

**CHIEF OF STAFF
MONTHLY REPORT**

January - February 2026

Executive Summary

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

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

A quarterly report is provided to Te Miromiro on the group's activities and people information, the latest report is here - [Agenda of Te Miromiro Committee for Assurance, Risk and Finance Meeting - Tuesday, 17 February 2026](#). This activity briefing is attended to supplement rather than duplicate information included in that report.

Reporting Period: January – February 2026

Authors of the following detailed reports include:

- Emma Healy, Chief of Staff
- Nadine Hopkins, Manager – Executive Projects, Michelle Rockell, Executive Projects Lead
- Kayla Jonas, Manager – People & Capability
- Joanna Rewi, Manager – Organisational Development

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People & Capability

Kayla Jonas, Manager – People & Capability, reports:

The People & Capability team provides practical, timely, and high-quality support across the full employee lifecycle, including recruitment, payroll, performance, induction, employment relations, and the delivery of the Mayors Taskforce for Jobs programme. This team plays a critical role in ensuring the organisation meets its statutory and employment obligations by aligning people practices with employment law, maintaining and implementing Council policies, supporting compliance, and advising People Leaders on lawful, best-practice decision-making that upholds the organisation's responsibilities as an employer.

Operational Highlights for this reporting period:

- 12 placements made in the Mayors Taskforce for Jobs programme
- The Employment Relations Authority determined in favour of FNDC regarding an employment matter, awarding contribution towards costs and for the determination to be made public
- Improvements were made to the following internal policies:
 - Voluntary Emergency Services
 - Psychosocial risks in the workplace
 - Gifts & Inducements
 - Official Information Request
- The Office of the Mayor was created and an open recruitment process run to select the best candidates for the new positions

Key Performance Metrics

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

Recruitment

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

	# staff leaving	Turnover rate	# of staff hired/positions filled	Internal Movements
Quarter One (Jul – Sept)	35	9.14%	29 *	1
Quarter Two (Oct – Dec)	19	4.73%	18	0

**Q1 includes 5 fixed term new starters on the Cadet Programme
Please note, information may be updated from previous quarters if other staff movements occur post publishing of the report.*

The turnover rate for Q1 was higher than normal due to the restructuring of the Transportation function that led to 13 people leaving the organisation.

Headcount and Full Time Equivalent (FTE)

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

As-at	Total Headcount	Permanent	Fixed Term	Casual
31 Dec 2025	427	375	39	13

FTE measures *the total workload*, not people, where 1.0 FTE represents the hours of one full-time employee (ie 40 hours per week); multiple part-time employees can collectively make up one FTE. For the 2025/26 financial year:

Budgeted FTE	Budgeted salary spend
434	\$39,301,000

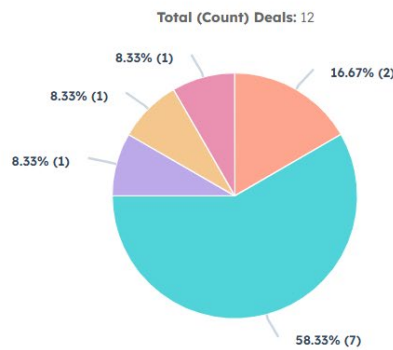
Actual FTE and Actual Budget spend (year to date) will be provided in future reports.

Mayors Taskforce for Jobs

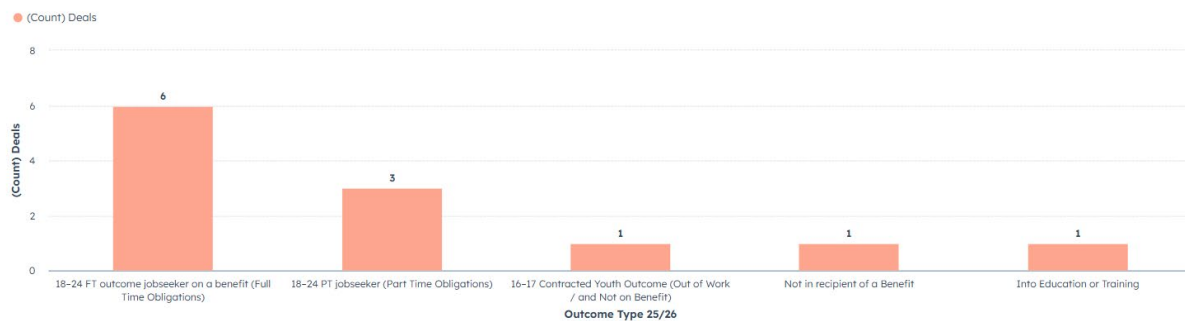
The Mayors Taskforce for Jobs (MTFJ) programme is a nationwide network of New Zealand mayors focused on ensuring that all young people aged 16–24 are engaged in employment, education, training, or other positive activity within their communities. The programme is delivered in partnership with the Ministry of Social Development (MSD) and provides wrap-around support, connecting rangatahi with employers, training, mentoring opportunities, work-ready equipment, and financial assistance to achieve sustainable employment outcomes.

Job Placements by Industry

● Administration, Business Support ● Agriculture, Forestry, Fishery ● Primary Industries, Farming ● Education and Training ● Trades Service – electrical, gas, plumbing



Placements by Outcome Type



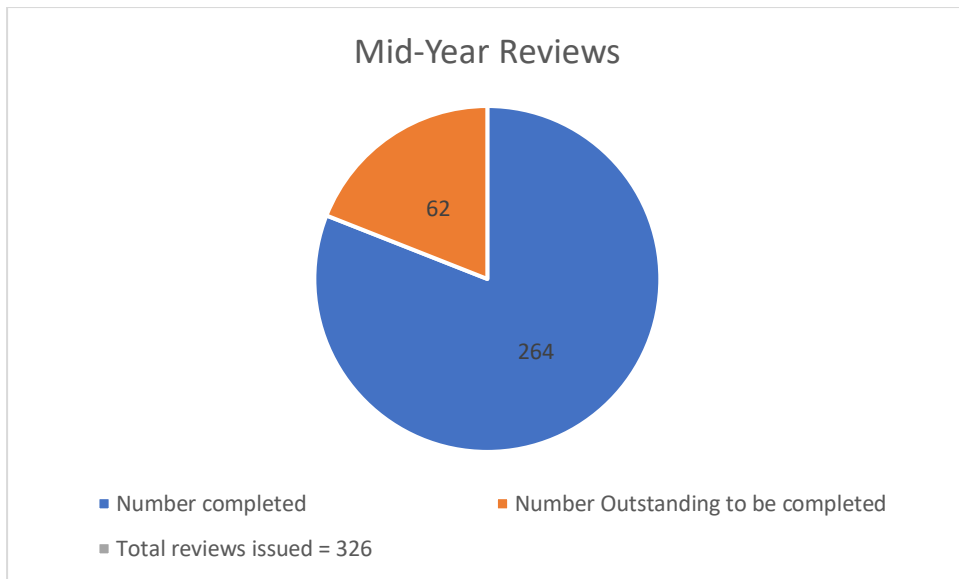
12 of 27 sustainable placements have been made as at 31 December 2025.

There have been 12 successful placements to-date despite early challenges in transitioning to the new contract model with MSD and navigating the complexities of He Poutama Taitamariki relationship and referrals.

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

Performance

January 2026 is the time for mid-year performance reviews to take place. This is intended as a halfway check-in between people leaders and their team members on progress towards delivery (through their Key Success Factors / KPIs) and behaviour expectations.



Annual leave

Annual leave liability following the Christmas close down and summer period has reduced 18.55%.



Organisational Development

Joanna Rewi, Manager – Organisational Development, reports:

The Organisational Development team focuses on building and strengthening FNDC's organisational culture, capability, and ways of working. They lead initiatives that improve culture and processes, drive organisation-wide improvement, and enhance leadership, talent, engagement, and succession planning. Their work includes designing and supporting programmes that uplift leadership capability, refining organisational processes, and enabling continuous improvement so the organisation can operate effectively, adapt to change, and maintain a healthy, high-performing workplace culture.

Operational Highlights for this reporting period:

- Change management framework developed and launched, directly in response to previous engagement survey feedback
- First engagement survey of 2026 commenced
- Leadership in Action, FNDC's leadership expectations work commenced

Key Performance Metrics

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People Leader Development

This is about equipping our leaders with the skills, behaviours, and confidence to support and lead their teams effectively - covering areas such as engagement, performance, wellbeing, and navigating employment related responsibilities. Focusing on this strengthens organisational culture, builds leadership capability, and ensures leaders are well-prepared to guide their people through change, drive high performance, and contribute to a positive, future ready workplace.

This reporting period:

A *Leadership Capability Framework* (Leadership in Focus) was initiated. This is a targeted development initiative designed to strengthen leadership capability across FNDC, starting with tier 3 leaders. It will initially focus on leadership development across key organisation-wide priority leadership areas, identified through engagement with General Managers. The framework intends to build capability of tier 3 leaders initially and will focus on targeted learning interventions at an organisational, group and individual level.

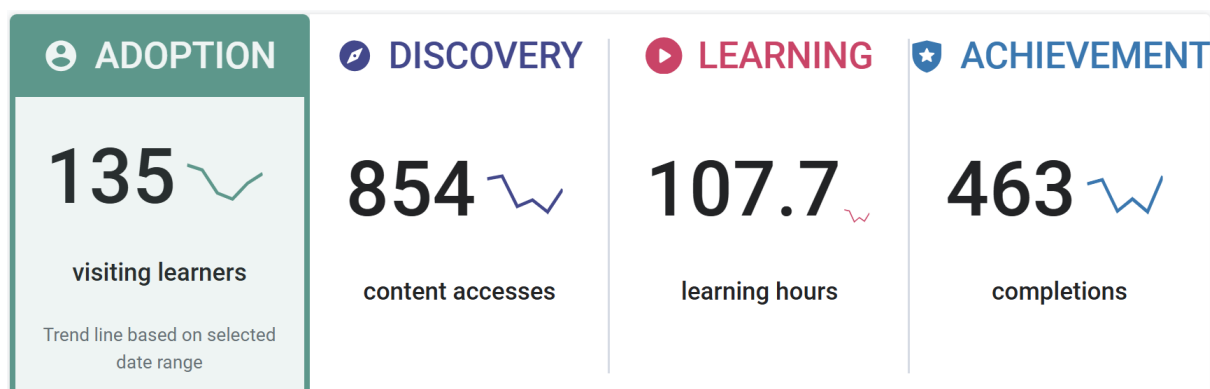
Learning and Development

During this quarter there were 128 kaimahi engaged in learning and development activities. Courses included Health, Safety & Wellbeing, Fleetcoach Driver Training. This included webinars by Taituāra such as AI in local government, Next Gen Infrastructure, Rate capping and the future of council funding, Long Term planning and implementing the new and amended RMA national direction.

In house workshops continued to help people to navigate Pathways to update and close RFS'. 39 kaimahi enrolled in the ten-week Te Pae o Waho classes which commenced in February 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 slightly during this period, however the lead up to and the Christmas/summer shutdown period attributes to the decrease. Percipio learning topics included leadership, business planning

and analysis, effective communication, team management, digital transformation and personal accountability.



Change Management

A Change Management Framework was introduced to leaders as part of the People Leader development series. It provides a consistent, end-to-end approach for planning and delivering organisational and business change, supported by practical resources (training, templates, and documented processes) now published on the intranet.

A common framework reduces variability in how change is planned and executed, improves risk management and benefits realisation, and lifts the quality of governance information going to decision-makers. This directly supports our focus on better informed decisions and the expectation that high-quality reports enable high-quality decisions. Specifically available are:

- Guides & Standards: Step-by-step change lifecycle (from case for change through to embed/benefits tracking).
- Templates: Change impact assessment, stakeholder & communications plans, risk/issue logs, readiness checklists, benefits registers, and post-implementation review.
- Learning Assets: Short training modules and reference materials to build leader capability and provide “just-in-time” support for projects.

The intention is to provide clearer line-of-sight from strategy to delivery with consistent change artefacts attached to reports (e.g., impact assessment, options, risks, benefits), fewer reactive escalations through earlier risk identification and managed transitions, and improved accountability for outcomes, using defined milestones and benefits tracking referenced in monthly reporting.

Process Design - Promapp

Working with teams to update documentation and review already captured processes. While there is no target or defined number of processes that require mapping, currently 1,142 processes have been mapped into Promapp across Council. Providing active support to teams to capture any undocumented processes and to review existing documented processes to identify where updates may be required is ongoing. These reviews also provide a valuable opportunity to reflect on how we operate and uncover opportunities for continuous improvement.

Succession Planning

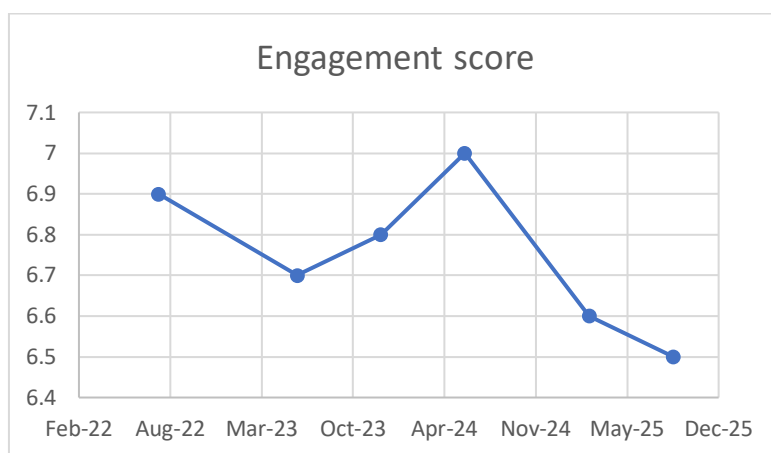
Succession planning is critical for local councils because it ensures the continuity, stability, and long-term capability of the organisation—particularly in an environment where community expectations, legislative requirements, and operational complexity continue to grow.

People leaders at Council use a critical role identifier matrix to determine whether a position can be recoded as business critical. This tool measures the level of criticality against criteria such as the impact the position has on the business, whether it is a sole responsible role (or are there other positions that work to the same deliverables) and candidate availability (are specialised skills or expertise required).

18 positions were mapped as business critical when this work commenced. 16 positions have succession plans have been recorded, of which ten are for positions marked as business critical. The remaining six business critical positions are prioritised for completion by end of April 2026.

Engagement Survey

The staff engagement survey was conducted in February 2026 (and is still underway at the time of this report being authored). Two engagement surveys are conducted per annum, this is the shorter engagement survey with the full survey to be undertaken in quarter 3.



Executive Projects

Nadine Hopkins, Manager – Executive Projects, reports:

Executive Projects is a small, specialist team of two that supports the organisation to advise on, and where appropriate deliver, complex and high priority projects requiring cross organisational coordination, strategic oversight, and robust governance.

The team's work is largely focused on land use and strategic portfolio matters and is involved in moving forward previously stalled projects which have been difficult to progress through standard business-as-usual processes. Executive Projects provides project leadership, advice, and practical delivery support. As many initiatives span multiple business groups, delivery is often undertaken in partnership with, or transitioned to, other Council groups as projects move to different phases.

Through this work, Executive Projects strengthens organisational decision making, supports senior leaders and Elected Members, and helps ensure progress occurs on these projects. An additional outcome of this work is the identification of opportunities to improve organisational systems, policies, and processes.

Operational Highlights (Reporting Period)

Key activities undertaken during the reporting period include:

- Completion of policy and options analysis to support Elected Member decision making on Housing for the Elderly rent settings, with implementation activity underway.
- Approval by SLT to progress a Land Disposal, Acquisition and Retention project, with project planning commenced. This is intended to be an internally facing framework to guide staff on necessary processes.
- Coordination and delivery of a Te Puāwaitanga workshop for Elected Members in February 2026.
- Ongoing engagement with National Infrastructure Funding and Financing, a Crown entity, in relation to Infrastructure Acceleration Fund Kawakawa funding, including work on conditions associated with the funding agreement.

Performance and Activity Overview

The team tracks a set of performance metrics to better understand workload, trends, and delivery patterns. Reported activity reflects work undertaken directly by Executive Projects staff, as well as contributions made in collaboration with other groups across the organisation.

Project Summaries

Housing for the Elderly – Rent Settings

- Policy, research, and consultation activities were completed to support informed decision-making by Elected Members regarding rent settings.
- Following endorsement from elected members, implementation planning commenced to give effect to the agreed approach. This work is being progressed in collaboration with the Delivery & Operations Group.

Housing for the Elderly – Portfolio Matters

- Executive Projects has been working with Far North Holdings Limited on portfolio-related matters. Further reporting to Council is anticipated following consideration by the Far North Holdings Limited, expected for late March.
- *Any future decisions will be supported through formal reporting processes with these expected to occur in May/June 2026.*

Te Puāwaitanga Workshop

- A workshop was held with Council and Bay of Islands-Whangaroa Community Board members to provide an overview of:
 - the current context for land at Te Puāwaitanga and its interaction with the implementation of Te Pātukurea
 - potential approaches to make decisions about the land for future consideration, and
 - information to support informed discussion and future decision making.
- This work was undertaken in partnership with the Infrastructure and Policy & Planning Groups.
- Follow up engagement is planned to address questions raised and support future decision making. *This is anticipated for late April, with future decisions to occur through formal reporting processes in May/June 2026.*

11 Matthews Avenue

- Matters relating to this property are subject to commercial confidentiality.
- Executive Projects provided advice and coordination support to Delivery & Operations Group in response to project delays, public interest, and pathways. Support focused on progressing key issues and preparing advice to inform future decision making by Elected Members.
- *A formal Council decision point has been identified within the 2026 meeting schedule, anticipated for April.*

IAF Kawakawa

- These matters involve commercially sensitive agreements and are subject to conditions.
- Progress continued on matters associated with conditions within the IAF Kawakawa funding agreement. This supports work being undertaken by the Infrastructure Group.
- In addition, work during the period focused on engagement with National Infrastructure Funding & Financing regarding actions to reduce financial exposure.
- Advice is being prepared to support upcoming Council decision making including briefings to Elected Members.

Land and Portfolio Matters

- Briefing material was provided to elected members in December 2025 on matters associated with the Ring Road land associated with it, with subsequent responsibility for this transitioning to the Policy and Planning Group.
- Executive Projects identified opportunities to strengthen the organisation's approach to land related decision making, including the development of a formal Land Disposal, Acquisition and Retention Policy framework. SLT approval has been provided to progress this framework, which is intended to:
 - guide staff actions in accordance with statutory and policy requirements
 - provide clarity and consistency in process, and
 - support more informed and transparent decision making.
- Advice and support were also provided in relation to planning for future use of some existing Council assets to support future decision making. This includes advice as part of new Kaikohe and Civic Hub build project, and undertaking planning actions associated with the future actions for the current Kaikohe Library site, which is to become vacant in late 2026. *Decisions for elected members about the current Kaikohe Library are anticipated for the second quarter of 2026.*

Ad Hoc Advice and Support

In addition to planned project work, Executive Projects provides ad hoc advice to the other staff across the groups. This includes support on complex land questions, cross organisational reviews, and governance or process matters where additional coordination or assurance is required. This has included recent involvement in developing and supporting processes for the implementation of development contributions.

**COMMUNITY &
ENGAGEMENT
MONTHLY
REPORT**

March 2026

Executive Summary

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

Reporting Period: April 2025 to March 2026.

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

Authors of the following detailed reports include: Ruben Garcia, Group Manager – Community & Engagement, Nicola Smith, Manager - – Libraries and Customer Services, Hinekaa Mako, Manager – Te Ahu Museum and Archives, Natalie McCondach, Manager – Visitor Information Services, Ken Lewis, Manager – Communications & Engagement, and Lauren Wilkinson-Pou, Manager - Contact Centre.

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Far North District Libraries

Nicola Smith, Manager – Libraries and Customer Services, reports:

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

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

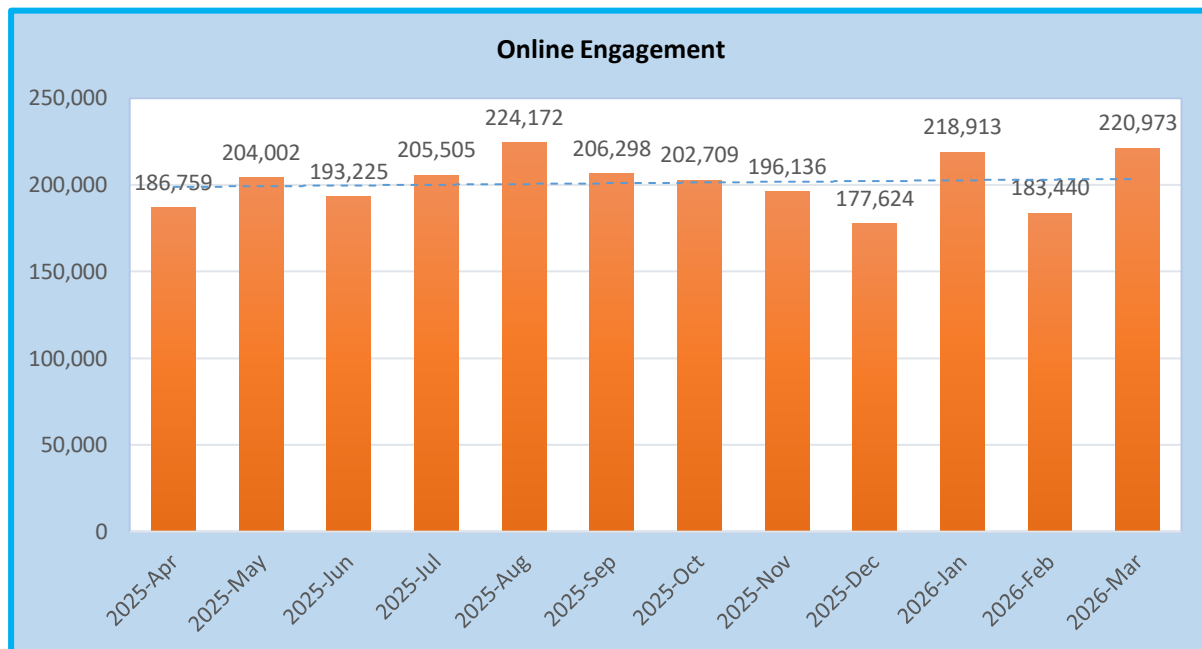
- Mobile library services continue to grow in popularity, with a record-breaking 1,169 interactions recorded during March. This was largely driven by resumption of education provider visits as the school year resumed. Eighteen educational institutions were visited during the month, and the team were proud to report several of those visited reported 100% of students used the service during its stop.
- Online engagement was 220,973 during March, a pleasing increase and a positive sign that ongoing promotional efforts are having an impact. All measures increased by a significant factor across digital visits, downloads, Facebook engagement, and e-newsletter interactions. Facebook engagement increases stood out, with engagement increasing by more than 15,000 in one month (56,981 in March up from 41,518 in February).
- In addition to busy business as usual, library staff are hard at work behind the scenes beginning to ready the Kaikohe Library to move into its beautiful new premises later in 2026. From working on purchasing of collections, selecting interior fitout items, planning makerspace technology purchasing and installation, creating rosters, confirming moveout plans, and facilitating the hundreds of other details required to ensure a smooth transition: the collaborative passion of this team continues to be a credit to council.

Key Performance Metrics

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

Online Engagement

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



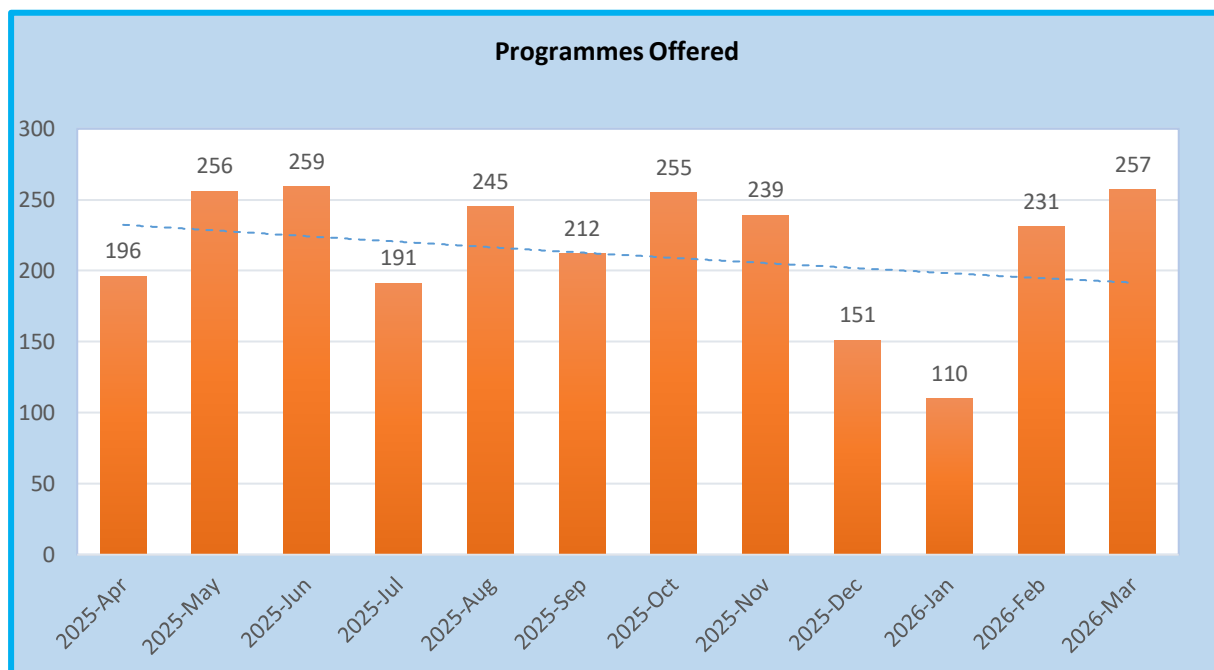
Far North District Libraries, Figure 1 – Online engagement includes visits, downloads, email newsletter and Facebook engagement (green).

Online Engagement Analysis

- Online engagement for March was 220,973, the second highest result in the current reporting period.
- Digital visits and downloads, and Facebook and e-newsletter engagement, all increased in use during March, a positive sign that ongoing effort in this space is yielding results. Facebook engagement was the standout, with engagement increasing by more than 15,000 in one month (56,981 in March up from 41,518 in February).
- A marketing push of e-services continues through our monthly library newsletter and Facebook pages to maintain interest in and awareness of e-library services.

Programmes Offered

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



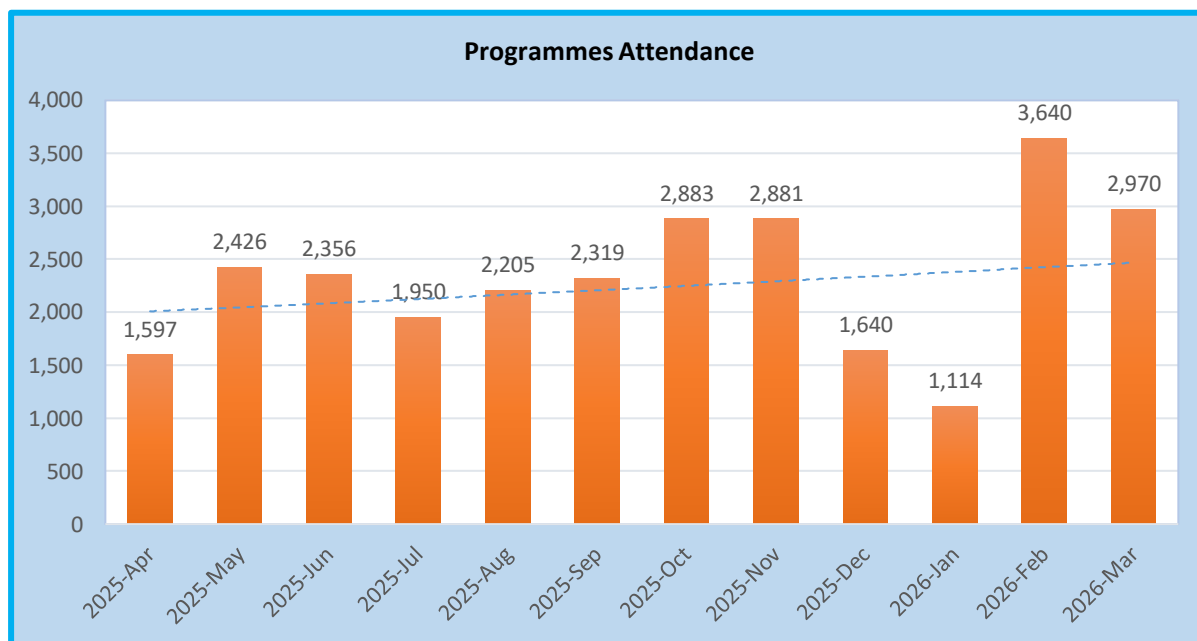
Far North District Libraries, Figure 2 - Includes all library programs offered, including outreach programs.

Programme Offered Analysis

- 257 programmes were offered during March which is in line with normal termtime programming along with adult/all-ages programmes such as local history talks and seed swap meets.
- 451 programmes in March 2025 was a positive outlier, largely driven by a huge number of 1:1 technology support sessions and Skinny Jump programme signup sessions held during this month.

Programmes Attendance

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



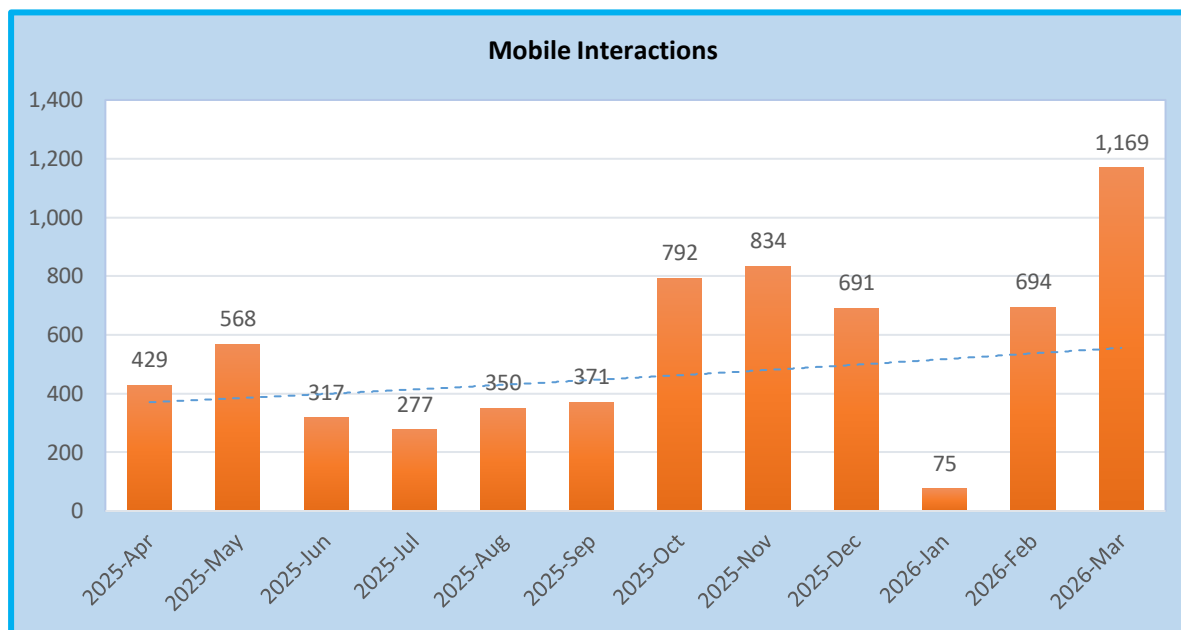
Far North District Libraries, Figure 3 - Includes all attendees to all library programs, including outreach programs.

Programmes Attendance Analysis

- Library programme attendees returned to more typical figures during March, with 2,970 attendees. This is a pleasing indication of ongoing demand for programmes delivered by our library services and a testament to the ongoing commitment of the team to providing top quality events at minimal costs.
- Library programme attendance skyrocketed to 3,640 attendees during February. This change is confirmed as a positive outlier and is attributed to several factors, including:
 - School holiday programming 'final week' numbers
 - Resumption of usual term-time programming, which regularly sees a return to approximately 2,000 attendees per month
 - Tohu printmaking workshops across the district
 - Strong uptake of mini-programme services offered at Waitangi Day stall.

Mobile Interactions

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



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

Mobile Interactions Analysis

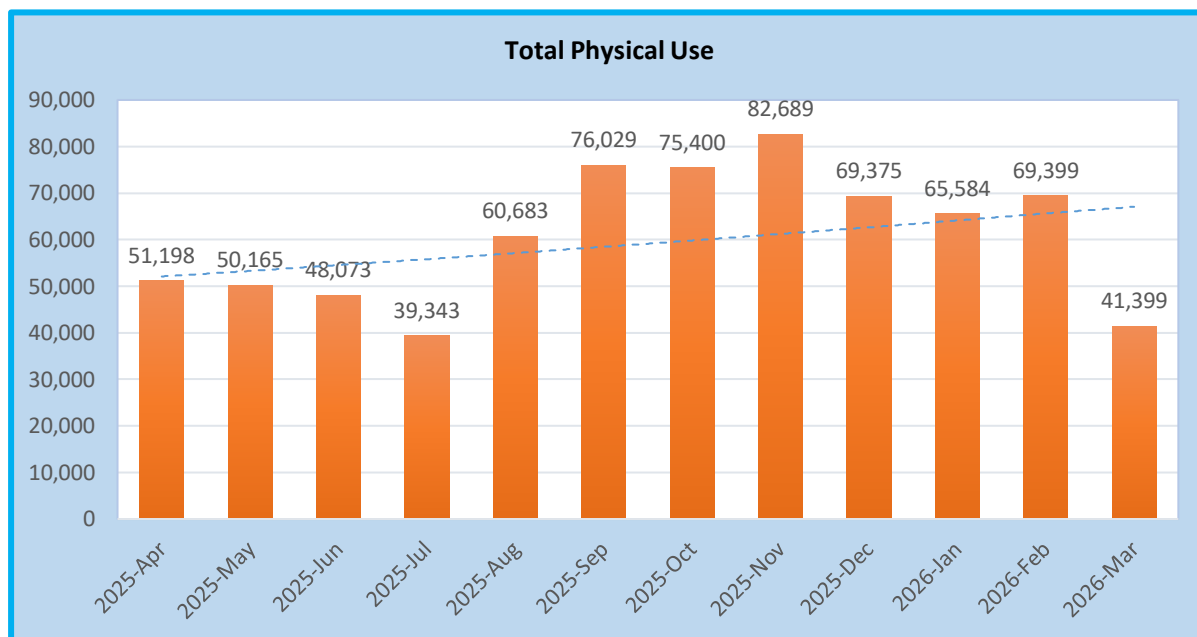
- Mobile outreach services continue to grow in use, with 1169 interactions reported for March taking the record for highest number of interactions since the service commenced. This extraordinary growth during March is attributed to the high number of visits to schools, kura and early education providers (18 in total during March) and the large number of interactions generated by these visits.
- The mobile library run operates a timetable of one week per ward catering to a combination of community stops, schools, Kura and ECE. The fourth week of the month being dedicated to visits across the district that do not fit into the regular scheduled ward week. Stops are advertised on Facebook, at local community meeting spaces, and communicated regularly to 'community champions' who help ensure awareness of visit frequencies.

Library stops:

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

Total Physical Use

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



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

Total Physical Use Analysis

- As of time of writing Wi-Fi statistics were not yet available for sites, resulting in reported numbers for March currently sitting at 41,399. This statistic will be updated when data is available, and is estimated to be approximately 52,000 based on previous months' reporting.
- The new Wi-Fi solution to provide free public access has been in place for seven months and it is pleasing to see increased Wi-Fi usage in all sites being maintained. This indicates strong ongoing need for digital equity support, which is also evidenced by ongoing uptake of the Skinny Jump prepaid modem programme that our libraries partner to deliver to eligible customers.

Far North District Libraries Conclusion

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

March was another busy as usual month, with pleasing positive highlights in mobile library interactions and online engagement. Work to ensure the smooth transition of library services for Kaikohe is underway and tracking well.

Customer Services – Service Centres

Nicola Smith, Manager – Libraries and Customer Services, reports:

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

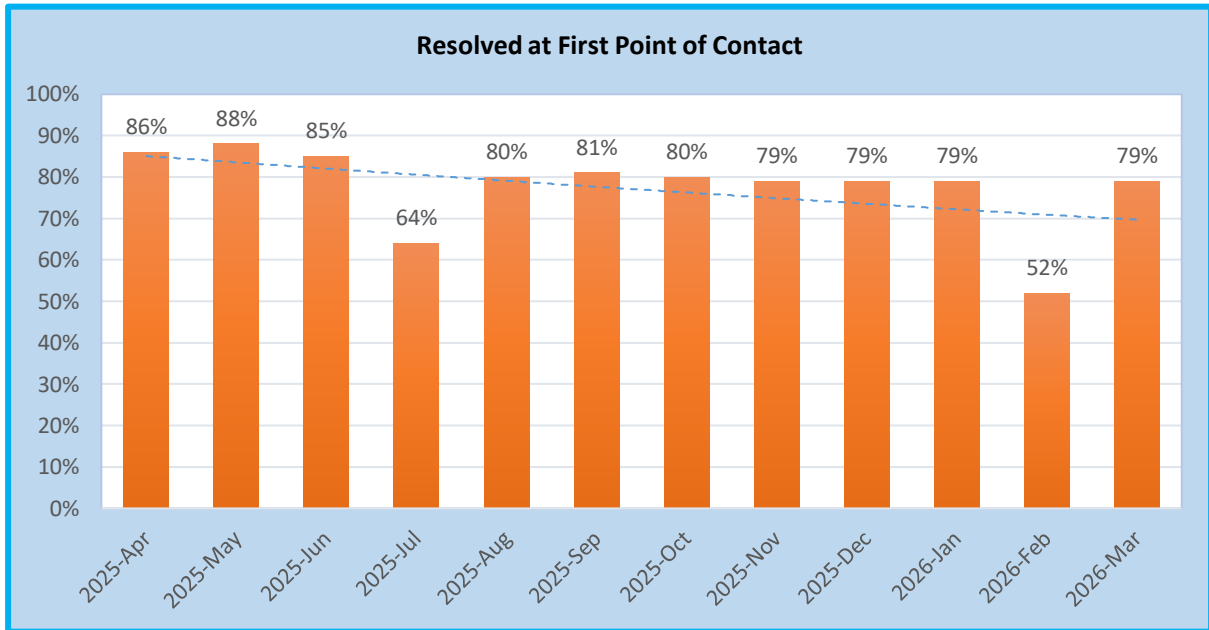
Operational Highlights for the **March 2026** reporting period:

- RFS closure rate was 79% this month, with the team raising 763 and closing 584 requests for service.
- Low resolution rates of 52% in February rebounded strongly in March, with 70% resolution reported this month.
- Following on from the hybrid model that has been trialled during periods of low resourcing, Ask.U.s email management is being migrated from Customer Services to the Contact Centre team to ensure 24/7 monitoring access to this critical service during weekends and holidays, with contact centre agents primarily monitoring this service and backup support provided by two of the customer services team. This means email handle time will be reported through the Contact Centre from April reporting as this change takes effect and is another great example of how the customer-facing teams work collaboratively to share the load.

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

Percentage of Walk-Ins Resolved at First Point of Contact

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



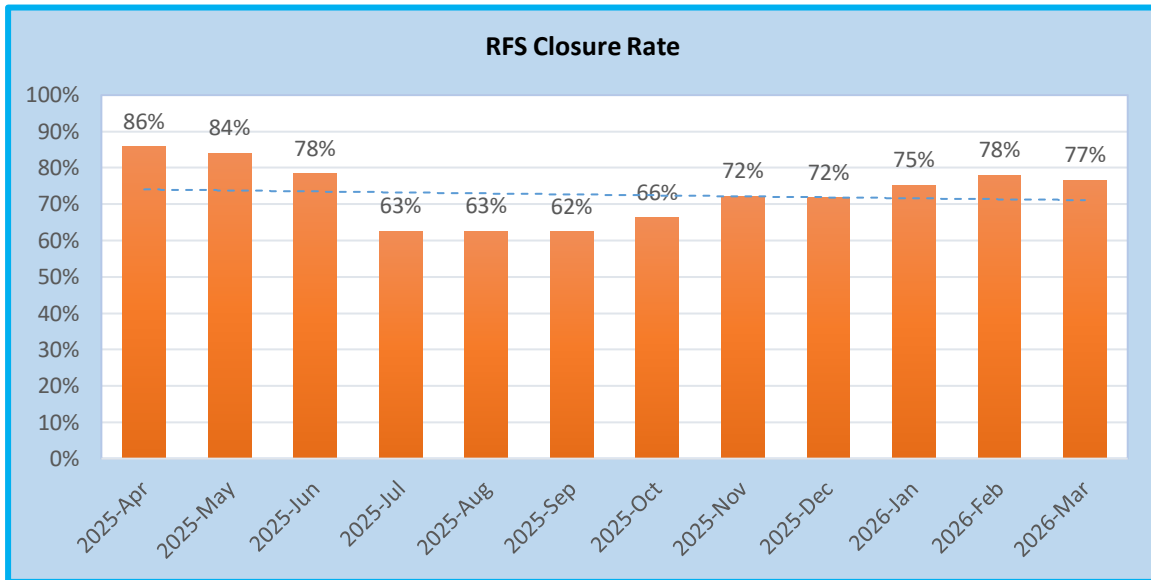
Customer Services, Figure 1 - Includes percentage of resolution achieved.

Resolved at First Point of Contact Analysis

- February saw 52% of walk-in queries being resolved at the first point of contact, the lowest resolution percentage in this reporting period. This lower-than-desired result was expected, due to recent system changes and onboarding of new staff who are unfamiliar with wrap-up system processes and more complex queries leading to lower resolution rates this month.
- As predicted, March's result improved significantly because, despite some system changes affecting work processes, staffing change and training of new team members; the team remain committed to customer service excellence and giving our community a great customer experience.

Customer Services Requests for Service (RFS) Closure Rate

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



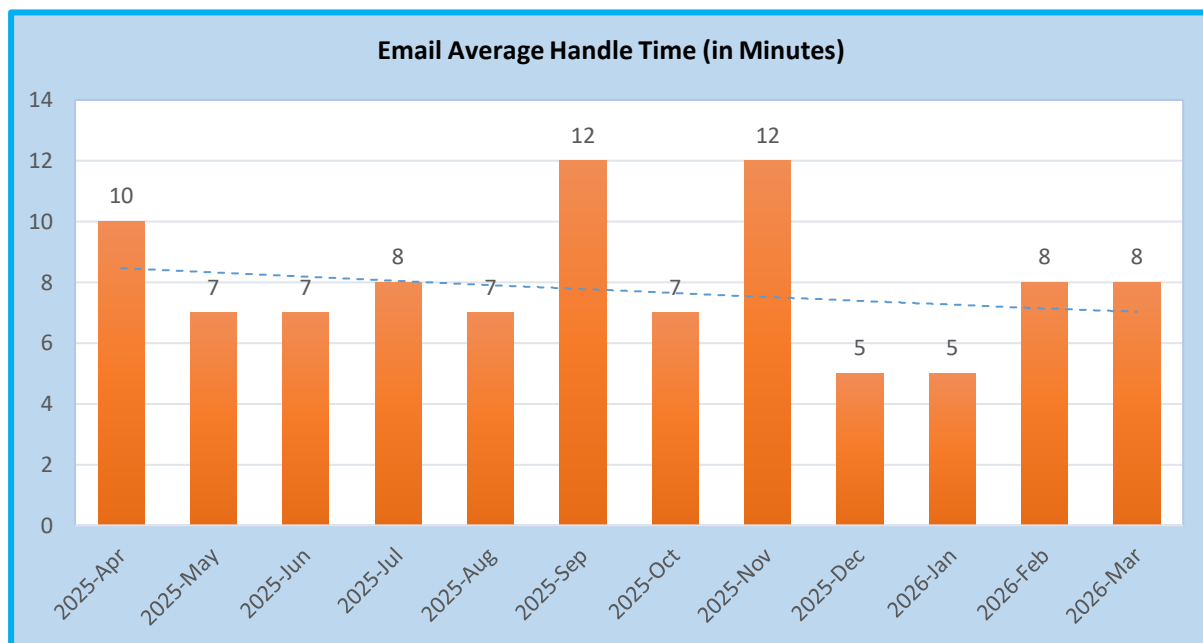
Customer Services, Figure 2 - Includes RFS closure rate percentage.

Customer Services Requests for Service (RFS) Closure Rate Analysis

- A baseline closure rate of 80% has been established for this metric. This accounts for certain RFS coding types that can only be closed by the relevant team for audit purposes, such as rating account change queries.
- Customer Services achieved a 77% closure rate for March, raising 763 and closing 584 requests for service. This represents another increase towards the baseline after a dip in performance between July and October, impacted by many queries that can only be closed by the relevant team, including rating, roading and animal management RFS types.

