



**Far North
District Council**

Chief Executive Officer's Report to Council

Period: 1 November 2021 – February 2022

Key Work Plan Areas:

Governance

CEO Office

Corporate

Strategy

Operations

Infrastructure and Asset Management

Introduction

Welcome to this CEO report, which provides an overview on the Council's activities for the period 1 November 2021 – February 2022

Welcome to the latest summary report of Council activities

Introduction from Shaun Clarke, Chief Executive

This is my last report to Council as Chief Executive as my five-year tenure comes to an end in March. Blair King has been appointed and Council welcomes his arrival on 21 March. It has been a pleasure to serve the Elected Members and lead an organisation with such talented people. I wish Blair all the best.

We also farewelled Manager – Communications Richard Edmondson and I'd like to thank Richard for his dedicated service to Council. I am pleased to advise that Ruben Garcia has been appointed as the new Manager – Communications and he will join Council in May.

A lot of hard work by Council was recognised during this period, with the following awards received:

- Future of Work Award at the Human Resources New Zealand's NZ HR Awards 2022 for our hybrid working model
- Best Workplace Flexibility Program at the annual Human Resources Director Awards NZ for our hybrid working model
- Excellence in Project Innovation Award at the Institute of Public Works Engineering Australasia (IPWEA) 2021 NZ Excellence Awards for the Paihia Wastewater Treatment Plant
- Kaitāia won the title of Most Beautiful Small Town at Keep New Zealand Beautiful's Beautiful Awards 2021 due to the public artworks and placemaking projects the community has delivered under the Te Hiku Open Places Revitalisation Project
- Council was also shortlisted for the Australasian Financial Review Best Places to Work award for the hybrid model implemented. This recognises Australia and New Zealand-based companies pioneering best practices in areas such as wellbeing, flexibility, and equality. I would like to thank the Elected Members for their support of the work that has gone into creating great places and supporting our people.

It was also pleasing to see a number of new facilities opened during this time including:

- Korora Park pump track in Ahipara
- Memorial Park pump track Kaitāia
- Skate park and basketball court at Kerikeri Domain
- The new 160m-long wharf at Rangī Point (which was part of a package of works which also saw upgrades to three Hokianga Harbour wharves at Motutī, Te Karaka and Māngungu completed)

I would like to thank Elected Members, staff and community groups for supporting and enabling these projects to be delivered.

The organisation continued to support the District Health Board by encouraging people to get vaccinated against COVID-19. Risk assessments and consultation was completed with staff in potential 'high risk' roles; the majority of those roles were deemed as needing to be undertaken by double-vaccinated people. Most employees in these roles were double-vaccinated or were able to be redeployed to other jobs. Plans for managing Omicron were made, with the sector asking local government operations to plan for a 25% reduction in staff as the virus continues to spread. These plans are now in place and are being enacted as we see more staff contract the virus. In considering the welfare of our people, the decision was made to implement a requirement for My Vaccine Passes

at libraries and Museum @ Te Ahu, particularly as a lot of the services on offer can be accessed online now.

During this reporting period Taumata Arowai replaced the Ministry of Health as the regulator of drinking water supplies. The Government also announced the establishment of a National Transition Unit (NTU) to ensure a consistent and coordinated transition to the new four-entity structure. Members of the NTU outlined the road map to the new water service entity structure at presentations to staff with a focus on the people and workforce workstream.

A significant fire at Waiharara started on December 18 and burnt through 2800ha of mostly wetland scrub. It twice caused the evacuation of Kaimaumu and saw firefighters and community volunteers spend countless hours battling the blaze. I would especially like to thank the Mayor, Councillor Dave Collard and other Elected Members that supported the community during this difficult and lengthy period. A Mayoral Relief fund was instigated and a number of applications have been successful in receiving support. A Recovery Governance Group has been formed and terms of reference completed. This group will take a coordinated approach to recovery with representatives from the Ministry of Primary Industries, Fire & Emergency NZ, Council, Ngai Takoto and Department of Conservation.

The Far North also saw the effects of tropical cyclone Dovi in February which saw winds of up to 90km/h causing 35 major power outages across the region. There were also 45 fallen tree incidents in our southern roading area alone.

The virtual Love Your Work Awards showcased our value of Manaakitanga and it was particularly great to see collaboration across teams being recognised. Fifteen individuals and three teams received awards at our November ceremony and another eight individuals and one team in February. I would like to thank Deputy Mayor Ann Court for being a firm supporter of these awards and for the heartfelt words of encouragement that are shared.

Council has run a cadet programme in partnership with the Ministry of Social Development since 2006, the purpose of which is to create a special 'first steps' work experience for high caliber candidates. In November we were privileged to welcome five new cadets. The kaupapa of the cadet programme aligns with the Mayors Taskforce For Jobs and we have six current Council employees who have gone through the programme in previous years. We have had more than forty cadets through Council over the life of the programme.

The Northland Chief Executive's forum convened in November to discuss the region's economic development strategy, the Northland Forward Together work programme, three waters reform and emerging sector and region challenges. The February meeting included a presentation on renewable energy zones and discussion on the 2022 local government elections as well as the sector reform programme.

The Iwi and Local Government Chief Executives (ILGACE) forum convened in December and received a presentation on COVID-19 in Northland as well as discussing the Te Tai Tokerau climate adaptation strategy, RMA reform, future for local government and outstanding natural landscapes in the coastal marine area.

Other highlights have included:

- The launch of our [‘plant on a page’ information on the FNDC website](#), providing a detailed description of the wastewater facility, its location, the type of treatment process (most are pond-based), planned upgrades and any upcoming consent renewals.
- Revitalisation of the Elected Member Lounge in Microsoft Teams with links to public information on Council’s website and background resources, such as Council resolutions or reports.
- The second of our quarterly ‘all staff’ virtual meetings was held, with over 250 participants hearing about what we achieved in 2021 and customer improvement initiatives the Environmental Health team has made aligning to our organisational strategy.
- Libraries introduced new self-service kiosks allowing all library members to check-out their own books, magazines and other library materials, view their accounts and see whether fees or late items are owing.
- The launch of dog desexing vouchers, where each voucher waives this cost, but owners must first register and microchip their dog to qualify.
- Our website went live with the [Far North boat ramp guide](#), showcasing our maritime facilities and making it easier and safer for people to access the water.

