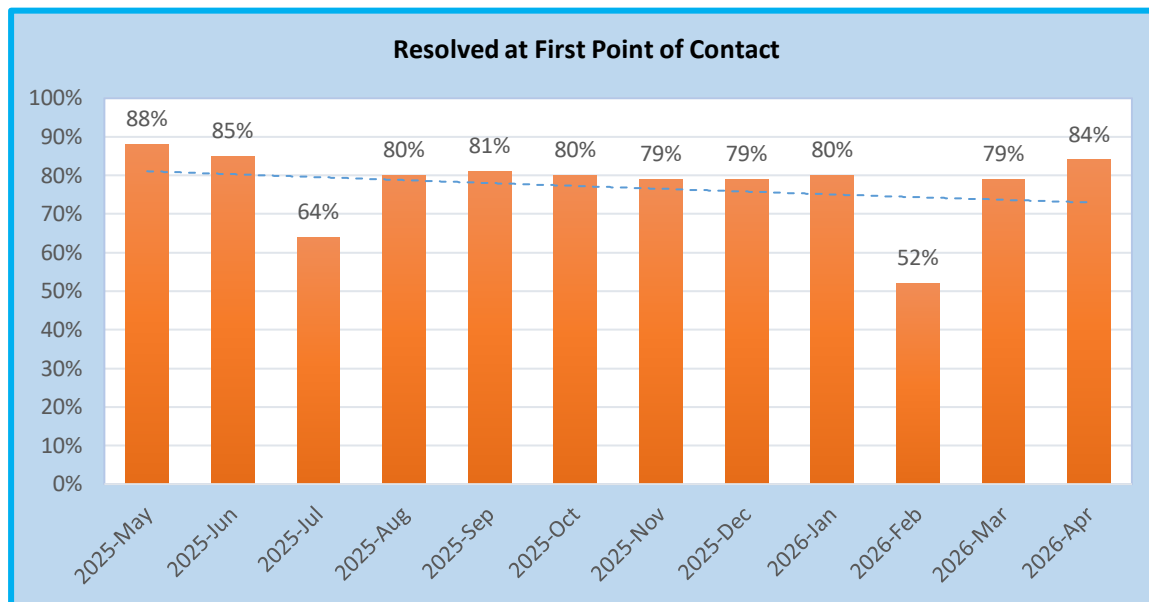
Operational Highlights for the April 2026 reporting period:

- RFS closure rate was 70% this month, with the team raising 673 and closing 470 requests for service.
- Resolution at first point of contact had another increase this month seeing 84% of queries resolved which is a pleasing increase on March at 70%.
- 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 May 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.



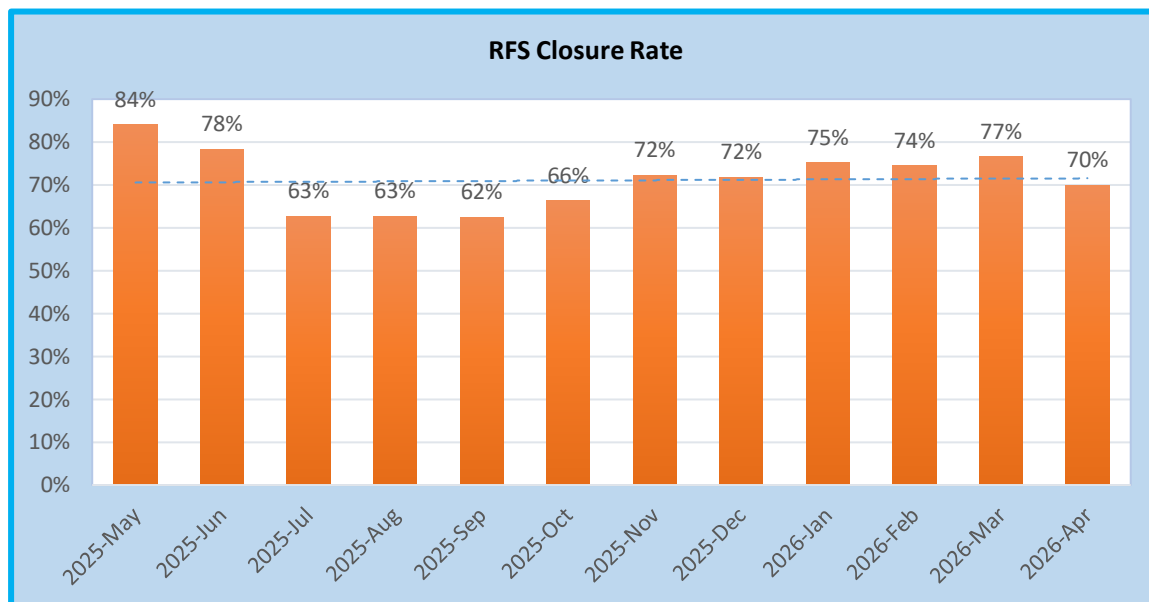
Customer Services, Figure 1 - Includes percentage of resolution achieved.

Resolved at First Point of Contact Analysis

- April saw 84% of walk-in queries being resolved at the first point of contact, an increase on March. This increase represents a positive increase towards our 90% baseline.
- A rise in complex enquiries related to weather during this reporting period contributed to the figures with some matters being unable to be resolved during the initial contact. This as well as increased rate queries as customers received their quarterly rates invoices combine to a busy month.

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.



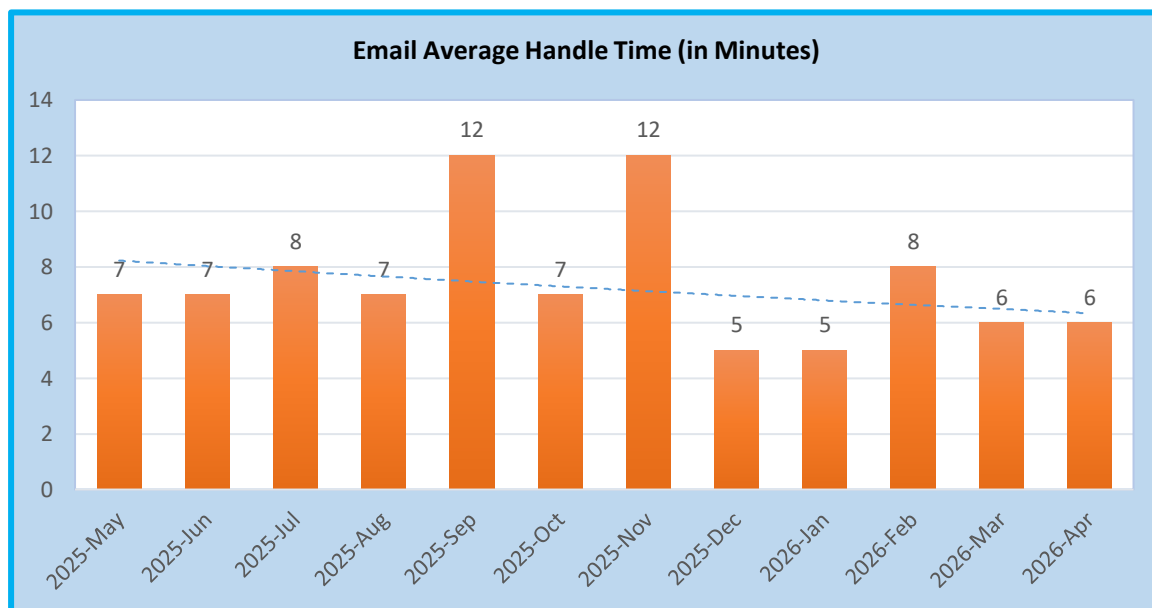
Customer Services, Figure 2 - Includes RFS closure rate percentage.

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 70% closure rate for March, raising 673 and closing 470 requests for service. This represents a decrease compared to March and can be explained by many queries that can only be closed by the relevant team, including rating, roading and animal management RFS types.

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.



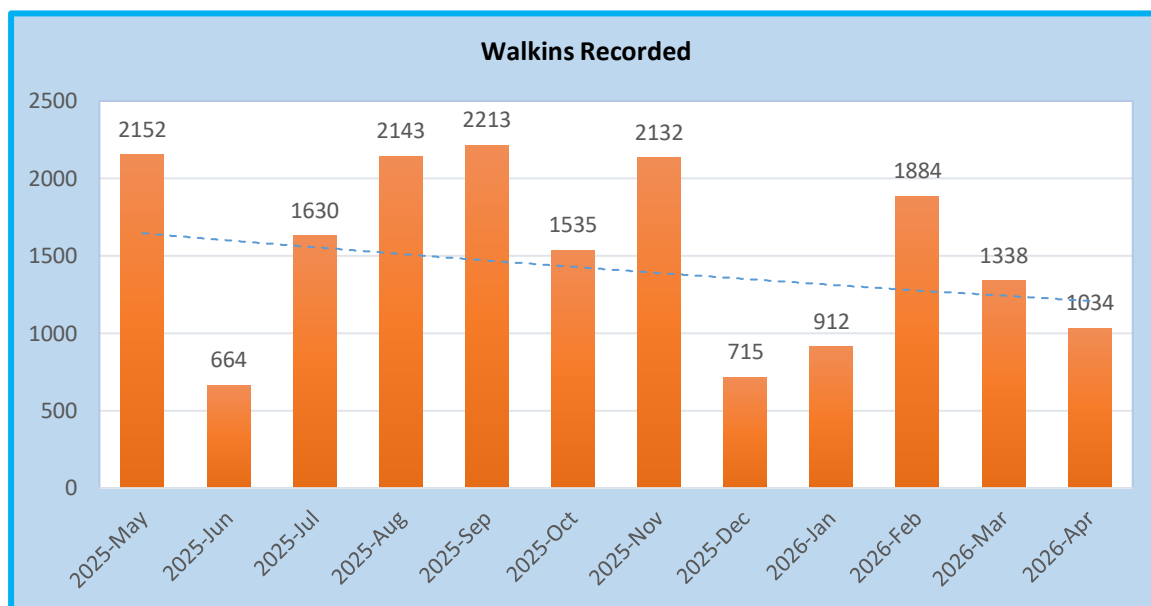
Customer Services, Figure 3 - Includes average handle time for emails.

Email Average Handle Time Analysis

- A baseline target of 8 minutes has now been set based on reporting period data, which was achieved during April.
- 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.



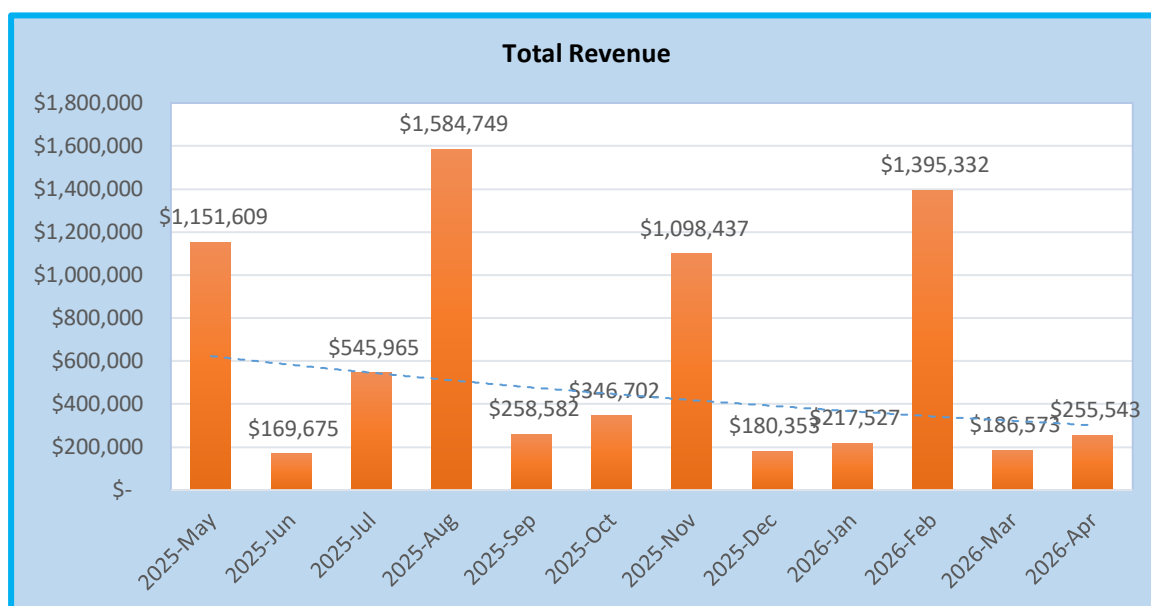
Customer Services, Figure 4 – Includes total number of recorded walk-ins.

Walk-Ins Recorded Analysis

- Walk-ins recorded for April were 1034. This is an expected trend, with peak activity levels caused by rating instalment months followed by declines during off-peak demand periods, also because of two public holidays falling within April.
- This month was a little busier than seen during most post-instalment months, likely due to several factors including a reported surge in queries about rates rebate amounts being applied to accounts and a general increase in rating queries as the end of the rating year draws closer.

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 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.

Corporate Services

March 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) 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.

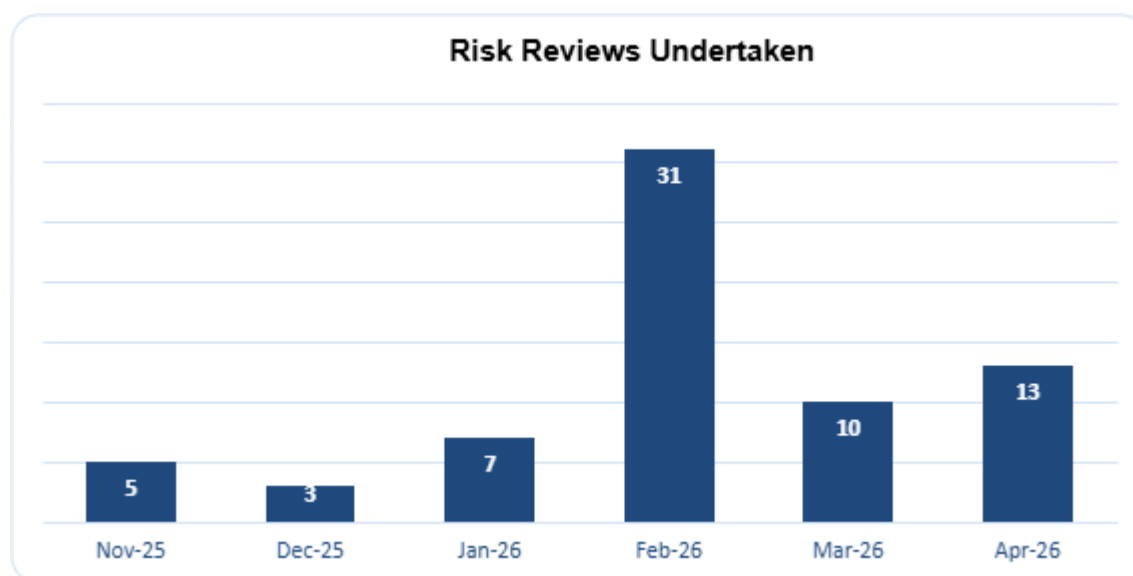
The Council's Risk Appetite was developed through a series of targeted workshops with the Strategic Leadership Team (SLT) and was formally adopted in late 2025. These workshops supported a shared understanding of Council's tolerance for risk and its application to strategic and operational decision-making. 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.

Risk Reviews

Far North District Council currently manages 8 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 current status. Over the past two months, the number of risk reviews undertaken was 23.

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

- Total Changes Tracked: 23 changes across 2 months (Mar 2026 – Apr 2026)
- Data Source: Risk Management Audit Trail Report (Riskconnect)
- Time Period Covered: Nov 2025 to April 2026

Trends

- This figure should not be interpreted as a reduction in risk management activity; rather, it reflects the number of risks that were due for formal review during this period.

Risk Legal Compliance

Council has recently 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 is to assess any 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, 6,017 tickets (incidents and service requests) were received through the FreshService portal (information technology (IT) service management portal), plus additional requests via the Helpdesk phone line and walk-ins.

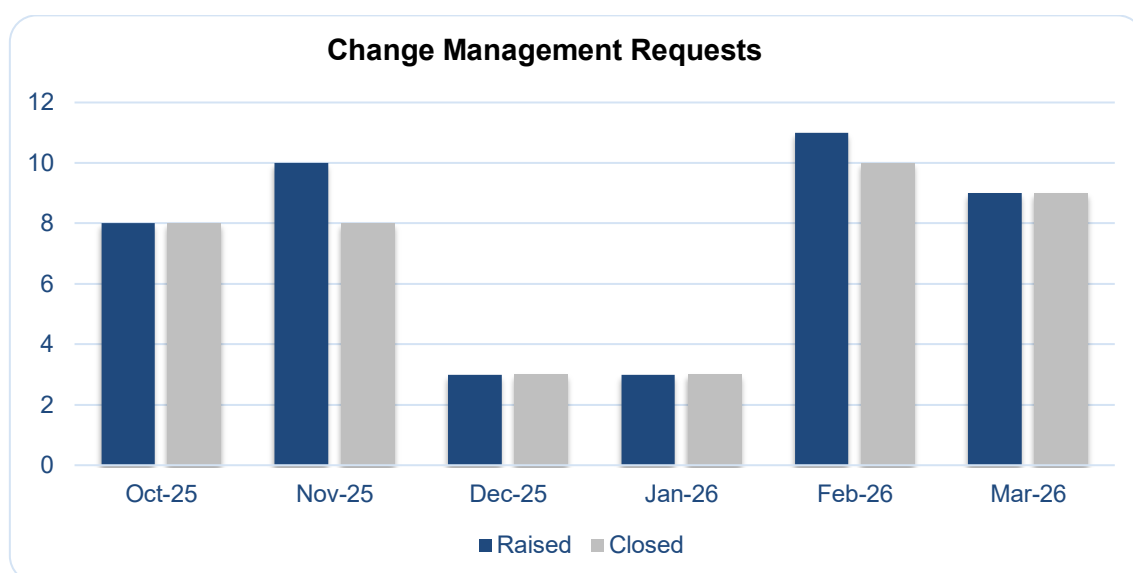
Resolved tickets closely tracked reported demand across all months, indicating consistent service performance.

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, 44 change requests were raised and processed, including but not limited to:

- Software upgrades – planned updates to systems and applications to maintain supportability, performance, and security.
- System and service improvements – changes that enhance the 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

This section is unchanged from last month and is included for continuity only.

Over the next six months, the primary focus will be on:

- Maintaining stability and performance across core platforms

- Progressing planned operational improvements and lifecycle activities
- Strengthening resilience, security, and monitoring capabilities
- Supporting delivery priorities through reliable day-to-day operations

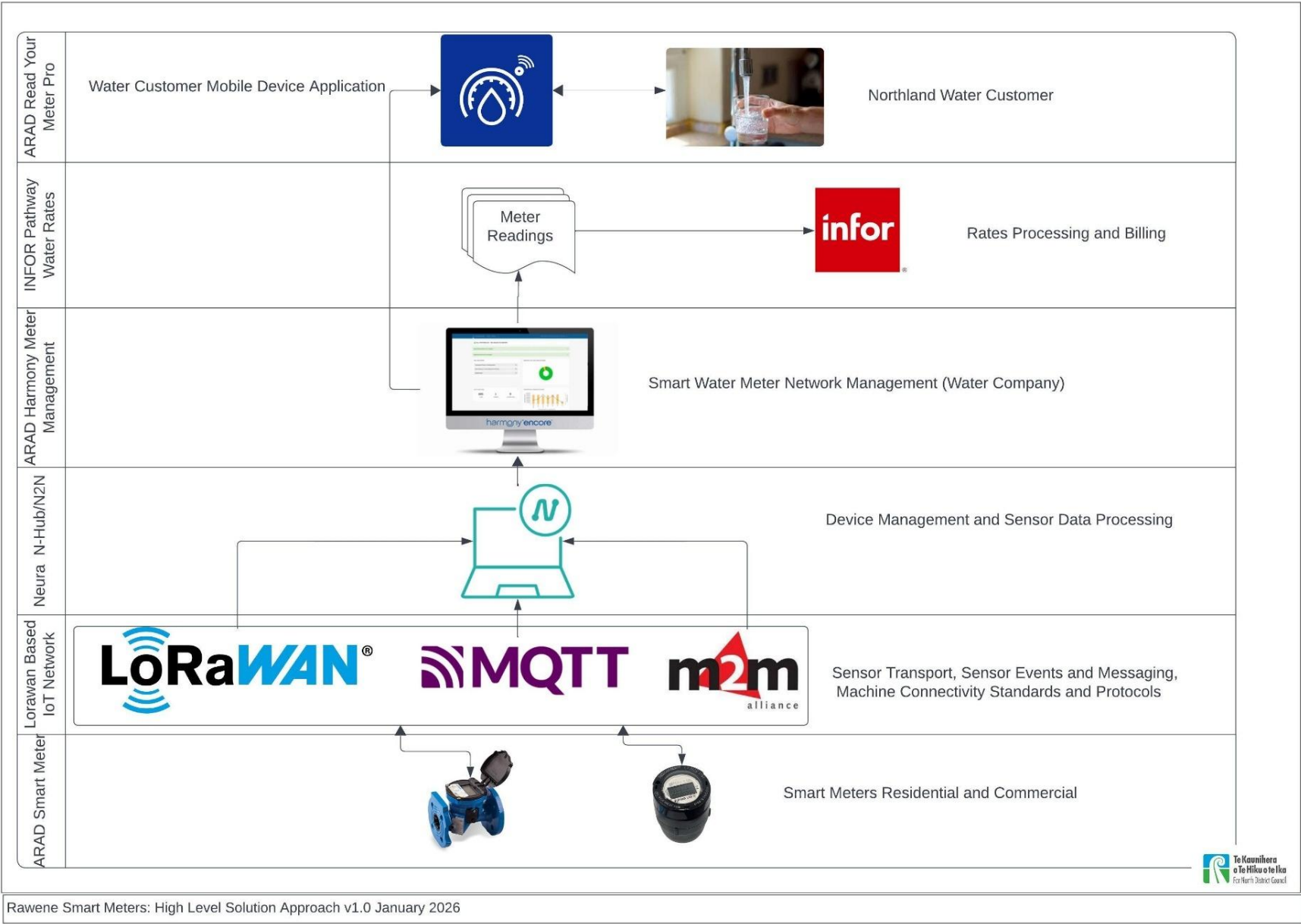
Metric 4 - Smart District

Long Term Plan (LTP) / Annual Plan / Capital Programme	This work is complete. We have submitted the project capital works for the current Annual Plan, and forecasts for the first three years of the Long Term Plan (LTP)/Annual Plan period. There are three main work programmes going forward: (1) Smart Council AI Innovation, (2) new works for Public Safety Cameras, and (3) the FNDC Smart District programme, focused on extending sensor networks for Council facilities and working with partners to improve environmental flood sensors. This will help improve flood prediction and response for the Civil Defence Emergency Management (CDEM) sector.
Asset Management and Depreciation	This month we have focused in part on managing the many assets created by the FNDC Smart District programme. This supports financial reconciliation, planning for future renewals, and eventual inclusion in Council's asset management system, with the longer-term goal of automated synchronisation.
Public Safety Camera Backend (Kaikohe Headquarters)	Over the last four years the camera network has grown site by site. Recording and live viewing are spread across the district, using several video recorders managed by different vendors and installers. This is becoming difficult to manage. Cameras need regular software and firmware updates, stronger cyber security, and consistent security settings. We also need to maintain public confidence that the system is well run and ensure the Privacy Officers can check privacy and legal compliance in advance, including compliance with surveillance, evidence, and privacy laws. It is now urgent to move from this distributed setup to a more robust, council-managed approach. Work is underway to build a consolidated, council-managed server, management, and storage capability for the public safety camera network. This will protect public privacy, protect the integrity of Police investigations, and support Council's reputation as a responsible guardian of public data. This work is being funded by repurposing server hardware and redirecting carry-over capital funds.
Delivery of 2025/2026 Capital works Program for Public Safety Cameras	The 2025/2026 capital works programme is focused mainly on Public Safety Cameras, with Public Wi-Fi added where appropriate. From a spending and commitment perspective, the programme is nearly complete. Most sites are now in testing or are moving into operational handover. Sites at Simson Park, Ōhaeawai, Quarry Road, Rangihamama Road, and Station Road/Papa Hawaiki are pending completion by mid-May 2026. Te Puāwaitanga and Taipa Village are expected by 1 June 2026, depending on Chorus.

IoT Managed Network Cisco Jasper Platform Integration	Over the last couple of years, we have had challenges putting our IoT (Internet of Things) connectivity on a solid foundation, including NB-IoT (Narrowband Internet of Things) and Cat-M1 (both common mobile network standards used by IoT devices). This is now in place through integration with the Cisco Jasper platform. We now have much better control over device registration, subscriber identity module (SIM) card management, and device/network performance data (telemetry). We also have application programming interface (API) integration, which supports operational monitoring of network availability and reliability. We expect to migrate devices such as people counters, fill-level sensors, tank sensors, smart bins, and future environmental sensors onto this common platform.
Rawene Smart Meter Billing Integration Solution	The Waters team has taken over day-to-day project management and delivery for the selected smart water meter trial in Rawene. The Smart District programme supported technology selection and captured and validated requirements for the chosen solution. Integrating water-use data into the Infor Pathway water billing system, while also keeping manual meter reading in place, remains on the FNDC Smart District backlog. A high level solution approach for this project is appended to this report.
Vehicle Mounted Parking Enforcement Solution (Aero Ranger)	We are running our second technology trial for vehicle-mounted parking enforcement. We completed a successful one-month trial in February 2026 using a Datacom solution during the tourist high season in Paihia and Russell. A second trial is now underway (including training and planning) and will run over the winter months. This will help us understand whether there is enough parking revenue during the low season. We will present the results and insights to elected members in a future workshop. To move this into full operation, we may need to update bylaws, signage, and road markings across the district.
Digital Enablement Group	This is an informal group supported by Northland Regional Council (NRC) economic development staff. It has focused on digital equity and inclusion; extending connectivity in rural areas; the withdrawal of 3G mobile and copper networks; and rural broadband programmes. The chair role has now been taken on by the FNDC Smart District Technology Specialist. We will consult the group to refresh its terms of reference. This includes potentially shifting to a broader digital economy focus, reporting annually to Northland Inc or the Joint Regional Economic Development Committee (JREDC), and increasing private-sector involvement without adding unnecessary formality.
Youth oriented Hackathon Innovation Challenge NgaWha Innovation Park August 2026	This event is scheduled for Thursday 6 August 2026 at Ngawha Innovation Park. It is an experiment in community outreach to a group that is often overlooked, but who will lead and shape the future. We are working with the Ministry of Education, local civic engagement practitioners, and FNDC.

	This may also help us identify potential candidates for cadet programmes within the FNDC Smart District.
Big Belly Smart Bin Refurbishment/Mr. Fill Smart Bins	Tourism Infrastructure Funds supported the purchase of subsidised smart bins. Some of these bins are now out of warranty, need repairs, or have stopped communicating. Some have also lost their “smart” function because of the withdrawal of 3G networks. FNDC Smart District is working with the Operations team to refurbish the units, replace the colourful wraps (now weathered and torn), and return the bins to good condition for the spring/summer season. Work will include replacing motherboards and batteries, moving IoT data onto a new production IoT platform, and integrating the Clean API into an FNDC Smart District console. A second batch of Big Belly bins is already 4G compatible and still under warranty. If future fuel restrictions occur, we may reduce travel by using sensor information and route optimisation, particularly for remote areas.
Panguru Motuti Dark Fibre Enablement	We have been working with a consortium made up of Waipuna Marae, Motuti Forestry Trust (Ahu Whenua), and Motuti Marae Trust to expand fibre connectivity from the Ultra-Fast Broadband 2 (UFB2) fibre connections that reach Panguru (primarily for the school). The aim is to connect into “dark fibre” (fibre that was installed more than a decade ago but has never been enabled for data transport). This will improve community connectivity in both Panguru and Motuti. Motuti Marae is also an important Civil Defence site, and fibre connectivity will increase resilience. During Cyclone Hale, copper phone connectivity was damaged by slips along the road corridor to these settlements. Chorus chose not to repair the copper network because copper withdrawal is approaching. This meant Raiatea Museum could not open to the public, because connectivity for fire alarms and lift phones was not reliable and a Building Warrant of Fitness (BWOFF) could not be issued. This should change soon as we complete the connectivity project, opening a new chapter for this part of the Hokianga.
FNDC Smart District Business Refresh	In the past, Council operated the “Nothing But Net” programme. This now needs a refresh. “Nothing But Net” is also the name of two companies in New Zealand, and the phrase has been trademarked in the past (including in other countries). Going forward, we want a broader approach aligned with Industry 4.0 and the Sustainable Development Goal (SDG) frameworks, using “Smart District” and “Smart Village” concepts (the rural equivalents of “Smart City”). Work is underway to create FNDC Smart District branding and logos that align with the overall FNDC brand. The Nothing But Net Strategy also needs revision and renewed commitment and adoption by elected members as the FNDC Smart District Strategy. We are working with FNDC Communications, updating the strategy, and refreshing website content.

Operational Management	The Smart District applies technology across the whole district, at a scale that is broader and more distributed than even the largest organisations. As more computing and application devices are added over time, we need to automate how we monitor and manage the system. This includes visibility of system health (observability), security, availability, and usage. We also need to store data for analysis so we can improve decisions and deliver better outcomes. Work is underway to use human-managed artificial intelligence (AI) software coding agents to build a single dashboard (“single pane of glass”) that brings together data from IoT device application programming interfaces (APIs).
AI Innovation Lab	The Smart District programme looks outward (community and place), while the Smart Council programme looks inward (Council operations). To support Smart Council, we have been working on a development and testing capability so we can safely trial new technologies. This includes personal-scale artificial intelligence (AI) “inference” capability (DGX Spark hosting open-source large language models (LLMs) and vision-language models (VLMs)), as well as agentic AI engines and platforms that can support business automation, simplify processes, and reduce repetitive manual work. There is also strong potential to use the AI processing power now available in modern cameras to develop and run custom algorithms, including vision-language routines such as identifying off-leash roaming dogs and riders without helmets. We expect strong competition for AI resources in data centres, with rising costs. Rationing and price increases are already occurring. The Smart Council programme is therefore pursuing affordable “sovereign AI” where practical (AI capability hosted and controlled locally, rather than relying solely on offshore providers).