Email Average Handle Time

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



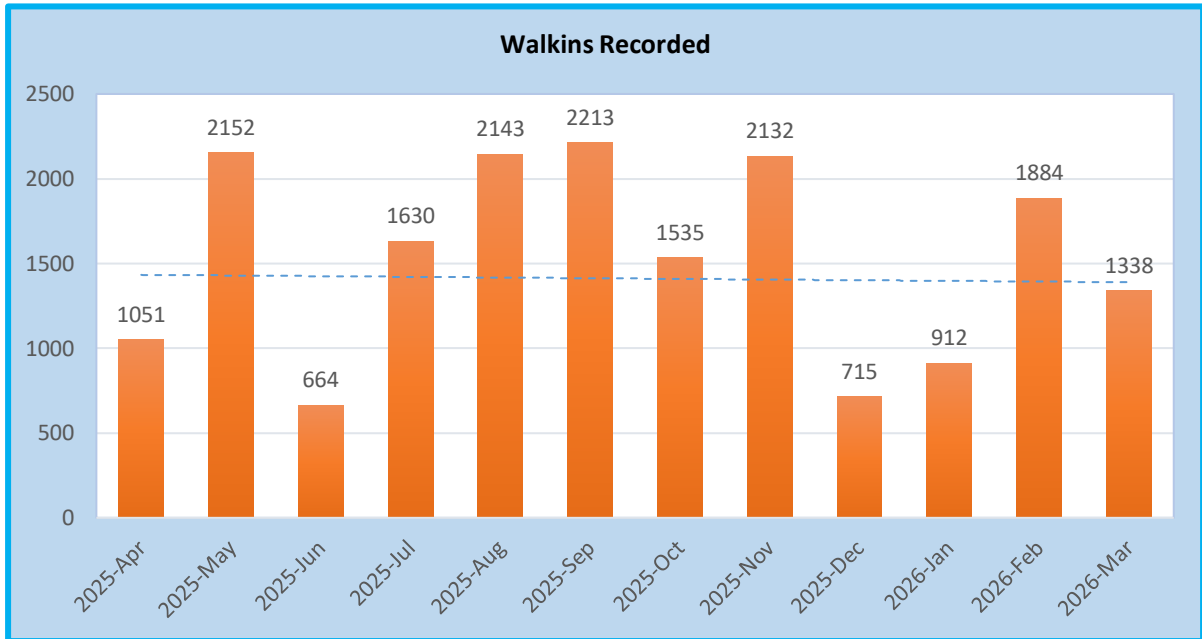
Customer Services, Figure 3 - Includes average handle time for emails.

Email Average Handle Time Analysis

- A baseline target of 8 minutes has now been set based on reporting period data, which was achieved during March.
- Contact Centre will take over primary responsibility for monitoring this service, with Customer Services providing backup support staff during business hours to mitigate against any adverse performance on phones during peak demand periods. This statistic will therefore be reported on by Contact Centre in coming months.

Walk-ins Recorded

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



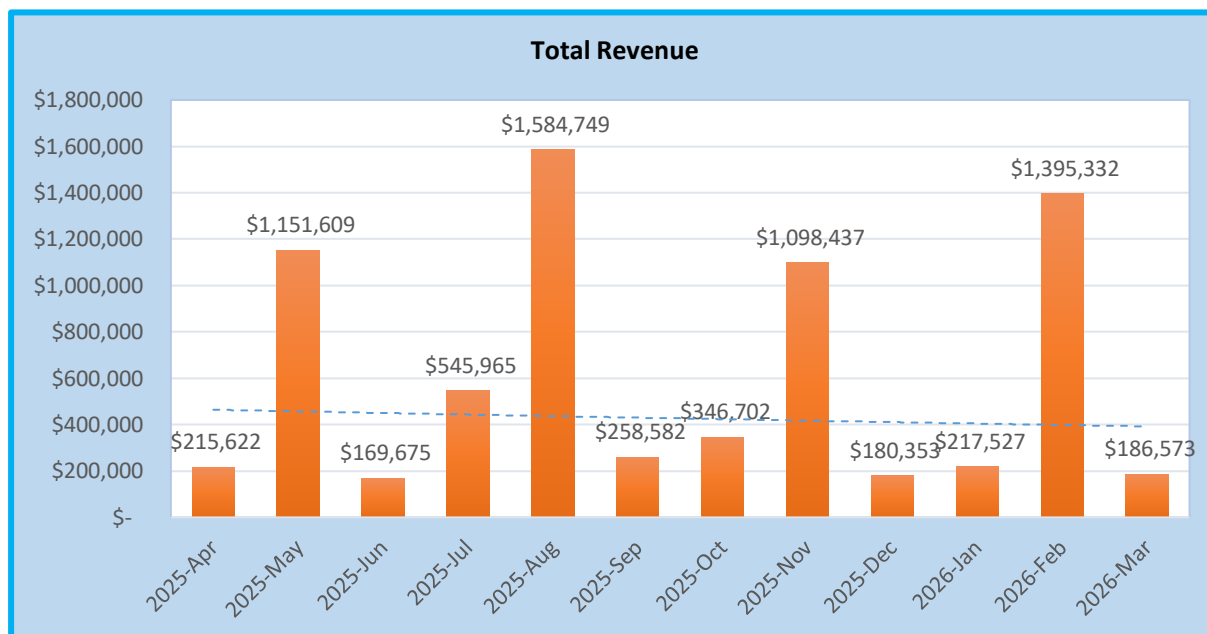
Customer Services, Figure 4 – Includes total number of recorded walk-ins.

Walk-Ins Recorded Analysis

- Walk-ins recorded for March were 1338. This is an expected trend, with peak activity levels caused by rating instalment months followed by declines during off-peak demand periods.
- This month was a little busier than seen during most post-instalment months, likely due to several factors including a reported surge in queries about rates rebate amounts being applied to accounts and a general increase in rating queries as the end of the rating year draws closer.

Total Revenue

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



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

Total Revenue Analysis

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

Customer Services Conclusion

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

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

Communications & Engagement

Ken Lewis, Manager – Communications & Engagement, reports:

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

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

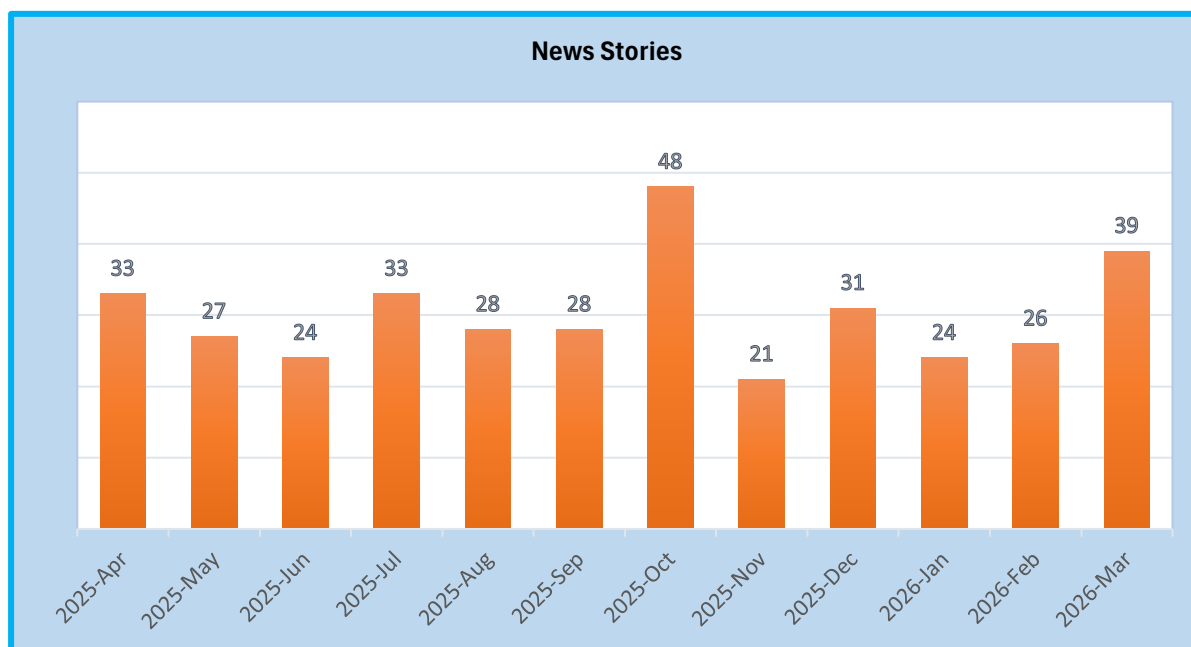
- The transition from summer to autumn began relatively quietly with the Communications & Engagement Team publishing regular BAU updates on construction season road works, new planning strategies and the resumption of council and community board meetings.
- The month ended far more dramatically with a State of Emergency being declared and the council's Emergency Operations Centre was stood up as the district dealt with the impact of a severe weather event.
- The team published multiple stories and videos during the final weeks of March and early April to keep communities informed of the weather emergency.
- Coverage of the weather event saw website engagement, social media reach and total video views climb significantly as residents, news media and the nation sought reliable reporting on the event.

Key Performance Metrics

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

News Stories Published

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



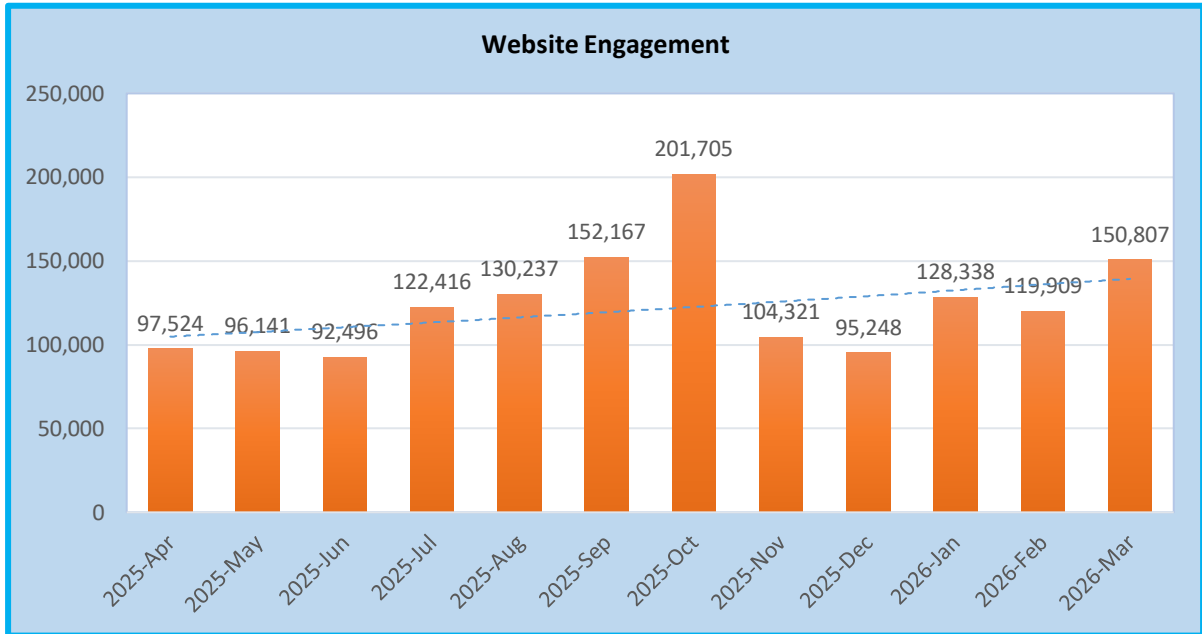
Communications & Engagement, Figure 1 – News stories are published on the FNDC website, social media channels, newspaper adverts and newsletters.

News stories published analysis

- Our target of 28 stories for the month was exceeded by 11 in March. That was the exact number of weather emergency related stories and videos published between 25 March and the beginning of April.
- Several of these attracted record levels of engagement with a video of the mayor’s declaration of emergency being viewed over 62,000 times and even being aired by television news media in Australia.

Website Engagement

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



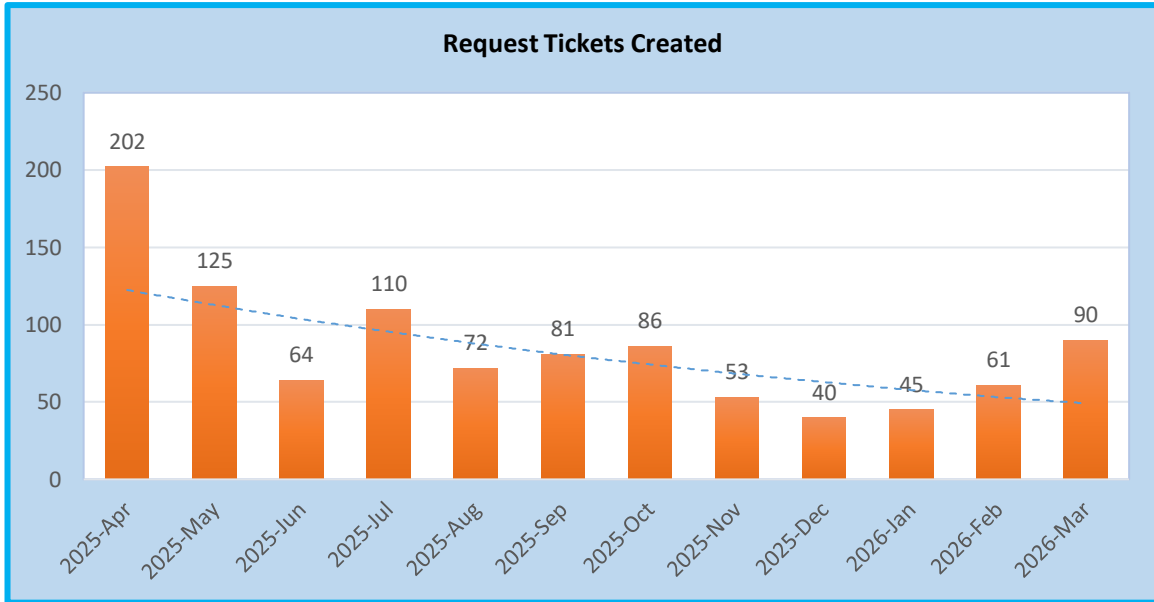
Communications & Engagement, Figure 2 – Website engagement measures total customer views across the FNDC website.

Website Engagement Analysis

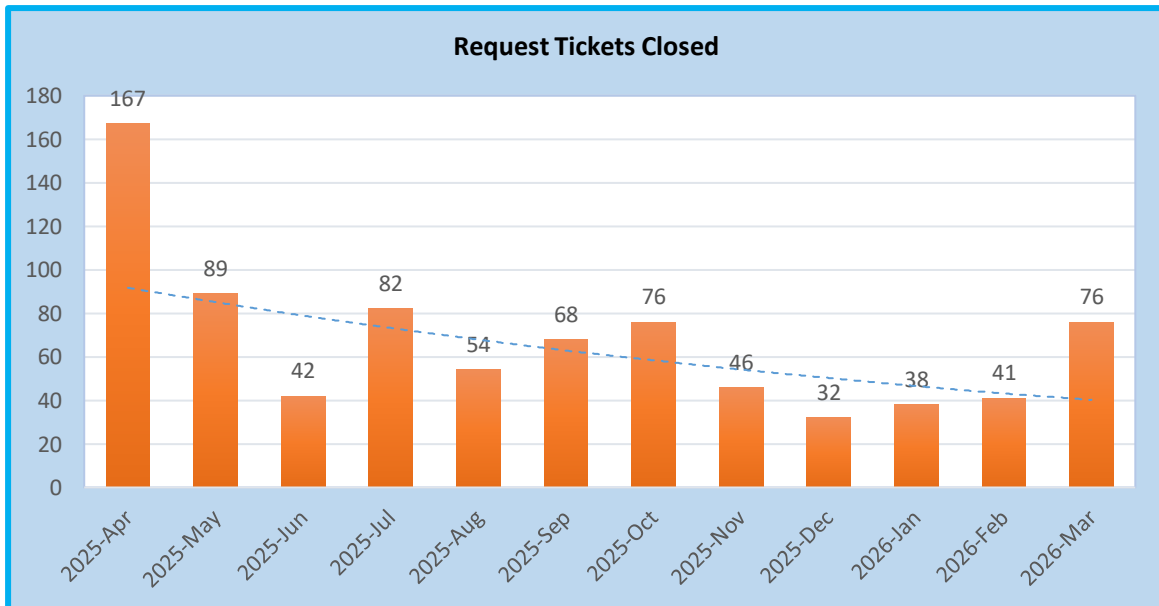
- Website traffic climbed sharply compared to the February total. This was most likely driven by residents, news media and people outside the district seeking information on the weather emergency that struck the district on 25 March.

Request Tickets Created and Closed

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



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



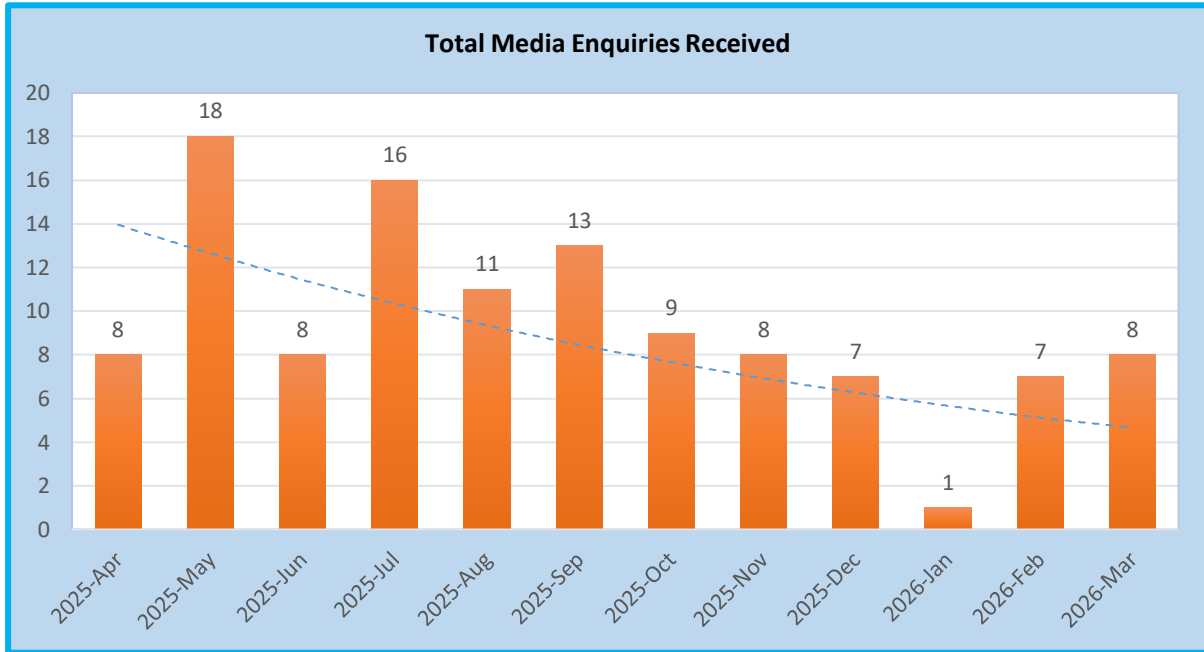
Communications & Engagement, Figure 4 – Request Tickets Closed each month for the Communications and Engagement Team recorded by the ticketing system.

Request Tickets Created and Closed Analysis

- The number of tickets created and closed rose significantly compared to recent months. This was due to a combination of the severe weather event that struck the district late in the month and an uptick in business-as-usual requests from the wider organisation as the council resumed meetings and other work following the holiday break.

Media Enquiries Received

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



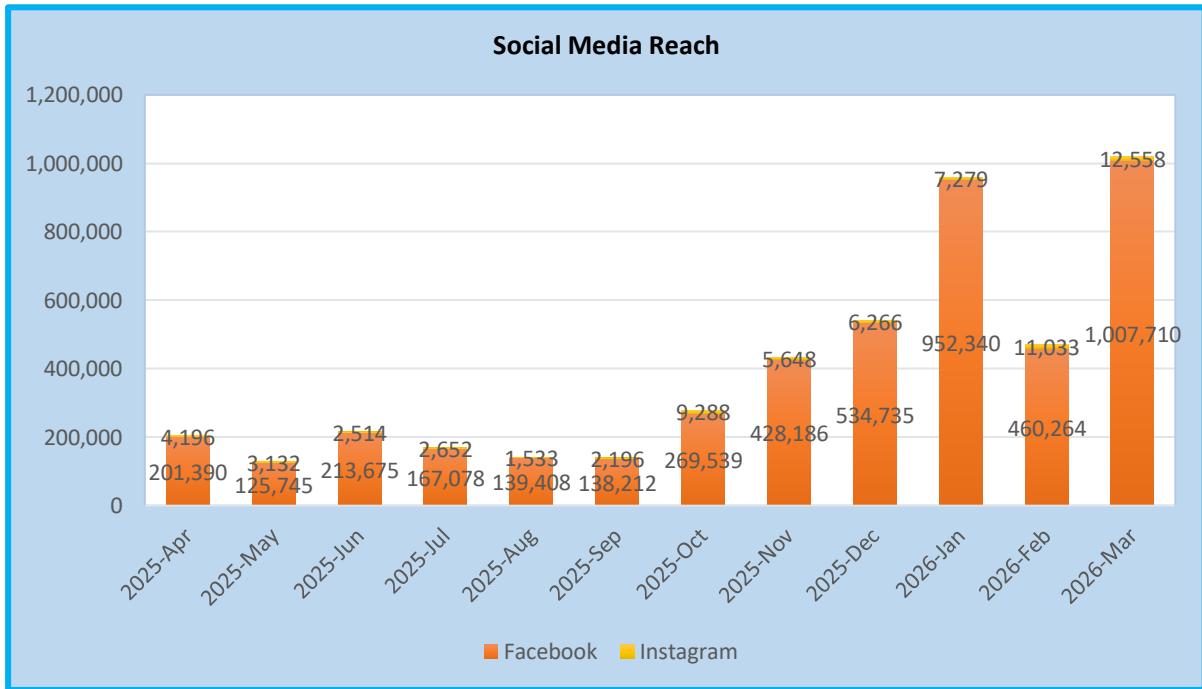
Communications & Engagement, Figure 5 – The team responds to all enquiries from print and broadcast media.

Media Enquiries Received Analysis

- Media requests have returned to pre-Christmas break levels. These came from a range of media organisations, but the majority of requests were from Northland-based reporters. Dog control continued to be a focus of media enquiries in March. The team was also asked to respond to requests about freedom camping, abandoned vehicles and housing for the elderly.

Social Media Reach

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



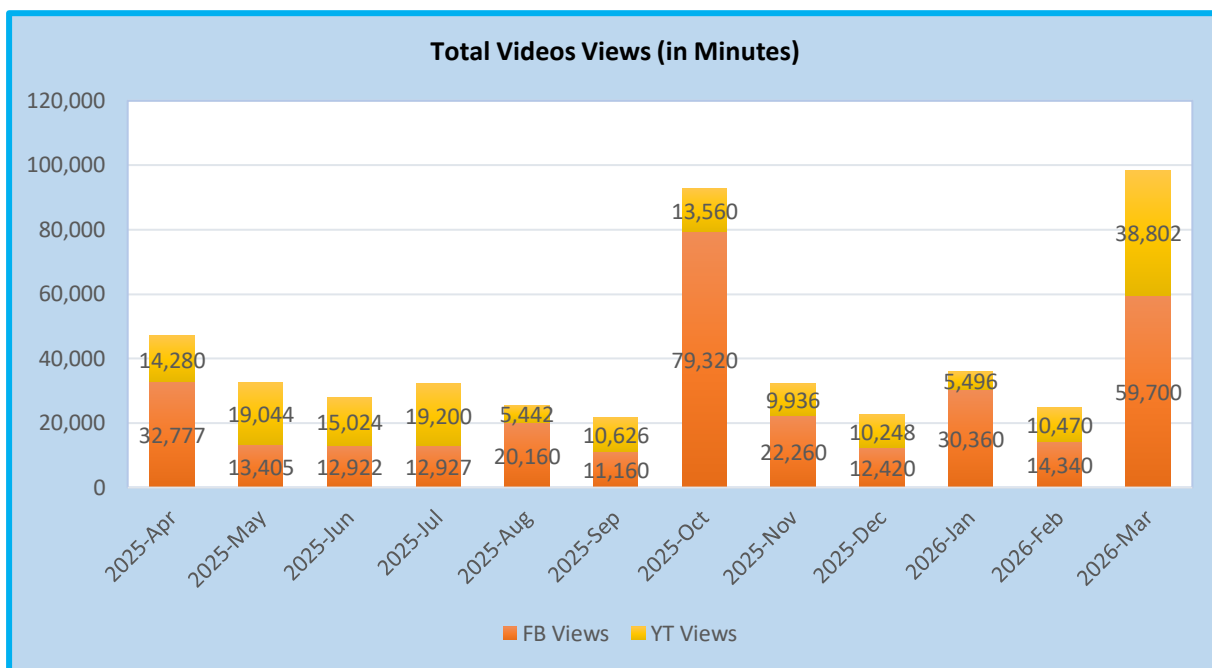
Communications & Engagement, Figure 6 – the council’s primary social media platforms are currently Facebook and Instagram.

Social Media Reach Analysis

- While weather emergency related stories and videos dominated other Key Performance Metrics, it was a written story promoting the return of the Mangōnui Waterfront Festival that recorded the highest social media reach, attracting a total of 81,956.
- The remaining stories in terms of reach were the video declaration of a State of Emergency and a written item on storm damage achieved reach of 33,431 and 33,317 respectively. This was followed by a story on new roading contracts (32,580), and a promotion of the Cruz’n the Bayz hot rod event (27,242).

Video Views in minutes

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



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

Video Views Analysis

- A video announcement of a precautionary State of Emergency being declared for the Far North District on 26 March by Kahika Tepania and Controller Alistair Wells was a record-breaker for the C&E team. It played for a whopping 1,079,723,030 minutes.
- The next most successful video was of Kahika Moko Tepania and Kohepu Chicky Rudkin detailing how the emergency response was switching to recovery. That clocked watch time of 321,730,306.

Communications & Engagement Conclusion

With the State of the Far North, and Waitangi and Māngungu treaty events completed in February, the Communications and Engagement team returned its focus to business-as-usual tasks promoting council activities.

That routine was shattered when MetService announced a Red Rain Warning for Northland and a State of Emergency was declared the following day, Thursday 26 March, in the Far North. The Council’s Emergency Operations Centre was active for a week and included members of the communications and engagement team.

Despite that and during the March reporting period, the team published 11 news stories and videos on the weather emergency. A video announcement of a precautionary State of Emergency being declared for the Far North District on 26 March by Kahika Tepania and Controller Alistair Wells was a record-breaker for the C&E team. It played for a whopping 1,079,723,030 minutes.

Far North District Contact Centre

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

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

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

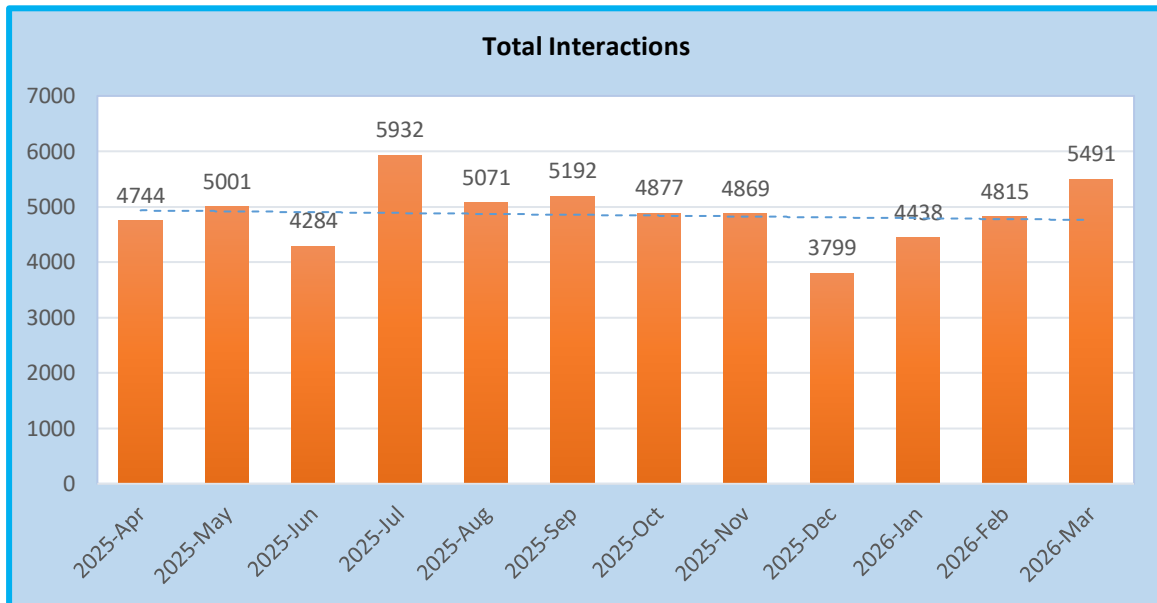
- The Contact Centre processes, and new phone updates activated have seen an improvement on the monthly statistics.
- The Contact Centre has remained busy due to the Centre changing to a 24-hour service, reinforcing the decision made to go for the 24-hour service.
- The report now shows the new measures that have been initiated to ensure that the Contact Centre is meeting and maintaining excellent customer services to the community.
- Far North District Council has been ranked 10th out of 54 district councils across New Zealand for customer experience, following the release of the 2025 Customer Experience (CX) Benchmarking Programme results by the Association of Local Government Information Management (ALGIM). The independent annual audit placed FNDC 15th nationally among all participating councils and council-controlled organisations, with an overall CX score of 97 percent.

Key Performance Metrics

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

Total Interactions

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



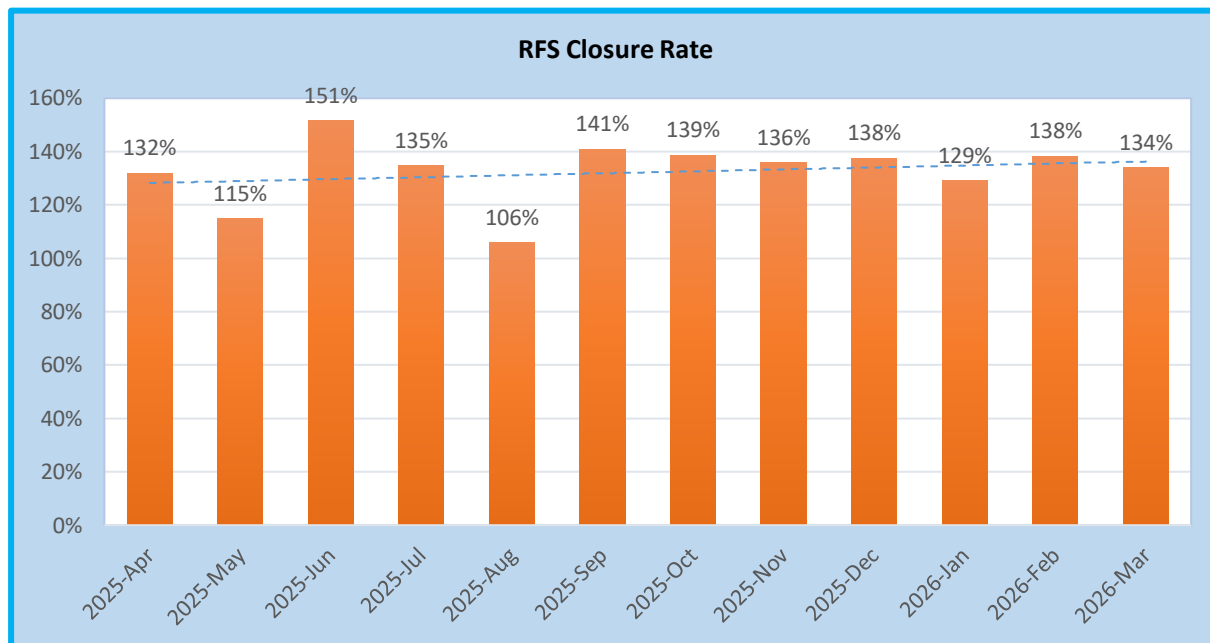
Contact Centre, Figure 1 – Includes totals for calls.

Total Interactions Analysis

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

Customer Services Requests for Service (RFS) Activity

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



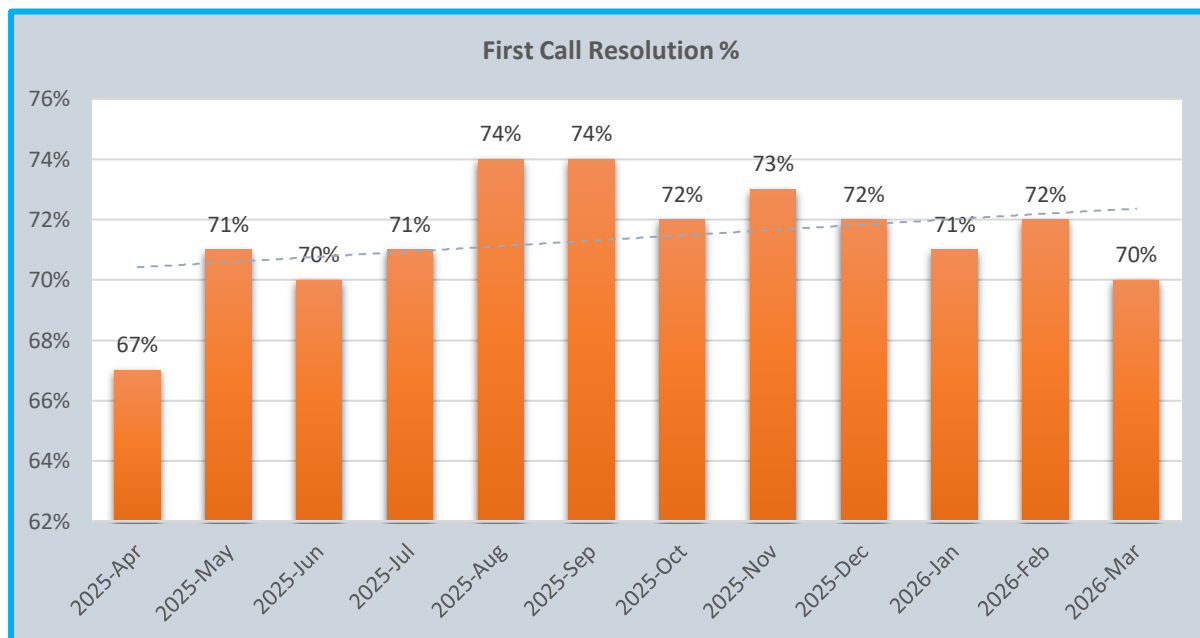
Contact Centre, Figure 2 – Includes RFS closed by Contact Centre

Total Customer Services RFS Activity Analysis

- During the month of March, the Contact Centre created 1718 RFS and closed 2302 which is a 134% closure rate.
- The Contact Centre is assisting in clearing the response received RFS which means we are closing more than we are creating.

Percentage of Calls Resolved at First Point of Contact

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



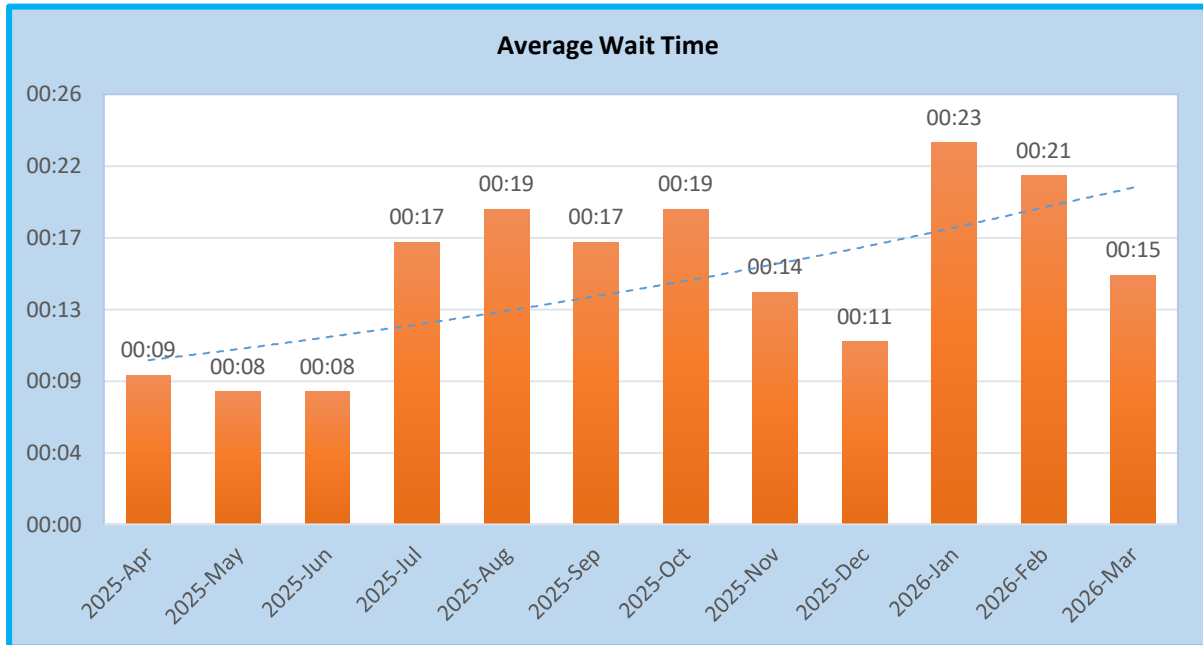
Contact Centre, Figure 3- Includes target of 66% (line) and percentage achieved.

Percentage of Calls Resolved at First Point of Contact Analysis

- 70% of calls were resolved at first point of contact during March. It is pleasing to see upskilling of staff having a positive impact. Any decline is being driven by more processes requiring specialist follow up as services move online: such as building, and some rating/payment functions.
- We also continue to upskill in common queries such as rating, roading, waters, and building to answer more queries at first point of contact by inviting these teams to meet with us to share their knowledge.

Average Wait Time

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



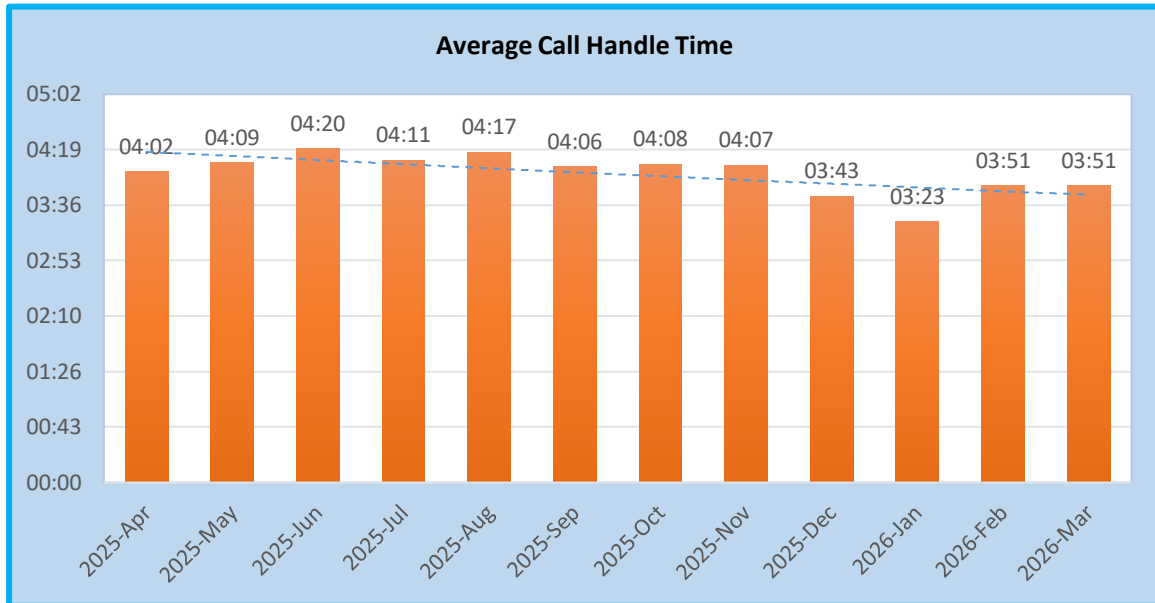
Contact Centre, Figure 4 - Includes average wait time for calls to be answered.

Average Wait Time Analysis

- This measure is an important metric for Contact Centre as this tracks how effectively the team are managing initial call handling.
- The average wait time in March was 15 seconds, which meets the KPI. It was a good outcome considering that the Contact Centre has been experiencing staff absences due to illness and covering customer service frontline to assist in this area it was a pleasing result.

Average Call Handling Time

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



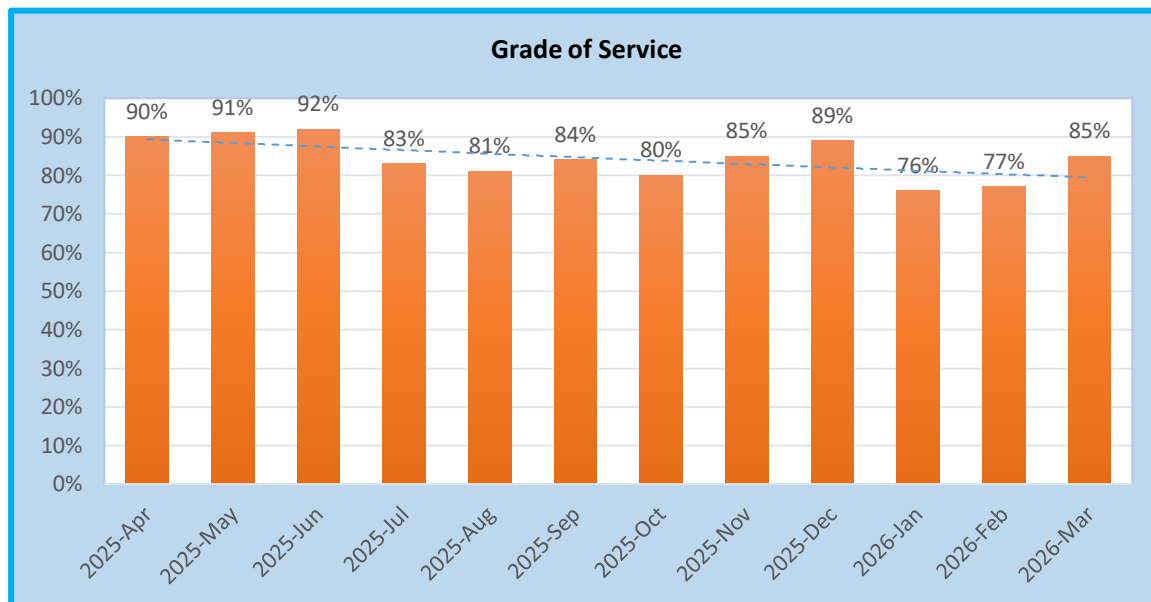
Contact Centre, Figure 5 - Includes average handling time of calls per month.

Average Call Handling Time Analysis

- This is a relatively new measure for Contact Centre that tracks how effectively the team are managing call flows.
- The average handle time in March was 3 minutes 51 seconds, which is under the KPI of 5 minutes.

Grade of Service

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



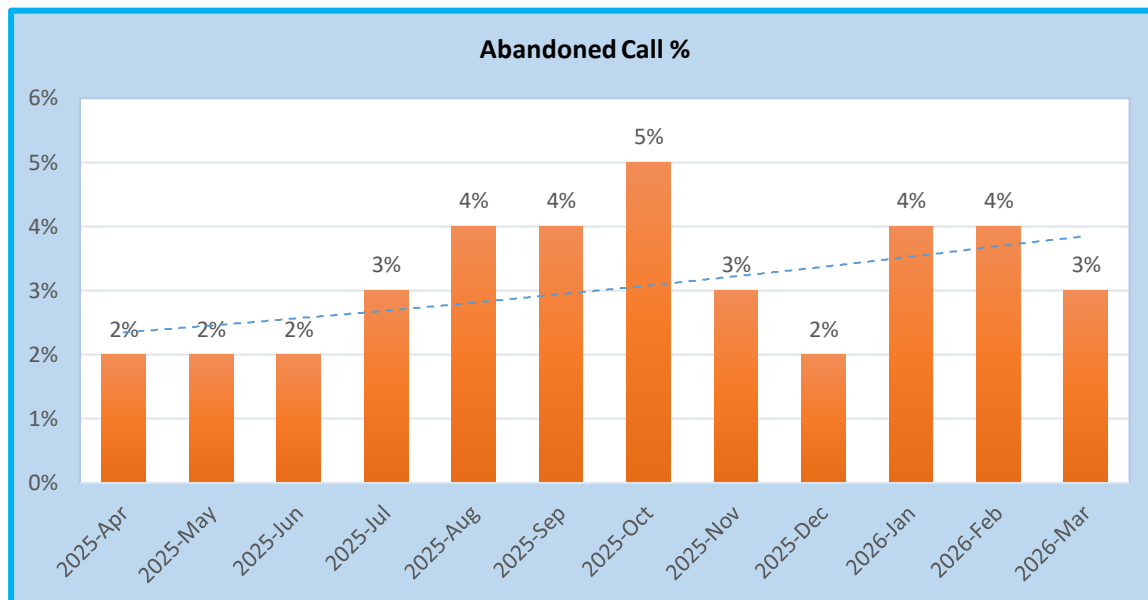
Contact Centre, Figure 6 – Includes % of calls that meet the Grade of Service level of being answered within 20 seconds.

Grade of Service Analysis

- This measure tracks how effectively the team are answering calls, which is a critical component of effective Contact Centre operations.
- The Grade of Service percentage in March was 85%. This is a well-deserved result due to call volume increase due to the weather conditions being experienced along with the staff absenteeism due to leave and illness and providing support by covering customer service frontline to assist the Customer Service team.

Percentage of Abandoned Calls

Percentage of calls abandoned has a target of 12% as an LTP success measure. Abandoned calls are those where customers have disconnected the call while waiting to speak with an operator. This metric is important to monitor because it demonstrates the percentage of attempted calls per month that are not taken.



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

Percentage of Abandoned Calls Analysis

- Performance against this measure has been consistently below the LTP target throughout the current reporting period. However, it is pleasing to see lower percentages of abandoned calls being consistently maintained in the last 12 months.
- The abandoned rate for March was 3%. The team met the KPI for this month and performed well.

Contact Centre Conclusion

By making the Contact Centre a separate entity we have seen a remarkable improvement in the service we provide to the ratepayers. The Contact Centre endeavours to maintain the under KPI monthly statistics so we become competent and efficient in the service that we offer to our customers and to our ratepayers.

