



CHIEF EXECUTIVE'S REPORT

Period: July– September 2025 (Q1)
Update on operational activities

Delivery & Operations

Building Services

The team is using the current decline in the construction industry to focus on strategic initiatives. This includes a comprehensive review of existing procedures to find efficiencies and a staged rollout of 'Artisan' as a remote inspection tool, which is currently being tested with GJ Gardner Homes. Concurrently, the Technical Administration and admin teams are using new BI dashboards to improve visibility and ensure statutory compliance. To support these projects, two new administration staff have been employed.

Progress also continues toward the team's Te Pae o Uta goals with the creation of a new Tikanga Policy to guide interactions with local marae. Staff continue to participate in Te Pae o Waho classes and have completed Te Tiriti o Waitangi training, which helped clarify the concepts of kawa and tikanga.

Operationally, the team has demonstrated outstanding performance, maintaining a 100% compliance rate for both Code Compliance Certificates and Building Consents. Processing times have been highly efficient, with an average of 10.5 days to issue a building consent and 5 days for a code compliance certificate. The total value of consented projects for the quarter was \$64 million. This value was distributed across the wards as follows: **Bay of Islands-Whangaroa (\$41 million, of which \$13 million was commercial), Te Hiku (\$19 million, with \$7 million commercial), and Kaikohe-Hokianga (\$4 million, with \$1.38 million commercial)**. District-wide, this comprised \$43 million in residential and \$21 million in commercial works, with a notable spike in residential value in September when three homes accounted for \$8.35 million.

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

Compliance Quarter 1 – July-September

Animal Management

Animal Management remains an emotive topic within our communities and our Animal Management Team have been focussing on providing a timely response to requests for service, increasing our proactive patrols of known roaming locations and enforcement action against irresponsible dog owners. The new registration cycle kicked off on 1st July, and we currently sit at 7097 of 9814 (72.3%) known dogs registered at time of writing the report.

The school education programme has been developed with assistance from our colleagues from Auckland Council and the team is eager to deliver these throughout Term 4.

A community consultation survey was undertaken throughout September with 665 responses providing valuable feedback into community perceptions of Animal Management. This feedback is translating into service improvements across the department.

From July to September 2025 the Animal Management Team received 1,907 requests for service. 148 urgent and 1,759 non-urgent, including general registration and administrative queries. The period saw an increase in pro-active patrols (109 in Jul, 47 in Aug and 53 in Sept) and a reduction in requests for straying dogs in July and August (57 in Jul, 54 in Aug and 77 in Sept) compared to this time last year. The increase in patrols has a correlating effect on the number of straying dogs. Where able, irresponsible owners have been penalised for wandering dogs.

166 (a decrease from the previous quarter of 179) dogs were impounded during this period with a breakdown of the impound numbers below:

July – 81 dogs impounded. There is often an increase around new registration time as irresponsible owners dump unwanted dogs.

- 60 straying, 9 handed in by owners, 2 caught in traps and 9 seized by AMOs.
- 51 dogs were put down, 26 claimed, 1 transferred to SPCA and 1 rehomed.

Aug – 39 dogs impounded.

- 24 straying, 7 handed in by owners, 7 seized and 1 returned from SPCA.
- 23 dogs were put down, 11 were claimed.

Sept – 46 dogs impounded.

- 27 straying, 5 handed in by owners and 14 seized.
- 34 dogs were put down, 14 were claimed, 2 transferred to rescue groups and 1 rehomed.

The Animal Management Team have fostered working relationships with several rescue agencies and continue to look for opportunities to collaborate. Unfortunately, many groups are still struggling for space. This results in FNDC picking up the remaining dogs that are abandoned by owners.

There were 20 Infringements issued in July 17 in August and 26 in September. Owners who have their dogs impounded are required to pay all fees associated with the impound (registration, microchipping, impound fee and daily handling) and so not all owners who claim dogs will be infringed. Dogs that are unclaimed or not registered have no owner to enforce against.

A summary of the 84 infringements issued over the period is below:

- 37 x Failure to register dog
- 34 x Failure to keep dog under control
- 9 x Failure to comply with Bylaw
- 2 x Failure to comply with Menacing classification
- 2 x Failure to keep dog controlled or confined.

Monitoring

The monitoring team received 436 requests for service during July-September.

- A total of 217 noise complaints were received with 84.8% responded to on time. This service is outsourced to First Security. 71 excessive noise directions were issued. These have been increased from 72 hours to 2 weeks under RMA reforms.
- A total of 158 parking tickets were issued through the July-September period.
- 10 x abatement notices were issued for various breaches of the Resource Management Act 1991 during this period.
- Workflow improvements have been made with the Resource Consent team to streamline monitoring of Resource Consents. Work continues to clear the historical backlog of consents requiring monitoring.

Environmental Health

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

A total of 321 requests for service were received during the July-September period. This quarter showed a stop in RFS complaints, showing high levels of compliance for liquor and food providers across the District.

45 Good Host Visits (GHV) were completed across the quarter. While numbers are slightly down on this time last year, staff have had some deserved time off and while ensure targets are met by making up numbers throughout the year. The level of service target is that 25% of premises are visited once every four years. The team consistently goes above and beyond to exceed this target. The overall % of GHV for the 2024-2025 FY period was 108.9%.

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

The internal audit programme for the Food Verification Agency (FVA) is on track as scheduled. The internal audits completed to date confirm that the FVA meets the regulatory requirements for recognition as an FVA. The FVA has the policies, procedures, and systems in place to meet regulatory requirements, and these are consistently and effectively implemented. The next external assessment is scheduled for December 2025.

Property and Facilities Management

Property Management's focus in Q1

This period provided an opportunity to consolidate Q4 process improvements as the team developed clarity of purpose and improved cadence. This approach characterised the P&F mantra of "better ways of working".

That, together with successful on-going recruitment and comprehensive onboarding and staff skills training together with a particular leadership focus on supporting staff has provided new energy and on-going stabilisation and continuity for the P&F group. All this placing the P&F team on a positive, upward trajectory with the rebuilding team culture, cooperation and effectiveness embedded in all we do.

While there is still much to be done, we have stood up a new structure, including a third SME team that will work across the P&F group, recruited to fixed term and seconded positions adding further to stabilising the team and with improved focus on delivery and accountability. Recruitment to four new positions commences in the first week of November.

This phase of the stabilisation and reset of Property & Facilities marks the beginning of a new era that the whole team owns.

Property Management

Burials & cemeteries - The new burial application process and update of data held in Plotbox has led to improved outcomes for the community.

Housing for the Elderly - Work in this space is on-going with regular communication with the manager of Executive Contracts in the Chief of Staff Office. The Property Management team continue the work on bringing the portfolio to compliance and developing and implementing a maintenance program. In parallel with that, the Council mahi to divest the portfolio continues.

Leases and Licences to Occupy - Staff continue to support negotiations for lease renewals and Licences to Occupy, including consultation with in-house Legal, and public consultation over the granting of these. Long

lead in times of 4 – 9 months can create optics that give the appearance that action has stalled, while in fact the opposite is true.

Contracts Lead, Facilities Lead and Waste Minimisation and Sustainability Specialist - With recent successful appointment of experts into these positions we now have greater capacity, expertise and energy in this space. Staff are already delivering real results with development of much need maintenance plans for Council assets, audit schedules and ensuring Council is obtaining value for money by holding contractors accountable. In the Waste management space critical legacy projects such as closed landfill aftercare, together with addressing challenges such as illegal dumping and refining requirements of contractors and breathing life into the six-year Waste minimisation plan are underway. This group is integrating effectively with the other teams and contributing to improved service delivery across Property & Facilities.

Technical Operations

The focus for Technical Operations for Q1 has been for the new Team leader to bring the clarity of purpose, empowering leadership and improved financial acumen. The impressive impact of the Team Leader is evident from early results with, for example, a lift in RFS resolution from 41% to 84%. The audit and monitoring levels of service in the district from major contractors such as CityCare, OCS, CrewCut and FireCo. Agility and response times re urgent works has lifted significantly as a result of all the above factors, including more integrated working across the three teams underpinned by improving communication and culture. The “Tech Ops” team is on a new trajectory to align with and deliver the service levels expected both internally and externally.

We have introduced a more proactive approach to tree management by bundling tree-related requests and conducting bulk assessments twice a year. This shift has reduced response times and allowed for better management of customer expectations. This proactive approach has not compromised our capability to respond to emergency situations. Tree requests for pruning or removal continue unabated, with typically more than 20 requests per month. Project management of the felling of the Redwoods forest is underway with external projects managers, NZ Environmental Management appointed, a program of works is at hand with the procurement process imminent.

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

Resource Consents

In the first quarter of the new financial year, the team issued a total of 316 approvals & decisions, of which 132 required statutory compliance. July saw 46 decisions issued with a 93.6% compliance rate; August & September both had 43 decisions each with a 100% compliance rate. Notably, the two applications issued outside statutory timeframes in July were both legacy consents. Overall, the team has maintained a strong quarterly compliance rate of 98.17%, demonstrating our commitment to meeting statutory obligations and providing reliable service.

The Department received 130 resource consent applications with a statutory compliance requirement in September which highlights the efficient processing of the team to maintain 100% of consents processed within timeframes. The team is also managing two applications requiring limited notification, with senior planners and our principal planner preparing for hearings in October. Additionally, we are managing two Public Notifications, one Papakainga, and 26 large scale applications

During this time, we have had an internal promotion with Amit Nandi becoming a Resource Planner and Diego Solarte Garcia is Acting Intermediate Planner while Salamasina Brown is on maternity leave.

The Resource Consents team has brought back inhouse vehicle crossing and earthwork permits. This is to achieve faster and more efficient processing of these types of permits and providing more value for money for the customers. We are in the process of overhauling the way we monitor subdivisions to ensure compliance of conditions for engineering works to support subdivisions.

The team remains dedicated to our Te Pae o Uta goals, achieving 100% of our goals for the previous financial year. We are committed to enhancing our cultural competency and building strong, enduring relationships with iwi and hapū. Over 80% of the team have done Level 1 and many have also undertaken Level 2 to support this mahi. Furthermore, we are overhauling all our templates to be in alignment with recent changes to the RMA and have including adding Te Reo Māori greetings at the same time including all our letters.

In line with our commitment to delivering best value to customers, we are working to streamline and map out all our processes. This includes identifying and addressing problem areas, updating process manuals, and

ensuring robust induction resources for new starters. These improvements will help us maintain consistency, efficiency, and resilience across the team.

Planning & Policy

Economic Development

Regional Infrastructure Plan

- Northland Inc, on direction from the Joint Regional Economic Development Committee, has engaged Beca to lead the development of a Northland Regional Infrastructure Plan.
- The project has the following key objectives:
 - Identify the infrastructure that supports an innovative, progressive and growing economy and aligns with existing strategies including Northland Forward Together and Te Rerenga,
 - Propose a small number of infrastructure focus areas that align with national, regional, and local priorities,
 - Facilitate collaboration between key infrastructure authorities, mana whenua, stakeholders and agencies/organisations,
 - Identify and interpret investment streams to ensure the Plan supports wellbeing across Northland,
 - Deliver a high-quality actionable infrastructure plan designed for practical application and strategic use by regional stakeholders.
- Tanya Proctor, Head of Infrastructure is the FNDC representative on the Project Steering Group.
- The project is scheduled to deliver a Northland Infrastructure Plan by December 2025.

Northland Inc and Joint Regional Economic Development Committee

- The Joint Regional Economic Development Committee met on the following dates:
 - 25 July 2025, the final 2025 Statement of Intent for Northland Inc was presented and an update on Regional Deals was tabled with a letter of appreciation being approved for sending to the Department of Internal Affairs (DIA) requesting feedback on Northland's unsuccessful application. This was aimed at informing the second tranche of regional deal applications.
 - 22 August 2025 workshop where Beca, who were successful in being awarded the contract to develop the Northland Infrastructure Plan, undertook initial engagement with members of the Joint Regional Economic Development Committee on the scope, priorities and regional aspirations for the Northland Infrastructure Plan.
 - 26 September 2025 where the DIA response to the Northland Regional Deal proposal was tabled. This response highlighted the following:
 - Those regions with existing Urban Growth Partnerships were best placed for delivery of a regional deal. This emphasised the need for regional and district wide spatial plans which are the cornerstones of existing Urban Growth Partnerships in New Zealand,
 - The proposal presented a less developed view on funding and finance contributions from Northland than what was expected,
 - The project definition and steps to deliver on the primary sector opportunities were not clear in the proposal,
 - The proposal was weak in aligning with the government's growth focused initiatives of improving the supply of affordable, quality housing.
- On 18 September 2025 Northland Inc hosted the Taitokerau Northland Tourism Hui at the Waitangi Treaty Grounds. This event was well attended by operators, local government representatives and local community leaders. Key themes were infrastructure, including higher numbers and quality of accommodation than what is currently supplied, events and other initiatives to address seasonality and a need for a change in branding for Northland both domestically and internationally.

Far North District Economic Development Strategy

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

Planning & Policy

Strategy & Policy

- The Appointment of Directors for Council Controlled Organisations policies have been reviewed and Council adopted an amended Policy in August.
- Consultation on the Solid Waste Strategy and WMMP is completed. An analysis of submissions was presented to Council, and the final Strategy and WMMP were adopted by Council in September.
- Consultation on the Rating Relief Policies is completed, and an amended policy was adopted by Council in September.
- Research and outcomes from community engagement on the alcohol control areas was presented to Community Boards and Council in September. Council approved consultation to occur on the proposed revised areas.
- A draft development contributions policy was presented to Council in July for approval to consult. Consultation took place in August and is now closed. An analysis of submissions and the final draft policy will be presented to Council in October recommending a commencement date of 01 July 2026. Implementation planning is underway. The Revenue and Finance Policy will need to be reviewed.
- Work is progressing on the Housing Strategy and stakeholder engagement is underway.
- Staff are continuing to maintain a watching brief on all central government reforms. FNDC made a submission to the RMA reforms in July.

Bylaw progress

- The Land Drainage Bylaw draft amendments were approved for consultation by Council in July. Consultation has been completed. The analysis of submissions and final amended bylaw will be presented to Council in October for adoption.
- The Keeping of Animals Bylaw project is completed, and the bylaw was adopted by Council in August.
- The review of the Alcohol Control Areas is progressing. Staff presented engagement feedback and proposed amendments to the areas to each community board and Council in September. Consultation on proposed new areas will open shortly with an analysis of submissions due to Council February 2026.

Current consultation

- Alcohol Control Areas.

Climate Action & Resilience

Te Hōtaka Urutau Hapori - Community Adaptation Programme

We are accelerating! Our department is working to deliver all Community Adaptation Plan/s across the District by 2030. This comes off the back of Council's 28 August decision. The final Programme and all information about the workstreams is available at <https://www.fndc.govt.nz/district/Climate-Action/adaptation>.

We are creating videos to introduce community adaptation planning across the Hokianga-Whangapē-Herekino areas and tangata whenua-led adaptation planning across the District. We are in the process of procuring professional services and expertise to help us deliver Stage One Community Adaptation Plan/s by December 2027.

Draft Community Adaptation Toolkits for communities outside of Stage One area are ready for internal testing and engagement with staff.