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

The Digital team continues to make strong progress across our delivery portfolio, with increased activity in most areas during April. Vendor collaboration remains our highest-volume activity as we progress multiple system implementations, while planning and discovery work has expanded to support upcoming initiatives. The pipeline shows steady momentum with 18 projects in progress and growing forward visibility through our 6-month delivery outlook.

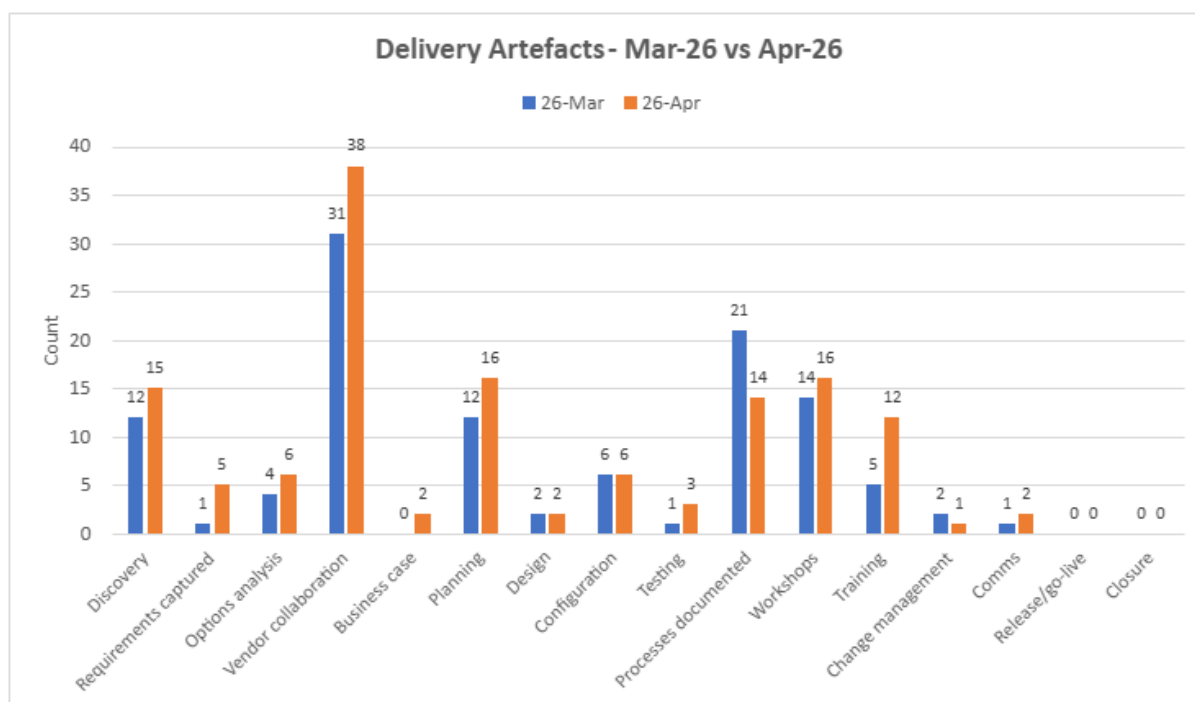
BAU metrics

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

This report provides an overview of project delivery activities across the Corporate Services IT Project Delivery team, tracking delivery artefacts, pipeline movement, active initiatives, and the 6-month delivery outlook.

Delivery Dashboards:



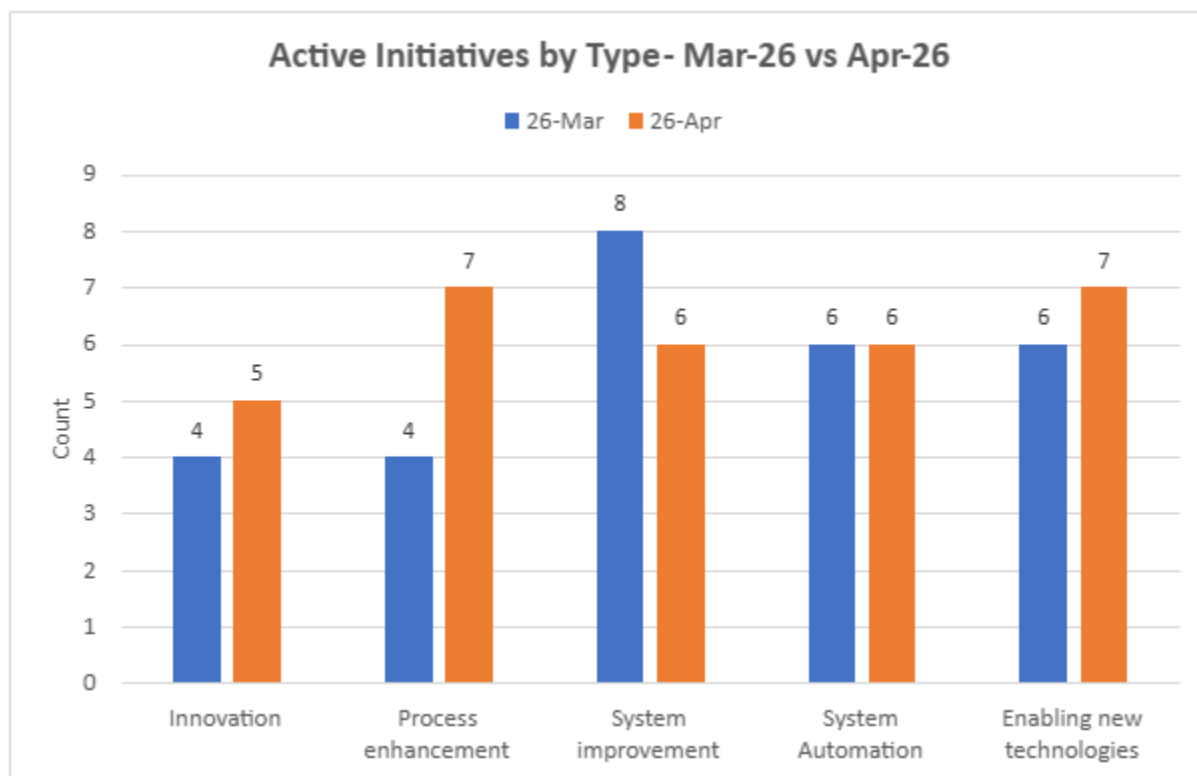
Vendor collaboration increased from 31 to 38 activities – reflecting active engagement across multiple procurement and implementation workstreams

Training more than doubled (5 → 12) as project rollouts progressed

Discovery activities grew to 15 (up from 12), indicating strong intake of new initiatives

Planning activities rose to 16 (from 12), supporting pipeline progression

Requirements captured increased 5-fold (1 → 5) as projects moved into detailed scoping



Pipeline Movement

18 initiatives in progress – maintained from March, showing stable delivery capacity

Pending items increased slightly (1 → 2), representing new opportunities in queue

Active Initiatives

Process enhancement projects grew from 4 to 7 – aligning with continuous improvement focus

Balanced portfolio across Innovation (5), System improvement (6), System Automation (6), and Enabling new technologies (7)

6-Month Delivery Outlook

Forward initiatives jumped significantly from 2 to 11 – demonstrating improved forward planning

13 milestones completed in April (down from 21 in March as focus shifted to longer-term initiatives)

Carryforward work reduced from 11 to 6 – indicating successful completion of backlog items

The above charts cover 2 months which reflects a period of active initiation and planning across Corp Services ICT Project Delivery, with significant vendor engagement and documentation activities, additional months will reflect the work ongoing and provide more detail into resourcing of current and future projects.

The team is well-positioned with 18+ initiatives in progress, a balanced portfolio of improvement types, and strong milestone delivery. As the year progresses, this baseline will enable trend analysis and capacity planning.

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.

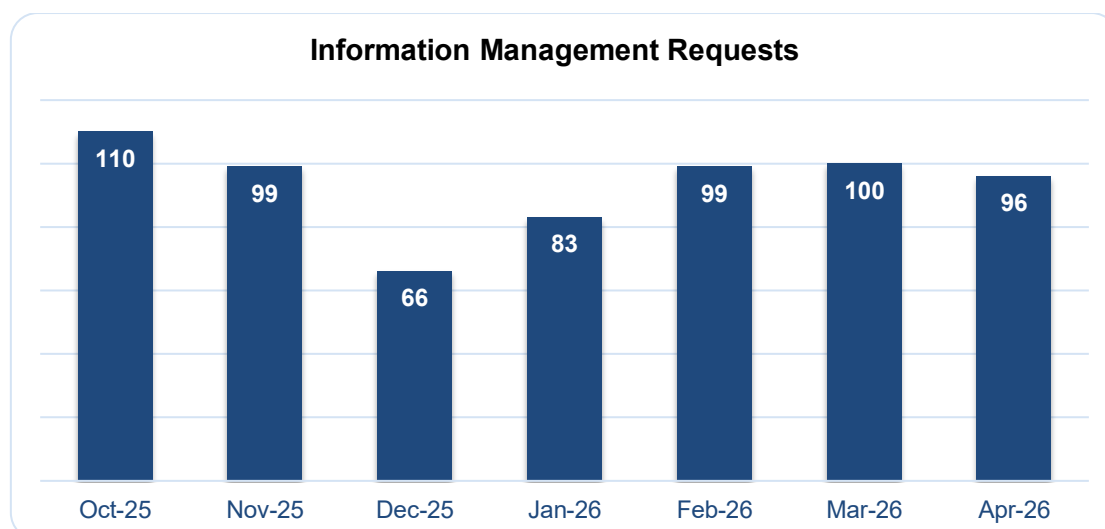
Key Metric 1 - FreshService Tickets

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

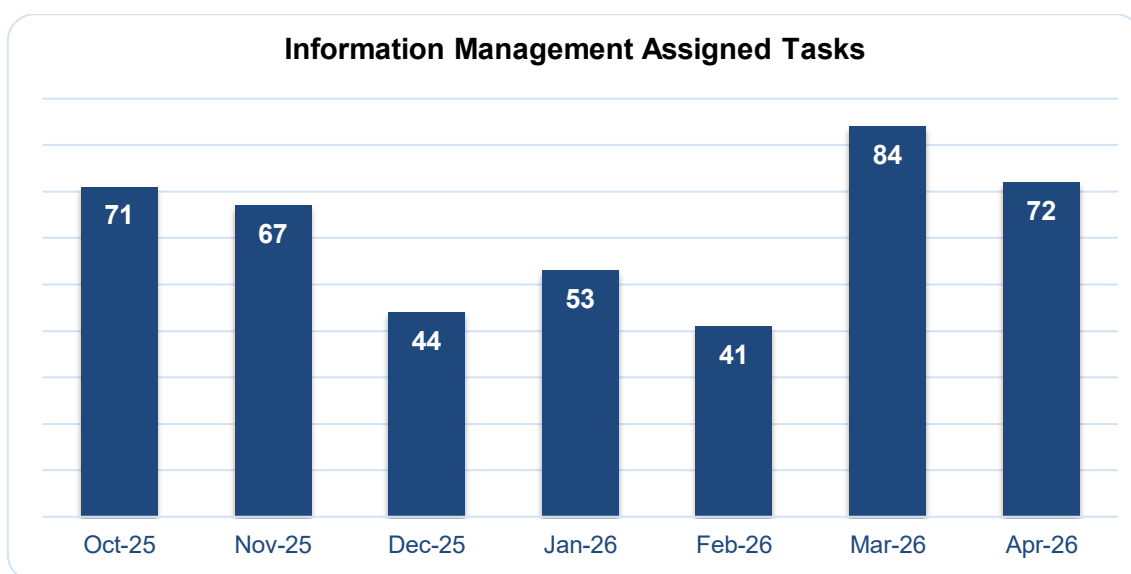
Ticket volumes for Digital Information Management remained relatively stable, decreasing slightly from 100 requests in March to 96 in April, reflecting steady and predictable demand rather than a reduction in workload.

Requests continue to be driven by records and retention advice, access and permissions, information clean-up, and property-related workflows.

As a small team, incoming demand is being managed alongside a significant existing backlog, with priority given to higher-risk and statutory work. Targeted clean-up activity, clearer guidance, and more standardised request handling continue to support risk-based prioritisation and service continuity, although backlog pressures remain an ongoing capacity consideration.

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 and April, Information Management task volumes decreased from 84 tasks in March to 72 tasks in April. This month-to-month reduction reflects normal variation in operational demand and aligns with ticket volumes observed during the same period.

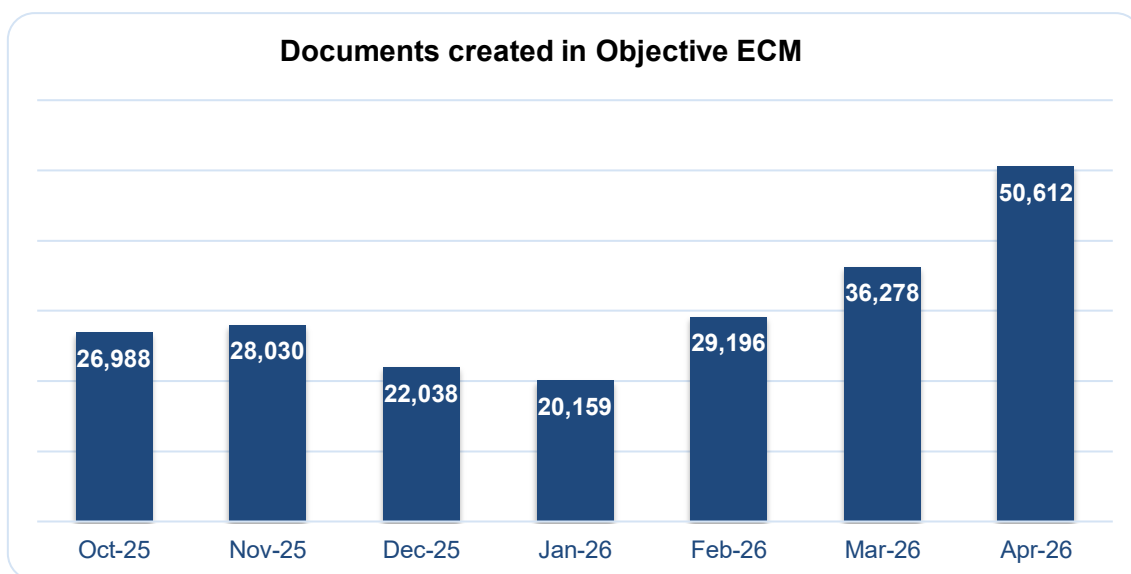
Task allocation continues to be closely linked to business activity, with work prioritised alongside an existing backlog to focus on onboarding/offboarding and other higher-risk or time-critical activities.

Ongoing monitoring is in place to ensure task volumes and team capacity remain appropriately aligned as demand fluctuates.

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 and April, document creation activity in Objective remained high, reflecting continued reliance on the electronic content management system as the authoritative recordkeeping platform.

Over this period, a significant proportion of Digital Information Management effort 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, while ongoing guidance and monitoring continue to support consistent capture and management of new content as activity levels remain high.

Data Analytics

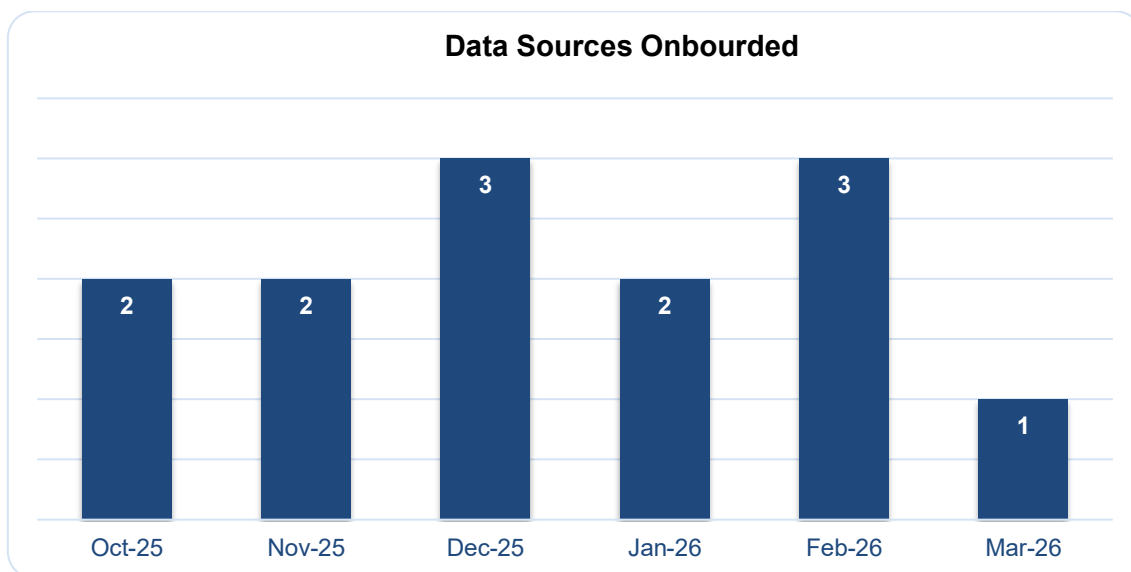
The Data Analytics team is responsible for turning the organisation's data into reliable, accessible, and actionable information. The team operates across three streams: Business Intelligence, Data Engineering, and Geographic Information Systems (GIS).

Operational highlights for the February to March 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.



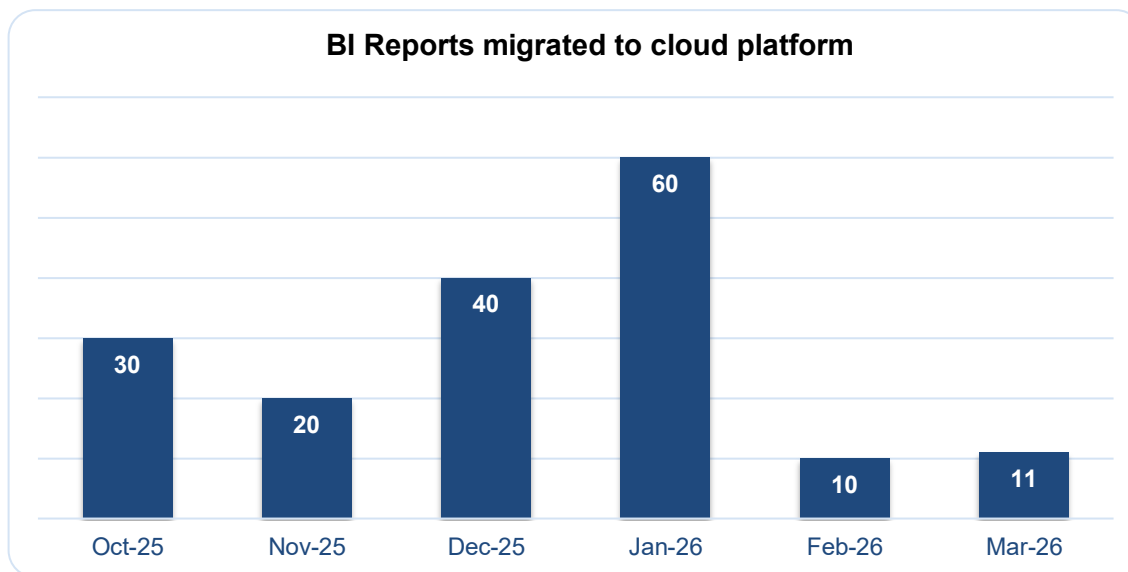
Analysis

- During the February to March reporting period, the number of data sources onboarded to the cloud data warehouse slowed due to QV support, temporarily reducing progress in expanding the curated data library. This uplift supports more consistent reporting and improves the ability to combine datasets for cross-domain analysis. Any month-to-month variation is expected to reflect the timing of source readiness and onboarding effort. The key focus remains on onboarding the next set of prioritised sources and resolving any data quality or integration issues that could slow throughput.
- Prioritise and sequence the next data sources for onboarding
 - Work with source system owners to confirm readiness and access
 - Progress integration and modelling work through the onboarding pipeline
 - Run data quality checks and remediate issues identified
 - Track delivery through regular checkpoints to remove blockers and maintain throughput.
- The overall trend reflects a combination of ongoing onboarding activity and upstream changes in source systems, which have introduced recurring schema and mapping issues, as well as inconsistent business definitions across datasets. As more sources are integrated, dependency complexity has increased, and data quality issues (for example, completeness, validity, and key matching) have required repeated remediation. The focus over the next period is on strengthening upstream

engagement, standardising integration patterns, and shifting 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.

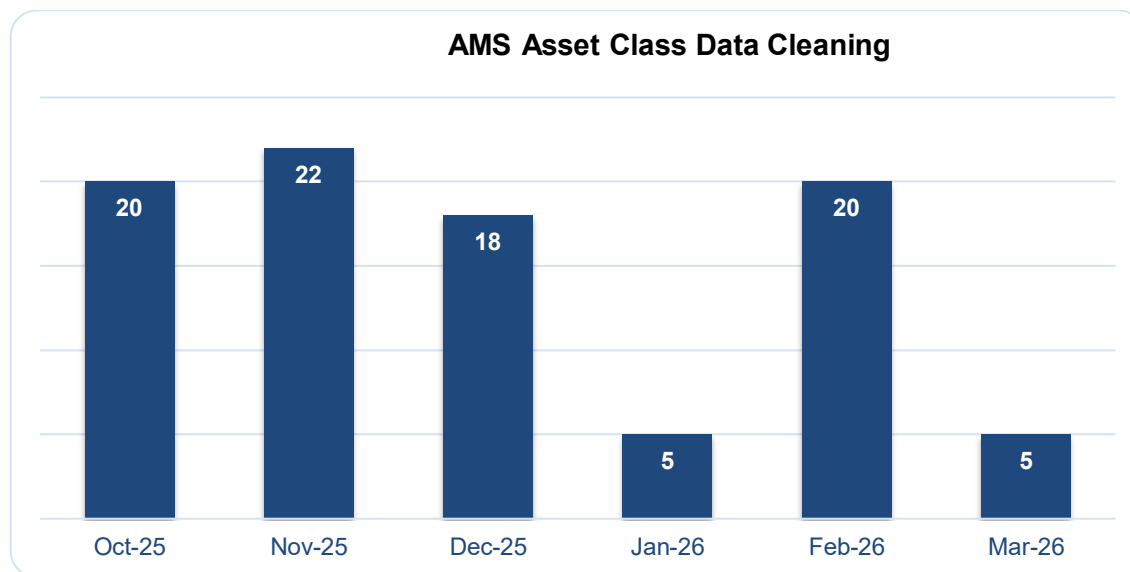


Analysis

- The monthly results show continued progress migrating reports into the Power BI cloud environment. As more reports are moved, reliance on the legacy platform reduces and duplication between environments is progressively eliminated. Any month-to-month change is expected to reflect the timing and complexity of report releases and the availability of business owners for validation and sign-off.
- We will prioritise the next set of reports for migration based on
 - Usage and business criticality
 - Agree cutover and validation timelines with report owners
 - Rebuild and test reports against standardised datasets
 - Retire legacy versions once signed off to reduce duplication and support overhead.
- The observed trend is primarily driven by the planned migration schedule and the mix of report complexity as well as dependency items such as standardised datasets and access/security configuration. Corrective actions include tightening the migration pipeline (prioritising by usage and business criticality), standardising build patterns and testing, improving stakeholder validation cadence, and retiring legacy versions promptly after sign-off to prevent duplication and reduce support overhead.

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 and Wastewater. Variability month-to-month is expected and typically reflects the mix and complexity of asset classes addressed, data availability, and the time required to validate updates with business owners. Overall, the trend indicates improving data quality, which supports more reliable asset reporting and downstream analytics.
- Prioritise the next asset classes for cleansing based on
 - Criticality and reporting impact
 - Apply standardised cleansing rules and reference mappings
 - Validate changes with District Facilities and Wastewater 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 primarily driven by the sequencing and complexity of asset classes as well as 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, partnering with business owners to prevent reintroduction of issues, 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.

Operational Highlights:

Provided in-house legal advice across a broad range of local government matters, including assistance with various 3 Waters capital projects across the district, legal guidance to Procurement and Morrison Low regarding road maintenance contracts, and advice and support to the resource consent (RC) Planning team.

A definite highlight of March 2026 was finalising and obtaining signatures on legal documents from Māori landowners, enabling a long-running legalisation matter of more than 20 years to progress and be completed in 2026.

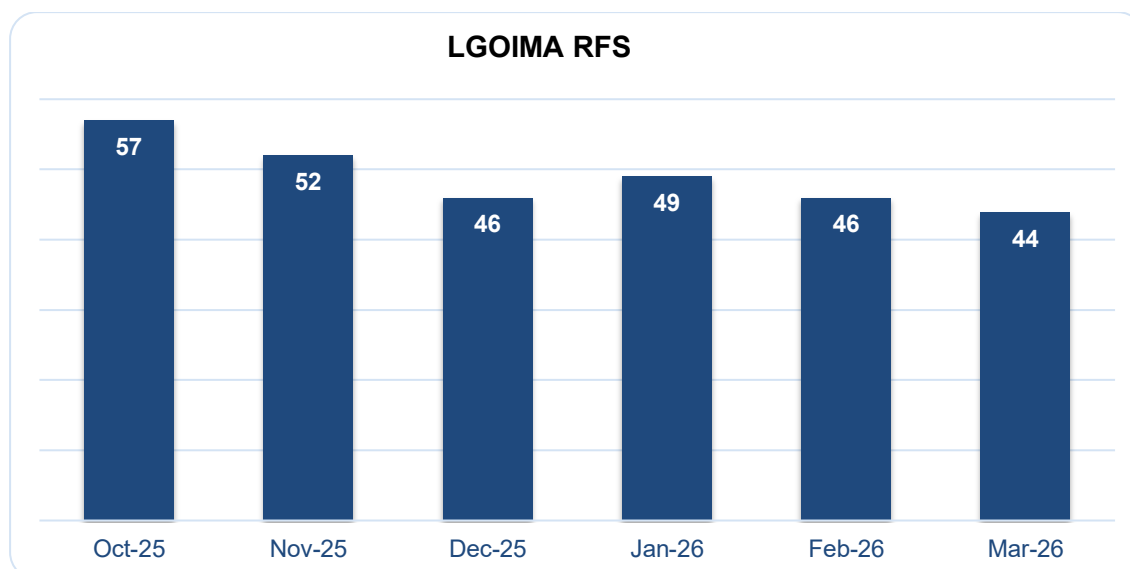
Legal Services continues to manage a high volume of ongoing LGOIMA requests and process Property Legalisation RFSs (including, but not limited to, reserve and roading matters). Some of these are historical, complex, and require input from multiple departments and decision-makers.

Key Metrics

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.

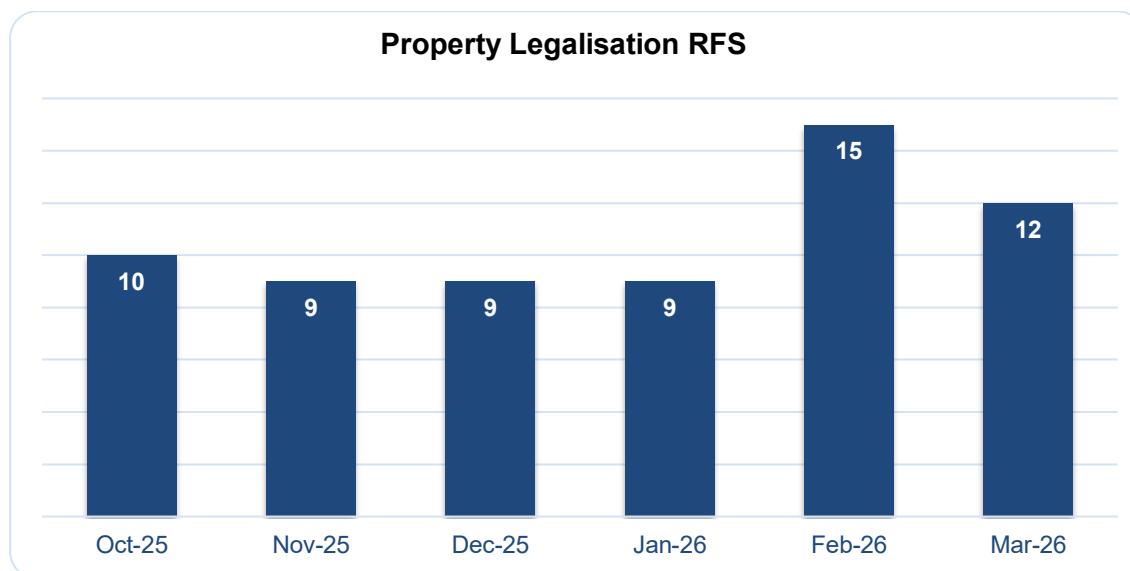


Analysis

- In the last six months, Legal Services has managed an average of approximately 49 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 increased volume of LGOIMA requests over the last 6 months, many of which are complex and require substantial multi-departmental research by various staff. The number of RFSs received in March 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.



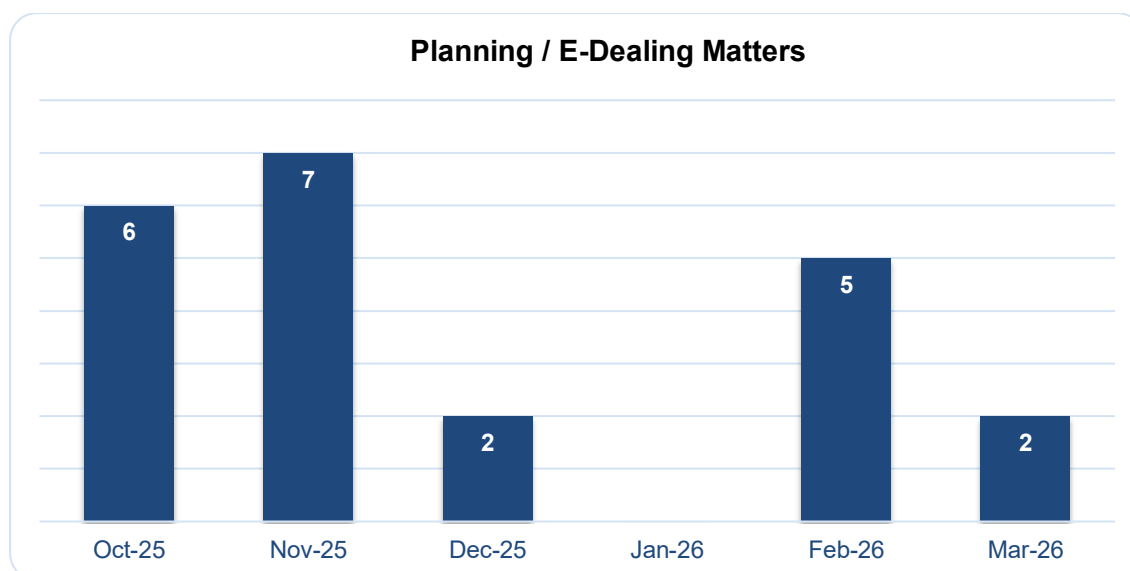
Analysis

- 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 decreased from the February peak, returning to 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 6 months Legal Services processed average 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 March, likely reflecting seasonal and market 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 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, elected members, communities, and internal teams to ensure sound financial management and a positive customer experience.