Operational performance during this period saw:

- Comparison of December 2021 with December 2020.
 - 26.23% decrease in financial interactions at Service Centres
 - 17.81% decrease in calls to the Contact Centre
 - 15.90% decrease in AskUs emails received
 - 9.80% decrease in building inspections booked
 - 47.68% decrease in visits to Service Centres
 - 129.41% increase in online registrations
 - 44% decrease in visitor numbers
 - 46% decrease in retail revenue
 - 50% decrease in transaction spend
 - 48% decrease in transaction numbers
 - 75.7% increase in ebook and audio downloads
 - 5.4 % decrease in library website sessions
 - 79.3% increase in digital checkouts
- 221 RFSs were received for Animal Management in December 2021; 34 urgent and 187 non-urgent
- Animal Management responded to requests within service level agreement timeframes, 97% achieved for urgent responses and 94% for non-urgent responses was achieved
- 20 dogs were impounded in December, resulting in six being claimed by their owners, two dogs taken by a Rescue Group and three being adopted out to new homes
- 111 RFS were received in December 2021, a decrease of 38 RFSs on the previous month
- 117 noise complaints received and responded to in December. This is 43 more than the preceding month
- 86 RMA applications in December 2021 compared to 48 in the previous financial year and 53 in the 2019/2020 financial year
- 86 decisions Resource Consents were issued under the RMA and LGA in December 2021. Of the 86 decisions, 54 were applications required to comply with statutory timeframes and recorded by the Ministry for the Environment (MFE). 14 consents were outside statutory timeframes for December, resulting in 74% compliance with statutory timeframes

- 27 Food Verification audits were completed in December 2021
- Building received 142 consents for the month of December which is the highest tally for December in the last 5 years
- Compliance remains at 100% with the BCA issuing consents, on average, in 14 days with 108 issued in December
- Code compliance certificates remain at 100% compliance, with 55 code compliance certificates (CCCs) issued, on average, in 6 days in December
- 61 swimming pool inspections were carried out during the month of December
- 12 BWOA audits were carried out during December
- 11 Statutory Notices were served during the month of December for breaches of the Building Act 2004
- 25 Development Applications were received by the Road Safety and Traffic Planning team, with 23 processed during December
- Hokianga ferry revenue was down by approximately 30% compared to December 2020
- 50% less roading RFS were received in December when compared to November (noting December is a shorter month); the category 'potholes, edge breaks, corrugations' of RFS had the biggest decline

Governance

Workshops and Briefings

It was a busy period leading into the end of the year with multiple workshops and Council meetings, conducted mostly virtually due to COVID restrictions. Whilst the medium of virtual is not always ideal, Officers appreciate being able to have elected member time to progress the work of Council.

Kaitia Speed Limit Hearing
FNHL Workshop – 2
Risk Workshop – 2
Annual Plan – 4
Big Ideas Lab
Treated Wastewater to Land
District Plan Briefing
District Plan – Natural Hazards
District Plan – RMA Reform
District Plan – Heritage
District Plan – Biodiversity
District Plan – Response to Growth
Climate Assessment Policy
Council meetings – 4 November; 14 and 16 December

Community Board Workshop and Working Party

There was one Combined Community Board workshop held on 17 November. There have not been any working party meetings in the period.

Training

All training events planned for Elected Members continue to either be postponed or cancelled due to COVID.

CEO Office

People and Capability

Award Bid Results

We have won the “Best Workplace Flexibility Programme Award” by HRD Awards New Zealand. Our hybrid remote working model was assessed on consultation, strategy, implementation, and results, which have allowed us to adapt quickly to pandemic restrictions with a resilient and flexible workplace. Other nominees for this category included McDonalds and AIA New Zealand.

We are awaiting the results of a further two Award bid entries with Human Resources Institute of New Zealand for the “2022 Future Focus of Work Award” and Australian Financial Review “Best Places to Work List”.

Engagement Survey Results

Our annual engagement survey results are in the process of cascading to business groups. The survey was outsourced to an external provider, Workday Peakon. Participation in the survey was high with strong engagement, resulting in 4,329 individual comments. Our overall engagement score indicates that we are in the middle range of the government sector, set against a global benchmark. The results have enabled insights into engagement, diversity and inclusion, health and wellbeing and our Values.

Talent and Succession Planning

Business Groups focused on talent and succession planning with their people. Agility, career aspirations, developmental gaps, flight risk and critical positions have been identified. An emphasis on learning and development plans, for nurturing our internal talent, has been encouraged.

Leader Development

The New Leaders 101 workshop which is presented by the People & Capability Advisors have set dates for the year and the first session will be held on 30 March 2022. Last year’s workshop received positive feedback since a broad spectrum of people-related topics are discussed and interactive conversations are held with a question and answer session at the end and links to in-house data resources are supplied for ongoing support.

During this period, we have run three Recruitment 101 workshops to assist People Leaders with the CIAnywhere recruitment process. These workshops have consisted of a demonstration in the test system of CIAnywhere along with an overview of the full recruitment process with the opportunity for a Q&A at the end. Feedback from these sessions has been positive and we plan to run Recruitment 101 workshops quarterly going forward.

Tō Taumata

Our new internally developed Leadership programme kicked off in November with our 10 successful leaders. The Capability Group has been appointed to facilitate and lead this programme following the departure of a staff member.

COVID -19 High Risk Roles Identified

In November we consulted with our people who were deemed at high risk in their role for transmission or infection from COVID-19. Following consultation, those roles are mandated to be fully vaccinated. 11 staff elected not to be vaccinated, 4 took up redeployment (1 was unsuccessful) and 6 people chose to leave Council.