With support from Kaimanaaki Hapori, we are introducing and testing resource tools and templates for tangata whenua-led adaptation with hapū and whānau across Hokianga ki te tonga, ki te raki/South and North Hokianga. These will be available online for tangata whenua across Te Hiku o Te Ika to use for their own adaptation planning.

Marae Resilience

Together with CDEM Northland, Council have supported 16 marae across the District to complete their marae preparedness plans, a further six are in the final draft stages.

Brochures and flyers have been developed with an itemised list (including approximate prices and suppliers) to inform and support marae/communities to grow resilience.

Climate Action Policy Implementation

- **Strategic Development Approach**

A phased approach is underway for the Climate Action Policy Implementation Plan. The Climate Action Reference Group (CARG) has defined clear objectives and is actively progressing the development of a targeted Action Plan.

- **Baseline Assessment Completed**

The Climate Action Policy has undergone a comprehensive baseline assessment to evaluate the current state, identify gaps, and surface opportunities. This includes analysis of resource capability and capacity, governance, and assurance needs. The resulting Baseline Assessment Report is informing the development of the Action Plan, including the Emissions Reduction Plan.

- **Engagement and Co-Design Workshops**

CARG will host a collaborative action planning workshop on **7 October**, using a carousel/world café format to ensure inclusive input and cross-functional alignment.

- **Executive Leadership Alignment**

A Senior Leadership Team (SLT) workshop is scheduled for **10 October**, focused on climate risk, value protection, and strategic alignment. This session will address critical gaps identified in the baseline assessment, particularly the need for strengthened strategic coherence and risk-informed leadership.

Far North Net Zero

Emission Inventory and Reporting

Over the past quarter, Council has completed the Toitū Envirocare audit process and obtained Certification for both the 2022/2023 and 2023/2024 emissions footprints. We are now reviewing the reports to ensure they are free of sensitive information before publishing online and presenting them to the wider business, the Climate Action Reference Group (CARG), and other key stakeholders. This work continues to support Council's commitment to reducing emissions in line with, or exceeding, the Government's national emission reduction targets, and to enabling businesses, communities, and Council to progress towards a Carbon Zero 2050.

In parallel, we have commenced procurement of a new emissions measurement and reporting platform. The system will significantly improve the efficiency and accuracy of data collection by enabling automated extraction from multiple sources, reducing the time and resources required for information gathering and strengthening the quality of our reporting.

Community Greenhouse Gas Emission Reporting

Over the past quarter, activity on the Local Emission Data Platform (LEDP) project has focused on further training to deepen understanding of the platform's capabilities and potential applications as a shared service. The LEDP, developed in collaboration with 19 councils nationwide, including Northland Regional Council and Whangārei District Council, will enable standardised, high resolution greenhouse gas emissions reporting, scenario modelling, and enhanced stakeholder engagement.

A new permanent Net Zero & Sustainability Programme Lead has now joined Council and will take over leadership of this work, partnering with Northland Regional Council on joint initiatives as opportunities are identified.

Integrated Planning

Proposed District Plan (PDP)

- Hearing 13 was held on 23 to 24 July 2025. The hearing was held at St Johns, Kerikeri and addressed the PDP chapters for Urban zones. The hearing was reduced by two days.
- Hearing 15A was held on 25 August 2025. The hearing was held at Te Ahu, Kaitaia and addressed general rezoning and zoning for Kauri Cliffs and Carrington Estate. The hearing was reduced by one day.

- Hearing 15B was held 1 to 2 September 2025. The hearing was held at Council Chambers, Kaikohe and addressed new special purpose zones such as those requested by Far North Holdings and Waitangi Trust. The hearing was reduced by two days.
- Reducing hearing days by five and having most hearings at Council offices created time and cost savings for Council and submitters.
- Evidence from submitters is being provided to Council as a result of 'Final Minute 14', which was developed to assist submitters seeking a change of zone in the PDP. The process is 'opt in,' and requests evidence to be provided 'in advance' of the normal timeframe to give Council Reporting Officers sufficient time to consider the significant amount of information required.
- Two Right Replies on matters arising from, Hearing 13 and 14 were prepared. Expert conferencing has also been undertaken on the Waitangi Trust post Hearing 15B. The report for Hearing 15C and 15D were prepared covering rezoning request – urban and rural and for rezoning in the Kerikeri-Waipapa Spatial Plan Study Area. The hearings are programmed for the weeks of 29 September and 6 October 2025. A total of four hearings is still to be held.
- An enforcement order has been sought by submitters to have the Environment Court decide on a matter that has been heard by the Hearing Panel, in relation to recommendations by Councils Reporting Officer on a "earthworks" rule for the Proposed Heritage Area Overlays. The matter is before the court, but it is unclear as to what benefit this action provides, as the Hearing Panel has issued interim direction on this matter due to the high public interest, advising they did not support the Reporting Officers recommendation. Therefore, in effect the party is seeking the same outcome as already achieved by the minute. We anticipate a decision by the court in October/November.

Reserve Management Plans (RMP)

- **Simpson Park, Moerewa:** At their September 25 meeting, Council approved the initiation of public consultation on the draft Reserve Management Plan (RMP). Consultation will occur for two months from mid-October to mid-December 2025.
- **Rangitoto Pa, Hihi:** Initial public engagement occurred in June. A working party, comprising mana whenua representatives, was convened to contribute to the preparation of the draft RMP. Across July and August membership of the working party was problematic and in September the working party had to be reformed. Work has now been able to restart to complete the draft RMP, which is intended to be taken out for public consultation in 2026.
- **Kaikohe Memorial Park, Kaikohe:** Early engagement with mana whenua, supported by Te Hono, is progressing slowly, with staff still seeking to initiate discussion around extent of involvement that Ngā Hapū o Kaikohekohe (NHoK) wish to have in this project. The project is working towards the first round of public engagement later in 2025 when the community will be invited to provide suggestions for the draft RMP.
- **Reserves Property Information and Titles:** Work is progressing on this project, which aims to gain title for land across the district that was not correctly recorded as being owned by the Council or its predecessor at the time of subdivision. Titles will be obtained for 90% of parcels that were identified as not having title. The timeline for these titles to issue is expected to be late 2025 or early 2026 but is at the mercy of Land Information New Zealand (LINZ), which has not placed a high priority on this project. The remaining 10% of titles require a more complex process before titles can be issued, which will need to be planned and funded prior to commencing.

Te Pātukurea | Kerikeri Waipapa Spatial Plan Implementation

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

- Staff are continuing to progress with establishing a community steering group and setting up a monitoring framework for implementation of the spatial plan and compliance with the National Policy Statement for Urban Development (NPSUD). As a Tier 3 local authority, Council is required to monitor, on a quarterly basis, housing demand, supply, prices, affordability, development capacity (both infill and greenfield), and available business land data.

- Staff are in the project establishment phase to commence preparation of a Waipapa Structure Plan, that will direct infrastructure outcomes and zone changes.
- Staff are in the project establishment phase to commence preparation of an Urban Design Framework to provide direction and guidance on urban form for new development within Kerikeri and Waipapa.
- Staff are in the project establishment phase to commence development of a Long-Term Strategy for Wastewater Treatment and Discharge site for Kerikeri and Waipapa. Collaboration with Infrastructure Group staff is required to integrate this project into the Waters CCO.

District Wide Spatial Strategy

- Workshops for this project, with the District Wide Kaupapa Steering Rōpū (KSR) and elected members are paused until after the local government elections. It has been challenging at times to meet with the KSR, due to other commitments the members have.
- Staff are taking this opportunity to develop a project approach and programme that effectively considers and responds to unique environmental, economic and cultural aspects of the Far North. The team are also ensuring the work aligns with and puts the Far North in a strong position when the RMA reforms for spatial planning are implemented.

Placemaking

- **Taipa:** An amended Placemaking plan which now includes costings for the outcomes sought in the Plan, was adopted by the Te Hiku Community Board at their 30 September 2025 meeting. The resolution to adopt included a request for a future information report containing costings to relocate the waka ama compound at Taipa Point and to provide additional car parks. This information report will be submitted back to the community board in due course.
- **Russell:** Council approved to make most of “The Strand” trial permanent at the 31 July Council meeting. Staff from the Transportation department (Stellar) and our team are now supporting giving effect to the resolution. Next steps in October are to work with the Community Roading Group to create a draft design for community feedback.
- **Kaikohe:** The Kaikohe-Hokianga Community Board approved the Placemaking Plan in August 2025 and requested Council endorsement and Long-Term Plan funding. Staff are preparing to present it to the new Council. Staff are sporting the Community Board with the “Spring Clean” campaign. This is one of the outcomes sought by the Plan and has been funded by the Community Board. Staff are also supporting the Project Steering Group with implementation of new landscaping on Boardway, funded by the Town Beautification Fund which was supported by the Community Board.

Strategic Relationships

Group Manager's Introduction

This quarter was marked by strong progress across strategic partnerships, community engagement, and operational delivery. Te Hono advanced key initiatives including Te Pae o Uta, new commitments with Far North Holdings, and formal agreements with Ngāpuhi and Whaingaroa. Iwi strategies and the FNDC Cultural Audit were endorsed, reflecting strengthened relationships and shared aspirations. Vibrant community engagement included kapa haka events, Heartlands Hokianga outreach, and support services such as Māori Freehold Land assistance, citizenship ceremonies, and climate hui. Internal capability was boosted through leadership hui, pōwhiri, waiata, and active working groups. Election preparations ensured accessibility and participation through staff training, candidate videos, and mobile ballot boxes.

Community Boards continued to lead with purpose. Bay of Islands-Whangaroa progressed local planning, cruise season coordination, and conservation efforts. Te Hiku focused on strategic planning, road safety, and placemaking, while Kaikohe-Hokianga endorsed beautification projects and cultural recognition through road renaming. Boards supported grassroots initiatives and long-term leases for community facilities.

Notably, our Health, Safety and Wellbeing team reported a significant drop in injuries—from 35 in Q4 to 16 in Q1—with no lost time injuries, reflecting a safer and more resilient workplace.

Civic Engagement & Education (CEE)

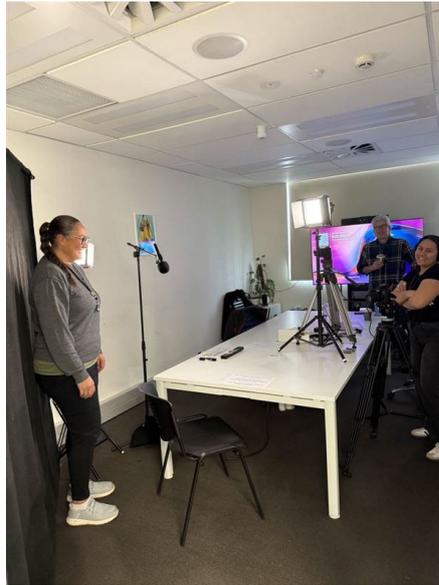
The CEE work programme uses an “early and often” engagement approach to build civic understanding, encourage democratic participation, and keep communities informed beyond voting. By meeting people where they are and leveraging trusted local voices, especially in rural areas, it has inspired community champions and increased uptake of services like the mobile ballot box.

Community Engagement:

- The CEE programme strengthened community partnerships through initiatives like Heartlands Hokianga, which brought multiple agencies together to deliver services directly to residents.
- From 9 September to 10 October, the Mobile Ballot Box Tour reached underserved areas across the district, ensuring voting access at familiar community hubs including markets, marae, schools, health clinics, churches, and aged care facilities.

Local Government Elections:

- Nomination and election readiness were a key focus this quarter. Key staff were trained by the Independent Electoral Officer to be equipped to support the entire election process while all front-line staff received targeted training to ensure consistent district-wide support to communities. Special voting procedures were given extra attention to ensure accurate handling by front-line staff including those on the Mobile Ballot Box tour
- Using feedback from elected members, the induction programme for the new council and community boards was redeveloped and refined to provide a more useful onboarding experience.
- Risk evaluation workshop with staff to identify and manage potential election-related risks, and a dedicated working group was set up to triage pre-election information requests.
- Candidate information video filming was offered to all candidates with 76% participation. Each candidate answered three guiding questions to help inform voters. Promotional magnets on FNDC vehicles further boosted election awareness.



Democracy Services

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

Achievements:

- Facilitated 23 formal meetings
- Assisted in facilitating 5 workshops with elected members
- 5 Portfolio meetings with appointed elected members were held virtually
- Introduced a Q & A forum to elected members as an opportunity to have an engaging workshop on matters coming to a formal meeting soon
- Assisted staff in convening 2 North Hokianga Rooding Working Group hui
- Engagement with Northland Regional Council for the team to pick up the administration for Te Oneroa A Tohe from the new term.
- The Democracy Services Manager also participated in the New Zealand Standards, Standing Orders Review Committee.

Community Boards

Bay of Islands – Whangaroa

The Bay of Islands–Whangaroa Community Board (BWCB) continued to lead a range of strategic and community-focused initiatives this quarter, including heritage, wellbeing, and seasonal events. The Board opened with a heartfelt acknowledgment of former Community Board Co-ordinator Kim Hammond, praising her behind-the-scenes support and wishing her well in her new role.

A major milestone was the approval of the Draft Simson Park Domain Reserve Management Plan for public consultation. This project reflects strong collaboration between the Moerewa community, especially Te Rōpū Rangatahi o Simson Park, BWCB members, and Healthy Families Far North. Rangatahi-led workshops identified key improvements such as upgraded infrastructure, sports facilities, and child-friendly spaces. Council endorsed the Board's recommendation to begin consultation, with hearings and final approval expected by April 2026.



Photo credit: Healthy Families Far North

The Annual Cruise Ship Meeting, hosted by Far North Holdings on 23 September, confirmed that 48 ships carrying nearly 96,000 passengers will visit the Bay of Islands in the 2025–2026 season. Some concerns were expressed about limited public infrastructure, particularly Russell’s public toilets, and the strain this places on community assets and ratepayers. The Board also progressed several local matters, including closure of the Lodore/Wiroa Road rubbish collection point, electricity supply options for the Longbeach Coffee Cart, approval of the Paihia Village Green Arts and Crafts Guidelines, and support for Kapiro Conservation Trust’s wetland protection efforts.

At its final September meeting, the Board acknowledged outgoing members Amy Slack, Lane Ayr, and Bruce Mills for their years of service, celebrating their contributions with a farewell lunch in Kerikeri. Returning members Belinda Ward, Roddy Pihema, and Jane Hindle were re-elected unopposed and look forward to continuing their work alongside new representatives in the upcoming triennium.

