



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

RĪPOATA I MUA I TE PŌTITANGA PRE-ELECTION REPORT

2025

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MŌ TĒNEI RĪPOATA ABOUT THE PRE-ELECTION REPORT

This Pre-Election Report has been prepared ahead of the local government elections, which conclude on 11 October 2025.

Its purpose is to help voters make informed choices by providing clear, factual information about the key issues and opportunities facing the Far North District and the council. It supports public discussion and encourages participation in the election process.

The report highlights:

- What the council has achieved over the past three years
- What we have planned for the next year
- The major challenges and opportunities on the horizon

The content differs slightly from a typical report, as the council is operating under the Severe Weather Emergency Recovery (Local Government Act 2002 Long-term Plan) Order 2023. This legislation temporarily changed long-term planning and audit requirements after the 2023 severe weather events. As a result, some planning and reporting processes have been deferred, and certain documents referenced here were not audited.

Most content is drawn from already published documents, including the Long-Term Plan, Annual Plans, and Annual Reports. This includes financial results, forecasts, key projects, and strategic priorities.

Only the 2023/24 Annual Report has been audited. The current Annual Report (to 30 June 2025) is still in progress, and the 2024–27 Long-Term Plan was not audited under the emergency legislation. Any figures from the 2024/25 year should be treated as provisional.

The report also includes commentary from the Chief Executive on future challenges and priorities. It is prepared independently of elected members and does not include political views or campaign material.

While the report outlines the current council's direction, the incoming council may choose to change course on some projects, policies, or priorities.

TIKANGA KŌRERO WHAITAKE STATEMENT OF COMPLIANCE

This Pre-Election Report has been prepared in accordance with section 99A of the Local Government Act 2002 and is authorised for release by the Chief Executive.



Guy Holroyd
Kaiwhakahaere Matua
Chief Executive Officer

Cover photo: Landing Road bridge repairs
Right: Jaycee Park swing, Kaitāia

HE KŌRERO NĀ TE KAIWHAKAHAERE MATUA MESSAGE FROM THE CHIEF EXECUTIVE

Kia ora koutou

Mā tēnei Ripoata i Mua i te Pōtitanga e pūmahara ai tātou mō ngā tau e toru kua hipa - he wā hei arotake i ngā mahi kua tutuki, ā, me te whakatakoto anō i te huarahi kei mua i te aroaro.

He nui ngā wero i roto i ēnei tau. Kua pāngia ō tātou hapori, ā tātou tūāhanga, me te Kaunihera anō hoki e ngā āwhā nui – heoi, he wāhanga noa iho tēnei o te pikitia nui. Kua pā hoki te taumahatanga o te piki o ngā utu noho ki ngā whānau, te pikinga o te pāpātanga haumoni, ngā pāhekeheke o te ao, me ngā panonitanga ā-kāwanatanga, ā-kaupapa here hoki. Kua tino piki hoki ngā utu mō te hanga me te whakahaere – ā, kua tau te taumahatanga ki te Kaunihera me ngā whānau.

Nā konā, kua huri te aronga a te Kaunihera mai i ngā whanaketanga pae tawhiti, ki te whakatikatika, me te whakapūmau i ngā ratonga matua kia haumaruru, kia māmā hoki te whakahaere.

Kua whakawhāititia te aronga o tō mātou Mahere Paetawhiti 2024–27. E arotahi ana ki ngā mahi matua e tino hiahiatia ana – pēnei i te whakatikatika i ngā hanganga kua pākinotia, arā, ngā huarahi. Ko te titiro hoki ki te pikia nui – ngā taumahatanga ā-pūtea kei runga i ngā whānau, me te karanga a te hapori kia aro tika ki ngā hanganga matua.

Koinei hoki te whakahau a te Kāwanatanga – kia arotahi ngā kaunihera ki ngā hanganga matua me ngā ratonga matua anake.

E mōhio ana mātou me arotahi ki ēnei mea, kaua ki ngā tāpiritanga, ki ngā mea papai noa iho. Ka whakaatuhia tēnei i tā mātou Mahere Paetawhiti e whai ake nei, mā te whakahau i ngā mahere pūtea, me te aro nui ki ngā ratonga matua. Ka tono mātou i ō koutou whakaaro mō ngā huarahi pai hei utu i ngā ratonga me ngā mahi kei mua i te aroaro. He wā tēnei ki te tuku whakaaro mai, ā, ki te kuhu ki ngā whakataunga kaupapa.

E whakaatu ana tēnei Ripoata i Mua i te Pōtitanga i ngā mahi kua tutuki, me te huarahi kei mua i a tātou. E hāngai ana ki ngā kōrero kua āta tātaritia, kua whakaputaina i tā mātou Pūrongo ā-Tau 2023/24. Ehara i te kōrero tōrangapū – he

Kia ora koutou

The Pre-Election Report provides a moment of reflection and focus – a chance to take stock of the progress made over the past three years, and to set out clearly the work still ahead.