Accounting Services

Key Metric 1 - Unqualified audit, with Annual Report completed by legislative deadline 31 October

No reporting change.

Result: Achieved.

- A four-month project to complete a full-year audit from June to October was completed with an unqualified (clean) opinion.
- The Annual Report for the 2024/25 financial year was completed and adopted within the legislative timeframe despite the election timing.
- New report publishing software was trialled and used in the preparation and publication of this report.

Key Metric 2 - Annual Plan 2026/27 Progress Milestones

No reporting change.

Result: Milestones achieved so far.

- 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.
- LTP 2024-2027 year 3 rates increase of 6.7% now achieved.
- Additional long-term structural savings and revenue growth initiatives are being developed for inclusion in the upcoming Long Term Plan.
- The Annual Plan work programme is underway, with feedback open until 17 May and elected member workshops scheduled in preparation for adoption.

Key Metric 3 - Reporting Upgrades

No reporting change.

- Te Huia Reporting:
 - Reporting upgraded, along with relevant detailed variance reporting to commercial standard.
 - Roothing reporting introduced for tracking and reporting on Roothing revenue claims, operational expenditure, and capital expenditure.
 - Detailed claim submissions were completed and processed by the finance team on a monthly basis to improve accuracy and analysis.

Rating Services

Key Metric 1 - Rates Rebates

- 522 rebates granted, totalling \$409,590.44 applied to ratepayer accounts.
- All rebate applications received to date have now been reviewed.
- The Rates team is currently progressing applications requiring further information, along with retirement village rebate refunds, to support timely completion.

Key Metric 2 - Rates Instalments & Water Invoices - on time, & in full

- The fourth rates instalment was issued in April 2026. Combined with regular monthly water billing, this generated a high volume of customer enquiries and service requests, including penalty remission requests and transfer journal processing.
- The Rates team is working through excess water applications daily to reduce the backlog.

Key Metric 3 - Operational and Technical Progress

- All Rates team staff continue to receive operational support and training to improve work completion and service delivery outcomes.
- Process improvements and updated training approaches have contributed to faster work completion and improved customer service results.
- Ongoing training initiatives continue to support service continuity, operational efficiency, and improved speed to value.

Transaction Services**Key Metric 1 – Ageing and collections percentages**

Due to our current reporting systems, we manually calculate these and report this data quarterly to Te Miromiro. We have engaged with the Geographic Information Systems (GIS) team to create an aging report that coincides with the commercial reporting aging standards.

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 178 properties across three major financial institutions, representing \$566,559.22 in collections, with two institutions still to receive final notice.

Key Metric 4 – Legal action

A rating sale in Kaitaia went out to tender with an offer being accepted and settlement is on 19 May 2026.

A further rating sale report has been submitted for the 28 May Council meeting for endorsement, with two additional reports to be submitted for the June meeting.

Key Metric 5 – Transaction payables

To date we have paid out \$184,378,748.08 to suppliers through our accounts payable system.

Key Metric 6 – Transaction receivables

To date we have received \$319,745,354.15 in payments, 421,234 transactions in total.

**DELIVERY & OPERATIONS
MONTHLY REPORT**

MARCH 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: for March 2026

This monthly report is presented in a 6-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 Hilary Sumpter, Group Manager – Delivery & Operations, Trent Blakeman, Manager – Building Services, Mike McMurtrie, Manager – Compliance, Trish Routley, Manager – Resource Consents, Ivan Ashby, Manager – Property & Facilities, and Katie Waiti-Dennis, Manager - Quality.

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Special Projects

Hilary Sumpter, Group Manager reports:

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

Kaitaia Airport Resilience Project

This project, managed by FNHL, which is to ensure Kaitaia airport stays operational as a vital transportation link is now back on track. The runway has been resealed & fortunately at the pre-Middle East war prices. The airport was closed for 9 days to get the re-sealing done, with good cooperation from the commercial operators. Lighting, the fuel depot plus the managers house, Terminal renovation/replacement & carpark extension are still to be completed. The work on this Project will ensure the airport maintains its services, increases use and sets it up as an essential emergency response centre.

Moerewa Laundromat

Ongoing issues between the laundromat owner/operator and the hapū of the area. The laundromat is now a dryer only service as the owner has not found a solution for the grey water.

Pou Herenga Tai Twin Coast Cycle Trail & Keteriki Trust

We have met with each Trust and now need to facilitate a joint meeting to make forward progress.

Housing for the Elderly

We are sponsoring this Project with the Executive Projects Team. A workshop will be held on May 20th with EM's and FNHL representatives as to next steps with this portfolio.

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.

Old Kaikohe Library

We are sponsoring this Project with the Executive Projects team. Public consultation on the use of the old library is currently underway.

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.

Building Services

Trent Blakeman (updated by Katie Waiti-Dennis, Acting Manager), Manager – Building Services, reports:

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 for October 2025 to March 2026 reporting period:

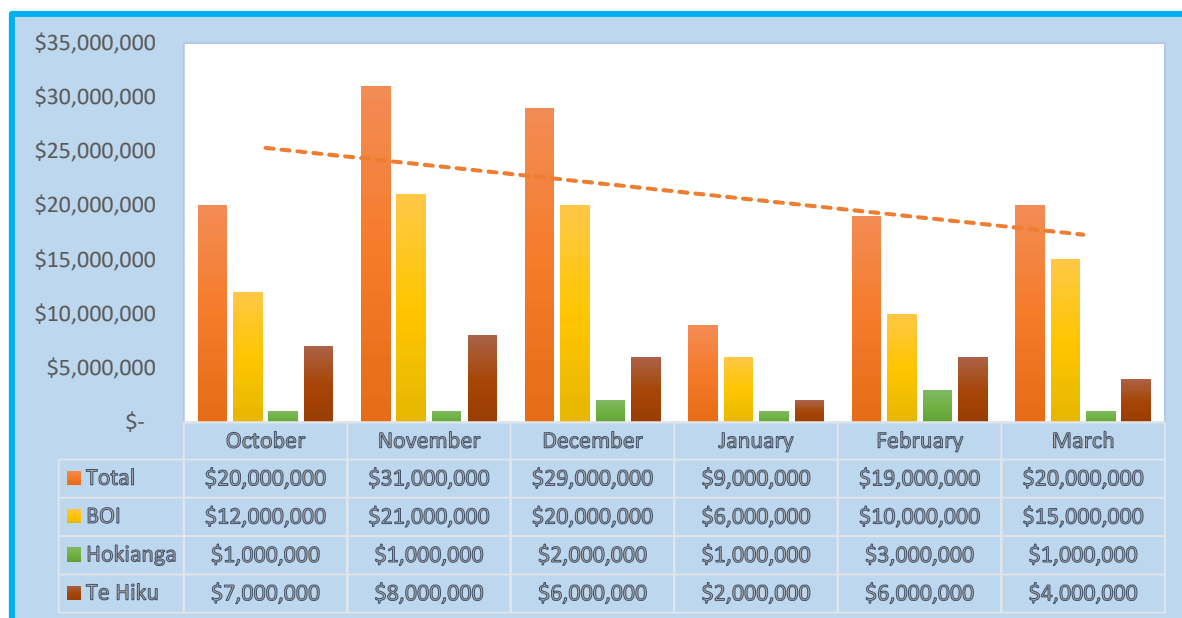
- 100% compliance has been maintained across most application types.
- Application numbers remain in the lower range across all application types.
- Q4 2025 reporting for BCA's across the country shows the overall median time to process a building consent is within 14 working days, compared to FNDC which processed within 12 working days. For code compliance certificates, FNDC met the national average of applications processed within 4 working days.

Key Performance Metrics

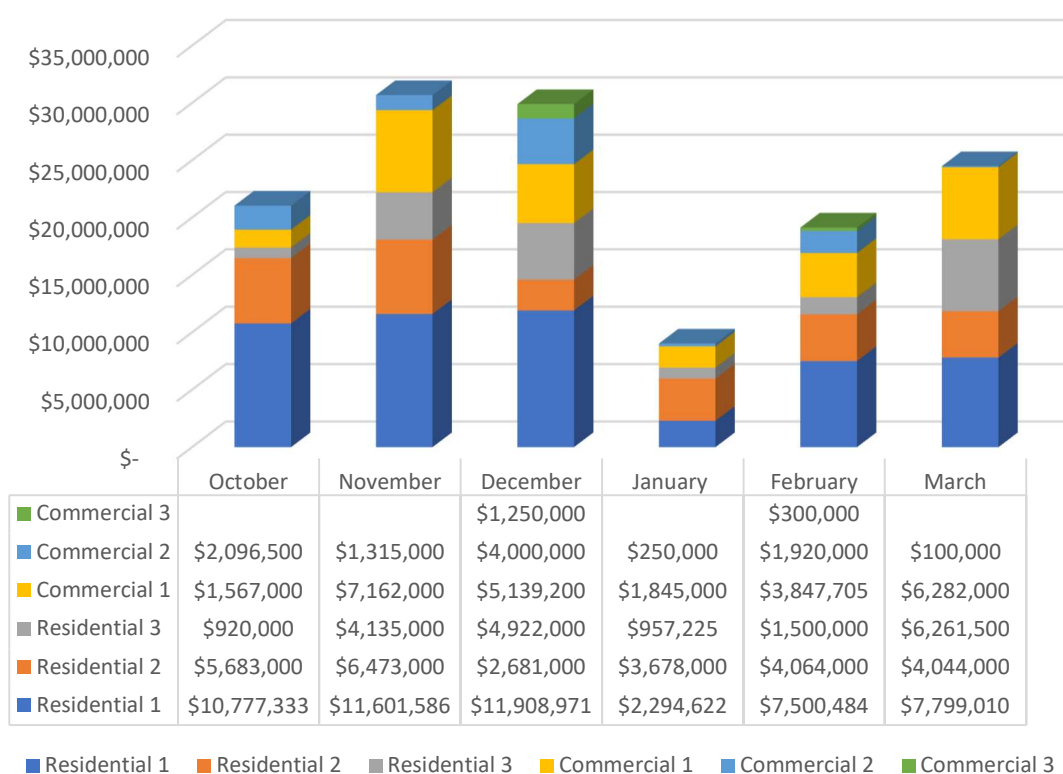
The following pages includes key performance metrics we track to better understand our business activities. All reporting metrics are reported in a 6-month rolling period (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

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 Building Consent Authority, 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.



Residential vs Commercial Applications by Project Value



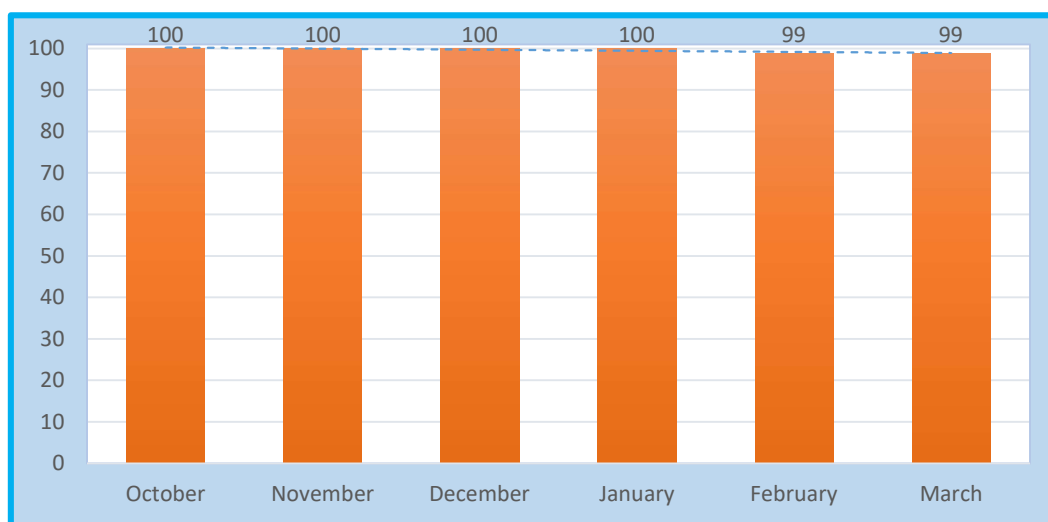
Categorisations relates to complexity of the build.

KPI Analysis: Building Consent Project Value

Between October and March, the district's construction sector demonstrated robust activity, with the market's economic engine heavily driven by Kerikeri, which consistently accounted for most of the capital investment and new residential development. This regional momentum was further bolstered by a late fourth-quarter influx of complex, high-value applications, including a \$4 million hospitality fitout in Kaeo, a \$3.5 million premium residential build in Kerikeri, and a \$2.4 million cool-store expansion in Waipapa.

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. This key performance indicator 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.



Building Services, Figure 1 – KPI # 1 20 Day Statutory Compliance Building Consents

KPI Analysis: Statutory Compliance for Building Consents (October 2025 – March 2026)

In March, we exceeded the CEO KPI of 95% by achieving 98.8% compliance. Building consents for the month have been processed, on average, within 8 statutory days and 13 calendar days. In total, 89 building consents were issued.

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. This key performance indicator 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.

KPI Analysis: Statutory Compliance for Code Compliance Certificates (October 2025 - March 2026)

In March, the BCA maintained 100% statutory compliance with 101 issued on average within 3 working days.

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 working days and 12 calendar days. 14 applications in total were issued in March.

Compliance

Mike McMurtrie, Manager – Compliance, reports:

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 the October 2025 – March 2026 reporting period:

- Increase in pro-active patrolling to reduce roaming dog incidents.
- Increase in enforcement action against non-compliant dog owners.
- 3.3% Year to date (YTD) reduction in impounded dogs across the district, including 3.8% YTD reduction in euthanised dogs.
- 16.7% increase YTD in claimed dogs
- 22.2% YTD reduction in aggressive dogs in a public place across the district
- Alcohol accord sessions to increase licensed premises knowledge to streamline application processes.
- Environmental Health Officers publicly recognised for Food Safety.
- Appointment and successful recruitment of new Team Leader and Compliance officer in monitoring team.
- Continued improvement in compliance investigations requiring less abatement notices to achieve outcomes.

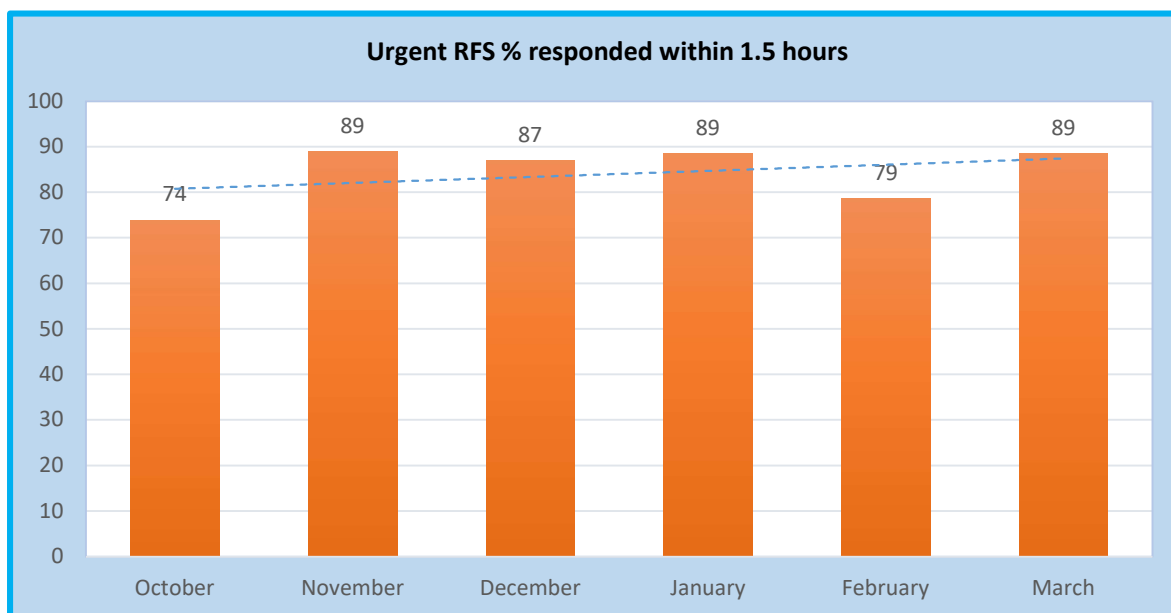
Key Performance Metrics

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 Urgent Response Time

The Animal Management Department has a 1.5-hour response time to urgent requests for service, with a 93% target each month. The 93% target does not account for total number variables.

Urgent RFS relate to the incidents that have potential to cause the most community harm, such as dog attacks, rushing events and straying dogs.



Animal Management – Urgent RFS response.

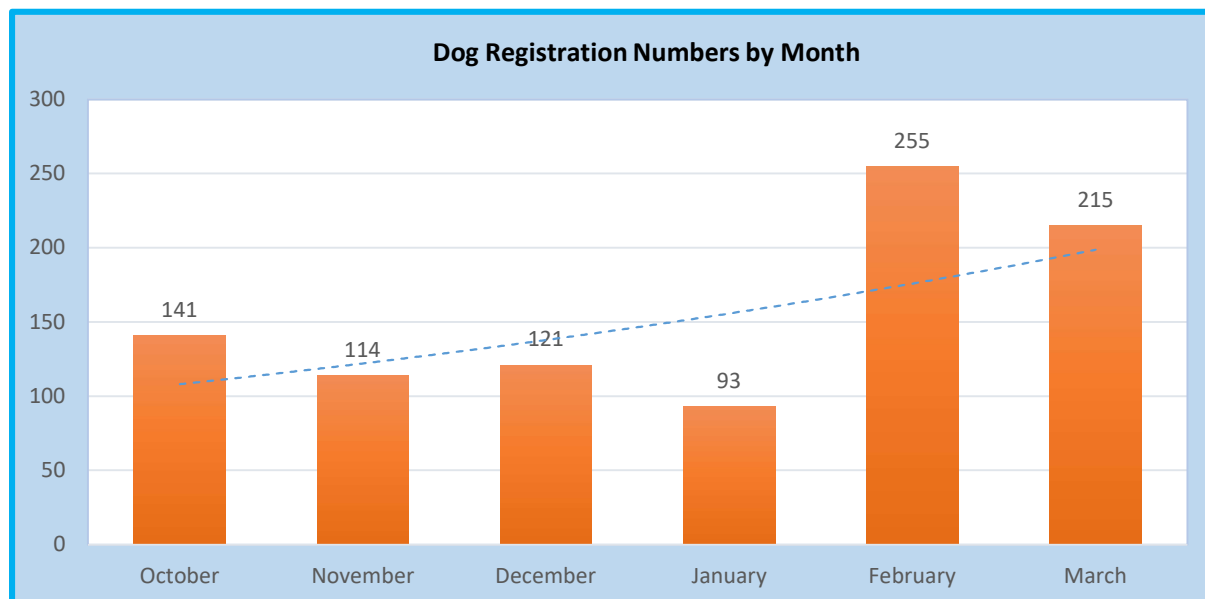
Urgent response time Analysis

- The Animal Management Team received 269 urgent requests for service during this 6-month period.
- In March, 44 requests were received with 39 being responded to within the target time frame. Of the 5 that did not meet the timeline, 3 were responded to within 24 hours. Information suggests there are system delays from after-hours jobs being created and reaching the Animal Management Team which may account for delay in “response”.
- The Animal Management Team received 22 aggressive dogs in a public place request, 5 dog attack on person, 4 dog attack on another dog, with the remaining attack related requests relating to stock, poultry or other animals.
- 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 29.7% YTD decrease in reported dog attacks on person compared to March 2025. Overall, reported dog attacks at the end of March 2026 were 19.8% lower than the same time in 2025.
- Key RFS types are noted below with significant downward trends. The trend % is comparing the total at the end of March 2026 with the total number as at the end of March 2025 to show the trend.

RFS Types	2024/2025 as of 31 March 2025	2025/2026 as of 31 March 2026	Trend as of 31 March 2026
Straying dogs	420	459	+9.3%
Stray dogs pick up	311	250	-19.6%
Aggressive dogs in public place	178	139	-21.9%
Barking	289	206	-28.7%
Dog attack:			
Person	53	52	-1.9%
Dog	46	46	No change
Cat	14	12	-14.3%
Stock	32	23	-28.1%
Poultry	17	23	+35.3%
Wildlife	4	1	-75%
Pro-active patrols	298	451	+51.3%
Dog welfare	49	44	-10.2%

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

- Dog registration is cheapest during July and August through an “early-bird” special which shows through the registration numbers each month.
- At the end of March 2026, there were approximately 7,938 dogs registered with FNDC. This is 84.8% of all current known dogs and the highest number of registered dogs with FNDC in recent years.

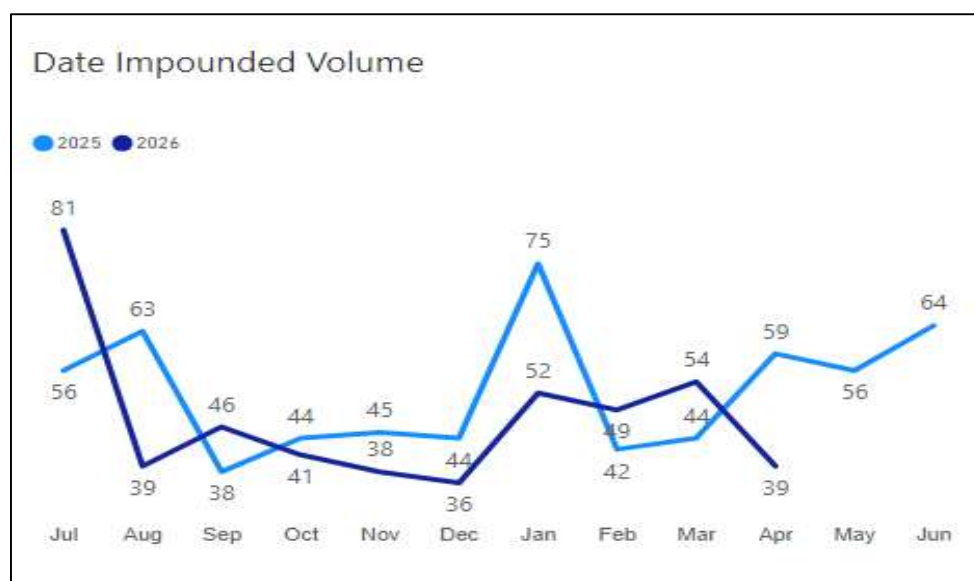
- Registration compliance remains problematic, with many dog owners refusing to register their dogs without reminder, and others failing to notify FNDC of changes in circumstances (death, rehoming etc.).
- The registration compliance initiative that begun in January has had an impact into the increase in registration compliance in February with 255 registrations compared to 126 in February 2025 and 215 in March 2026 with only 89 in March 2025.

Impounded and released Dogs

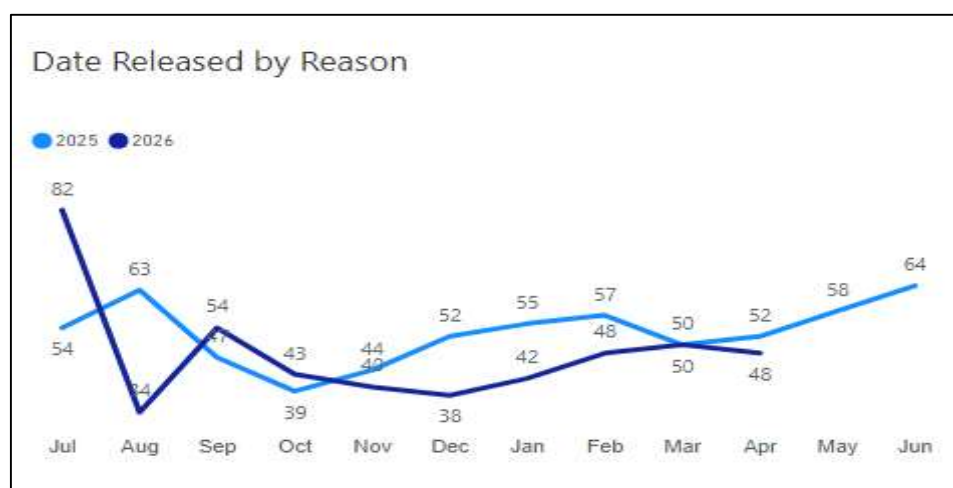
Animal Management impounds dogs for a variety of reasons including, straying dogs, seized dogs, unwanted dogs by owners and dogs caught in traps. Where dog owners are identifiable, dogs are returned as quickly as possible. Dogs that are involved in dog attacks, are returned if safe to do so, usually 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 dogs



Released dogs



Impounded and Release Analysis

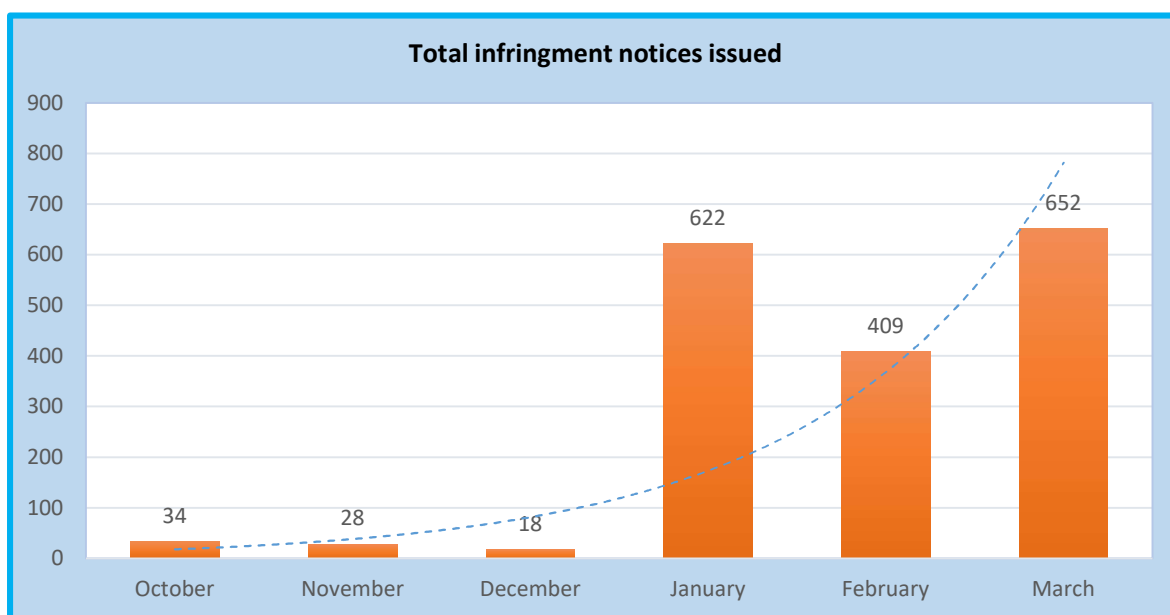
- Impound numbers remain steady each month with straying dogs still a problem for Animal Management.

- 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 March 2026, Animal Management impounded the following 54 dogs for:
 - 13 straying in a public place
 - 18 dogs handed to Animal Management after straying
 - 20 seizures
 - 1 handed in by their owner
 - 1 caught in a trap
 - 1 handed to AM by Police
- This represents an overall 3.3% YTD reduction in dogs impounded compared to end of March 2025.
- In March 2026, Animal Management released 50 dogs, some of these dogs were from previous months impounds and were released in March.
 - 22 were put down after not being claimed or being unsafe to release to the community. A 3.8% YTD reduction in euthanasia compared to the same time in March 2025.
 - 25 were claimed by owners representing a 16.7% increase in dogs being claimed by their owners compared to 2025.
 - 1 unfortunately died in the pound from Parvovirus which was quickly contained and did not spread.
 - 2 were uplifted by rescue groups

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 March 2026, 652 infringements were issued against dog owners by Animal Management. These included:
 - 633 x non-registrations
 - 14 x failure to keep dog under control
 - 3 x failure to comply with bylaw provisions
 - 2 x failure to comply with classification of menacing dog
- The increase in infringements for non-registration has had a direct impact on the increase in registration numbers through February and March 2026.
- Owners who receive 3 or more infringements within a 24-month period may be classed as probationary or disqualified under the Act. In March 2026, Animal Management classified the following:
 - 5 x probationary
 - 3 x disqualified

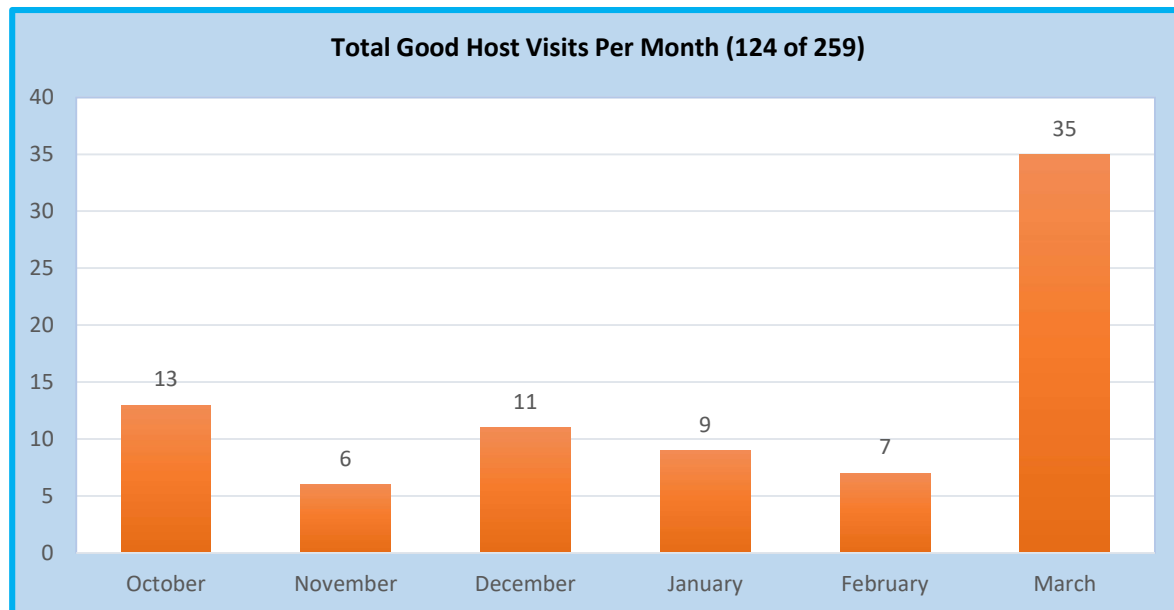
- Where dogs are of a certain breed or commit certain acts, they may be classed as menacing or dangerous dogs, which imposes further preventative safety measures on the dog owner for their dog. In March 2026, Animal Management classified the following:
 - 7 x menacing classifications
 - 4 x dangerous 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.