CEO Office

We are proud to announce that the recruitment campaign for the new CEO has successfully closed with the appointment of Blair King as the new CEO. Arrangements have started to ensure a smooth onboarding and induction process for Blair on the 21st March 2022. The People & Capability team have secured a six-month fixed term staff member to assist the team with workload while more HRP system improvements take place. Further positive news is the appointment of a new People & Capability Operations Manager who commenced employment on the 21st of February 2022.

Regretfully we have bid farewell to the long-term Manager of Communications. Recruitment towards this vacancy commenced in mid-February.

Infrastructure & Asset Management Group

We are experiencing continued difficulty in filling positions that are seconded to the Northland Transportation Alliance. We are working with our colleagues from Kaipara District Council, and Whangarei District Council to recruit for these roles.

Our Council's Engineering team has appointed a new Development Engineer. This will assist in delivering the high workload in areas such as development and Services connections.

We have regretfully bid farewell to the Maintenance & Operations Manager during January. Recruitment for this role is nearing completion at the time of this report.

Work is progressing in the background for the Three Waters Reform. IAM leaders are giving frequent feedback and updates to the wider organisation, as it is received from Central Government.

Strategic Planning & Policy

We have seen the successful recruitment of a Programme Manager to deliver [Council's Digital strategy](#); "Nothing but Net". Our Te Hono team has been successful in appointing some new talent and is being led by our new Pouhautu -Te Hono.

A welcoming and insightful slideshow about Maori engagement and the values of Te Tiriti O Waitangi is being presented by one of our Kaiarahi Kaupapa Maori staff members at every fortnightly induction. People & Capability and Te Hono are proud to meet New Starters this way.

Corporate Services Group

Recruitment in IT has been a struggle. Roles are being advertised more than 3 times. This clearly indicates we are part of the nation-wide struggle in recruiting talent for technical roles.

District Services Group

Recruitment is ongoing with District Services and this too has been a struggle. District Services Managers are meeting early in March to look at ways to attract future talent.

Staffing, Salaries, and Training

Current Staffing Levels

Actual Full Time Equivalent (FTE) at 28 February 2022	Annual Plan Establishment (FTE)
339.53	386.20

- The figure for the Actual FTE is based on permanent staff numbers
- Established FTE is based on permanent position numbers

Salaries and Training

Financial Performance as at 28 February 2022	YTD Actual	YTD Budget	YTD Actual vs Budget	Annual Budget
Salary Costs	\$21,072,462	\$21,123,795	\$51,333	\$32,305,150
Training Costs	\$178,768	\$451,840	\$273,072	\$677,774
Trainings as a % of Salaries (Sector average is 4%)	0.8%			2.1%

Recruitment Breakdown

Department	Recruiting	Positions Under Review	Pending Recruitment
CEO/Communications/People & Capabilities	1	1	0
Corporate Services	7	0	1
District Services	17	1	3
Infrastructure & Asset Management/NTA	5	3	3
Strategic Planning & Policy	2	1	1
Total	32	6	8

Health, Safety & Wellbeing (HSW)

Summary of Activities

- Revised HSW 001 Health, Safety and Wellbeing Management Policy to be presented to SLT for policy approval.
- COVID-19 Vaccination Risk Assessment work commenced October and continued into December.
- Driver Check commenced – Registering FNDC to NZ Transport Agency (TORO) Transport Organisation Register Online to have the ability to confirm licensed drivers utilising FNDC vehicles.
- Staff Warning Flag (SWF) – Pathway Manual and Promapp process completed. 5 CSO-Multiskilled officers received training to action and review the SWF moving forward.
- Kainga Ora staff received HSW Induction 23 November 2021.
- Asbestos Awareness Training 8th November where 22 staff attended in person or via self-paced online webinar.
- 5 days of Summer Safety & Wellbeing tips week communicated December.

PeopleSafe Story Types – January 21 to January 22



Communication

Activity summary

The focus areas for the Communications Team from November to February were the Council's response to the COVID-19 pandemic, promoting maritime facilities and recent maritime upgrades as well as advertising refuse and recycling facilities available over the holiday break.

However, the most significant event for the team was the departure of Richard Edmondson, for personal reasons, after more than 10 years in the role of Communications Manager. Richard's last day was 11 February and his departure from the Council is a significant loss. Senior Communications Advisor Ken Lewis will be acting Manager until a permanent replacement for Richard is recruited.

Media releases

The team issued 25 media releases during the November to February reporting period. These were entitled:

- Council wins national award for flexible working
- Vaccine passes required at Council libraries and museum
- Repairs to Ōpua-Paihia coastal trail planned
- Penguin artwork completes Oneroa Bay Beach toilets
- Unsealed road upgrades under way
- New water source for Kaitaia
- Mayoral relief fund for Waiharara Fire
- Praise for Kaimaumuau firefighters and volunteers
- Dog owners urged to take extra care during holidays
- Get your pukapuka (book) at Urupukapuka
- Self-service checkouts launched in Council libraries
- Safety concerns force boardwalk closure
- Temporary, alternative route for Twin Coast Cycle Trail
- Boardwalk project transforming famous Mangōnui waterfront
- Far North District Council appoints new CEO
- Council water sources in good shape for summer
- My Vaccine Passes under review
- Plastic recycling options increase for Far North
- My Vaccine passes required at some Council facilities
- New timeline for Proposed District Plan
- Public notification for Ōpononi wastewater consent renewal
- FNDC strives to maintain excellence in consenting performance
- Competition-grade pump track opening in Te Hiku
- Mayors seek meeting with PM over three waters reforms
- New recycling centre for Waitangi

Publication of media releases

Twenty-three of the 25 media releases produced were published in one or more of the four newspapers that circulate in the district.

- Three media releases were published in all four local newspapers
- Five media releases were published in three local newspapers

- Eight media releases were published in two local newspapers
- Four media releases were published in one newspaper

Media enquiries

The team responded to 28 media enquiries from November to February. Key topics of enquiry included COVID-19 My Vaccine Passes and related protests, illegal rubbish dumping, a Coroner's report into a death at Mangōnui and dog attacks on coastal wildlife.