Te Hiku

The board reviewed and updated its strategic plan, emphasising achievements, ongoing projects, and the importance of a smooth handover for the next triennium. Updates included:

- Footpath project tracking, prioritising those with high pedestrian traffic.
- Traffic & Road Safety
- Community development priorities and placemaking initiatives.
- Amenity lighting delays

Land Drainage Bylaw - Analysis of Submissions and Adoption of Amended Bylaw

Key Decisions

Te Hiku Community Board (30 Sep 2025):

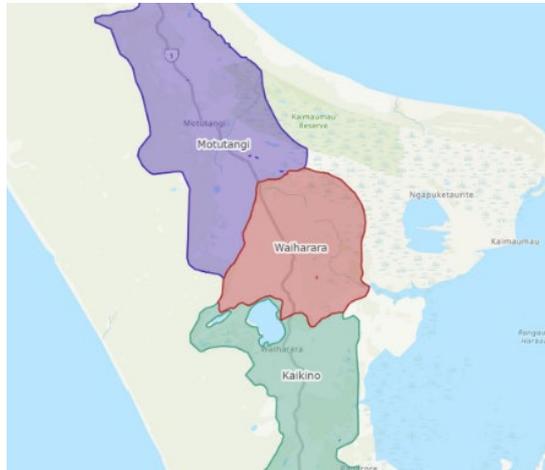
- Deferred the bylaw report.
- Requested updated drainage maps and drain lists be considered for the District Plan.
- Asked staff to create a process for written approvals under the bylaw.

Council Meeting (7 Oct 2025):

Deferred the bylaw until after District Plan deliberations.

Asked the Chief Executive to:

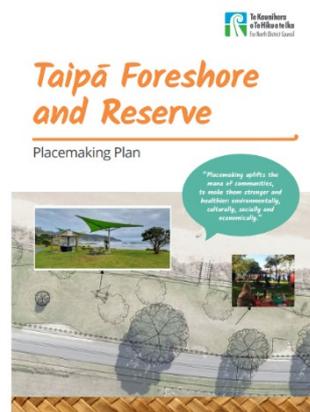
- Explore adding drainage areas and rules to the District Plan.
- Investigate Northland Regional Council managing land drainage and report by March 2026.



The board addressed a wide range of local concerns, including:

- Following a local accident, the board advocated for traffic calming measures on Allen Bell Drive and other roads. The urgency of implementing cheaper options and quicker solutions to ensure safety like judder bars be explored.
- Dog control bylaw: the board submitted feedback on the dog control bylaw, advocating for limits on animal numbers and mandatory neutering, especially in urban areas
- Community concerns: i.e. memorial plaque placements, maintenance of town square and planters, CCTV system upkeep, public toilet functionality, playground and cemetery maintenance, and community hall divest policy.
- Review and amendment of alcohol control areas in the Te Hiku ward, focusing on evidence-based amendments to include additional hotspots and address community safety concerns, with input from police statistics and public feedback.

The updated Taipa Placemaking Plan was presented to the board at its 30 September 2025 meeting with plans showing adequate parking spaces for trailers at Taipa Point. Staff have obtained high-level cost estimates for the placemaking outcomes identified.



Sheryl Bainbridge was formally acknowledged for six years of dedicated service to the Te Hiku Community Board. As she steps down from local government, her legacy reflects principled leadership, strong advocacy, and a deep commitment to transparent, community-first governance.



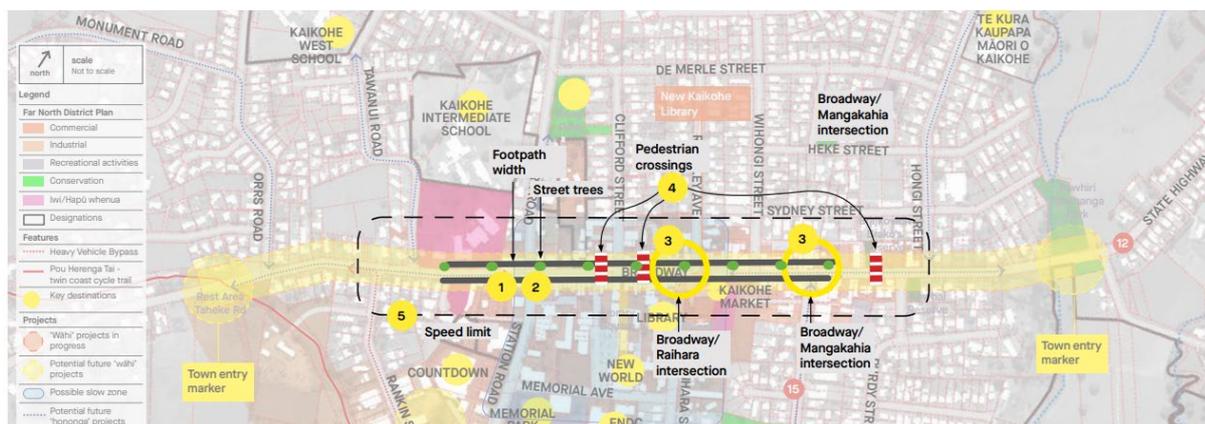
Te Hiku Community Board

The outgoing Te Hiku Community Board thanks the community for its support and engagement throughout the 2022–2025 triennium. As the new board begins its term, members are encouraged to build on the legacy of community-first leadership by fostering collaboration, strengthening local connections, and using available resources to guide their service.

Kaikohe-Hokianga

The Kaikohe-Hokianga Community Board concluded the 2022–2025 triennium with a strong focus on placemaking, infrastructure, and local advocacy. We thank the members for their dedication and tireless efforts in advancing community aspirations.

In August, the Board endorsed the Kaikohe Broadway Placemaking Plan, recommending its inclusion in the Strategic Plan and future Council endorsement. Developed by Akau through targeted community engagement, the plan includes a preferred streetscape upgrade concept focused on the pedestrian crossing between Clifford and Raihara Streets, now progressing to Far North Holdings for cost estimation.



The Kaikohe-Hokianga Community Board progressed several initiatives this quarter, including the “Painting the Town” project—a collaborative effort with local businesses to refresh building frontages before year-end. Aspirational concepts in the Broadway Placemaking Plan include Hapu Markers, upgrades to Taheke Road entrance to the Twin Coast Cycle Trail, and redevelopment of Library Square. A proposed market site was



excluded due to concerns from local businesses. The Board also reviewed and updated its Strategic Plan to ensure priorities are current for the incoming term.

Members received a well-regarded presentation on rating valuations and provided feedback to improve FNDC communications. The Board welcomed its first quarterly update from the Delivery & Operations Team, discussing key issues like vacant HFE units, dog control, and maintenance schedules. Cultural recognition was advanced through the naming of Te Ara o Waikiwi and Te Ara ki Te Atua. Following public consultation, the Board recommended 30-year ground leases for Kaikohe & Districts Sportsville and

Kohukohu Bowling Club and provided input on local alcohol ban areas.



(Kohukohu Bowling Club)

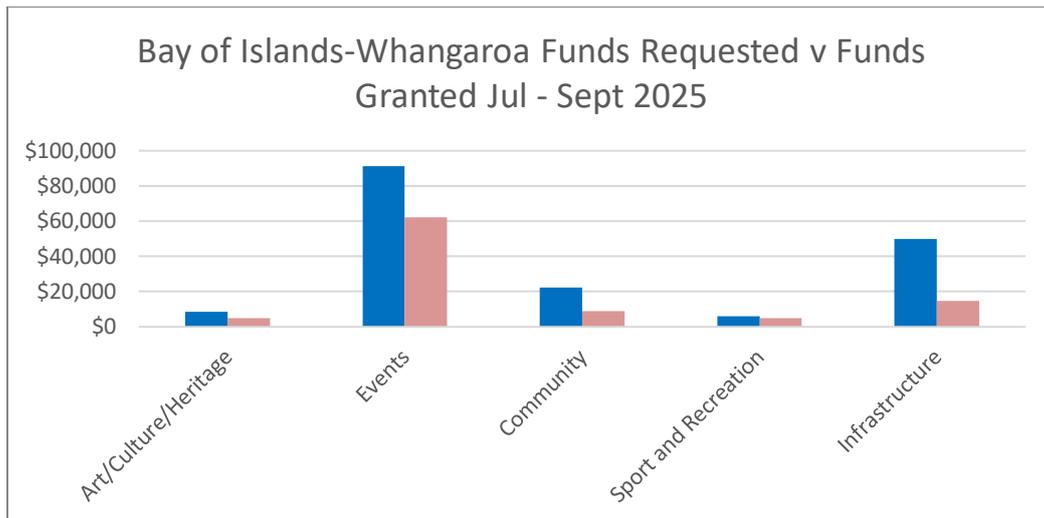
Several community funding applications were approved, including support for the Broadwood Mosaic Project—relocating tiles from Kaitaia town centre to a local reserve—and repairs to the Umawera Hall roof.

Funding

Community Board Funding

Bay of Islands-Whangaroa Community Board

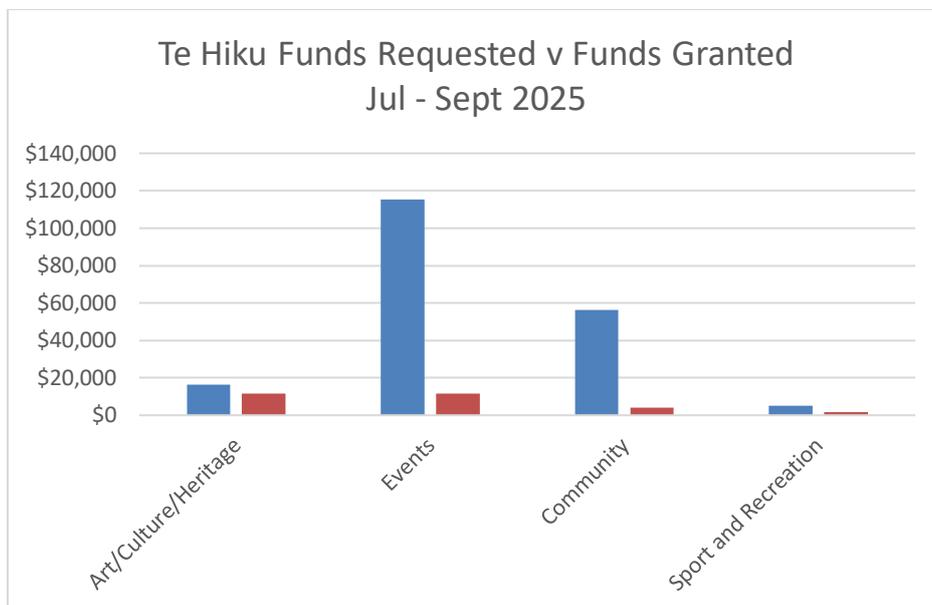
- The Board started the financial year with \$308,804.
- In the first quarter of the 2025/26 financial year, the board received 23 applications for funding in the amount of \$178,147 and granted \$95,761.
- Three applications were declined by the Board.
- One application that was left to lie from the previous financial year was uplifted and granted funding after further information was received.



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

Te Hiku Community Board

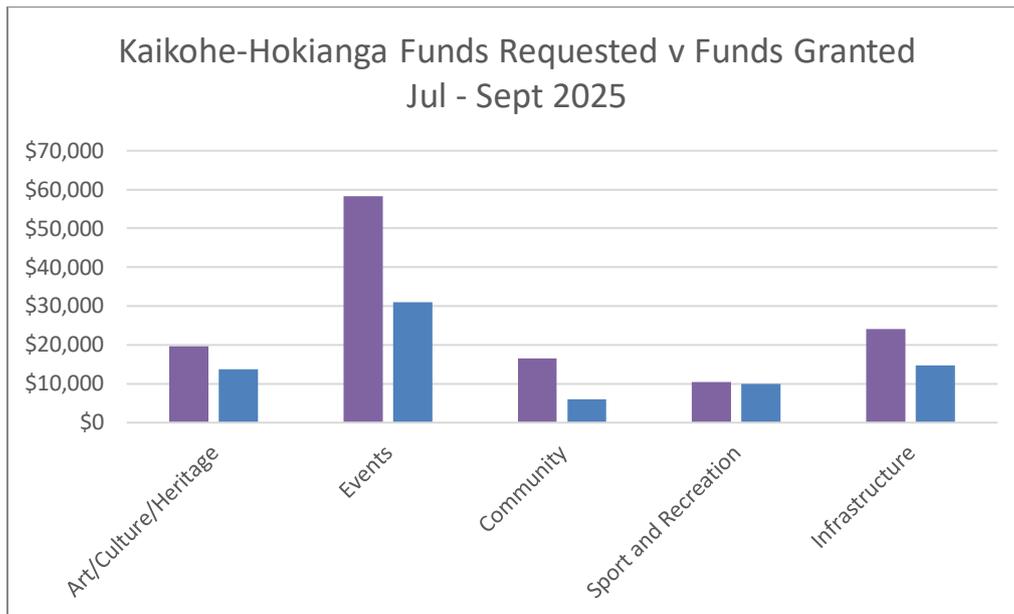
- The Board started the financial year with \$246,811.
- In the first quarter of the 2025/26 financial year, the board received 14 applications for funding in the amount of \$193,200 and granted \$28,702.
- Three applications were declined by the Board.



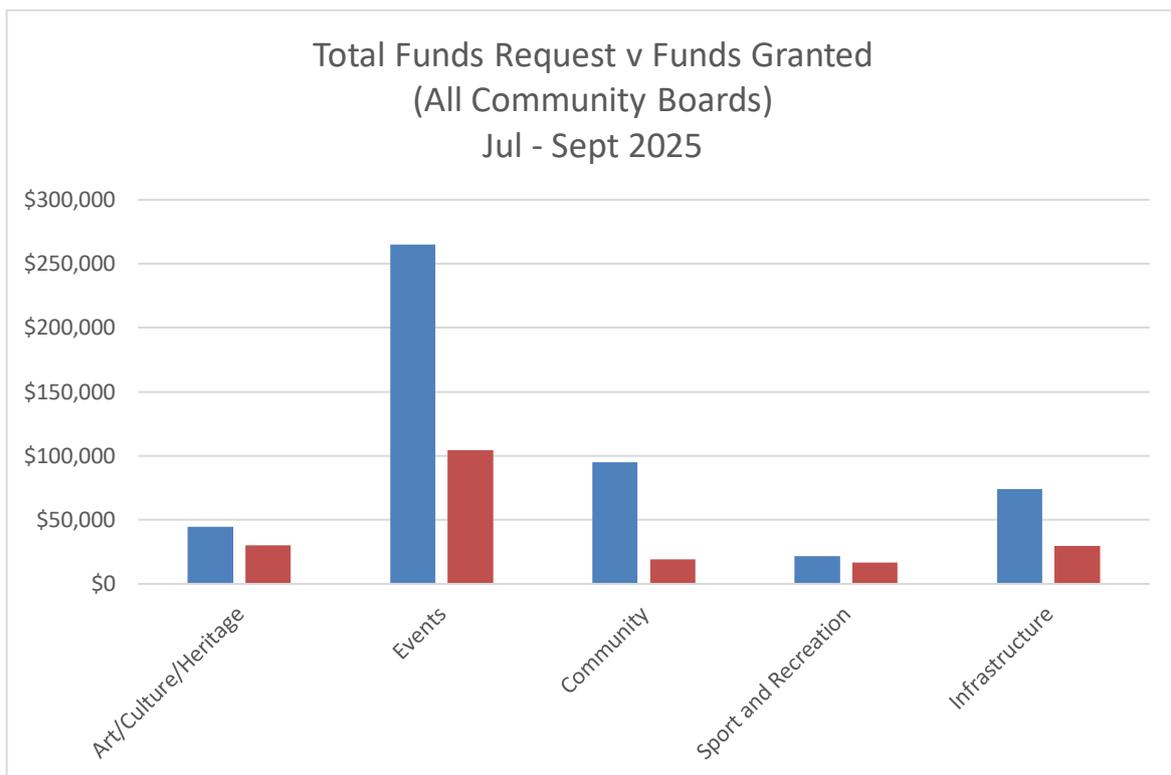
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Kaikohe-Hokianga Community Board

- The Board started the financial year with \$206,927.
- In the first quarter of the 2025/26 financial year, the board received 26 applications for funding in the amount of \$128,841 and granted \$75,625.
- One application was declined by the Board.