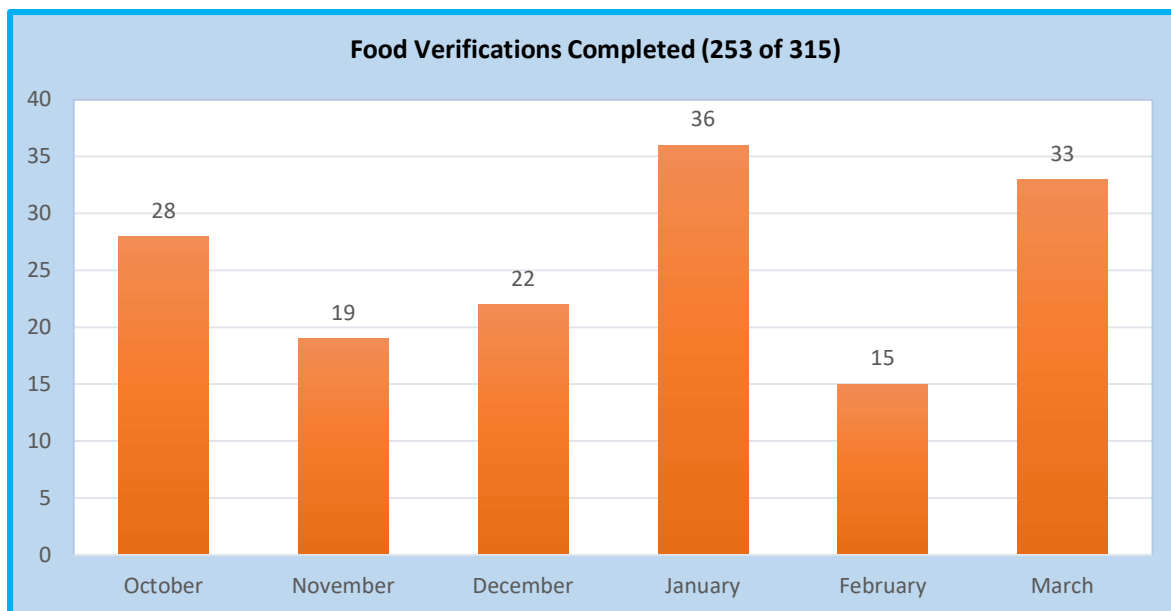
Good Host Visit Analysis

- 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.
- March saw an increase in Good Host Visits due to reduced demand on resources preparing for objection hearings.

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 315 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

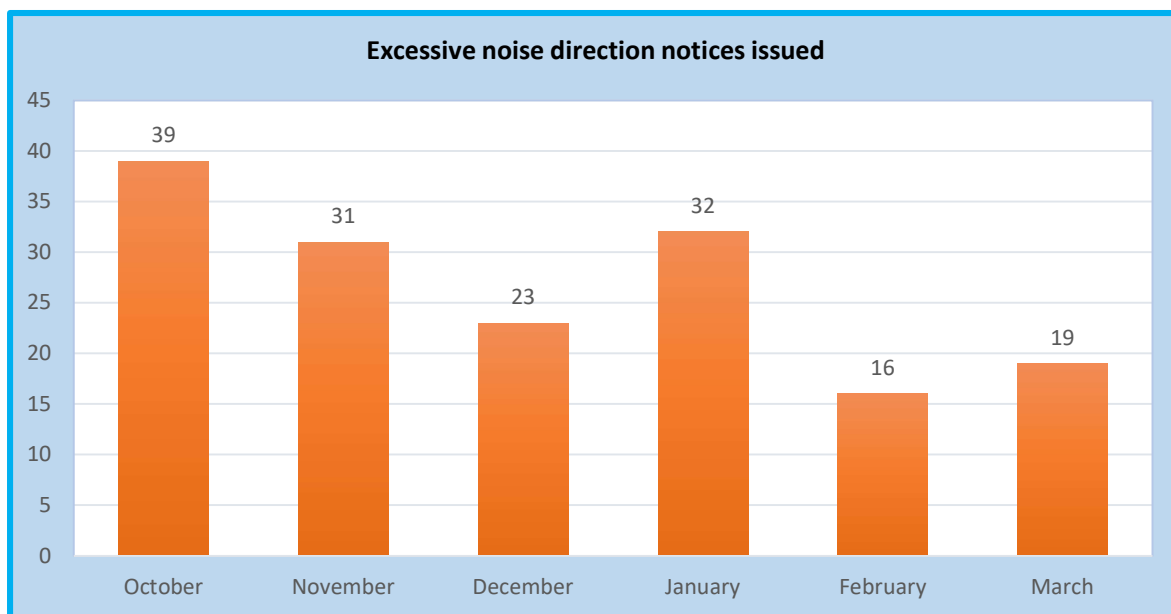
Food Verification Analysis

- There were 36 verifications scheduled for March 2026.
- 3 verifications were cancelled by the operator resulting in 33 completed verifications.
- 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 financial year.

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

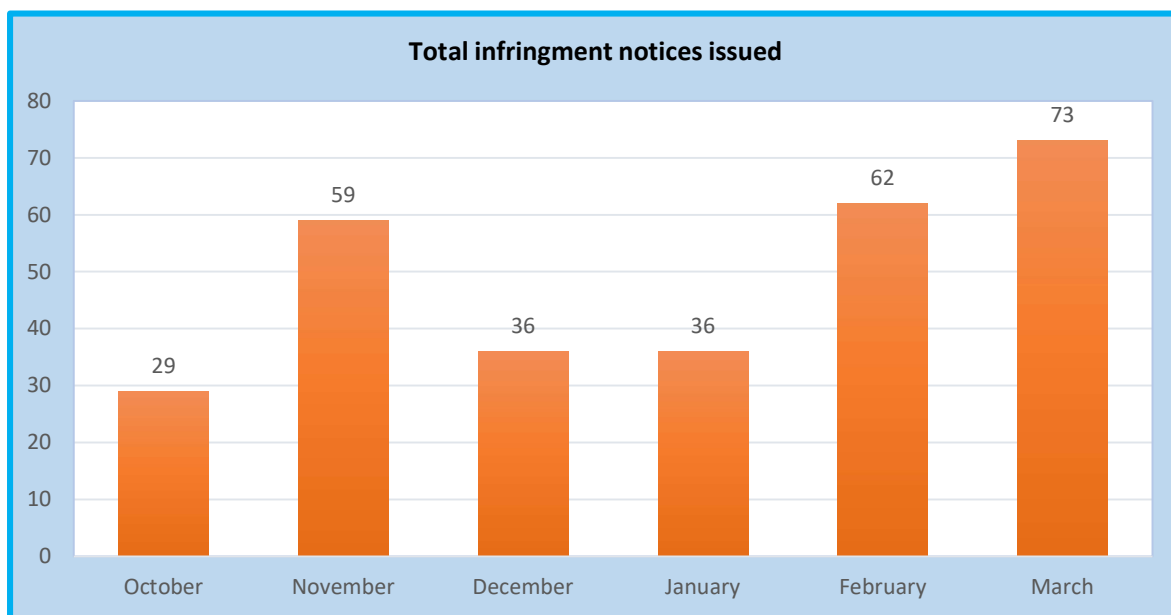
- Failure to comply with an excessive noise direction can result in a seizure of the equipment making the noise. Only 9 seizures were performed during this period with 2 in January.
- There is often an influx of complaints over the summer months as social events continue later into the evening.
- In March there were a further 68 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

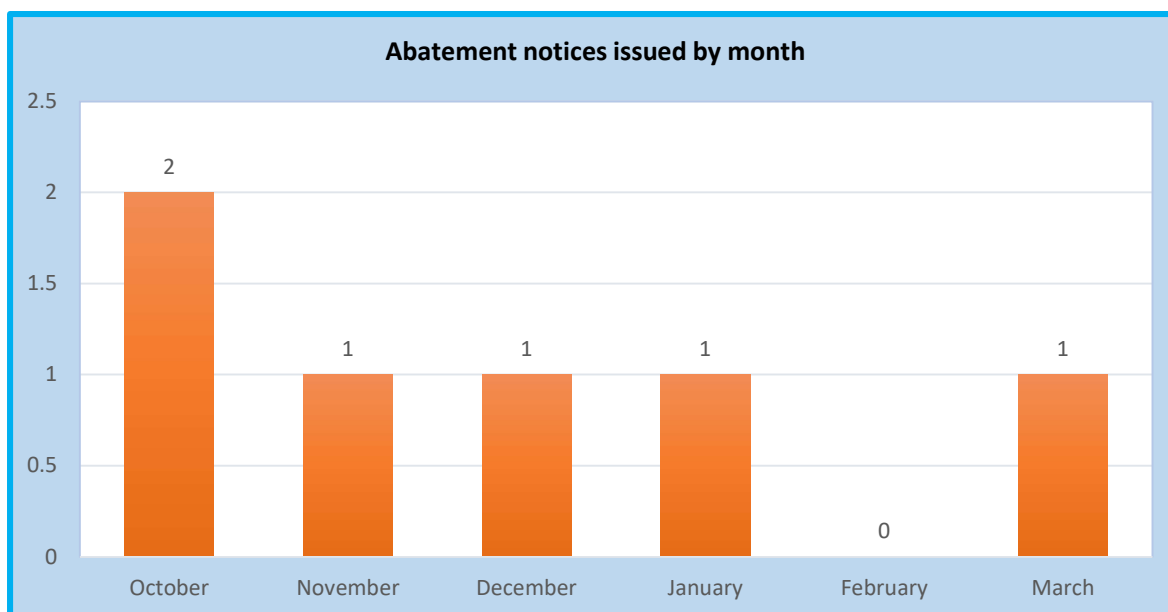
- Consistent numbers of infringements are issued across each month with fluctuations usually dependant on volume of road users.
- The parking warden often engages the community with identified breaches to seek explanation before considering issuing infringements.
- In March 73 infringements were issued with the majority bring in breach of timed zones.

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 received approximately 1000 requests for service every year with between 5-10 of these becoming formal investigations each month.
- Over the period above, voluntary compliance was reached on most occasions with 1 abatement notice being required for 4 formal investigations.

Resource Consents

Trish Routley, Manager – 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 subdivision, land-use and other related proposals.

Operational Highlights: October 2025 to March 2026

- **Internalised Consent Processing:** Only one application remains with a consultant planner, and no consultant engineers have been used at all in the current financial year.
- **Sustained Statutory Compliance:** The Department is sitting at a 99% statutory compliance rate for the 2025/26 financial year, looking to improve the previous financial year compliance rate of 90%.
- **Cost and Efficiency Improvements:** Transitioning engineering work in-house and streamlining reporting have demonstrably lowered average consent costs in recent months, delivering tangible savings for applicants and contributing to enhanced value for money.
- **Proactive Management of Legacy Consents:** Clear focus on resolving long-outstanding applications has not only improved compliance metrics but also enabled more accurate workload forecasting and resource allocation, ensuring new consents are processed promptly.

Key Performance Metrics –

To ensure transparency, accountability, and continuous process improvement, the Resource Consents team reports on six main key performance indicators (KPIs) over a rolling six-month period. These metrics—compliance with statutory timeframes, average applicant costs, discounts for delayed processing, consultant cost management, legacy applications, and staff turnover—provide a clear, data-driven view of both team performance and the applicant experience. 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.

RMA Granted Within Statutory Timeframe

Local authorities are legally required to systematically collect and report data on resource consent processing performance, including compliance with statutory timeframes. This obligation ensures councils maintain transparency and accountability to both applicants and the wider community. By documenting the number of consents processed, the length of time taken to reach decisions, and the frequency of any statutory breaches, councils can accurately assess operational efficiency, identify recurring challenges, and implement targeted improvements. The requirement to collect this data is critical for regulatory compliance and supports evidence-based management, resource allocation, and public reporting, underpinning trust in the resource consent process.

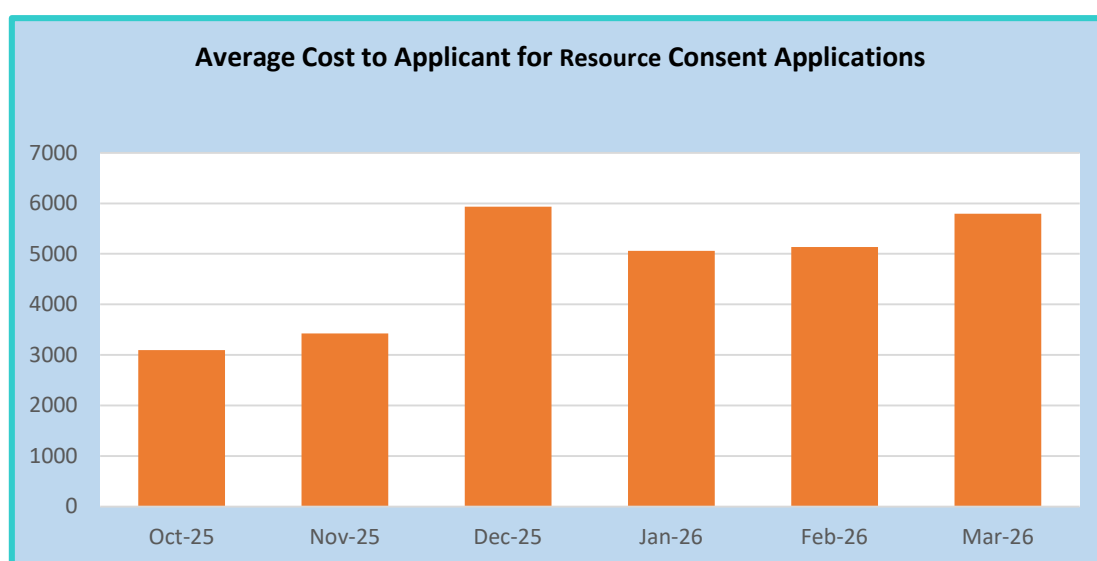
KPI Report: RMA Granted or Refused Within Statutory Period Analysis

- The Resource Consents team at Far North District Council achieved **100%** statutory compliance rate for the eighth month (March) of the 2025/26 financial year.
- Continuous improvements across the Department and turnaround times have been supported by addressing staffing gaps and streamlining standard processes, resulting in more efficient service and better customer outcomes.
- Legacy consents that exceeded statutory timeframes have largely been processed with only four remaining. There are however 17 applications that are also considered legacy as they are over 2 years. All of them are within statutory timeframes.
- Therefore, the statutory compliance rate of 99.9% should be stat in the coming months.

Average Cost to Applicant for Resource Consent Applications

This indicator tracks the average cost to applicants for obtaining a resource consent from the Far North District Council's Resource Consents Team. Monitoring this key performance indicator provides a transparent measure of the cost of processing resource consent applications and helps ensure applicants receive fair value for the services provided.

Tracking average costs over time allows the Council to identify trends and assess the impact of operational improvements within the consent process. It also helps ensure that application fees reflect the complexity and technical requirements of proposals rather than inefficiencies within the system. Monitoring this KPI supports ongoing service improvement and contributes to transparent and consistent fee-setting for applicants.



Resource Consents, Figure 2 – KPI # 3 Average Cost to Applicant for Resource Consent Applications.

KPI Report: Average Cost of Land Use Consent Applications Analysis

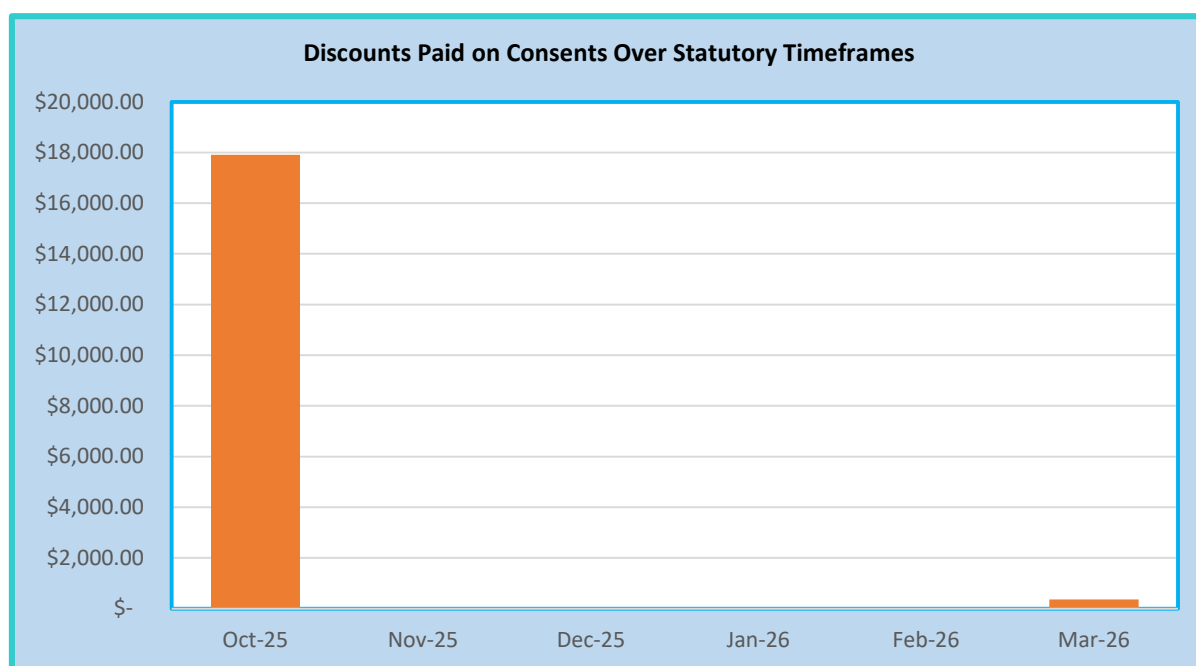
- The average cost of resource consent applications can fluctuate from month to month depending on the complexity and scale of applications being processed during that period. Applications requiring extensive technical assessment, specialist input, or multiple review stages naturally result in higher processing costs.
- The increase observed in December reflects the completion of several more complex or long-running applications, including legacy consents that required additional processing time to resolve.
- As this KPI represents an average across both straightforward and complex applications, individual months may show higher or lower values that reflect the types of applications finalised rather than changes in operational efficiency.
- Overall, the department continues to focus on efficient processing and cost transparency, ensuring that applicants are charged fairly for the actual work required to assess each proposal.

Discounts paid out on Consents over Statutory Timeframes

This indicator measures the financial discounts applied when resource consent decisions exceed statutory processing timeframes. Under the Resource Management Act, councils must reduce the processing fee by 1% for each working day beyond the statutory timeframe, up to a maximum discount of 50%.

Monitoring this KPI provides a clear measure of how effectively the Resource Consents team is meeting statutory decision-making deadlines. It also highlights the financial impact of delays on the Council and reinforces the importance of maintaining efficient workflows, adequate resourcing, and proactive workload management.

Tracking discounts over time supports transparency and continuous improvement by identifying potential processing delays and ensuring the consent process remains timely and accountable.



Resource Consents, Figure 3 – KPI # 3 Discounts Paid Out.

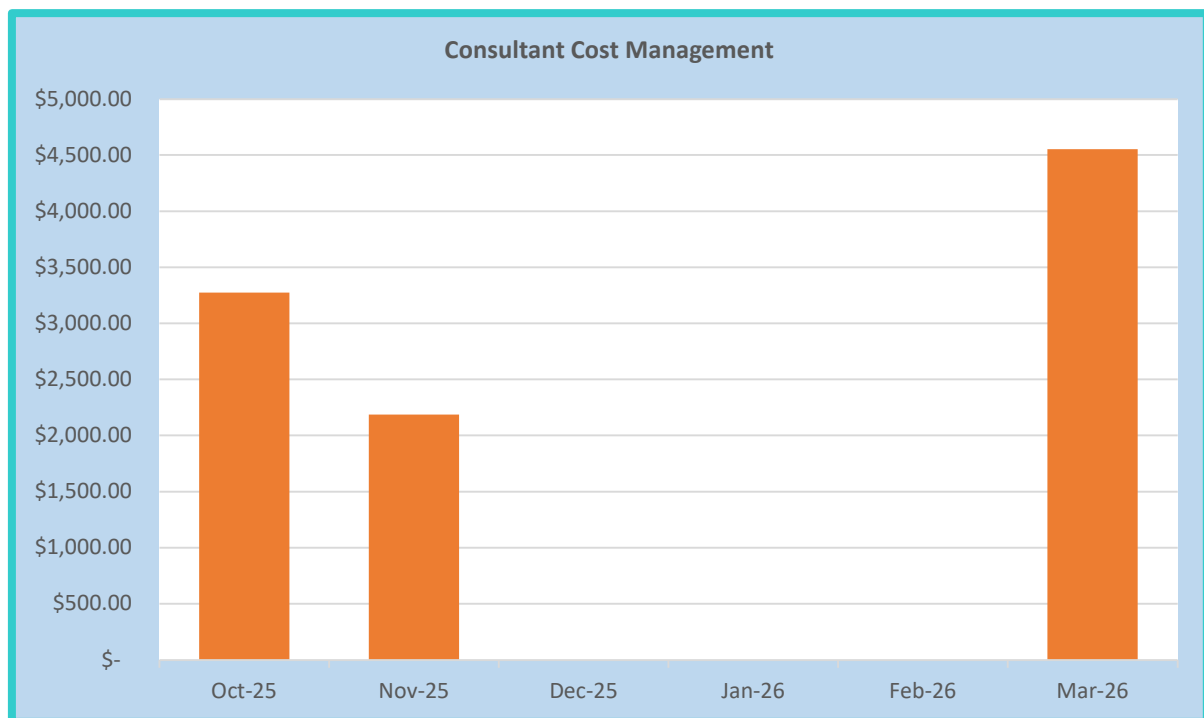
KPI Report: Discounts paid out on Consents over Statutory Timeframes Analysis

- Following five months of zero discounts one of our applications went over statutory timeframes in February which attracted a 7% discount. This was due to an error made by the planner who sent out a s92 for information that had already been provided by the applicant.
- November, December, January and February show no discounts paid.
- The overall trend in discounts being applied has declined significantly, with the department continuing to work through the remaining legacy consents.
- The figure in October represent a consent from 2024, signed off in July. This consent was significantly over statutory timeframes and attracted a 50% discount.

Consultant Cost Management

This indicator monitors the department's use of external consultants to support resource consent processing. While external expertise is occasionally required for complex applications, conflicts of interest, or specialist technical reviews, minimising reliance on consultants helps control costs and strengthen internal capability within the Resource Consents team.

Tracking consultant expenditure over time provides transparency around operational costs and demonstrates the effectiveness of the department's strategy to internalise consent processing functions. By maintaining most work within the Council's planning and engineering teams, the department is able to deliver more consistent decision-making while also reducing costs for applicants.



Resource Consents, Figure 4 – KPI # 4 Consultant Cost Management

KPI Report: Consultant Cost Management

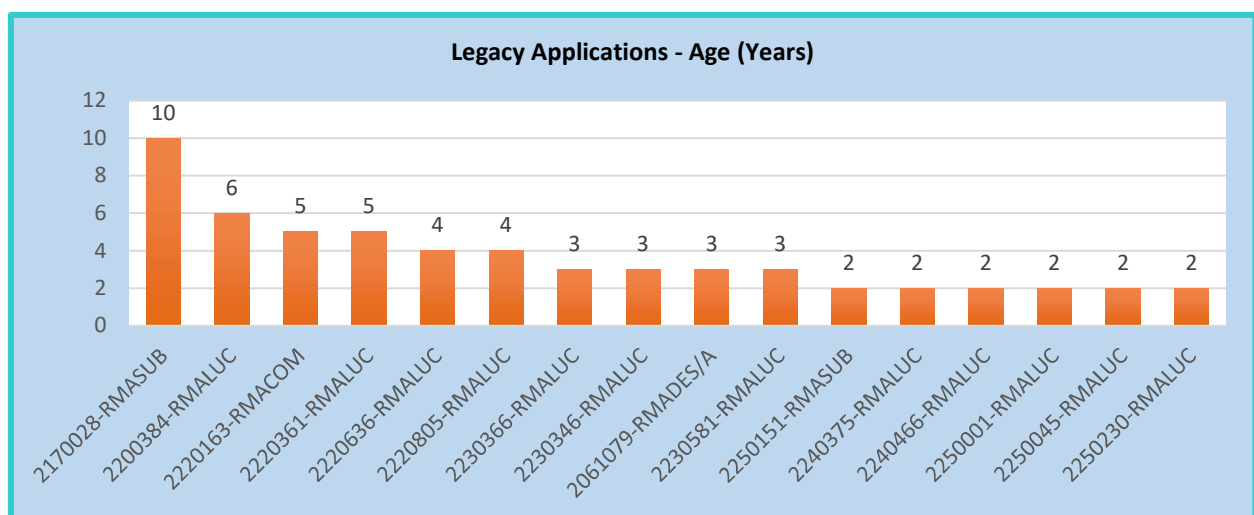
- A small uptake in the use of consultants is occurring presently due to staff resignations. We are actively working to recruit to those vacancies. This will be reflected in next month's reporting.
- Consultant expenditure remains low, reflecting the department's continued focus on internalising resource consent processing functions.
- Consultant expenditure relates to an application from an internal staff member in the RC team that required external consultant for both planning and engineering.
- Overall consultant use remains minimal compared with previous years, demonstrating improved internal capacity and cost management

Legacy Applications

Legacy applications are resource consent applications that have been open for an extended period, usually two years or more. They remain open for a range of reasons, including incomplete information supplied by the applicant, applicant-requested delays, or technical complexity requiring specialist input.

Many of these applications are currently on hold. This may be because the applicant has asked for more time, or because the Council has issued a formal request for further information under section 92 of the Resource Management Act 1991 (RMA). A section 92 request allows the Council to ask an applicant to provide additional information needed to assess their application and the processing clock is paused while the Council waits for that information to be supplied. Once the information is received, processing resumes and statutory timeframes apply again. Recent changes to the RMA have also created new tools to help resolve some of these older files, including the ability to return applications to applicants in certain circumstances.

Tracking legacy applications allows the department to prioritise resolution of older files while ensuring that current applications continue to be processed within statutory timeframes. This measure supports improved workload forecasting and demonstrates the department's commitment to addressing long-standing cases alongside its day-to-day processing responsibilities.



Resource Consents, Figure 5 – KPI # 5 Legacy Applications Analysis

KPI Report: Legacy Applications Analysis

- There hasn't been any change in the number of legacy applications although one recently for the pedestrian footbridge application from the Quail Ridge Country Club has recent come off hold.
- The chart highlights all 17 of the consents older than 2 years.
- Several applications remain open due to applicant delays, ongoing technical assessments, or external processes.

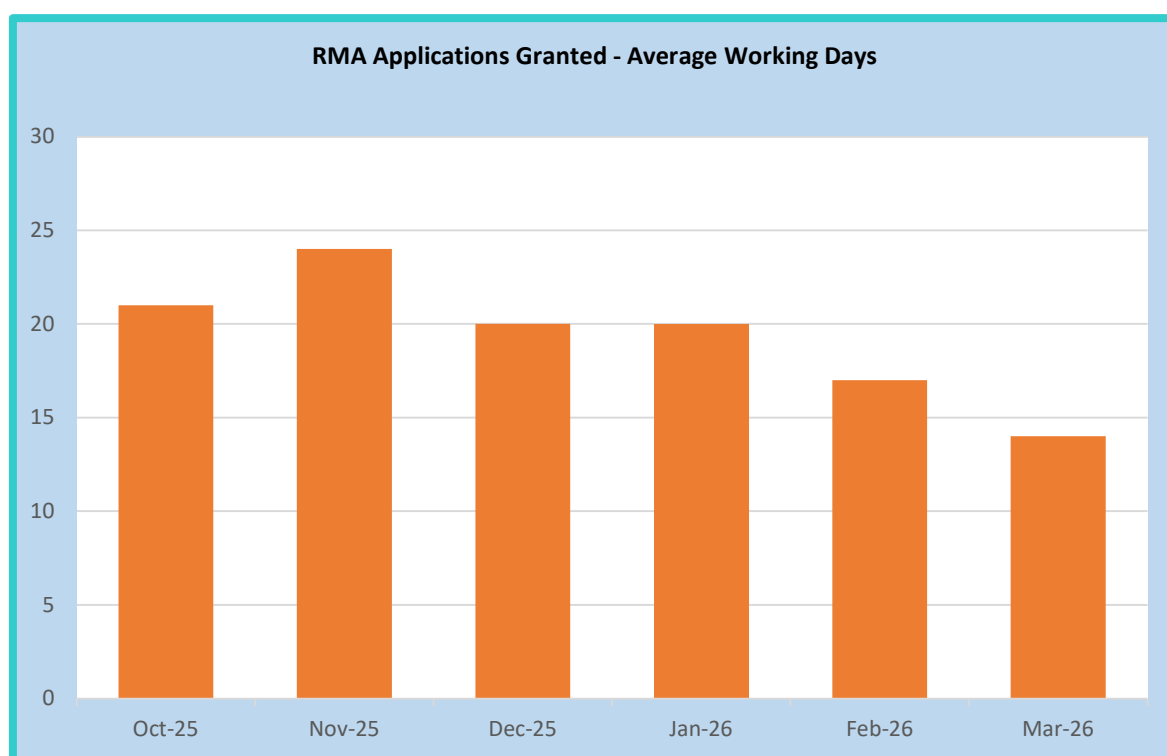
Continued focus on resolving these applications will further strengthen statutory compliance and provide a clearer picture of current operational workloads.