The past term has brought challenges no council could have predicted. While significant weather events have tested the resilience of our communities, our infrastructure, and our organisation, they are just one part of a broader picture. We have also faced a cost-of-living crisis, rising interest rates, global instability, and changes in government and policy. Add to that sharply rising construction and operational costs and the pressure has landed heavily on both councils and households.

In response, the council has had to shift its focus: away from long-term growth and toward core recovery, and reinvesting in the essentials to keep what we have working, safe and reliable.

Our Long Term Plan 2024-27 takes a shorter, more targeted approach, not just because we needed to focus on repairing damage to our infrastructure (in particular our roading network) but by taking a realistic look at the bigger picture – the cost of living crisis, and a call from our communities to focus on core infrastructure.

This direction is also part of the Government's reform to steer local government toward the delivery of essential infrastructure and core services only.

We acknowledge there is no room for gold-plated extras or the 'nice-to-haves', and our next Long Term Plan will reflect that through deliberate funding changes and a tighter focus on core delivery. We'll be talking to you about how you want to fund services and activities in the future. It's a chance to have your say and help guide decision-making.

This Pre-Election Report presents the facts of where we've been and where we're headed. It's built on published and audited material (Annual Report 2023/24), free from political influence, and intended to support public understanding and informed voting.

pūrongo hei āwhina i te marea kia mārama ki ngā kaupapa, kia mōhio hoki ki te hiranga o tō pōti.

Ko te nuinga o ngā kōrero i tēnei pūrongo e hāngai ana ki ngā mahi a te kaunihera o nāianeī, engari mā te kaunihera hou e kawe whakamua – me te mārama ki te whakahau a te Kāwanatanga: kia hoki ki ngā mahi matua.

Tēnei te mihi nui ki te hunga e whakapau kaha ana ki te whakatikatika, ki te whakapakari hoki i tō tātou rohe - mō ngā rā kei tua. Ki a koutou e tuku nei i tō wā, ō mōhiotanga, me tō kaha ki te hapori me te Kaunihera – ahakoa kāhore pea koutou e mihia ana - tēnei ahau ka mihi. He mea nui, he mea hirahira tō tautoko. Nō reira, ka nui ngā mihi ki a koutou katoa.

I tēnei pōti, ka ākina ērā kaitono whai pūkenga e arotahi ana ki ngā kaupapa whai tikanga: te whakatutuki tika i ngā mahi matua, me te whakapūmau anō i te ngākau whakaponu o te marea, mā te ū ki tā mātou i kī ai, ā, me te whakatinana hoki i ngā hua.

He nui te mana o tō reo. Mā tāu pōti e kōwhiri ai i ō tātou kaiārahi, ā, e tohu ai i ngā kaupapa matua. E kore ngā pōtitanga ā-rohe e tū ki te kore te iwi e uru mai. Nō reira, karawhiua – uru mai, pōti mai i te pōtitanga ā-rohe e tū mai nei!



Guy Holroyd
Tumu Whakarae
Chief Executive
Far North District Council

While much of what's outlined here reflects the work of the current council, it will be up to the next council to carry that work forward with an understanding of the Government's 'back to basics' directive.

I would also like to take the time to thank all those who continue to contribute to the recovery, resilience, and future of our district. That includes the many people who give their time, knowledge, or energy freely – often without recognition – to support their communities and the work of the council. Your quiet contribution matters. No reira, ka mihi ki a koe, mo to kaha, to manawanui, me to kōrero ki te hapori - ngā mihi nui. *(So, thank you for your strength, patience and sharing with the community - many thanks.)*

This election is an opportunity to encourage capable candidates who are ready to focus on what matters most: getting the basics right and rebuilding public trust by following through on commitments and delivering consistently.

Just as important, is having your say. Your vote helps shape who leads and how priorities are set. Local elections only work when people take part, so please make your voice count and vote in the upcoming local election.

**Nei rā taku inoi ki a koutou katoa kia pānui i tēnei pūrongo, ā,
kia kuhu mai ki ngā pōtitanga ā-rohe e tū mai nei**
**I encourage everyone to take the time to read this report and to
participate in the upcoming local elections**