Social media

Social media outputs and outcomes from November to the end of February included:

- 36 Facebook posts about a range of topics
- 41 LinkedIn posts
- 16 Instagram posts
- Total post reach or how many people saw our posts across our three social media channels was 18,911 (Nov), 16,448 (Dec), 11,720 (Jan) and 55,658 (Feb).
- The dramatic jump in reach for February was due to hugely popular post about Kaitāia's most beautiful town win and a post on completed maritime projects in Hokianga.

Mayoral support

The team co-wrote nine newspaper columns with the Mayor and Deputy Mayor. The columns took a break during the holiday period, finishing on 16 December and resuming the first week of February. Topics covered over that period included the COVID-19 pandemic, funding for roads and proposed speed reductions, the efforts of firefighters over the summer, a round-up of 2021 and a preview of 2022.

CEO support

The team produced seven editions of weekly newsletter *The Weekender*, between November and 17 December when the publication stopped for the holiday break. It resumed on 28 January and another five issues were published before the end of February. The team also helped draft regular briefings on the COVID-19 pandemic and other topics for staff.

Other support and outputs

- Fortnightly, full-page adverts in four local newspapers about refuse and recycling facilities available over the holiday break, as well as Council and Far North Holdings Ltd maritime facilities.
- A four-page newsletter about Council projects, which was sent to ratepayers with the 20 February rates bills
- Radio and digital adverts about refuse and recycling facilities
- Radio adverts about maritime facilities.

Corporate

Transformation and Assurance

Audit and Assurance

Four audits have been completed, one audit is underway, and three audit topics are being made ready for audit.

The Audit Recommendation Register has been updated with recommendations now captured for all audits. This has resulted in a significant uplift (to 68) in the number of active recommendations on the register.

Progress is being made by a cross-functional working group established to assess Resource Management Deposits (Bonds) outstanding liabilities. This work is slow due to the need to thoroughly investigate each bond, including ensuring resource consent conditions have been met. To date liabilities have been reduced by over 60%.

Risk

Regular reporting, to the Assurance, Risk and Finance (ARF) Committee, on the top organisational risks and their treatment plans continues.

Five risk progress reports were included in the December 2021 Risk Management Report to the Assurance, Risk and Finance Committee. The Risk Progress Reports on ARF005 Delivery of Service Risk (Affordability), ARF007 Compliance NRC Abatements, ARF009 Customer Service Delivery, ARF010 Data Governance, ARF013 Drinking Water Resilience, and ARF014 Programme Darwin Risk were presented.

The ARF Committee also approved ARF001 Climate Change risk being replaced with four more specific risks relating to organisation transition, community transition, Council physical and natural assets, and climate-related opportunities at this meeting.

Six risk progress reports were included in the February 2022 Risk Management Report to the Assurance, Risk and Finance Committee. ARF003 Health Safety and Wellbeing Vulnerabilities, ARF004 Asset Management, ARF006 Projects Priorities Delivery Delays Risk, ARF012 Contract Management, ARF014 Programme Darwin, and ARF017 Climate Change Direct Risk to Council Physical and Natural Assets were presented.

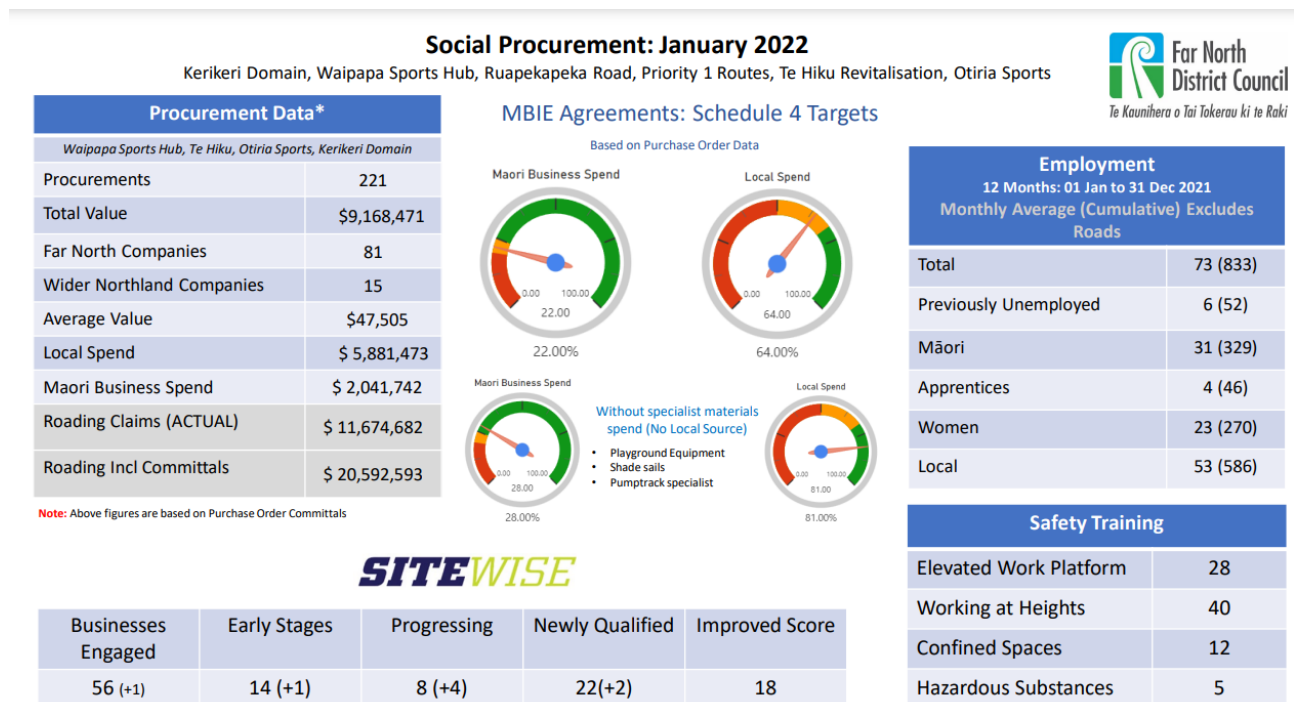
The ARF Committee also approved removing ARF009 Customer Service Delivery from the Organisational Risk Dashboard at this meeting.