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

Creative Communities

The Creative Communities Committee is formed mostly of members of the wider Far North District Community who volunteer to consider applications four times a year (March, June, September, and November/December). One Councillor currently sits on the committee by appointment of Council (Cllr Rakena).

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

The Committee considered 14 applications for funding at their September meeting, requested \$41,015, and granted \$14,465 to 11 applicants. Applications included a series of print-making workshops, a dance performance for up to 200 local students, a youth photography exhibition and workshops for Tamariki to make their own kākahu (cloaks).

Rural Travel

The summer round of Rural Travel applications were considered in August 2025. 5 applications were received, with 2 being declined as they did not meet the criteria specified by Sport New Zealand (who provides the funding). A total of \$22,042 was requested, and \$5,318 was granted.

The next round of applications closes in March 2026 for the winter sports round, which is traditionally more heavily subscribed.



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

Other Funding Matters

While applications are still being accepted, it is not anticipated that Community Boards will consider new funding applications until early December.

A media campaign took place in July, asking communities to put in their funding applications for Christmas activities early, and they were considered by Boards at their September meetings.

Health, Safety and Wellbeing

This quarter, the Health, Safety and Wellbeing (HSW) team delivered nine training sessions to 58 staff, contributing to a significant drop in reported PeopleSafe stories—from 35 in Q4 to 16 in Q1. Notably, there were no lost time injuries (LTIs) due to work-related incidents, reflecting a positive shift in workplace safety outcomes.

The HSW team continues to prioritise the management of FNDC's critical risks, those with serious health consequences despite their infrequent occurrence. Six key risks were identified through staff consultation in 2023: driving on Council business, lone working, psychosocial hazards, contractor OHS management, site visits, and threatening behaviour. Each quarter, targeted audits, workshops, and staff engagement activities are undertaken to reduce exposure and strengthen safety practices across these areas.

Audits Overview

Three Health, Safety and Wellbeing (HSW) audits were completed in Q1, focusing on contractor management. These audits help ensure FNDC meets its obligations under the Health and Safety at Work Act and strengthen relationships with key contractors.

Audit Summary:

- 10 July – Ventia: HSMS review with SHEQ Manager
- 21 August – Ventia: Haruru Water Treatment Plant
- 18 September – FNHL: Kaikohe Library build

Staff Engagement Highlights

The HSW team actively engaged with staff through committee updates and policy reviews.

Engagement Summary:

- 18 August – HSW Committee Chair announcement via TK3 News Post (317 views)
- 31 August – Review of EAP Policy (HSW 019) with 14 attendees
- 24 September – HSW Committee meeting

These sessions supported transparency, policy awareness, and ongoing collaboration across teams.

H&S Training Overview – Q1 2025

The Health, Safety and Wellbeing (HSW) team delivered nine training sessions this quarter, with a total of 58 staff members participating. Training is aligned with Job Safety Analyses (JSAs) and individual role profiles, and all sessions are booked and tracked via Ci Anywhere.

Fortnightly HSW inductions were held for new starters, while Manual Handling training was also provided to support safe work practices.

Training Summary:

During Q1 2025, the Health, Safety and Wellbeing team delivered nine training sessions, with a total of 58 staff attending. These included six New Starter HSW Inductions held throughout July to September, attended by 32 staff, and two Manual Handling workshops in early September, which trained 26 staff. These sessions play a vital role in fostering a safer, more informed workplace and ensuring staff are well-prepared to manage risks effectively.

Wellbeing initiatives

Staff Wellbeing Services

FNDC offers three key wellbeing services to support staff:

- Employee Assistance Programme (EAP)
- Wellbeing Advocates
- My Everyday Wellbeing

This quarter's focus is on My Everyday Wellbeing, a free online platform offering resources on nutrition, exercise, mental health, and financial wellness. It also provides tools for psychological safety, wellbeing strategy support, and workplace challenges designed to reduce stress, build resilience, and prevent burnout. These services help improve productivity, engagement, and job satisfaction while reducing absenteeism.

Engagement Highlights (April–September 2025)

- Weekly Health Tips: Staff engagement exceeded national benchmarks, showing strong value in the service.
- Platform Usage: 238 individual devices logged in over six months.
- Gamified Challenges: Popular among staff, these interactive activities promote healthy habits and team building. The next challenge, *Exercise & Movement*, launches in November.

Q1 Wellbeing Initiatives

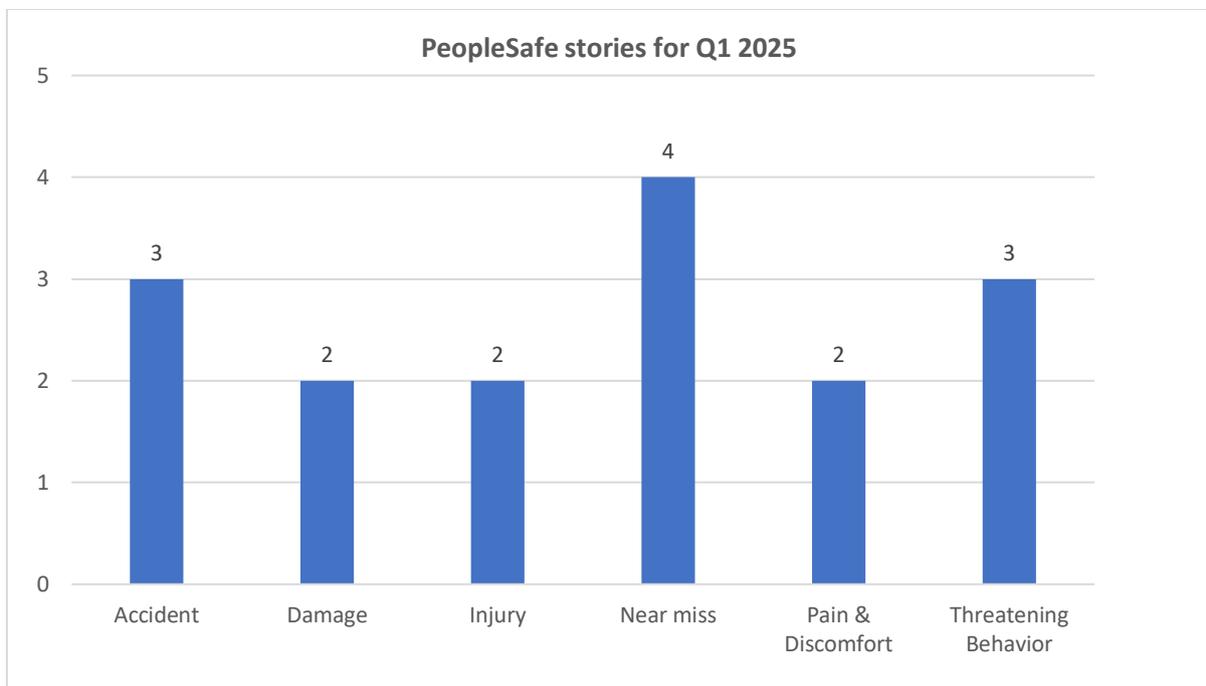
- Awhi mai, Awhi atu: Wellness check-ins held on 2, 16, and 30 July.
- Psychosocial Hazards Workshops: Held on 18 July (111 attendees), 18 August (147 attendees), and 11 September (119 attendees), focusing on connection, wellbeing advocate nominations, and mental health.

These initiatives reflect FNDC's ongoing commitment to a healthy, supported workforce.

Emergency management

Fire drills are conducted every six months, with four completed this quarter at the Southern Animal Shelter, Kaikohe HQ, Kaikohe Library, and Memorial Hall.

During Q1, 16 Health, Safety and Wellbeing (HSW) incidents were reported in PeopleSafe—a significant drop from 35 in Q4 2024–2025. PeopleSafe is FNDC's reporting system for all work-related injuries, near misses, hazards, and discomfort, helping ensure a safer workplace through timely incident tracking and response.



Staff warning flags

One staff warning flag (SWF) was raised by staff during Q1 2025-6 as a result of threatening behaviour incidents. This involved the Animal Management team, who recommended that a property was only visited with a police presence due to aggressive occupants.

Te Hono

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

Quarter Highlights (July-2025)

Leadership & Partnership Building:

- Te Hono began Te Pae o Uta implementation for the new financial year adding 3 goals per team taking total to 6 goals per team to be achieved during the 2025-2026 financial year
- Met with Far North Holdings Limited who committed to 6 goals per year

- Mana Whakahono ā Rohe signed with Te Rūnanga a Iwi o Ngāpuhi and Mana Ōrite Agreement with Te Rūnanga o Whaingaroa
- Received and endorsed Te Pātukeha Iwi Hapu Management Plan and the Ngāti Kawa, Ngāti Rāhiri, Te Matarahurahu Oromāhoe Waitangi Climate Adaptation Plan
- Presented Te Kiri Waiwai o Papatuanuku Whenua Māori Strategy
- Presented the FNDC Cultural Audit and commenced work with SLT on the implementation plan

Community & Cultural Engagement:

- Set up engagement opportunities at events including Tokihi ki Tua Regional Secondary Kapa Haka competition and Te Wiki o te reo Māori Hikoi in Kaikohe and Te Ahurea Kapa Haka o Te Tonga o Hokianga Festival in Waimā.

Operational Support & Services:

- Technical input for Te Oneroa-ā-Tohe Beach Board, regional climate hui, Inter-Council Kaupapa Māori Hui
- Māori Freehold Land service delivery: 92 MLC RFSs completed, 8 online registrations completed, 45 customer hui undertaken.
- Supported 3 citizenship ceremonies
- Provided support for Te Kuaka Strategic Intent and the Kaitaia Airport Stakeholders hui.

Internal Capability & Training:

- Contribute to quarterly hui for People Leaders, new starters pōwhiri, cadets whakawātea and pōwhiri and coordinate weekly Te Pae Waiata lessons
- Participate in working groups - Te Kiri Waiwai o Papatuanuku, Climate Change Adaptation, Health, Safety & Wellbeing, Te Rōpū Tupuwanawana, Organisational Strategy, Accommodation Working Group, Whenua Māori Rating Relief Working Group, Kaupapa Steering Roopu, Waitangi/Māngūngū Working Group and Māori Housing Conference Working Group.

Hapū & Iwi Engagement:

- Engagements across Patukeha, Te Rarawa, Ngāti Kawa, Ngāti Rāhiri, Ngai Takoto, Ngāti Rēhia, Ngāti Hine, Ahipara Hapū
- Placemaking hui (Kaikohe), Ngā Hapū o Kaikohe Puriri Tree engagement, Roding/Bridges engagement, Wastewater treatment plant matters and planning for Waitangi Day 2026.

Infrastructure Strategy

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

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

Key Priorities

Asset Management Information System update

After several years an Asset Management Information System was implemented.

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

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

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

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

Compliant 3 Waters Assets

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

- The Super Critical Ultra Virus (SCUV) unit at Ahipara continues to work well and was a finalist at the recent Water NZ Conference Awards. Quality condition compliance has been achieved for the previous 8 months and is required for a minimum of 12 months. NRC has advised the abatement notice removal will be considered following 12 months of compliance and on completion of the wetland restoration works currently under construction. The wetland restoration works remain on track to be completed in the next quarterly reporting period. We continue to meet three-weekly with the Ahipara Takiwā group.

Condition 2 of the Ahipara consent limits the discharge of the leachate from the old landfill. In heavy rain this quantity is exceeded. This exceedance will continue until the landfill is capped.

- The Kaitāia wastewater reticulation works are nearing completion, with the expected completion date on track for December 2025. Northland Regional Council have advised that the abatement notice will be cancelled upon completion of the physical works, given the timing, likely in early 2026.
- Stage 1 of the works at the Ōpononi Wastewater Treatment Plant were completed in September 2025 with the installation of the baffle curtains, desludging of the detention pond and riparian planting at the wetlands. 3 months of data sampling is now underway to confirm results of the improvements and provide data for the new Clarifier and subsequent UV treatment. Post UV treatment and compliance monitoring we expect removal of the abatement notice in late 2028.
- The Russell Wastewater Treatment Plant abatement notice is for excess leachate volumes received from the closed landfill due to heavy rainfall events. Solid Waste plan to cap the landfill which is expected to mitigate these volumes. The abatement notice will remain current until these volumes are reduced.

Wastewater treatment – 5

Wastewater network – 1

Water Take – 1

District Facilities – 2

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

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

Compliance 3 Waters

Water and Wastewater RMA Compliance Report

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

Water treatment sites	12-month rolling average for July 2025	Monthly Compliance for July 2025
Kaitāia	●	●
Kaikohe	●	●
Kawakawa	●	●
Rāwene Ōmanaia	●	●
Kerikeri	●	●
Ōkaihau	●	●
Ōpononi	●	●
Paihia	●	●

Wastewater treatment sites	12-month rolling average for July 2025	Monthly Compliance for July 2025
Ahipara	●	●
Hihi	●	●
Kāeo	●	●
Kaikohe	●	●
Kaitāia	●	●
Kawakawa	●	●
Kerikeri	●	●
Kohukohu	●	●
Ōpononi	●	●
Paihia	●	●
Rāwene	●	●
Rangiputa	●	●
Kororāreka/Russell	●	●
Taipā	●	●
Whatuwhiwhi	●	●

Te Pae o Uta

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

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

Level 1: 5 enrolments

Level 2: 6 enrolments

Level 3: 1 enrolment

Karakia, Mihi, and Waiāta Sessions

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

Kōrero Kai

Kōrero Kai lunchtimes continue in the courtyard.

Asset Management

Asset Management Team

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

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

Recruitment of a Manager and any vacant roles continues.

Infrastructure Engineering

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

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

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

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

3 Waters Engineering

Modelling development is ongoing and due dates of completion of each scheme will be provided in the next reporting period. A report was provided to the final Te Koukou meeting to advise of timeframes for the modelling of each.

Design Engineering

Investigation of Y1 LTP Capital projects still in concept phase to advance these through concept and final design is proceeding.

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

District Facilities – Projects in Design

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

3 Waters – Projects in Design

- **Waitangi, Paihia, Opus and Haruru WTP Upgrade:**
 - **Feasibility Study and Site Investigations** – Feasibility study for the proposed Pony Club site is progressing well. Upon completion we will have 514 Rivers Edge and WNT studies completed for comparison and then ready to make a recommendation on the preferred site.
 - **Land Agreement and Stakeholder Relations** – Negotiations with the Waitangi National Trust for land use are positive and ongoing.
 - **Hapu Engagement** – Formalising hapu involvement is a top priority.
 - Next project working group meeting planned for 6 November 2025.
 - Harrison Grierson Feasibility Study for site due 31 October 2025.
 - Council report on recommendation for land acquisition planned for early 2026.
- **IAF Kaikohe:**
 - **Physical works for water reticulation is ahead of schedule.**
 - **Physical works for wastewater reticulation is on schedule**
 - **Physical works for the Water Treatment Plant is also on track**
- **IAF Kawakawa – Water Supply:** The 3x water network reticulation project tenders, involving over 1300m of new watermains, have been awarded but construction is on hold until Greenacres drive housing development has achieved its Special Conditions.