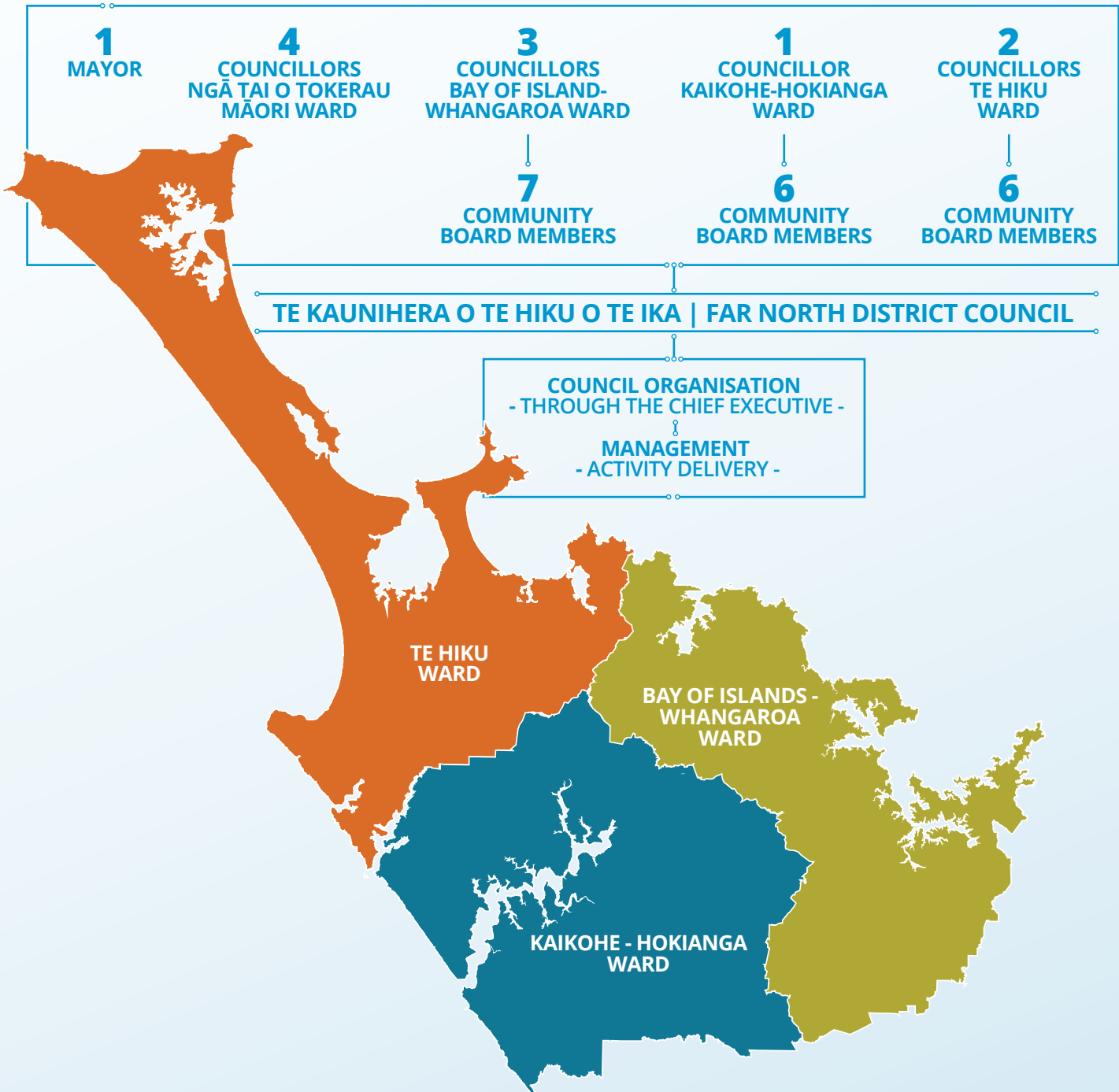
ME PĒHEA TE MAHI A TE KAUNIHERA

HOW COUNCIL WORKS

The council is governed by the Mayor and 10 councillors, who represent three wards across the district. Together, they make decisions on policies, budgets, and district-wide priorities.

They are supported by 19 community board members who focus on local matters and help ensure community voices are heard.

The Chief Executive manages the day-to-day operations of council. Staff deliver services, maintain infrastructure, and provide expert advice to support council decisions and keep everything running smoothly.



HONONGA RAUTAKI STRATEGIC LINKAGES

NGĀ WĀHANGA E WHĀ O TE HAUORA • THE FOUR ASPECTS OF WELLBEING



Ā iwi
Social



Ōhanga
Economic



Taiao
Environmental



Ahurea
Cultural

TIROHANGA • OUR VISION

HE WHENUA RANGATIRA
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

ARONGA • OUR MISSION

HE ARA TĀMATA
CREATING GREAT PLACES
Supporting our people

HE RAUTAKI WHAKAAROTAU • OUR STRATEGIC PRIORITIES



Repair our transport network



Address
affordability



Better asset
management



Enable
sustainable
economic
development



Adapt to
climate
change



Protect our
water
supply



Deepen our
sense of
place and
connection

NGĀ HUA KI TE HAPORI • OUR COMMUNITY OUTCOMES



Proud,
vibrant
communities



Communities
that are
healthy, safe,
connected and
sustainable



Resilient
communities that
are prepared
for the
unexpected



Prosperous
communities
supported by
a sustainable
economy



A wisely managed
environment that
recognises the
role of tangata
whenua as kaitiaki