Sustainable Procurement

FNDC has come a long way over the last few years in the Sustainable Procurement space. Most recently, we have brokered an information sharing agreement with Amotai (the country's leading advocate for Māori and Pasifika businesses in social procurement). We are the first council in New Zealand to enter into such an agreement.

We are also pleased to have created a sustainable procurement dashboard to indicate progress made on the ESEO projects.

In 2022 we expect to see increased conversation, inclusion of sustainable outcomes in tender documents and project plans, an increase in approaches by volunteer groups and a lot more said in the media about sustainability. Also, more pressure from our communities to deliver sustainable outcomes and climate change and a surge in businesses forging their path to be the best for the plant and its people. We are making extremely good progress in the sustainability space - these are exciting times!



Customer Experience Programme

Customer Satisfaction

Our overall customer satisfaction (CSAT) score at the end of the reporting period remains strong with a score of 4.03 (out of 5). We did see a decline in the scores over the lead up to Christmas, which is a trend we see historically, but the teams have turned this around as we end this period on our highest score to date (equal to the score end of the last reporting period in October 2021).

Venues have been impacted by “QR Code fatigue” and we are introducing some new ways to encourage customer feedback by redesigning customer take away collateral. Due to the low response rates we do see some fluctuations in scores due to low responses, these are noted with * below.

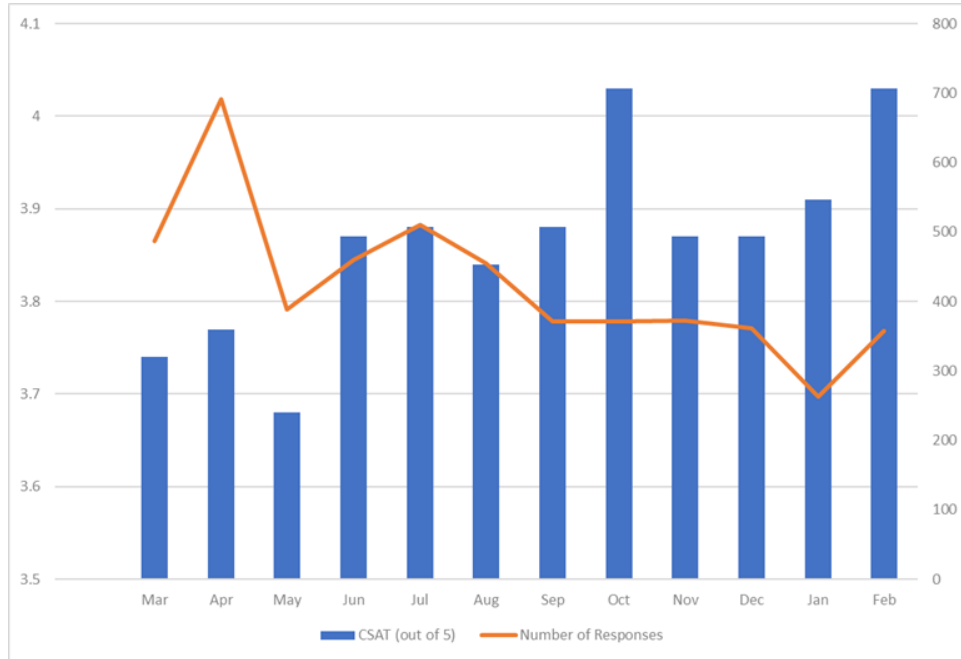
Over the period we can report:

- Service Requests CSAT 3.94 (1.1% ▼)
- Building Consents CSAT 4.17 (1.85% ▼)
- Building Inspections CSAT 4.19 (2.3% ▲)
- Resource Consents CSAT 3.87 (3.3% ▼)

- Visitor CSAT 7.83 (3.33% ▼*)
- Service Centres CSAT 5.00 (0% *)
- Libraries CSAT 5.00 (25% ▲*)
- LIM's CSAT 4.12 (0.12%▲)
- Property Files Requests CSAT 4.00 (1.8% ▲)

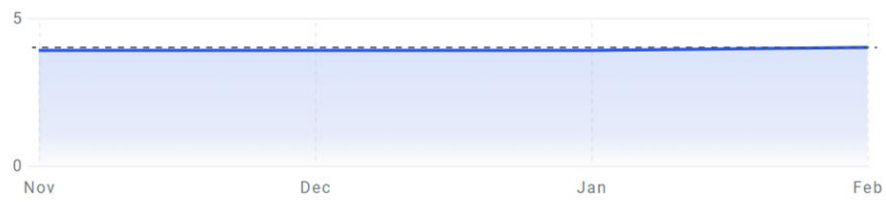
There are 1,356 customer responses in this period and our response rate is slightly lower at 36% due to Christmas and COVID.

Customer Satisfaction & Responses for the last 12 months (scale out of 5)



Customer Satisfaction for reporting period (scale out of 5)

01 Nov 2021 - 28 Feb 2022



TOTAL RESPONSES 1,355 | SATISFIED 996 | NEUTRAL 119 | NOT SATISFIED 240 | SURVEYS SENT 3,609 | RESP. RATE 36.7%

CSAT **3.9** How satisfied are you with your recent experience with the Far North District Council? total 1,355
▲0.0

Actions	CATEGORY	RESPONSES	%
	Very Satisfied	621	46
	Satisfied	375	28
	Neutral	119	9
	Unsatisfied	108	8
	Very Unsatisfied	132	10

Net Promotor Score (scale -100 to +100)

NPS **22.2** Based on you recent experience, how likely is it that you would recommend contacting the Council to someone... total 792
▼-4.3

Actions	CATEGORY	RESPONSES	%
	Promoters	410	52
	Passives	148	19
	Detractors	234	30

Net Promotor Score (NPS) is a reputational benchmark, and this has decreased by 4.4 points during this period.