The success of the measures put in place to improve our services and enhance our customers experience has been maintained and monitored to ensure that this continues going forward.

isite Visitor Information Centres

Natalie McCondach, Manager – Visitor Information Services, reports:

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

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

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

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

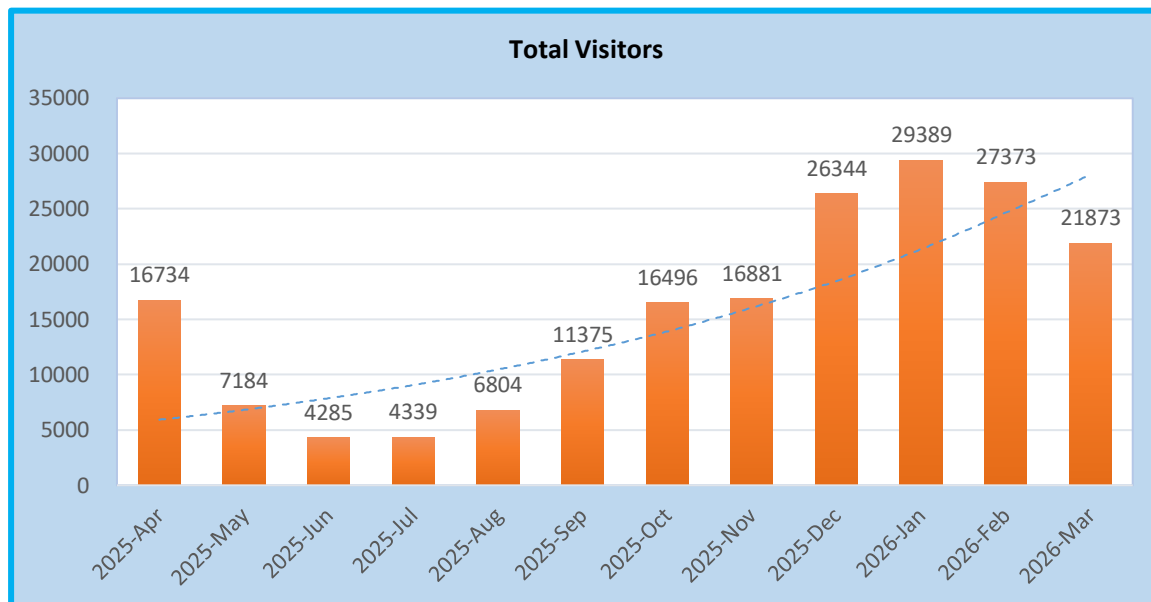
- **Cruise Operations:** Ten cruise ships visited the Bay of Islands during March. One visit from Anthem of the Seas was cancelled due to adverse weather conditions. This was the largest scheduled vessel for the month, with an expected 4,188 passengers. Despite this, cruise activity continued to contribute to visitor engagement.
- **Staff Development:** isite staff participated in customer experience (CX) training throughout March, including visits to local facilities such as libraries. These sessions provided valuable insights into enhancing customer service and improving visitor engagement.
- **Events:** The classic car event 'Cruz'n the Bays', held from 6–8 March, attracted a strong turnout of visitors. The event showcased a wide range of vintage vehicles and featured live bands, creating a lively and engaging atmosphere that contributed positively to local visitation.
- **Industry Engagement:** isite Manager attended the isite New Zealand retail training programme delivered by Retail in Auckland (25-26th March). This programme was targeted at Managers of New Zealand isites that form the national commercial group. The purpose was to network with fellow isite managers, gain knowledge on retail operations, merchandising, and strategies to improve sales performance within isite centres.
- **Weather Impacts:** Severe weather at the end of March impacted visitor flows across the district. The storm caused regional damage and led to a noticeable decline in tourist activity, directly affecting visitation and foot traffic.

Key Performance Metrics

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

Total Visitor Numbers

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



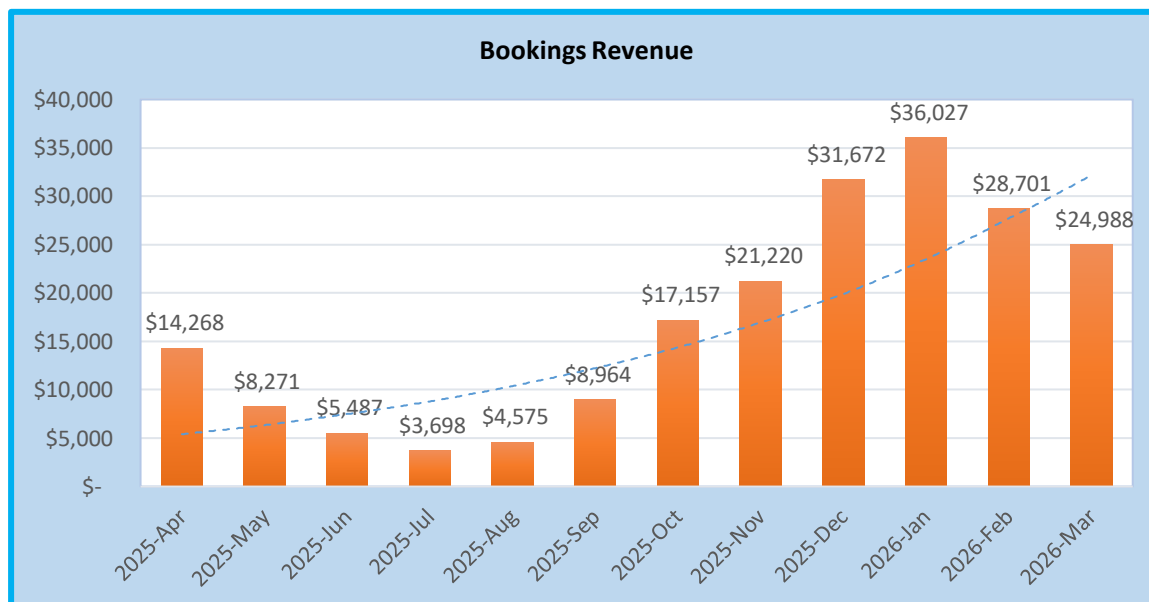
isite Visitor Information Centres, Figure 1 – Total Visitor Numbers for Paihia, Kaitiāia and Ōpononi isites.

Total Visitor Numbers Analysis

- March 2026 recorded 21,873 visitors, compared with 27,373 visitors in February 2026, representing a decrease of 20% month-on-month. Despite this, March 2026 remains the fourth busiest month within the 12-month reporting period. January 2026 marks the strongest month with 29,389 visitors.
- The decrease in visitors is considered seasonal and expected. Encouragingly, the arrival of 10 cruise ships, delivering 17,786 visitors to Paihia shore, provided strong support to overall visitation and highlights the isites important role in servicing cruise passengers and converting them into engaged regional visitors.
- Paihia accounted for 81.8% of total visitor numbers, welcoming 17,884 visitors through the Paihia isite in March.
- The first two cruise ships on March 4, (Celebrity Edge/ Volendam) brought 1,327 visitors into the Paihia isite. This reflects Paihia’s position as the primary visitor hub in the Bay of Islands, supported by key regional drawcards including Hole in the Rock and dolphin cruises, Waitangi Treaty Grounds, and Russell.
- As a centrally located and trusted visitor information hub, the Paihia isite continues to play a vital role in connecting visitors with local experiences, supporting regional dispersal, and enhancing the overall visitor experience across Northland. Its strong visitation numbers demonstrate ongoing relevance and value to both the tourism network and the wider regional economy.

Total Bookings Revenue

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



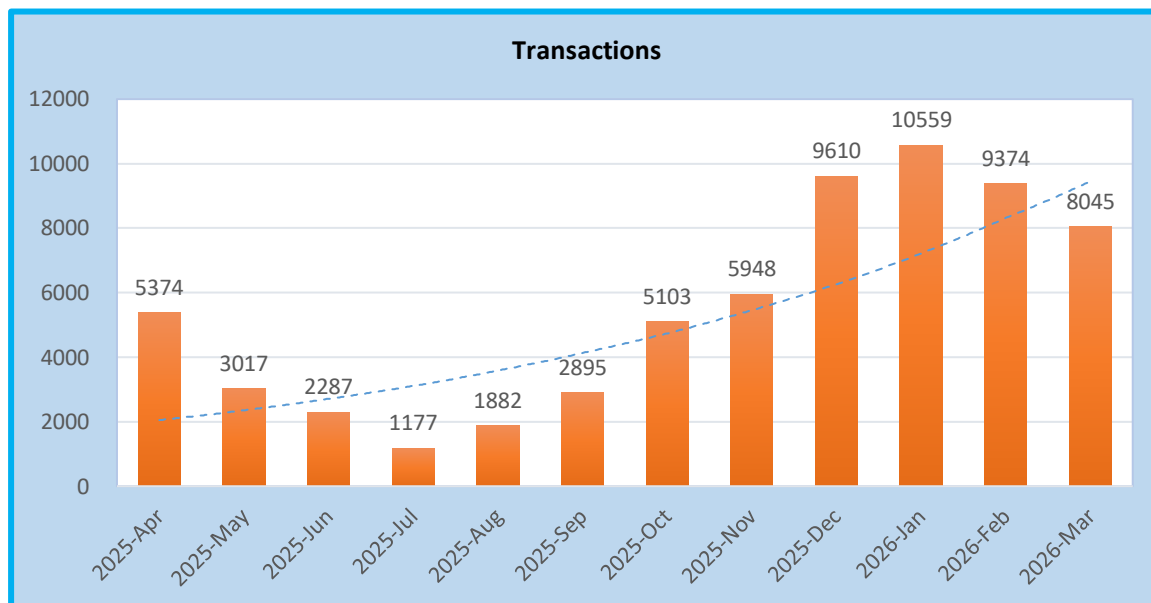
isite Visitor Information Centres, Figure 2 - Total Bookings Revenue in Dollars, includes all revenue generated from booking activities, accommodation and transport made by Paihia, Kaitāia and Ōpononi isite staff.

Total Bookings Revenue Analysis

- The combined revenue across all three isites for March 2026 reached \$24,988, reflecting a 14.9% decrease compared with February 2026 (\$28,701). This decrease reflects the onset of the low season, along with economic factors such as higher fuel prices impacting visitor spending and travel activity.
- Of the \$24,988 total, Paihia isite was the clear standout in booking revenue performance, contributing 98.1% (\$24,988).
- The most popular bookings in February were Bay Cruises, led by Explore/Fullers Bay of Islands (\$5,019), Island Getaway Cruises (\$1,522), and Russell Ferry tickets (\$14,926).
- The Kaitāia site contributed 2.4% of total booking revenue in March 2026, comprising InterCity bookings (\$312), Explore/Fullers Bay of Islands (\$245), and Barrier Air (\$40).
- January 2026 remains the strongest month for booking revenue within the 12-month reporting period, driven by peak season demand.

Total Booking Transactions

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



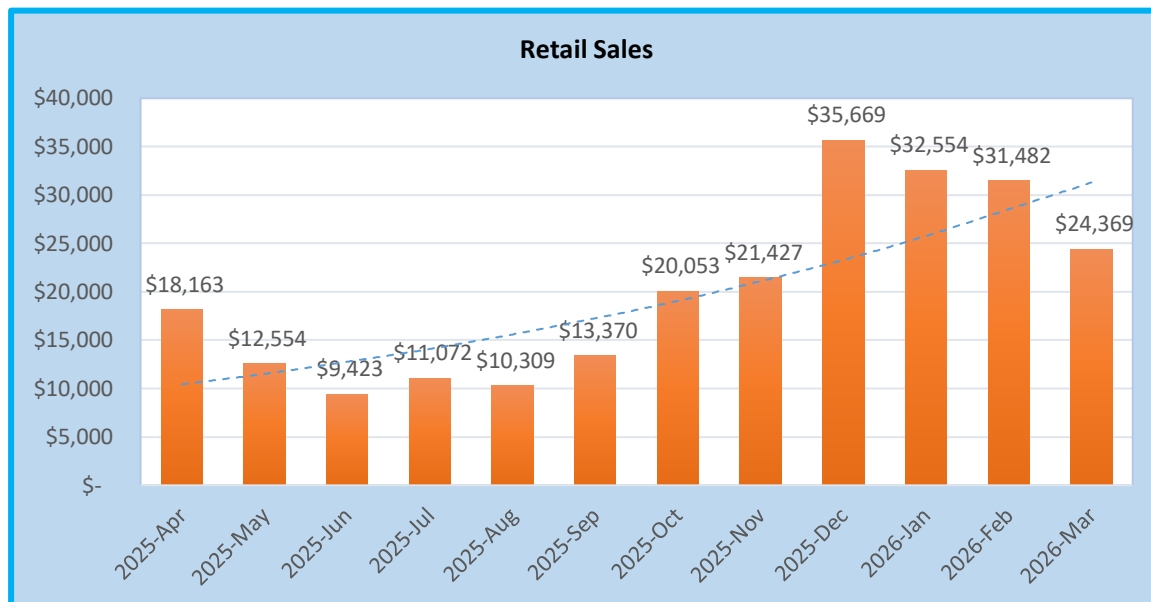
isite Visitor Information Centres, Figure 3 – Total Booking Transaction Numbers, includes all bookings for activities, accommodation, and transport across isites in Paihia, Kaitiāia and Ōpononi.

Total Booking Transactions Analysis

- Booking transactions across all three isites totalled 8,045 in March 2026, representing an 14.2% decrease compared with February 2026. This modest decline aligns with the corresponding dip in booking revenue and reflects the seasonal slowdown in the Far North region.
- The Paihia isite was once again the standout performer, contributing an impressive 98.7% of all booking transactions with 7,944 in total.
- The isites processed 351 transactions for Explore/Fullers Great Sights in March 2026, including popular experiences such as Cape Reinga tours, Hole in the Rock cruises, Otehei Bay ferries and Russell Mini Tours.

Total Retail Sales

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



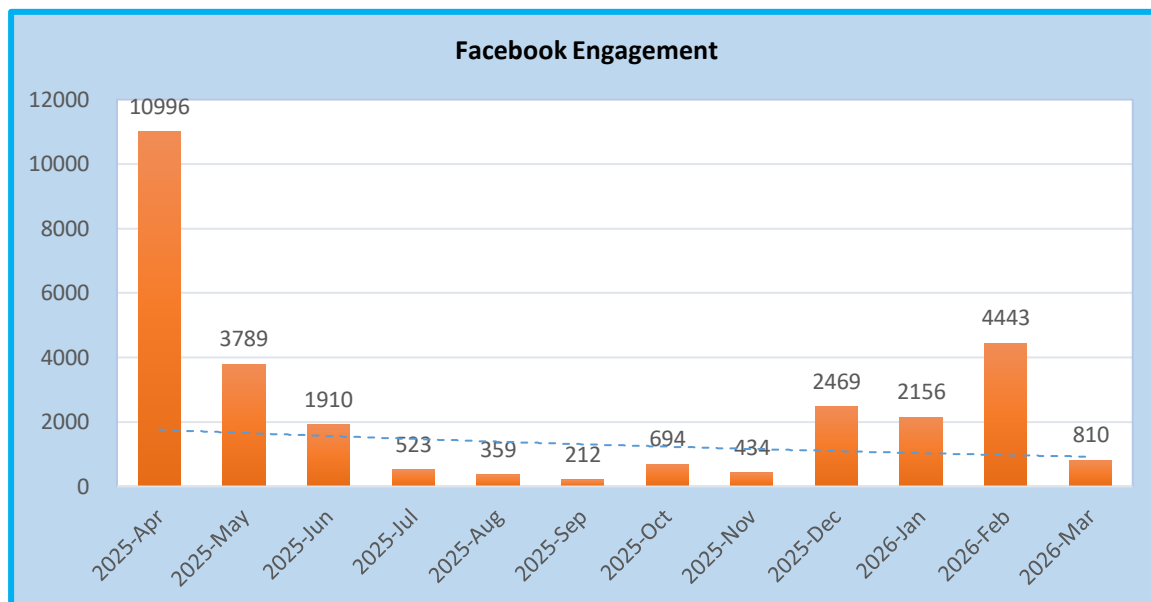
isite Visitor Information Centres, Figure 4 - Total Retail in Dollars, includes retail revenue generated by Paihia, Kaitāia and Ōpononi isites.

Retail Sales Analysis

- Total retail sales across all three isites reached \$24,369 in March 2026, representing a 22.6% decrease compared with February 2026. This decline reflects typical seasonal trends, with reduced visitor numbers following the peak summer period, alongside periods of unfavourable weather and higher fuel prices impacting visitor spending.
- Kaitāia isite contributed 17.7% of total retail sales, equating to \$4,308. Top-performing suppliers included Halifax (\$972) with a range of popular souvenirs, Discoveries Wholesale (\$100) with pounamu and bone jewellery, and Parrs Products (\$591) with a variety of gift items. This continues to demonstrate solid retail engagement in the Far North.
- Hokianga isite once again led retail performance, contributing an impressive 50% (\$12,203) of total retail sales. High-performing lines for February included Pacific Collections (\$3,425) for apparel and accessories, Pro Kiwi (\$886) for souvenir items, and Southern Skies (\$736) for magnets and jewellery. This strong result highlights Hokianga’s ongoing retail momentum with visitors and locals alike.
- The Paihia isite continues to see new retail opportunities following refurbishment in mid-2025. Best-selling pāua shells from Dale Bordland (\$1,014) and Halifax jewellery (\$1,098) have benefited from prominent entrance placement, driving strong visibility and sales. Southern Skies sales contributed \$634, Goodbye products also performed well this month, with \$740 in sandfly repellent sales, reflecting continued demand from visitors preparing for onward travel.

Facebook Engagement

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



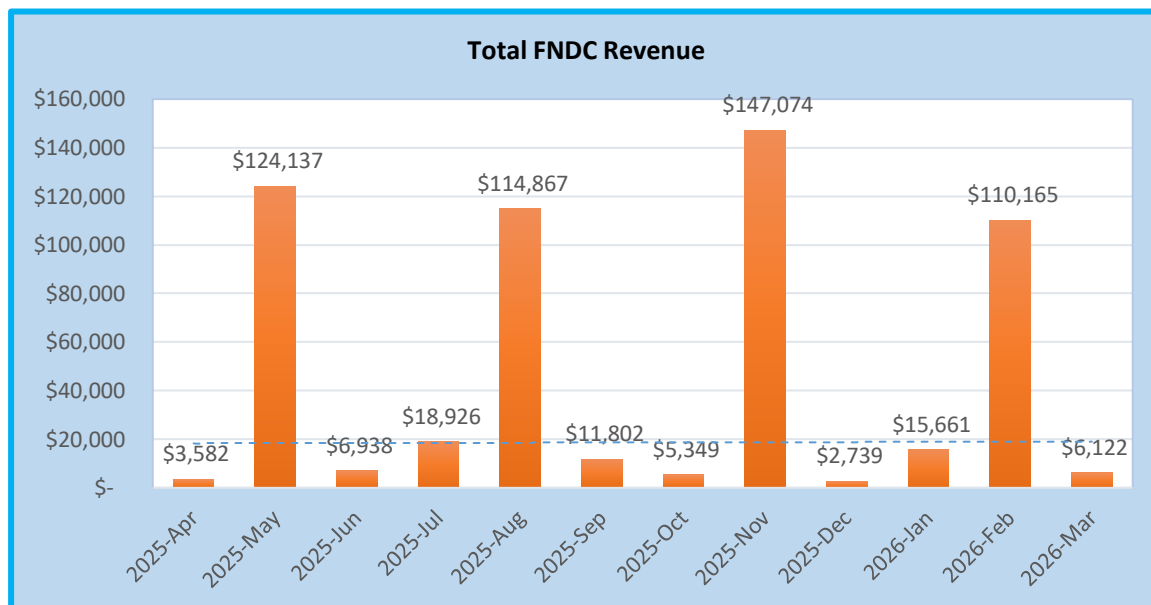
Isite Visitor Information Centres, Figure 5 – Total Facebook engagement statistics for Paihia, Kaitāia and Ōpononi isites.

Facebook Engagement Analysis

- Facebook is a valuable tool for monitoring engagement, contributing to increased visibility and connection with our communities.
- Facebook engagement metrics for all three isites measured 810 in March 2026 which includes reach, likes and comments. This decline is likely due to a combination of seasonal factors, and lower audience activity following the peak summer period.
- Paihia isite took the lead with 720 Facebook engagements, driven by consistent and timely posts on cruise ship schedules, road closures and event updates. This proactive social media presence has significantly boosted audience interaction and community engagement.
- Our role as a neutral information source means we do not promote specific businesses, which limits how often we post promotional material. That said, we actively share content that supports community and regional events.

Total FNDC Revenue

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



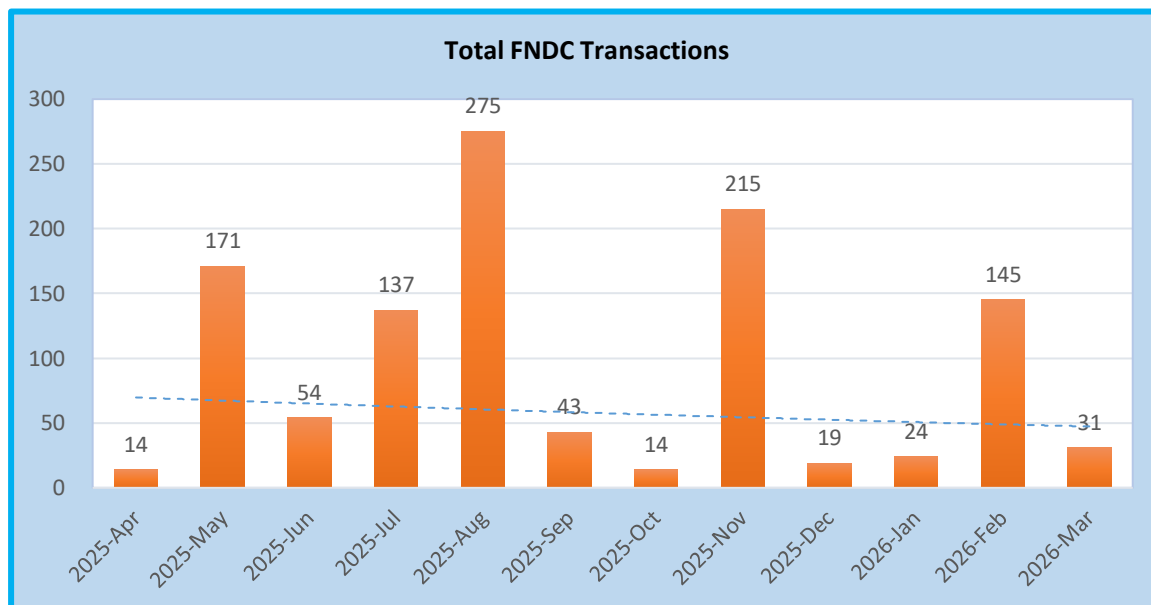
isite Visitor Information Centres, Figure 5 - Total FNDC Revenue in Dollars, includes payments for FNDC services at Paihia, Kaitāia and Ōpononi isites.

Total FNDC Revenue Analysis

- Total combined FNDC revenue across all three isites declined by 94.4% in March 2026 compared to February 2026. The sharp decrease reflects the absence of rates payment deadlines during the month, which are a key contributor to revenue. Nonetheless, transactional activity continued, including dog registrations, manager licences, parking fines, and other FNDC services.
- November 2025 remains the peak month for FNDC revenue. The deadline for rates payments fell on 20 November, prompting ratepayers to visit the isites to pay fees in November. Bay of Islands isite alone, generated \$86,501 in FNDC revenue and Kaitāia \$36,357 in November 2025.

Total FNDC Transactions

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



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

Total FNDC Transactions Analysis

- The combined total FNDC transactions for all three isites in March 2026 amounted to 31, reflecting a decrease of 78.6% when compared to the 145 FNDC transactions in February 2026.
- Isites act as service centres which allow ratepayers and operators to have a service centre in their town that can take payments without the need for them to drive to main centres. The isite team are well trained in receiving payments and being first contact with FNDC.

isite Visitor Information Centres Conclusion

The isite network across the district welcomed 21,873 visitors in March 2026, reflecting a solid performance despite unfavourable weather conditions and seasonal softening.

Cruise activity remained a key driver, with 10 ships bringing 17,786 visitors to the Bay of Islands isite. Paihia continued to lead as the primary visitor hub, generating most bookings and transactions, while Hokianga dominated retail performance and Kaitāia provided valuable regional connectivity services.

Overall total retail sales remained resilient at \$24,369. FNDC revenue activity decreased due to no rates payment deadlines in March. Overall, these results demonstrate the isite network’s continued role in supporting visitors, facilitating regional dispersal, and contributing value to both the tourism sector and the wider Northland economy.

Te Ahu Museum and Archives

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

Te Ahu Museum and Archives (formerly known as the Far North Regional Museum) was established in Kaitiaki in 1969, with the treasured responsibility to collect, care for, and keep alive the precious histories and stories of the Far North region. Our unwavering commitment is to deliver captivating and informative experiences to our visitors, all while safeguarding and celebrating our distinctive cultural heritage.

Museums play a vital role in our communities, and we have witnessed a strong and enthusiastic response from people returning to museums after the challenges posed by the COVID-19 pandemic. As restrictions ease and people seek meaningful experiences, museums provide a space for connection, exploration, and reflection, reaffirming the enduring appeal and value of museums in people's lives¹.

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

- **Auckland Museum Team at Te Ahu, March 4:** A small team of curators and specialists from Tāmaki Paenga Hira | Auckland Museum extended their visit to the area to include Te Ahu Museum when they completed a community project assessment. This visit was motivated by a desire to check in with our kaumātua taonga - **Tangonge Waharoa** and ask questions about local responsiveness. We collectively visited Kaa Uri where the opportunity arose to discuss with Ngāti Kurī some matters related to Te Ahu Museum and specific taonga Kaitiakitanga with respect to their iwi strategy.
- **Guest Speaker for School Librarian Professional Development, March 18:** Te Ahu Museum was invited by the National Capability Facilitator of Te Puna Mātauranga o Aotearoa | National Library of New Zealand, to speak at the local Library Services to Schools professional development day for librarians and teachers. This was an important opportunity to speak directly to a part of our local knowledge network and promote both the Museum and Archives as an enriching resource for any educative programme. A highlight was receiving the following feedback *I loved the museum kaupapa and will make it a priority during the school holidays to get to Te Ahu and check out some of their exhibits.*
- **Visitor numbers** for March Total: 1955.

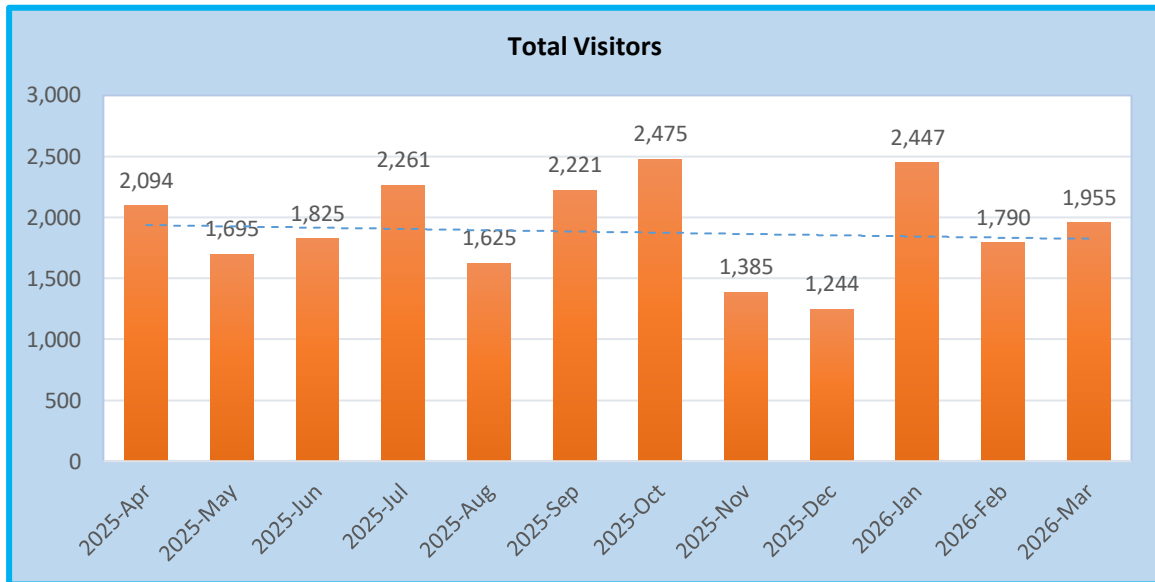
Key Performance Metrics

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

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

Total Visits

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



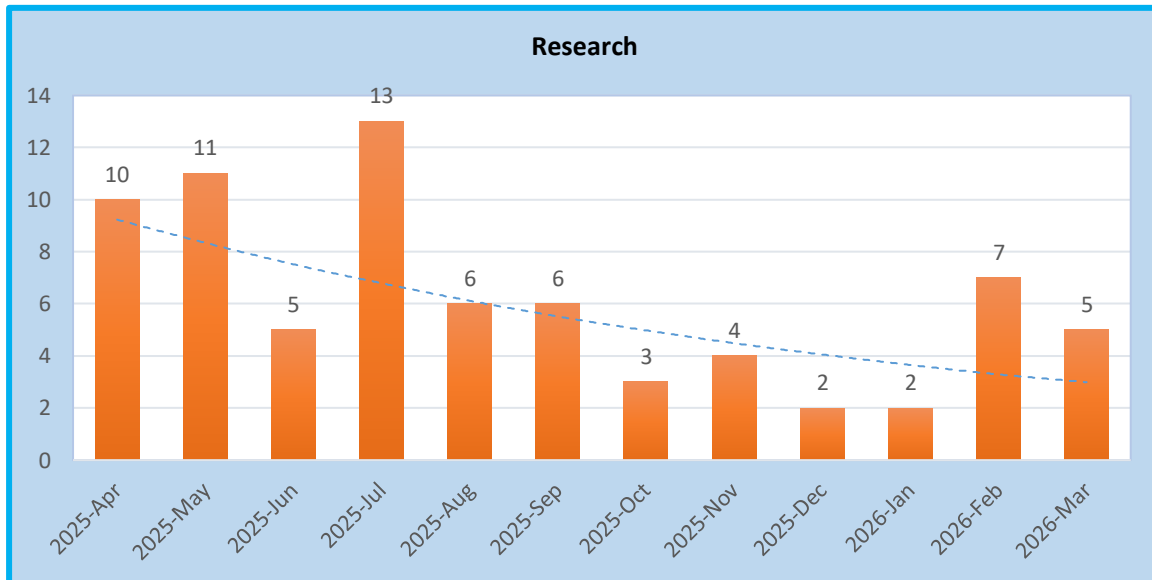
Te Ahu Museum and Archives, Figure 1 - Total visits April 2025 – March 2026.

Total Museum Visits Analysis

- The Museum saw an increase in the number of visitors in March. This places the past month within the top 6-months over the year, with a reasonably consistent threshold of engagement in person of approximately 1900 people on average for the last 12months.

Total Research Enquiries

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



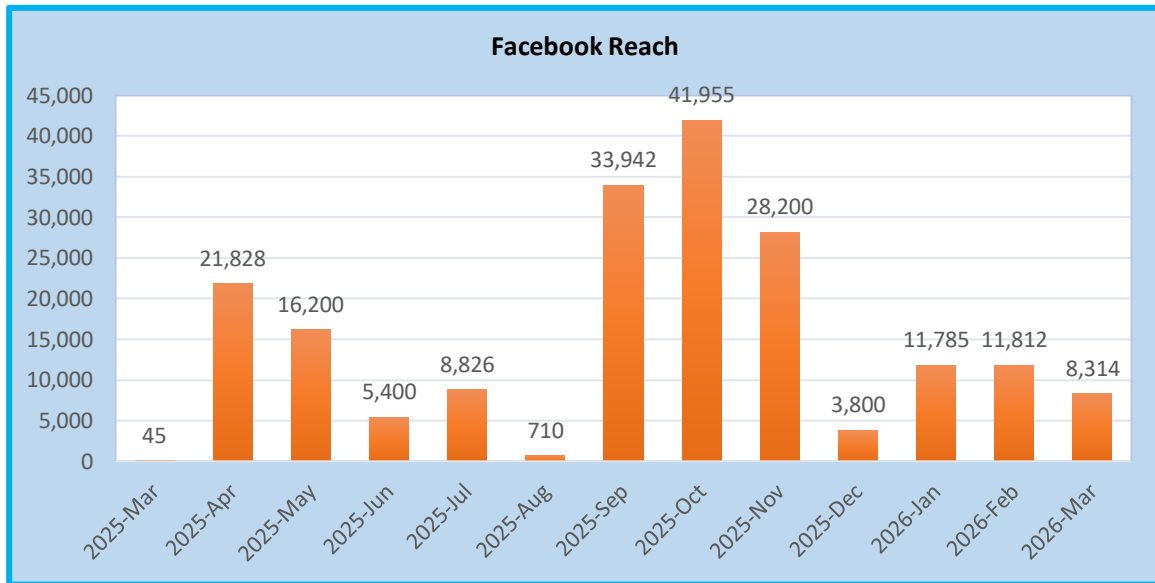
Te Ahu Museum and Archives, Figure 2 - Includes research enquiries via walk ins, phone, and email channels.

Total Research Enquiries Analysis

- There was a slight decline in research enquiries during March.

Total Facebook Reach

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



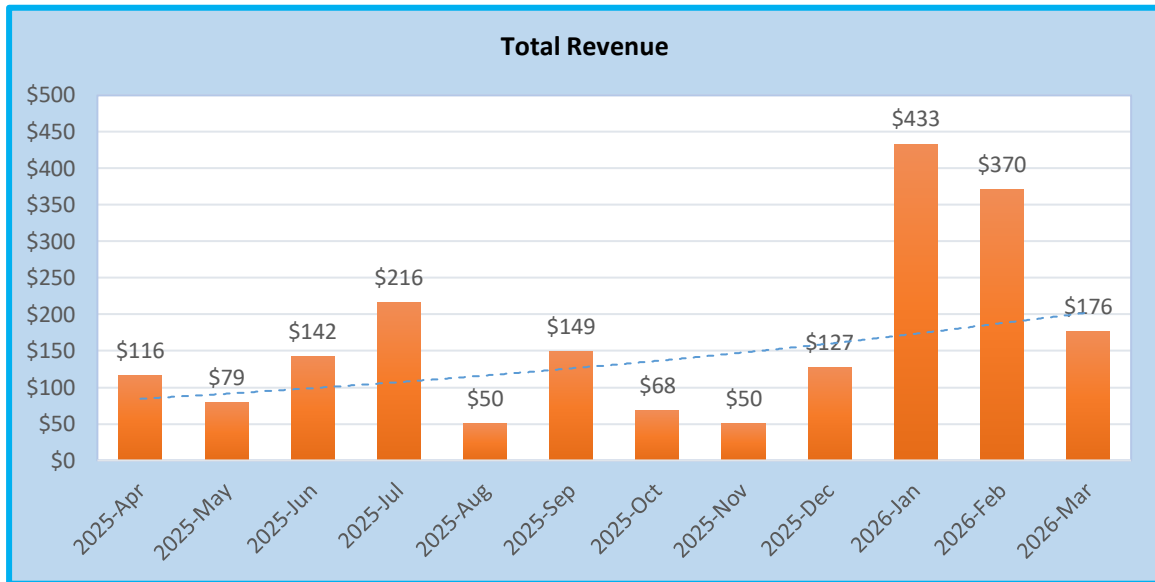
Te Ahu Museum and Archives, Figure 3 – Total Facebook engagement, including Reach and Engaged statistics.

Total Facebook Engagement Analysis

- Te Ahu Museum saw Facebook reach decrease in March despite an increase in posting. This reflects the very low reach in March last year due to access to the platform, however the change in staffing numbers to enable a consistent approach to posting is most likely the cause of this month's decline. We aim to increase posts in April which will be aided by the temporary secondment position.

Total Revenue Generated

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



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

Total Revenue Engagement Analysis

- Total revenue for February was \$176: mostly visitor donations and research fees. This highlights the need to have a distinct retail area for a bespoke range of Te Ahu Museum sale items. An efficient funds transfer mechanism is required for purchases onsite, which will need the support of the Far North Museum Trust.

Te Ahu Museum and Archives Conclusion

We are excited about the start of a three-month secondment starting in April while we recruit for a permanent team member to join us in Te Ahu Museum and Archives. This will be a dynamic time to work through transitioning into a new team, especially as we expect the renewal work at the offsite storage to be green lit soon. A consistent level of positive feedback continues in engagement in-person, through our email correspondence and survey responses about the Museum.

**CORPORATE SERVICES
MONTHLY REPORT**

January - February 2026

Executive Summary

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

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

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

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

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Legal Services	11
Property Information & Business Compliance	14
Financial Services	18

Risk & Assurance

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

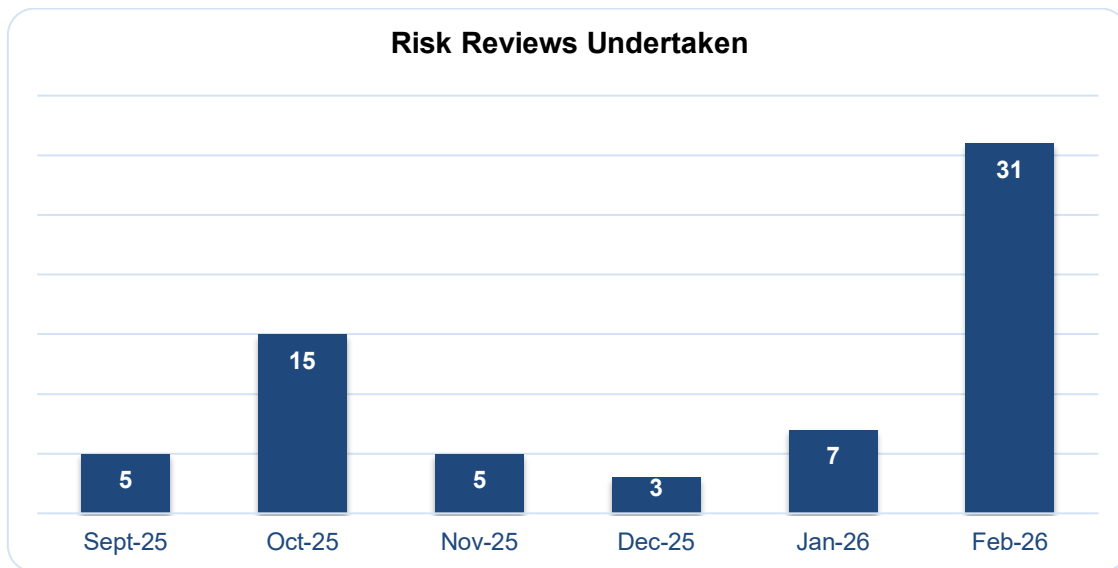
The Council’s Risk Appetite was developed through a series of targeted workshops with the Strategic Leadership Team (SLT) and was formally adopted in late 2025. These workshops supported a shared understanding of Council’s tolerance for risk and its application to strategic and operational decision-making.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

Risk Reviews

Far North District Council currently manages 8 strategic risks and 118 identified operational risks. These risks are reviewed and managed on a rolling basis, with review frequency determined by the nature of the risk, its rating, and current status. Over the past six months, the volume of risk reviews undertaken is reflected in the below graph. These figures should not be interpreted as a reduction in risk management activity; rather, they reflect the number of risks that were due for formal review during this period.

Metric 1 - Number of Reviews Undertaken

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



Analysis

- Total Changes Tracked: 65 changes across 6 months (Sep 2025 – Feb 2026)
- Data Source: Risk Management Audit Trail Report (Riskconnect)
- Time Period Covered: September 2025 to February 2026

Trends

- February 2026 Spike: February 2026 shows a dramatic increase with 31 changes (nearly half of all changes), indicating a major organizational restructuring or audit period
- December 2025 Lowest Activity: Only 3 changes recorded – likely due to holiday period slowdown
- October 2025 Secondary Peak: 14 changes represent the second-highest month, suggesting quarterly review activity

Legal Compliance

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

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

Digital Information Services

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

Current focus areas include:

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

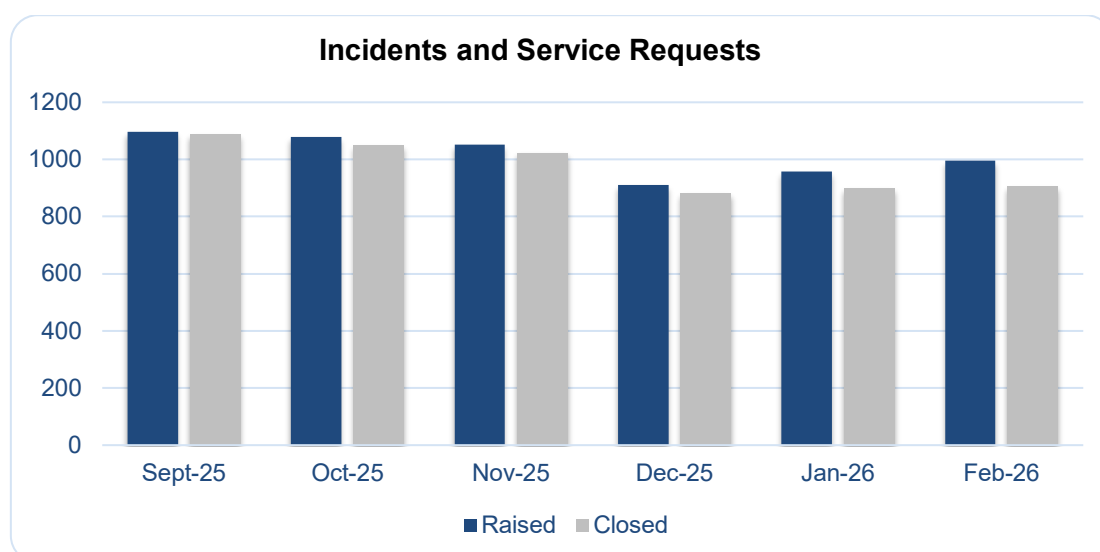
Forward priorities focus on improving resilience, reducing complexity and cost, modernising systems, and delivering practical digital improvements for staff, elected members and the community.

ICT Operations

ICT Operations’ main role is to ensure the council’s technology environment runs reliably, securely, and in alignment with business goals, while supporting day-to-day operations, ensuring networks, systems, applications, and infrastructure operate as expected so the council staff can carry out their work without disruption.

Metric 1 - Service Desk

Service scope: Incident and service request handling within agreed service availability.



Analysis:

Over the past six months, 6,089 tickets (incidents and service requests) were received through FreshService portal (IT Service Management portal) plus other requests via the Helpdesk phone and Walk-ins.

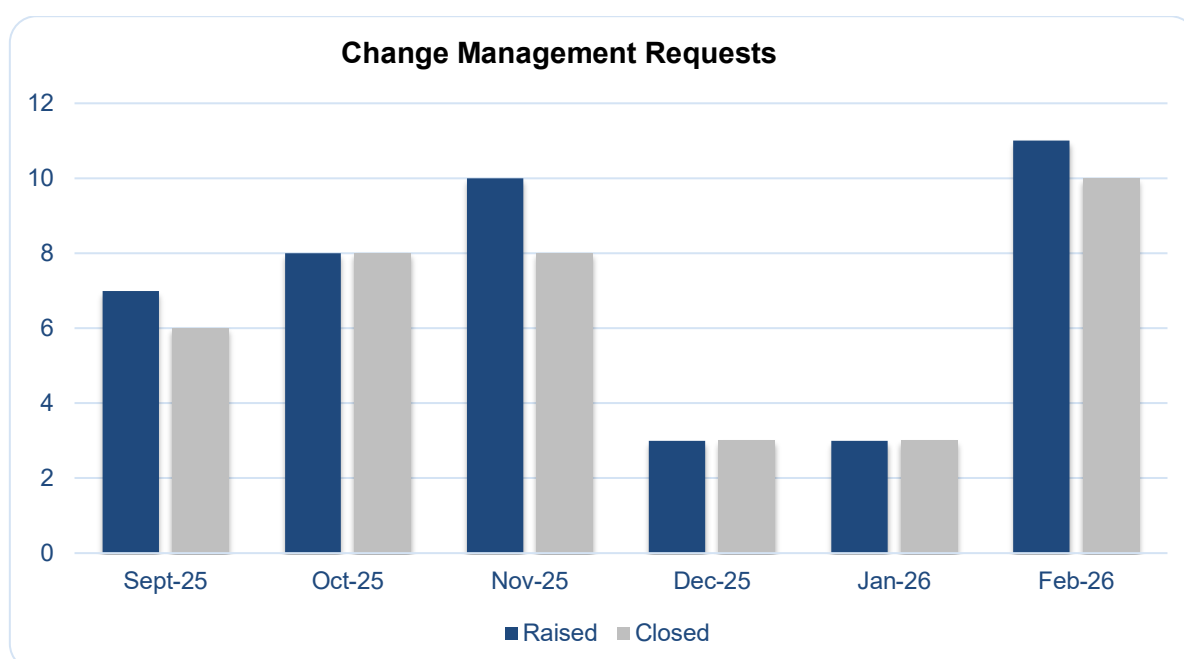
Resolved tickets closely tracked reported demand across all months, indicating consistent service performance.

In each month, resolutions remained broadly aligned with incoming requests, demonstrating effective workload management.

The small gap between reported and resolved tickets across the period indicates a stable backlog position, with no evidence of sustained backlog growth.

Metric 2 - Change Management

Service scope: maintaining stability, security, and reliability of core ICT services, while enabling controlled improvements to Council systems



Analysis:

Over the past six months, 42 change requests were raised and processed which include but not limited to:

Software upgrades - Planned updates to systems and applications to maintain supportability, performance, and security

System and service improvements - Changes that enhance functionality, resilience, or efficiency of existing platforms and services.

Security related changes - Approved changes that address security requirements, risk mitigation, or compliance obligations.

Metric 3 - Infrastructure & Operations

Service scope: Core platform and operational service delivery and improvements

Key achievements from the last six months:

Security and risk reduction – remediated security vulnerabilities, improved firewall rules, strengthened backup and recovery, enhanced system monitoring, and delivered Cyber Security Awareness Month.

Infrastructure stability and optimisation – maintained and optimised aging server and storage infrastructure, improved DR readiness, configured hardware health alerting, and progressed future platform options.

Service delivery improvements – upgraded service centres and i-sites to modern hardware, improved desk and meeting room booking, implemented visitor kiosks and door-access printing, and supported frontline teams with new connectivity and satellite communications.

Business systems reliability and enhancement (TechOne & Pathway) – decommissioned legacy systems, strengthened security and access controls, improved financial structures and workflows, delivered regulatory readiness, and provided extensive user training and support.