We celebrate
our unique
culture and
history

KO TŌ TĀTOU ROHE OUR DISTRICT



Data sources: Stats NZ Census data 2023 via Infometrics quarterly economic profile 2025 and the councils' Annual Plan 2025/26 and Annual Report 2023/24,
*as per QV Valuation website

NGĀ MEA E WHAI PĀNGA ANA KI Ā MĀTOU MAHI

WHAT'S SHAPING OUR MAHI



GLOBAL CONTEXT

Climate adaptation intensifies

Local authorities globally are prioritising climate resilience. The council is on this path too, progressing its Climate Change Roadmap to reduce emissions and strengthen infrastructure.

Economic tightening

Global inflation and recession concerns have led to spending cuts worldwide. In Aotearoa, Budget 2025 significantly reduced public sector investment, which will ripple through local funding streams.



GOVERNMENT REFORMS

Back to basics

The Government is reshaping local government's purpose, back to core infrastructure, prudent spending, and simplified delivery. Community wellbeing remains, but with tighter scope.

Fast-track approvals

New laws will allow ministers to approve major infrastructure and mining projects, bypassing full local consultation and Resource Management Act processes.

Resource Management Act overhaul

Proposed legislation would scrap the Resource Management Act and create a centralised planning and consenting framework. May reduce council autonomy.

Local Water Done Well

Council is preparing a water service delivery plan as part of the Government's waters reform. Must be submitted to the Department of Internal Affairs by 3 September. The Government will then assess whether the proposed delivery model is appropriate or requires change.



FAR NORTH SNAPSHOT

Population and demographics

Year	Population	Number
2024	Estimated population	73,500
2033	Projected population*	77,300
2053	Projected population*	82,200

* Medium scenario, Stats NZ

Median age comparison (2023 Census)

Area	Age
Kaikohe	31.0 years
Kaitiāia	33.0 years
Kerikeri	51.4 years
Far North District (overall)	44.3 years
New Zealand (national average)	38.1 years

Māori population

According to the 2023 Census, the Far North District has a population of 71,430. Of this, approximately 49.9% identify as Māori, equating to around 35,660 individuals. This demographic is notably youthful; as of 2023, around 71.9% of residents under 25 are Māori, compared to a national average of 20% for the same age group.

These figures highlight the contrasting age profiles across the district - with younger communities in Kaikohe and Kaitiāia, and an older population concentrated in Kerikeri. This reinforces the need for tailored planning approaches that reflect local demographic realities.

Growth

Kerikeri has an older population, with a median age of 51.4, reflecting its popularity with retirees. Growth is straining services and infrastructure, especially in health, stormwater, and transport. Without targeted investment, resilience will decline as climate impacts and emergency events increase.

What council is doing

Council is reintroducing development contributions in growth areas like Kerikeri to help fund roads, water, and stormwater upgrades. This ensures new developments are properly serviced and reduces pressure on existing ratepayers.

Deprivation comparison

The Far North is one of the most deprived districts in Aotearoa, with about half the population living in deprivation deciles 8–10. Kaikohe, Moerewa, Kaitiāia, Ahipara, and Hokianga face persistent disadvantage across health, housing, education, and income.

Kerikeri–Waipapa sits at the other end of the scale, with lower deprivation, stronger local economy, and better access to services and housing. These stark contrasts demand locally tailored policies and investment.

What council is doing

Council is investing in housing, infrastructure, and community development, with targeted approaches based on local need. More detail is provided in the next section.

Employment

The Far North has lower labour force participation and higher unemployment than the national average. Youth and long-term unemployment are ongoing challenges, particularly in remote areas. Recent growth in construction and tourism has brought new opportunities, especially around Kaikohe, Kerikeri, and the Hokianga.

What council is doing

Council runs a cadetship programme for local youth, providing paid, full-time roles with on-the-job training across a range of council departments. Many cadets move into permanent positions, and some now hold senior roles. Council also partners with FNHL, MSD, iwi, and training providers to support job pathways and prioritises local contractors through its infrastructure programme.

Economic Development

The Far North has a small, dispersed economy reliant on agriculture, forestry, tourism and construction. Kerikeri is growing, but many areas remain fragile, constrained by infrastructure gaps, workforce shortages and poor digital connectivity.

What council is doing

The council, through Far North Holdings Ltd, delivers key infrastructure—maritime, transport, digital—and invests in business hubs, town centre upgrades and destination development to attract new enterprises. They also guide regional economic planning, zoning, consenting and Māori enterprise support.