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.



Resource Consents, Figure 6 – KPI # 6 RMA Applications Granted – Average Working Days

KPI Report: 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.

Property & Facilities

Ivan Ashby, Manager – Property & Facilities, reports:

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 March 2026:

- The Team Leader of Technical Operations recruitment has been finalised, and we welcome Jeremy Ratu to the team. Jeremy brings a wealth of experience and knowledge from his previous roles with Northland Rugby Union, and across the wider community and infrastructure sector, responsible for managing facilities and supporting property-related assets ensuring they were maintained, compliant, and aligned with operation needs, as well as being an accredited building surveyor.
- We also congratulate Trish Boulton, who has been promoted to Senior Property Officer. Recruitment will commence in the coming weeks for Trish's old role, as well as the Technical Operations Officer role (to replace Beau Tipene), and the additional Waste Minimisation role.
- Stage One of the Redwood's tree removal was completed, and we now look to stage two to remove the Wendywood Lane trees. Stage one was completed with no complications and ahead of schedule thanks to favourable weather conditions and the expertise from the felling team. 90% of the trees were found to be rotten in the upper part of the trunks, and 70% were rotten at the roots.

Challenges for March:

- The removal of four sets of stairs from Taupō Bay brought to light inconsistencies and room for improvement with regards to community consultation and process on matters of public interest, and we have taken these learnings on board.
- A tenant in one of the Awanui Housing for the Elderly units is refusing to relocate to another unit, despite extensive damage to the roof. This is an on-going matter being delicately managed by the Property team, and we hope to have them moved to more suitable accommodation as soon as possible.

Property Management

Dallas and the team have been busy across various areas and continue to make good progress. Recruitment will soon begin for a replacement of Trish's previous role as Property and Contracts Officer, and whilst there are still several outstanding reports to be presented to Council, these will be worked through as staffing capacity improves. We have also made good progress reducing our backlog of RFS requests and are continuing to improve response times.

Key property projects and lease matters are moving forward, with negotiations continuing for 11 Matthews Avenue, and a revised proposal from ANT Trust being prepared for Council that would retain the building. A commercial operator has approached FNDC with an offer of \$300k to purchase the property. The agent has been advised that we won't enter into negotiations at that level of entry.

At 78 Parnell Road, Rawene Campus, staff have met with the Board to discuss options for progressing a lease, and a report with recommendations will be presented to the Kaikohe-Hokianga Community Board. Property acquisition is also underway for 7 Augusta Place as part of the Ring Road project. Across the district, we are continuing to work through expired and expiring leases, including Te Kohanga Reo National Trust at 21B Otiria Road, Moerewa.

Our housing portfolio remains a key priority, with just one remaining tenant to relocate from the affected Awanui units. Recent weather events have also impacted several assets across our portfolio, creating extra maintenance needs. Staff are actively working through these issues, particularly within the Housing for the Elderly portfolio.

We are also continuing to support a range of community facilities and partnerships. We have met with the Waitangi Trust regarding the lease for Bledisloe Domain and will continue those discussions. Quotes for the Paihia Football Club clubhouse have been received and are currently being reviewed. Maintenance works are underway at the Turner Centre, with monthly meetings continuing to monitor progress, while quotes are being obtained for larger works. We have also worked with Plough & Feather to bring their carpark back up to an acceptable standard, assisted with water testing, and are preparing a report to Council regarding a longer-term lease.

Looking ahead, expressions of interest for the new Kaikohe Library and Civic Hub café are currently open until the end of May, with proposals to be reviewed once the process closes. The team has also responded promptly to several media enquiries and identified opportunities to improve services, including recent work relating to community halls.

Waste

Gaynor held an informative and helpful workshop with Te Hiku Community Board Members on illegal dumping and misuse of approved collection points in the area, as well as implementing the Herekino Transfer Station beautification project, supporting local input into site improvements and service delivery.

March was significantly affected by the severe weather event, including flooding and unsafe road conditions. In response, Northland Waste Ltd (NWL) was fully mobilised, including the delivery of additional skip bins, to support communities and minimise service disruption. Temporary site closures occurred where required for safety, while essential services were maintained where possible.

Operationally, the NWL March report highlighted that the Far North achieved a landfill diversion rate of approximately 55% for the month, with performance remaining broadly consistent with recent rolling averages. Ongoing site maintenance, health and safety management, staff training, and material recovery activities continued across the district.

Strategically, business case development progressed. This included a business case to support the review of transfer station fees and charges, assessing long-term financial sustainability. A separate business case was also prepared to increase waste function resourcing, proposing a shift from 1 FTE to 2 FTE to better support operational demands, contractor management, project delivery, and regulatory and planning requirements.

Below are graphs showing the statistics of refuse trends for rubbish and recycling, broken down by Northern / Southern ward.

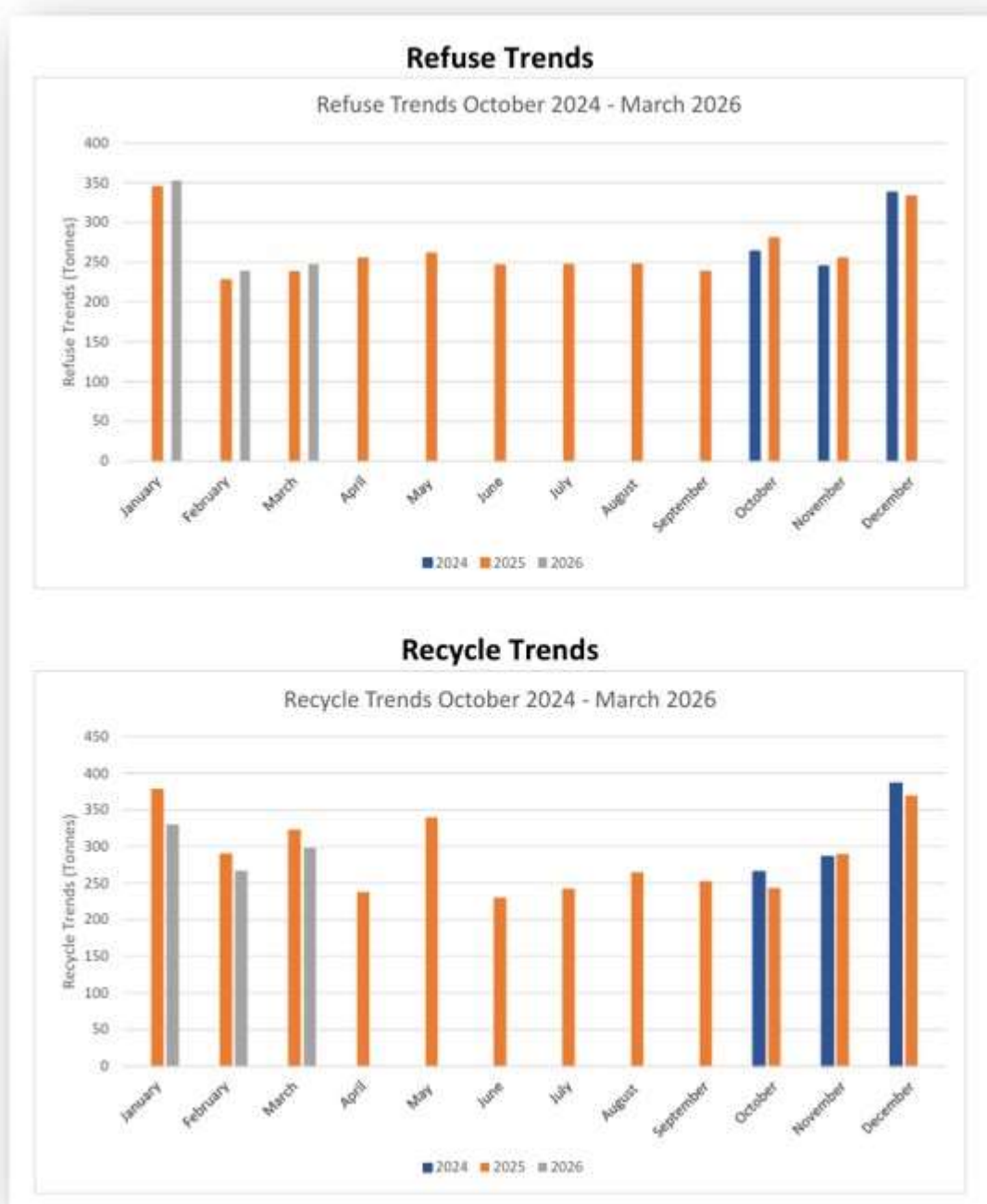


Figure 1 – Northern Rubbish and Recycling figures and trends from October 2024 – March 2026



Figure 2 – Northern Rubbish and Recycling figures and trends from October 2024 – March 2026

We are looking forward to welcoming a new team member in the coming weeks/months to support Gaynor and the important work she is doing in the waste minimisation space. Gaynor and I will be attending the Waste Minimisation and Sustainability conference in May, to gain a deeper understanding of how and what we can implement in the Far North to align with the Waste Management and Minimisation Plan

Cycle Trail

March was an operationally complex period for the Pou Herenga Tai – Twin Coast Cycle Trail (PHTTCC), influenced by weather events, safety considerations, and ongoing infrastructure challenges. Key activities this month focused on risk management, inter-agency coordination, community governance engagement, and continued advocacy for trail safety improvements. Despite disruption from weather and national events, the trail sustained minimal physical damage and reopened promptly following inspection.

Trail Operations & Safety

- The trail was closed on 26 March following announcement of the precautionary state of emergency. Inspections confirmed minimal damage, primarily surface flooding on the Taumarere flood plains. The trail reopened on Friday 27 March once safety checks were completed.
- Unauthorised vehicle access and gate vandalism continued at known hotspots including Okaihau and the Toia Road connecting trail between Kaikohe and Okaihau. Feedback was provided to FNDC on proposed forestry gate locations to address these issues.
- The alternate on-road route remains closed to cyclists while roading maintenance is underway, with works commencing 25 March and delayed by a red warning weather event.

Maintenance & Infrastructure

- Floodplain sections remain vulnerable during severe weather events, requiring continued monitoring.
- Gate integrity and access-control infrastructure remain priorities due to repeated vandalism and unauthorised use.
- Macadamia Farm maintenance of the pampas clumps and removal of some pine trees beside the trail.

Community & Stakeholder Engagement

A presentation was delivered to the Kaikohe–Hokianga Community Board to introduce new members to the relationship between FNDC and the trail, the New Zealand Great Rides programme, and the trail's contribution to regional economic growth.

Usage & Performance:

The Horeke Marae & Cycle Event (TBC) organisers are monitoring any social cohesion impacts associated with the national fuel shortage. May include catching public bus from Auckland to Whangarei and cycling to Horeke.

Key Issues:

- Ongoing unauthorised vehicle access and gate vandalism
- Dependence on roading maintenance for alternate route safety
- Flood-prone sections requiring temporary closure during severe weather
- Increasing H&S and trail maintenance auditing expectations aligned with MBIE co-funding

Requests of FNDC from PHTTCT:

- Trail LTP submission received and incorporated in the elected members workshops.
- Confirmation of AP budgets.
- Approval for the proposed trail re-alignment at the Wihongi Farm, Tuhipa, Ngapipito Road moving from their farm road.
- Service Level Agreement – under review.

Requests for Service (RFS's)

We received 388 requests for service for the month of March across 18 request types, majority relating to Technical Operations (parks and reserves, toilets and rubbish).

71.4% were completed on time, leaving a lot of room for improvement in this area.

Average handling time by hours was up, but we managed to close 473 requests for this month through clearing an extensive backlog of historic requests that had been completed but not closed.

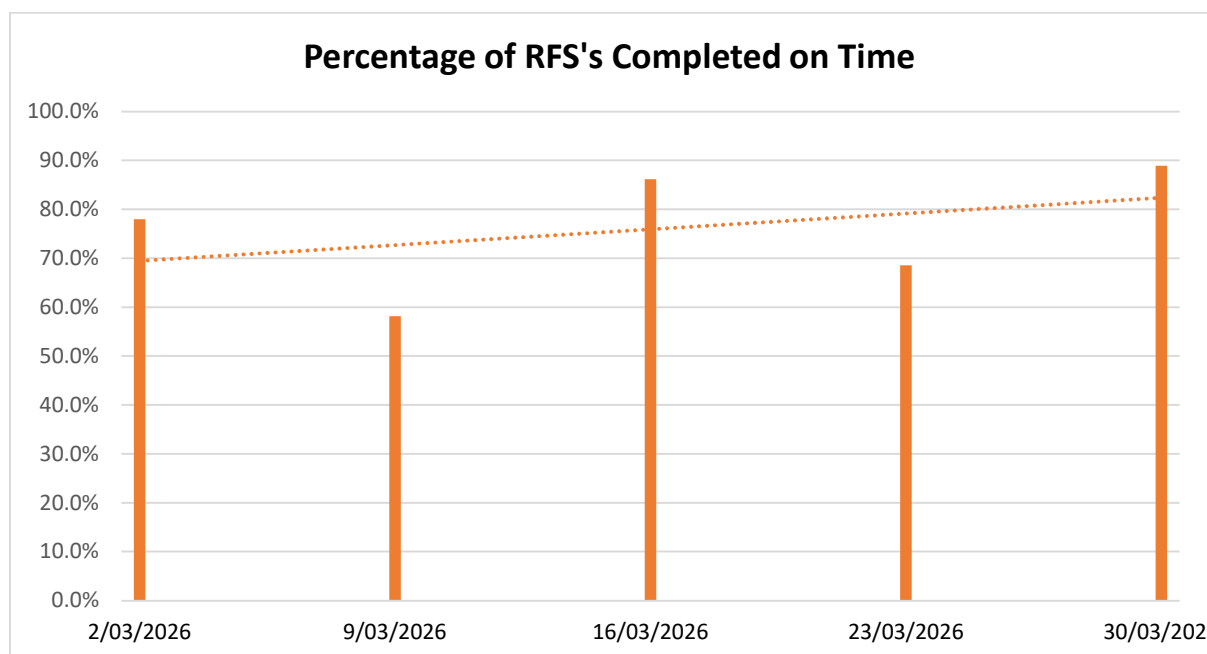


Figure 3 – Percentage of RFS's completed on time in the weekly reporting period throughout March, with the dotted trend line showing a steady increase in response times.

RFS's are a focal point for both teams within Property and Facilities, and we are aiming to reduce incoming requests by being proactive and reducing handling times for those that we do receive to ensure customer/ratepayer satisfaction.

Summary

March was a challenging month, with major weather events significantly impact communities across the Far North. The Technical Operations team were heavily engaged in emergency response, welfare support, and initial recovery activities, and the Property team worked hard to ensure our leased buildings and tenants were supported and assisted.

Ongoing work has focused on damage assessments of Council-owned assets, of which we have been fortunate to have had minimal across the district/wards. We are still progressing forward with our service output and delivery, with the spotlight on RFS's, and we look forward to being a fully subscribed team within the next three-months.

Quality

Katie Waiti-Dennis, Manager – Quality, reports:

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 for the October 2025 to March 2026 reporting period:

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

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 6-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.

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 were completed, as per the schedule.

Internal audits scheduled for the Building Consent Authority Analysis

- All internal audits due for the month of March 2026 were conducted as scheduled:
- **Regulation 7(2)(f)(i) – Code compliance certificates:** The BCA is meeting its obligations in terms of Regulation 7(2)(f)(i). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented.

4 RECOMMENDATIONS were identified during this audit. These findings are: minor edits to the Quality Manual; alias file not created; and inspection summary not generated for 2 records. These findings do not detract from the BCA's performance under this regulation and the overall outcome of this audit.
- **Regulation 15 – Keeping organisational records:** The BCA is meeting its obligations in terms of Regulation 15. 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 is: adding hyperlinks to clauses in the Quality Manual. This finding does not detract from the BCA's performance under this regulation and the overall outcome of this audit.
- **Regulation 16 – Filing applications for building consents:** The BCA is meeting its obligations in terms of Regulation 16. 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 identified during this audit. This finding is: copy of a checklist not saved to the consent file. This finding does 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.

Internal audits scheduled for the Food Verification Agency Analysis

- All internal audits due for the month of March 2026 were conducted as scheduled.
- **Regulation 110(2)(i & j) – Non-Compliance and Corrective Actions:** The FVA is meeting its obligations in terms of 110(2)(i&j). The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented.

2 RECOMMENDATIONS identified during the audit. These findings are: verification report from an independent verifier has not been received; and the site registration number for a food business record is not recorded in the system. These findings do not detract from the FVA's performance under this regulation and the overall outcome of this audit.

- **Regulation 110(2)(n) – Contractual Arrangements:** The FVA is meeting its obligations in terms of Regulation 110(2)(n). 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 identified during the audit. This finding is minor: one food business has more food sectors recorded in Pathway compared to the registration certificate. This finding does not detract from the FVA's performance under this regulation and the overall outcome of this audit.

- **Verifications Processes:** The FVA is meeting its obligations in terms of Verifications. 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 GENERAL NON-COMPLIANCE and 1 RECOMMENDATION identified during the audit. The non-compliance relates to two verification records that have not been uploaded to MPI with the reporting timeframe. The recommendation relates to one verification record where all topics have not been answered (even if unassessed). These findings do not detract from the FVA's performance under this regulation and the overall outcome of this audit.

Planning and Policy

March 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 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 and Placemaking, 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: March 2026

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

Key movements since the January/February baseline:

- Stage One of Te Hōtaka Urutau Hapori – Community Adaptation Planning has moved further into delivery with a joint project team established.
- Council's March decision to adopt science-aligned emissions-reduction targets has moved the Net Zero work programme into implementation planning.
- Strategy and Policy activity has continued across a broad work programme, with several reports scheduled for April committee consideration and some projects paused or reprioritised to support higher-priority work.
- The Proposed District Plan Hearing Panel has concluded its work, with the next phase focused on supporting elected member decision-making and preparing public and internal users for working with both the current and proposed plans.
- The District-Wide Spatial Strategy has moved further into engagement, with iwi authority engagement identified as an area where elected member awareness and support may assist.

Future reporting focus

Future Planning and Policy monthly updates will continue to evolve as the Council Activity Briefing process matures. The focus will be on providing clearer visibility of month-to-month movement, key exceptions, emerging risks, dependencies, and matters of interest.

Authors of the following report include: Kate Ivicheva – Group Manager Planning & Policy; Briar Macken – Manager Strategy & Policy; Esther Powell - Manager Climate Action & Resilience; and Tammy Wooster – Manager Integrated Planning.

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Climate Action and Resilience

Esther Powell, Manager – Climate Action & Resilience, reports:

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 March 2026 reporting period:

- Stage One of Te Hōtaka Urutau Hapori – Community Adaptation Planning is now underway, with Tonkin + Taylor, Isthmus and Ākau contracted and a joint project team established. The work will develop Community Adaptation Plans for Whangapē, Herekino, North and South Hokianga, and Waimamaku by 2027, setting out future natural hazard risks, community values, and preferred adaptation responses. Reports were presented at Te Hiku Community Board, Kaikohe-Hokianga Community Board, and Te Kūkupa Committee detailing their roles in providing governance direction on community-specific aspects, ensuring that local interests, values, and risk tolerances are reflected in the development of Community Adaptation Plans.
- Drafting of the scoping report for Stage One, Pou 1 of Te Hōtaka Urutau Hapori | Community Adaptation Programme is well underway, with the full draft on track for completion by the end of April.
- Pou 2: He Ara ki Tua continues to gain strong momentum across the district, with widespread support of the tangata whenua-led adaptation tools, positive engagement with hapū and Māori planners, and clear validation through recent public events and weather-related impacts. Feedback highlights that the resources are culturally grounded, practical and empowering, strengthening mana motuhake and readiness for climate adaptation. A full status update and request for Te Kuaka's endorsement of ongoing Pou 2 delivery will be submitted in April 2026.
- We've now finalised and tested our Pou 3 community resources and toolkits, and they're ready for communities to use. These include both digital and physical toolkits (the Intro Toolkit and the Head Start Toolkit) designed to help communities understand climate impacts and begin their adaptation planning. These resources will be socialised at the full Community Board workshop in April.
- The Joint Climate Change Adaptation Committee met to review regional climate adaptation progress, consider climate action opportunities linked to the new Northland Water Done Well entity, receive updates on community and tangata-whenua-led adaptation projects, and refine governance arrangements by reshaping Priority Actions and assessing options for strengthening adaptation governance.
- Following the Council decision in March to adopt science-aligned emissions reduction targets, we are now moving into the implementation phase. This includes developing the detailed emissions-reduction plan and beginning work on the highest-impact areas, such as water, wastewater, methane reduction, capital works, clean energy, and energy efficiency. This shift marks the start of delivering on the net-zero pathway endorsed by Council and unlocking access to sustainable finance from the Local Government Funding Agency to support the work.

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).

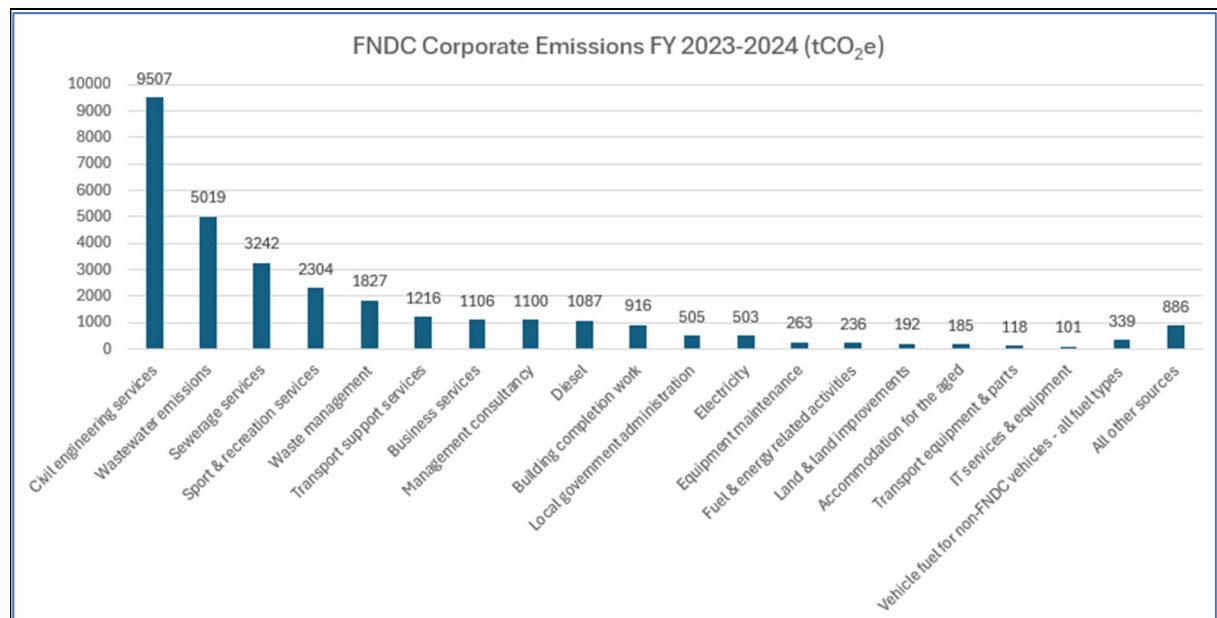
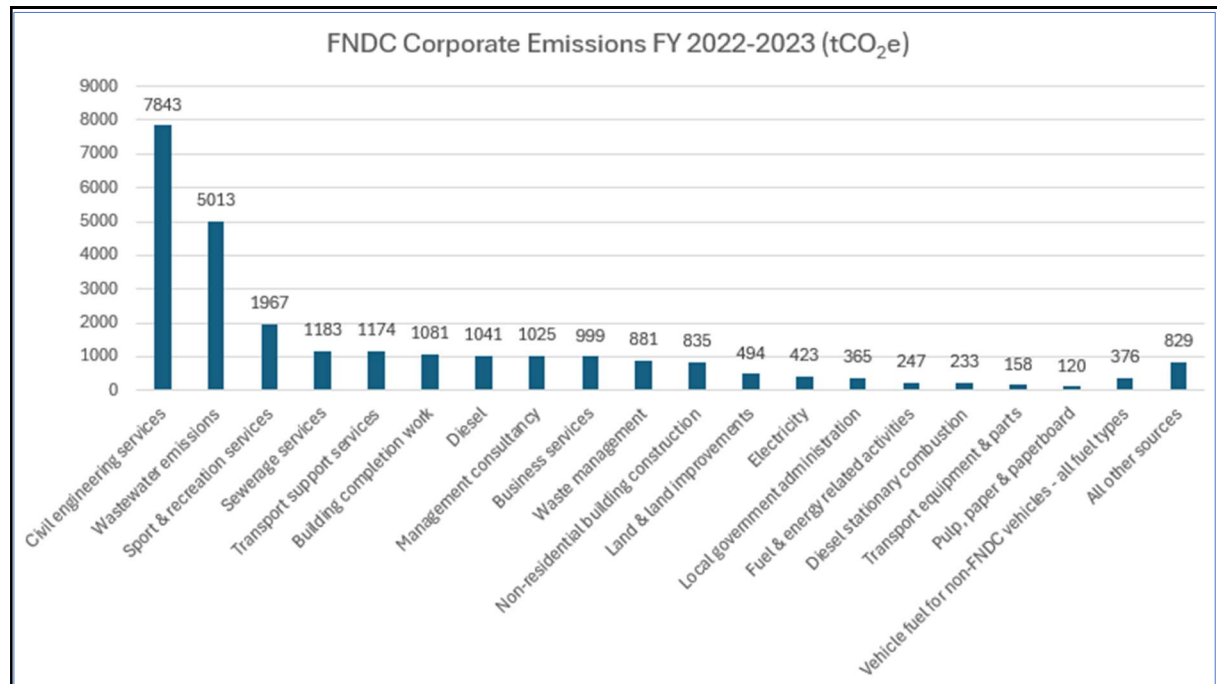
Piki tū rangi calls us to move and work together. It reminds us that resilience is collective and that our strength lies in kotahitanga, with each other and with te taiao.

**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 two verified corporate GHG emissions inventories (FY22/23 and FY23/24), with a third underway and 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. As a Toitū Carbon Reduce certified organisation, Council is now required to set short- and medium-term emissions reduction targets ahead of the next audit in April 2026.



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.

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.

As a certified Toitū Carbon Reduce organisation, Council must adopt emissions reduction targets before the third emissions inventory is audited in April 2026.

Strategy and Policy

Briar Macken, Manager Strategy & Policy, reports:

The Strategy and Policy teams' primary function is to contribute to the wellbeing of the community 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

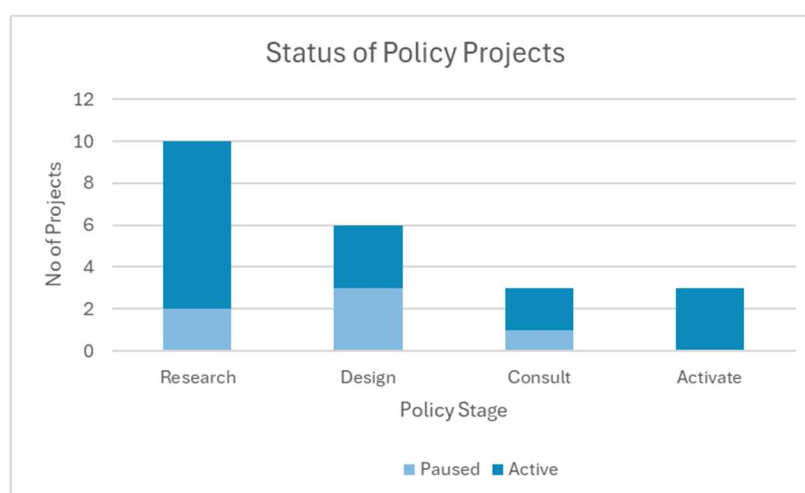
Project Management Framework – Policy and Engagement

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 The Policy Project frameworks.

The Strategy and Policy team has capacity to actively undertake approximately 18 projects at a time, in 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



Strategy and Policy, Figure 1 – Status of Policy Projects.

Operational Highlights for the March 2026 reporting period:**Strategy**

- Housing Strategy - work is progressing on the Housing Strategy. All background content is complete. A workshop is planned with Te Kūpupa in April to discuss the vision, focus areas, and Council's role and to progress next steps.
- LTP support- To inform the LTP, an updated Environmental Scan is complete.
- Following engagement with EMs, staff have completed the design of the Submissions on Reforms process. Report to be presented to Te Kūpupa on 15 April.
- Implementation planning is underway across Council for both the Regional Accessibility Strategy and Toi Mana – Arts, Culture, and Heritage Strategy.

Policy and Bylaws

- Dog Management Bylaw and Policy statutory review – Staff are progressing the review of the Dog Management Bylaw and Policy. Early engagement with key stakeholders is underway.
- Alcohol Control Areas – Te Hiku CB requested further engagement on alcohol control areas. Engagement is complete. Report due to CB 7 April for recommendation to Council 29 April.
- Work is progressing on the development of the Parking Policy. A workshop is planned with Te Kūpupa in April to discuss and progress next steps.
- Consultation is now complete on the Revenue and Finance Policy amendments and Alcohol Control Areas. Adoption reports will be presented to Council on 29 April.
- Research completed for the Psychoactive Substances Policy review. Report due to be presented to Te Kūpupa on 15 April.
- Drafting amendments to the DC policy is complete. Report due to be presented to Te Kūpupa on 15 April.
- Paused projects include
 - Research re Waters related bylaws – On hold until CCO is established
 - Design Stage - Local Alcohol, 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.