Operational support and continuity – successfully onboarded new staff, recovered critical data losses, supported Civil Defence readiness, and ensured continuity of core services during system changes and upgrades.

Main focus areas for the next six months:

Infrastructure modernisation and resilience – refreshing core infrastructure, standardising networks, workstations and servers, improving connectivity resilience, and repurposing existing hardware.

Security uplift and risk reduction – strengthening the overall security posture through penetration testing, endpoint protection review, role-based access, and removal of legacy systems and configurations.

Cost optimisation and platform efficiency – reducing cloud and licensing costs, optimising usage, and simplifying the technology environment.

Business systems modernisation (Pathway & TechOne) – streamlining user experience, improving workflows and governance, supporting rates, financial processes, audits, and end-of-year activities.

Operational efficiency through automation and AI – piloting on-premise AI, applying automation to monitoring and support workflows, and exploring open-source tooling to improve efficiency and sustainability.

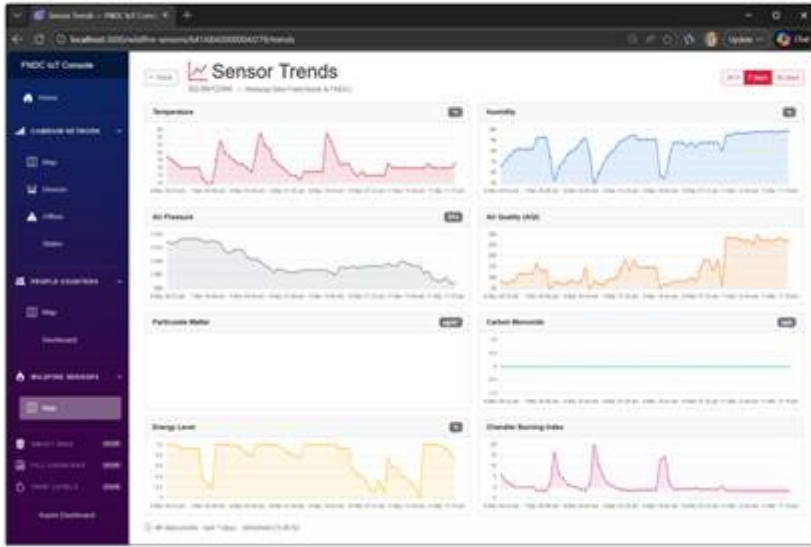
Metric 4 - Smart District

The Smart District initiative demonstrates how emerging technology, including AI, can be used to rapidly design and improve practical digital tools for Council operations. A new Smart District IoT Console brings together live and near-real-time information from across the district into a single, easy-to-understand view, including insights such as Wi-Fi activity and people-counting data.

Over time, this information will build into a cumulative dataset, enabling trends and patterns to be identified and supporting more informed, evidence-based decision-making. The approach shows how Council can move quickly from an idea to a working solution, while maintaining transparency about what has been built and how it works. Overall, the console provides a scalable foundation for smarter, data-informed planning and investment decisions as the Smart District programme continues to evolve.

Below are some sample graphs as this is new a new technology deployment utilising AI technology, including Agentic AI iteration, Smart District Public Wi-fi usage and Internet of Things (IoT) sensors. More detail will be available in future iterations.


Agentic AI Coding Agent First Iteration



What we started with, typos and all

For a given weather sensor, add a route on the popup that takes you to a local page which maps to multiple stacked line graphs for various metrics covering the sensors. Allow for selecting for day/24 hours, 7 day and 30 day charts.

7 references



Agent integrates the Sensor Trends detail from the top level map based on the phrase "add a route on the popup that takes you to a page"

Smart District Wi-Fi

Active Wi-Fi clients in the last 5 minutes. Updates are pushed to screen



Unique Devices connecting to the Wi-Fi network across the Whole district last Twenty four hours

Metric 5 - IT Project Delivery (BAU Delivery & Enablement)

Service scope: Business analysis, project management, and delivery support within agreed Digital service scope.

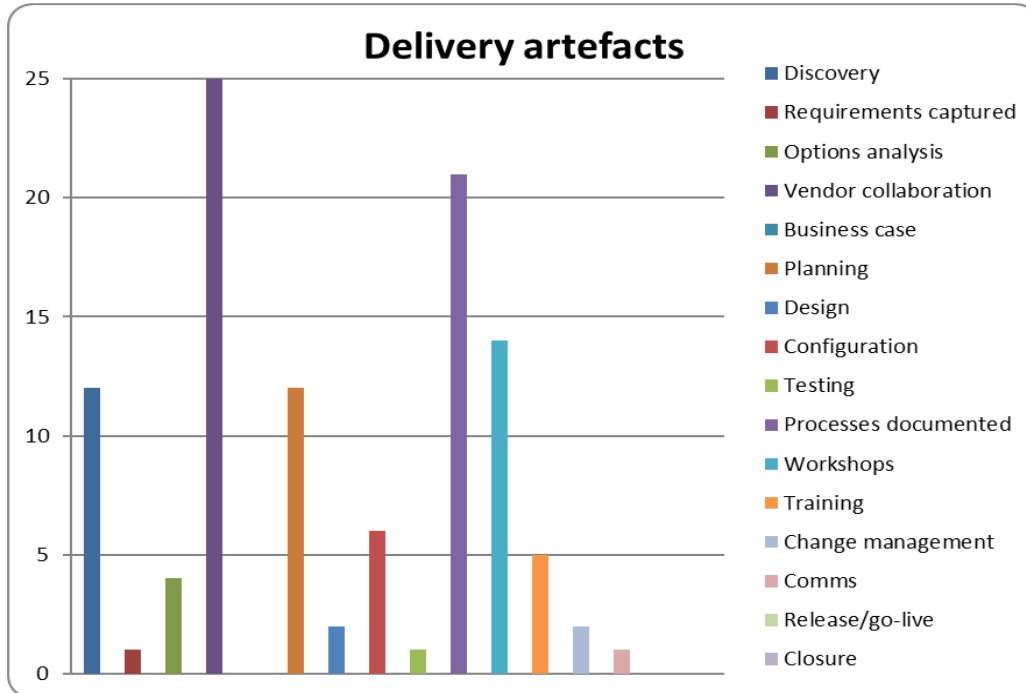
BAU metrics

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

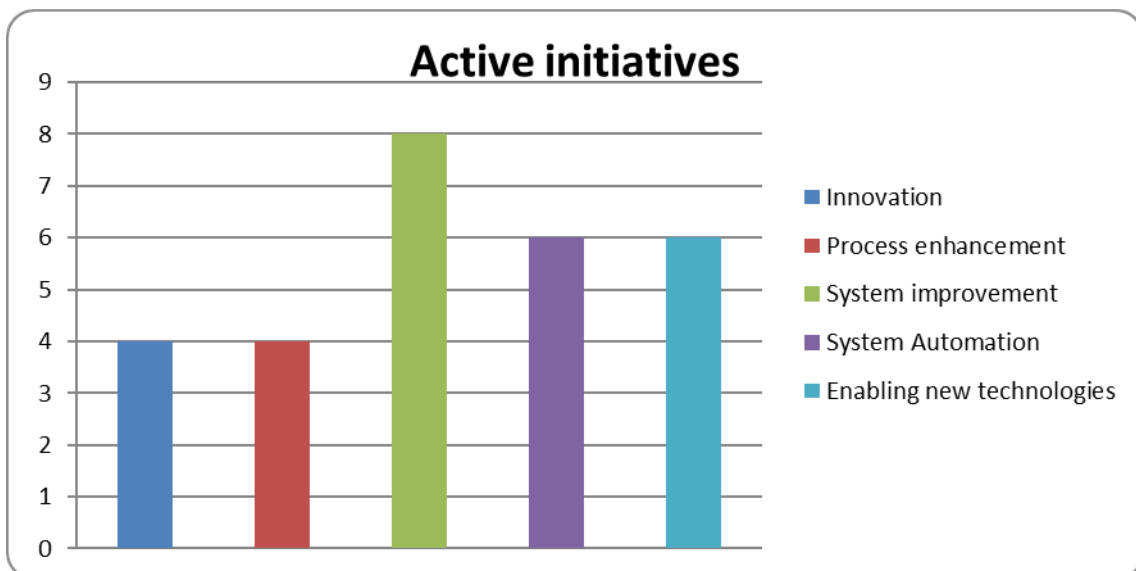
Workload monitoring: Initiatives approved or in delivery vs initiatives progressed or completed, showing active delivery load and pipeline movement

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

Delivery Dashboards:



- Vendor Collaboration dominates this month's activities (31 instances), indicating strong focus on external partnerships and procurement activities
- Documentation and Planning phases show healthy activity (21 and 12 respectively), demonstrating good governance practices
- Early-stage activities (Discovery, Planning) are well-represented, suggesting a healthy project pipeline



- 18 initiatives are actively in progress across the team
- Pipeline is healthy with minimal blockages (no paused projects)
- Focus is on execution rather than completion this month, indicating early-cycle activity
- Strong milestone achievement (21 completed) demonstrates good delivery momentum
- Carry forward work (11) is manageable and represents ongoing multi-phase projects
- New initiatives planned for the upcoming 6-month period

The above charts cover 1 month only at this stage which reflects a period of active initiation and planning across Corp Services ICT Project Delivery, with significant vendor engagement and documentation activities, additional months will reflect the work ongoing and provide more detail into resourcing of current and future projects.

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

Digital Information Management

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

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

Operational Highlights:

Maintained uninterrupted digital information and records management services over the summer period, supporting governance, decision-making, and statutory compliance.

Progressed work to strengthen the resilience and protection of Council records, including archives disaster preparedness and improved digital storage practices.

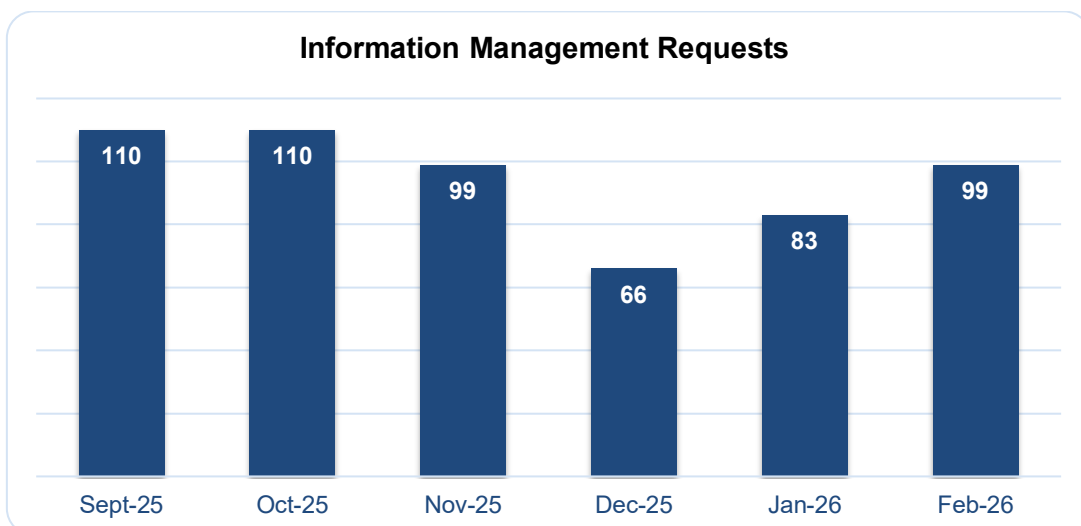
Continued clean-up and migration of legacy information into approved digital systems, improving accessibility and compliance.

Key Metrics

The following pages includes key performance metrics we track to better understand our business activities.

Key Metric 1 - Fresh Service Tickets

Fresh service Tickets measures the number and type of Information Management requests logged during the reporting period (e.g. records and retention advice, access and permissions, file transfers, disposal actions, and information clean-up support). This metric is reported to provide a consistent view of service demand and throughput, and to show whether the team is keeping pace with business needs. It matters because timely Information Management support underpins recordkeeping and privacy compliance, enables staff productivity, and reduces information risk. Over time, trends in ticket volumes and categories provide insight into recurring issues, demand drivers, pressure points (such as onboarding/offboarding or project activity), and where process improvements, training, or resourcing may be needed.



Analysis

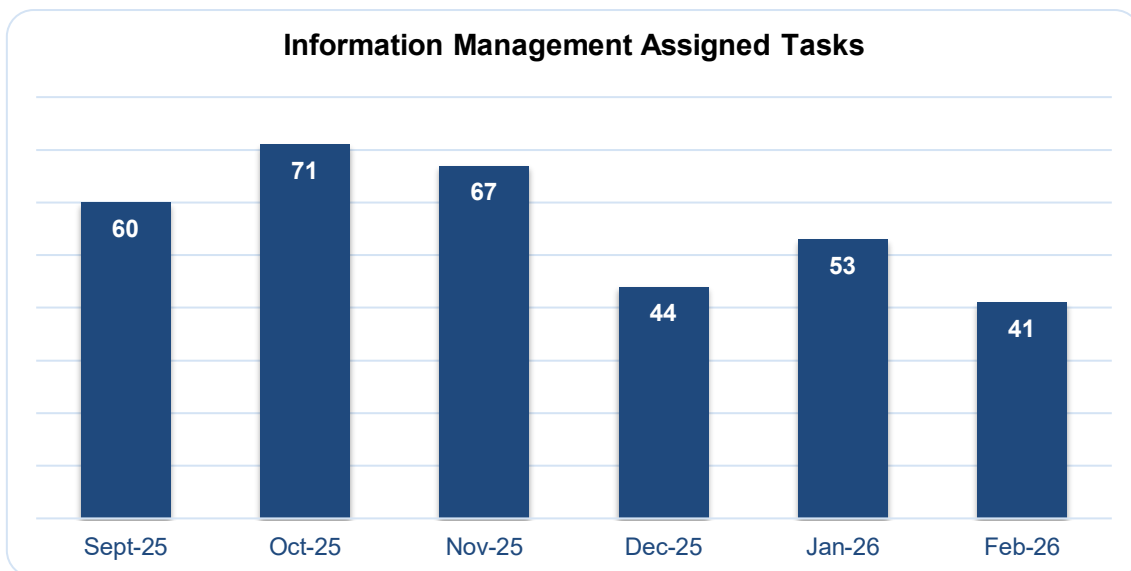
Over the past six months, 576 Information Management requests were received, reflecting a stable and cyclical demand pattern rather than sustained growth.

Higher volumes in September and October align with end-of-year business activity, followed by a December decline consistent with reduced operational activity, and a return to average levels in January and February.

Actions in response focus on proactive engagement, improved guidance and self-service, and standardised request handling to smooth peak demand and reduce avoidable requests. Overall, the trend indicates predictable seasonal variation, with no immediate corrective action required beyond ongoing continuous improvement and monitoring.

Key Metric 2 - Fresh Service Tasks

Fresh service Assigned Tasks tracks Information Management work allocated to the team—particularly onboarding/offboarding activities, contractor training and access set-up, and other scheduled Information Management tasks. It is reported to show workload and capacity beyond tickets, and it matters because delays can impact staff productivity and increase information/access risk. Trends in assigned vs completed tasks highlight peak periods, bottlenecks, and where process improvement, automation, or resourcing changes may be needed.



Analysis

Over the past six months, 336 Information Management tasks were assigned showing a declining trend, with higher volumes recorded in September to November, peaking in October, followed by a noticeable drop in December and lower levels through January and February.

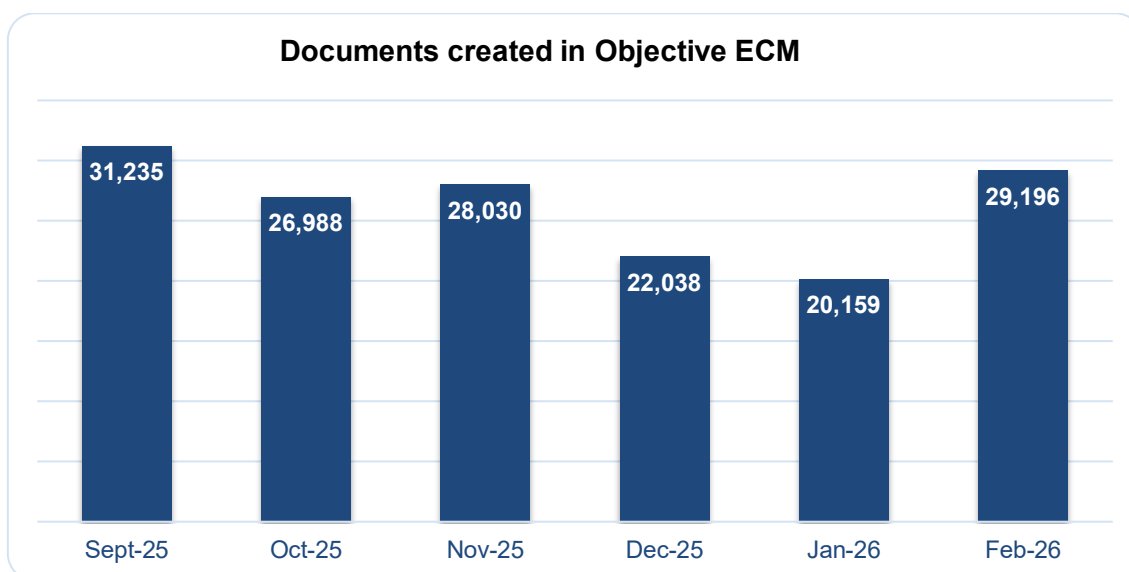
This pattern aligns with the reduction in overall business activity over the end-of-year period and indicates that task allocation is closely linked to request volumes and operational demand.

The sustained lower task numbers in the latter months suggest improved workflow management and reduced backlog carry-over, with no immediate corrective action required beyond continued monitoring to ensure capacity remains aligned with future demand fluctuations.

Key Metric 3 - Objective Electronic Content Management (ECM)

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

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



Analysis

Over the past six months, 157,646 documents were created in Objective, indicating sustained and high document production across the organisation. The graph shows stronger creation volumes in September, easing slightly through October and November, followed by a clear dip in December and January, and then a sharp rebound in February back toward earlier peak levels. This pattern is consistent with seasonal business activity—reduced output over the holiday period and a catch-up/return-to-work uplift as operational activity resumes.

From an information management perspective, the data suggests the focus should remain on ensuring new content is consistently filed, titled, and managed appropriately at the point of creation, supported by targeted user guidance, routine monitoring of high-volume areas, and ongoing improvements to templates and filing practices to minimise rework and reduce future compliance and retrieval risks.

Legal Services

Legal services has two divisions: Property Legalisation and Legal Advisory (which includes specialised management of LGOIMA requests, e-dealings, Privacy complaints, Protected Disclosure complaints).

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

Operational Highlights:

Provided in-house legal advice in all things local government including assistance with Northland Waters Done Well reform and AIF capital projects in Kaikohe and Kaitaia.

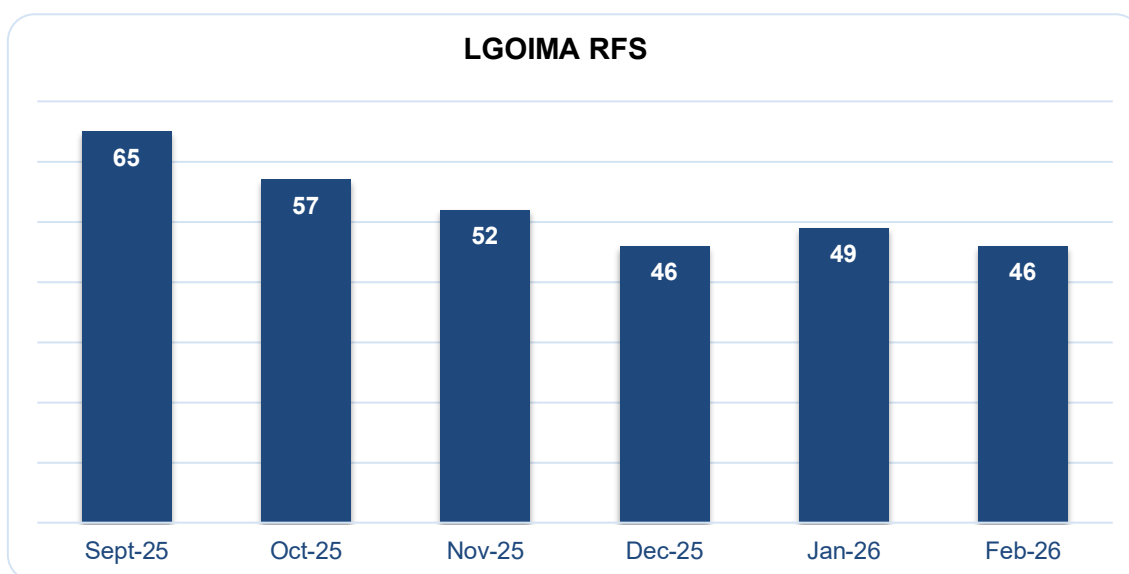
- Managed high volume of LGOIMA requests;
- Processed Property Legalisation RFSs (not limited to reserve and roading matters).

Key Metrics

Three key performance metrics we can track to better understand Legal Services activities are LGOIMA RFSs, Property Legalisation matters and e-dealings. All reporting metrics are reported in a 6-month rolling period (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated data is provided for each month.

Key Metric 1 - LGOIMA RFS

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

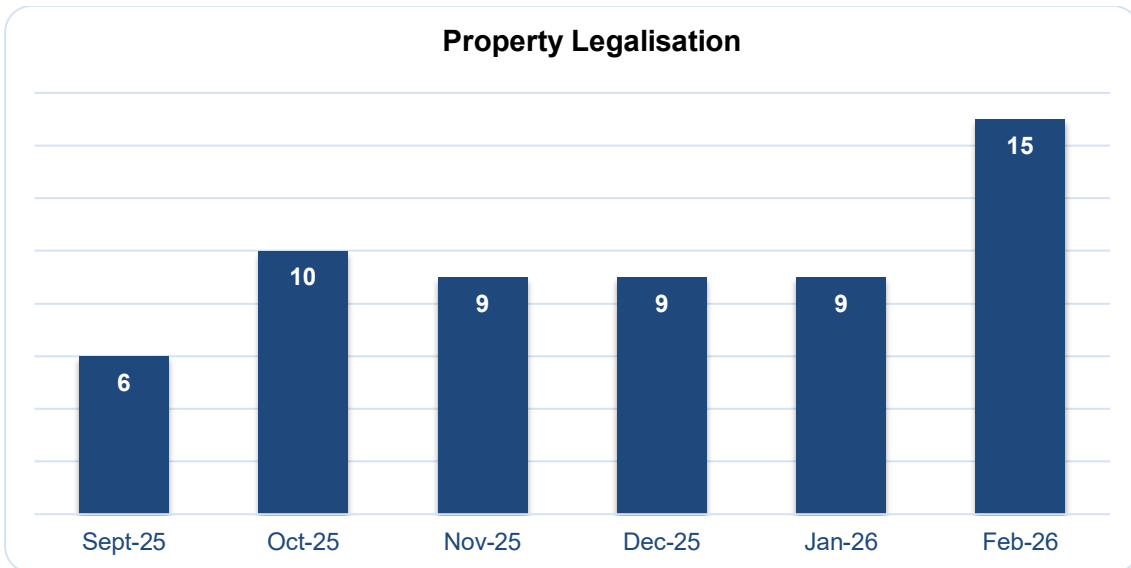


Analysis

- In the last six months Legal Services have managed an average of approximately 50 LGOIMA requests per month.
- RFSs are managed within statutory deadlines which includes collecting information within organisation, its elected members, its contractors and/or FNHL, transferring or partially transferring the requests to other public agency or organisation.
- Legal Services had experienced increased volume of LGOIMA request complexity in the last 6 months. A trend is observed that some RFSs recently received are increasingly generated or populated by AI. These AI populated RFSs are often lengthy, overly detailed, based on inaccurate or distorted assumptions, which heavily increased workload in LGOIMA space.

Key Metric 2 – Property Legalisation RFS

Property Legalisation is a highly specialised technical area of Legal Services. The team receives and processes applications for Licences to Occupy (LTO). It also receives requests for LINZ and other technical property information from roading, 3Waters, District Facilities, Monitoring and Compliance and Property Information departments. It deals with road legalisation matters (Local Government Act 1974 & 2002 & Public Works Act), Reserve Act matters, easement matters as well as internal requests for property research and land status checks - historical research, archives and records (Māori Land Court, LINZ etc). This metric provides an overview of the volume of Property Legalisation matters Legal Services receives monthly.

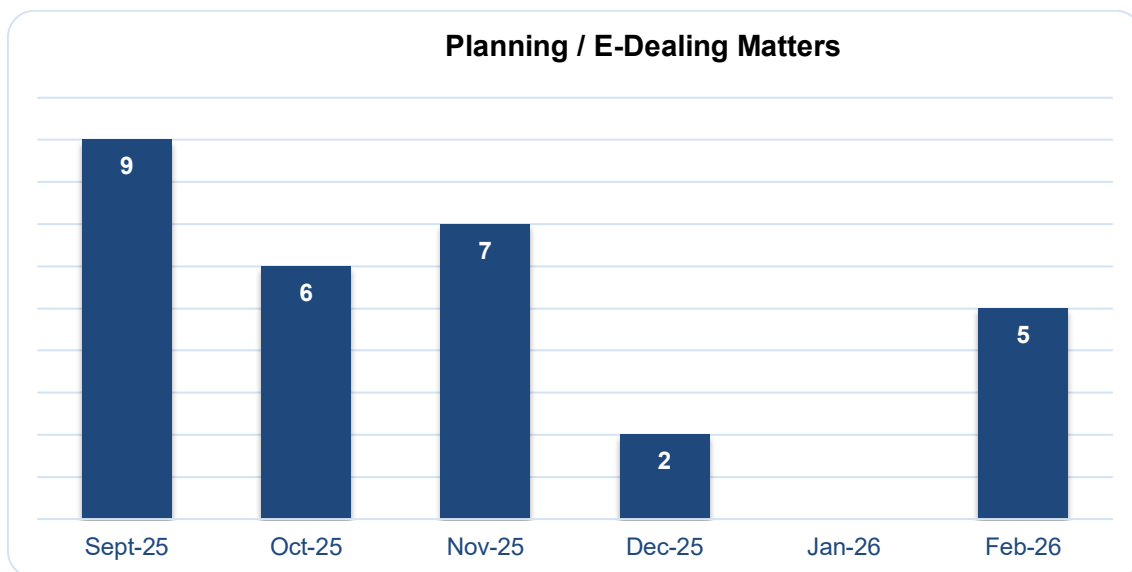


Analysis

- Legal Services received average 10 Property Legalisation RFSs per month in the last 6 months.
- Property Legalisation RFSs are closely managed by Legal Services to meet internal and external demand. Extensive property research has been attended to when required by Reserves and Roding.
- A trend is observed that the number of LTO applications has increased in the past months. These LTO applications have been processed where possible but subject to decisions made by relevant asset owner.

Key Metric 3 - Planning/ E-dealing matters

Legal Services review, draft and approve legal documents (A&I Forms, section 221 RMA Consent Form, easements, land covenant etc) in relation to Resource Consent decisions and/or LINZ transactions where Council’s consent is required.



Analysis

- In the last 6 months Legal Services processed average 5 e-dealing/planning matters per month.

- Matters concerning RC applications often require compliance with statutory timeframes. Legal Services aims to review legal documents and provide opinion to RC team within 3-5 working days to facilitate their workflow. When it comes to e-dealing matters that external parties require legal documents to be executed by Council officers with delegated authority, Legal Services aims to undertake review, draft executive summary and receive a signed form within 10 working days.
- A trend is observed that Planning/ E-dealing matters peaks before Christmas and rises back slowly in February. January is often quiet when law firms take long holiday.

Property Information & Business Compliance

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

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

Property Information

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

Key functions include:

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

Operational Highlights:

- Ongoing focus on the accuracy, completeness and reliability of information released through LIM reports and property files, maintaining strong statutory compliance and service delivery across all core Property Information services.
- Continued operational readiness and support activities associated with the upcoming triennial revaluation, with a focus on the accuracy and integrity of underlying property data.
- Undertook targeted training and information-sharing with key internal teams to support awareness of the revaluation process, including providing guidance and FAQs to help staff respond consistently to owner and ratepayer enquiries.
- Proactive engagement with local real estate agency to support shared understanding and working relationships, with interest from other agencies.
- Managed system-related constraints and seasonal workflow pressures without escalation, with no service disruption escalations during the reporting period.

Key Metrics

The following metrics reflect the Property Information team’s core statutory and customer-facing service delivery and operational activity.

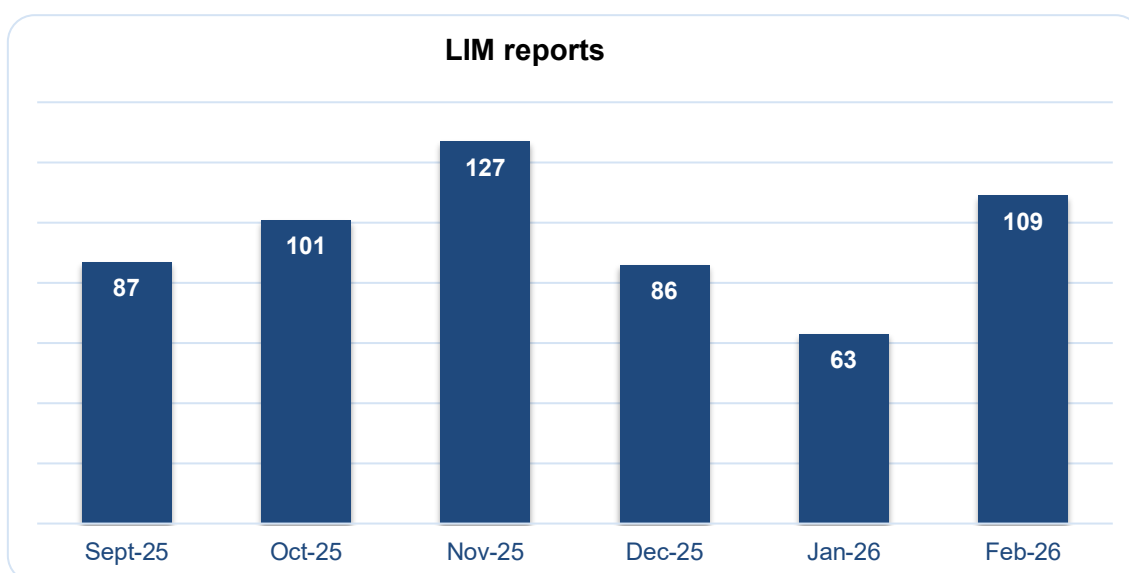
Key Metric 1 - Land Information Memorandum (LIM)

This metric shows the number of Land Information Memorandum (LIM) reports delivered during the reporting period. LIMs are statutory documents requested by property owners, purchasers and their representatives and must be issued within legislated timeframes.

LIM reports are one of the Property Information team’s core statutory services and represent a significant proportion of customer-facing workload. Tracking LIM volumes provides visibility of demand for this service over time.

LIM processing directly supports property transactions and informed decision-making by owners and purchasers. Monitoring volumes helps ensure the service remains appropriately resourced to meet statutory obligations and customer expectations.

Changes in LIM volumes can indicate shifts in property market activity and seasonal demand patterns. The metric also provides context for workload fluctuations and operational pressures across the reporting period.



Analysis

- The LIM data shows month-to-month variability that is consistent with previous years, with no unusual spikes or sustained declines evident across the rolling six-month period. When compared year-on-year, the overall profile of LIM activity remains broadly consistent, with similar seasonal peaks and troughs occurring at comparable points in the calendar year.
- Across the three-year comparison, December continues to be a higher-volume month, followed by a softening in January and February, which aligns with historical patterns. While individual months vary in absolute numbers between years, the overall level of LIM demand remains within an expected and stable range.
- For 25/26, the Sep–Feb total is 553 LIMs (Sep 89, Oct 87, Nov 101, Dec 127, Jan 86, Feb 63). Compared year-on-year over the same months, 25/26 is slightly lower than 24/25 (591 → 553, ~6% lower), but higher than 23/24 (472 → 553, ~17% higher).
- The six-month trend and year-on-year comparison suggest that interest in the district’s property information is broadly stable, rather than showing a clear upward or downward trajectory. While the housing market has experienced reduced activity nationally since 2022, the LIM data does not indicate a further contraction in demand over the reporting period.

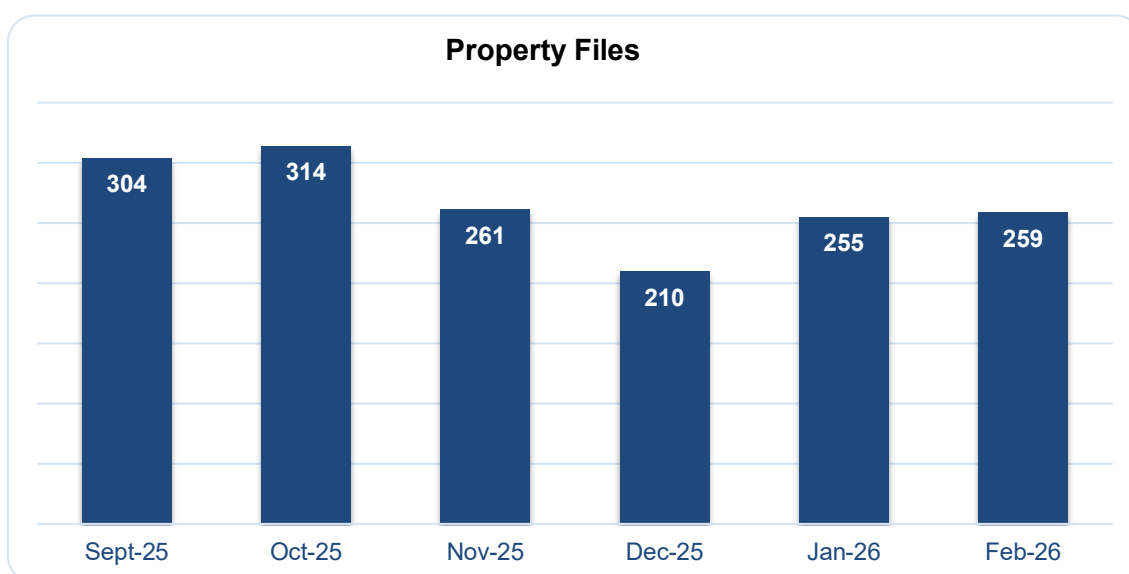
Key Metric 2 - Property Files

This metric records the number of property file requests processed and delivered during the reporting period. Property files provide access to historical and current information held by Council about a property.

Property file requests are a high-volume, customer-driven service and form a key part of the team's day-to-day operational activity. Tracking this metric helps illustrate demand for property information beyond statutory LIM requests.

Timely and accurate provision of property files supports transparency, customer service, and confidence in Council records. Monitoring this activity assists with understanding service demand and operational capacity requirements.

Trends in property file requests can highlight changing information needs within the community and help identify periods of increased demand that may require workflow prioritisation or additional support.



Analysis

- Property File volumes across the rolling six-month period show normal month-to-month variation that is consistent with prior years, with no sustained upward or downward movement that would indicate a changing trend. The year-on-year comparison shows that overall activity is broadly steady.
- For 25/26, Property File volumes across Sep–Feb total 1,603, which is slightly higher than 24/25 for the same period (1,584) and slightly lower than 23/24 (1,668).
- The profile across the months is also consistent year to year: October tends to be higher, December lower, and January–February returning to a stable baseline, reflecting the typical seasonal rhythm.
- From a district perspective, Property File requests are a useful indicator of ongoing property-related activity, but they can be influenced by a broader set of drivers than house sales alone (e.g., due diligence activity, information requests linked to renovations, insurance, legal enquiries, development investigations, or ownership changes).
- The relatively stable year-on-year levels suggest the district is experiencing steady ongoing enquiry activity, consistent with a property market that has been cautious/slow but stable, rather than sharply contracting or rebounding.

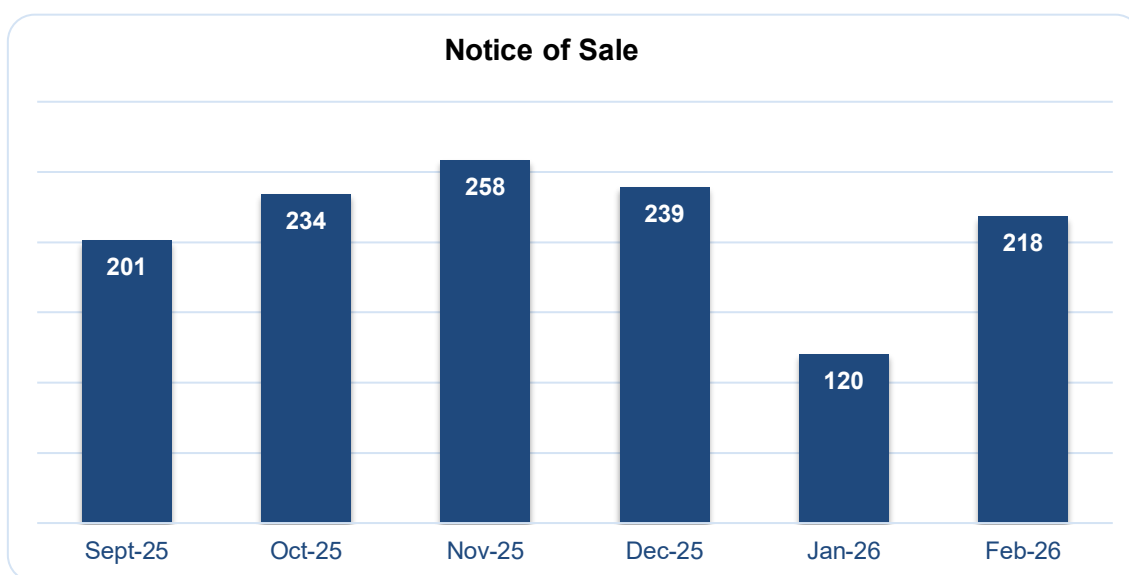
Key Metric 3 - Notice of Sale (NOS)

This metric reflects the number of property ownership changes processed through Notices of Sale (NOS) during the reporting period. These updates ensure Council records reflect current ownership information.

Processing ownership changes is essential to maintaining accurate property and rating records. This metric provides visibility of transactional activity that underpins Council’s ability to issue rates correctly and maintain reliable property data.

Accurate ownership information supports correct rating, valuation processes, and communication with property owners. Monitoring NOS volumes helps ensure data integrity is maintained across Council systems.

NOS activity can provide an indication of property turnover levels and broader market movement. It also highlights ongoing baseline workload required to keep property records current and accurate.



Analysis

- The NOS data shows normal month-to-month variability that is consistent with prior years, with no sustained volatility or disruption evident. Over the rolling six-month period, 25/26 volumes are higher than both comparison years, indicating increased transactional activity relative to the same period in previous years.
- Overall, the 25/26 Sep–Feb total (1,270) is higher than 24/25 (917), and higher than 23/24 (984).
- As the observed pattern aligns with historical behaviour and does not indicate operational pressure or data quality concerns, no corrective actions are required.
- The six-month and year-on-year trend suggests that property ownership transactions in the district are occurring at a steady to slightly increased rate, rather than declining. While broader housing market conditions have been subdued since 2022, the NOS data indicates continued movement of property ownership, even in a cautious market.
- This pattern may reflect ongoing sales activity, as well as ownership changes linked to refinancing, estate settlements or restructuring of ownership rather than new market growth alone.

Cross-metric insights:

Taken together, LIM, Property File and NOS volumes suggest a district property market that remains cautious but active, with steady enquiry and ownership transfer activity rather than a sustained downturn or sharp recovery

Business Compliance

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

Key functions include:

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

Operational Highlights:

- NZTA endorsement of the Transport Procurement Strategy was received, providing external assurance of Council's approach to transport procurement.
- Supported Elected Member engagement through workshops on the Rooding Operations and Maintenance contracts, providing transparency around the procurement and evaluation process ahead of decision-making.
- Rooding Operations and Maintenance contract re-tender activities were completed through to Council decision, with Council approving the preferred supplier recommendation.
- Continued procurement and Tender Panel assurance activities, with the team providing regular support and facilitation for high-risk and high-value procurements.
- Advanced Long-Term Plan pipeline planning, with prioritisation tools and workflows implemented in CAMMS and the project assurance and stage-gate framework piloted across selected projects.

More detail and metrics for this area will be included in future reports.

Financial Services

Financial Services supports Council's financial governance, compliance, and operational delivery through accounting, rating, and transaction services. The team is responsible for financial reporting and audits, annual and long-term planning processes, rates setting and billing, revenue collection, debt management, and statutory reporting. Financial Services also maintains the integrity of Council's rating systems, supports Māori Freehold Land processes and rating relief, improves customer payment options, and strengthens financial transparency and data quality. Across all functions, the group works closely with auditors, elected members, communities, and internal teams to ensure sound financial management and a positive customer experience.

Accounting Services

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

Result: Achieved.

- 4-month project of completing a full year audit from June – October, completed with an unqualified (clean) opinion.

- Annual Report for 2024-25 financial year completed and adopted within the legislative timeframe despite election timing.
- The use of a new reporting publishing software was trialled and used in preparation and publication of this report.

Key Metric 2 - Annual Plan 2026/27 Progress Milestones

Result: Milestones achieved, thus far.

- 3-month zero based budgeting approach completed.
 - Objective was to explore as many codes / areas of overhead & operational costs & revenues as possible during the 3-month period.
- LTP 2024-2027 year 3 rates increase of 6.7% now achieved.
- Working through additional long term structural savings initiatives & revenue growth initiatives for inclusion in coming Long Term Plan.

Key Metric 3 - Reporting Upgrades

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

Rating Services

Key Metric 1 - Rates Rebates

- 1,326 rebates granted, totalling \$1,052,629.03 applied to ratepayer accounts.
- All rebate applications received to date have now been reviewed.
- Rates team is currently focusing on rate rebate applications requiring further information to progress these to completion.
- Still processing problematic rebates, which predominantly consist of rate payers not completing forms with relevant details needed for rebates processing.
- Goal: to finalise all rebates before the end of April so they can be applied ahead of the fourth instalment due in May.

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

- 2nd rate instalment issued in September 2025,
- 3rd rates instalment issued in January 2026,
- Monthly water invoicing and the third instalment penalty notices issued in February 2026.
 - These activities generated a high volume of customer enquiries and service requests, including significant volumes of penalty remissions and transfer journal processing.

Key Metric 3 - Operational and Technical Progress

- Rates Team has been working closely with retirement villages to ensure any outstanding rebate applications are submitted and processed before the end of April.
- This includes an estimated further \$145,000 across approximately 180 rebates from retirement villages.
- Replacement & Overall of rates team staff members (x4), for better operational work completion & output.
 - Replacements trained & into work completion with consistent eye on speed to value approach, & customer service approach.
 - Ongoing training

- Overall goal when overhauling team of
 - speed to value per above,
 - continuity of service delivery

Transaction Services

Information and metrics for this area will be included in future reports.



**Te Kaunihera
o Te Hiku o te Ika**
Far North District Council

**DELIVERY & OPERATIONS
MONTHLY REPORT**

JANUARY - FEBRUARY 2026

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

Executive Summary

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

Reporting Period: August 2025 – February 2026 – Covering January and February 2026

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

Authors of the following detailed reports include Hilary Sumpter, Group Manager – Delivery & Operations, Trent Blakeman, Manager – Building Services, Mike McMurtrie, Manager – Compliance, Trish Routley, Manager – Resource Consents, Ivan Ashby, Manager – Property & Facilities, and Katie Waiti-Dennis, Manager - Quality.

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Quality	48

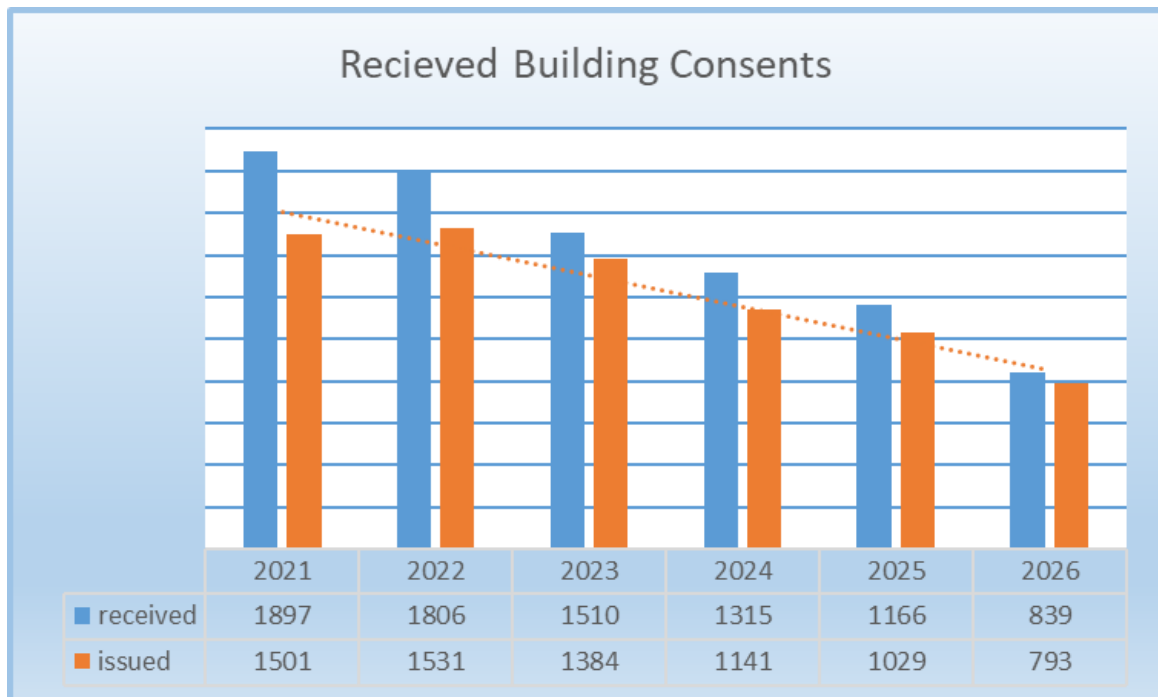
Building Services

Trent Blakeman, Manager – Building Services, reports:

Building Services oversees the full building-control lifecycle. Its Territorial Authority (TA) function deals with public-facing duties such as issuing Project Information Memoranda, Certificates for Public Use and Notices to Fix, as well as monitoring swimming-pool safety, and annual Building Warrants of Fitness. Alongside, the Building Consent Authority (BCA) function assesses and approves building-consent applications, conducts onsite inspections, and issues Code Compliance Certificates and Compliance Schedules, ensuring every consented project meets the standards of the Building Act 2004.