Northland Inc, jointly owned by Far North, Kaipara and Northland regional councils, acts as the regional economic development and tourism agency, driving business innovation, destination management and Māori economic growth under the Tai Tokerau Northland Economic Action Plan.



COMMUNITY FOCUSED

Housing and growth pressure

The Far North continues to face high housing need, including overcrowding, limited affordable homes, and land development challenges.

A range of council projects and partnerships are underway to respond to this pressure:

- **Kaikohe water upgrade**
\$39 million
Enables new housing in Kaikohe by upgrading key water infrastructure.
Council and central government co-funded.
- **Kawakawa infrastructure investment**
\$25.6 million
Unlocks around 300 homes including aged care and affordable housing by extending roads and upgrading water services.
Funded by central government (through Kāinga Ora), delivered with council involvement.
- **60-unit community housing project (Kaikohe)**
Increases housing supply for whānau through a local iwi-council collaboration.
Delivered by Te Hau Ora o Ngāpuhi and Northern Housing Ltd (Far North Holdings).
- **100-unit housing development (Bisset Road, Kaikohe North)**
Provides a mix of affordable rentals, papakāinga, and homes for sale.
Led by Te Hau Ora o Ngāpuhi. Fast-tracked under national legislation.

- **District-wide housing strategy**

Aims to reduce barriers to building and coordinate housing responses across the district.

Led by the council with iwi, hapū, housing providers, and developers.

- **\$182.5 million in national housing support**

Maintains key housing services and supports community housing providers.

Central government. The Far North may benefit through existing and future partnerships.

Community partnerships

Council continues to support community-led groups across the Far North that contribute to local wellbeing. This includes funding assistance and staff support for Civil Defence community response groups, community development trusts, and marae involved in resilience planning.

Through the Community Board Funding Programme and partnerships with agencies like Te Puni Kōkiri, council also helps enable small-scale infrastructure and capability-building projects.

Relationships with iwi and hapū are supported through co-governance arrangements, regular engagement hui, and joint work on kaupapa such as water resilience, emergency management, and land use planning. While iwi-led development remains primarily self-directed, council plays a supporting role where invited, contributing resources or alignment through shared initiatives.

SUMMARY

The Far North is navigating a complex and uncertain environment. National funding pressures, shifting policy signals, and rising service costs are making it harder for rural councils to sustain infrastructure and deliver services.

Despite these challenges, the council remains focused on climate adaptation, strengthening community leadership, and improving financial sustainability. It is also preparing for wider structural reform, as changes to the role of local government are considered across Aotearoa.

KO Ā MĀTOU TUTUKITANGA RAHINGA I NGĀ TAU E TORU KUA PAHURE

OUR MAJOR ACHIEVEMENTS IN THE PAST THREE YEARS

Over the past three years, the council has delivered steady progress despite major challenges. Storms, rising costs, and national reform have tested us, but we've stayed focused on key priorities: fixing infrastructure, supporting communities, and improving how we work.

Rebuilding and resilience

Severe weather damaged roads and infrastructure across the district. The council responded with urgent repairs, including the rebuild of Landing Road bridge in Kerikeri, and secured over \$25 million from Waka Kotahi. More than 85 slip sites are being addressed.

We also invested in long-term resilience by adopting a Climate Action Policy and launching free public Wi-Fi in rural communities like Ōpononi, Panguru, and Mangōnui.

Strengthening representation

A Māori ward was introduced and retained in 2024, strengthening local representation. The council also launched a Representation Review to ensure fair and effective governance.

Local projects and recognition

The council received national awards for the Te Hiku o te Ika Revitalisation Project (2022) and Te Pae o Uta cultural framework (2025). Library, hall, and recreation upgrades also continued across the district.

Financial discipline

To address inflation and limited external funding, the council reduced a projected 16.5% rates increase to 5% for 2024–27. This was achieved by retiming some projects and drawing a \$5 million dividend from Far North Holdings Limited.

Service delivery

The council has continued to deliver core services across the district, including maintaining infrastructure, supplying water, managing waste, operating facilities, and processing consents.

Highlights from the last three years

- **Rebuilding critical connections**
Landing Road bridge in Kerikeri was replaced after a sudden closure, restoring a key transport link.
- **Expanding digital access**
Free public Wi-Fi launched in Ōpononi, Panguru, and Mangōnui, improving digital access for communities.
- **Taking action on climate**
The council adopted its first Climate Action Policy to guide emissions reduction and adaptation.
- **Delivering award-winning place-making**
The Te Hiku o te Ika project was recognised nationally for iwi-led community development.
- **Strengthening representation**
Ngā Tai o Tokerau Māori ward was established to support fairer representation.
- **Upgrading essential infrastructure**
Kaikohe's sewer and stormwater systems were upgraded to support growth and reduce environmental impact.
- **Planning for community facilities**
A new civic hub and library in Kaikohe is in development, with planning and design work underway.
- **Rethinking wastewater systems**
Innovative wastewater projects in Taipā and Rāwene are progressing.
- **Supporting clean energy**
The Kohirā solar farm near Kaitiāia began transmitting in 2024, supported by council planning.
- **Improving cycle safety and access**
Pou Herenga Tai Twin Coast Cycle Trail was upgraded for safety and usability.