- **IAF Kawakawa – Wastewater:** Prelim civil design is underway to inform consent. Next steps to run concurrently include: Detailed Design of Civil Works; Site Services and Hydraulics; Development of detailed specifications for package plant (MBRR or equivalent). NIFF have been advised the Stage 2 milestone will be delayed.
- **Paihia Mains Baffin Street – Stage 1:** Detailed design for the project has been completed; however, progress has been unable to progress due to land ownership matters.
- **Parkdale Cres (Kaitaia) SW Upgrade:** New alignment option being reviewed to align with LTP budget. Feasibility indicates a positive option at this stage.

Infrastructure Delivery

District Facilities – Projects in Construction

- **Lake Ohia Hall Renewals:** Tender documents scheduled to be released to public tender on 13/10/25, closes 17/11/25. Works programme to be confirmed with successful contractor.
- **Kāeo Memorial Hall:** Works progressing; currently behind programme due to condition of current assets which have required redesign for building authority approval.
- **Kaeo Post Office:** Contractor has established on site and works are progressing according to programme.
- **Ōkaihau Hall Renovations:** Practical Completion achieved.
- **11 Matthews Ave, Kaitaia:** New project as resultant from Council resolution to demolish old Warehouse Building. Early procurement phase.
- **HFTE Puckey Ave:** New Water Main & Risers – works to commence in October. Duration 3-4 weeks.
- **Housing for the Elderly Healthy Homes Requirements:** Work to tenanted units has been completed. Works has commenced to bring vacant units up to Healthy Homes Compliance and is due for completion prior to end of December.
- **Pukenui Coastal Walkway –** Procurement planned for October-November; subject to consent being issued. Construction to commence in early 2026.
- **Russell Cemetery Development –** Construction commencing in October and due for completion prior to end of December.

3 Waters– Projects in Construction

- **Kawakawa WWTP Stream Diversion Upgrade:** Finalising agreement with Iwi to complete planting. All other works completed.
- **Opononi WWTP Upgrades:** Baffle curtains have been installed, currently within defects liability period. Further on-site testing required to gather data for detailed design of the next stage of the upgrade works.
- **Fluoridation of Drinking Water Supply:** Output is for both Kaitaia and Kerikeri to have fully functional fluoridation treatment systems by 31 July 2026. Currently working with supplier of fluoridation equipment, Jacobs, for specifications and installation manuals. Civil works to accommodate new equipment at WTP's will be procured at the same time for contractual efficiencies.
- **146/148 Tokerau Beach Road WW:** New tank has been procured. Installation to commence in November 2025.
- **SH12 Omapere SW Upgrade:** Practical Completion applied for by contractor. As built data being collated for handover to 3 Waters Operations. Minor defects list being addressed.
- **Kaitaia Wastewater Network Overflows:** Emergency Storage Tank 2 being installed then road reinstated. Pump Station works to follow. Next major project milestone is the piling for the new pipe bridge.
- **Kaitāia Septage Screen:** Commissioning complete. Asset handover to 3 waters operations.
- **Kaikohe Septage Screens –** Commissioning complete. Asset handover to 3 waters operations.

- **Rāwene Septage Screen** – Commissioning delayed for power connection works to be completed. New commissioning date 30 November 2025
- **Kaipatiki Rise, Haruru - Water Supply Issues:** Detailed Design has now been completed with the Infrastructure Delivery Team to procure and construct. Works to commence in early 2026.
- **Donald Road Wastewater upgrade** – As Built documentation being collated prior to issuing Practical Completion for the works.
- **Commerce St (Kaitaia) SW Upgrade:** Detailed design complete. Procurement planned for October/November with construction planned for early 2026.

Infrastructure Services

Infrastructure Support

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

Quarterly output statistics include:

- **Operational Excellence**
 - 270 x LIM requests processed
 - 22 x tree trimming notices processed
 - 17 x Overweight and High Productivity Motor Vehicle Permits processed
 - 3 x No spray register updates
 - 5 x road naming reports delivered to Community Boards
 - Processed septage download invoices
 - TK3 and website updates as required
 - Purchase order requests and invoice receipting for the infrastructure group
- **Claims Management**
 - 42 x DF and 9 x Waters contract claims processed
 - 21 x Transportation contract claims processed
 - 20 x contract accruals processed for September
- **Request for Service Management**
 - 165 x Water RFS's open on 30 September
 - 1,142 x Transportation RFS's closed by 31 August
- **Team Successes**
 - 322 x Water RFS's closed in August
 - Nil RFS's with Administration team on 30 September

Projects Analyst

- Delivery and support of detailed financial analysis for the Kaikohe IAF Project Manager
- Delivery of quarterly update for FNDC to the National Infrastructure Pipeline
- Project managed the Infrastructure Group FY25 Capital Carry Forward detail for Finance to submit to Council for approval
- Maintained visibility of delivery of the LTP 24/27 capital programme to Te Koukou Committee through:
 - FY26 capital programme using Project Management Framework progress including integration of the FY25 capital carry forward budgets and itemised lists of projects

- Identification of unplanned/unscoped reactive works with detail of current year cost
- Commenced the Institute of Public Works Engineering Australasia (IPWEA) Professional Certificate in Infrastructure Financial Management course
- Completed revision of Contracts Register
- Establishing working relationships with newly appointed Managers of Engineering and Capital Delivery to embed the role of Projects Analyst to drive improvement in delivery outcomes and value for money

Quality Assurance Lead

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

- Infrastructure Support
 - QA document library – completed as a live online tool
 - Relocating QA service log from OneDrive to Infrastructure page and creating workflow automations - completed
 - Considering reporting options - in progress
 - Process maps (unpublished) - completed
- Water Services
 - Processing a stormwater application - completed
 - Reactive renewals - gathering requirements around the RRW form. Currently putting together first draft of an eForm - completed
- Infrastructure Engineering
 - Prepare a Development Engineer memo for resource consent (two variations - Resource Consent, Engineering Plan Approval) - completed
 - Assess implementation of consent conditions (Waters) - s223/224 - in progress
- Infrastructure Support
 - Published - Invoice overweight and heavyweight vehicle permits - completed
 - Prepare roading comment for LIM report (Unpublished - awaiting approval) - completed
 - Project Management map for Infrastructure ready for review - completed
 - Mapping tools – in progress
 - Instructional videos for attaching to process maps - Link - completed
 - Considering templates for feedback to people leaders on suggested process improvements – in progress
 - Unpublished process waiting on approval - completed
 - Parent process: Process a water/wastewater connection application – in progress
 - Sub process: Check a water/wastewater connection application
 - Sub process: Lodge a water/wastewater connection application

Compliance Officer

- Compliance reporting to Elected Members via Te Miromiro and Te Koukou Committee
- Ongoing update meetings with regional and national Regulatory bodies as well as internal operations team and FNDC Operator
- Compliance information requests from Northland Regional Council have reduced in number due to regular updates and improved response times to requests

- Development of a detailed compliance mitigation action plan in conjunction with Water Services and the FNDC Operator, which will inform future compliance reporting to Elected Members

Consenting Team

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

- **Kaitiāia Wastewater Treatment Plant resource consent renewal:** NRC draft conditions have been reviewed by Council and Council will submit a final response by December 2025.
- **Kaikohe Wastewater Treatment Plant resource consent renewal:** Mediation with the two submitters to the public notification commenced as scheduled in July. A final response expected to be lodged with NRC by December 2025.
- **Kerikeri Urban Stormwater resource consent application:** This is still with NRC for processing.
- **Kaikohe Closed Landfill resource consent renewal application:** The resource consent renewal application lodged with NRC in May 2025 is still awaiting details from Te Uri o Hua of their engagement expectations.
- **Whatuwhiwhi Wastewater Treatment Plan resource consent renewal application:** The CIA from Te Whanau Moana and Te Rorohuri has been reviewed and the consent is with NRC for processing.

Water Services

Sweetwater Source Update

The trial membrane plant has continued to be operated, and data collected to be able to inform the next phase of potential solutions for Kaitiāia water treatment upgrades.

Land Drainage

The land drainage Bylaw was presented to council but left to lie for further consideration to options around being included in the district plan and the powers of that mechanism. A drone contractor has been engaged and work in that space is being planned for a roll out in the next quarter.

The Water Services team continue to have active engagement with the drainage committee and reports are going to the Te Hiku community board.

Budgets for the work programs have been set and continue to progress well.

Taumata Arowai

The team has met with Taumata Arowai the regulator around early engagement for the implementation of the Water services Act 2021 and how that will affect our compliance requirements in the future.

We have also connected about community water supplies within our rohe and how we will need to be further engaged in understanding their needs.

Local Water Done Well

FNDC, alongside Whangārei and Kaipara District Councils, has taken a collaborative approach to meet the requirements of LWDW. After extensive consultation, the three councils have jointly developed and submitted a Water Services Delivery Plan (WSDP) to the Department of Internal Affairs on 3 September 2025

Key Features of the Plan:

- **Regional Council-Controlled Organisation (CCO):** Drinking water and wastewater services will be transferred to a new jointly owned CCO. This entity will manage over \$1 billion in assets and oversee a 10-year capital works programme costing hundreds of millions.
- **Stormwater Services:** These will remain under the management of each individual council, ensuring local responsiveness and alignment with existing legislation.
- **Financial Sustainability:** The plan includes detailed financial modelling to ensure long-term affordability and compliance with regulatory standards.

- Implementation Timeline:
 - Scoping & Preparation: Sept 2025 – Jun 2026
 - Establishment & Transition: Jun 2026 – Jul 2027
 - Go-Live & Operation: From Jul 2027 onwards

Transport Capital Works Progress

Construction work is currently underway on the following projects:

- Mangamuka Rd Slip (RP 2948)
- West Coast Road Motuti
- Pawarenga Road (RP 8151)
- Paranui Road (RP 4460)
- Waterfront Road (RP .710)
- Whangape Road (RP 6246)
- Wainui Road (RP 4655)
- Wainui-Matauri Bay Road (RP 4995)

Work is wrapping up on the following projects:

- Kaitaia Awaroa Road (RP 13525)
- Kaitaia Awaroa Road (RP 26807)
- West Coast Road Punguru
- Duncan Road (RP 10105)

Construction Completed on the following projects:

- Monument Road (RP 6844)
- Foreshore Road Footbridge Ahipara
- Ngapipito Road Slip
- Waikare Road (RP 19970)
- Whangae Road (RP 2730)
- Honeymoon Valley Road (RP 5585)

Designs are construction ready for the following projects:

- Franklin Street Slip (RP 650)
- Wairare Road (RP 28047)
- Waikare Rd (RP 8444)
- Waikare Rd (RP10600)
- Iwitaia Road (RP 6179)

Bridge Programme:

- Hihi Bridge 06, investigations completed and initial indications that deck replacement may not be required
- Design work underway for two new bridge replacements (Taemaro Road and Guest Road)
- Kaitaia Awaroa (D42 & D47) physical works to be tendered in July
- HPMV Bridges investigation works underway

Capital staff have begun investigation and design work on our Year 2 programme to deliver in next construction season.

Asset Management

Ongoing value for money, optimised asset management and least life cycle costs are being delivered through the Network Improvement Plan projects.

Forward Works Programmes for 2024/25 issued to the Maintenance and Capital Teams, and the 2025-2026 Forward Works Programmes are currently being finalised.

Corporate Services

Financial Services

Accounting Services

Key activities & achievements:

- Annual Report 2024/25 - main focus for team to meet the 29th of October deadline. The team have worked closely with auditors to ensure the work programme is progressing.
- Tangelo – new reporting software is in use for the Annual Report 2024/25. The setup and input of all information required has been developed over the time of the report.
- Annual Plan 2026/27 - has commenced with an overview with the Senior Leadership Team (SLT) on current position of what was proposed in the Three-Year Long-Term Plan 2024-27 of 6.7% for year 3.
- Roding – staff have been involved where required to ensure continuity in terms of providing financial information and reporting requirements.
- Carry forwards 2024/25 - these have been approved and loaded into the 2025/26 financial year.
- Management accounting – business partnering picking up across the departments for the current financial year.
- Continued business – day to day business has continued.
- LTP 2027-37 – pre-planning has commenced to allow for a 18-month programme of work.

Te Pae o Uta update

Staff have enrolled in Te Reo classes. Karakia is being conducted at team gatherings.

We are ensuring the use of place names or kupu that need macrons are being implemented into reports and documents and translations throughout formal documents are being sourced.

Next steps

- Complete and adopt Annual Report 2024/25 by 29th of October 2025.
- Continued business partnering.
- Annual Plan 2026/27 budget reviews in preparation for the 1st workshop with Elected Members in early December.
- LTP 2027-37 – engaging with key staff in preparation.
- BERL 2025 webinar in November.

Rating Services

This quarter, the Rating Services Team has remained focused on delivering core responsibilities amidst a significant increase in workload. The primary driver was the issuing of the first rates instalment in July, monthly water invoices and the first instalment penalty notices, which resulted in a substantial rise in customer interactions and Requests for Service (RFSs). The team managed hundreds of customer queries via email and phone, placing considerable demand on resources during this peak period.

Key Activities & Achievements

- Successfully delivered the first rates instalment (July) and penalty notices (August), resulting in a high volume of customer interactions managed via phone and email.
- Launched a revised rates invoice template to promote online services such as email delivery and direct debit sign-up.

- Processed the largest direct debit extract to date on 20 August, reflecting increased digital engagement.
- The Rates Team has taken back the processing of direct debits and dishonours, a significant volume of work.
- Completed hundreds of RFSs since the beginning of the rating year, demonstrating high team productivity.
- Onboarded and commenced training for three new team members (Lesley, Renei, and cadet Taaria), ensuring business continuity and future capability.
- Supported the council-wide audit through robust data integrity and proactive auditing activities.
- Implemented system changes aligned with updated DIA guidance on rate rebates, including revised internal processes.
- Improved customer experience through clearer communications and an automatic email reply message from the team inbox.

Te Pae o Uta Update

The team continues to support the Māori Freehold Land application process and contributes to the Whenua Māori Rating Relief Working Group. Cultural capability is actively nurtured through regular participation in He Whakatupanga, Te Tiriti o Waitangi, and Te Ture Whenua Māori Act workshops, as well as attendance at Whenua Māori Roadshows. Karakia are now part of weekly team meetings, reinforcing cultural values in daily work.

Forward Priorities / Next Steps

- Continue training and development of new staff and cross training with more experienced team members to ensure full integration and capability.
- Monitor and refine the updated rate rebate process in line with DIA guidance.
- Promote increased uptake of online services and support further digital transformation.
- Prepare for the second instalment of rates and associated customer communications.
- Continue strengthening audit practices and cultural competency across the team.