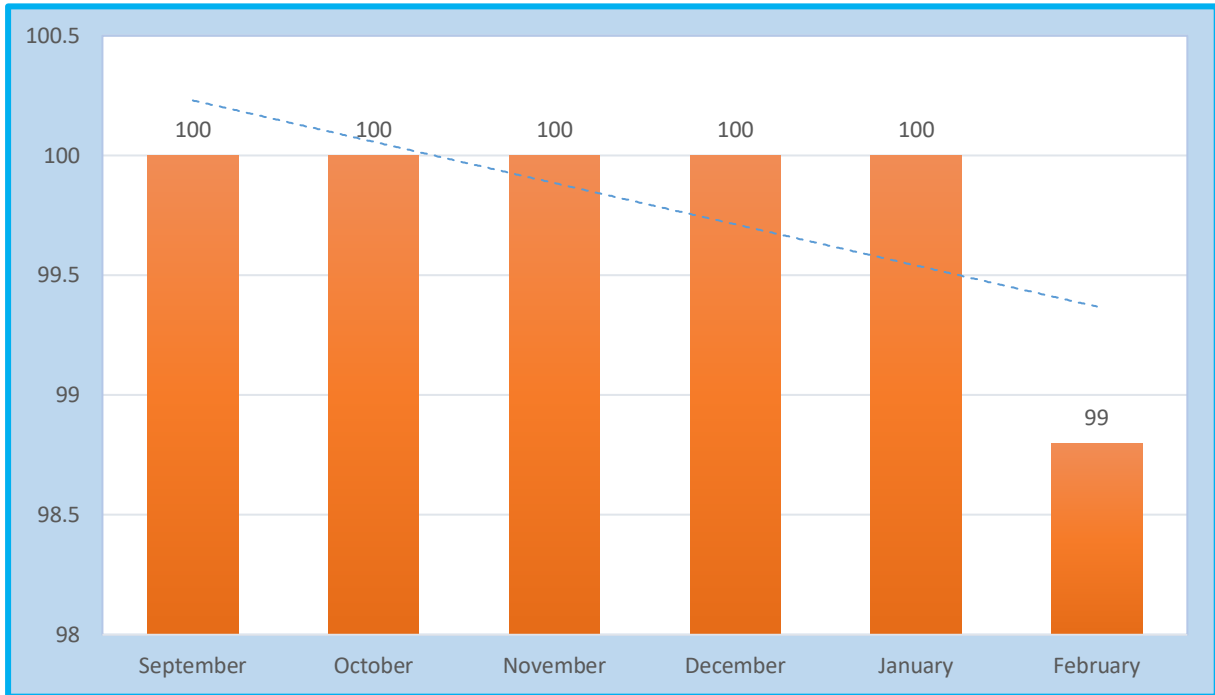
Key Performance Metrics

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



20 Day Statutory Compliance Building Consents

As a Building Consent Authority, reporting our performance against the statutory 20-working-day timeframe is a fundamental measure of our compliance with the Building Act 2004 and our commitment to an efficient consenting process. This key performance indicator demonstrates our public accountability and fosters confidence in the building industry, supporting our district's economic health by ensuring a reliable and timely pathway for construction.



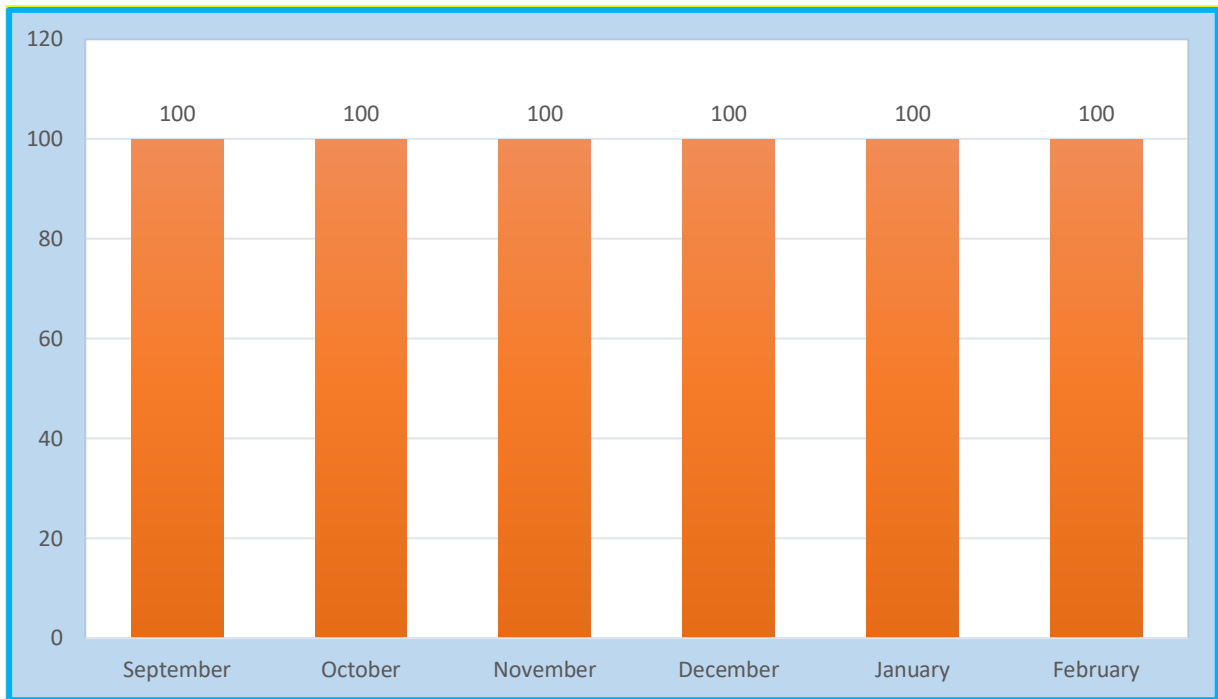
Building Services, Figure 1 – KPI # 1 20 Day Statutory Compliance Building Consents

KPI Report: Analysis of 20-Day Timeframe Compliance (April - September 2025)

- This report outlines our performance against the key performance indicator (KPI) of processing building consents within the statutory 20-working-day timeframe for February which has exceeded the CEO KPI of 95% > . @ 98.8%,
- Building consents for the month of February have been processed on average in 8 statutory days and 13 calendar days.

20 Day Statutory Compliance Code Compliance Certificates

As a Building Consent Authority, reporting our performance against the statutory 20-working-day timeframe is a fundamental measure of our compliance with the Building Act 2004 and our commitment to an efficient certification process. This key performance indicator demonstrates our public accountability and fosters confidence in the building industry, supporting our district's economic health by ensuring a reliable and timely pathway for construction.



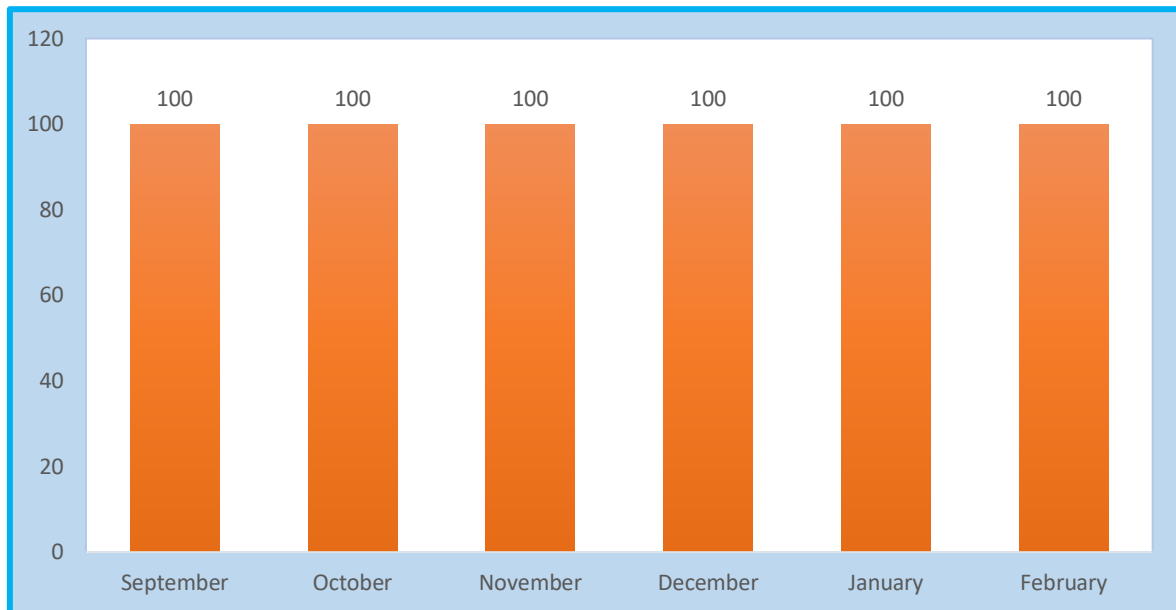
Building Services, Figure 2 – KPI # 2 20 Day Statutory Compliance Code Compliance Certificates

KPI Report: Analysis of 20-Day Timeframe Compliance (September 2025 -February 2026)

- This report outlines our performance against the key performance indicator (KPI) of processing code compliance certificates within the statutory 20-working-day timeframe. February has maintained 100% compliance with 68 CCC's issued on average with 5 working days.

Building Compliance Applications

This KPI tracks the various applications that the building compliance function is responsible for and their statutory compliance as a measure of the related teams' performance. The applications are Certificate of Acceptance, Certificate of public use, Change of use, Exemptions.



Building Services, Figure 3 – KPI # 3 Building Compliance (Bcom) Applications

KPI Report: Building Compliance Applications Analysis

- All building compliance applications are being processed on time and on average in 9 working days, 15 applications in total have been issued in February.

Current reflection of building consent applications received on a yearly basis since 2022.

Compliance

Mike McMurtrie, Manager – Compliance, reports:

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

Operational Highlights for the August 2025 – January 2026 reporting period:

- Realignment of Animal Management Teams to create a North and South team for better operational delivery.
- Increase in pro-active patrolling to reduce roaming dog incidents.
- Increase in enforcement action against non-compliant dog owners.
- Alcohol accord sessions to increase licensed premises knowledge to streamline application processes.
- EHO team publicly recognised for Food Safety.
- Appointment and successful recruitment of new Team Leader and Compliance officer in monitoring team.
- Continued improvement in compliance investigations requiring less abatement notices to achieve outcomes.

Key Performance Metrics

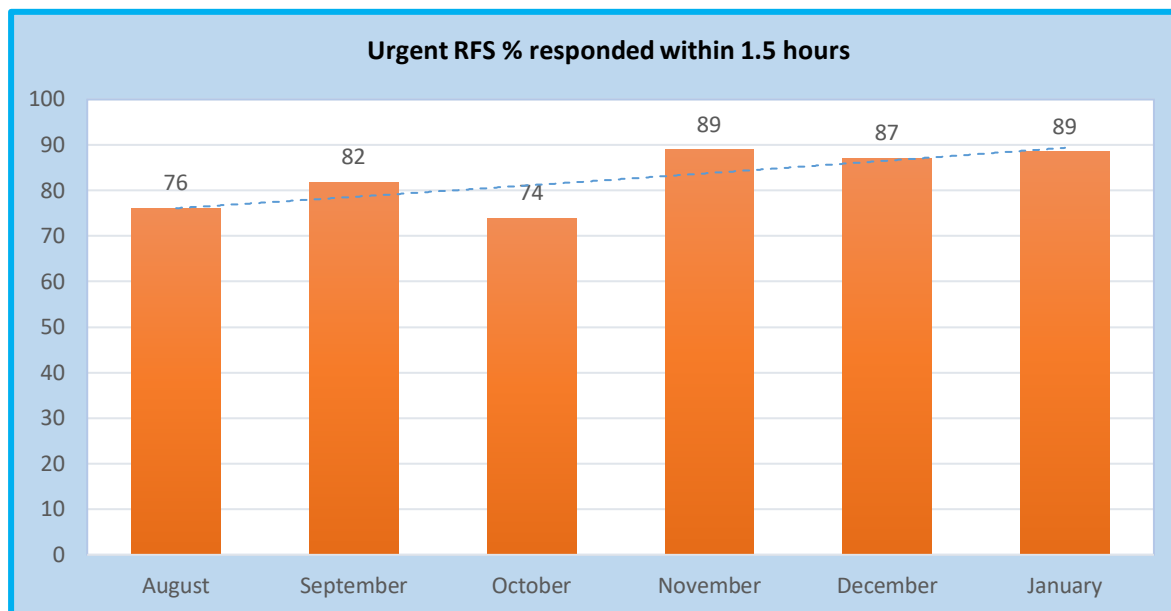
The following pages for January results, includes key performance metrics we track to better understand our business activities. All reporting metrics are reported in a 6-month rolling period (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the illustrated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

Animal Management Urgent Response Time

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

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

Animal Management Staff are expected to acknowledge and contact the customer within 1.5 hours of an RFS being received.



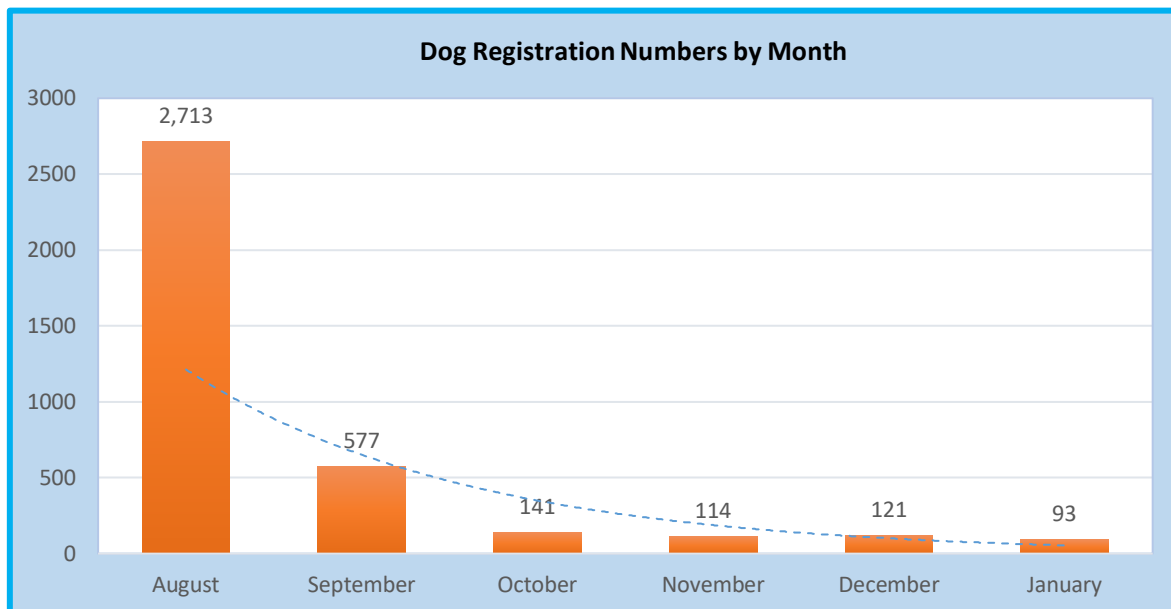
Animal Management – Urgent RFS response.

Urgent response time Analysis

- The Animal Management Team received 258 urgent requests for service during this 6-month period.
- In January, 26 requests were received with 23 being responded to within the target time frame. Of the 3 that did not meet the timeline, one was within 2 hours, with the other two within 24 hours. One of these came in just prior to midnight and was picked up the next morning, with 2 of the 3 being web based historic complaints that may explain the response delay.
- The Animal Management Team received 8 aggressive dogs in a public place request, 4 dog attack on person, 3 dog attack on another dog, with the remaining attack related requests relating to stock, poultry or other animals.
- During the Christmas shutdown period (23rd December 2025-5th January 2026) there was 1 reported dog attack on a person.

Dog Registration Numbers

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



Dog Registration Numbers – Month by Month Analysis.

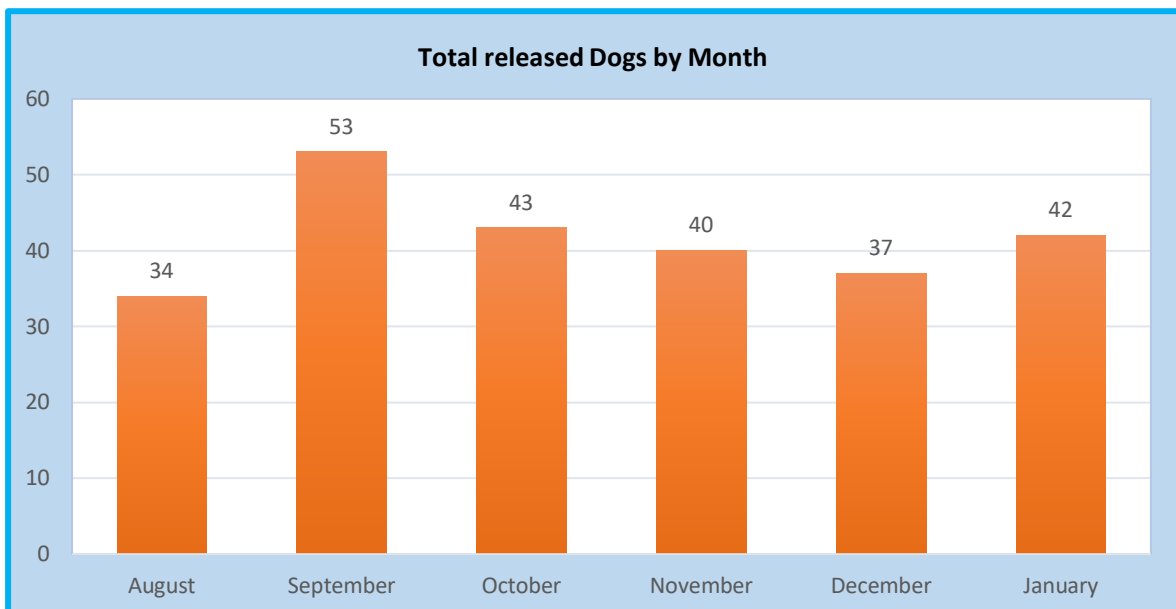
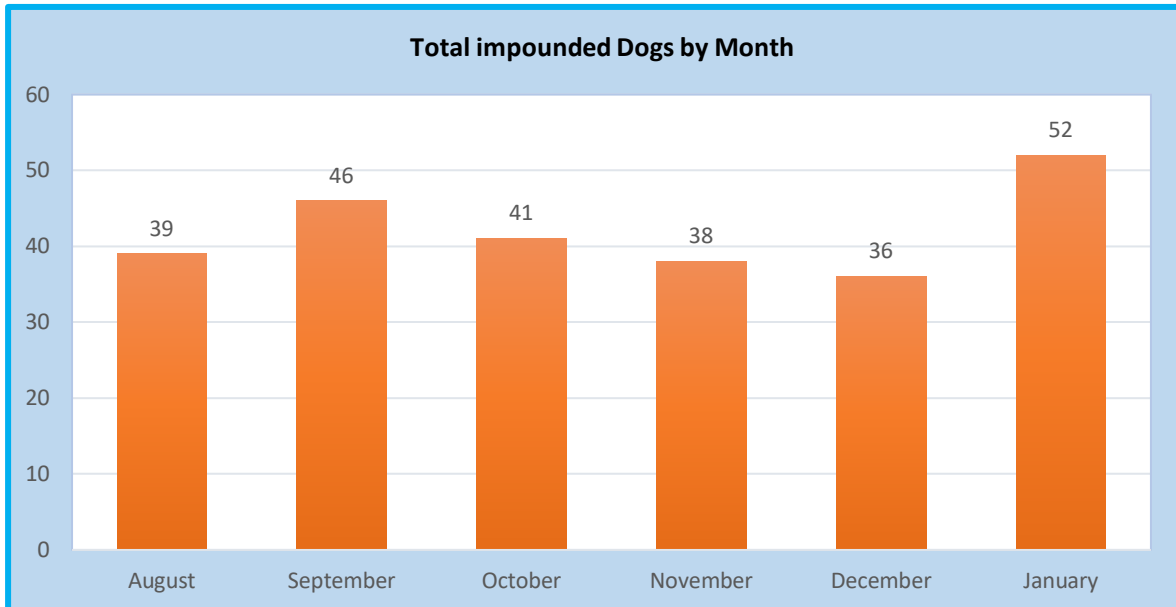
Dog Registration Analysis

- Dog registration is cheapest during July and August through an “early-bird” special which shows through the registration numbers each month.
- At the end of January 2026, there were approximately 7,026 dogs registered with FNDC.
- Registration compliance remains problematic, with many dog owners refusing to register their dogs without reminder, and others failing to notify FNDC of changes in circumstances (death, rehoming etc.).
- In January 2026, the Animal Management Team have started a registration compliance drive through the issuing of infringements.

Impounded and released Dogs

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

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



Impounded and Release Analysis:

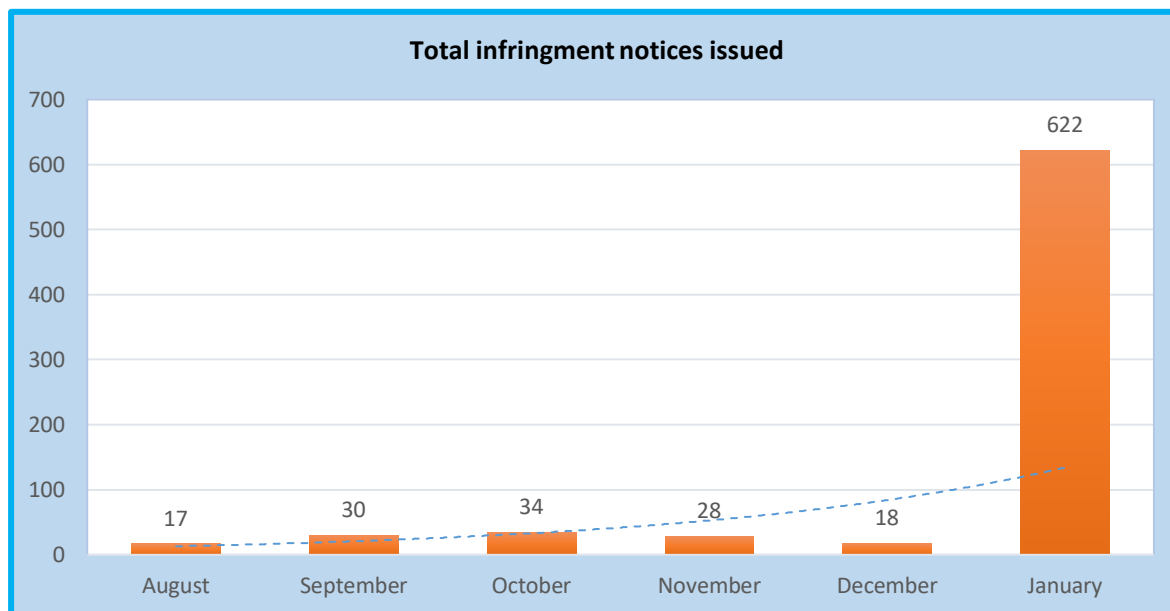
- Impound numbers remain steady each month with straying dogs still a constant problem for Animal Management.
- Animal Management has seen an increase in own dogs being handed in and dogs being seized. Dogs can be seized after an attack or for non-registration or non-compliance with other obligations.

- In January 2026, Animal Management impounded the following 52 dogs for:
 - 10 straying in a public place
 - 29 dogs handed to Animal Management after straying
 - 6 seizures
 - 7 handed in by their owners
- In January 2026, Animal Management released 42 dogs, some of these dogs were from December impounds and some of the January impounded were released in February.
 - 30 were put down after not being claimed or being unsafe to release to the community
 - 9 were claimed
 - 1 was rehomed
 - 2 were uplifted by rescue groups

Animal Management Enforcement Action

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

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



Infringements issued by Animal Management.

Infringement and Enforcement Analysis

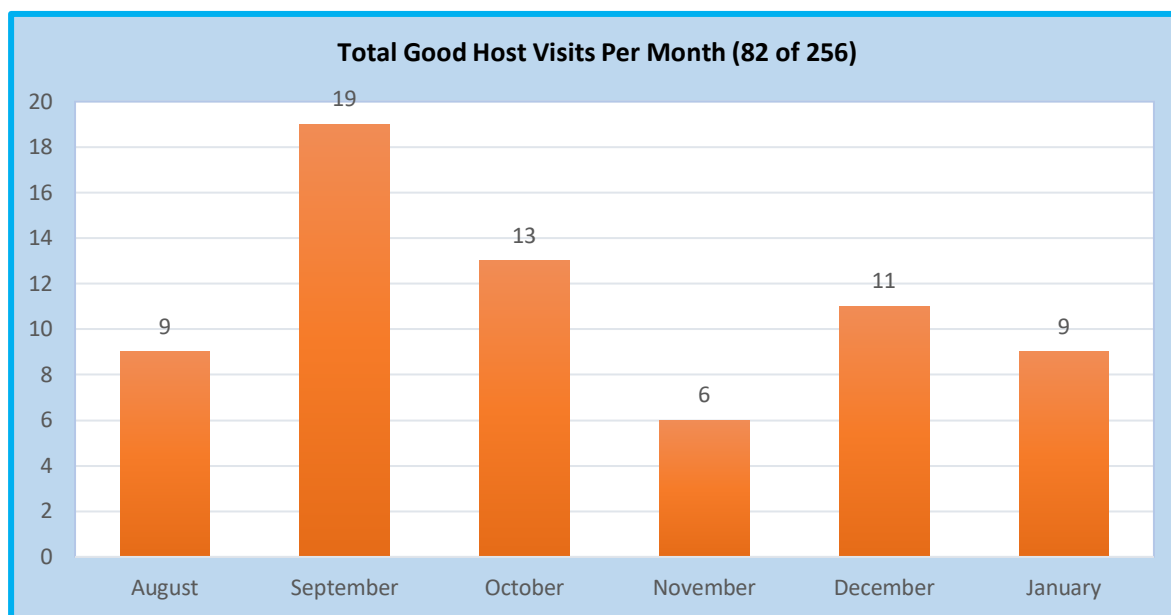
- Animal Management has put an increased emphasis on enforcement against non-compliant and irresponsible dog owners.
- Prior to Christmas 2025, all unregistered dog owners were reminded of their obligations under the Act with penalties likely to be forthcoming if there was continued non-compliance.
- In January 2026, 622 infringements were issued against dog owners by Animal Management. These included:
 - 610 x non-registrations
 - 9 x failure to keep dog under control
 - 2 x failure to comply with bylaw provisions
 - 1 x failure to keep dog confined or controlled (private premises)
- Owners who receive 3 or more infringements within a 24-month period may be classed as probationary or disqualified under the Act. In January 2026, Animal Management classified the following:
 - 0 x probationary
 - 0 x disqualified
- Where dogs are of a certain breed or commit certain acts, they may be classed as menacing or dangerous dogs, which imposes further preventative safety measures on the dog owner for their dog. In January 2026, Animal Management classified the following:
 - 4 x menacing classifications
 - 0 x dangerous classifications

Liquor Licences and Good Host Visits

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

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

FNDC has approximately 256 licensed premises operating within its catchment area.



Good Host Visits completed.

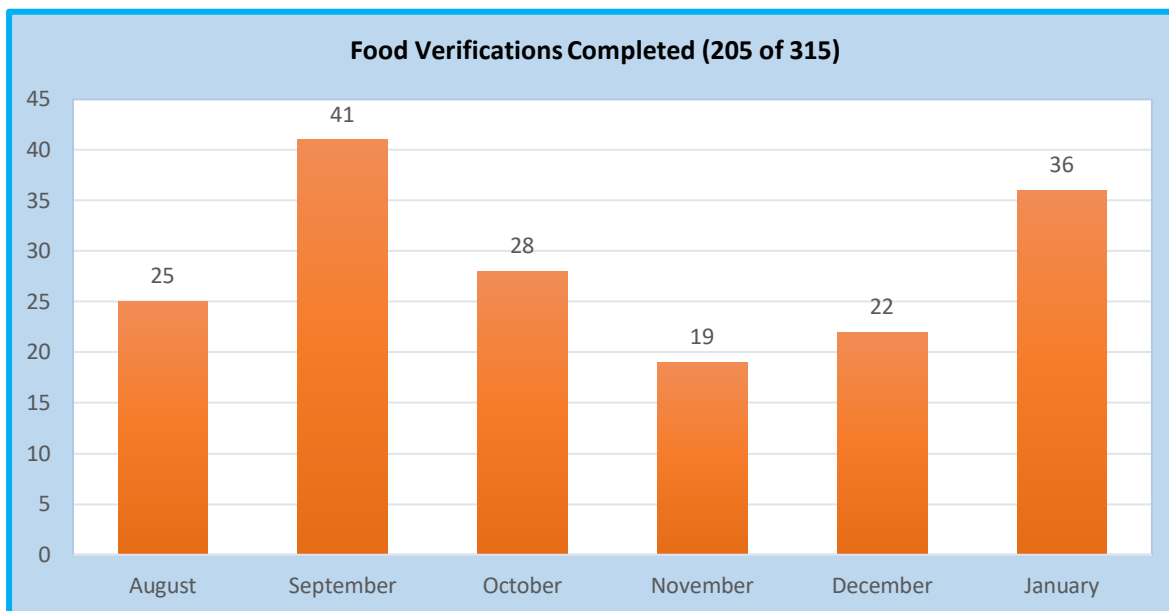
Good Host Visit Analysis

- The total number of premises can fluctuate depending on how many new licences are obtained in any month and how many licences are relinquished. There is no specific target per month to reach, however the ETO officer aims to have all premises visited every financial year.
- Throughout the year, the ETO team conduct accord sessions with various licence holders to assist in regulatory understanding to reduce instances of non-compliance.
- During January 2026, the ETO team was down to 1 officer, while the other was on leave.

Food Premises and Verifications

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

FNDC has approximately 315 premises that require verification. The verification frequency depends on the type of programme (FCP or NP) and the satisfactory outcome of each verification.



Food premises verified each month

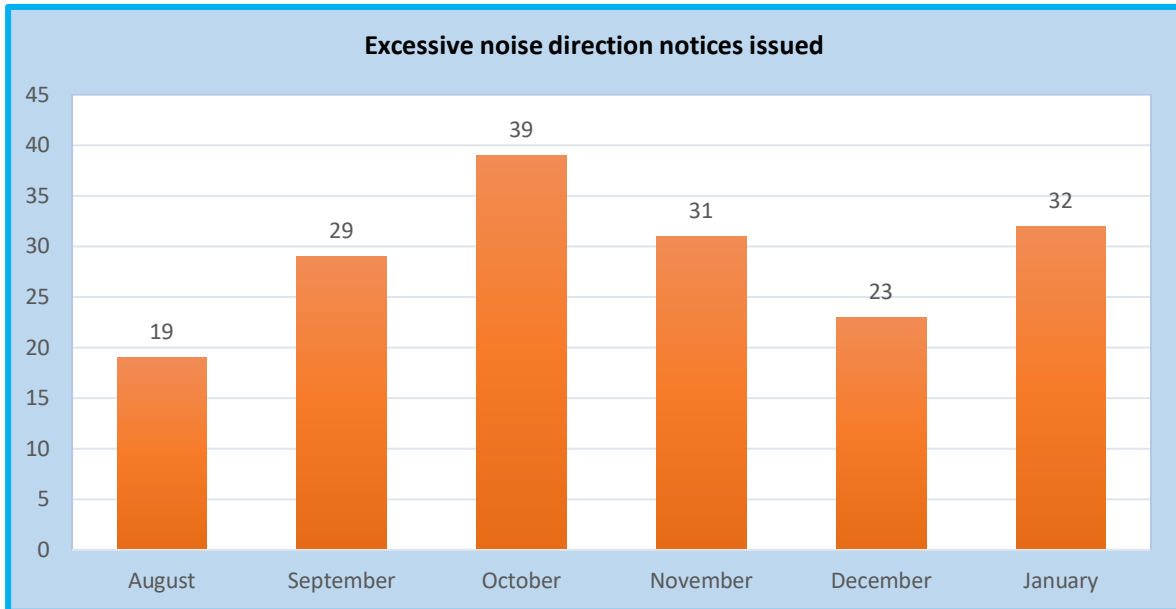
Food Verification Analysis

- There were 39 verifications scheduled for January 2026.
- 2 verifications were cancelled by the operator resulting in 37 completed verifications.
- There is no set target per month for the verifiers to achieve, and usually when a verification doesn't happen it is because an operator is not ready to complete. These will be rescheduled into another month.
- The EHO team are on target to verify all their premises within the financial year.

Noise Control

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

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



Excessive noise directions issued by month.

Noise Control Analysis

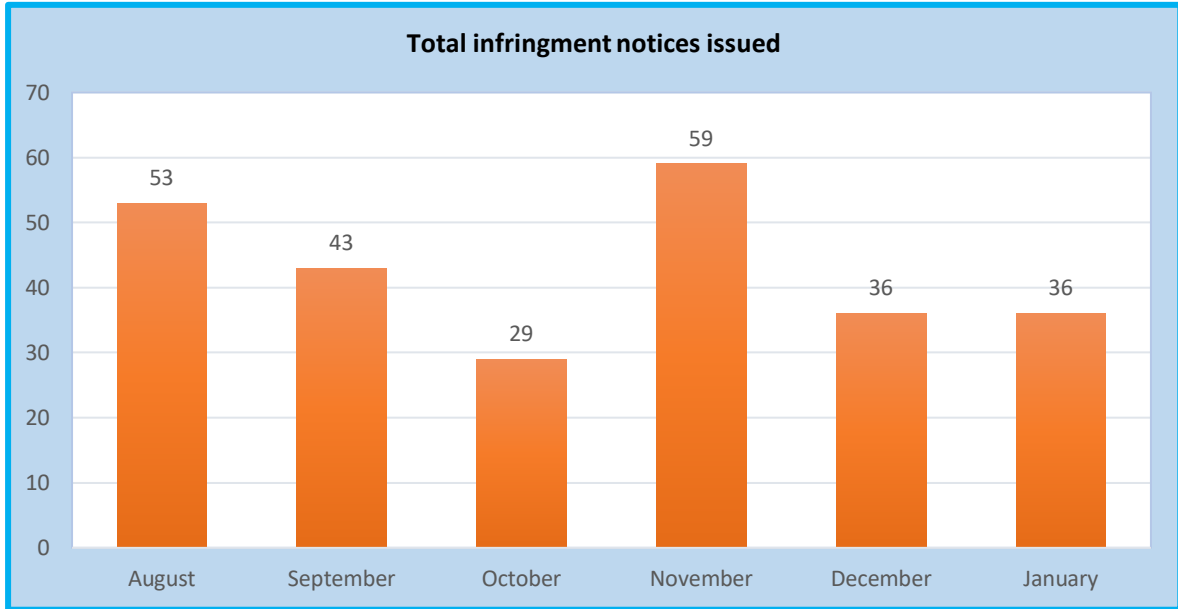
- Failure to comply with an excessive noise direction can result in a seizure of the equipment making the noise. Only 10 seizures were performed during this period with 0 in January.
- There is often an influx of complaints over the summer months as social events continue later into the evening.
- In January there were a further 99 events where no action was taken, showing that in general, voluntary compliance was achieved to reduce excessive noise.

Parking Enforcement

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

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

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



Infringements issued by Parking Warden.

Infringement and Enforcement Analysis

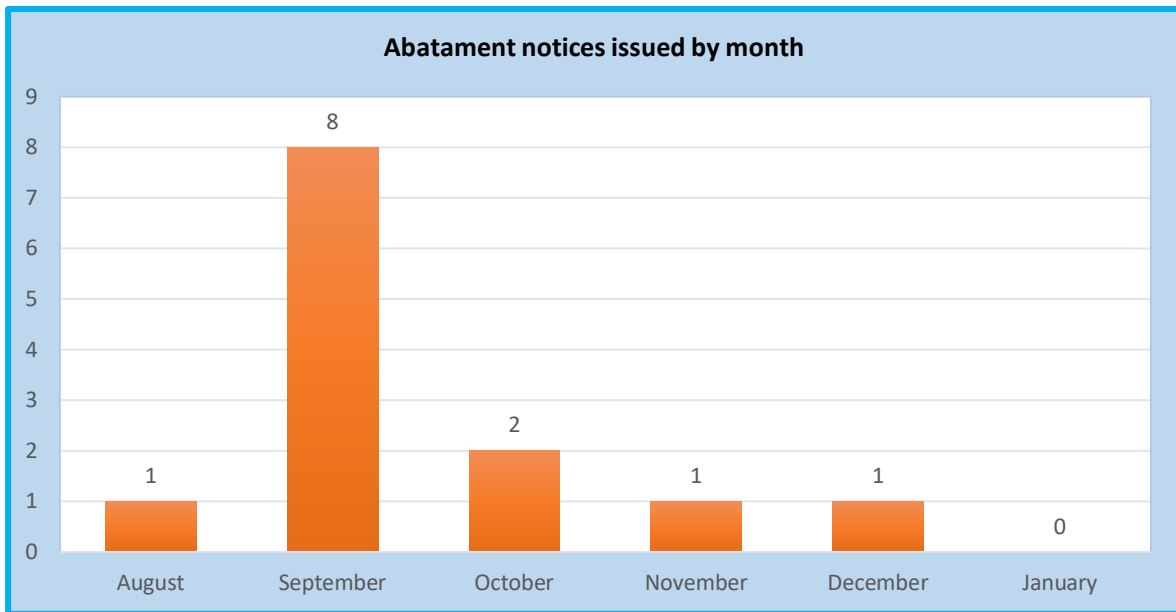
- Consistent numbers of infringements are issued across each month with fluctuations usually dependant on volume of road users.
- The parking warden often engages the community with identified breaches to seek explanation before considering issuing infringements.
- In January 36 infringements were issued with the majority (20) being for parking over one hour in identified zones.

Bylaw and District Plan compliance

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

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

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



Abatement notices issued.

Compliance and Abatement Notice Analysis

- The compliance and monitoring received approximately 1000 requests for service every year with between 5-10 of these becoming formal investigations each month.
- Over the period above, voluntary compliance was reached on most occasions with 0 abatement notices being required for 3 formal investigations.

Operational Highlights for the September 2025 – February 2026 reporting period

- Realignment of Animal Management Teams to create a North and South team for better operational delivery.
- Increase in pro-active patrolling to reduce roaming dog incidents.
- Increase in enforcement action against non-compliant dog owners.
- Alcohol accord sessions to increase licensed premises knowledge to streamline application processes.
- EHO team publicly recognised for Food Safety.
- Appointment and successful recruitment of new Team Leader and Compliance officer in monitoring team.
- Continued improvement in compliance investigations requiring less abatement notices to achieve outcomes.
- Officer from Auckland Council came North to provide training package for dog safety programme which is being delivered in schools from Term 2, 2026. Full timetable to be confirmed with respective Principals.

Key Performance Metrics

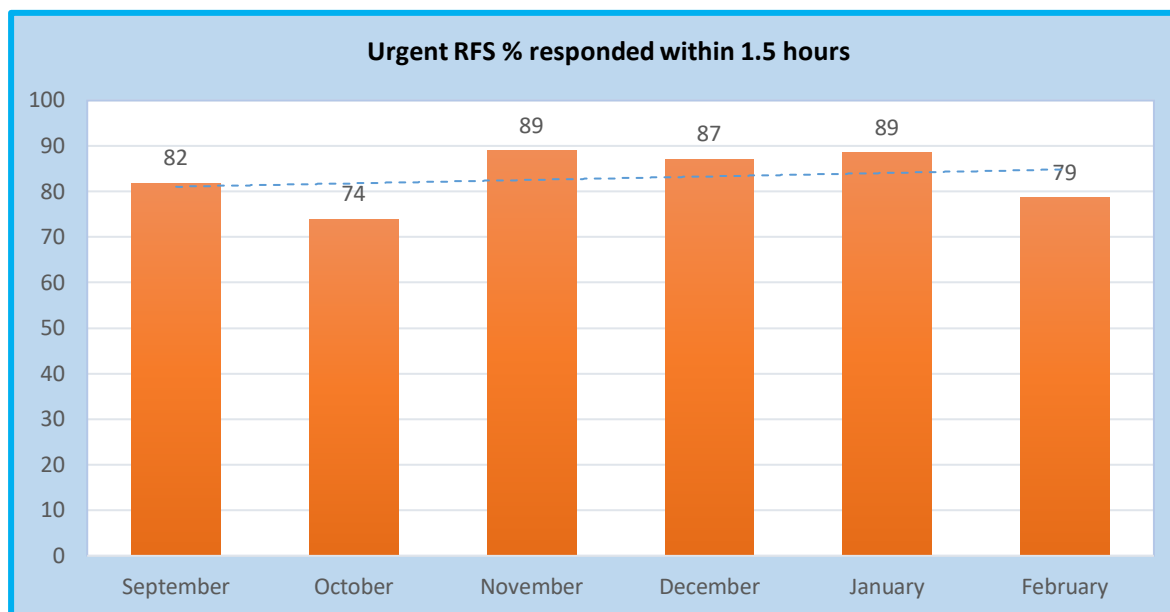
The following pages for February reporting, includes key performance metrics we track to better understand our business activities. All reporting metrics are reported in a 6-month rolling period (hereafter referred to the 'reporting period') to help identify trends, dips, and spikes. Analysis of the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

Animal Management Urgent Response Time

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

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

Animal Management Staff are expected to acknowledge and contact the customer within 1.5 hours of an RFS being received.



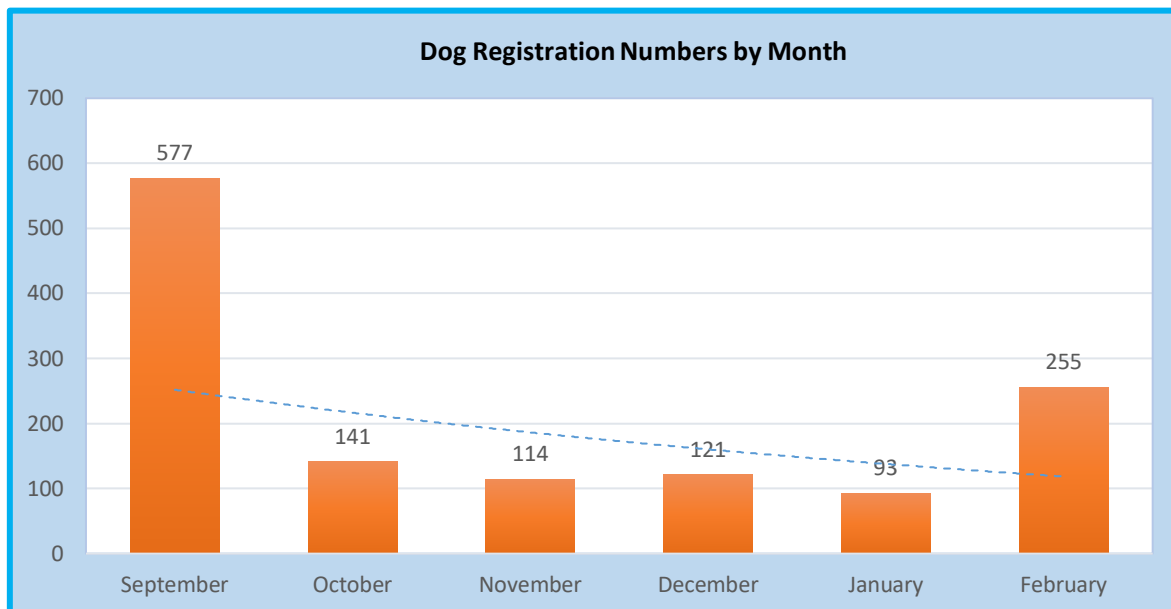
Animal Management – Urgent RFS response.

Urgent response time Analysis

- The Animal Management Team received 254 urgent requests for service during this 6-month period.
- In February, 42 requests were received with 33 being responded to within the target time frame. Of the 9 that did not meet the timeline, all except 1 were responded to within 24 hours. Staffing shortages (particularly in the Southern team, have contributed to delayed response times but should improve as a full complement returns in March/April).
- The Animal Management Team received 14 aggressive dogs in a public place request, 8 dog attack on person, 9 dog attack on another dog, with the remaining attack related requests relating to stock, poultry or other animals.

Dog Registration Numbers

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



Dog Registration Numbers – Month by Month Analysis.