KO TŌ TĀTOU AROTAHI MŌ TE TAU E HEKE MAI

OUR FOCUS FOR THE NEXT YEAR

Over the next year, the council will continue to focus on core infrastructure, recovery work, and future planning.

Key priorities include:

- **Completing** emergency roading and slip repairs across the district
- **Reviewing** key policies including the Development Contributions Policy and Rating Relief Policy
- **Progressing** stormwater and drainage upgrades in flood-prone areas
- **Advancing** Te Āta Haere- Kaikohe Library and civic hub project through design and procurement due for completion in 2026.
- **Supporting** iwi and community-led projects through funding and partnership
- **Implementing** the new Climate Action Policy and identifying early actions
- **Finalising** the Representation Review and preparing for the 2025 local election
- **Continuing** to manage costs and deliver the 2024–27 Long Term Plan efficiently
- **Renewed** focus on customer service enabled by further organisational adjustments
- **Reviewing** and developing our strategic financing/balance sheet strategies in order to optimise returns on ratepayers assets
- **Improving** digital access and service delivery across council systems
- **Working** with central government and local providers to support housing outcomes
- **Strengthening** infrastructure planning to meet future growth and resilience needs
- **Finalising** plans for future water infrastructure delivery including a possible joint regional model with neighbouring councils
- **Advancing** the Kerikeri-Waipapa spatial plan to shape growth, housing, transport and land use
- **Installing** solar street lighting in Kaikohe–Hokianga to improve safety and reduce emissions
- **Delivering** capital works including major investment in transport, wastewater, and water supply infrastructure
- **Complete** renewals and upgrades to infrastructure at the Kaitiāia Airport in partnership with Iwi and Hapū stakeholders.



Side view of Te Āta Haere - Kaikohe Library and Civic Hub design

TE RAUTAKI AHUMONI OUR FINANCIAL STRATEGY

Our financial strategy sets the foundation for responsible, long-term decision-making and meets legislative requirements under the Local Government Act. It defines what the council considers to be sustainable levels of rates, debt, and spending, while ensuring we raise enough revenue to deliver essential services.

The strategy is reviewed every three years through the Long Term Plan process and reflects key considerations, including:

- maintaining a balanced budget while managing community expectations around affordability, debt levels, and service delivery costs
- minimising operational expenses to free up funding for critical infrastructure and priority services
- planning with both current and future generations in mind
- recognising the financial impacts of severe weather events, which continue to place pressure on infrastructure and recovery budgets.

Inflation adjustors

Rates and user charges will increase by no more than the Local Government Cost Index (LGCI) plus surplus margin—an additional 15% in year 1, 8% in year 2, and 6% in year 3—reflecting elevated capital investment needs.

Balanced budget

The council will maintain a balanced budget, ensuring sufficient revenue annually to cover all operating expenses, unless contextual prudence dictates otherwise.

Revenue

Our sources of revenue includes rates, government subsidies, fees and charges and other income, e.g. dividends from Far North Holdings Limited. The majority of revenue (62%) comes from rates (including water supply).

Funding source*	Percentage
Subsidies	33%
General rates	32%
Targeted rates	14%
Ward rates	7%
Fees and charges	6%
Water by meter charge	4%
Other income	3%
Stormwater rates	1%

* The funding source percentages shows arrangements for 2024/25 to 2026/27.

Rates revenue

Rates (excluding water metering) are capped at 90% of total revenue each year. Programs forecast rates income well below this threshold for all three Long Term Plan years.

Fees and charges

A “user-pays” approach is used wherever a direct benefit is identifiable. Fees and charges are forecast at approximately 7–10% of total operating income.

Government subsidies

Roughly 18% of operating revenue is expected to come from Waka Kotahi New Zealand Transport Agency and central government subsidies, primarily funding transport and three-waters operations.

Operating expenditure

Total annual operational expenditure (net of remissions) is forecast to increase from:



Total annual revenue is forecast to increase from:



Operating revenue and expenditure are forecast for each of the three years in the Long Term Plan. Each year is expected to return an operating surplus, meeting the balanced budget requirement under Local Government Act 2002.

The tables below show how forecast operating costs are split by activity and expenditure type over the planning period.