Date and Promise Measures



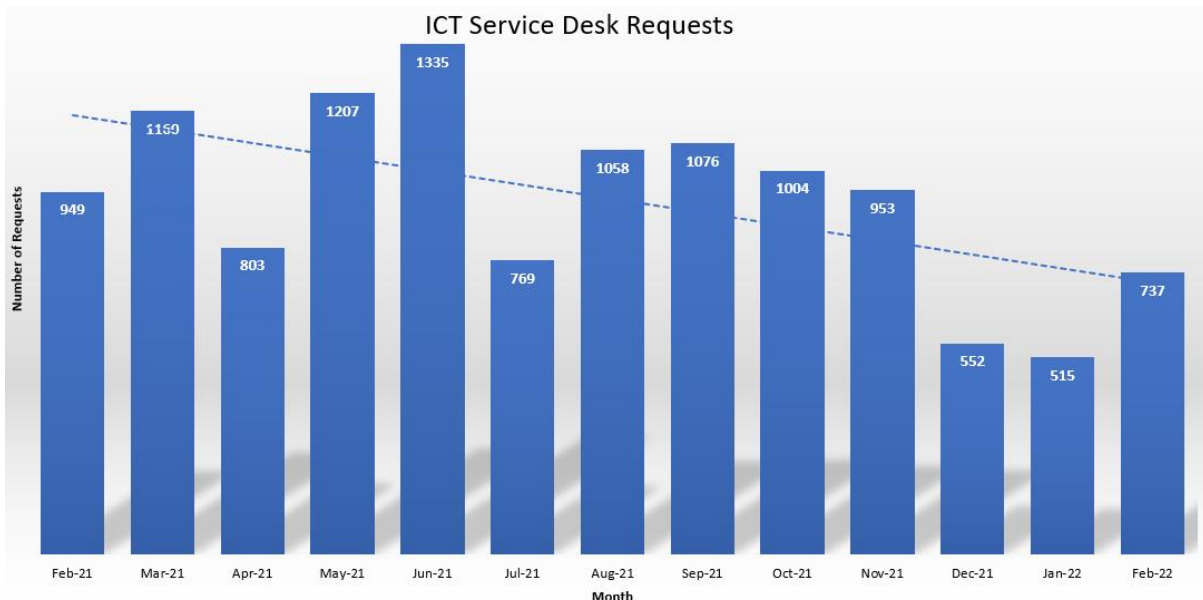
The average customer contacts have declined (6.87% ▼) since the last reporting period and is currently 1.96. Our keeping customers informed has reduced (5.4% ▲) with a CSAT of 3.9.

Digital Information Services

ICT Operations and Delivery:

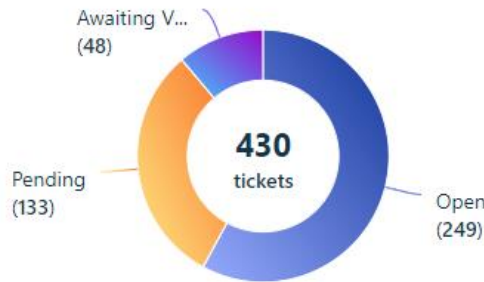
ICT Service Desk Requests

The number of ICT Service Desk Requests received during the November 2021-February 2022 (4 months) period was 2,757. Overall, the number of requests lodged have trended slightly downwards over the last 12 months.



The number of outstanding requests yet to be resolved is 430 (this is up from 343 in the previous period). 48 of these are awaiting an external vendor or the delivery of equipment, and 133 are awaiting a response from the requester (Pending). There are also a large number of tickets that pertain to the testing phase of the CiAnywhere Finance project.

Unresolved Tickets by Status



Printer Fleet Renewal

We have kicked off a project to review the Councils All-of-Government 'Printing Technology and Associated Services' Contract which is due for renewal. Over the last few years, a huge amount of work has been completed to move Councils processes from paper to digital, such as the Property File Digitisation and Online Services projects. This has meant the need for print services has reduced significantly. A full review and 'right-sizing' exercise is taking place to ensure the appropriate printers are installed only where they are needed. A 'Request for Proposal' went out to the All-of-Government print technology vendors in February 2022. Proposals are due 31 March 2022.

Digital Wings E-Waste Programme Update

In 2021 FNDC signed a Memorandum of Understanding with Digital Wings and RemarkIT Solutions to redistribute or responsibly dispose of unwanted surplus computer equipment.

Digital Wings is a programme supported by the Ministry for the Environment and RemarkIT Solutions to redistribute refurbished and fit-for-purpose computer equipment from organisations such as FNDC, to local Far North community organisations and charities.

These organisations are seeking to promote access to digital technologies for people who are digitally disadvantaged, and to raise aspirations and create opportunity - especially for youth education and employment, Māori, and Pasifika development.

Digital Wings technology partner, RemarkIT Solutions, has a philosophy of reduce, reuse, and recycle to provide responsible e-waste options for New Zealand organisations. FNDC receives a cost-neutral, safe, secure, and professional method to recycle unwanted computer equipment and it also helps us to realise our sustainability goals. By signing up to this programme 98% of our e-waste is diverted from landfill.



In November and January, the ICT Operations and Delivery team packed up and sent two large shipments of obsolete or unusable surplus computer equipment that had been sitting in storerooms for some time. 408 items were sent (listed below) including monitors, phones, printers, network switches, thin client computers, plus a large amount of other miscellaneous items such as old keyboards, mice, network cables, power cables and telephone headsets.