Integrated Planning

Tammy Wooster – Manager Integrated Planning, reports:

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

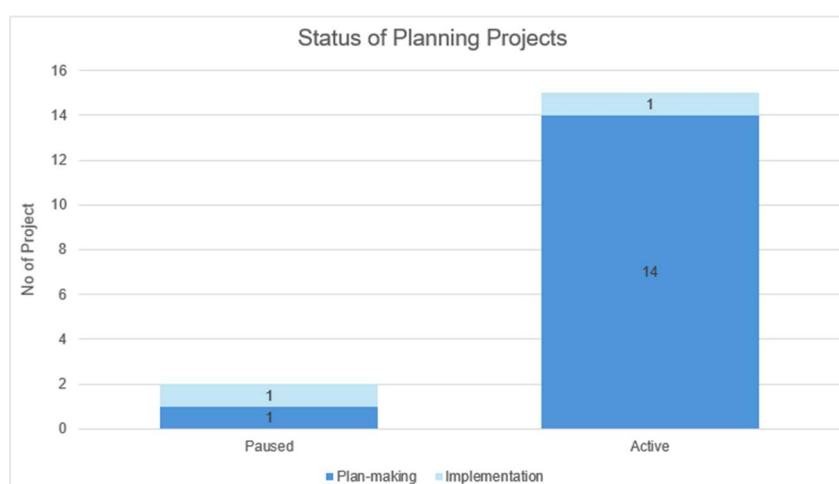
- Development and implementation of strategic growth initiatives, including Spatial Plans, Structure Plans, and other implementation initiatives.
- Management of community-led placemaking projects.
- Statutory processes required to manage Council's parks and reserves networks, including developing Reserves 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 March 2026 reporting period:

- New Zealand Planning Institute (NZPI) Annual Awards, honoured Council with Te Pātukurea Kerikeri-Waipapa Spatial Plan, winning the supreme Nancy Northcroft Award, in addition to the best practice – strategic or non-statutory plan.
- These awards recognised in particular Council's partnership with the Hapū Rōpū and involving rangatahi in the design process.
- Proposed District Plan Hearing Panel concluded its work.
- Agreement in principle from the Community Working Group on Cass Street redesign (Russell Placemaking). Working closely with the community representatives has taken longer than anticipated, but this should indicate there is community support for the changes, which will, for example, require a bylaw change (parking).

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 Plan 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

- Supporting Elected Members in making Council decisions, by developing material for the two Councillor workshops in May that have been scheduled.
- Preparing material to support the public and internal users as we move into the phase of working with two plans (operative and proposed).

District-Wide Spatial Strategy

- Engagement phase – ongoing engagement with Iwi authorities and key stakeholders. April is the key period for the first stage of public engagement. This work is to help inform the vision and scope of the project. This work will also support any further Regional Spatial Plan.

Risks and Support needed from Elected Members

- Help in promoting the value of Iwi authorities in engaging with Council staff on the development of the District Wide Spatial Strategy. Staff are facing challenges in connecting with all Iwi authorities. This is important to understand aspirations across the district and any current projects that would help inform how our district should grow and change over the next 30 years.
- To help manage this risk, staff are seeking support at the April Te Kuaka committee meeting to restand up the Kaupapa Steering Rōpū. This report also outlines the importance of engaging directly with Iwi authority.



Staff in the department are participating informally in the Resource Management Reform Policy Cross-Council Working Group and providing support to Senior Management as requested. The Department's work programme will respond, as required, to reforms and Council decisions on cross-council collaboration. Please refer to the CEO Office Report for the briefing on reform work.

**INFRASTRUCTURE GROUP
MONTHLY REPORT**

MARCH 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, Scott Smith, Manager – Waters, Shelley Wharton, Manager – Infrastructure Engineering, Matt Richardson, Manager – Infrastructure Delivery, Mary Moore, Manager – Infrastructure Services.

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Waters

Scott Smith, Manager – Waters, reports:

March was characterised by high reactive demand driven by asset condition and a significant severe weather event (26–27 March), which resulted in heavy rainfall, flooding, and network impacts across the Far North.

Core services remained operational; however, ageing infrastructure is increasingly impacting performance, particularly across water reticulation and wastewater network capacity.

Operational Highlights for March 2026 reporting period:

- **Water Shortage Management**

The Water Shortage Committee continued to meet weekly in March, transitioning to online meetings as conditions stabilised, to review the status of all water supply schemes and maintain continuity of supply while meeting regulatory and consent requirements.

Water restrictions remained limited, although several schemes required monitoring. Restrictions on remaining supplies are proposed to be eased in early April, subject to conditions remaining stable.

Weekly briefing papers continue to be provided to Governance, including operational updates and trend analysis

- **Operations and Maintenance Requests for Service (RFS)**

Operations and Maintenance Requests for Service (451) were lower in March 2026 compared with the same period in 2025 (575). The majority of RFSs were reported in the Southern area (65%), mainly Kaikohe and Paihia for water. The North had the majority of wastewater RFSs, mainly Kaitaia and Awanui. Stormwater RFS' were mainly in Kaitaia, followed by Kerikeri. The last week of March showed an increase in RFS' which also reflects the impacts of the heavy rain watch event.

- **New Connections**

Service connection applications received for March 2026 were (21) increased compared with the January–February period (14). Also compared with the same period in 2025 (8). Most applications were received for Kerikeri / Waipapa and Kaikohe. Water connections made up the largest share of applications (43%), primarily in Kerikeri, followed by wastewater (29%) mainly in Cable Bay / Coppers Beach and stormwater (29%) mainly Kerikeri.

- **Kāeo Water Supply**

Water Services continues operating under Taumata Arowai direction with positive community feedback. Long-term options are being progressed, with ongoing engagement including potential capital works discussions. Delivery will begin once an approach is confirmed.

- **Land Drainage**

During March, work focused on machine cleaning for the Kaitaia and Kaikino/Hobson drains, in line with the works programme. The majority of Kaitaia spraying programme was completed during the month.

In addition,,the first Land Drainage Committee meetings for this year were scheduled for 20 April 2026. Work continued with the committees on the draft Management Plans in preparation for a proposed Workshop (Date to be Confirmed at April meeting)

- **Supervisory Control and Data Acquisition (SCADA) Programme**

March has seen the implementation of the new SCADA Communications network between the central computers and the 15 water treatment sites. The new communications network has utilized the use of fibre optic cables and Starlink removing old problematic copper phone lines.

The new central computer environment at Northcloud Whangarei is complete. FNDC, Whangarei, and Kaipara district councils have central SCADA environments at NorthCloud in preparation for the new CCO.

Further control system upgrades have been completed at Hihi WWTP and started at Kerikeri WTP.

The first of three significant stages of Telemetry contract is ready to award for installation work.

Operational Risks and Issues

Asset condition remains a primary risk, with multiple failures across Kaikohe, Paihia and Kaitia due to deteriorating steel and asbestos cement pipes. Five significant water main breaks occurred during the month. Wastewater capacity was exceeded during the March storm event, contributing to 27 overflows, including 4 dry weather events. Known constraints at Donald Road Pump Station continue to result in wet weather overflows. A critical incident at Haruru Pump Station highlighted vulnerability to telemetry and control failures, with mitigation now implemented. Ongoing SCADA and telemetry limitations reduce visibility across remote assets. Multiple wastewater treatment plants recorded consent non-compliances, with drinking water systems largely compliant but with some FAC and turbidity issues.

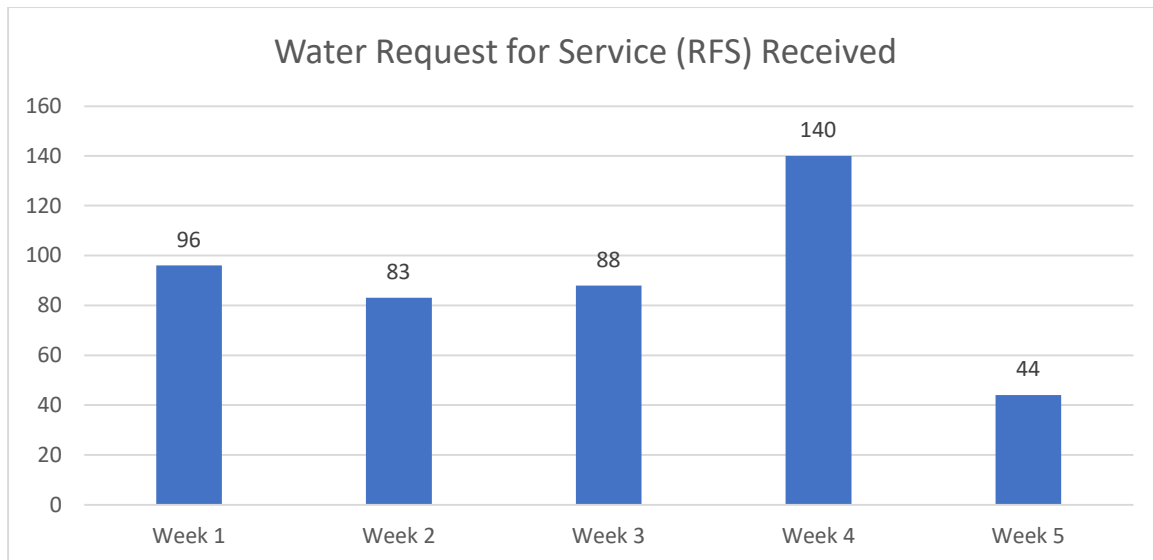
Key Performance Metrics

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: March 2026

**Result**

Operations and Maintenance Requests for Service (451) were lower in March 2026 compared with the same period in 2025 (575).

451 Request for Service were received for March 2026, a 21% reduction compared with same period in 2025 (Average received across the period – 15 RFS' per day).

Key insights

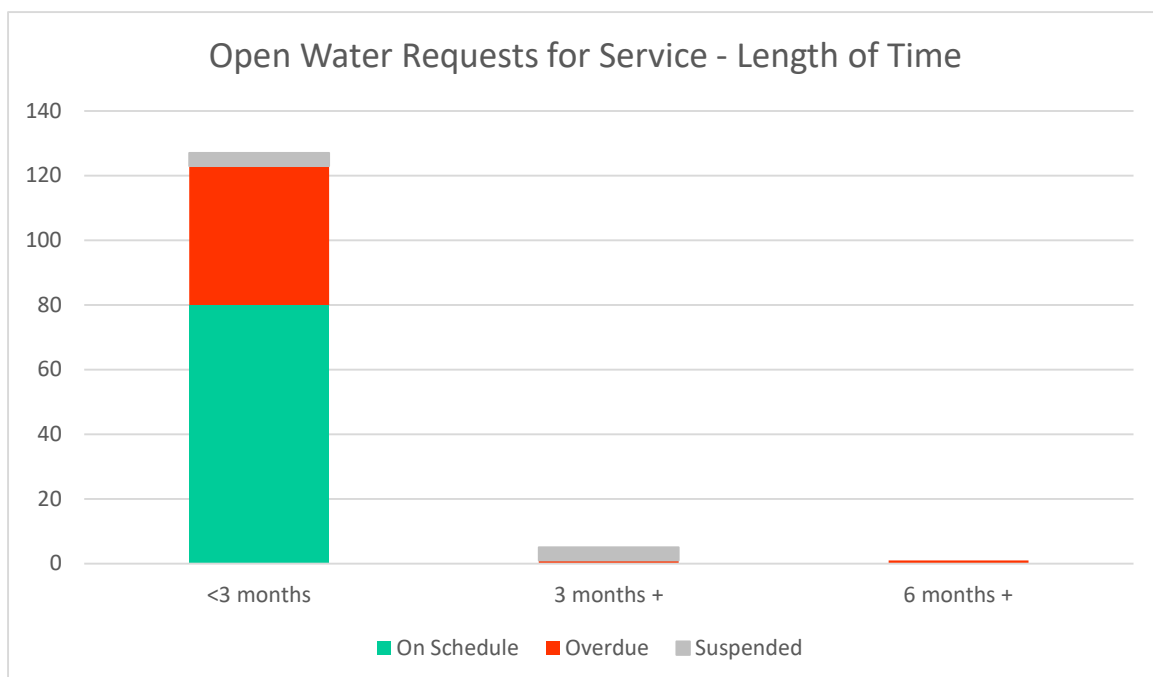
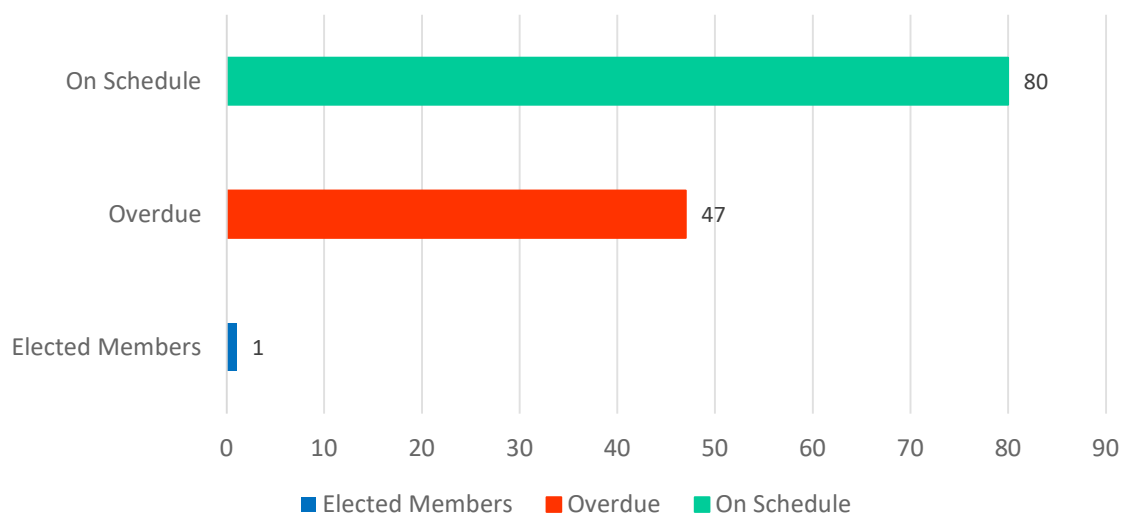
- Weekly request numbers remained steady across March despite the year-on-year reduction. Week 4 recorded a higher total of 140 can be attributed to the heavy rain event,
- The three most common request types accounted for 48.8% of all requests received:
 - Water supply – meter faults (72)
 - Water supply – minor break or leak (70)
 - Sewer low pressure (65)
- 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 30th March 2026

Open Water Requests for Service by Status (as at 31 March 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).

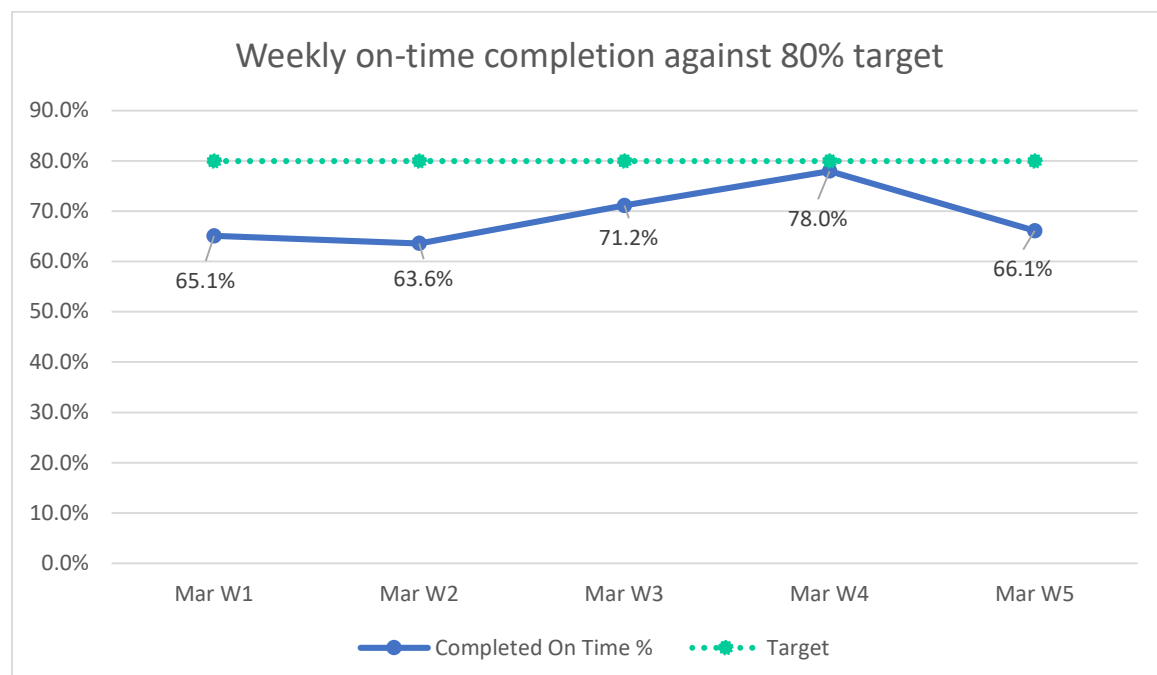
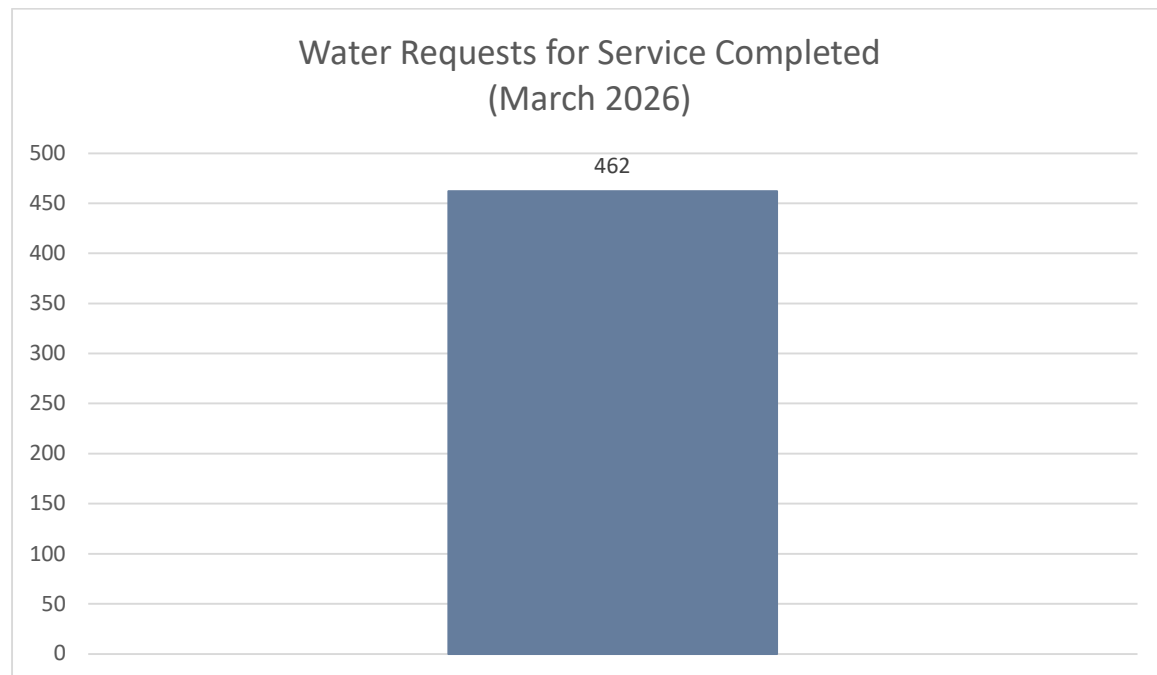
Key insights

- Open requests by status at period end: On schedule 80; Overdue 43; 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: March 2026



Result

462 Requests for Service were completed for March. Completions slightly exceeded new requests (781). Average completed across the period – 13.6 RFS' per day.

On time completion went down from **74.2%** in **February** to **69%** in March, but still below the **80%** target.

Infrastructure Engineering

Shelley Wharton, Manager – Infrastructure Engineering, reports:

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.

Recruitment to fill multiple vacancies in the team is continuing. Three new staff have started across February to early March which has been hugely encouraging for the group.

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.

Operational Highlights for the January 2026 to February 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.
- Ensure that information on the Areas of Benefit for 18 wastewater schemes and 9 water supply schemes, including connected and rated properties aligns with modelled information, district plan zones, and planned capital works projects. Maps are being updated prior to implementation of the Development Contributions Policy 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 updated to reflect the requirements of the Local Government (Water Services) Act 2025.
- Update Engineering Standards, Quality Assurance Manual, and associated documents as necessary to implement the National Engineering Design Standards

(NEDS) to comply with requirements of the Water Services Act 2021 and Regulations. Establish processes for capturing and considering requests to update standards, approved designers and materials lists, and publishing information on a regular basis.

- Write 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.

Reports on application numbers, current and completed, have been requested to improve future reporting and analyse the correct fee to be cost recovered by 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.

Wastewater Land Discharge Programmes

To comply with wastewater network discharge consent conditions several schemes are investigating treatment plant upgrades and 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:

- Rāwene Wastewater Scheme – Working Group established and ongoing. Land acquisition completed. Investigation and design work continues.
- Ōpononi/Ōmāpere Scheme – Working Group established and ongoing. Options for land discharge are being investigated.
- Kohukohu Scheme – Working Group established and ongoing. Options for land discharge are being investigated.
- East Coast (Taipā) Scheme – Working Group established and ongoing. Options for land discharge are being investigated.

District Facilities Design Office

A new District Facilities Design Officer started in February, with training ongoing, the pace of work is picking up. 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.

Three Waters Design Office

A new Waters Design Engineer started in February, and recruitment is underway to fill the last vacancy and complete this team of three. 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.

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 – updated concepts are in progress to facilitate discussion at a planned workshop in April.

Kerikeri Motorhome/Caravan Dump Station – Community Board approval obtained for location at Te Pūawaitanga. Design work continues.

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

Whatuwhiwhi 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 analysis is underway, and a report is being prepared for the Te Hiku Community Board.

Kaitāia 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.

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.

Wastewater Projects in Design:

IAF Kaikohe – Wastewater Supply 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 package plant (MBR or equivalent). 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 completed in 2024 however it was on hold due to land ownership matters that have now been resolved. Procurement is commencing for 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 temporary solution. 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.

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.

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, Whatuwhiwhi, 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 stages in progress. Anticipated budget savings on renewal and delivery approach enabling project to come within budget. Flooding issues from Awanui River persist within this catchment.

Kotare Drive, Coopers Beach - Stormwater Renewal: Decision made to reline pipe in same location and make necessary repairs to pipes and manholes, and ensure overland flow is adequately dealt with. Budget savings of approximately \$300k from this approach. Project moved 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. Final design stages, and handover to delivery in progress.

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.

Infrastructure Delivery

Matt Richardson, Manager – Infrastructure Delivery, reports:

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.

Operational Highlights for the March 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. Equipment is currently being manufactured with planned installation scheduled to commence in late April 2026.
- Kaitiāia/Kerikeri Fluoridation – Package B (Civil Works) Direct Contract Awarded to BellConn Ltd – Construction due to commence in late April 2026.
- Rāwene Smart Water Meter Installations – The rollout of 275 new smart water meters in Rawene is nearing the installation stage, with the old kent meters scheduled for replacement in May. 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 – Contract documents finalised for uploading onto GETS for procurement.

- Waitangi, Paihia, Ōpua and Haruru WTP Upgrade – Stakeholder management and feasibility investigations being managed internally as we head into an important decision making phase of selecting the preferred site for the new plant.

Wastewater Projects in Delivery:

- Kaitāia W/W Network Overflows Stage 1 – Works continue on site with installation of the 2 x new 250m³ storage tanks, pressure testing for the DN75 PE rising main and installation of the new electrical kiosk and control cabinet. Stabilisation and sealing of the road surface along Bonnetts Ave is planned for March to improve the ride quality for road users.
- Kaitāia/Kaikohe/Rāwene WWTP Septage Screens – 3 x projects in commissioning phase with contractors addressing minor defects that have been identified.
- Kaitāia - Donald Rd W/W Network Upgrade – Asset information received and bond released to finalise practical completion of the contract works.

Stormwater Projects in Delivery:

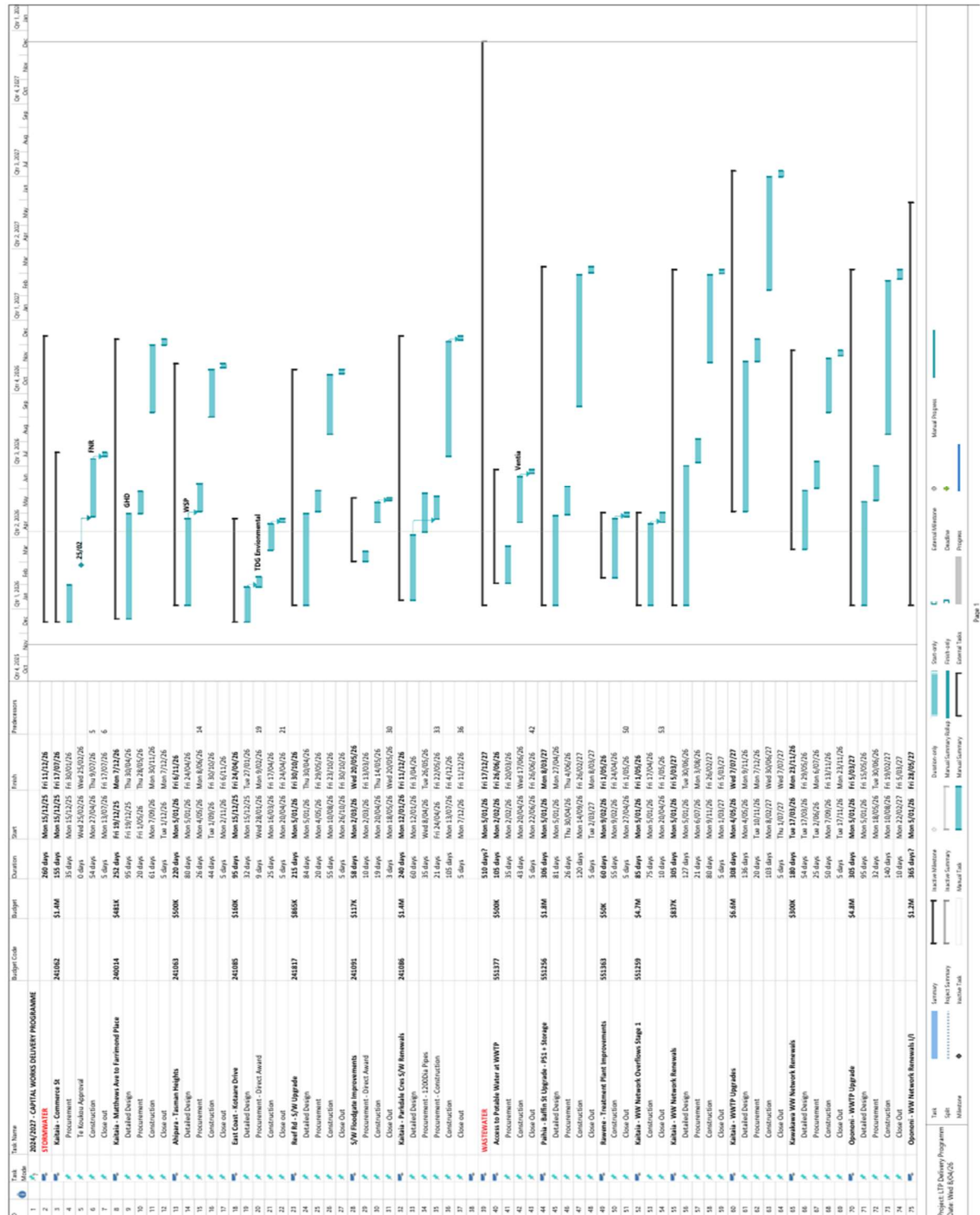
- Kaitāia Commerce St S/W Upgrade – Contract Awarded via open tender to Far North Roding.
- East Coast Kotare Drive S/W Pipe Relining – Contract direct awarded to TDG Environmental, with works planned to commence in April.
- Kaitāia - Parkdale Crescent S/W Improvements – Procurement confirmed for the 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.

District Facilities Projects in Delivery:

- Lake Ohia Hall Renewals – Contract Awarded: Construction commenced in January 2026
- Pukenui Coastal Walkway Stage 2 – Advertised on GETS, contract to be awarded in early May.
- Waipapa Baysports Carpark – Direct Contract awarded to Ventia Construction: Works progressing well with pavement and drainage repairs underway. Project is scheduled for completion in early May.
- Kaikohe – Lindvart Park Pavillion HS Renewals – Direct contract awarded to Far North Property Services with construction scheduled to commence in early May.
- 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 early May.