Breakdown by activity

Expenditure breakdown by activity	Total over 3 years (\$000s)	% of Total
Network		
Solid Waste Management	21,135	3.5%
Stormwater and Drainage	12,906	2.1%
Transport Network	200,818	32.8%
Wastewater	77,105	12.6%
Water Supply	45,120	7.4%
Total	360,601	58.9%
Other		
Community and Engagement	36,103	5.9%
Compliance	61,312	10.0%
Corporate Services	14,327	2.3%
District Facilities	84,522	13.8%
Planning and Policy	27,924	4.6%
Strategic Relationships	26,983	4.4%
Total	251,170	41.1%
Total activity expenditure	611,771	100%

Capital expenditure

The 2024–27 capital programme averages \$133 million/year, totalling approximately \$401.8 million, with 89% directed to core infrastructure (roads, water, wastewater, stormwater) and the remainder for community facilities.

Debt, interest and internal funding

External debt is expected to be \$224 million at the end of year one, rising to \$292 million by the end of 2026/27. The chart below shows net debt as a percentage of revenue.

The council aims to keep net debt below 280% of revenue. It also considers the impact of borrowing on the debt servicing benchmark.

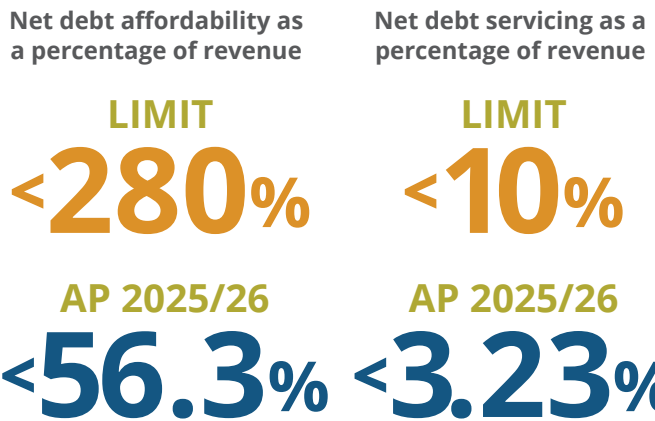
To keep borrowing costs down, the council secures debt and interest rate instruments against rates and rates revenue. As a member of the Local Government Funding Agency, the council benefits from lower interest rates than those offered by trading banks.

Investments

Over the past three years, the council has held investments in entities such as Far North Holdings Ltd and Northland Inc. While actual returns like interest and dividends are not listed separately in annual reports, they are included in overall revenue.

For 2024/25 and 2025/26, the council has forecast \$5.11 million in annual income from interest and dividends, including expected returns from Far North Holdings Ltd. These are outlined in the financial strategy and prospective statements in the Long-Term Plan and Annual Plan.

Northland Inc is a jointly owned economic development agency, funded by councils, government, and private partners. It does not pay dividends, but reinvests any surplus into regional development. Tools to better measure return on investment are currently being developed.



TAUĀKĪ PŪTEA FINANCIAL STATEMENTS

Past, present and future financials 2022 to 2027

The Funding Impact Statement (FIS) brings together all council activities into a single summary showing how operating and capital funding are sourced. Its format is set by legislation and differs from other financial statements in this report.

Council Funding Impact Statement

	Annual Report Actual 2022/23 \$000s	Annual Report Actual 2023/24 \$000s	Estimate Annual Report 2024/25 \$000s	Annual Plan 2025/26 \$000s	Long Term Plan 2025/26 \$000s	Long Term Plan 2026/27 \$000s
Sources of operational funding						
General rates, uniform annual general charges, rate penalties	58,505	63,316	64,897	72,588	74,193	79,295
Target rates	37,666	39,723	46,610	51,133	49,961	53,183
Subsidies and grants for operating purposes	20,081	19,597	19,893	22,427	22,414	22,788
Fees and charges	19,630	21,050	22,298	22,987	23,097	23,289
Interest and dividends from investments	1,578	3,533	5,707	5,694	5,210	2,213
Local authority fuel tax, fines, infringement fees and other receipts	2,585	3,965	2,406	2,660	2,475	2,414
Total operating funding	140,045	151,184	161,812	177,489	177,350	183,181
Applications of operating funding rating funding						
Payment to staff and suppliers	114,838	124,754	131,669	141,172	138,751	141,036
Finance costs	3,479	5,735	6,780	8,204	9,553	10,112
Other operating funding applications	-	-	-	-	-	-
Total applications of operating funding	118,317	130,489	138,449	149,376	148,304	151,149
Surplus (deficit) of operating funding	21,728	20,695	23,363	28,113	29,046	32,032
Sources of capital funding						
Subsidies and grants for capital expenditure	23,785	31,860	46,634	76,260	69,366	41,091
Development and financial contributions	49	-	-	-	-	-
Increase (decrease) in debt	24,000	25,501	69,204	73,133	57,633	61,821
Gross proceeds from sale of assets	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-
Total sources of capital funding	47,834	57,361	115,838	149,393	126,999	102,912
Applications of capital funding						
Capital expenditure to meet:						
- Additional demand	-	-	-	-	-	-
- Improved levels of service	42,697	46,260	103,929	135,915	114,240	88,376
- Replacement of existing assets	26,631	33,820	42,944	48,144	48,144	62,792
Increase (decrease) in reserves	(368)	(2,059)	(7,673)	(6,552)	(6,339)	(16,224)
Increase (decrease) in investments	602	35	-	-	-	-
Total applications of capital funding	69,562	78,056	139,201	177,507	156,045	134,944
Surplus (deficit) of capital funding	(21,728)	(20,695)	(23,363)	(28,114)	(29,046)	(32,032)
Funding balance	-	-	-	-	-	-