Transactions Services

Key Activities & Achievements

- Issued final demand to the Mortgagee for 542 properties.
- Have manually reviewed 873 of the 2501 rateable Māori freehold land accounts.
- Continuing to work with planning support, building support, health licensing and building compliance to reduce debt levels.
- Offering alternative payment arrangements to ratepayers that have more flexibility in the amounts they pay without being penalised due to the increase of the cost of living.
- Recently received judgement for approximately \$193,000 across multiple rate accounts.
- Working with external legal practitioners for the endorsed rating sale in Kaitaia.
- Taken on the full direct debit process from another team in Council.
- Stock take for publications has been completed successfully.
- Fleet and publications continue to monitor our Blackhawk reporting with manual checks to ensure data is correct before only using their system for future reporting to lessen misuse and increase fleet efficiency and accountability.
- Offering support to the Whenua Māori Rating relief working group.
- Ensuring career development for the team – i.e. Shadowing and secondment opportunities within other departments in Council.

- Checking Promapp processes are up to date and relevant.
- Continuing business as usual on all fronts.

Te Pae o Uta

To date there have been several team members who signed up for Te Pae o Waho and enrolled in Te Whakaputanga.

Opening and closing karakia in all team meetings, encouraging participation and rotating responsibility. Meetings are scheduled based on the Maramataka.

The team is actively engaged in policy reviews, collaborating with Te Hono on the Te Pae o Uta framework, and supporting the Whenua Māori Rating Relief working group.

The team have agreed and set our 6 goals for Te Pae o Uta for the 2025/2026 year.

Digital Information Services

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

Key Activities

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

- Reviewing FNDC's core business systems (finance, HR, regulatory). To propose better ways of delivery core systems to Council and communities
- Supporting of SaaS migration planning and aligns systems and strategy across teams.

Te Pae o Uta

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

Forward Priorities

- **ICT Operations:**
 - Strengthen cyber security measures and monitoring. Investigating more cost-effective solutions for remote connectivity whilst maintaining a strong security posture.
 - Upgrade and streamline infrastructure and backup systems, looking at upgrade of services and storage architecture, including cloud offerings.
 - Support SaaS transitions with minimal disruption. Investigating another core system migration to SaaS/Cloud services.
- **IT Programme Delivery:**
 - Continue future-state planning and engagement with business to deliver key projects. Focused on 90-day delivery cycles for key projects, including improvements of online services, Rating, Asset Management project Phase 2.
 - Embed continuous improvement practices.
 - Strengthen cross-team collaboration for strategic delivery.
- **Innovation:**
 - Expand public-facing digital infrastructure, public wi-fi and smart solutions for district facilities.
 - Support development and implementation of FNDC's AI strategy.
 - Deepen Smart Communities collaboration, with a focus on public safety, including CCTV.
- **Programme Management (ERP):**
 - Finalise ERP roadmap and business case for system upgrades and market assessments.
 - Align DIS strategy with organisational goals.
 - Continue stakeholder engagement and change management.

Digital Information Management

Team introduction - Overview / Purpose

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

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

We're proud to welcome cadet Aylah Williams to the team, bringing fresh energy and support to our work. Together, the Team is committed to fostering a culture of innovation and collaboration.

Key Activities & Achievements (bullet point list, with adequate description)

- Three team members enrolled in Te Reo Māori classes and actively using Te Reo daily.
- Partnered with Te Hono for Te Reo translations on the planning of the new intranet upgrade project to improve user experience and accessibility.
- Initiated conversations on a Māori Data Governance Framework.
- System & Compliance Improvements
- Migration of information into our Records Management System and planning transition of on-prem Records Management System to SharePoint for easier collaboration with internal and external parties.
- Drafted an Archive Room Disaster Recovery Plan for physical files.
- Commencement of Personal OneDrive storage quota reduction project to ensure council records are filed within Records Management System.
- Training underway to implement Microsoft Purview, a compliance and data governance solution to manage lifecycle, enforce retention policies, and strengthen regulatory compliance.
- Appointment of cadet Aylah Williams, adding capability and supporting future projects.

Te Pae o Uta update

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

Forward Priorities / Next Steps

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

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

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

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

Planning for the upcoming intranet upgrade project is underway, and paused projects such as the Historic Map Project and cemetery digitisation will resume.

Digital Analytics

Team introduction

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

Key Activities & Achievements

Vehicle Crossing Dashboard - Assist Resource Consent team with monitoring workload and upcoming expiry dates

- MBIE Report - Building Services - Updated regulatory reporting to meet new industry requirements
- Corporate Services Celebration Framework - Nomination form, emails and dashboard created
- Local Government Elections 2025 - public app and work to find appropriate route for "mobile ballot box"
- MFL reporting capability added to Building Cost Analysis dashboard
- CEO RFS KPI monitoring dashboard for acknowledgement and completion KPIs and quality control process created for EA management
- RFS dead code analysis for deactivation from Pathway
- Training with Building Admin team on new Building Compliance dashboard
- Rates, Water, Debt Management - project kick-off, requirements finalisation, requirements analysis.

Te Pae o Uta update

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

Forward Priorities / Next Steps

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

Risk & Assurance

Team Introduction

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

Key Activities & Achievements

- Maintain and update Council's risk registers to ensure alignment with evolving operational and strategic priorities.
- Reinforce the Risk Management Framework to support a consistent and proactive approach to risk identification and management across the organisation.
- Enhancing Council's Business Continuity Planning to strengthen organisational resilience and preparedness.
- Reinforce legislative compliance processes to ensure all statutory obligations are clearly assigned, regularly reviewed, and effectively met.

Te Pae o Uta update

Risk and Assurance has completed all of the set goals including, completion of the first level of Te Pae o Waho classes. The setting of new goals is the focus for this quarter.

Forward Priorities / Next Steps

- Align risk registers with current strategic objectives and operational changes.
- Review and update risk management guidance documents and templates.
- Review and update business continuity plans with each group.
- Review and reassign compliance obligations following recent structural changes.
- Conduct targeted briefings with managers to clarify their compliance responsibilities.
- Strengthen monitoring and reporting through tools like ComplyWith to ensure obligations are met and reviewed regularly.

Legal

Te Pae o Uta

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

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

Business Compliance & Property Information

Business Compliance

Team Introduction

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

Key Activities and Achievements:

Project Management

- PPM System: A new LTP Concept workflow and Prioritisation Matrix has been developed and tested prior to building into Live environment and rollout.
- Engage Dashboard has been developed to provide Elected Members with access to key projects, their metrics, and associated risks.
- The Project Assurance framework and templates are ready for testing on current projects
- Reporting continues to be developed, pending discussion with SLT and delivery managers.
- Onboarding Roding consultants regarding in-flight transport projects

Procurement

- 40 procurements registered and managed to the value of \$24m
- 10 work packages allocated to suppliers under the Emergency Works Slip Repairs Supplier Panel for Roding

- Support on the Rooding Operations & Maintenance Contract re-tender, completed the Procurement Plan, Request for Tender and Contract documents and went out to Market in early September.

Contract Management

- A new Contract Management Specialist joined the team in September 2025
- 27 contracts (over \$50k) were awarded to the value of \$5m
- 45% of contracts were awarded to local Northland suppliers (30% to Far North, 15% to wider Northland suppliers).

Forward Priorities

- Finalise and build the LTP concept workflow and prioritisation matrix into the Live environment.
- Commence pipeline planning work with relevant staff. This will include extensive training and support whilst concepts are being input, business justification developed, and assessment scoring completed prior to Elected Member workshops in the new year.
- Develop the Engage Dashboard and reporting for the new triennium with a rollout in early 2026.
- Complete scoping of Core Rooding Professional Services Contract, Request for Proposal and contract documents.
- Planning for implementation of the Contract Lifecycle Management system (CLM) to support end to end procurement and contract management.
- Review the Contract Management Policy and Framework.

Te Pae o Uta

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

Property Information

Team introduction

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

Key Activities & Achievements

- All LIM reports and Property file requests have continued to be processed and delivered within the statutory timeframes.
- Preparing the LIM certificate to include the new Natural Hazard legislation requirements for LIMs ordered on 17-Oct-2025 and after.
- Monthly meetings with QV and additional engagement regarding the tri-annual revaluation.

Te Pae o Uta update

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

Forward Priorities / Next Steps

Cease supply of RAPID plates.

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

Transportation

The transportation team supports the delivery of safe, efficient, and resilient transport infrastructure across the Far North District. We work collaboratively with internal teams, contractors, and community stakeholders to manage maintenance, respond to service requests, and plan future improvements aligned with council priorities.

Key Activities & Achievements

- Interim Roothing team: Onboarding of core team members for the interim hybrid roading team.
- Operational reporting: Delivered weekly and monthly updates to elected members via Friday Notices, including RFS summaries, capital works projects and maintenance progress.
- Network maintenance: Fulton Hogan (North) and Ventia (South) continued to deliver core maintenance activities including grading, metalling, potholing, and emergency callouts.
- Find and Fix trial: Trialled and validated the “Find and Fix” approach to road maintenance in the South. The trial has provided positive results and aims to proactively identify and resolve minor defects, helping to test and refine the new Measure and Value approach before full implementation.
- Sealed pavement rehabilitation and resurfacing programmes: We completed the programme for the construction season which commences in October representing approximately \$17m in value for the current financial year.
- Data Integration: We have been working with the Data Analytics team to consolidate maintenance data into a single reporting platform for improved transparency and decision-making.
- RFS (Request for Service): significant progress has been made on improving the clarity and consistency of RFS (Request for Service) workflows within the roading space.

Te Pae o uta

The team continues to embed Te Pae o Uta principles in our work, particularly through community-led engagement in North Hokianga and collaboration with Māori stakeholders. As we transition to a new hybrid working structure, we are actively shaping a working model that embeds Te Pae o Uta values across both staff and contractor relationships. This includes aligning team goals with the Te Pae o Uta framework and ensuring that cultural responsiveness is built into our operational and strategic planning

Forward Priorities / Next Steps

- Expand the “Find and Fix” approach to road maintenance to the North.
- Prepare for and commence the summer construction season
- Continue to deliver core maintenance activities in both the North and the South.
- Ramp up delivery of the capital works programme, with prioritisation of projects aligned to available resources and seasonal windows.
- Continue integration of maintenance, capital works and RFS data into unified reporting tools to provide up to date information to the organisation, elected members and the public.
- Finalise the documentation and transition of the RFS workflow into Promapp, ensuring they are accessible, version-controlled, and embedded into the wider business process framework

Chief of Staff

Organisational Development

Organisational Strategy

The SMART performance goals linked to the six strategic priorities (better informed decisions, value for money, health safety & wellbeing, people & culture, te ao Māori and service delivery), were added to the organisation's KSFs in July for the new financial year. Team Charters are being updated to align work plans to the six priorities to further embed the organisational strategy. The learning and development framework continues to support all staff to effectively deliver across these priority areas.

People Leaders Day

The theme for the People Leader offsite in September was Service Delivery and was held at Kerikeri Sports Complex. A session on Service Delivery wins focused on linking recent initiatives focused on improving customer engagement, streamlining processes, and enhancing communication within the community and council teams. Discussions and activities throughout the day were based on the launch of the CX Framework and prioritising actions from the Resident Opinion survey:

- **Customer Experience Framework Actions:** The session emphasised discussing implications, setting and publishing service level commitments (SLAs) in team charters, enhancing proactive customer information on the website, piloting an internal CX program, and updating the AskNicely survey with dynamic AI-driven feedback and leaderboards.
- **Resident Opinion Survey Priorities:** Focus areas include improving communications and community engagement by setting clear expectations and sharing stories, increasing financial transparency regarding ratepayer funds, and providing interactive road infrastructure information such as maintenance schedules and work locations. Actions involve leveraging existing communication tools, early engagement input, and enhancing internal communication capabilities to keep frontline teams informed.
- **Team Engagement:** Leaders are encouraged to share engagement survey results, develop action plans, and focus on succession planning.

The final activity of the day was about Wellbeing initiatives such as addressing psychosocial risks, fostering trust through open communication and active listening, encouraging work-life balance through leave and breaks, conducting regular one-on-ones and team meetings with social elements, and promoting informal team interactions.

Staff Engagement Survey

The second of our biannual Employee Engagement Surveys for 2025 closed on 8 September, with a completion rate of 86%, just one percent lower than the March survey. According to survey research, this participation rate is excellent, providing a high level of data accuracy and confidence in the feedback received. The overall engagement score recorded a minor decrease of 0.1 points, resulting in an overall score of 6.5 out of 10.

The Strategic Leadership Team has identified three key focus areas based on the latest results — Reward, Strategy, and Environment — with corresponding action plans developed to address each. During Quarter 2, the focus will shift toward supporting People Leaders to acknowledge survey feedback within their teams and to implement meaningful action plans for improvement. As at the end of Quarter 1 reporting, five action plans have been entered into the survey platform from two groups:



44% of all feedback received through the September survey has been interacted with in the survey software by either being acknowledged or responded to.

Succession Planning

During quarter 1, the new process for recording Succession Plans in CiAnywhere has been presented to leaders at the People Leaders Offsite day. Further communication and instructions on the process have been included on the People Leaders Toolbox in Sharepoint and business-wide rollout has commenced. Throughout the process, Leaders are encouraged to think about their position requirements, such as skills and accreditations, potential successors and identifying business-critical roles within their teams.

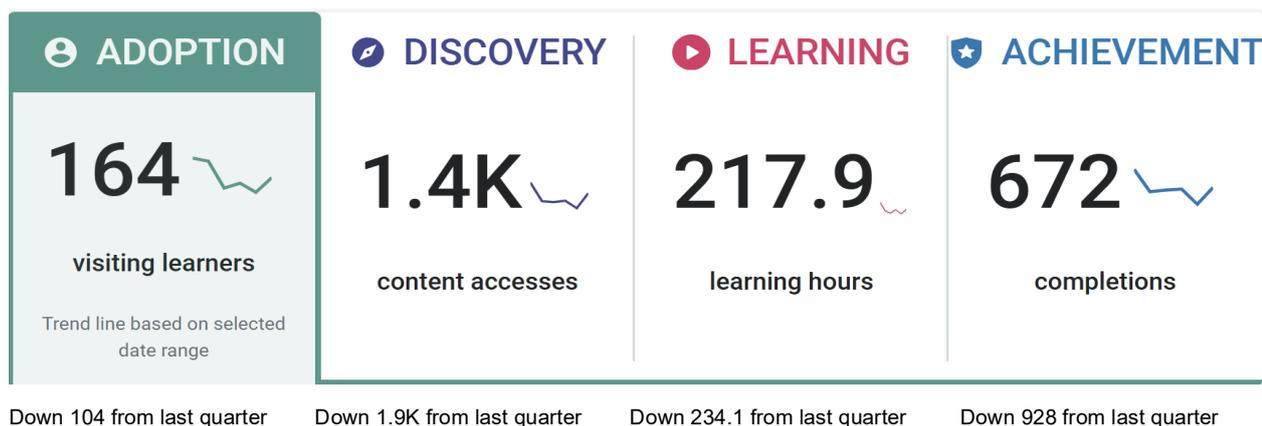
Diversity, Equity & Inclusion

Diversity Data Collection to better understand the unique backgrounds and experiences within our workforce is ongoing with system adjustments pending to increase the accuracy of the data. The DEI (Diversity, Equity & Inclusion) Oversight Committee has rolled out Understanding Unconscious Bias in the Workplace and Neurodiversity training to the organisation. Sharing DEI information and initiatives based on significant DEI awareness days/weeks has also been established via internal news channels. DEI questions were included in the August/September Engagement Survey to better understand what is important to the organisation, and feedback has formed a clear action plan for the DEI Oversight Committee.