Key Performance Metrics

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



Infrastructure Services

Mary Moore, Manager – Infrastructure Services, reports:

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 March 2026 reporting period:

- Kaikohe water supply from Taraire Hills plant has remained complaint during dam outlet upgrades required as part of the IAF project.
- Water safety improvement capital works procurement has commenced and is expected to be completed in April. A prioritised programme of work is to commence delivery in April. This programme is planned for completion by 30 June 2027.
- A 3-year contract to provide eco-monitoring services in the Bay of Islands and Hokianga catchments was awarded to a locally based firm via a request for tender procurement process.
- Monthly meeting held with the Operations Contractor to review compliance results, agree and follow-up improvement works.
- Overall compliance has improved due to improvements in maintenance reporting from the contractor.
- Taumata Arowai drinking water quality assurance reporting has been upgraded and automated distribution and treatment reporting has commenced.
- Monthly reporting to NRC for water and wastewater compliance submitted on time.
- Wastewater treatment results shared with community working groups to improve 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:

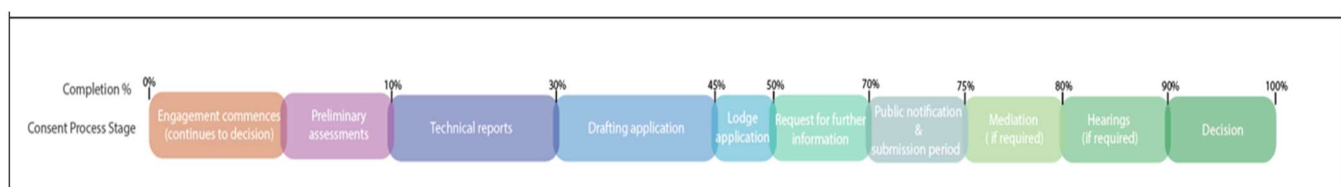
- Early and meaningful engagement with iwi/hapū and other community groups to better inform outcomes.
- Lodgement of renewal applications to Northland Regional Council 6 months prior to consent expiration to ensure continued operation of our assets under s124 of the Resource Management Act 1991 until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

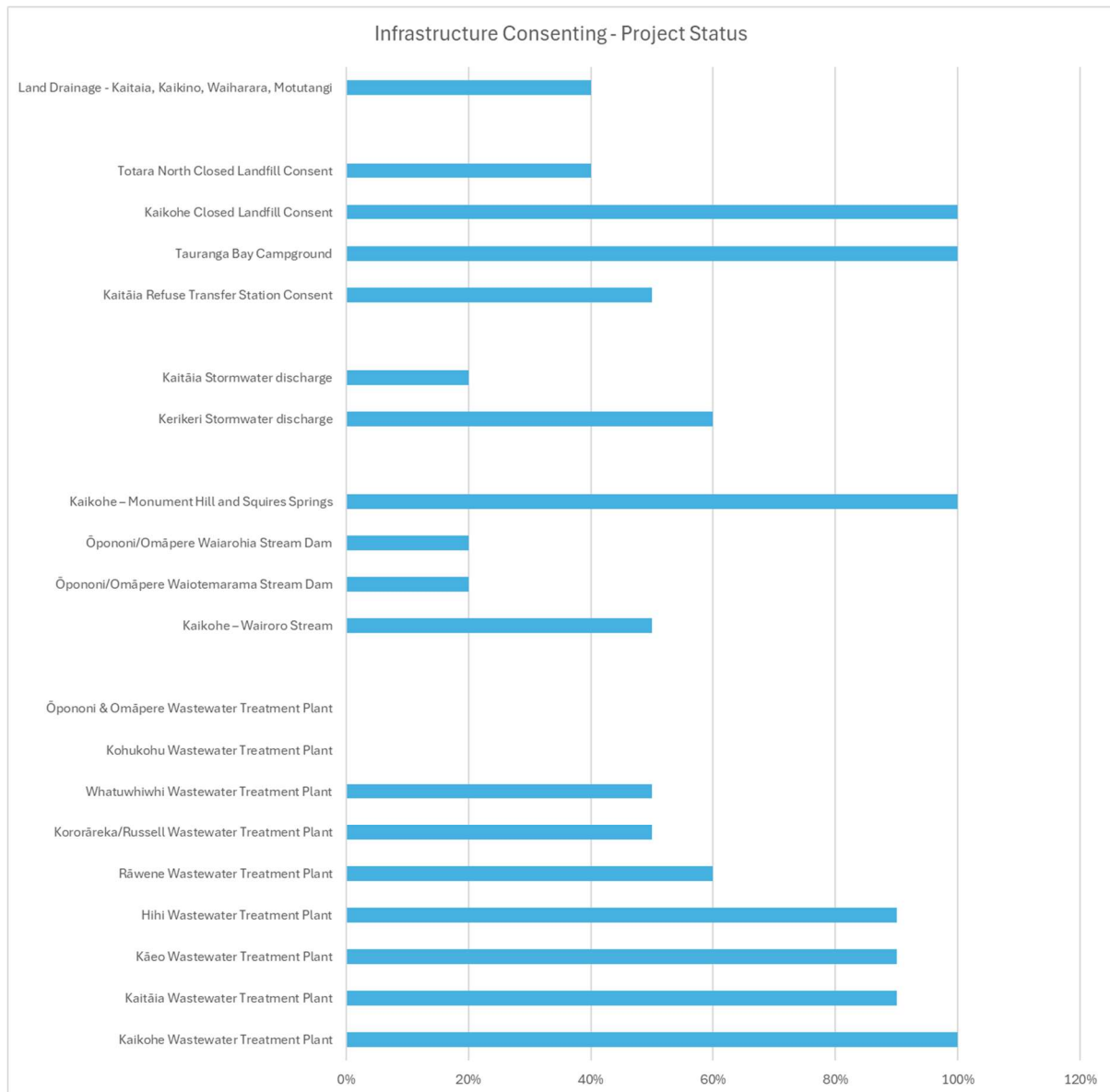
Operational Highlights for the March 2026 reporting period:

- **Kohukohu WWTP** – an application to vary the consented due date for the best practicable option to be provided to NRC from January 2025 to July 2026 submitted.
- **Hihi WWTP** – NRC is currently still finalising its assessment of the application with a decision expected soon.
- **Whatuwhiwi WWTP** – the Consenting Team continues to work alongside Submitters to address the issues raised in their submissions.
- **Land drainage areas** – drafting and engagement with the Land Drainage Committees and relevant hapū groups is ongoing.
- **Tōtara North Landfill** – drafting of the assessment of environmental effects is underway to submit the consent application by end of April 2026.
- **Pākāraha stock effluent** – an application to vary (increase) the volume of discharge has been submitted to NRC. This is related to an outstanding abatement notice. NRC has requested more information.
- **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.





**CHIEF OF STAFF
MONTHLY REPORT**

March 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, 17 February 2026](#). This activity briefing is attended to supplement rather than duplicate information included in that report.

Reporting Period: April 2026

Authors of the following detailed reports include:

- Emma Healy, Chief of Staff
- Kayla Jonas, Manager – People & Capability
- Joanna Rewi, Manager – Organisational Development
- Nicola Smith, Manager – Executive Projects
- Rachel Smith, Executive Officer – Mayor's Office
- Roger Ackers, Head of Strategic Reform Initiatives

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People & Capability

Kayla Jonas, Manager - People & Capability, reports:

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

What has changed

We are keeping a close eye on vacancies and staffing levels and reviewing to ensure they are necessary to delivery, while the Annual Plan is being worked through. This has included a critical review of current vacancies and the necessity to fill, options to capitalise roles, alongside where changes may lead to efficiencies.

Why it matters

Staffing levels and vacancies influence Council's ability to meet agreed service levels, manage operational risk, and deliver the Annual Plan within budget, with flow-on affordability impacts for ratepayers. Regular reviews provide assurance that resourcing decisions reflect agreed priorities and deliver value for money within the rates-funded envelope.

Relevant metrics

Active vacancy recruitment during March 2026:

Position	Type	Business Unit
Visitor Information Consultant	Permanent	Visitor Information Services
Day Work Officer	Permanent	Technical Operations
Team Leader - Building Inspections	Permanent	Building Inspections
Customer Service Officer - Multiskilled	Permanent	Kerikeri and Paihia Libraries
Senior Building Officer	Permanent	Building Inspections
Customer Service Administrator (Roading)	Fixed Term	Transportation Services
Consents Planner	Permanent	Resource Consents
Resource Planner	Permanent	Resource Consents

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
466.56	419.01	47.35	0.20

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
423	379	32	12

What happens next

Consolidation of vacancies will occur, with the changes to be captured and included in the annual plan.

Relevant metrics:

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

Cases Actively Managed in March	Cases ongoing from previous months
12	11

What happens next

Quarterly data is collated on the nature of employment issues requiring People & Capability team support. This is being used to inform targeted interventions in particular areas where required and assessing effectiveness of these. The focus is on People Leader education and early support and resolution.

Mayor's Taskforce for Jobs**What has changed**

Delivery has continued for the Mayor's Taskforce for Jobs under a revised contract with the Ministry of Social Development.

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 March	Total YTD Sustainable Placements	Total Programme Sustainable Placements Required
3	17	22 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 risks. More detailed reporting is provided through Te Miromiro's Chief of Staff quarterly report.

Organisational Development

Joanna Rewi, Manager - Organisational Development, reports:

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

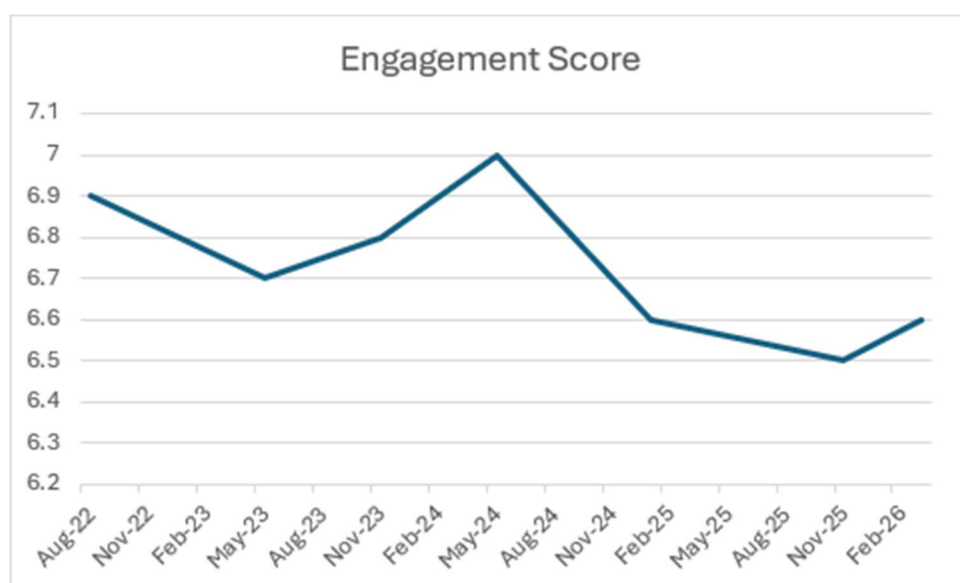
The prior survey was undertaken in September 2025 with a number of action plans in place, however not all commentary was addressed so the first biannual Employee Engagement Survey for 2026 was in the format of a Pulse survey with eight questions. The survey closed on 9 March. Participation was strong and we have clear themes to work on (as noted in the ARF report).

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.

Relevant metrics

Participation: 81% (5% decrease from September). Engagement score: 6.6/10.



What happens next

We will support people leaders to share results with their teams and agree practical improvement actions. Each team creates an Action Plan based on the agreed areas for improvement and provides quarterly updates on progress to SLT. Advice has been provided to the Chief Executive and SLT on how to respond to overall key themes: Leadership communication frequency, clarity of strategic direction, psychological safety, productivity friction (tools and systems). We will report back on Action Plan progress and key themes in a future update. Next Engagement Survey scheduled for September 2026.

Support for change - new tools and guidance

What has changed

To support the change Council needs to implement via Local Government reforms and organisational strategic initiatives we have launched a new set of internal change tools and templates to help teams plan and deliver change more consistently and effectively: Change Management Plan, Transition Plan, Promapp change management process, FNDC Change Roadmap and training resources.

Why it matters

We need a consistent way to successfully manage large, strategic changes in Council and to build organisational capability. Communicating the Why, What, How, When clearly and providing the right tools ensures engagement and adoption of the change.

Relevant metrics

Change Management site has had 211 views, Change Management Framework site has had 166 views. Training sessions delivered (all staff and team sessions): 4. Leaders trained: 9.

What happens next

Future training for leading change and team sessions are scheduled over coming months. We will embed the tools into project planning and reporting in collaboration with the Project Management Office and support teams to utilise the tools and resources. An update on uptake will be provided in future reports.

Stronger people leadership

What has changed

Leadership development has continued, with a focus on clearer expectations for people leaders and practical support for leading teams well. The Leadership in Focus programme has launched to support tier 3 leaders to strengthen their capability and provide clarity of expectations. Five leadership priorities have been identified based on Local Government focus areas and discussion with SLT: Strategic Thinking & Planning, Change Management & Leadership, Decision Making & Critical Thinking, Emotional Intelligence, Political & Business Acumen.

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

Capability Framework for the top 5 leadership focus areas sent to SLT and Tier 3 leaders with capability assessment forms. Tier 3 Leaders participating in Leadership in Focus programme: 34. Metrics on project timeline and progress provided in next update.

What happens next

Tier 3 leaders to complete assessment of their leadership capabilities, with their People Leader (SLT) also providing insights on their leadership capabilities, during April. We will report on participation progress, and timeline next period.

Executive Projects

Nicola Smith, Manager - Executive Projects, reports:

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

Elected members received a PX Briefing Paper in Friday notices the week commencing 6 April. Advice to support elected member decisions has been prepared, with a workshop confirmed for May. Work is underway to ensure any decision can be implemented (with Delivery & Operations).

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 has been a longstanding item Council has wished to progress.

Relevant metrics

- Elected member briefing paper sent 2 April 2026
- Workshop with elected members, and governance to governance meeting with Far North Holdings, to be held on 20 May

What happens next

Following the planned workshop in May, a short update on progress, key milestones, and any material risks or dependencies with a Council decision-making paper is anticipated to be delivered in June.

Clearer approach to land decisions

What has changed

Senior leaders have agreed to progress work to improve how we make land decisions (for example, buying, keeping, or selling land) through operational policy and accompanying process.

Why it matters

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

Relevant metrics

- First policy draft complete
- Internal review in progress

What happens next

Develop the approach and confirm when elected member input or decisions will be needed.

Key place and property projects - what you need to know

What has changed

Work has continued on 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 obtained elected member endorsement to present papers on community engagement to appropriate committee through to Council.
- 'Old' Kaikohe library: Elected members viewed and endorsed the engagement material, with public engagement going live on 1 May for 4 weeks.

What happens next

Confirm upcoming decision points and bring formal papers to elected members when decisions are required.

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 on strategic priorities and community outcomes, June workshop

What happens next

Confirm workshop schedule in calendars, schedule support check-ins between decision points, 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 prepared, with FNDC supporting the sizing (to determine remuneration) of the Manager role.

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 has been signed; additional grant funds will be drawn down once recruitment is confirmed.

What happens next

Confirm recruitment and funding drawdown, embed ongoing fiscal and performance assurance reporting is being delivered as a quarterly update through the monthly operational briefing, and continue relationship management.

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 developing and supporting processes for the implementation of development contributions.

Office of the Mayor

Rachel Smith, Executive Officer - Office of the Mayor, reports:

The Office of the Mayor provides support to the Mayor and Deputy Mayor to effectively fulfil their leadership, representation, and governance roles by providing coordinated strategic advice, high-quality briefings, and day-to-day operational support. It strengthens the link between governance and operations, enabling timely decision-making, clear communication, and better outcomes for the Far North.

Setting up and day-to-day support

What has changed

The Office of the Mayor has continued to settle in, clarifying how we work day-to-day to support the Mayor and Deputy Mayor. This includes firmer routines for email management, meeting support, and how we connect with internal teams across Council.

Why it matters

Clear, well-understood ways of working help everyone know how to engage with the Mayor's Office, support smoother coordination, and ensure the Mayor and elected members receive the information they need, when they need it.

Relevant metrics

Key setup steps progressed into development this month: **5**

What happens next

We will continue developing these core ways of working through reflective practice and design thinking, and keep an eye on whether our current resourcing is supporting timely briefings and coordination, reporting back if any issues emerge.

Briefings and communications support

What has changed

Demand for briefings and communications support has continued, with the Mayor's Office working closely with Communications & Engagement to respond to both planned and emerging issues. This has included preparing media statements, social media content, and responding to a high volume of media enquiries across multiple channels.

Why it matters

Consistent, timely briefings and communications support help the Mayor and Deputy Mayor make well-informed decisions and support clear, coordinated responses on high-interest topics.

Relevant metrics

- Media statements and releases: **35**
- Social media posts and content pieces: **17**
- Media enquiries responded to (calls and texts): **72**
- Media enquiries responded to (emails): **39**

What happens next

We will continue to build a clearer picture of demand over time, so we can prioritise work around upcoming decisions, higher-impact issues, and communications that are particularly time-sensitive.

Strategic advice, relationships, and governance coordination

What has changed

The Mayor's Office has focused on providing coordinated strategic and political advice, while also supporting how the Mayor and Deputy Mayor connect with senior leaders, elected members, and key external partners. This includes clearer support around emerging issues, better alignment between governance priorities and operational advice, and more consistent liaison across the organisation.

Why it matters

Clear, trusted strategic advice and strong relationships help the Mayor lead confidently at a governance level and advocate effectively for the Far North. Good connections between governance and operations support smoother decision-making, reduce duplication, and help ensure everyone is working from a shared understanding.

Relevant metrics

- Strategic briefings and issue notes prepared: **49**
- Development of strategic frameworks, terms of reference and other: **14**
- External relationship engagements supported (for example with iwi, government, and sector partners): **48**

What happens next

We will continue to strengthen how strategic advice is prioritised and timed, support ongoing relationship building, and keep an eye on how well governance and operations are staying aligned. Over time, this will help us understand where adjustments may be needed to maintain effective strategic and advisory support. There will also be a strengthened focus on building internal relationships; both as an Office, and with the wider operational organisation.

Additional support – Civic Defence leadership and response

Due to the significant weather challenges and State of Emergency declarations, the Office has played a strong support role in ensuring the Mayor and Deputy Mayor are able to provide clear, strong, calm leadership for the District. This has included supporting with communications, sound decision making, inward facing leadership to Elected Members, and bridging between operations and governance. The Office has also played a strong support role with the administration of the Mayoral Relief Fund.

Highlights for the Office

- Strong collaboration with Communications team and Democracy Services teams.
- Successful appointments of TUIA mentee candidates and the development of a mentoring framework for the duration of the mentor programme
- Positive feedback from a range of engagements with Ministers and Crown agencies

Strategic Reform Initiatives

Roger Ackers, Head of Strategic Reform Initiatives

Overview - March 2026

March marked a transition month for the Strategic Reform Initiatives portfolio, with the formal establishment of dedicated leadership capacity and the progression of key governance and programme decisions across both Resource Management Reforms and Simplifying Local Government Reforms.

The role of Head of Strategic Reform Initiatives was filled on 16 March 2026, providing a single point of coordination across these complex, interrelated reform programmes and strengthening alignment between Council decision making, regional partners, and central government processes.

Background and context

Resource Management Reforms - brief history

The Resource Management Reform programme is a central government led reform replacing the existing Resource Management Act framework with a new, nationally consistent system. Councils have been required to engage in preparatory and transitional work while legislative settings continue to evolve. For Far North District Council and the wider Northland councils, early focus has been on understanding potential future functions, governance implications, workforce impacts, and alignment risks with other major reform programmes.

Leading into March 2026, councils have deliberately taken a “no regrets” readiness approach, maintaining awareness and coordination without committing to irreversible structural or resourcing decisions ahead of legislative certainty. This approach has been consistently reinforced through Chief Executives’ Forum and Mayoral Forum discussions, recognising the dependency between Resource Management Reform timing and local government structural reform pathways.

Simplifying Local Government Reforms - brief history

The Government’s Simplifying Local Government Reforms proposal prompted Northland councils to develop a locally led, coordinated regional response, commonly referred to as a “By Northland, For Northland” approach. During late 2025 and early 2026, officers and Chief Executives worked collaboratively to develop an agreed programme concept, governance structure, and staged approach that preserved council decision making authority while enabling collective preparation for potential reorganisation requirements.

In February and early March 2026, a series of papers were considered by the Chief Executives’ Forum and Mayoral Forum, seeking agreement to:

- establish a formal Local Government Reform Programme,
- adopt draft Terms of Reference for an Elected Member Steering Group and an External Advisory Group,
- confirm a staged programme focused initially on governance, coordination, and readiness, and
- seek individual council approvals during March meetings.

Key actions and decisions - up to and during March 2026

During March, the focus was on transitioning from concept and endorsement to formal establishment and mobilisation:

- Council and cross council decisions: Participating Northland councils considered papers to approve the proposed Local Government Reform governance arrangements, Terms of Reference, and initial budget provisions for the remainder of the 2025/26 financial year, following Mayoral Forum endorsement to take the proposal to councils.
- Governance establishment: Agreement in principle was reached to establish a Local Government Reform Elected Member Steering Group and an External Advisory Group, with clear delineation between political leadership, operational oversight through the Chief Executives' Forum, and independent assurance.
- Risk and dependency management: Attention was given to managing dependencies between Simplifying Local Government Reforms and Resource Management Reforms, including risks associated with overlapping timeframes, workforce capacity, and potential misalignment with future legislative decisions.
- Leadership transition: The appointment of the Head of Strategic Reform Initiatives on 16 March 2026 enabled consolidation of programme leadership, clearer accountability for reform coordination, and improved integration between governance reporting, programme planning, and engagement with regional and central government partners.

March specific progress

Throughout March, work focused on:

- supporting elected member and executive understanding of the proposed reform programme and its staged nature.
- preparing implementation ready documentation to enable governance bodies to become operational once council approvals were confirmed; and
- ensuring reform activity remained aligned with Council's broader strategic, financial, and workforce planning assumptions.

No substantive reform decisions were taken ahead of agreed gateways, consistent with Council's risk managed and evidence led approach.

Looking ahead - April 2026

While this report is March focused, several April milestones are relevant to note:

- formal establishment and initial meetings of the Local Government Reform governance bodies, subject to completion of council approvals;
- commencement of detailed programme mobilisation and planning activity under the agreed staged approach; and
- continued monitoring of central government direction on both Resource Management Reform and Simplifying Local Government Reform, including anticipated Cabinet reporting and legislative signals that may influence subsequent stages of work.

Economic Development

During March, economic development activity was primarily focused on formal shareholder and governance oversight of Northland Inc, led through the Joint Regional Economic Development Committee (JREDC). The emphasis was on confirming value, funding sustainability, and readiness for the upcoming Statement of Intent (SOI) and Long-Term Plan cycles.

At its 6 March 2026 meeting, JREDC received the Northland Inc Impact Report and agreed it be provided to all four shareholder councils to inform LTP 2027–2037 development. The Committee also agreed to continue good-faith engagement with Whangārei District Council regarding future Investment and Growth Reserve (IGR) funding commitments.

JREDC received and noted a suite of core Northland Inc governance and performance items, including KPI reporting against the current SOI, progress on Te Rerenga – Taitokerau Northland Economic Wellbeing Pathway, the Draft SOI 2026/27, proposed board reappointments from 1 July 2026, the Annual Work Plan 2026, and an update on the Northland Infrastructure Plan. Collectively, these reinforced expectations of continuity, disciplined delivery, and alignment during the pre-election period.

Council activity during March focused on preparing for the SOI review process, consistent with the JREDC Letter of Expectations, with an emphasis on maintaining strategic stability, improving clarity of funding and performance reporting, and reinforcing Northland Inc's role as a regional coordinator and facilitator, rather than a delivery agency.

Northland Inc – Regional Tourism

March overview

During March, Northland Tourism focused on sustaining visitation through late summer and early autumn, while supporting tourism operators affected by severe weather events and global uncertainty impacting international travel markets.

Marketing, media and trade

The *Summer Continued*, #NorthlandStyle campaign continued to drive domestic awareness and traffic to NorthlandNZ.com, alongside contribution to Tourism New Zealand's Regional Tourism Boost campaigns targeting Australia and North America. Media coverage and hosted familiarisation visits continued to deliver ongoing exposure for Northland experiences.

Destination management and sector support

Destination management activity during March included industry engagement, promotion of accessible and inclusive tourism through the Adapting Aotearoa programme, and presentations to sector groups such as holiday park operators, supporting capability and quality across the visitor economy.

Key statistics and insights

Tourism data released during March showed improving international performance. For the year ending December 2025, international visitor arrivals were up 6% and visitor spend up 3%.

Germany recorded the longest average length of stay and highest median visitor spend, while China had the highest median daily spend.

In January 2026, Northland recorded 439,000 monthly unique visitors, with 20% international. Accommodation data showed 339,900 total guest nights in January 2026 (down 4% year-on-year), with domestic guest nights declining (-8.2%) but international guest nights increasing (+21.1%). The Far North District accounted for 5.2% of national itinerary nights, with Whangārei at 2.7% and Kaipara at 1%.

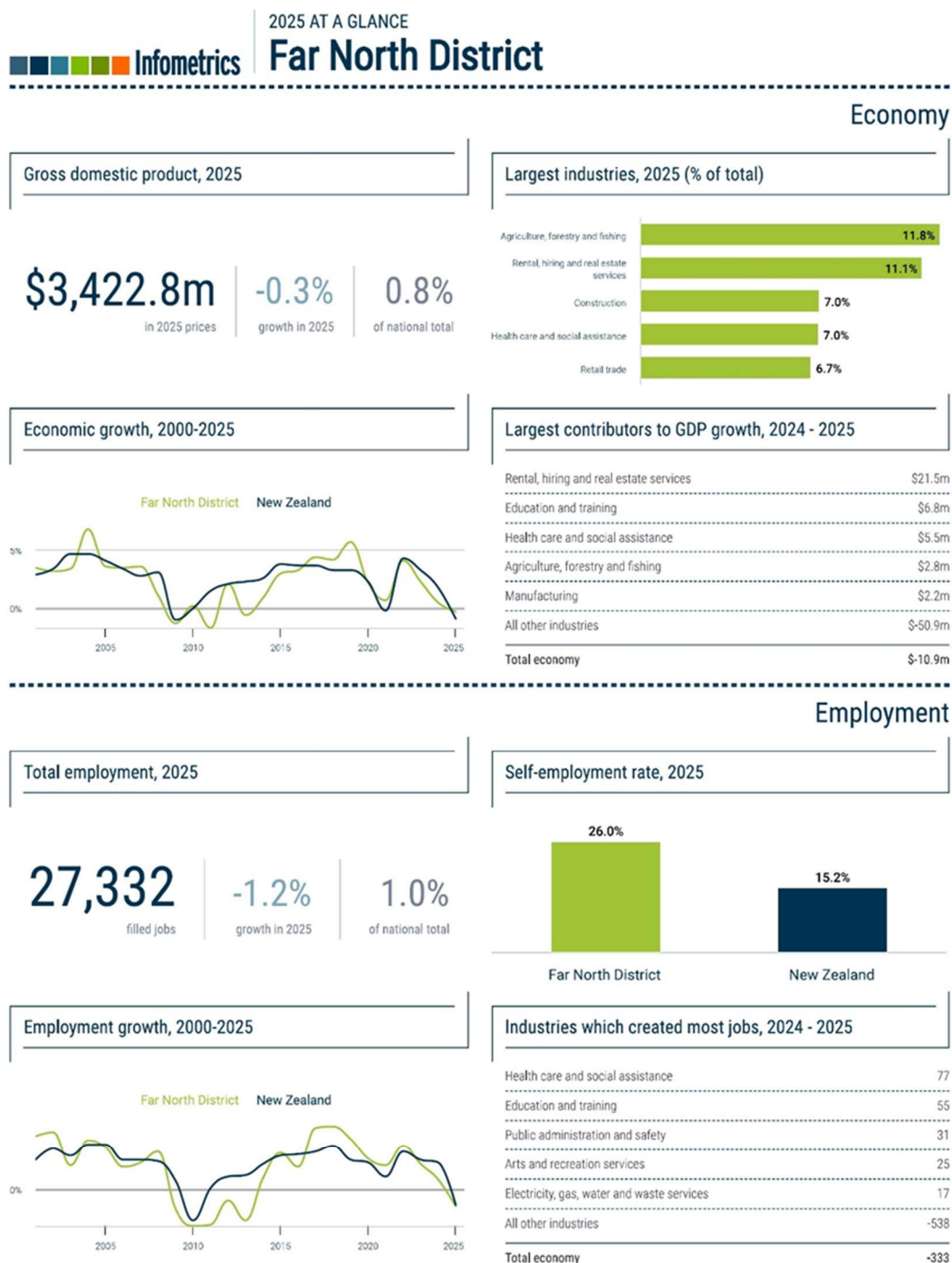
Looking Ahead – April 2026**Trade, marketing and airline engagement**

In April, focus shifts to international trade readiness and shoulder-season stimulation. Northland Tourism is preparing for TRENZ (19–21 May), with extensive programmes of meetings with international buyers and media, supported by pre- and post-event familiarisation visits across Te Tai Tokerau. Autumn domestic marketing activity has been brought forward to support visitation over the Easter and ANZAC holiday periods following recent weather disruptions.

Destination management, capability and sector support

April activity also includes continued destination management and capability initiatives, accessibility and sustainability engagement, and regional operator visits across Kaipara, Hokianga and the Far North. Engagement with airline partners, including Air New Zealand, and participation in industry forums will continue to support Northland's profile and connectivity as the region moves into the shoulder season.

Key economic Statistics – 2025



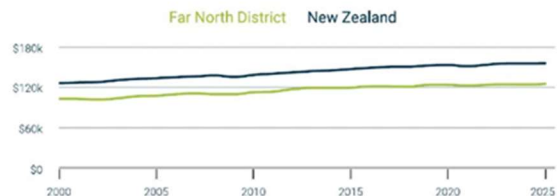


Productivity

GDP per filled job, 2025

\$125,230 | **\$155,707**
Far North District | New Zealand

GDP per filled job, 2000-2025



Businesses

Number of business units, 2025

8,568 | **0.2%** | **1.3%**
Business units | growth in 2025 | of national total

Industries with most business units

Agriculture, forestry and fishing	1,923
Rental, hiring and real estate services	1,350
Construction	1,215
Professional, scientific and technical services	603
Accommodation and food services	465
All other industries	3,012
Total economy	8,568

Population

Population, 2025

73,700 | **0.4%** | **1.4%**
Estimated resident population | growth in 2025 | of national total

Population % change, 1996-2025



Income and housing

Mean household income, 2025

\$99,631 | **\$135,224**
Far North District | New Zealand

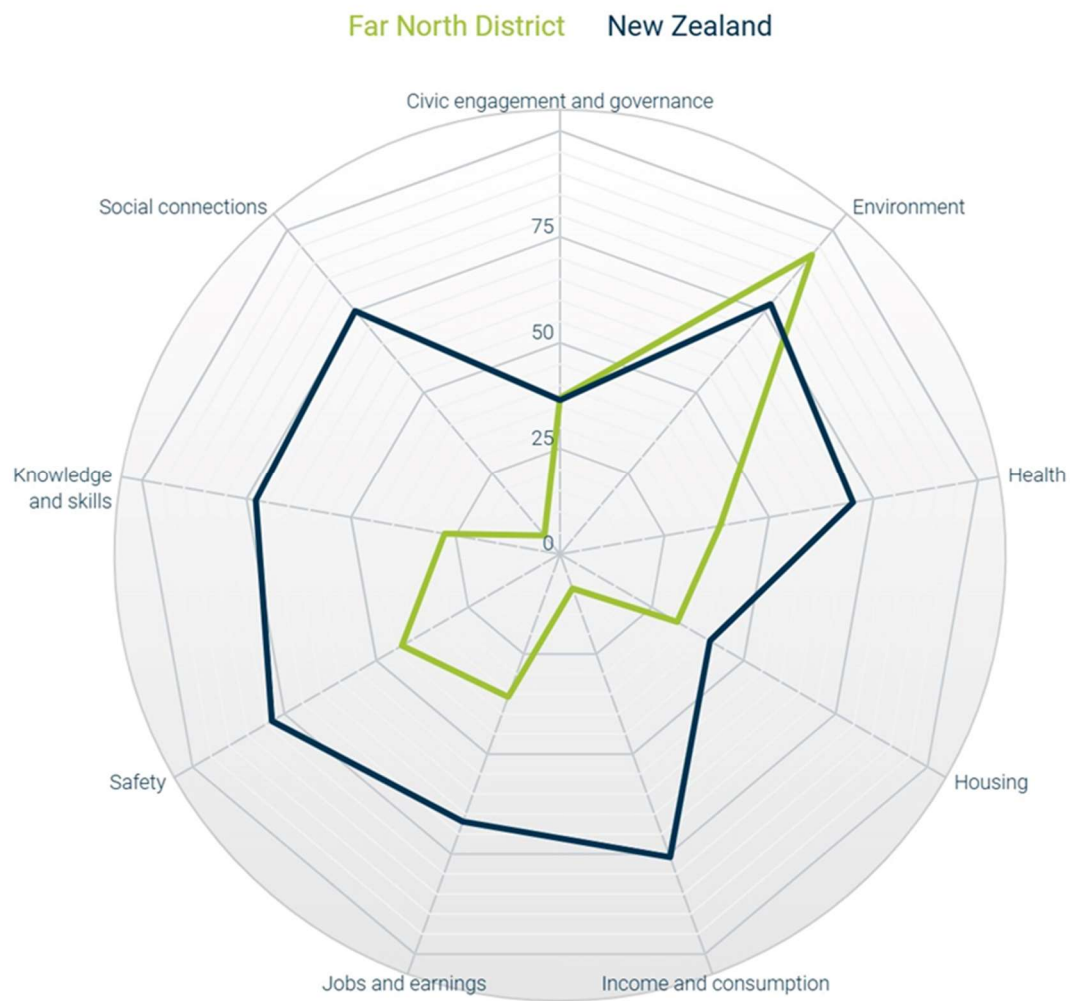
Average house value, 2025



Wellbeing Metrics – comparison – Far North vs New Zealand

Wellbeing radar

2025



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

Executive Summary

The Strategic Relationships Group supports effective governance, strong community connections, and inclusive decision-making across the district. The Group works alongside elected members, council staff, and key stakeholders to support informed outcomes that reflect diverse perspectives and community needs.