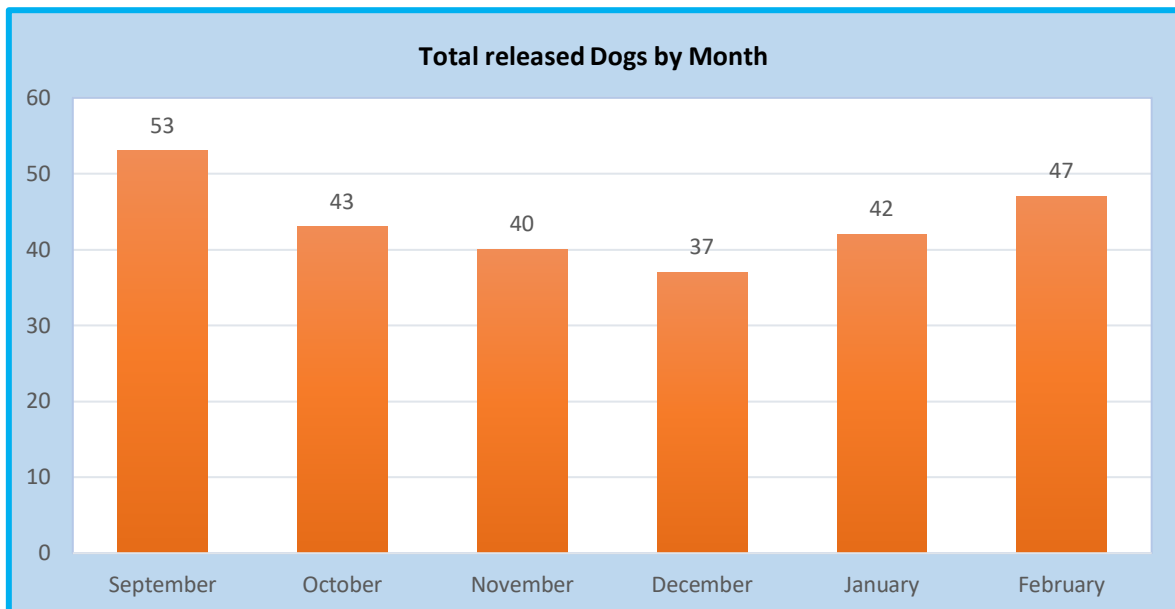
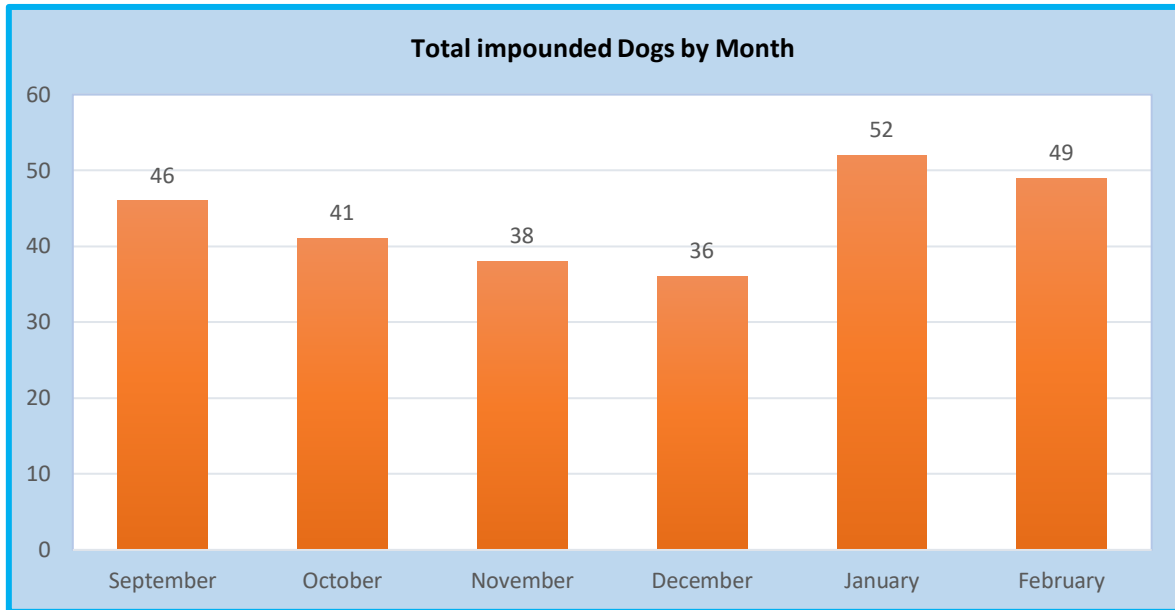
Dog Registration Analysis

- Dog registration is cheapest during July and August through an “early-bird” special which shows through the registration numbers each month.
- At the end of February 2026, there were approximately 7,281 dogs registered with FNDC.
- Registration compliance remains problematic, with many dog owners refusing to register their dogs without reminder, and others failing to notify FNDC of changes in circumstances (death, rehoming etc.).
- The registration compliance initiative that begun in January has had an impact into the increase in registration compliance in February with 255 registrations compared to 126 in February 2025.

Impounded and released Dogs

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

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



Impounded and Release Analysis:

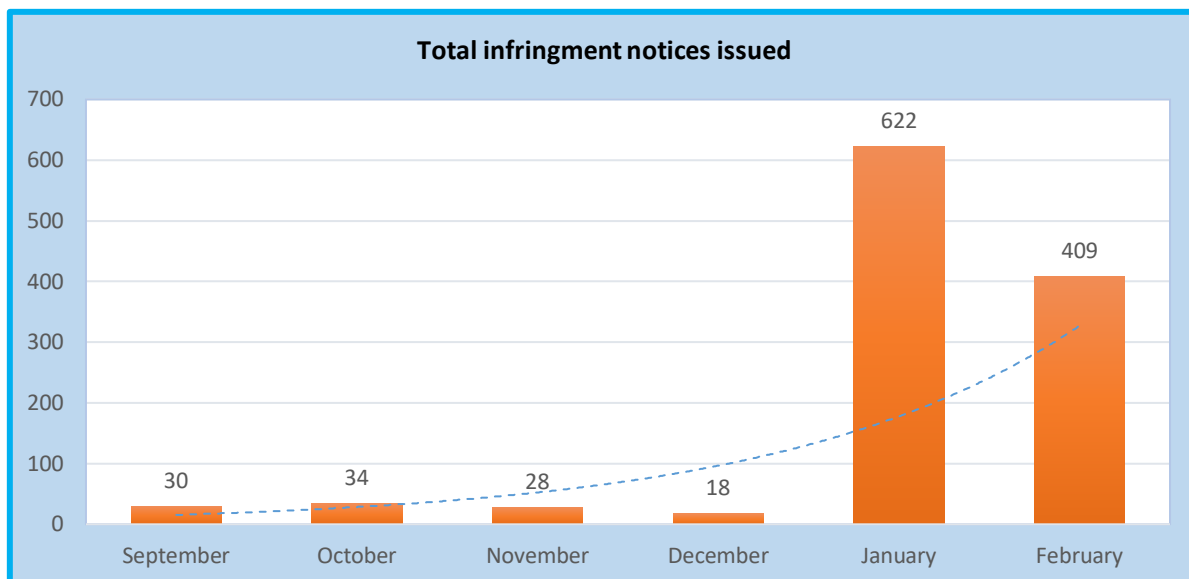
- Impound numbers remain steady each month with straying dogs still a constant problem for Animal Management.
- Animal Management has seen an increase in own dogs being handed in and dogs being seized. Dogs can be seized after an attack or for non-registration or non-compliance with other obligations.

- In February 2026, Animal Management impounded the following 49 dogs for:
 - 14 straying in a public place
 - 16 dogs handed to Animal Management after straying
 - 13 seizures
 - 6 handed in by their owners
- In February 2026, Animal Management released 42 dogs, some of these dogs were from December impounds and some of the January impounded were released in February.
 - 19 were put down after not being claimed or being unsafe to release to the community
 - 16 were claimed
 - 3 were rehomed
 - 9 were uplifted by rescue groups

Animal Management Enforcement Action

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

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



Infringements issued by Animal Management.

Infringement and Enforcement Analysis

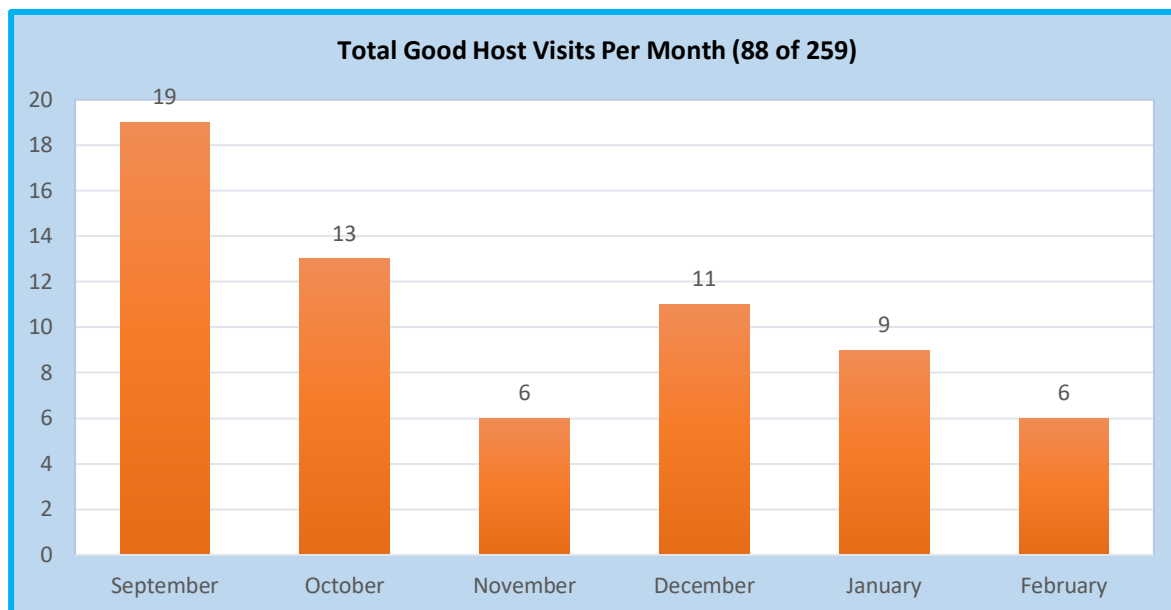
- Animal Management has put an increased emphasis on enforcement against non-compliant and irresponsible dog owners.
- Prior to Christmas 2025, all unregistered dog owners were reminded of their obligations under the Act with penalties likely to be forthcoming if there was continued non-compliance.
- In February 2026, 409 infringements were issued against dog owners by Animal Management. These included:
 - 399 x non-registrations
 - 7 x failure to keep dog under control
 - 2 x failure to comply with bylaw provisions
 - 1 x obstruction of dog control officer
- Owners who commit 3 or more infringements within a 24-month period may be classed as probationary or disqualified under the Act. In February 2026, Animal Management classified the following:
 - 8 x probationary
 - 7 x disqualified
- Where dogs are of a certain breed or commit certain acts, they may be classed as menacing or dangerous dogs, which imposes further preventative safety measures on the dog owner for their dog. In February 2026, Animal Management classified the following:
 - 4 x menacing classifications
 - 0 x dangerous classifications

Liquor Licences and Good Host Visits

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

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

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



Good Host Visits completed.

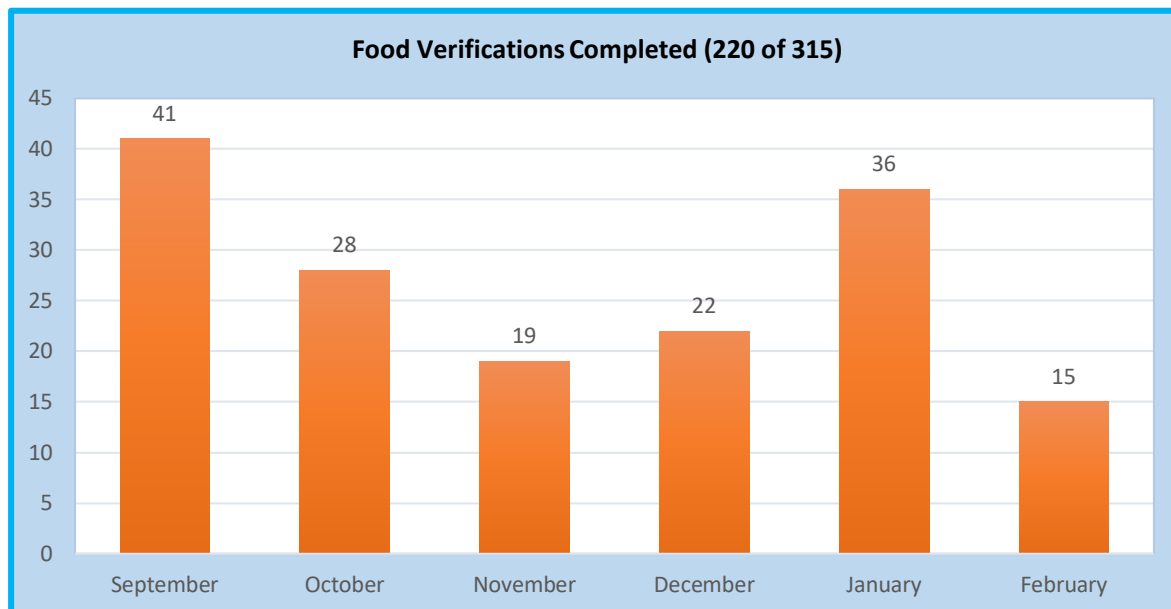
Good Host Visit Analysis

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

Food Premises and Verifications

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

FNDC has approximately 315 premises that require verification. The verification frequency depends on the type of programme (FCP or NP) and the satisfactory outcome of each verification.



Food premises verified each month

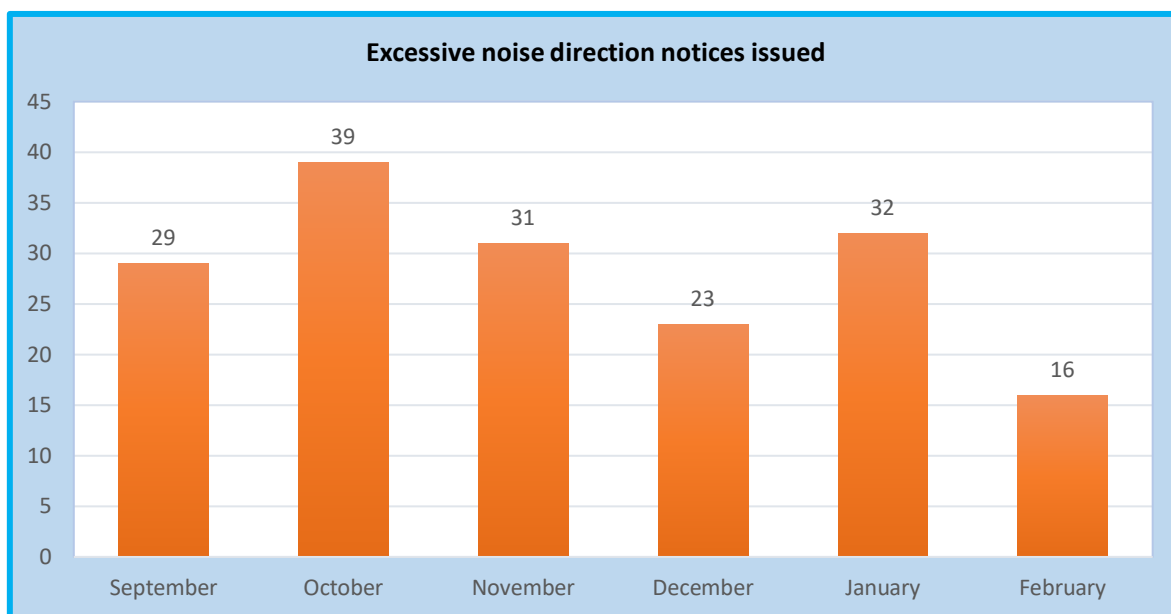
Food Verification Analysis

- There were 17 verifications scheduled for February 2026.
- 2 verifications were cancelled by the operator resulting in 15 completed verifications.
- There is no set target per month for the verifiers to achieve, and usually when a verification doesn't happen it is because an operator is not ready to complete. These will be rescheduled into another month.
- The EHO team are on target to verify all their premises within the financial year.

Noise Control

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

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



Excessive noise directions issued by month.

Noisie Control Analysis

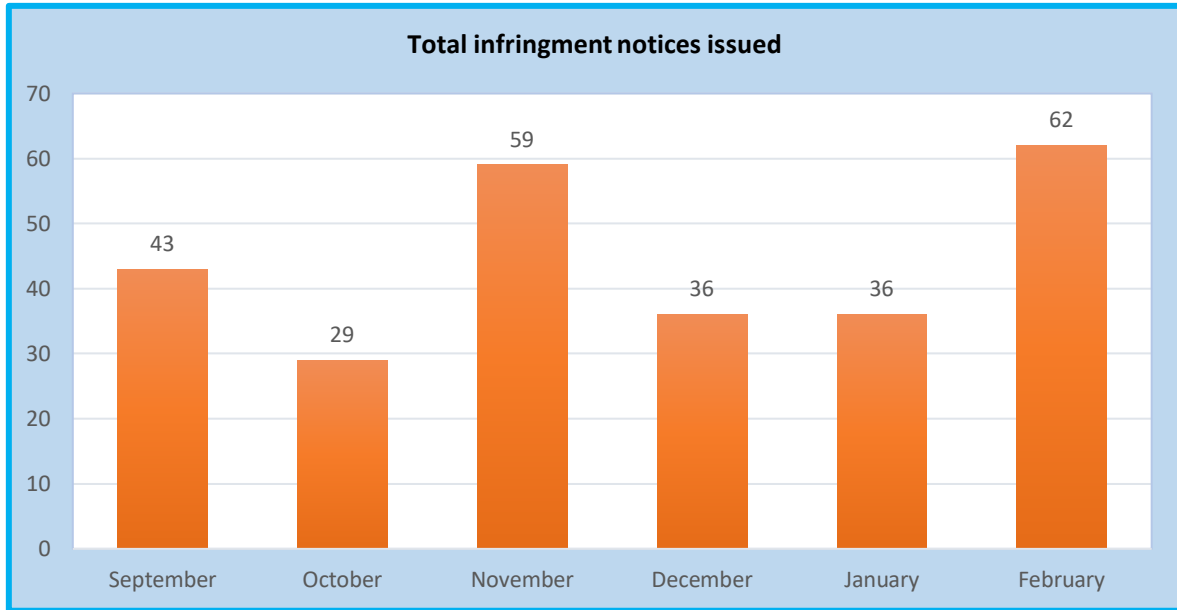
- Failure to comply with an excessive noise direction can result in a seizure of the equipment making the noise. Only 9 seizures were performed during this period with 2 in January.
- There is often an influx of complaints over the summer months as social events continue later into the evening.
- In February there were a further 68 events where no action was taken, showing that in general, voluntary compliance was achieved to reduce excessive noise.

Parking Enforcement

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

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

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



Infringements issued by Parking Warden.

Infringement and Enforcement Analysis

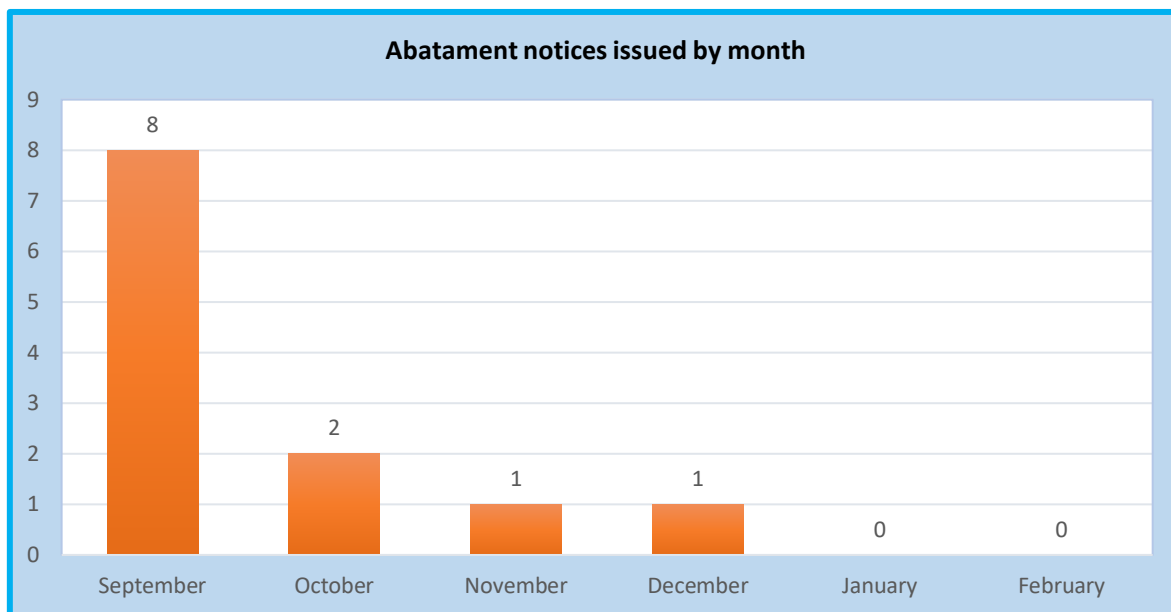
- Consistent numbers of infringements are issued across each month with fluctuations usually dependant on volume of road users.
- The parking warden often engages the community with identified breaches to seek explanation before considering issuing infringements.
- In February 62 infringements were issued with the majority (49) being for parking over one hour in identified zones.

Bylaw and District Plan compliance

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

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

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



Abatement notices issued.

Compliance and Abatement Notice Analysis

- The compliance and monitoring received approximately 1000 requests for service every year with between 5-10 of these becoming formal investigations each month.
- Over the period above, voluntary compliance was reached on most occasions with 0 abatement notices being required for 3 formal investigations.

Resource Consents

Trish Routley, Manager – Resource Consents

Resource Consents carries Council's statutory duties under the Resource Management Act 1991 and Local Government Act 2002. Two planning teams, an engineering team and an RMA-support hub now process almost all consent applications internally, engaging external specialists only for conflicts of interest or complex peer reviews. This model enables faster decision-making and stronger local oversight of subdivision, land-use and other related proposals.

Operational Highlights: August 2025 to January 2026

- **Internalised Consent Processing:** Three applications are with consultants due to staff vacancies and conflicts of interest. Only one consultant engineer has been used in the current financial year.
- **Sustained Statutory Compliance:** The Department is sitting at a 99.9% statutory compliance rate for the 2025/26 financial year, looking to improve the previous financial year compliance rate of 90%.
- **Cost and Efficiency Improvements:** Transitioning engineering work in-house and streamlining reporting have demonstrably lowered average consent costs in recent months, delivering tangible savings for applicants and contributing to enhanced value for money.
- **Proactive Management of Legacy Consents:** Clear focus on resolving long-outstanding applications has not only improved compliance metrics but also enabled more accurate workload forecasting and resource allocation, ensuring new consents are processed promptly.

Key Performance Metrics –

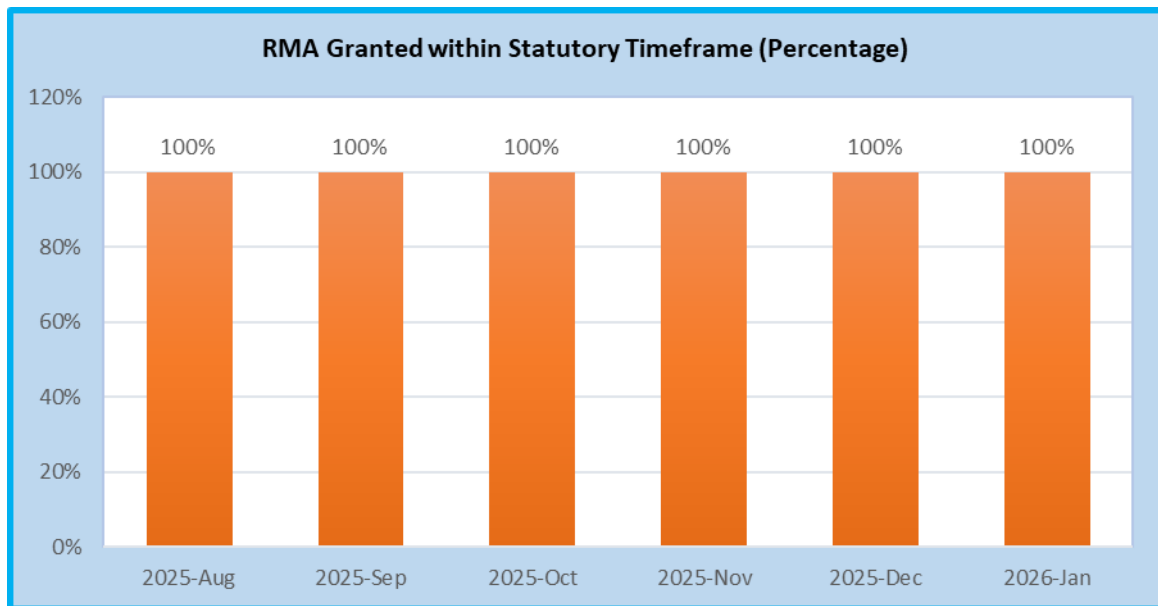
To ensure transparency, accountability, and continuous process improvement, the Resource Consents team reports on five main key performance indicators (KPIs) over a rolling six-month period. These metrics:

- compliance with statutory timeframes,
- average applicant costs, and
- discounts for delayed processing
- consultant cost management
- average working days to process a consent

These provide a clear, data-driven view of both team performance and the applicant experience. Systematic collection and reporting of this information allow the Council to identify operational strengths, address recurring challenges, and respond to shifts in demand or external conditions. In turn, this underpins evidence-based resourcing, service planning, and policy decisions, reinforcing public trust in the efficiency, fairness, and integrity of the consent process

RMA Granted Within Statutory Timeframe

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



Resource Consents, Figure 1 – KPI # 1 RMA Granted or Refused Within Statutory Timeframe.

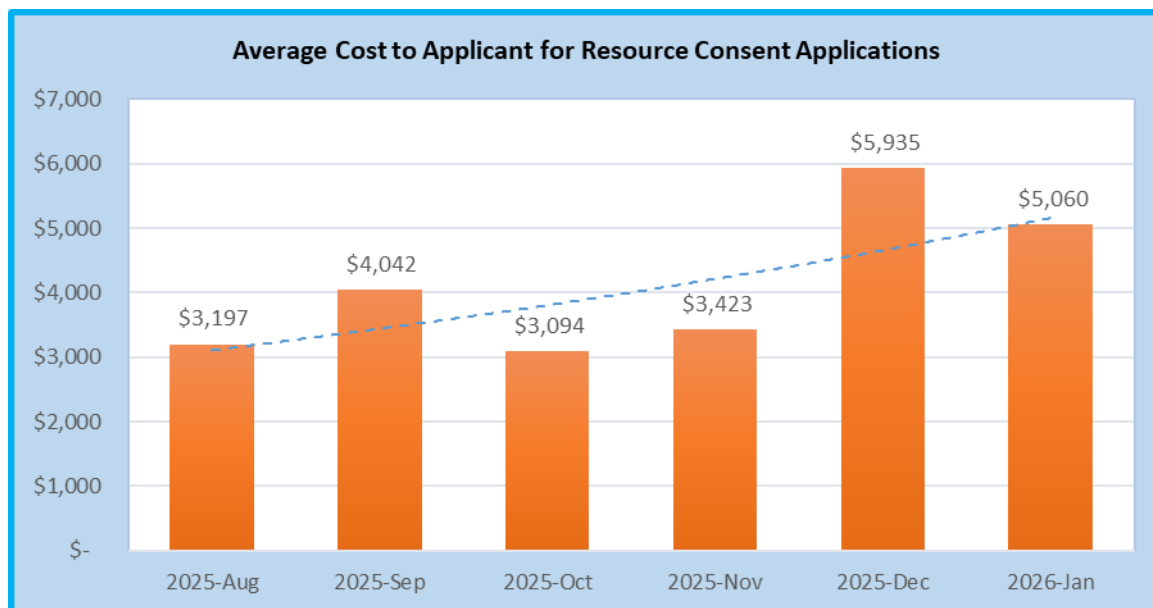
KPI : RMA Granted or Refused Within Statutory Period Analysis

- The Resource Consents team at Far North District Council achieved 100% statutory compliance rate for the sixth month (January) of the financial year 2025/26 financial year.
- Continuous improvements across the Department and turnaround times have been supported by addressing staffing gaps and streamlining standard processes, resulting in more efficient service and better customer outcomes.
- Legacy consents that exceeded statutory timeframes have largely been processed with only four remaining. Therefore, the statutory compliance should only improve in the coming months.

Average Cost to Applicant for Resource Consent Applications

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

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



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

KPI : Average Cost of Land Use Consent Applications Analysis

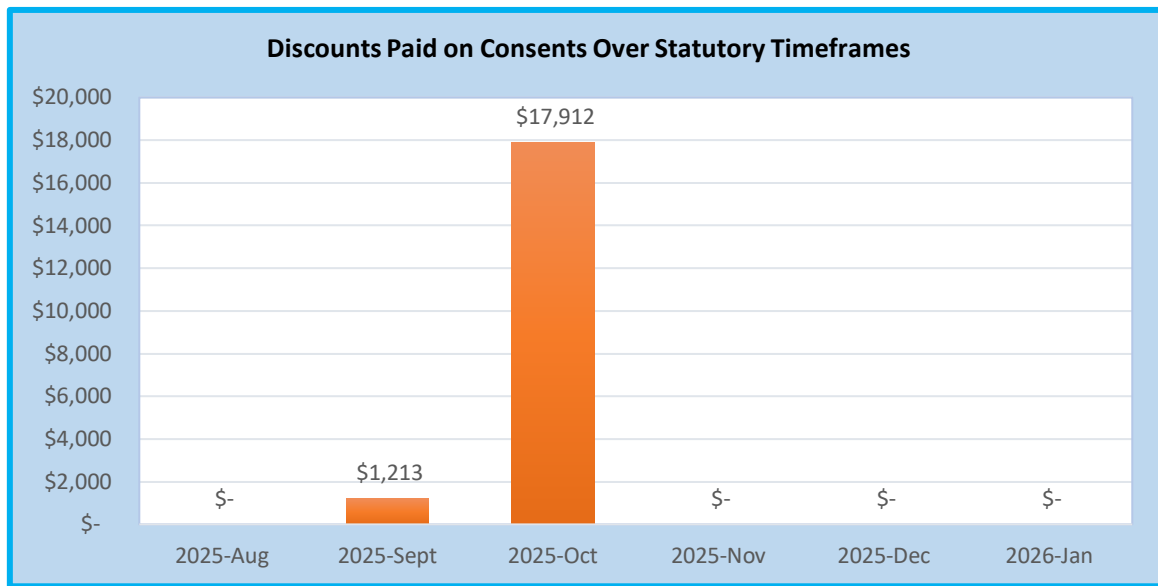
- The average cost of resource consent applications can fluctuate from month to month depending on the complexity and scale of applications being processed during that period. Applications requiring extensive technical assessment, specialist input, or multiple review stages naturally result in higher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

Discounts paid out on Consents over Statutory Timeframes

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

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

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



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

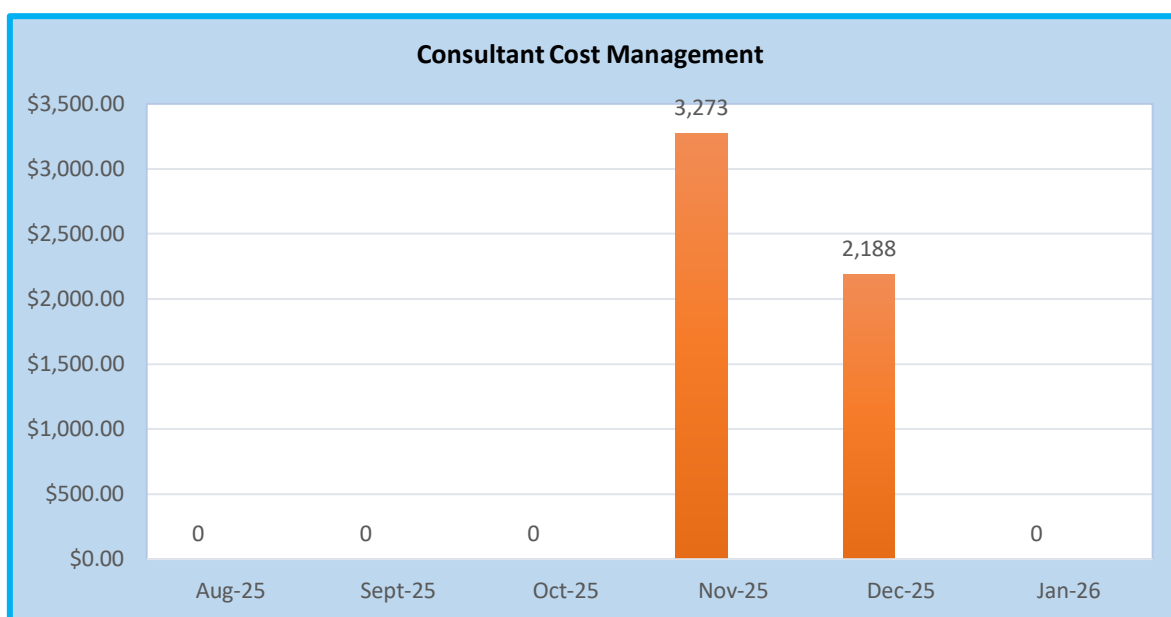
KPI : Discounts paid out on Consents over Statutory Timeframes Analysis

- We are currently tracking six months of 100% compliance, with no discounts applied for applications exceeding statutory timeframes during this period. Any discounts applied relate to legacy applications outside of statutory timeframes. Only 4 such applications of this type remain. The figures above relate to invoices paid by applicants a long time after they were issued.
- The above graph shows August, November, December and January, no discounts paid out.
- The figures in September and October represents two consents from 2024, signed off in June & July, both of these consents were significantly over statutory timeframes and attracted a 50% discount.
- The overall trend in discounts being applied has declined significantly, with the department continuing to work through the remaining legacy consents.

Consultant Cost Management

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

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



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

KPI : Consultant Cost Management Analysis

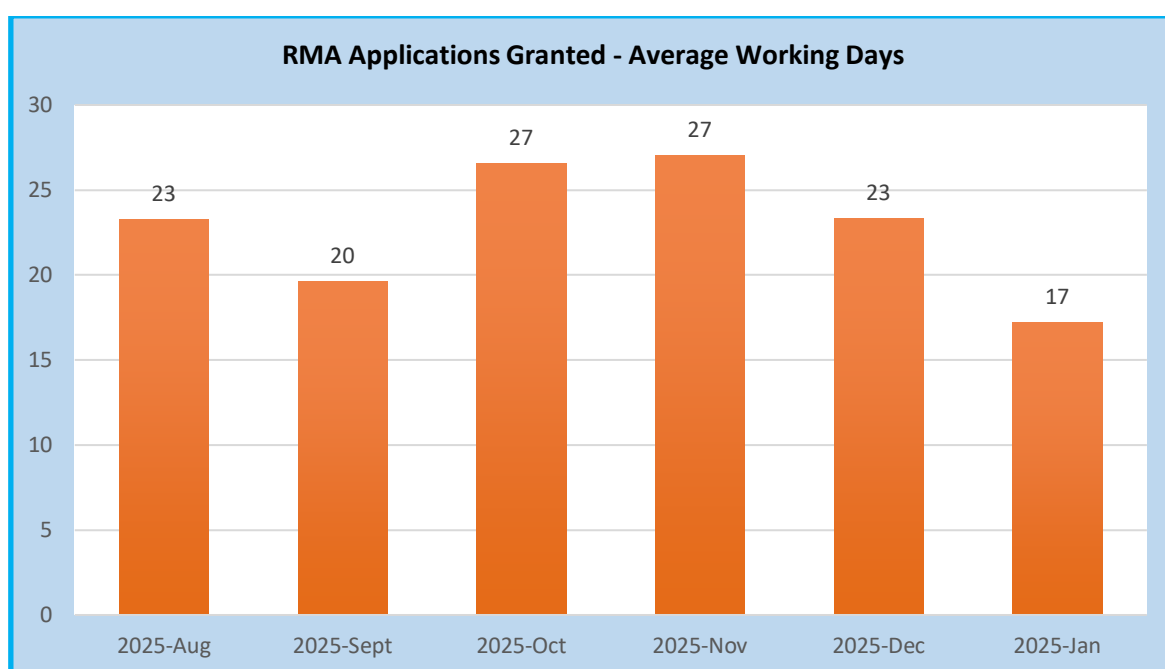
- Consultant expenditure remains low, reflecting the department’s continued focus on internalising resource consent processing functions.
- Limited consultant engagement during this period relates primarily to legacy applications and instances where conflicts of interest required independent review.
- Overall consultant use remains minimal compared with previous years, demonstrating improved internal capacity and cost management.

RMA Applications Granted - Average Working Days (Days)

This indicator measures the average number of working days taken to process and issue decisions on resource consent applications. It provides a useful measure of processing efficiency and complements statutory compliance reporting by showing how long applications take to complete in practice.

While statutory timeframes generally require decisions within 20 working days, section 37 of the Resource Management Act enables councils to extend these timeframes where applications are complex or additional information is required. As a result, average processing times may exceed 20 working days while still remaining fully compliant with statutory requirements.

Monitoring this KPI over time provides transparency, supports performance assessment, and helps distinguish between efficient processing of straightforward applications and appropriate timeframes for more complex proposals.



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

KPI : RMA Applications Granted - Average Working Days Analysis

- The average working days to decision has remained consistent across the reporting period, with all applications processed within statutory timeframes.
- Instances where the average exceeds 20 working days reflect the appropriate use of section 37, time extensions for more complex applications, rather than delays in processing.
- Monthly variation in average processing times is influenced by the type and complexity of applications finalised, with more complex applications requiring additional assessment and coordination.
- The reduction to 17 working days in January indicates improved processing efficiency and reflects the ongoing benefits of resolving legacy applications and refining internal processes.

Operational Highlights: September 2025 to February 2026

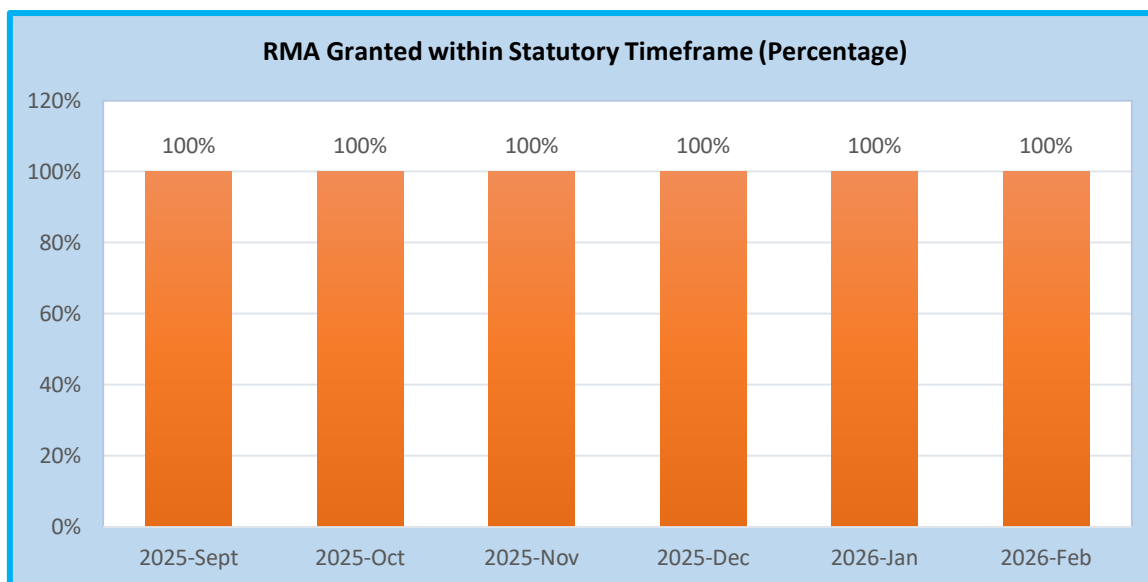
- **Internalised Consent Processing:** Only one application remains with a consultant planner, and no consultant engineers have been used at all in the current financial year.
- **Sustained Statutory Compliance:** The Department is sitting at a 99% statutory compliance rate for the 2025/26 financial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

Key Performance Metrics –

To ensure transparency, accountability, and continuous process improvement, the Resource Consents team reports on six main key performance indicators (KPIs) over a rolling six-month period. These metrics—compliance with statutory timeframes, average applicant costs, discounts for delayed processing, consultant cost management—provide a clear, data-driven view of both team performance and the applicant experience. Systematic collection and reporting of this information allow the Council to identify operational strengths, address recurring challenges, and respond to shifts in demand or external conditions. In turn, this underpins evidence-based resourcing, service planning, and policy decisions, reinforcing public trust in the efficiency, fairness, and integrity of the consent process

RMA Granted Within Statutory Timeframe

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



Resource Consents, Figure 1 – KPI # 1 RMA Granted or Refused Within Statutory Timeframe.

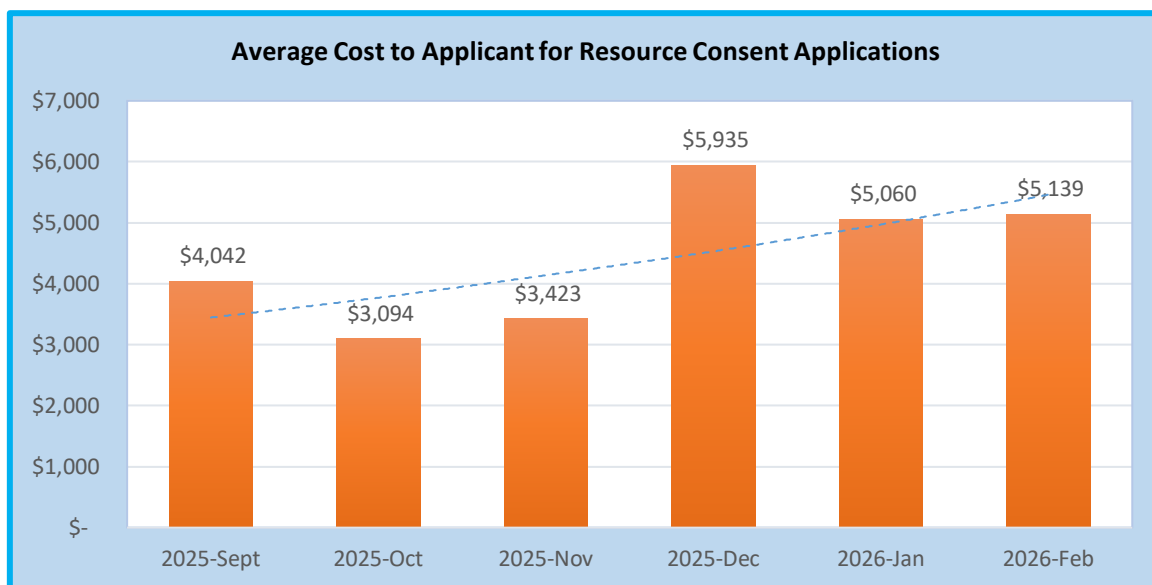
KPI Report: RMA Granted or Refused Within Statutory Period Analysis

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

Average Cost to Applicant for Resource Consent Applications

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

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



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

KPI Report: Average Cost of Land Use Consent Applications Analysis

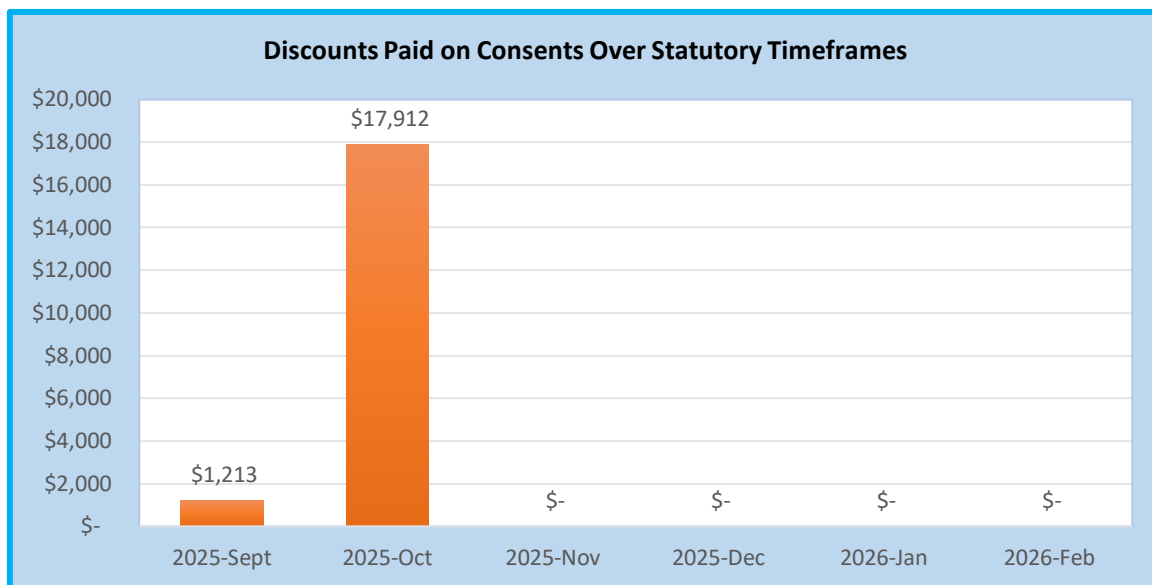
- The average cost of resource consent applications can fluctuate from month to month depending on the complexity and scale of applications being processed during that period. Applications requiring extensive technical assessment, specialist input, or multiple review stages naturally result in higher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

Discounts paid out on Consents over Statutory Timeframes

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

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

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



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

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

- We are currently tracking six months of 100% compliance, with no discounts applied for applications exceeding statutory timeframes during this period. Any discounts applied relate to legacy applications.
- August, November, December and January show no discounts paid.
- The overall trend in discounts being applied has declined significantly, with the department continuing to work through the remaining legacy consents.
- The figures in September and October represents two consents from 2024, signed off in June & July, both of these consents were significantly over statutory timeframes and attracted a 50% discount.