E-Waste Description	Nov 2021	Jan 2022	Total
Desktop Computer	2	2	4

Docking Station	16	35	51
Eftpos Terminal	4	2	6
Fax Machine	1	0	1
Hard Drive	1	5	6
Monitor	15	15	30
Network Equipment (Switch, Router)	15	28	43
Notebook	2	0	2
Other	0	8	8
Phone (Desk Phone, Mobile)	89	45	134
Printer	7	4	11
Projector	0	1	1
Scanner	0	1	1
Server	0	4	4
Storage Array	0	2	2
Tablet	6	5	11
Thin Client Computer	35	55	90
UPS	2	0	2
Video Player	0	1	1
Total	195	213	408

Data Insights and Programme Delivery:

Online Services

Stage 4: Special Liquor Licence and General Manager's Certificate have been released to non-registered (public) customers. The Pathway Referral function has been established so that external agencies such as NZ Police, Fire and Emergency NZ and the Medical Office of Health are able to view the relevant licence application documents online and upload their assessment reports directly to Pathway via ePathway. Earthwork and Vehicle Crossing permits are now available for registered customers and the referral function is in use for Vehicle Crossing permit types in collaboration with Haigh Workman as consultant engineers.

Permits and Licences development continues, with a focus on Food, Club, On and Off licences.

The Online Services programme have worked with the Environmental Health team to move all their inspection types online. This means that the inspector takes a tablet out in the field and inputs their inspection notes and photos while they are completing the inspection. Currently all the Food licence inspection results must be typed into the MPI site manually. For automating inspection results a solution for MPI has been developed and business testing is underway.

Enterprise Architecture

The enterprise architecture team has been busy assisting DIS in the development of their new strategy. The diagrams and information collated and validated from across the organisation have been able to provide part of the foundation upon which the strategy is being developed.

As the strategy development progresses, the enterprise architecture repository will be updated to include a 'To-Be' vision of information services across the council. This will enable the system to highlight the gaps between what we are now and who we aim to become. It also allows the rapid identification of stakeholders, groups, processes, applications and data that will be affected in the adoption of that strategy.

Cybersecurity

Detailed updates on cybersecurity are made available for the ARF Committee in the publicly excluded session. FNDC takes cybersecurity very seriously and has increased its defensive measures particularly in the wake of the Waikato DHB breaches.

Business Intelligence

Enterprise Data Warehouse

The BI Team has continued the work on the Enterprise Data Warehouse expanding the database to include the tranche 3 requirements for Customer interaction channels (CIC), District Plan breaches, RMA monitoring and People and Capability reporting.

BCA & Vision 2020

The Power BI dashboards for Vision 2020 and BCA were signed off in production and are being actively used by the business.

Quotable Value

Quotable Value and the Electronic Data Exchange work was promoted into the test environment. The property and rates team has tested the solution and found it very useful, and we will promote the solution to production end of March 2022. This process will improve the accuracy of the property data and automate some of the manual tasks carried out by that team, allowing them to concentrate on other areas.

Human Resource (HRP) Support

FTE Lounge Dashboard

The BI team has continued People & Capability system support and training making continual improvements to the data quality dashboard with additional rules and exceptions and to the FTE lounge with additional data analysis tools.

HRP Phase 3

The BI team held a Phase 3 ideas workshop with the P&C team looking at improvements and new initiatives. Project to be fully scoped and documentation created outlining delivery of Phase 3 in coming month.

Covid Monitoring Dashboard

The BI Team assisted in creating an Covid-19 vaccine passport monitoring dashboard to assist Health & Safety with keeping track of the status of employees in identified high risk roles

Printer Fleet Analysis

The BI team assisted the IT project manager with a printing dashboard to analyse the printer fleet to assist with future resource requirements

Geospatial Information Systems

LOG4J vulnerability response

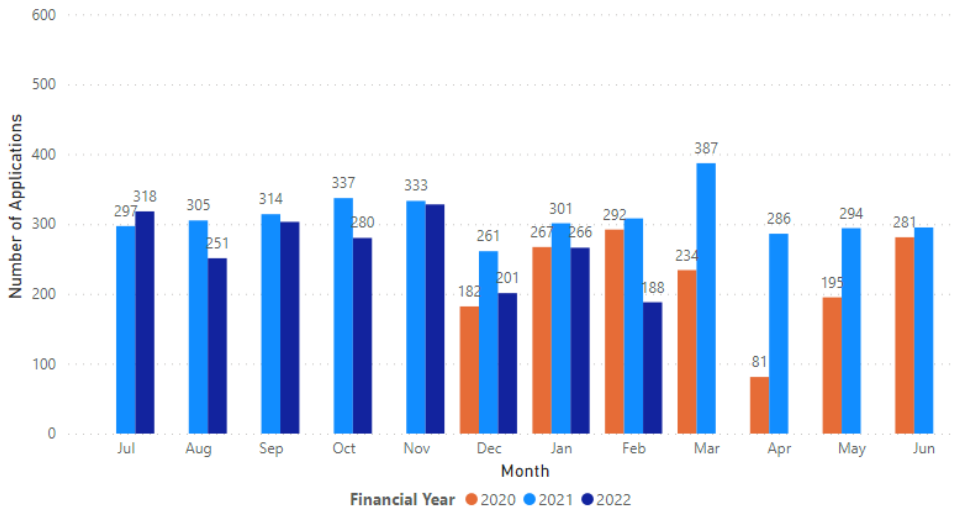
The GIS team had to decommission the previous GIS system due to a security vulnerability LOG4J. This was done late last year, and our new GIS environment was promoted to the production system with minimal impact to users.

GIS Expansion and Upgrade Project

The GIS team has started with the work on the expansion and upgrade project finalizing the design documentation and agreed specifications

Information Management:

Property File ePathway Applications



Digital Information Specialist Role: This role has been vacant since October 2021. After 5 unsuccessful rounds of recruiting the decision was made to rewrite the position description and submit the role for resizing. Currently awaiting a decision from the Job Sizing Committee.