The Group includes Democracy Services, Stakeholder Relationships and Civic Engagement & Education. Together, these functions provide the statutory, governance, and organisational support that enables Council, Community Boards, and committees to operate transparently and in accordance with legislative requirements. This includes elected member support, governance administration, official information processes, civic engagement, and assurance over democratic and statutory obligations.

Strategic Relationships is also responsible for Health, Safety and Wellbeing, ensuring FNDC maintains a safe, supportive, and resilient workplace. This includes organisational health and safety systems, risk monitoring, and wellbeing initiatives that support staff and leaders across the organisation.

Collectively, the Group acts as a connector across Council — supporting democratic integrity, strengthening governance practice, maintaining safe workplaces, and reinforcing trust between Council, elected members, and the communities they serve.

Reporting Period: March

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 Jacine Warmington – Group Manager Strategic Relationships; Casey Gannon – Manager Civic Engagement & Education; Aisha Huriwai - Manager Democracy Services and Ian Wilson - Manager Health, Safety and Wellbeing.

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Civic Engagement & Education

Casey Gannon, Manager – Civic Engagement & Education, reports:

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 March 2026 reporting period:

- Taituarā Local Government Excellence Awards® - The Award for Excellence in Community Engagement (Far North District Council – Mobile Ballot Box Tour) application submitted. The Awards recognise outstanding programmes, projects and approaches that demonstrate professional excellence in local government management.
- Kōkako - Youth Education & Leadership Pathways Portfolio meetings continued and the Youth strategy development is underway. The portfolio meets monthly and is supported by staff across the Strategic Relationships group, and Mayors Taskforce for Jobs staff.
- Youth Mentor training certification from NZ Youth Mentoring for Manager Civic Engagement & Education complete.



Kōkako - Youth Education & Leadership Pathways (YELPP)

Key Performance Indicators (KPIs) for Kōkako – YELPP will be identified and measured once workplan is approved by Portfolio Holders.

A Youth Strategy, with a target completion date of end of April is in development. The strategy will clearly define council's role in youth education and pathways with a primary focus of partnering with organisations already delivering youth programmes, with council acting as an enabler, promoter and connector.

Resource scoping discussed and budget requirements for reinstating Youth Council considered. Budgetary considerations for the annual plan are expected. External funding is being investigated to ensure we are achieving our commitment to aligning work programmes with operational strategic priorities (*Value For Money*).

Innovative solution-based event ('Hackathon') pilot confirmed for 6 August at Ngawha Innovation Park, Kaikohe.

Key Performance Metrics

KPIs for the 2026-2028 CEE Work programme will be confirmed in April 2026.

Stakeholder Relationships – Peggy Veen - Principal Advisor.

Operational Highlights for the March 2026 reporting period:

- Northland Inc and JRED meetings both operational and governance and additional visits/meetings facilitated into FNDC strengthening relationships with new staff and functions.
- Connect Northland: Chamber North hosted event for the purpose of furthering collaborative approach between multiple stakeholders.
- Ministry of Education connection to secondary transitions Principal Advisor: discussions on workforce development, education/training to employment. Looping back into Kōkako portfolio.
- University of Auckland Business School: discussions on future workforce development for Northland. Looping back into Kōkako portfolio.
- Te Rūnanga o Ngāti Rēhia: furthering discussions on project development, workforce development opportunities including tourism and research development.
- Partnership/Contracts: Citizens Advice Bureau Kerikeri and Kaitiaia People's Centre: updates and sharing of information, data and local activities, challenges and opportunities. Purpose: strengthen community wellbeing and advocacy.
- Staff/Team visit to Waikare Marae: re: funding opportunities and strengthening relationships.
- Creative Northland: part of a regular catch up to support local and regional approaches to the Creative Sector. Ref Strategy: Toi Mana
- Sport Northland: Partnerships/Contracts: maintain and strengthen relationship as a BAU: Ref Strategy: Kokiri ai te Waka Hourua, FNDC Spaces and Places.
- Turner Centre: Operationally there are multiple touch points with the Turner Centre with consistent support from the BOI/Whangaroa Community Board through community board grants. Lobbying and advocacy continues to support their aspirations as a regional project through a number of networks and agencies e.g. NorthlandNZ, along with provision of advice to assist in building a business case.
Ref Strategy: Toi Mana, Te Rerenga

Democracy Services

Aisha Huriwai – Manager Democracy Services:

Operational Highlights for the March period:

- Enabled 8 formal meetings across Council, Committee and Community Boards.
- Assisted the organisation in facilitating 4 workshops with elected members.
- Hosted Zone 1 and Northland Forward Together in Kaikohe.
- Launched a notice of motion template for elected members with a review of process and guidance.
- Review of timeframes around elected member reports, claim forms and delivery of Friday notices

Elected Member Request for Service Reporting

- Democracy Services continues to triage requests for information and service from elected members. For most requests, staff create a Request for Service (RFS) and assign it to the appropriate area of the organisation for response.
- Elected members receive a monthly report at the beginning of each month outlining requests from the previous month that are still being progressed. The report shows the original request and the most recent progress update. These reports began in February, and refinements to the reporting template are ongoing. From this report onward, the monthly operational reports also include statistics on the total number of elected members' RFS received. Work is continuing across the organisation to improve reporting and dashboards; interim statistics are provided below.

Freshservice tickets triaged via emsupport@fndc.govt.nz -
March - 66

Total elected member RFS March - 32.

The top 5 categories for these were:

- 1) Roadside vegetation
- 2) Road Safety
- 3) Footpath Faults
- 4) LGOIMA (specific topics unspecified)
- 5) Town Maintenance (non-urgent)

Community Boards

The core activities for March were commencing the identification and prioritisation of footpath, amenity lighting, and town beautification allocations, in their respective wards. Community Board Coordinators (CBC) ran multiple workshops with Community Boards and subject matter experts.

Ongoing work has occurred to advance the development of a new Community Board Strategic Plan template. This work will involve workshops with each Community Board to establish Community Board values and priorities which will be then developed into a draft Strategic Plan for Community Board review. The Strategic Plan process will also inform the work programme associated to the development of an Accord between Council and Community Boards.

The first combined CB workshop is scheduled for 30 April. The programme includes: a CBEC update; Setting priorities for inclusion in the Accord agreement; Health and Safety; Community Climate Adaptation; and Communications training with the Office of the Mayor. Planning for the second combined workshop is progressing with the items of the Accord and Transport already scheduled.

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.



Bay of Islands-Whangaroa Community Board

All members have been busy representing their respective communities and advancing existing and new RFS matters pertaining to Park and Reserves (e.g., Simson Park, Kerikeri Domain, Fairy Pools Reserve), Public Toilets, Placemaking, Buildings (i.e., Community Halls), Roading, Water, and Public Spaces and Facilities. The Board has initiated a request for the Delegation of Kerikeri Domain to be transferred from Council to the Community Board. All members have actively taken on their roles for respective halls and cemeteries in their subdivision.

There were several ward specific matters in which Community Board Members have proactively sought to resolve matters and advocate for positive community outcomes. A snapshot of matters albeit not conclusive include the following actions.

- Chair Ward and Member Hindle have been engaged in supporting the community resolve alfresco and hawker matters as there has been several reported incidences with the end of the summer season.
- Member Hindle visited Waikare marae with Council staff to express support to the community and inform people about how the Community Board can support with advocacy as well as funding for events.

- Members Pihema and Atama continue to direct helped communities in their respective subdivisions during the response and recovery associated to the January and March extreme weather events.
- Members Alexander and Hawker worked directly with Council staff to find a solution related to the closure of Te Tahawai Track and establishing an alternate route for walkers and runners.
- All members sought to advocate and connect with multiple community groups in relation to the removal of Council owned beach access at Taupo Bay.



Kaikohe-Hokianga Community Board

KHCB met on 11 March followed by a workshop

17 March – town beautification budget prioritisation

Key matters considered across March

The Board received updates from the Kaikohe Business Association, and presentations from Hokianga Community Education Trust regarding expressions of interest for the use of the Hokianga Community Campus, and from Waimamaku community representatives regarding their petition for a public toilet.

Alfresco dining applications: The Board considered the renewal application for Kaikohe Bakehouse, providing feedback and noting that for future renewals the Bakehouse should be provided information about the Broadway Placemaking Project.

Removal of a pōhutukawa tree – 5 Memorial Avenue: Kaikohe The Board considered a report and arborist assessment regarding the proposed removal of a pōhutukawa tree on Council land at Kaikohe HQ due to tree roots disrupting the adjacent private sewer line.

Petition: “Public Toilets for Waimamaku”: The Board received and considered a petition advocating for the provision of public toilet facilities in Waimamaku. The issue highlighted community concerns around visitor amenities and public health. The petition supports the Boards LTP priority for development of public toilet services in the community. Staff from the relevant operational teams will engage with the community and CB representatives.

Community Adaptation Planning – Stage One: The Board was updated on Stage One of the Community Adaptation Planning programme (Te Hōtaka Urutau Hapori). This stage includes North and South Hokianga, with the Community Board’s role being to represent and advocate for the interests of its communities, with early-stage work aimed at understanding community resilience and adaptation needs.

Okaihau playground project: Community led project in partnership with Sport Northland, to develop a Maara Hupara in Okaihau. Staff are progressing approvals and relevant processes within the organisation to support.

Town Beautification: KHCB workshopped their 25/26 town beautification budget prioritisation.



Te Hiku Community Board

On 10 March 2026, Cr Foy provided strategic guidance to the Board on prioritising advocacy to most effectively influence Council decision-making, including budget allocation, carry-forward funding, and achieving greater community outcomes through a smaller number of high-impact projects.

The mayor engaged with the Board on upcoming strategic and regional matters, including:

- Encouraging Community Board participation in the Northland Regional Council Long Term Plan process
- The Dog Control Policy review, with a focus on regional collaboration
- Seeking Board input into proposed Accords
- Opportunities for Board involvement in agency briefings
- The importance of Board participation in the *Northland Forward Together* strategic planning work to ensure local perspectives are represented

The Board considered drainage and stormwater matters raised through Drainage Committees, including:

- The need to review drainage rates
- The importance of better integration between growth, development, and drainage capacity
- The impacts of increased residential development on legacy drainage infrastructure

The Board also:

- Received and considered community funding enquiries, including cemetery maintenance (equipment replacement) and recreational/sporting group requests
- Continued to focus on improving governance processes and supporting community enquiries
- Identified gaps in training, induction, and preparedness following recent Civil Defence events, and indicated willingness to participate in debriefs to support continuous improvement.



Community Board Funding

Each community board has funding for two purposes (per the Community Grant Policy) provided each financial year.

The Community Grant Fund is for projects that have a Ward or community focus, this can include events, wananga and projects that are not about creating fixed assets for community use. This funding is provided from a targeted ward rate, so varies by Board.

The Pride of Place Fund is provided to support local communities to enhance the look and feel of their communities. This fund provides support to help community projects with material, equipment, and other project expenditure. This can include township beautification, new community fixed assets, entranceways, cycle and walkways, river and streamside landscaping, picnic tables and seats, signs and artworks. Each Board is provided with \$100,000 per annum to grant for projects that fit in this criterion.

All funding provided to the Boards must be allocated in full by the end of each financial year.

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

- Five new applications were made to the Board in the March funding round, including one application for multi-year funding.
- The Board granted funding to all applicants, including a two-year grant for the Savour Northland food festival.
- The total amount granted was \$40,719 from the Community Grant Fund and \$3,450 from Pride of Place funding.
- At the time of writing, the Board has \$36,299 remaining in their Community Grant Fund and \$87,149 in their Pride of Place Fund.

Te Hiku

Te Hiku Community Board started the financial year with \$146,811 in Community Grant Funding and \$100,000 in Pride of Place Funding.

Analysis

- One application was made to the Board in the March funding round, from Savour Northland. The applicant applied to all three Boards, requesting funding for three consecutive years for activities specific to each ward. The Board granted them funding for the 2026 festival only.
- At the time of writing, the Board has \$49,948 remaining in their Community Grant Fund and \$75,129 in their Pride of Place Fund.

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

- One application was made to the Board in the March funding round, from Savour Northland. The applicant applied to all three Boards, requesting funding for three consecutive years for activities specific to each ward. The Board has left this application to lie on the table until their May meeting.
- One applicant returned their funding to the Board, as their project (a weekend wananga) was unable to go ahead due to the weather events that affected the district. They were also unable to reschedule it to a later date.
- At the time of writing, the Board has \$12,029 remaining in their Community Grant Fund and \$95,273 in their Pride of Place Fund.

Creative Communities

Creative Communities had their first meeting of this calendar year. They meet quarterly and the funding provided comes from Creative New Zealand. The Committee is made up of volunteers from the Far North community, as well as Cllr Stratford and Cllr Halkyard-Harawira.

All groups and individuals involved in local arts and cultural projects can apply. (By 'arts' we mean any creative practice relating to language, literature, performing arts and visual arts.)

To receive funding, projects must meet at least one of these three funding criteria, which are set by Creative New Zealand:

- encourage participation, opportunities for local communities to engage with, and participate in, local arts activities
- support diversity, supports diverse artistic cultural traditions of local communities
- enable young people – enable young people (under 18 years) to participate in the arts

The Committee receives \$57,860 from Creative New Zealand under our current funding agreement, which is distributed in funding rounds held in March, June, September and late November/early December each year.

Analysis

- Nine applications were received in the March funding round.

- One application was left to lie, due to limited funds being available for this round, and the project taking place in early 2027. It will go to the next funding round for consideration.
- The Board granted \$14,272 in this funding round.

Other Funding

The Funding Advisor continues to work with communities to help them with their applications, including meeting with them to help them through the processes of applying for funding and reporting on their projects when they are complete.

Visits have been made to Waikare Marae and Te Ahu centre to meet with funding applicants in person to help them with their applications.

Health, Safety & Wellbeing

Ian Wilson, HSW Manager, reports:

Far North District Council (FNDC) has a broad Health, Safety and Wellbeing (HSW) responsibility due to the nature of its operations, public interface, infrastructure assets, contractor reliance, and emergency management role. HSW at FNDC should be viewed as an enterprise-wide governance and operational priority rather than a compliance function.

HSW at FNDC is fundamentally about protecting workers, contractors, elected members and the public while delivering essential council services safely and lawfully.

Executive Summary

- The HSW team welcomed a HSW Support Officer on 16/03/25.
- One lost time injury (LTI).
- Lone working is the main critical process currently under review.
- Nine incidents reported – none considered serious.

Governance and Leadership

FNDC's elected members (Mayor and Councillors) are Officers of the PCBU under New Zealand's Health and Safety at Work Act 2015 (HSWA). Their role is governance-level due diligence, including:

- Understanding FNDC's critical risks
- Ensuring appropriate HSW resources and systems exist
- Monitoring incidents and assurance reporting
- Verifying controls are effective
- Supporting a positive safety culture

Senior leadership and executives are responsible for translating this into operational delivery.

FNDC's Key Risk Profile

FNDC's HSW risk landscape includes:

- Roading and transport works – contractors, traffic management, public interface
- Water / wastewater operations – confined spaces, chemicals, remote sites
- Parks, reserves and facilities – machinery, public interaction, contractors
- Libraries / customer service centres – aggression, anti-social behaviour, lone work
- Field inspections and remote work – driving, working alone, communication gaps
- Civil defence / emergency response – fatigue, rapid deployment, changing hazards
- Construction and capital projects – contractor oversight, site controls

FNDC's Critical Risks

- Driving
- Lone working
- Psychosocial hazards
- Contractor management
- Site visits
- Threatening behaviour

Worker Health and Wellbeing

Modern HSW extends beyond injury prevention. FNDC includes:

- Mental health and wellbeing support
- Fatigue management
- Bullying / harassment prevention
- Psychosocial risk management
- Fitness for work
- Lone worker welfare monitoring

Systems and Controls

The FNDC HSW framework includes:

- Policies and standards
- Risk registers and critical risk controls
- Incident and near-miss reporting
- Training and competency systems
- Emergency response plans
- Audits and inspections

Operational Highlights for the March 2026 reporting period

Lost Time Injuries (LTIs)

03/03/26 Contusion, knee and lower leg.

Policy reviews

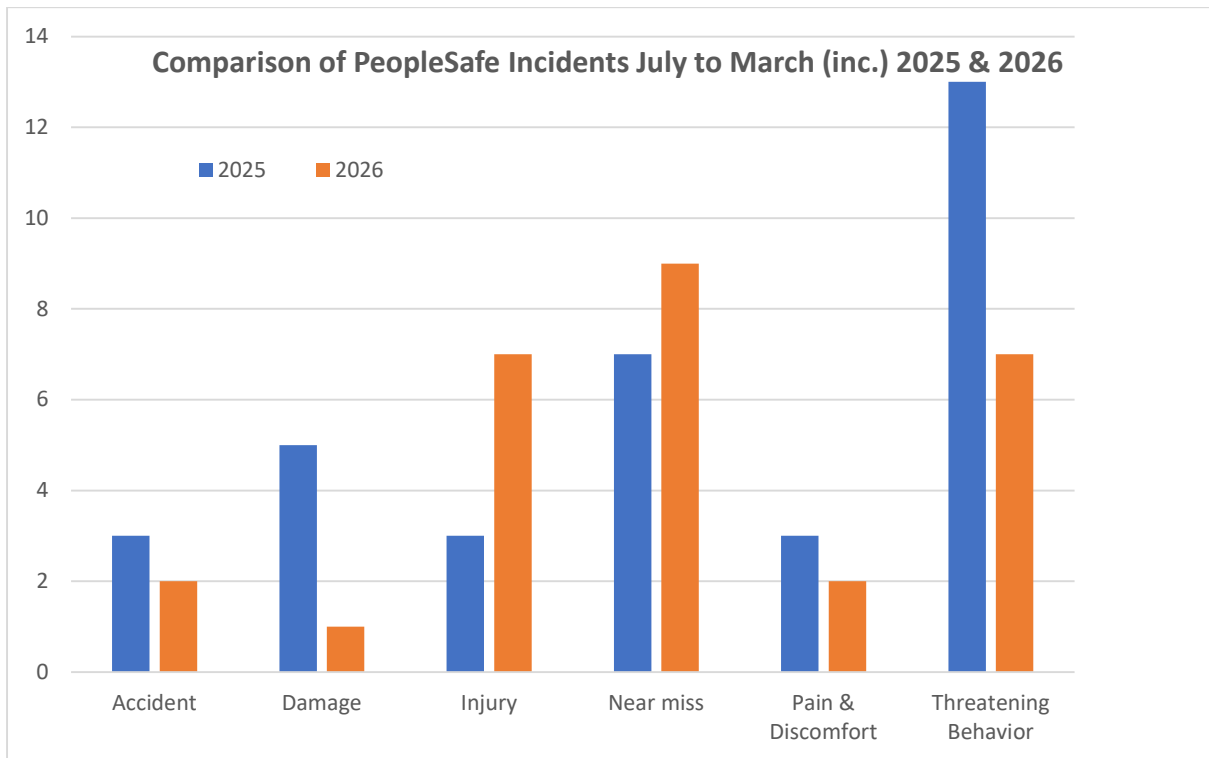
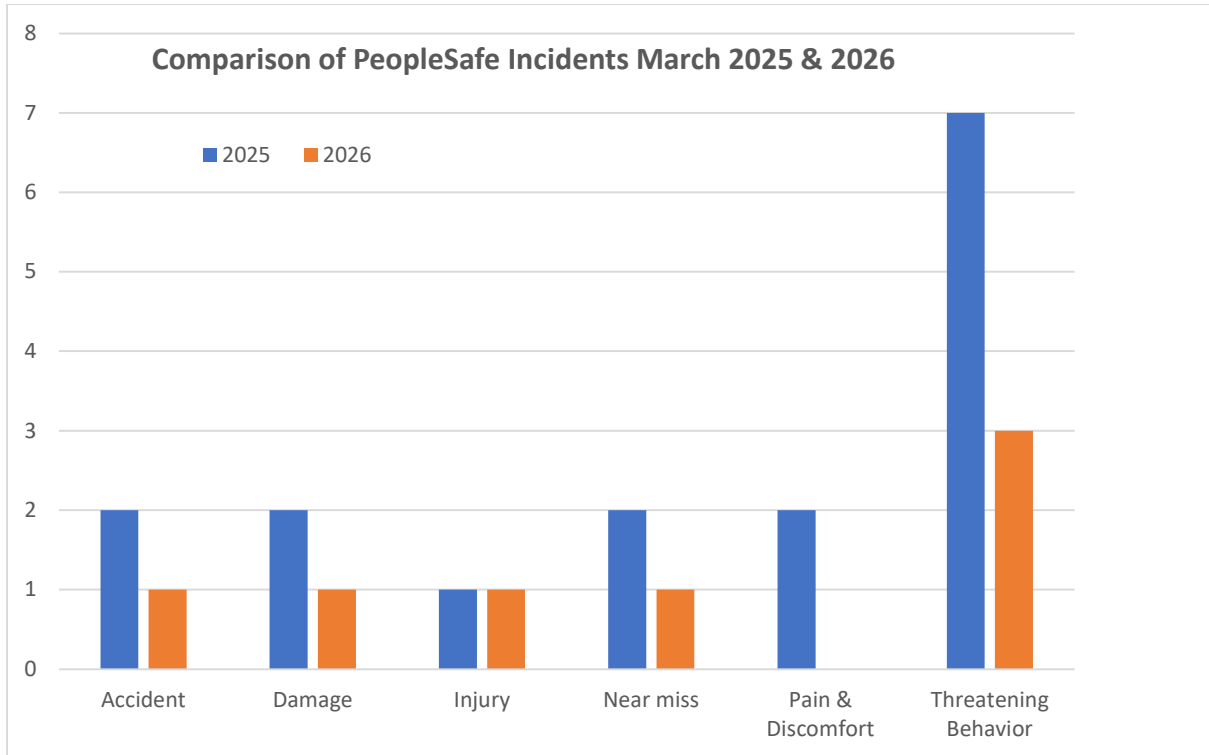
Lone working policy currently under review.

Critical risk reviews

Lone working process currently under review.

Incidents

Date	Story Type	Where	Activity
1/03/2026	Near miss	Car Park - Te Ahu	Public Interaction
3/03/2026	Near miss	Library Te Ahu	Customer interaction
3/03/2026	Injury	Service Centre - Kaikohe	Walking
4/03/2026	Near miss	Off Site (Monitoring-compliance-inspection)	Driving (FNDC car only)
5/03/2026	Injury	Library Kerikeri Proctor	Walking
9/03/2026	Near miss	Te Ahu - Museum	Customer interaction
11/03/2026	Injury	Car Park - Te Ahu	Walking
18/03/2026	Threatening Behaviour	Ward - Bay of Islands-Whangaroa	Inspection/Site visit
18/03/2026	Threatening Behaviour	Ward Kaikohe-Hokianga	Parked Vehicle



Training

23/03/2026 Mental Health First Aid.

Report: Te Hono briefing to Council

Drafted by: Aaron Taikato, Te Hono

Ngā whāinga | Purpose

To provide a structured operational update on Te Hono activities across March and April 2026, highlighting delivery against Te Pae o Uta, hapū engagement, cultural capability, and Māori outcomes across Te Tai Tokerau.

Horopaki | Context

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

The March period represents a high-delivery phase, driven by key kaupapa including Hapu Engagement Hui, Mana Whakahono a Rohe Check in hui, March Weather event response, Rae ki te Rae Manaaki Hubs, Te Oneroa-a-tohe Beach Board meeting and continued implementation of Te Pae o Uta Te Ao Māori Framework.

The April period represents a high-delivery phase, driven by key work including April Weather event response, Rae ki te Rae Manaaki Hubs, supporting Ngati Hine Field days, Governance hui alongside Te Kahu o Taonui, Community Board hui attendance, Te Tiriti commemorations and continued implementation of Te Pae o Uta Te Ao Māori Framework.

Ngā kōrerorero | Discussion

- **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:

- Far North Holding Limited Report to Council on Te Pae o Uta goals
- Monitoring and review of Power BI dash to ensure accurate and up to date information
- Scheduled check-ins with teams

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
- Te Pae o Uta Capability Framework

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: 3 Iwi
- Bay of Islands/Whangaroa: 3 iwi, 4 hapū
- Kaikohe/Hokianga: 1 Iwi , 8 Hapū

Additional delivery:

- Facilitation of hapū hui at Te Tii Waitangi and Kokohuia Marae, Omapere across both Council-led and hapū-driven kaupapa
- Supporting Ngati Hine at the pre-harvest karakia as they work towards securing the Ahuwhenua Trophy Horticulture Award 2026
- Supporting Ngati Hine at the Field Day as they work towards securing the Ahuwhenua Trophy Horticulture Award 2026
- **Rae ki te Rae Manaaki Hubs**

Te Hono supported CDEM Northland to deliver the Manaaki hubs during the Recovery phase of the March 25th weather event.

These hubs were aimed at providing responsive, on the ground support alongside affected communities and included external agency support, providing a “one-stop shop” for all communities. The hubs aimed to address hard to reach communities who were impacted by the March weather event. FNDC offered support to whanau in applying to the Mayoral Relief fund as well as supported general RFS lodgement and Funding support to Community Boards.

Manaaki hubs were hosted on Thursday 9th April and Friday 10th April at:

- Matai Aranui Marae, Whirinaki
- Waimamaku Hall, Waimamaku
- Waipuna Marae, Panguru
- Morehu Marae, Pawarenga

Over 200 whanau, hapu and Iwi attended the Manaaki hubs over 2 consecutive days.

Unfortunately due to Cyclone Vaianu, the Manaaki Hubs scheduled for Te Ahu and Waimanoni Marae were cancelled.

- **Whenua Māori Programme Delivery**

Delivery of whenua Māori support remained a key focus.

Outputs included:

- 93 MLC RFS
- 17 offsite customer hui
- 4 inhouse customer hui
- 2 engagement hui
- 1x MFL enquiry RFS
- 1 online registrations

Additional progress:

- Confirmed Te Kiri Waiwai branding

- Progression towards processing overdue remission applications
- Completion of 45 year long roading issue on Wainui Rd
- **Te Pae o Waho - Cultural Capability Programme**

Te Pae o Waho training continues across multiple sites and online delivery.

Completions during this period included:

- Online: Level 1 (5), Level 2 (3)
- Kaikohe: Level 1 (5), Level 2 (2)
- Kerikeri: Level 1 (9), Level 2 (7)
- Te Ahu: Level 2 (1)

Enrolments during April:

- Online: Level 1 (8), 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
 - 4th and 11th March = 2 sessions with 11 participants
 - 1st and 15th April = 2 sessions with 8 participants
- 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:

- Staff pōwhiri and onboarding
- Citizenship ceremony March 2026
- Iwi Liaison EOC Function training
- Mayoral Relief Fund panel
- Waikare Rd Blessing
- Combined Community Workshop
- Te Tiriti celebrations Kaitaia
- Ongoing setup of District Wide Spatial Strategy Kaupapa Steering Roopu

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

E whai ake nei | Next Steps

It is recommended that:

- Continue the delivery of Te Pae o Uta across Council systems and reporting
- Progress Te Pae o Waho programme
- Maintain high levels of hapū engagement across Te Tai Tokerau
- Strengthen alignment between Te Hono work programme
- Continue development and implementation of Whenua Māori Strategy (Te Kiri Waiwai)

Whakakapi | Summary & Conclusion

March and April 2026 represent a consistent delivery period for Te Hono with a number of engagements alongside Iwi and Hapū taking place.

Te Hono has continued to strengthen relationships with hapū, iwi, and community partners while progressing the implementation of Te Pae o Uta across Council.

Whenua Māori work continues to progress giving effect to Te Kiriwairai o Papatuanuku as well as ongoing engagement with whanau on matters of issue on Māori Freehold Land.

Alongside Business as usual, Te Hono also contribute significantly to the activation of the Emergency Operations Centre in Kaikohe moving efficiently between BAU and Civil defence response.

Professional development opportunities as a team have taken place over this period with Te Hono prioritising Technical and Role specific learning and development.

This period reflects both strong operational delivery and sustained progress toward improving Māori outcomes, with increasing demand for Te Hono support across Council and externally.