Consultant Cost Management

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

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



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

KPI Report: Consultant Cost Management

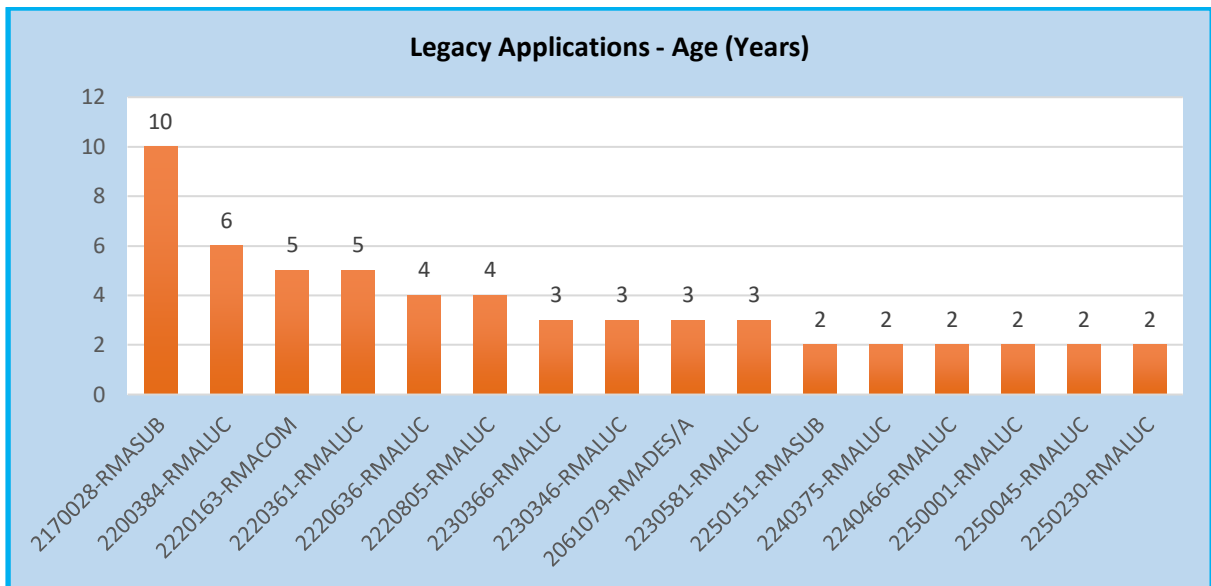
- Consultant expenditure remains low, reflecting the department’s continued focus on internalising resource consent processing functions.
- Consultant expenditure relates to an application from an internal staff member in the RC team that required external consultant for both planning and engineering.
- Overall consultant use remains minimal compared with previous years, demonstrating improved internal capacity and cost management

Legacy Applications

Legacy applications are resource consent applications that have remained open for an extended period due to factors such as incomplete information, applicant delays, or complex technical matters. Monitoring legacy applications provides insight into long-standing workload pressures and supports proactive management of outstanding cases.

It is important to note that all of these applications below remain with statutory timeframes and will not attract a discount under the regulations.

Tracking the age of legacy applications allows the department to prioritise resolution of older files while ensuring that current applications continue to be processed within statutory timeframes. This KPI supports improved workload forecasting and demonstrates the department’s commitment to addressing historic cases while maintaining strong statutory performance.



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

KPI Report: Legacy Applications Analysis

- The number of legacy applications continues to decline as older files are progressively resolved.
- The chart highlights the ten oldest active applications, measured by the number of years since lodgement.
- Several applications remain open due to applicant delays, ongoing technical assessments, or external processes.

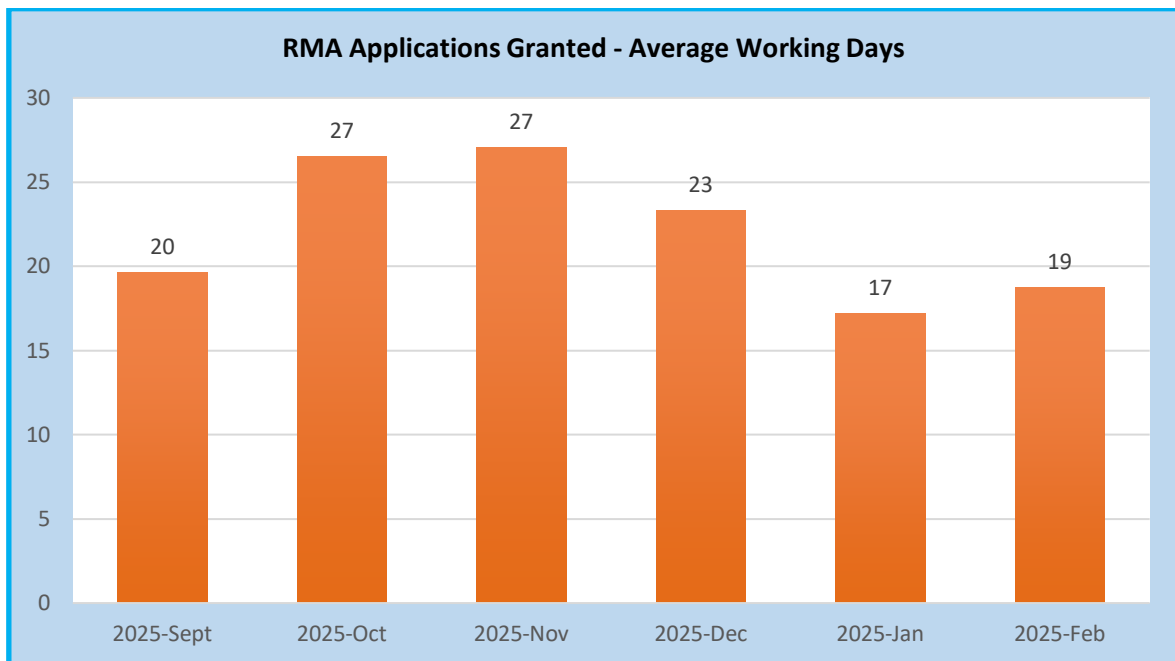
Continued focus on resolving these applications will further strengthen statutory compliance and provide a clearer picture of current operational workloads.

RMA Applications Granted - Average Working Days (Days)

This indicator measures the average number of working days taken to process and issue decisions on resource consent applications. It provides a useful measure of processing efficiency and complements statutory compliance reporting by showing how long applications take to complete in practice.

While statutory timeframes generally require decisions within 20 working days, section 37 of the Resource Management Act enables councils to extend these timeframes where applications are complex or additional information is required. As a result, average processing times may exceed 20 working days while still remaining fully compliant with statutory requirements.

Monitoring this KPI over time provides transparency, supports performance assessment, and helps distinguish between efficient processing of straightforward applications and appropriate timeframes for more complex proposals.



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

KPI Report: RMA Applications Granted - Average Working Days Analysis

The average working days to decision has remained consistent across the reporting period, with all applications processed within statutory timeframes.

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

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

The reduction to 17 working days in January indicates improved processing efficiency and reflects the ongoing benefits of resolving legacy applications and refining internal processes.

Property & Facilities

Ivan Ashby – Property & Facilities

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

Operational Highlights for the January – February 2026 reporting period:

- Overall service demands remained stable across the first quarter of 2026, with only minor variance compared to the same period in 2025.
- Request volumes in January were slightly higher than 2025, before trending marginally downward through February. The teams’ efforts and collaboration with contractors such as Citycare and Focus Paihia in the lead up to and around Waitangi Day celebrations were a positive contributor to keeping RFS numbers down during this period.
- Citycare: The challenges we have had with Citycare and their compliance with the contract, aligning schedules and finance, and itemising issues of concern is currently under review with procurement, before formal discussions occur with Citycare management.
- OCS: Through working with the management team including multiple office walk throughs, there has been a notable, positive change in the standard of cleaning we are receiving, and the addition of a litter collection service around the grounds of HQ. A service issue was identified at Paihia Library regarding non-attendance, which has been dealt with, and there is follow-up to come regarding their staffing and servicing of site. We have received a credit for the missed cleanings.
- Cycle Trail: Hilary and Ivan met with Keteriki to discuss their proposed new route from Opuā to Kawakawa. This will be reviewed for better operational understanding. In the January – February 2026 Monthly update from Trail Manager, Tracey Dalton, included highlights from the Visitor Insights and Performance Summary, January 2026:

Key Metrics

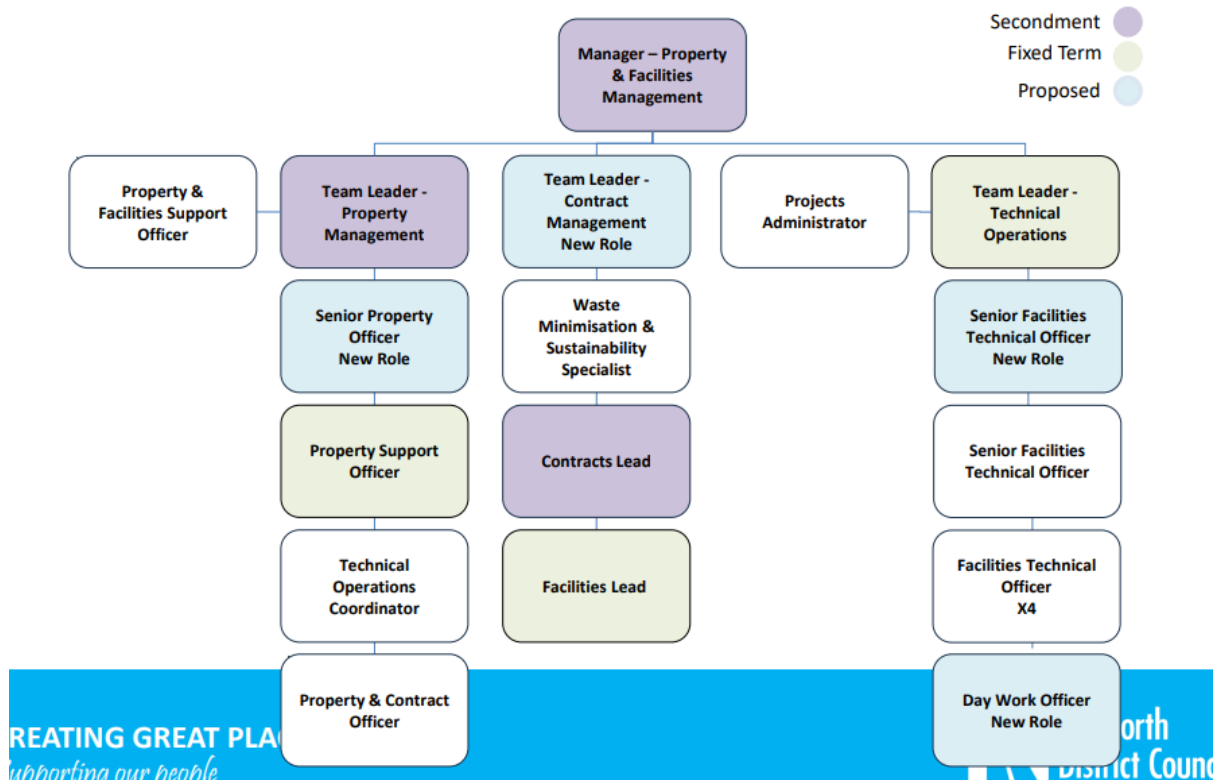
Metric	January 2026	12-Month Avg
Overall Satisfaction	8.3/10	8.8/10
Net Promoter Score (NPS)	42.3	64
Cycling Holiday Visitors	65.4%	64%
Local Use	3.8%	12.1%

Visitor Highlights

Theme	Details
Scenery	Kaikohe–Horeke, Snows Farm widely praised
Heritage	Historic villas, churches, and train experience
Hospitality	Friendly operators and shuttle drivers

Tracey also advised it has been a strong period for summer use and international promotion, including recent film activity at Mangungu Mission House and upcoming podcast interviews later this month, though there are several important safety and maintenance matters requiring attention. While visitation and promotion remain positive, a number of incidents during the month highlight the need for urgent route improvements, vegetation control, and enforcement support on specific sections of the trail.

- Property Management: Team Leader – Property Management has joined as a committee member for reviewing leases within Council, to align and have a better understanding of our future. He and his team are also working through the lease issues and proposals for 11 Matthews Avenue, Kaitaia, and the Rāwene Campus.
- Property & Facilities Structure: The new structure has now been stood up, and we are currently recruiting for the Senior Property Officer and Day Works officer. The Contracts Team Leader role is currently on hold, and approval was sought (and subsequently approved) to re-allocate the budget for this role to support our Waste Minimisation and Sustainability Specialist, with another junior Waste Minimisation Specialist. All other roles within the Property and Facilities are currently being re-sized, before we recruit to fill the vacant Technical Officer position. The new structure is:



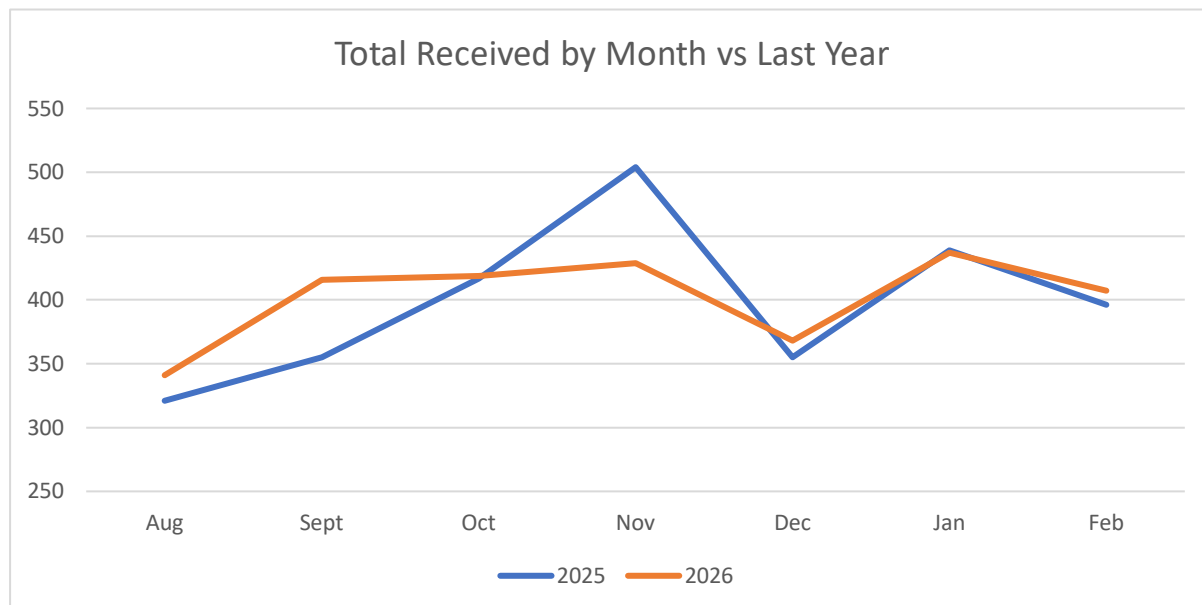
Property and Facilities Management, Figure 1 – New Property and Facilities Management Structure

Key Performance Metrics –

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

Requests Received (Year-on-Year Comparison)

Tracks the total number of service requests received and compares them to the same period in the previous year. It provides insight into demand trends, seasonal fluctuations, and pressure on operational resources. Monitoring this KPI helps ensure appropriate resourcing and forward planning.



Property and Facilities Management, Figure 2– KPI # 1 Request Received, Year-on-Year comparison.

Requests Received (Year-on-Year Comparison) - Analysis

Across the January – February 2026 period:

- **January:** 437 requests received (slightly down from 439 in 2025)
- **February:** 407 requests received (up from 396 in 2025)

Key Insights:

- Request volumes are largely consistent year-on-year.
- February showed a moderate increase, an expected trend with more seasonal visitors to the area, including cruise ships.

Actions:

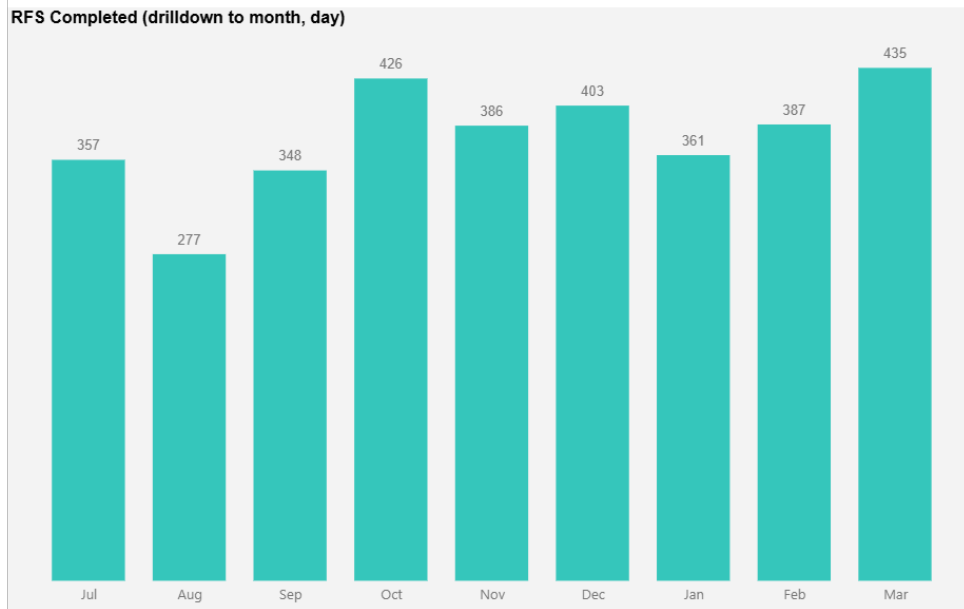
- Continue monitoring monthly fluctuations to identify problem areas in the busier seasonal months.

Trends:

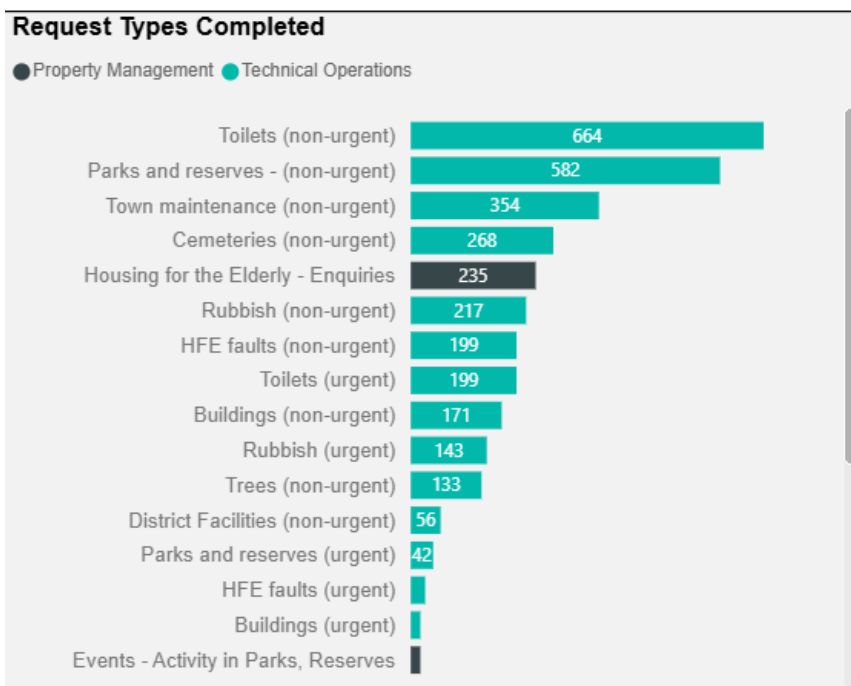
- The 3-month trend shows **minimal variance overall**, suggesting business-as-usual conditions.
- No corrective action required at this stage, though ongoing monitoring is recommended to detect any developing shifts in demand.

Requests Completed

Measures the number of service requests completed within the reporting period. It reflects operational performance, team productivity, and the ability to respond to customer (and elected members) needs in a timely manner.



Property and Facilities Management, Figure 3– KPI # 2 Request Completed



Property and Facilities Management, Figure 4– KPI # 2 Request Types Completed

Requests Completed Analysis

Across the January – February 2026 period:

- **January:** 361 requests completed
- **February:** 387 requests completed

Key Insights:

- Completion volumes are consistent across both months, indicating stable delivery performance.
- Output levels are closely aligned month-to-month.

Actions:

- Maintain current operational processes and workflows, as they are delivering consistent results.
- Review whether completion capacity can be increased slightly to create buffer during higher-demand months.

Trends:

- The trend shows stable performance with no significant spikes or dips.
- This consistency suggests that operational teams are effectively managing workload despite minor fluctuations in incoming requests.

Demand vs Delivery Alignment

Considers the relationship between incoming requests and completed work, providing insight into whether service demands are being met effectively.

Analysis

Request volumes and completion numbers indicate a balanced system, with no significant backlog accumulation evident from the data provided. While request volumes fluctuate slightly, completion rates remain steady, showing efficient prioritisation and workflow management.

Actions:

- Continue tracking backlog levels to ensure demand is consistently met.
- Investigate opportunities to improve throughput during peak periods.

Summary

The January – February 2026 period reflects stable demand, consistent service delivery, and strong operational control. Minor month-to-month fluctuations are within expected ranges and do not indicate any systemic issues. Overall, KPIs for this period have been successfully met, with performance aligning closely to the previous year and demonstrating a reliable and steady service delivery model.

With the new stand-up coming into play, we aim to increase our service output and delivery and become a more proactive team with our maintenance to our buildings, leases and facilities, instead of having to be reactive to issues that arise.

Quality

Katie Waiti-Dennis, Manager – Quality, reports:

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

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

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

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

Operational Highlights for the period of September 2025 to February 2026

- All internal audits for the Building Consent Authority conducted as scheduled
- All internal audits for the Food Verification Agency conducted as scheduled
- An external audit for the Food Verification Agency was completed in January which found the FVA had no non-conformities.

Key Performance Metrics

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

External audit for the Building Consent Authority

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

Internal audits scheduled for the Building Consent Authority

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

The following table shows the number of internal audits conducted for the reporting month / total number of internal audits scheduled for the reporting month:

Internal audits scheduled for the Building Consent Authority						
Reporting Month	Sep	Oct	Nov	Dec	Jan	Feb
# Audits conducted / # Audits scheduled	4 / 4	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3
% of audits conducted	100%	100%	100%	100%	100%	100%

Internal audits scheduled for the Building Consent Authority Analysis

- All internal audits due for the months of January 2026 were conducted as scheduled:
 - **Regulation 17(2)(j) – Communicating with internal and external persons:** The BCA is meeting its obligations in terms of Regulation 17(2)(j). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 2 RECOMMENDATIONS identified during this audit. These findings do not detract from the BCA's performance under this regulation and the overall outcome of the audit. The recommendations included: Moving records from one folder to another; and saving quarterly newsletters to a specific folder in Objective.
 - **Regulation 17(3A) – Making complaints about building practitioners:** The BCA is meeting its obligations in terms of Regulation 17(3A). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. No findings identified during the audit.
 - **Regulation 7(2)(d)(v) – Granting, refusing to grant, and issuing building consents:** The BCA is meeting its obligations in terms of Regulation 7(2)(d)(v). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 3 GENERAL NON-COMPLIANCES & 7 RECOMMENDATIONS.
 - **General Non-Compliance:** Pursuant to section 51(1)(ba) of the Building Act 2004, the Form 5 (building consent template) does not contain a statement that confirms Heritage NZ have been notified.
 - **General Non-Compliance:** Pursuant to section 73(1) of the Act, the Form 5 (building consent template) does not state that specific parties will be notified.
 - **General Non-Compliance:** Some of the trigger dates in Pathway have been recorded incorrectly.
 - **Recommendations:** Most of the recommendations relate to edits to the Quality Manual (adding new clauses; correcting a typo; and updating a hyperlink).
- All internal audits due for the month of February 2026 were conducted as scheduled:
 - **Regulation 9 – Allocating work to competent employees or contractors:** The BCA is meeting its obligations in terms of Regulation 9. The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 1 RECOMMENDATION identified during this audit. This finding does not detract from the BCA's performance under this regulation and the overall outcome of the audit. The recommendation is a minor matter in relation to record-keeping.
 - **Regulation 7(2)(e) – Planning (booking), performing, and managing inspections:** The BCA is meeting its obligations in terms of Regulation 7(2)(e). The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 4 RECOMMENDATIONS identified during this audit. 3 of these relate to minor edits to the Quality Manual. The other recommendation relates to record-keeping.
 - **Regulation 11 – Training employees:** The BCA is meeting its obligations in terms of Regulation 11. The BCA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are completely and effectively implemented. 2 GENERAL NON-COMPLIANCES & 2 RECOMMENDATIONS.
 - **General Non-Compliance:** Some staff training plans are incomplete or missing.
 - **General Non-Compliance:** Some staff Professional Development Logs are blank, and one has not been updated recently.
 - **Recommendation:** Typo in the Individual Training Plan Template.

- **Recommendations:** BCO Training Plan needs to be updated for training recently completed.

External audit for the Food Verification Agency

The internal audit programme is on track for the FVA. In January 2026, an external audit was conducted by JASANZ on the Food Verification Agency. For the third time in a row, there were no non-conformities identified during the audit, by this audit agency (JASANZ) or the previous audit agency (IANZ). This demonstrates the team has a robust quality assurance system that is effectively implemented. The next external audit is scheduled for 18 months (June 2027).

Internal audits scheduled for the Food Verification Agency

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

The following table shows the number of internal audits conducted for the reporting month / total number of internal audits scheduled for the reporting month:

Internal audits scheduled for the Food Verification Agency						
Reporting Month	Sep	Oct	Nov	Dec	Jan	Feb
# Audits conducted / # Audits scheduled	1 / 1	1 / 1	1 / 1	1 / 1	2 / 2	2 / 2
% of audits conducted	100%	100%	100%	100%	100%	100%

Internal audits scheduled for the Food Verification Agency Analysis

- All internal audits due for the month of January 2026 were conducted as scheduled:
 - **Document Control & Scope of Services:** The FVA is meeting its obligations in terms of Document Control & Scope of Services. The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. 1 RECOMMENDATION identified during the audit. This recommendation relates to adding the conditions of the agency's recognition to the Quality Manual under Scope of Services.
 - **Regulation 110(2)(c) – Confidential information:** The FVA is meeting its obligations in terms of Regulation 110(2)(c). The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. No findings identified during this audit.
- All internal audits due for the month of February 2026 were conducted as scheduled.
 - **Registration and Application Process:** The FVA is meeting its obligations in terms of the Registration and Application Process. The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. 1 RECOMMENDATION identified during the audit. This recommendation relates to an individual food business record that does not appear in the MPI reporting tool.
 - **Regulation 110(2)(g & h) – Records:** The FVA is meeting its obligations in terms of Regulation 110(2)(g & h). The FVA has policies, procedures, and a system available to adequately satisfy the requirements of this regulation, and these are consistently and effectively implemented. 1 RECOMMENDATION identified during the audit. This recommendation relates to adding clauses to the Quality Manual to clarify access to records.

**INFRASTRUCTURE GROUP
MONTHLY REPORT**

JANUARY/FEBRUARY 2026

Executive Summary

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

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

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

This monthly report presents a 2-month operational activity update, key metrics and data analysis.

Authors of the following detailed reports include: Tanya Proctor, Head of Infrastructure, Scott Smith, Manager – Waters, Shelley Wharton, Manager – Infrastructure Engineering, Matt Richardson, Manager – Infrastructure Delivery, Mary Moore, Manager – Infrastructure Services.

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Waters

Scott Smith, Manager – Waters, reports:

Operational activity across the district remained high throughout the last 2 months, with notable pressure on the water network due to breaks, outages, and a sustained volume of customer requests. Preventative maintenance performance continued to improve, and wastewater systems experienced several overflow events, mostly minor in volume.

Operational Highlights for the January 2026 to February 2026 reporting period:

- **Water Shortage Management**

The Water Shortage Committee continued to meet weekly to review the operational status of all water supply schemes, with a focus on maintaining continuity of supply while ensuring compliance with regulatory and consent requirements.

Only limited water restrictions were required during the reporting period, although several schemes required close monitoring due to dry conditions. Ōpononi / Ōmāpere and Ōmanaia / Rāwene remained at Level 2 restrictions, while Kerikeri was reduced from Level 2 to Level 1 following improvements in river flows and production capacity.

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

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

Operations and Maintenance Requests for Service were lower during January (239) and February (295) compared with the same period in previous years. Request volumes remained within normal seasonal levels, with the majority of RFS' continuing to occur in the southern area of the district.

- **New Connections**

Service connection activity during January and February 2026 (14) was slightly lower overall than the same period in 2025 (17). The majority of January–February 2026 applications were in the Kerikeri/Waipapa area, with remaining spread across Kaitiāia and Kaikohe. Water connections made up the largest share of applications (around 40%), followed by wastewater connections (around 35%), with the balance relating to stormwater. February accounted for most of the period's activity and reflects a return to more typical post-holiday demand.

- **Kāeo Water Supply**

The Water Services team has continued to operate the water supply under direction from Taumata Arowai, with positive feedback received from the community during this period. In parallel, the Infrastructure Delivery team is progressing the development of long-term solutions to present to Taumata Arowai, to establish a sustainable and fit-for-purpose approach to supplying water to the community. This work is due for completion by the end of March 2026, and once a final decision is confirmed, delivery will commence as soon as practicable.

- **Land Drainage**

Regular meetings were held with Land Drainage Committee representation, supported by site visits to review drain conditions. Work focused on completing the remaining Management Plans for final review.

Spray maintenance was mainly carried out in the Kaitiāia area. Engagement with local digger contractors for drain cleaning included onsite visits to assess drain conditions and scope the works. Scoping and quotations have taken longer than expected because the drains varied across sites, resourcing, so more time was needed to confirm pricing and scope before physical works could start.

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

Work on the district-wide SCADA upgrade programme continued during January and February. Upgrades to remote monitoring equipment are now approximately 80% complete, improving the reliability of system information and alerts across water and wastewater assets.

Progress was also made on strengthening the systems that support SCADA operations, improving overall stability and resilience. Planning and testing activities continued in preparation for the upcoming system changeover, with a focus on maintaining uninterrupted operational oversight.

Control equipment upgrades were completed at several sites, increasing automation reliability and improving response to faults.

Operational Risks and Issues

Wastewater compliance remains the most significant operational risk. Some treatment plants continue to experience difficulty meeting existing resource consent conditions and updated wastewater standards, particularly where assets are ageing and capacity is constrained.

Regulatory engagement has shifted, with abatement notices increasingly being issued as an initial response. This has resulted in a higher number of abatement notices over the past months and increased compliance management effort.

Water network condition also continues to impact operations. An increase in main breaks is affecting continuity-of-service performance, and several fire hydrants require upgrading, presenting potential service and safety risks during emergency responses.

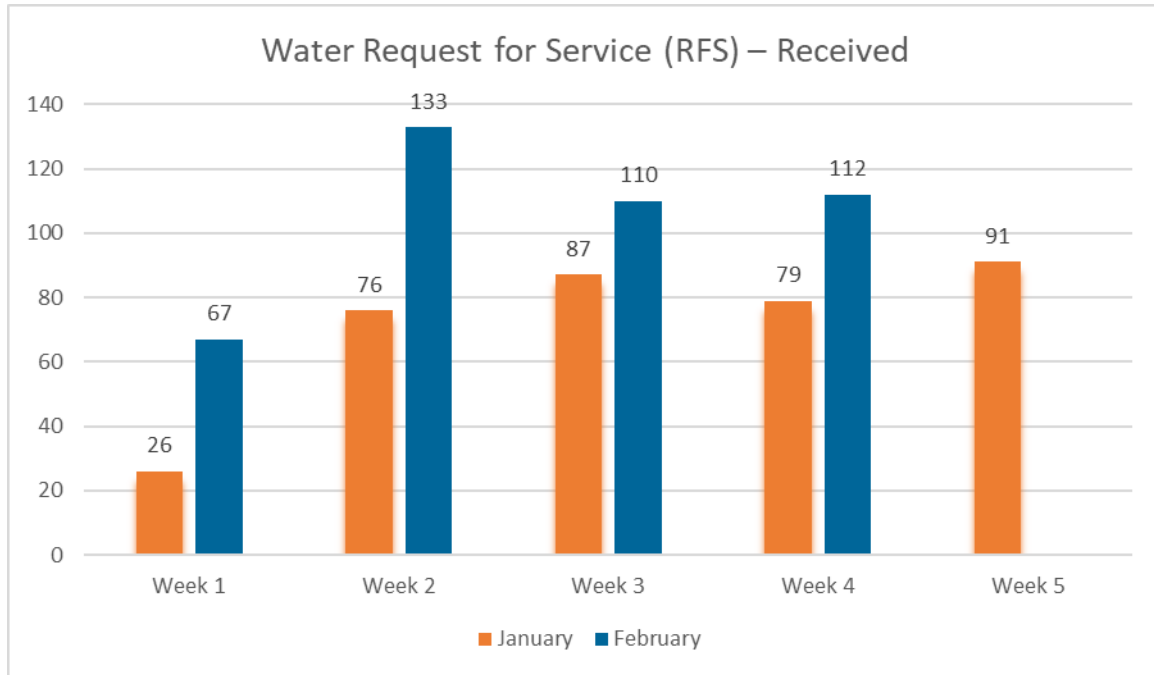
Key Performance Metrics

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

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

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

Reporting period: January and February 2026



Result

781 Request for Service were received (**January: 359, February: 422**), a 19% reduction compared with same period in 2025 (Average received across the period – 13 RFS’ per day).

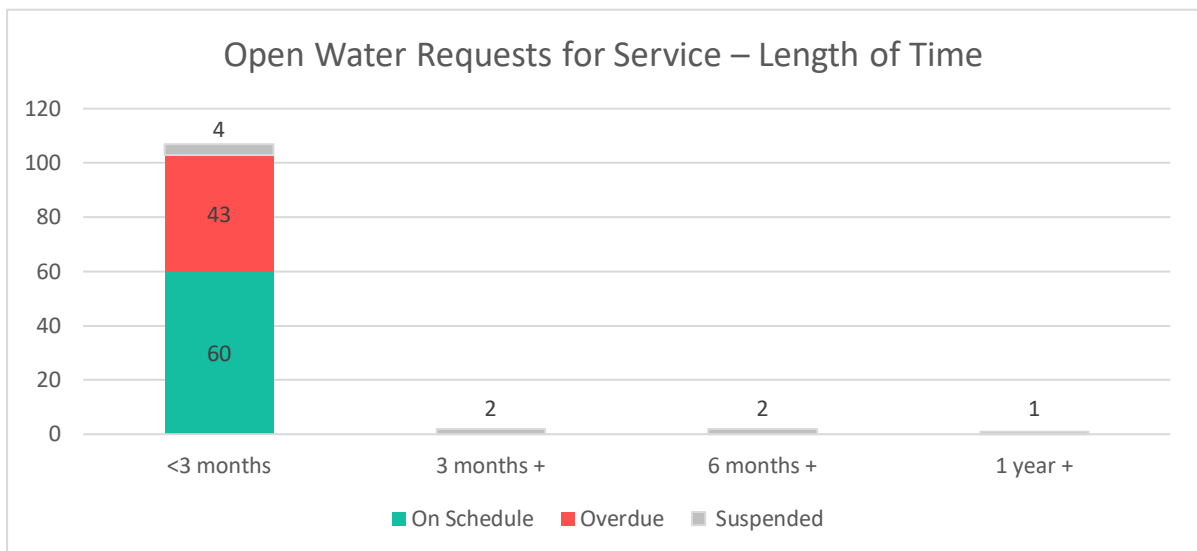
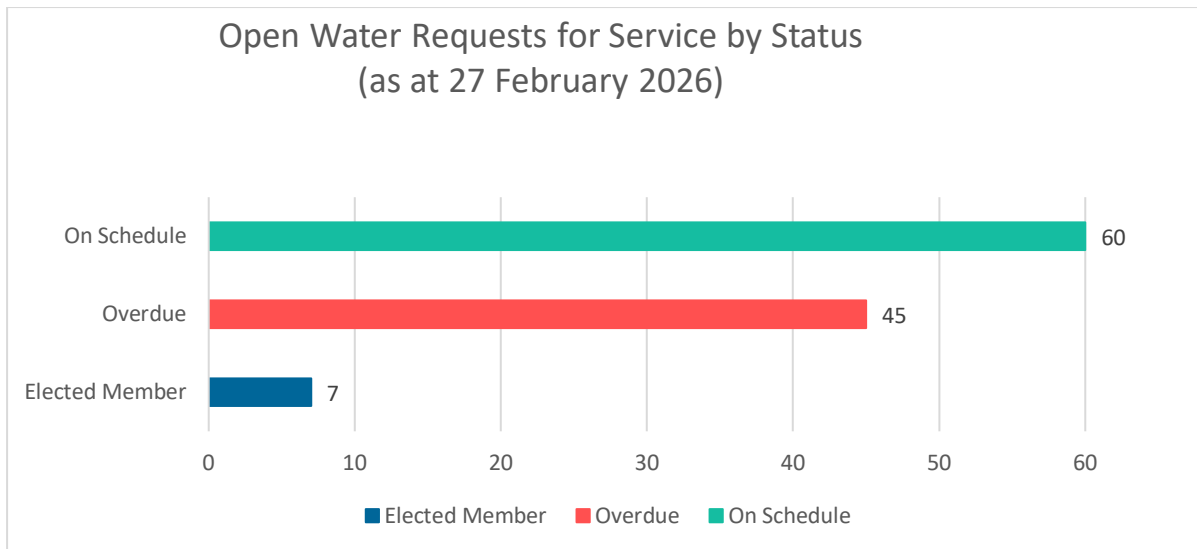
Key insights

- Weekly request numbers remained steady across January and February despite the year-on-year reduction
- The three most common request types accounted for 48.8% of all requests received:
 - Water supply – minor break or leak (150)
 - Sewer low pressure (116)
 - Water/wastewater correspondence (115)
- Seven requests held Elected Member interest.

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

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

Reporting period: Status as of 27 February 2026



Result

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

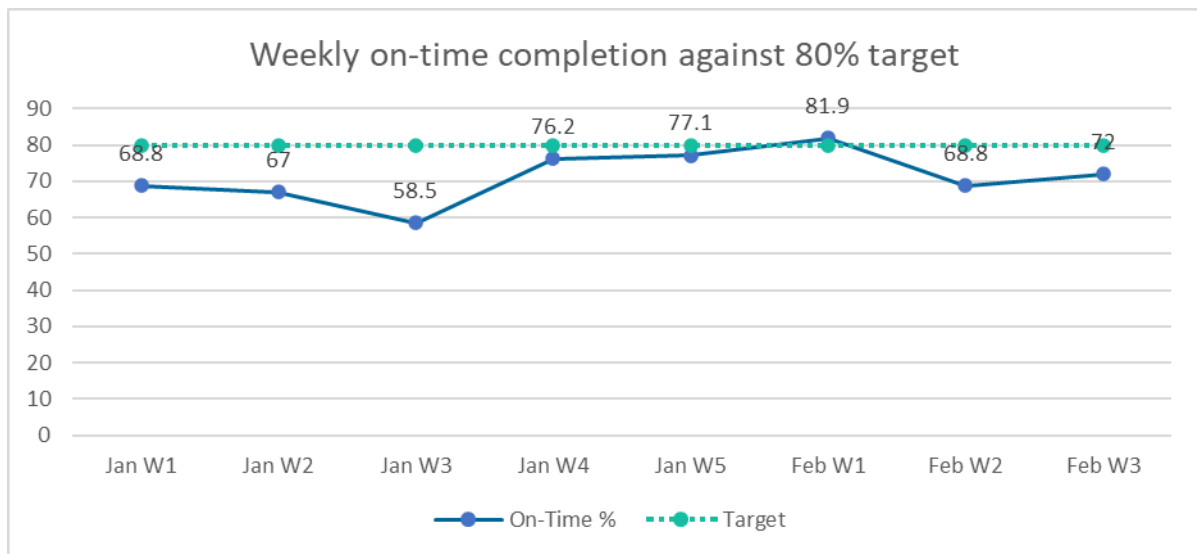
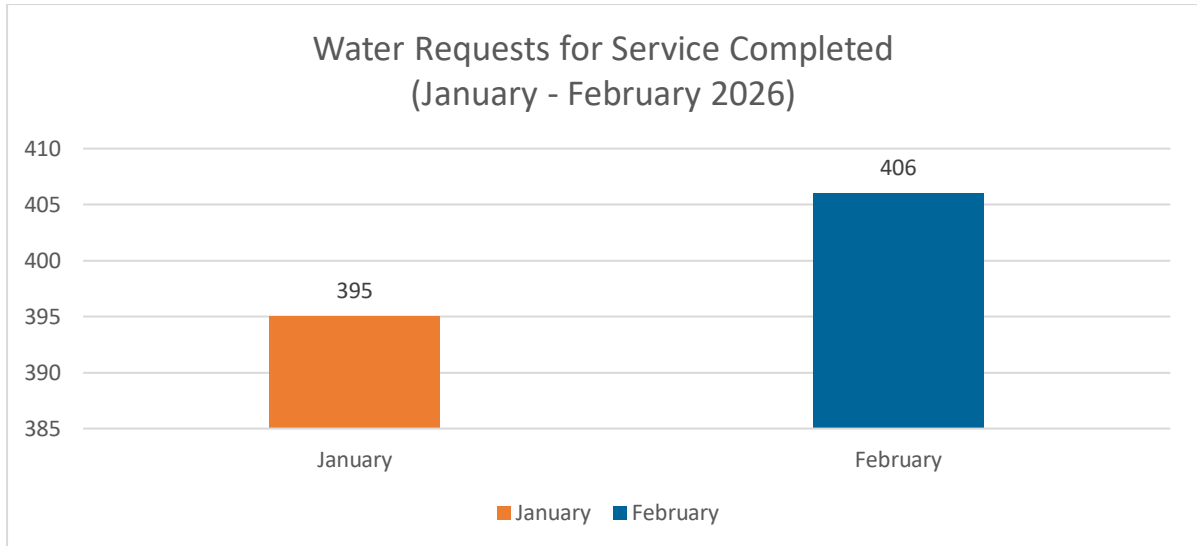
Key insights

- Open requests by status at period end: On schedule 60; Overdue 45; Elected Member 7
- The top three open request types accounted for 53.6% of all open Water Requests for Service. The most common open request types were:
 - Special meter readings (27 open requests, 14 overdue),
 - Water and wastewater correspondence (22 open requests, 6 overdue),
 - Water supply meter faults (11 open requests, including 2 overdue and 4 suspended).

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

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

Reporting period: January–February 2026



Result

801 Requests for Service were completed (**January: 395, February: 406**). Completions slightly exceeded new requests (781). Average completed across the period – 13.6 RFS’ per day.

On time completion improved from **69.5%** in January to **74.2%** in February, but still below the **80%** target. Early January performance reflected reduced resourcing through the holiday period.

Key insights

- Completion volumes were consistent across January and February with more RFS’ completed in comparison to RFS’ received.

Weekly performance improved through late January into early February, peaking at **81.9%** in February Week 1.

Infrastructure Engineering

Shelley Wharton, Manager – Infrastructure Engineering, reports:

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

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

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

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

Operational Highlights for the January 2026 to February 2026 reporting period:

Three Waters Engineering

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

- Management of the water supply, wastewater, and stormwater network models, and flood/overland flow models. Multiple models are maintained, updated, verified, and calibrated to ensure that the systems and networks are understood in terms of current capacity, and impacts of growth. Issues within the networks are identified and potential solutions are tested within model scenarios.
- Expert input to stormwater catchment management planning and modelling done within specific capital works projects and asset management planning to ensure alignment to existing models and planning work.
- Ensure that information on the Areas of Benefit for 18 wastewater schemes and 9 water supply schemes, including connected and rated properties aligns with modelled information, district plan zones, and planned capital works projects. Maps are being updated prior to implementation of the Development Contributions Policy and will be published on the website to reduce the staff workload from enquiries.
- Plan for growth within network models and identify future projects that are triggered by growth to input into Development Contributions models. Ensure that proposed district plan changes are provided with robust analysis as to network capacity and impacts to networks including affordability of servicing new areas for growth within existing Schemes.
- Assess the potential to service the growth areas identified in the Kerikeri-Waipapa Spatial Plan, Proposed District Plan, and to inform the Waipapa Structure Plan process. This is a significant piece of work that requires collaboration across Council and with Northland Regional Council regarding flood mitigation, to understand at a concept level the feasibility, potential costs, and affordability of extending network services to these areas.
- Ensure that land access processes are updated to reflect the requirements of the Local Government (Water Services) Act 2025.
- Update Engineering Standards, Quality Assurance Manual, and associated documents as necessary to implement the National Engineering Design Standards (NEDS) to comply with requirements of the Water Services Act 2021 and Regulations. Establish processes for capturing and considering requests to update standards, approved designers and materials lists, and publishing information on a regular basis.
- Write standard operating policies and guidance to ensure consistent decisions about networks, connections, and capacity for development. Provide better public guidance on the process and requirements for development applications relating to three waters networks.

Ensure that guidance is suitable for transition of two waters services to the planned CCO for Northland Waters.

- Implement a GIS based system to spatially map capital works projects for better alignment and integration with other council activities, including those in the road corridor.

Development Engineering

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

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

Wastewater Land Discharge Programmes

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

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

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

District Facilities Design Office

A new District Facilities Design Officer started in February, with training ongoing, the pace of work is picking up. This role interacts closely with the Asset Manager to ensure that the forward works programme concepts are feasible and have cost estimates that are as accurate as possible for an early concept phase.

Three Waters Design Office

A new Waters Design Engineer started in February, and recruitment is underway to fill the last vacancy and complete this team of three. With training ongoing, the pace of work is picking up. Peer review of feasibility and design reports and plans is occurring to ensure robust, cost-effective solutions are selected. The team also provides more complex technical reviews to support the Development Engineering and Operations teams.

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

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

Capital Works Projects in Feasibility and Design Phases

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

District Facilities Projects in Design

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

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

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

Whatuwhiwi Campervan Dump Station – closure of the existing dump station due to redevelopment of the fire station site means a new dump station location is required. Options analysis is underway, and a report is being prepared for the Te Hiku Community Board.

Kaitiāia Resource & Recovery Centre Wastewater Treatment upgrade – the existing onsite wastewater system requires replacement. Options for the best solution for this upgrade are currently being considered.

Water Supply for Kāeo & Waiotaraire Toilets – both toilet facilities require dedicated water supply. Final costs for supply and installation of water tanks, pumps and power supply have now been completed. This project is currently under design optioneering with a consulting company to determine the best solution for these carparks given the budget constraints that we are currently facing.

Water Supply Projects in Design:

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

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

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

IAF Kawakawa – Water Supply Network Upgrades: The 3 x water network reticulation project tenders, involving over 1300m of new watermains, have been awarded but construction is on hold until Greenacres drive housing development has achieved its Special Conditions.