Learning and Development

During this quarter there were 362 kaimahi engaged in learning and development activities. Courses ranged from Civil Defence, Report Writing, Coaching & Mentoring, Fleetcoach Driver Training and Change Management. This included webinars by Taituāra such as Systems Improvement Bill, Resource Management Amendment Act, Democracy Forum and Economic Regulation for Water Services. In house workshops continued to help people to navigate Pathways to update and close RFS'. 56 kaimahi enrolled in the ten-week Te Pae o Waho classes which commenced in August to help people to learn and improve their Te Reo Māori skills and increase their understanding of Tikanga.

The analytics show that self-directed learning on Percipio, our learning management system, has decreased this quarter. Analysis was completed during this quarter to assess alternative Learning Management System (LMS) options. Replacing the LMS is now part of a wider organisation system improvement project, therefore the contract has been extended out another 12 months from end of October. Percipio courses promoting key leadership skills at FNDC remains a focus, and a review of how we fully utilise Percipio and identify meaningful learning pathways is underway by the L&D Advisor who commenced in mid-August.



People & Capability

Recruitment has remained consistent, successfully filling vacancies in specialist areas such as IT application support, Animal Management and two key Infrastructure Management positions.

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

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

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

Current Headcount and FTE Reporting

As at the time of reporting, the total headcount stands at 426, comprising:

- 380 permanent staff
- 33 fixed-term staff
- 13 casual staff

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

Impact of Transportation Department Restructure

The Transportation Department restructure, which took effect on 4 August 2025, has significantly influenced turnover statistics. Of the 35 staff departures recorded during the reporting period, 13 were directly attributable to this organisational change. Additionally, 6 vacant positions were disestablished as part of the restructure process.

Cadetship Programme

The 2024–25 cohort of cadets concluded their placements at the end of the financial year, with all successfully transitioning into an array of new roles within Council. A new group of five cadets commenced on 22 September 2025, joining the following teams: Property & Facilities, Rating Services, Transaction Services, Te Hono and Digital Information Management.

Mayors Taskforce for Jobs

The 2024–25 MTFJ contract was successfully completed, with all required placements achieved. The 2025–26 contract introduces significant changes to the structure and outcomes of the Community Employment Programme (CEP). The contract requirements have shifted from a youth intervention model

to a collaborative approach with Ministry of Social Development (MSD) case workers, focusing on placing existing MSD clients.

Of the 27 required placements under the current contract:

- 23 must meet existing MSD client referral criteria
- 4 (plus any additional placements) may follow the traditional MTFJ preventative placement model

MTFJ is working closely with MSD and the He Poutama Taitamariki team. A formal referral process is now in place, and the Programme Coordinator is facilitating weekly CEP sessions with the newly referred rangatahi, supporting their preparation and active job applications.

PSA and FNDC relationship

The PSA and FNDC continue to maintain regular engagement through six-weekly touchpoint meetings. A workshop involving the Chief Executive and Strategic Leadership Team is scheduled prior to the Christmas shutdown. This session aims to further strengthen the relationship and enhance collaborative engagement practices.

Executive Projects

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

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

Projects include:

- Housing for the Elderly, with most recently progressing the review of rent settings.
- 11 Matthews Ave and its future use.
- Te Puāwaitanga including ongoing support being provided to projects relating to the future of the site.
- Support has also been given to other projects such as IAF Kawakawa, Kaikohe Library & Civic Hub and consideration of Council landholdings.

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

Community & Engagement

Te Ahu Museum

The third quarter of 2025 showed a mixed performance for the museum across its key metrics. A new wayfinding sign was installed mid-July, featuring breaking news on RadioNZ about the rediscovery of the 'Lost' De Surville Anchor in Doubtless Bay on the 10th of July 2025. We received 100% positive responses and curiosity about how quickly the info-wall appeared, with over 2000 visitors into the Museum in July and a total of 6,107 over the quarter.

Our 'Anchor' sign contributed to the resurgence of volunteers who have been an immeasurable help with the backlog of work across several projects. Another boost to morale in mid-September was acknowledging the 3rd anniversary of a retiree who has dedicated one day every week to maintaining the collections within the Archives, totalling 700+ hours. She is now leading an Archival Review with the help of another volunteer. Measurable progress on the Archival Review will help target promotional material to highlight research interest areas.

Researcher bookings held steady over the quarter but are still relatively low with mainly online enquiries and double digits in only one month, with 13 researchers in July followed by 6 in both August and September. This highlights our need to promote the Archives with targeted promotions across the region and the heritage sector.

In July, a commemorative 40th Anniversary Rainbow Warrior special screening event was a successful combination of the use of Te Ahu Cinema for a film screening with guest speakers, alongside an exhibit within Te Ahu Museum. The guest speakers included Kerikeri sculptor Chris Booth, who we have engaged to offer an onsite tour of his most Northern sculpture on private property in Taipa, in early 2026. Exhibited works featured celebrated Arts Foundation Alumni photographer John Miller *Ngai Tawake-ki-te-tuawhenua*, *Te Uri Taniwha*, *Ngāti Rehia*, *Te Whiupōhiri*, who captured evocative images the night prior to the bombing and early in the morning of 10 July 1985.

We received an overwhelmingly positive response from event participants and followed this model during Mahuru Māori to celebrate Te Wiki o te Reo Māori in combination with the 50th Anniversary of Te Matakite Māori Land March, the Māori Electoral Option, and establishment of the Waitangi Tribunal, all events which had an impact felt throughout the nation and changed New Zealand significantly. We planned our screening of the documentary *Te Matakite Māori Land March 1975* to coincide with the day the Hikoī marched through Kaitaia, 50 years prior on 15th September 1975.

15th September 2025, Tamariki-mokopuna enrolled in Kohanga Reo and Kura across Te Hiku o te Ika marched through Kaitaia with whānau supporters numbering between 400-500 who all arriving at Te Ahu around 10am. The celebratory rally heralding the start of Te Wiki o Te Reo Māori echoed the efforts of their tupuna 50 years earlier and especially poignant for our event was the participating members of the community who had been on the 1975 Hikoī, kaumātua who were marching with their whānau, for the same kaupapa, and who took the time to come to our event, and share their memories in discussion after the film.

Ongoing deposits into our museum collections highlights the critical need to upgrade storage, create a functional service entrance and improve the offsite facilities, alongside processes to revolve the display of taonga in the gallery at Te Ahu. Discussions are progressing with Far North Regional Museum Trust board members, and a new working group to chart a pathway forward has been established.

iSITE Visitor Information Centres

The performance analysis of the quarter July to September 2025 shows, for the three isite Information Centres in the Far North District, Paihia (Bay of Islands), Ōpononi (Hokianga) and Kaitāia, a total of 22,518 visitors came through the doors, with a boost in numbers in the recent school holidays. July to September was officially the off-season, many operators transitioned to their winter schedules, offering limited times

and options. While this can be a challenge for spontaneous travellers, there are still plenty of sightseeing opportunities and small-scale activities available across the region. During the winter season there is a noticeable slowdown in international and national foot traffic. However, local engagement remained strong, with a steady flow of visitors to the isites driven by dog registrations and rates falling due during this quarter.

The Paihia isite underwent full interior refurbishment in July, its first major update in over 15 years. This was funded through existing asset renewal funds and a 50% funding match from MBIE targeted tourism funding available for top tier isites across the country. The renovation has transformed the space into a more user-friendly, modern environment. This aligns with Tourism New Zealand's (TNZ) broader initiative to gradually transition into the digital market.

Ōpononi (Hokianga) isite, as the FNDC Service Centre for Hokianga, began operating as a voting hub for Special Votes as of 9 September in the Local Government Triennial Election. This has been an important service for the local community. Voting hubs in Paihia (Bay of Islands) and Kaitiāia (Far North) are in the libraries.

A new manager for all three isites: Paihia, Kaitaia, and Hokianga, joined the team on 18 August stepping into the role following the retirement of the outgoing manager, who dedicated 20 years of service to Council and the isites.

Contact Centre

Contact Centre performance analysis for the July-September 2025 quarter has achieved good results with changes that have been implemented.

The average wait time refers to the amount of time a customer has to wait to have their call answered by an operator from the phone queue and is measured in minutes and seconds. The July and September average wait time in was 17 seconds, which is the lowest wait time during this quarter. The average wait time in August was 19 seconds, meaning performance exceeded the baseline KPI for the entire quarter.

Average call handle time refers to the time it takes to fully complete a customer query and demonstrates how effectively the team are managing call flows and the average amount of time a customer remains on the phone while their query is managed by an operator. September's average handle time was 4 minutes 6 seconds, which is the lowest handle time during this reporting period and below the performance baseline of 5 minutes that the team strive to achieve.

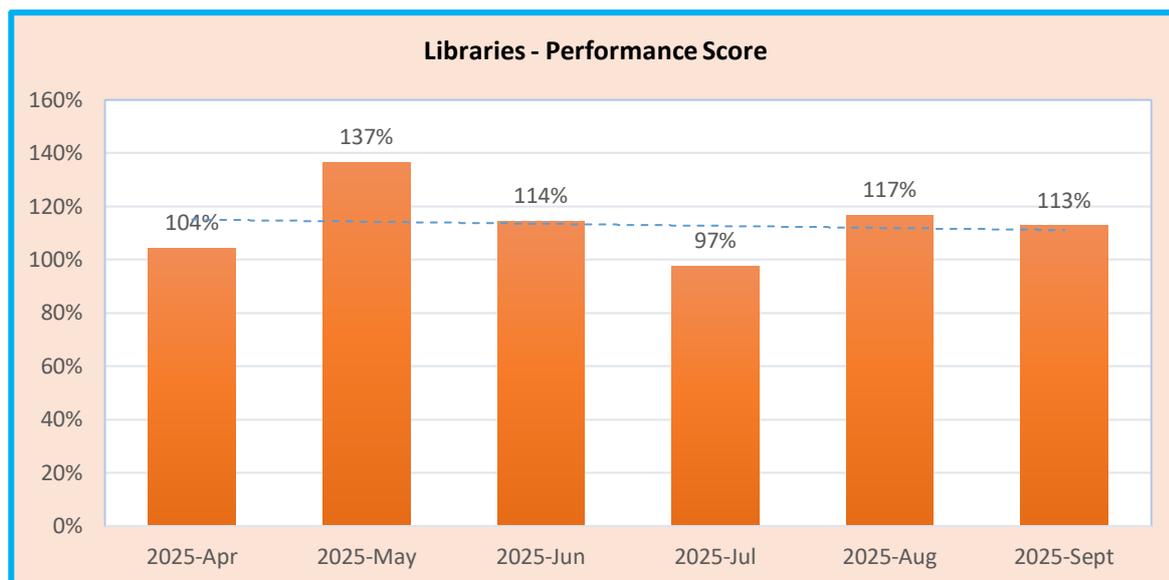
Percentage of calls abandoned has a target of 12% as an LTP success measure. Abandoned calls are those where customers have disconnected the call while waiting to speak with an operator. This metric is important to understand how effectively the council's phone services are operating because it demonstrates the percentage of attempted calls per month that are not taken. While it has been volatile throughout the 2024-25 year it is pleasing to see lower percentages of abandoned calls well under 10% being consistently maintained across the last 3 months, with the abandoned rate for July at 3% and August and September at 4%.

Libraries

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

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

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



The third quarter of 2025 saw consistently strong use of our libraries, demonstrating an excellent return on ratepayer investment. Despite a brief dip in July, performance rebounded significantly in August and September, driven by increased in-person visits and the successful introduction of new programmes. Online engagement also continues its upward trend.

Overall use figures for the quarter reflect strong ongoing community engagement. While performance in July was lower than average due to a major change in delivery of public Wi-Fi and computers across our sites, during the transition we had limited access to public Wi-Fi and computers. The newly completed project delivers more reliable Wi-Fi, new Windows computers and more accessible self-service printing.

Following the completion of this project, August and September performance scores reflected a significant rebound in activity as in-person and digital visits continued to increase, affirming the community's ongoing demand for digital access in library spaces.

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

September saw the start of our partnership with Digital Inclusion Alliance Aotearoa (DIAA) and Ministry of Social Development (MSD) offering Digi-coaches for a set period in our four larger sites, Kaitiāia, Kaikohe, Kerikeri and Kawakawa. This initiative is part of a work experience programme for job seekers and will run for 10 weeks, offering digital help to the community. Digi-coaches are employed and trained by DIAA in partnership with MSD during the programme and placed in libraries to assist community members with their digital support needs.

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

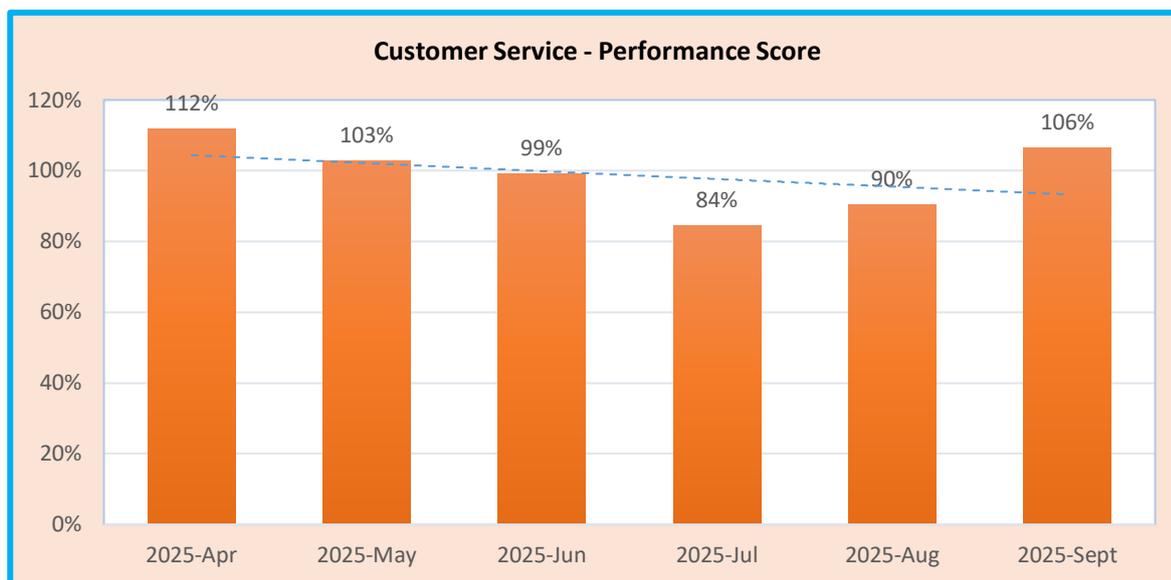
Significant progress was made on a key project for libraries during this period. The Kaikohe Library and Civic Hub new build's civil and construction works commenced during August with a blessing of the site before works started 26 August. This is a major milestone - this project has been budgeted and planned for across several Long-Term Plans without being achieved, and the Kaikohe community are enthusiastically anticipating this long-awaited new community asset. Work on the foundations are now well under way, and the project is proceeding well.