Council Statement of Financial Position (Balance Sheet)

	Annual Report Actual 2022/23 \$000s	Annual Report Actual 2023/24 \$000s	Estimate Annual Report 2024/25 \$000s	Annual Plan 2025/26 \$000s	Long Term Plan 2025/26 \$000s	Long Term Plan 2026/27 \$000s
Public equity						
Other reserves	978,412	1,082,822	1,145,191	1,257,019	1,201,576	1,266,557
Restricted reserves	12,908	5,830	12,908	5,830	12,908	12,908
Retained earnings	1,498,015	1,513,758	1,489,023	1,561,495	1,530,064	1,540,912
Public equity	2,489,335	2,602,410	2,647,121	2,824,344	2,744,548	2,820,377
Current assets						
Cash and cash equivalents	18,798	9,316	9,264	53,241	26,892	35,194
Receivables	33,701	43,974	35,788	46,743	36,503	37,307
Other financial assets	600	600	-	-	-	-
Properties available for sale	-	-	-	-	-	-
Inventories	177	134	183	138	183	183
Current assets	53,276	54,024	45,235	100,122	63,578	72,683
Non-current assets						
Other financial assets	2,126	2,149	2,126	2,149	2,126	2,126
Biological assets	-	-	-	-	-	-
Forestry assets	458	350	467	357	472	477
Intangible assets	11,379	15,499	23,689	19,284	26,739	28,056
Investment properties	-	-	-	-	-	-
Investments in equity accounted associates	-	-	-	-	-	-
Investments in subsidiaries	18,000	18,000	18,000	18,000	18,000	18,000
Property, plant and equipment	2,546,520	2,682,972	2,819,268	3,006,037	2,953,673	3,081,719
Non-current assets	2,578,483	2,718,970	2,863,551	3,045,827	3,001,010	3,130,378
Current liabilities						
Payables and deferred revenue	32,472	35,024	34,483	37,229	35,172	35,946
Borrowings and other financial liabilities	55,500	61,000	45,500	63,000	40,000	10,000
Provisions	560	67	9	219	16	8
Financial guarantee liabilities	-	-	-	-	-	-
Employee benefits	2,660	2,987	2,825	3,175	2,881	2,945
Current liabilities	91,192	99,078	82,817	103,623	78,069	48,899
Working capital	(37,915)	(45,054)	(58,388)	(3,502)	(14,491)	23,785
Non-current liabilities						
Borrowings and other financial liabilities	50,000	70,000	178,726	216,808	241,859	333,680
Payables and deferred revenue	58	111	121	-	113	105
Deferred tax liability	-	-	-	-	-	-
Provisions	1,173	1,393	-	1,174	-	-
Non-current liabilities	51,231	71,504	178,847	217,982	241,972	333,784
Net assets	2,489,335	2,602,410	2,647,121	2,824,344	2,744,548	2,820,377

NGĀ RĀ KEY DATES 2025

- **4 JULY**
Candidate nominations open.
- **1 AUGUST**
Candidate nominations close.
(See our **website** for more details)
- **8 AUGUST**
Candidates announced.
- **5 SEPTEMBER**
Final electoral roll certified by Electoral Officer.
- **9 - 22 SEPTEMBER**
Voting papers delivered to households. Electors can post the documents back as soon as they have voted.
- **9 SEPTEMBER - 11 OCTOBER**
Voting opens.
- **11 OCTOBER**
Voting closes. The voting papers must be at the council before 12pm. Preliminary results will be available as soon as possible afterwards.
- **14 OCTOBER**
Official results (including all valid ordinary and special votes) declared as soon as practicable.

HE KŌRERO ATU ANŌ OTHER INFORMATION

Our website www.fndc.govt.nz contains a wealth of information about the council and its activities.

You can find these and other documents on our website

- Long Term Plan 2024-27
- Annual Plan 2025/26
- Annual Reports 2023/24

Check out [votnz](http://votnz.govt.nz) for candidate information (keywords: candidate handbook)



VOTE 2025 LOCAL ELECTIONS
PŌTI 2025 NGA PŌTITANGA Ā-ROHE



WHAKAPĀ MAI | CONTACT US

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