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

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

Wastewater Projects in Design:

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

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

IAF Kawakawa – Wastewater Treatment Plant Upgrade: Preliminary civil design is underway to inform consent. Next steps to run concurrently include Detailed Design of Civil Works; Site Services and Hydraulics; Development of detailed specifications for package plant (MBR or equivalent). Work was stalled while waiting for other funding conditions to be met and decoupled from the infrastructure works. Updated milestones are being presented to NIFF.

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

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

Hihi Wastewater Treatment Plant Upgrade – full replacement plant required before end-of-life of temporary solution. Flow monitoring and I&I programme (see below) are instrumental in determining the design parameters. This very small scheme is sensitive to peak flows from high I&I which affect performance and discharge quality.

Ōpononi Wastewater Treatment Plant Upgrade – upgrades required to improve performance and discharge quality. Monitoring ongoing after Stage 1 works to verify the extent of Stage 2 works, including decisions about meeting new wastewater standards for either discharge to land or water, which are tied to the Land Discharge Programme.

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

Stormwater Projects in Design:

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

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

Tasman Heights, Ahipara – Stormwater Renewal: Revised solutions available, decision to renew pipe in same location with improvements to inlets and manholes. Project will now be able to come within budget. Final design stages, and handover to delivery in progress.

Mabel Thorburn Place, Mangonui Stormwater Renewal: Investigation and design feasibility continue to confirm the issues and preferred solution. An open concrete stormwater channel has failed, and it has been found that there are other network, overland flow and flooding issues contributing to problems experienced on properties in this area. Budget savings from other projects are necessary to fix wider issues and liabilities identified here.

Matthews Ave to Farrimond, Kaitāia – Stormwater Renewal and Upgrade: Investigation and design feasibility continue to confirm the issues and preferred solution. Existing pipes had to have significant root intrusions cut back and blockages removed to enable CCTV to be done so the issues could be understood. Poor connection workmanship to main pipes is causing issues with flow and allowing root intrusion.

Infrastructure Delivery

Matt Richardson, Manager – Infrastructure Delivery, reports:

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

The team currently consists of:

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

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

Operational Highlights for the January 2026 to February 2026 reporting period:

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

Water Supply Projects in Delivery:

- Kaitāia/Kerikeri Fluoridation – Package A (Provision of Equipment) Direct Contract Awarded to Prominent.
- Kaitāia/Kerikeri Fluoridation – Package B (Civil Works) Direct Contract Awarded to BellCon Ltd – Construction due to commence in late April 2026.
- Rāwene Smart Water Meter Installations – Neura quote accepted; Network connectivity design progressing, installs due to commence in April 2026.

Wastewater Projects in Delivery:

- Tokerau Beach Rd – New W/W storage tank reached Practical Completion
- Ōpononi WWTP – New Baffle Curtains installed, next stage of project in design and data collation phase.
- Kaitāia W/W Network Overflows Stage 1 – Project nearing Practical Completion
- Kaitāia/Kaikōhe/Rāwene WWTP Septage Screens – 3 x projects in commissioning phase.
- Kohukohu WWTP – New Baffle Curtains installed.

Stormwater Projects in Delivery:

- Kaitāia Commerce St S/W Upgrade – Contract Awarded via open tender to Far North Roading, construction planned to commence in April 2026
- East Coast Kotare Drive S/W – Direct Contract Award to TPG Environmental, due for completion in early April 2026.

District Facilities Projects in Delivery:

- Lake Ohia Hall Renewals – Contract Awarded: Construction commenced in January 2026
- Kāeo Memorial Hall – Project reached Practical Completion
- Kāeo Post Office – Project reached Practical Completion
- Housing for the Elderly (Puckey Ave) – Project reached Practical Completion.
- Awanui Sports Complex – Project reached Practical Completion
- Pukenui Coastal Walkway Stage 2 – Advertised on GETS, contract to be awarded in April with construction due to commence Mid-May 2026
- Waipapa Baysports Carpark – Direct Contract Award with works commencing in March 2026

Key Performance Metrics

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

Infrastructure Services

Mary Moore, Manager – Infrastructure Services, reports:

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

Compliance

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

Operational Highlights for the January 2026 to February 2026 reporting period:

- January

Paihia WWTP abatement notice received for lack of communication by the Operator with NRC about a diesel spill in December 2025 – the Operator has submitted the required information to NRC in February 2026.

Pākaraka stock effluent facility – outstanding abatement notice for discharge exceedances was to be addressed via a consent variation to increase discharge levels. A further abatement notice was received in January for failing to submit the variation by end of January. The variation application was submitted to NRC 27 February 2026.

- February

Russell WWTP - a storm event led to a breach which was resolved. An abatement notice was received for a related breach, and this was resolved within the month.

Detailed planning of a programme of drinking water safety improvement works commenced. Scoping expected to be completed in March for prioritised work to commence in April 2026.

Closed Request for Quote procurement issued for a 3-year contract term to provide eco-monitoring services in the Bay of Islands and Hokianga catchments.

- Reporting

Taumata Arowai drinking water quality assurance reporting lodged.

Monthly reporting to NRC for water and wastewater compliance.

- Relationships

Council staff attended Kohukohu, Ōpononi, Rāwene, and Taipā working group meetings.

Contact made with non-Council facility managers (e.g. holiday parks) to ensure updated site management plans are submitted to Council and NRC by due dates.

Consenting

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

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

Operational Highlights for the January 2026 to February 2026 reporting period:

- Consents approved

Kaikohe WWTP – NRC has approved and issued resource consent.

Hihi WWTP - NRC publicly notified the application from Thursday 4 December 2025 to Thursday 22 January 2026. Notification has now closed, and no submissions were received. NRC is currently finalising its assessment, and the application is nearing a decision.

Whatuwhiwhi WWTP - NRC publicly notified the application from Thursday 12 February to Thursday 12 March 2026. Notification has now closed, and the Consenting Team is working alongside Submitters to address the issues raised in their submissions.

Kaikohe Wairoro Stream Water Take - the application has been lodged with NRC and is currently on hold while the Cultural Impact Assessments is being completed.

Land drainage areas - the application is being drafted with an expected lodgement date of April 2026. Engagement with the Land Drainage Committees and relevant hapū groups is ongoing.

Kaitiāia Urban Stormwater – engagement with the relevant hapū groups continues. The application is being drafted with an expected lodgement date of September 2026.

Taipā WWTP Discharge to Land – the consenting process has commenced with investigation work.

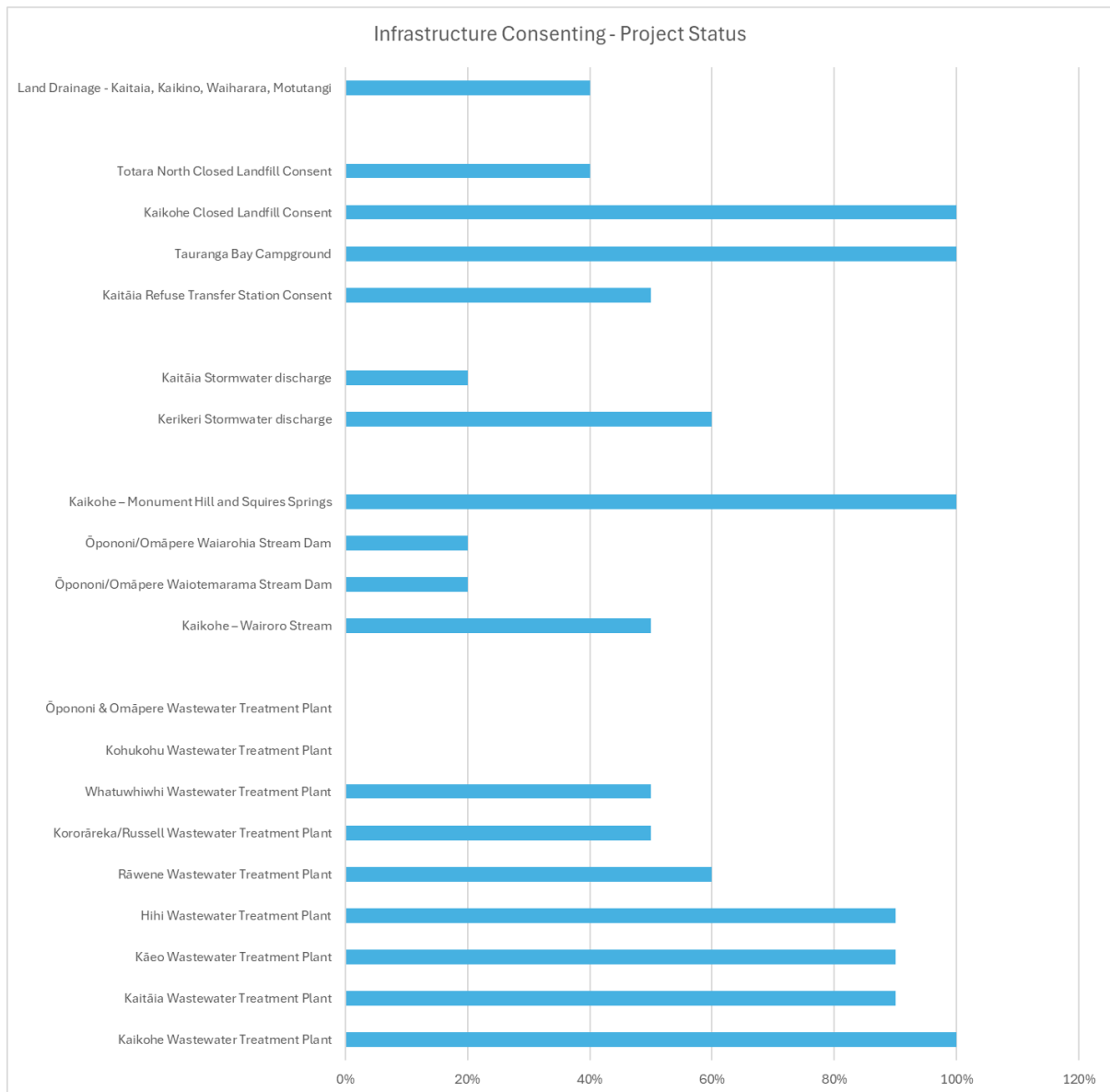
- Key Success

The success of implementing the process improvement that involves stakeholders at the outset has enabled the integration of their perspectives into project planning. This has supported the consents to be better informed, culturally responsive, and able to progress without formal objections.

The success of this approach is demonstrated by the Kaikohe and Hihi Wastewater Treatment Plant resource consent applications, both of which successfully progressed through the regulatory process without the need of hearings. In addition to improving Council's reputation the financial benefit of this success has seen the final cost of the consents being well under budget – Kaikohe \$267k under, and Hihi \$180k under. The team currently have several more applications planned that are expected to achieve similar success.

- Consenting Work Programme

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



**PLANNING AND POLICY
MONTHLY REPORT**

January - February 2026

Executive Summary

The Planning & Policy Group provides several services for the benefit of our communities to make the Far North a great place to work, live and visit. The Group is made up of three departments consisting of Climate Action & Resilience, Integrated Planning and Strategy & Policy.

The **Climate Action & Resilience Department**, leads Far North District Council's climate response, delivering the Climate Action Policy and Climate Change Roadmap by driving emissions reduction, adaptation planning, and community resilience. The team embeds climate considerations into council decision making, partners with iwi and communities on locally led adaptation, and works regionally to ensure the Far North is prepared for current and future climate impacts

Integrated Planning consist of two teams, **Growth Planning & Placemaking and District Plan**. Both teams create policy, plans and strategy that supports and empowers communities to make great places now and in the future.

The Groups third Department, **Strategy & Policy** contribute to the wellbeing of the community through robust and reliable policy advice. Their core role is the delivery of effective policy instruments which include strategies, policies and bylaws. Their work consists of creating new policies/bylaws and reviewing existing documents.

Reporting Period: January and February

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

Authors of the following detailed reports include Tammy Wooster – Acting Group Manager Planning & Policy; Briar Macken – Manager Strategy & Policy; Esther Powell - Manager Climate Action & Resilience and James Witham – Acting Manager Integrated Planning.

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Climate Action and Resilience

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

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

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

Operational Highlights for the January to February reporting period:

- Te Hōtaka Urutau Hapori | Community Adaptation Programme is now well underway. Council's Te Hōtaka Urutau Hapori | Community Adaptation Programme has 3 Pou (core pillars of council's adaptation work), known as 'Piki Tū Rangi', a phrase taken from Nukutawhiti's karakia that highlights the importance of collective action in achieving our adaptation outcomes.
- We completed a three-day haerenga through the Hokianga, meeting with communities and tangata whenua, including hapū and marae whānau to kōrero about coastal erosion, coastal and river flooding. These conversations will directly shape the scope of Stage One, Pou 1 of Te Hōtaka Urutau Hapori | Community Adaptation Programme.
- We have progressed Pou 2: Tuia Ngā Tai o te Ao. We have developed and released He Ara ki Tua | Tangata Whenua Climate Adaptation Planning resources as a core component of Pou 2, along with Ngā Kete Tautoko, tools, resources and templates designed by, with and for tangata whenua, now available on our website. Extensive engagement across the district has led to strong uptake of these resources, and our staff continue to actively support their use and delivery with tangata whenua and communities.
- We've now tested our Pou 3 community resources and toolkits, and they're ready for communities to use. These include both digital and physical toolkits, the Intro Toolkit and the Head Start Toolkit, designed to help communities understand climate impacts and begin their adaptation planning.
- We are continuing our progress through the Toitū carbon reduce certification programme, undertaking an emissions audit for the 2024/25 year. This marks a significant step forward in our ongoing commitment to climate action and sustainability.

KPI # 1 Te Hōtaka Urutau Hapori - Community Adaptation Programme

Piki tū rangi - The three pou

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

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

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

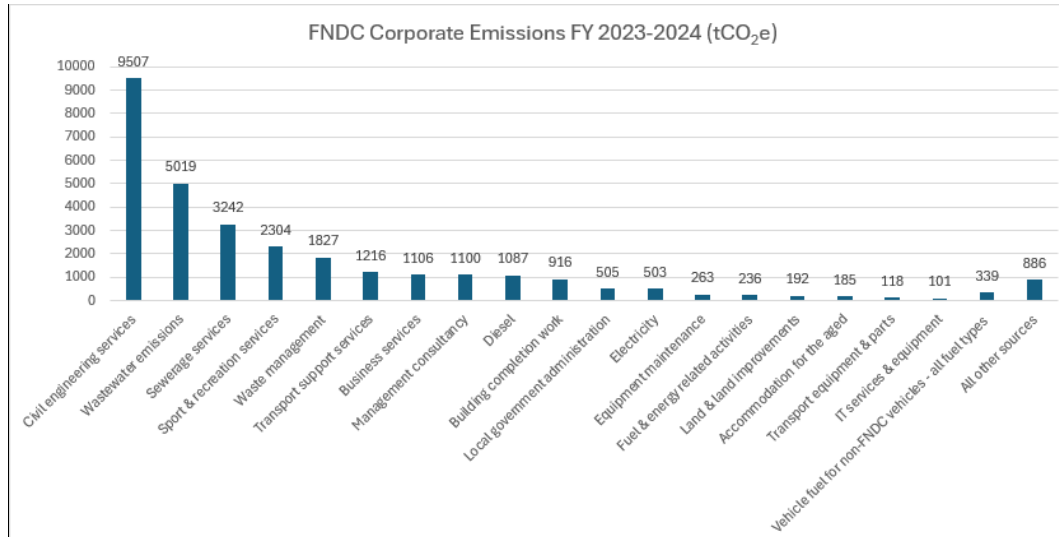
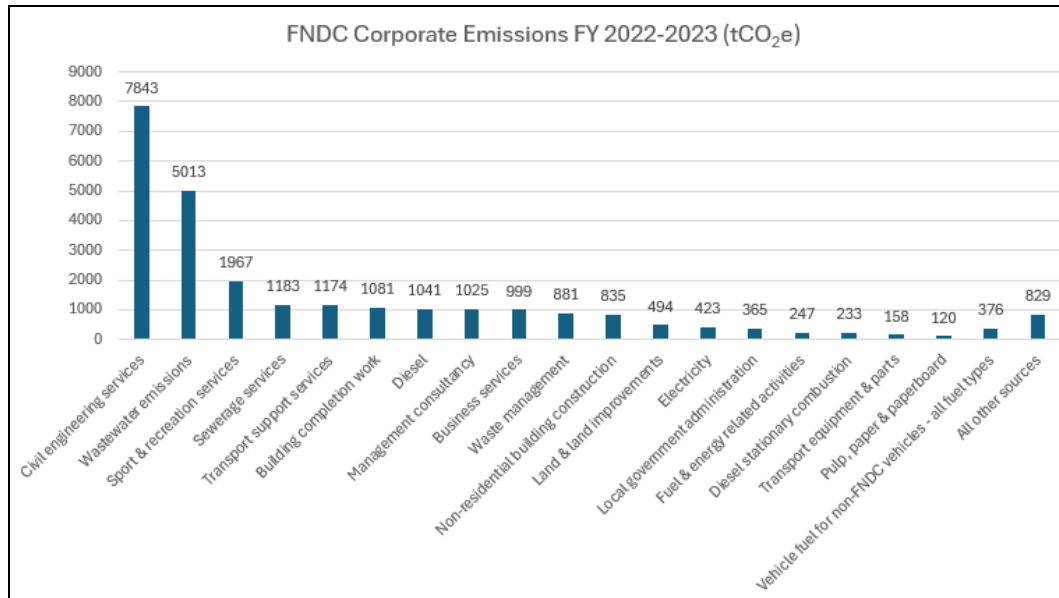


KPI # 1 Te Hōtaka Urutau Hapori - Community Adaptation Programme - Analysis

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

KPI # 2 Net Zero Emissions Reduction Programme

Council has completed two verified corporate GHG emissions inventories (FY22/23 and FY23/24), with a third underway and a fourth planned, providing the data foundation for emissions reduction planning. Baseline emissions were 26,435 tCO₂e in FY22/23, increasing to 30,787 tCO₂e in FY23/24 due to storm related infrastructure repairs. As a Toitū Carbon reduce certified organisation, Council is now required to set short- and medium-term emissions reduction targets ahead of the next audit in April 2026.



KPI # 3 Net Zero Emissions Reduction Programme Analysis

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

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

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

An increase in emissions across the first two years of measurement was caused by increased spending on infrastructure, due to repairs for infrastructure damaged by major storm events in 2023.

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

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

Integrated Planning

James Witham – Acting Manager – Integrated Planning, reports:

Integrated planning is made up of two teams – the Growth Planning and Place Making Team, and the District Plan Team.

The Growth Planning and Place Making Team are responsible for leading the development and implementation of strategic growth initiatives including Spatial Plans, Structure Plans, and other implementation initiatives. The team also delivers the management of place-making projects and leads statutory processes required to manage Councils parks and reserves networks through leading the initiation and review of Reserves Act process, including Reserves Management Plans.

The District Plan Team administers, updates and maintains the Far North District Plan and undertakes research and information gathering to support those tasks.




Staff also provide advice to staff and elected members and are supporting the organisation as we start to respond to Resource Management Act Reform.

There is also a fixed term role (18 months) sitting within the department, that was done in partnership with Health Families (they fund the salary). Principal Advisor – Community & Local Government Health and Wellbeing role is to look at opportunities to improve health outcomes through local government mechanisms.

Operational Highlights for the January to February reporting period:

- Reserve parcel legalisation -110 additional reserves parcels issued.
- Standing up the Implementation Advisory Group for Te Pātukurea Kerikeri-Waipapa Spatial Plan.
- Working again with the Hapū Rōpū to facilitate Implementation of Te Pātukurea Kerikeri-Waipapa Spatial Plan.


Key Performance Metrics

<i>On Track /complete</i>	<i>Paused/delayed</i>	<i>Stopped</i>
		

Growth Planning and Placemaking Team


KPI 1: Spatial Planning

District Wide Spatial Strategy

<i>On Track</i>


Preparation for public engagement has begun, with a number of early engagement ‘drop in’ sessions being programmed for late March through April. Communications will ramp up over the next few months.

Te Pātukurea implementation


<i>On Track /complete</i>


As part of the Implementation Plan for Te Pātukurea - Kerikeri Waipapa Spatial Plan, there is a requirement to establish and operate a community-based Implementation Advisory Group overseeing the implementation of Te Pātukurea alongside the already established Hapū Rōpū. Parties have been invited to join the group, with the first meeting scheduled for April.

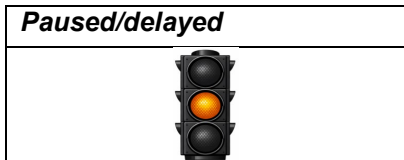
Two key projects are under way as part of the Implementation plan for Te Pātukurea.

A paper was presented to the Bay of Islands – Whangaroa Community Board and Te Kūkupa to introduce the Waipapa Spatial Plan Project and request amendments to the implementation of the scope of the project outlined in Te Pātukurea. This included separating out a Master Planning exercise for Te Puāwaitanga from the Waipapa Structure Plan exercise.

KPI 2: Placemaking

<i>Paused/delayed</i>


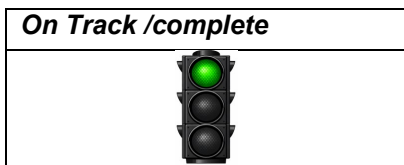
Implementation of the permeant Cass Street redesign has been delayed due to complexities of working with a community working group, that has struggled at times to find consensus. It is taking longer due to the need to resolve issues in response to the division created in the community from having the temporary traffic calming measures removed by some members of the community. Staff are working to timeframes to have the implementation completed before the summer tourist season. Changes to the parking bylaw will be required to facilitate the design.



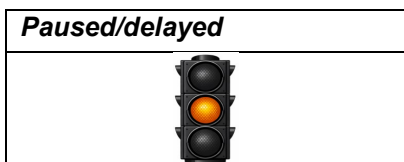
Implementation of the Kaikohe – Broadway landscaping, has been delayed, due to resourcing constraints and being asked to give an overview of the project to the new community board members. It was considered appropriate to speak to the new board members first, before committing to final design and awarding the contract to physical do the work.

KPI 3: Parks and reserves planning

There are four Reserve Management Plans (RMP) underway and a project to legalise reserves parcels.



Kaikohe Memorial Park RMP is on track, and has completed the first phase of public engagement, which will now enable the next step of finalising the draft RMP.



Rangitoto Reserve RMP has been delayed due to needing to work closely with local hapu. These issues have now been resolved, and the project is now underway again. The next step will be undertaking public engagement to enable a draft management plan to be completed.



Simson Park RMP - Largely on track, some adjustment of consultation dates with SME unavailability.



Ward Based Omnibus is on track.

District Plan Team

KPI 4: Proposed District Plan



The primary focus of the District Plan Team is setting up for the release of decisions on submissions on the Proposed Far North District Plan and producing material to support the organisation and the wider public as the document starts to replace the operative district plan.

Strategy and Policy

Briar Macken, Manager Strategy & Policy, reports:

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

How do we perform our role?

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

Operational Highlights for the January to February 2026 reporting period:

- Reforms - Workshop held 28 Jan with Council to discuss upcoming reforms and the submission process. A follow up workshop was held with Te Kūkupa on 18 Feb. The process is in final draft and will be presented to Te Kūkupa and Council in April.
 - Submissions made on the Planning and Natural Environments Bill and Simplifying Local Government Discussion Document.
- Development Contributions – Policy amendments are required to support implementation of development contributions (DCs).
 - An amendment is required to the Revenue and Finance Policy to enable collection of DCs. Consultation on the amendment is complete, a report will be presented to Te Kūkupa in April
 - An amendment is required to the DC Policy to ensure the process for reconsiderations is operationally workable within the statutory 15 working day reconsideration

timeframe. A report seeking approval to consult on the amendments will be presented to Te Kūaka in May.

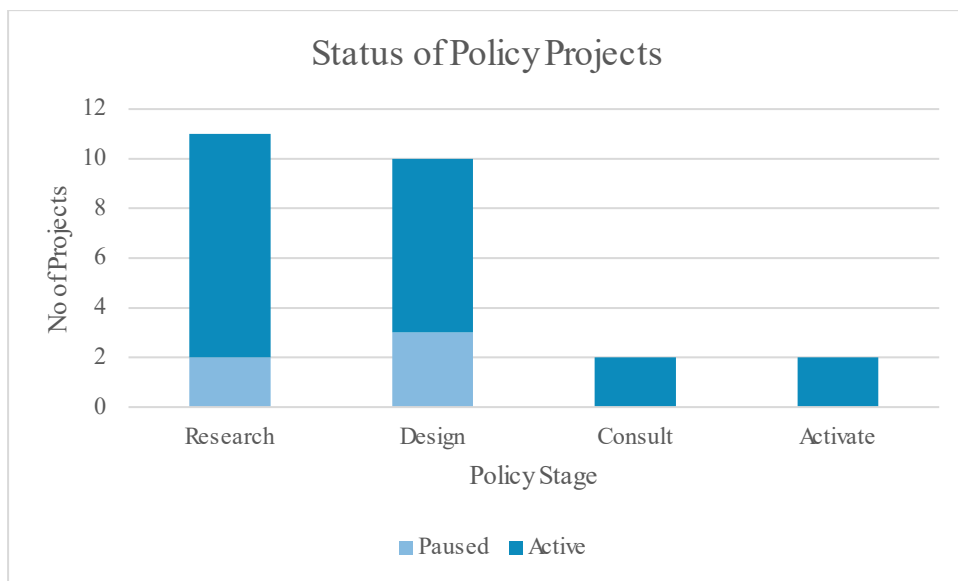
Key Performance Metrics

Project Management Framework – Policy and Engagement

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

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

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



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

Status of Policy Projects Analysis

- To meet our statutory review requirements, the Psychoactive Substances and Dog Management Bylaw and Policy reviews are new additions to our work programme.
- Two projects - the Treated Water Supply and Wastewater Drainage Bylaw reviews are paused until Northland Water Done Well has progressed further. Legislation amendments have extended the statutory timeframe for water bylaw reviews till August 2027.
- The smokefree / vapefree policy and local alcohol policy have been temporarily reprioritised to allow staff to concentrate on the Dog Management Policy and Bylaw review.

- Work is progressing on the development of the draft Open Spaces, Housing, and Parking strategies. A workshop is planned with Te Kūkupa in April to discuss and progress next steps.
- Consultation is now complete on the Revenue and Finance Policy amendments and Alcohol Control Areas. Adoption reports will be presented to Council 29 April.

**RAUTAKI KIA HONO -
STRATEGIC RELATIONSHIPS
MONTHLY REPORT**

Executive Summary

The **Strategic Relationships** group includes the Democracy Services, Civic Engagement and Education and Health, Safety and Wellbeing teams.

Civic Engagement and Education builds understanding of, and participation in, Far North District Council decision-making by connecting people with local democracy. The team supports inclusive engagement, delivers civic education, and enables communities, schools, and stakeholders to have informed opportunities to participate in council processes and local governance.

Civic Engagement & Education advanced several key workstreams, including the development of the 2026–2028 work programme, the Youth Education & Leadership Pathways (Kōkako/YELPP) workplan, and early scoping for a district-wide Youth Strategy. The team completed FNDC’s submission to the Taituarā Local Government Excellence Awards and continued building partnerships to strengthen youth voice and civic participation.

Democracy Services provides the governance and statutory support that enables Council and its committees to operate effectively and transparently. This includes managing agendas and minutes, supporting elected members, administering official information processes, and ensuring compliance with legislative requirements. Their work underpins the integrity of Council’s democratic processes and supports high-quality decision-making.

Democracy Services supported 10 formal meetings and five workshops, introduced monthly RFS reporting to elected members, and enhanced weekly check-ins to improve communication, readiness, and support. Community Board funding activity remained steady, with Boards continuing to allocate Community Grants and Pride of Place funding, though application numbers have decreased compared to the previous triennium.

Health, Safety and Wellbeing ensures that FNDC provides a safe, supportive, and resilient workplace for all kaimahi. This includes leading organisational safety systems, monitoring risks, supporting managers and staff, and promoting wellbeing initiatives.

Health, Safety & Wellbeing reported one lost-time injury and continued to see high levels of threatening behaviour toward staff, particularly in public-facing roles. Across the two-month period, 22 incidents were recorded, with half rated as serious. Key risk themes included violence and aggression, vehicle-related incidents, and hazards associated with compliance and fieldwork. The team continues to focus on strengthening safety culture, improving reporting, and supporting staff wellbeing. Collectively, the Strategic Relationships Group’s work over January and February reflects a strong commitment to community connection, governance excellence, and a safe, supportive organisational environment.

In January and February, Strategic Relationships faced challenges mainly around providing governance support, particularly managing expectations preparing agendas and working with authors, balancing report quality with the need to meet tight timeframes for council, community board and committee meetings.

Report Authors:

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

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Civic Engagement & Education

Casey Gannon, Manager – Civic Engagement & Education:

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

Operational Highlights for the January 2026 to February 2026 reporting period:

- Developed application for the Taituarā Local Government Excellence Awards® - The Award for Excellence in Community Engagement (Far North District Council – Mobile Ballot Box Tour). The Awards recognise outstanding programmes, projects and approaches that demonstrate professional excellence in local government management.
- Kōkako - Youth Education & Leadership Pathways Portfolio meetings commenced and the workplan is in development with the scoping of a Youth strategy underway. The portfolio meets monthly and is supported by staff across the Strategic Relationships group, and Mayors Taskforce for Jobs staff.
- 2026-2028 Civic Engagement and Education Work programme in development.
- Participated in Ministry of Education led Youth Transition series of events “Whaikaha Transition Expo”. Far North District Council presence at Whangarei (Mayors Taskforce for Jobs), Kaitaia and Kaikohe (March) (Civic Engagement & Education). Multiple cross sector multi-agency regional outreach coordinated by Te Hauora o Ngāpuhi, Heartlands, cancelled in Jan-Feb due to weather and other unforeseen circumstances – intention to attend April – June events.



Kōkako - Youth Education & Leadership Pathways (YELPP)

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

A working group will be formed to develop and finalise a youth strategy, with a target completion date of end of April. The working group will include staff from across the organisation including Strategic Relationships, Policy and Planning, Te Hono, Communication & Engagement. The strategy will clearly define council's role in youth education and pathways with a primary focus of partnering with organisations already delivering youth programmes, with council acting as an enabler, promoter and connector.

Resource scoping is underway to determine staffing and budget requirements for reinstating Youth Council, budgetary considerations for the annual plan are expected. Purpose and structure of the Youth Council, ensuring meaningful representation and genuine youth voice in council decision-making.

Innovative solution-based event ('Hackathon') pilot planned for August in Kaikohe.

2026-2028 Civic Engagement and Education Work programme

KPIs for the 2026-2028 CEE Work programme will be identified and measured once work programme is agreed and approved (expected in March).

Democracy Services

Aisha Huriwai – Manager Democracy Services:

Operational Highlights for the January-February reporting period:

- Enabled 10 formal meetings across Council, Committee and Community Boards.
- Assisted the organisation in facilitating 5 workshops with elected members.
- Commenced monthly RFS reporting to individual elected members.

Supporting Elected Members

- Democracy Services staff liaised with Waitangi National Trust and staff across the organisation to understand preparatory work for Waitangi week, the role that elected members could play through that process, compile itineraries and make arrangements for elected members to be supported through Waitangi Week. Staff are part of debriefs as well to contribute to continual improvements moving forward.
- Democracy Services continue to act as the liaison point between elected members and staff across the organisation.
- In developing relationships with elected members staff are continuing weekly check-ins. As part of weekly check-ins staff connect with elected members around upcoming meetings, check attendance, readiness and any support needed for the week ahead. Check-ins should also include a discussion on outstanding requests, member reports, claim forms, ad-hoc events approaching and look for opportunities for the organisation to provide support or information to elected members to fulfil their role. Check-ins should be based around Friday Notices, look to proactively share information.

Elected Member Request for Service Reporting

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

Freshservice tickets triaged via emsupport@fndc.govt.nz -
January: 99, February: 136, Total = 235

Total elected member RFS January – 93.

The top 5 categories for these were:

- 1) LGOIMA (specific topics unspecified)
- 2) Unsealed road faults
- 3) Town Maintenance (non-urgent)
- 4) Road Safety
- 5) Footpath faults

Total elected member RFS February – 84

The top 5 categories for these were:

- 1) Roadside Vegetation
- 2) LGOIMA (unspecified)

- 3) Toilets (non-urgent)
- 4) Footpath faults
- 5) Parks and Reserves

Community Boards

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

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

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

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

Bay of Islands - Whangaroa

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

Analysis

- No new applications were made to the Board in the February funding round (the first round of the 2026 calendar year). The Board considered an application from The Centre to amend the use of funding granted for a Troy Kingi concert that was due to take place in February 2026 but was postponed due to the artist being unavailable. The funding was approved to be used by the Board for a concert by the artist if it was rescheduled to take place before 30 June 2026.
- At the time of writing, the Board has \$72,673 remaining in their Community Grant Fund and \$94,914 in their Pride of Place Fund.

Te Hiku

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

Analysis

- One application was made to the Board in the February funding round, from Ahipara Aroha Inc, a community organisation that actively undertakes community projects and holds community events in the Ahipara Community. They were granted \$6,458 towards the purchase of a shipping container for them to use to store equipment used for community activities.

- At the time of writing, the Board has \$58,948 remaining in their Community Grant Fund and \$88,542 in their Pride of Place Fund.

Kaikohe-Hokianga

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

Analysis

- Two applications were made to the Board in the February funding round, requesting \$16,600, for events in Ōhaeawai and at Mātihetihe Marae.
- The Board granted \$1,000 to the Ōhaeawai Taiamai Residents and Ratepayers group towards costs for the annual Ōhaeawai Taiamai Day in March 2026.
- The Board granted \$2,000 towards the Kamira Whakapiripiri Whanau for the 2026 Kamira Wananga.
- At the time of writing, the Board has \$13,029 remaining in their Community Grant Fund and \$95,273 in their Pride of Place Fund.

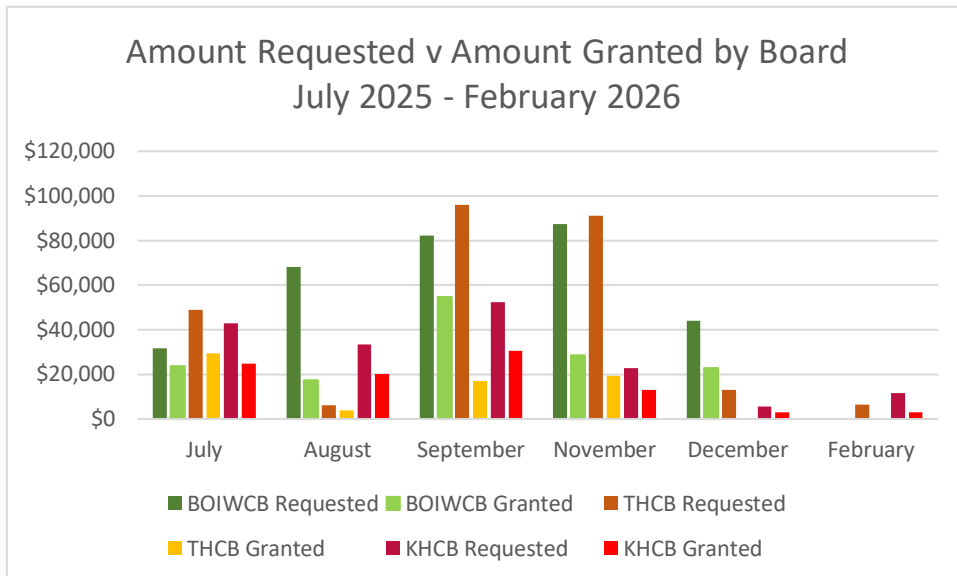
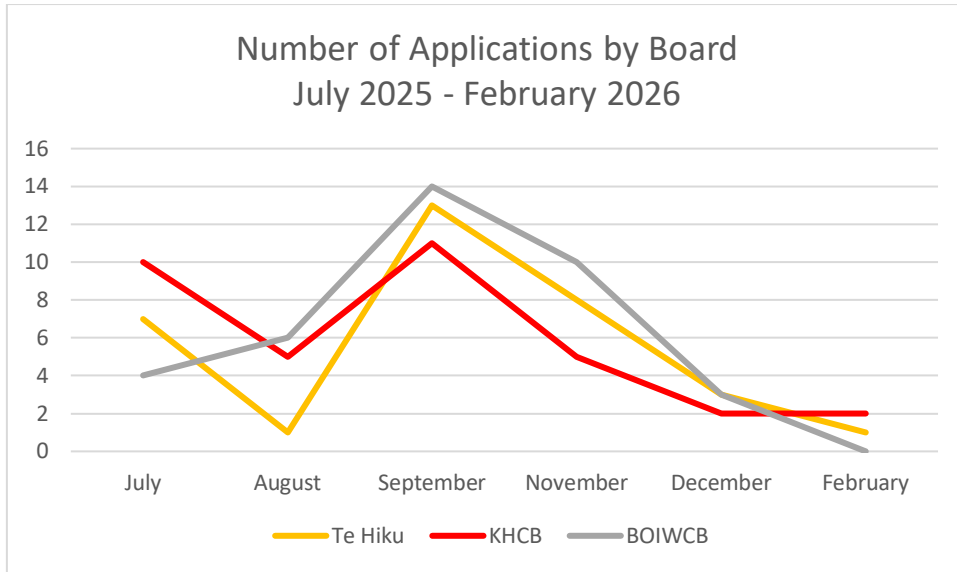
Funding

No other funding applications were considered in this reporting period. Upcoming funding rounds in March and April include the Community Boards, Creative Communities and Rural Travel Funding.

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

It is noted that there has been a significant drop in the number of applications being received in the new triennium (post-election), but there does not appear to be a specific reason for this. Applicants were notified ahead of elections that applications for Christmas events needed to be lodged August 2025, which contributed to a spike in the month of September, when they were considered in the last meeting of the previous triennium.

The following graph shows the number of applications received by each Board for this financial year.



The above graph shows the amount requested from each Board, and the amount they granted, in each funding round of this financial year.

Health, Safety & Wellbeing

Ian Wilson, Manager Health, Safety & Wellbeing:

The Health, Safety and Wellbeing (HSW) team plays a key role in supporting the council to provide a safe and healthy environment for staff, contractors, elected members, and the community. Their responsibilities include developing and implementing health and safety policies, ensuring compliance with legislation, managing risks across council operations, and promoting wellbeing initiatives that support both physical and mental health. The team works closely with managers, staff, and external partners to build a strong safety culture, provide training and resources, respond to incidents, and continuously improve council's HSW performance.

Operational Highlights for the January 2026 and February 2026 reporting period:

- One lost time injury due to a car crash involving a staff member that resulted in time off work.
- Threatening behaviour remains a highly reported issue.

Key Performance Metrics

1. Incident Management

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

Incident / Near Miss Reporting

KPI: Number of risk events or near misses reported

What it measures

Events that **could have resulted in serious harm or fatality**.

Why it matters

- Encourages **learning before harm occurs**
- Indicates a **reporting culture**
- Focuses leadership attention on **precursors to serious harm**

Table 1: HSW reports Jan - Feb 2026

Date	Story Type	Location	Rated as 'serious'?
5/01/2026	Threatening Behaviour	Library Kerikeri Proctor	No
12/01/2026	Near miss	Ward - Bay of Islands-Whangaroa	No
13/01/2026	Pain & Discomfort	Service Centre - Kaikohe	No
20/01/2026	Near miss	Car park - Kaikohe HQ	No
20/01/2026	Threatening Behaviour	Animal Management Facility - north	Yes

21/01/2026	Accident	Ward Kaikohe-Hokianga	No
23/01/2026	Accident	Animal Management Facility - south	Yes
23/01/2026	Threatening Behaviour	Home (Remote Working)	Yes
23/01/2026	Near miss	Ward - Bay of Islands-Whangaroa	No
5/02/2026	Damage	Car Park - John Butler Centre	No
9/02/2026	Threatening Behaviour	Ward Te Hiku	Yes
11/02/2026	Threatening Behaviour	All office environments	Yes
12/02/2026	Pain & Discomfort	Off Site (Monitoring-compliance-inspection)	No
14/02/2026	Injury	Te Ahu - Museum	Yes
17/02/2026	Near miss	Animal Management Facility - north	Yes
18/02/2026	Near miss	Animal Management Facility - south	Yes
20/02/2026	Injury	Off Site (Monitoring-compliance-inspection)	Yes
20/02/2026	Injury	Off Site (Monitoring-compliance-inspection)	Yes

KPI # 1 Number of risk events or near misses reported Analysis

Dataset: 22 incidents (16 Dec 2025 – 5 Mar 2026)

Incident profile

- Total incidents: 22
- Serious: 11 (50%)

By incident type

Type	Count	Serious
Near miss	7	2
Threatening behaviour	6	4
Injury	4	4
Accident	2	1
Pain/discomfort	2	0
Damage	1	0

Key point: Serious events are mainly injuries and aggressive behaviour.

Main risk themes

1. Violence / aggression toward staff
 - 6 incidents (27%)
 - Occurs mainly in libraries, animal management, and public interactions.
2. Vehicle safety
 - Several near misses, complaints, and crashes.
 - Includes repeated reports linked to the same operational area/driver, indicating a potential unmanaged risk.

3. Field work / public-facing roles
 - Incidents commonly occur during patrols, compliance work, or community interactions.
4. Manual handling injuries
 - Back and knee injuries linked to moving furniture/equipment.

Locations with most incidents

- Animal Management facilities
- Libraries (Te Ahu, Kerikeri)
- Off-site compliance/monitoring work

Overall conclusion

The data indicates three primary safety risks:

- Violence and aggression toward staff
- Vehicle and driving safety
- Frontline public interaction hazards

These represent the highest potential for serious harm and should be priority control areas.

Report: **Te Hono briefing to Council**

Drafted by: Aaron Taikato, Te Hono

Date: 27 March 2026

Ngā whāinga | Purpose

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

Horopaki | Context

Te Hono is the Māori Services Unit at Te Kaunihera o Te Hiku o te Ika - Far North District Council (FNDC), responsible for supporting Council to give effect to Te Tiriti o Waitangi obligations while acknowledging the role of He Whakaputanga in relation to Māori aspirations.

Te Hono operates across three primary areas:

- Te Pae o Uta - organisational framework implementation
- Treaty Partnerships and governance support
- Hapū and marae engagement

The January-February period represents a high-delivery phase, driven by key kaupapa including Waitangi commemorations, Māngungu events, and continued implementation of Te Pae o Uta Te Ao Māori Framework.

Ngā kōrerorero | Discussion

- **Te Pae o Uta – Implementation and Monitoring**

There has been significant progress in embedding Te Pae o Uta across Council operations and to external stakeholders.

Key activities included:

- Ongoing reporting to Te Kuaka Māori Strategic Relationships Committee
- Te Pae o Uta critical review update provided to Manahautū

- Engagement with Pou Herenga Tai Trust
- Far North Holding Limited Report to Council on Te Pae o Uta goals
- Monitoring and review of Power BI dash to ensure accurate and up to date information
- Scheduled check-ins with teams (Delivery and Operations, Chief of Staff, Te Hono, Communications and Engagement)

Supporting strategies and action plans progressed include:

- Ka Irihia - Te Reo Māori Action Plan
- Te Kiri Waiwai o Papatūānuku - Whenua Māori Strategy
- Te Ao Mārama - Reorua Strategy
- Te Pae o Uta Capability Framework

The Te Pae o Uta work programme strengthens organisational capability and ensures alignment of internal systems, policies, and reporting with Te Ao Māori outcomes. The work programme is directly aligned to the long-term plan.

- **Hapū and Marae Engagement**

Te Hono maintained consistent and high-volume engagement across the district.

Engagement delivery included:

- Te Hiku: 4 iwi, 7 hapū
- Bay of Islands/Whangaroa: 2 iwi, 14 hapū
- Kaikohe/Hokianga: 2 iwi, 12 hapū

Additional delivery:

- Completion of Hapū Engagement Strategy internal work programme
- Development of Hapū Engagement Toolkit
- Facilitation of hapū hui across both Council-led and hapū-driven kaupapa
- Reporting of Ngā Kaupapa engagement outcomes to Te Kuaka Committee

- **Waitangi and Māngungu Delivery**

Te Hono led and supported Council's involvement in major kaupapa Māori events.

Delivery included:

- Planning and coordination of Waitangi Week celebrations 1 February 2026 – 6 February 2026
- Support for Māngungu commemorations
- Tikanga-led guidance for Mayor and Elected Members
- Engagement with hapū, iwi and community stakeholders

- **Whenua Māori Programme Delivery**

Delivery of whenua Māori support remained a key focus.

Outputs included:

- 17 whenua Māori hui delivered
- 5 applications assessed
- 3 in-house training sessions delivered
- 68 Requests for Service (RFS) processed

Additional progress:

- Development of Te Kiri Waiwai branding
- Development of Whenua Māori education resources

- **Te Pae o Waho - Cultural Capability Programme**

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

Participation included:

- Online: Level 1 (9), Level 2 (9), Level 3 (3)
- Kaikohe: Level 1 (10), Level 2 (6)
- Kerikeri: Level 1 (13), Level 2 (12)
- Te Ahu: Level 2 (1)

Further progress:

- Micro-credential qualification development
- Memorandum of Understanding Agreement with Te Kotahitanga E Mahi Kaha Trust in progress
- Integration of Te Tiriti and hapū/iwi engagement into programme delivery

This supports increased staff capability and confidence in applying a Te Ao Māori lens.

Te Pae Waiata - Cultural Practice

- Ongoing delivery of waiata sessions for staff
- Increased use of Te Reo Māori across Council
- Contribution to normalising tikanga Māori in the workplace

Wider Council Contributions

Te Hono contributed to a range of organisational and community kaupapa, including:

- Intercouncil Sports Tournament – Hosted by Far North District Council
- State of the Far North Address
- Ruapekapeka commemorations
- Kororipo Pā return preparation
- Health and Safety hui
- Staff pōwhiri and onboarding
- CX training

E whai ake nei | Next Steps

It is recommended that:

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

Whakakapi | Summary & Conclusion

January and February 2026 represent a high-performing period for Te Hono, with strong delivery across hapū engagement, cultural capability, and major kaupapa Māori events.

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

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