Customer Services

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

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

- Walk-ins resolved at first point of contact (45% of total score) = 80%
- RFS closure rate (30% of total score) = 80%
- Average handle time for email requests (25% of total score) = 10 minutes



Customer Services delivered another strong performance in the third quarter of the 2024-25 financial year (July-September). The dip in performance during July can be attributed to the migration of service providers from Datacom to Spark temporarily affecting reporting data for some measures. This move was based on contractual reasons and cost analysis. As a result of migrating to the new vendor, some features were under construction with the vendor (Spark), resulting in a more manual process for collating data, which lead to conservative use estimates.

The bounce back during August and September illustrates the impact of accurate data collection with a strong performance score.

This success was achieved against more challenging targets, which included raising the walk-in resolution goal to 80% and reducing the email handle time to 10 minutes.

The team exceeded these goals, with walk-in resolution rates consistently scoring above the 80% target throughout the quarter. Furthermore, the email handle time target delivered above target, in July and August reporting an impressive average of just 8 minutes. These results are particularly noteworthy given that walk-in numbers can fluctuate due to seasonal demands like property and water rates instalments and dog registrations, accompanied this year by the commencement of the local government elections voting period during September.

Communications & Engagement

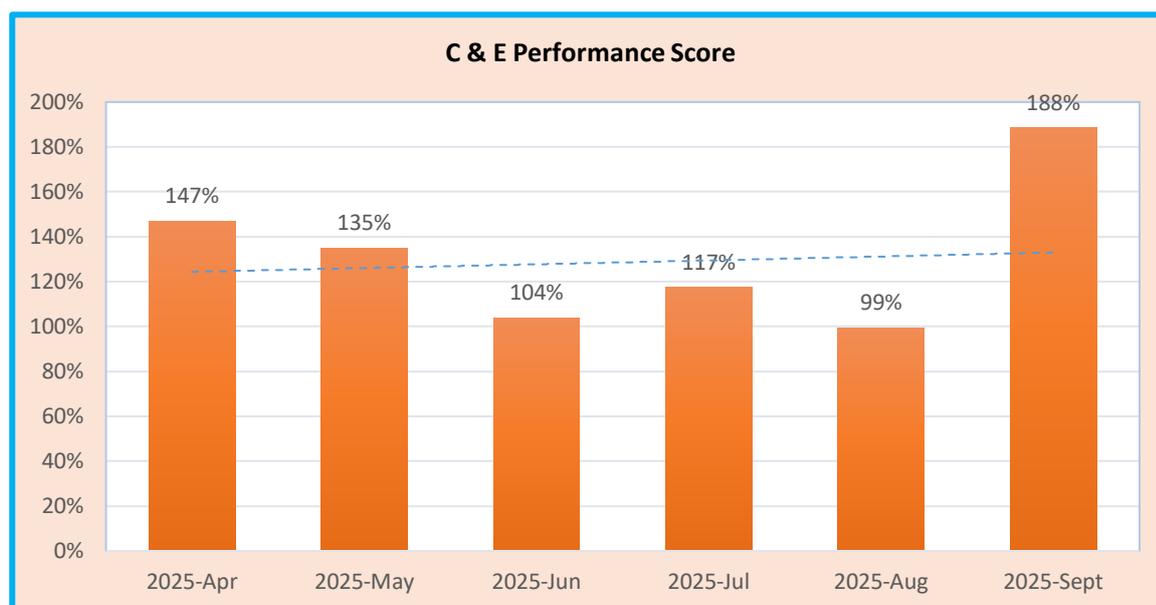
During the July-September quarter, the Communications and Engagement team published 89 news and video stories to the FNDC website or social media channels, an increase of five over the previous quarter. That was despite being shorthanded with two experienced members of the news team on parental or medical leave. Over the same period, website engagement (total customer views across the FNDC website and a key performance metric for the team) trended upward to its highest level in six months at 152,167. It stood at 97,524 in April 2025.

While the annual dog registration campaign was launched in June, it increased in pace during this quarter after the new dog registration year opened on 1 July. The Communications and Engagement team creates and leads this campaign each year for the Animal Management team. The aim is to remind owners that

they are legally required to have their pets registered throughout the year and to raise total registrations. The campaign includes sending a copy of the *Kurī Karere, Doggo Digest* newsletter to all registered dog owners, and publishing multiple website and social media stories each week until the registration campaign closes on 31 August when cheaper registration fees end. Each year, the campaign features a Far North dog owner and their pets who model responsible dog ownership. Owners who register their pets are offered a chance to win prize packs of dog food and a refund of registration fees. Due to problems early in the registration campaign, the Animal Management team extended the discounted registration period into September. Once dog registration statistics are available, the team will analyse public engagement with the campaign to assess its effectiveness.

Another key focus for the team during the quarter was providing support for the 2025 local election campaign. A key output was creating five election videos published on the FNDC website and social media channels. These included an overview of the election; one encouraging people to stand as a candidate; one on voting another explaining the STV voting system, and one on the Māori Ward Poll. That video was an animation and was the first the team had ever created. Every video was also provided in te reo Māori. Alongside the videos, the team helped set up, film and edit candidate videos, published multiple news stories each month from July to September and participated in public events or helped staff the mobile election vans that toured the district.

In September, the team marked Te Wiki o Te Reo Māori by producing six videos. One was published on the website and social media platforms the week prior to the launch of Te Wiki o Te Reo Māori, and one was then published each day during the week. The videos each featured members of the public or staff sharing their thoughts on the importance of te reo Māori along with their favourite phrase.



Customer Service Excellence Co-Ordinator Quarterly Update: RFS Project

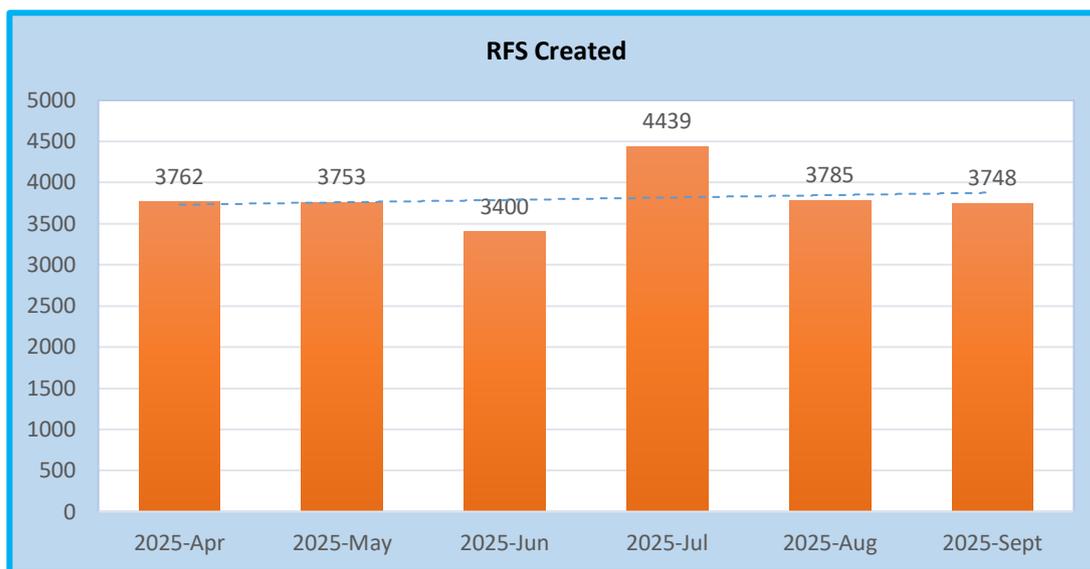
The RFS project continues to deliver measurable improvements in service delivery performance and backlog reduction across the Far North District Council. This quarter (July–September) reflects sustained collaboration, smarter triaging, and further gains in efficiency and customer experience despite some operational disruptions increasing overdue RFS figures.

The total number of open Requests for Service (RFS) has continued its downward trend, supported by strong closure rates and improved internal coordination.

The following 3 graphs give an oversight of the last quarter's performance.

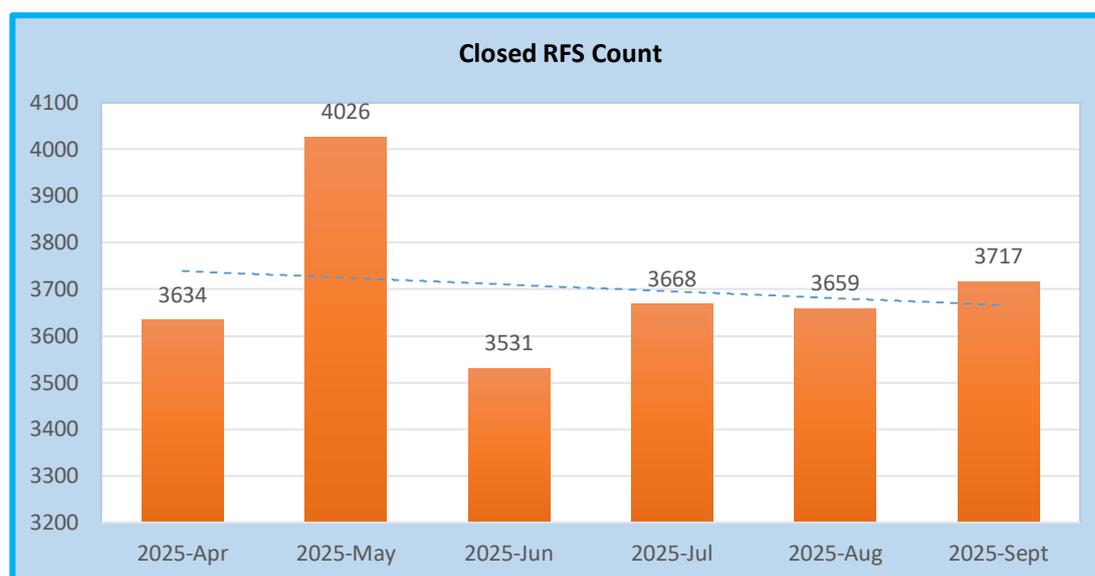
RFS Created

- July marked the highest point in RFS creation for the quarter, driven by seasonal factors such as dog registration renewals and rates notice follow-ups.
- August saw a significant drop, reflecting improved customer information, better query triaging, and stronger cross-team collaboration.
- September maintained this lower trend, indicating that front-end interventions are reducing unnecessary RFS generation.



RFS Closed

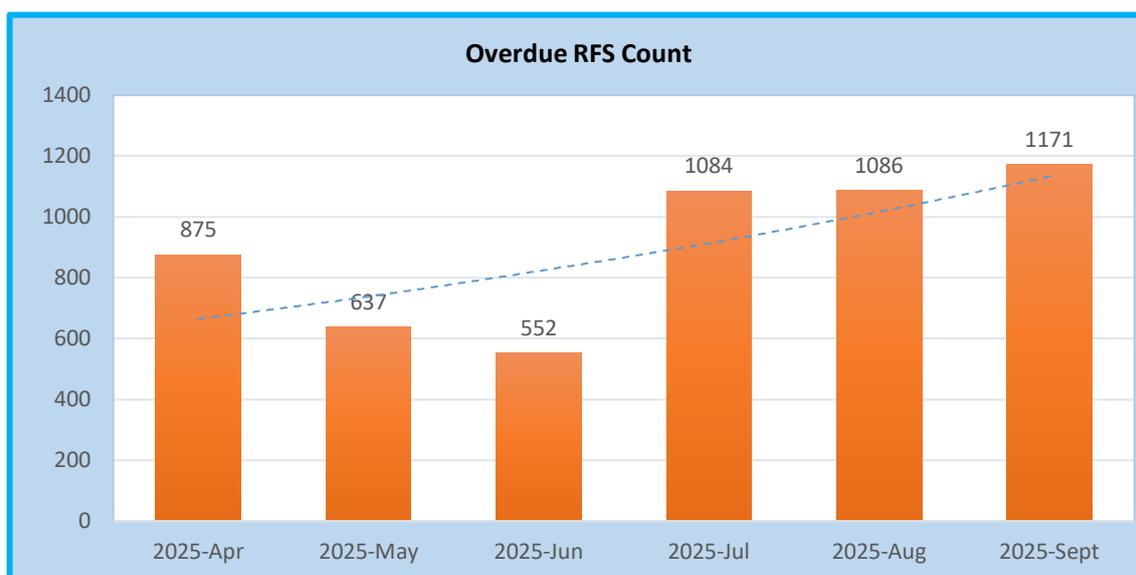
- Closure volumes remained strong throughout the quarter:
 - July: 3,531 closures
 - August: 3,668 closures
 - September: 3,659 closures
- Despite operational pressures, FNDC teams sustained high resolution rates, demonstrating resilience and effective service delivery.



Overdue RFS Count

- July recorded the lowest overdue count at 552.
- August saw a sharp increase to 1,084, likely due to transportation services transition to a hybrid delivery model and staffing shortages across several key areas of the business that handle many RFS.
- September continued the upward trend, reaching 1,171 overdue RFS, highlighting the need for targeted backlog reduction strategies across the transportation service team; temporary resourcing has been allocated toward this

RFS created declined after July's seasonal spike, showing the impact of proactive management. Closure rates remained consistently strong, with teams maintaining performance under pressure. Overdue RFS counts rose significant, signalling a growing backlog that requires urgent attention, particularly in roading and regulatory services.



Highlights

- **Reduced RFS Creation:**
RFS creation decreased steadily from 4439 in July to 3,748 in September, a 9.3% reduction. This trend suggests ongoing success in first-contact resolution and provision of better customer guidance. Work on improving our public-facing information and services is ongoing.
- **Backlog Reduction:**
Open RFS counts dropped from 1,180 in July to 1,078 in September, an 8.6% reduction. This reflects continued momentum in clearing long-standing requests and optimizing workload distribution despite some performance spikes.
- **High Closure Efficiency:**
Closure rates remained strong, with September achieving a 104.8% closure rate (3,250 closed vs. 3,102 created). This demonstrates ongoing work to reduce backlogs while meeting current demand.
- **Stable Handling Time:**
Average handling time improved slightly, from 13.6 hours in July to 13.2 hours in September. This remains within target range and reflects growing operational maturity.
- **Improved Team Coordination:**
Continued collaboration with Infrastructure, Waters, District Facilities, and Ventia, alongside refresher training and streamlined workflows, has enhanced routing accuracy and resolution speed.

- **Operational Resilience:**
Key teams demonstrated capacity to manage high volumes, particularly in July, without compromising closure performance.
 - **Process Efficiency:**
The consistent drop in open RFS indicates that internal coordination and workflow improvements are yielding results.
 - **Backlog Risk:**
The rise in overdue RFS is being closely monitored. While teams are doing a great job managing new requests, some older ones are starting to backlog across key areas. Further clean-up efforts with key teams and ongoing review of delays and breakdowns will get things back on track.
-