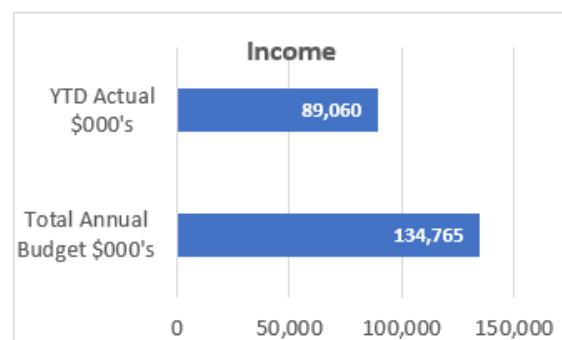
Finance

Operational Financial Performance As at 28 February 2022

Variance Explanation

- Operating surplus for the period ending 28 February 2022 recorded \$24.2 million against a planned year-to-date budget of \$17.9 million. The Operational budget surplus is therefore at 35% compared against the year-to-date budget. However, FNDC have received considerable income in relation Economic Stimulus Employment Opportunity (ESEO), Provincial Growth Fund (PGF) and 3-Water Reform that were not in the budget, and if these are excluded the year-to-date budget surplus is at 34.5%.
- There has been year-to-date savings in contractor & professional fees with a number of consultants having not been engaged across the organisation.
- We are currently tracking above the forecasted operational income. This is due to PGF funds received for Lake Omapere for de-mobilisation costs, operational subsidy and grant received to support capital projects and MBIE grant/subsidy under the Tourism Infrastructure Fund programme. Furthermore, subsidies have been received from Waka Kotahi NZTA for innovating and safer streets initiative.

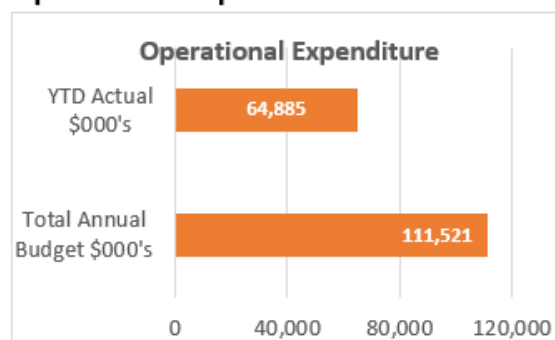
Income



Income has recorded favourable year-to-date budget variance as at 28 February 2022 in the following areas:

- Income has been received from Waka Kotahi (NZTA) for sealed and unsealed pavement maintenance with pre-reseal repairs being undertaken and environmental maintenance being first response repair works caused by the Sep/Oct storm damage.
- The 3-Waters Department of Internal Affairs (DIA) funding is now under budget, there are further DIA claims to be made once milestones are reached.
- Unspent Provincial Growth Fund (PGF) from last financial year to complete the final reinstatement costs for Lake Omapere and support the road sealing works at Ruapekapeka, Ngapipito and Peria road.
- Statue barred deposits written off in relation to resource consents.

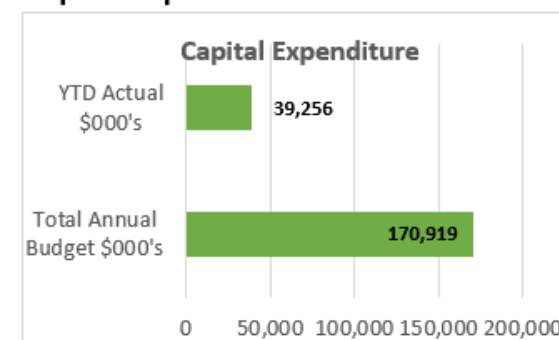
Operational Expenditure



Operational expenditure has recorded favourable year-to-date budget variance as at 28 February 2022 in the following areas:

- A number of consultants including the 3-Waters reform have not been engaged across the organisation.
- Asset condition assessments are behind budget due to the start of the year being committed to planning the three-year program, however, funds are committed to be utilised this year.
- Legal costs are tracking well except for District Plan, this budget is yet to be utilised.
- Offset by overspend for roading & footpath contract works ahead of schedule with the good weather experienced over the summer holidays and initial response works caused from the Sep/Oct storm damage.

Capital Expenditure



Capital expenditure has recorded unfavourable year-to-date budget variance as at 28 February in the following areas, however it is worth mentioning some projects have a longer completion date that rolls over financial years:

- Planned works for Provincial Growth Funds (PGF) at Kerikeri Domain, Waipapa Sports Hub and Te Hiku Revitalisation works have been affected with covid disruptions and are behind schedule.
- Covid-19 has delayed progress on wastewater new minor works due to the uncertainty of works. A number of pump station projects will be carried out at the same time along with the upgrades under one contract.
- Planned works for Provincial Growth Funds (PGF) road sealing projects ongoing at Ruapekapeka, Ngapipito and Peria road to complete by the end of June.

Whole of Council Statement of Operational Financial Performance for the period ending 28 February 2022								
	Year to date					Full year		
	YTD Actual \$000's	YTD Budget \$000's	Variance \$000's	Actuals YTD as a % of Total Budget	Actuals YTD as a % of Annual Forecast	Total Annual Budget \$000's	Total Annual Forecast \$000's	Forecast Variance \$000's
Operations								
Operational income								
Rates - general (excl water supply rates)	61,847	61,781	66	67%	67%	92,675	92,675	0
Rates - penalties	824	1,032	(208)	40%	40%	2,063	2,063	0
Fees & charges (inc water supply rates)	13,042	12,607	435	74%	74%	17,590	17,585	(5)
Central govt subsidies - operational	8,365	6,025	2,340	55%	55%	15,122	15,283	161
Other income	4,983	5,308	(325)	68%	61%	7,315	8,185	870
Total operating income	89,060	86,752	2,308			134,765	135,791	1,026
Operating Expenditure								
Payroll related costs	20,906	21,124	218	65%	64%	32,305	32,496	(190)
Other staffing related costs	1,112	1,438	326	51%	51%	2,171	2,185	(14)
General expenses	5,273	5,943	670	62%	62%	8,493	8,534	(41)
Rate remissions	1,897	1,825	(72)	91%	91%	2,087	2,087	0
Contractor & professional fees	33,475	35,402	1,927	54%	53%	61,783	63,119	(1,336)
Grants and donations	1,203	1,617	414	50%	51%	2,400	2,375	26
Interest costs	1,019	1,522	502	45%	45%	2,282	2,282	0
Total operating expenditure	64,885	68,871	3,987			111,521	113,077	(1,556)
Net operating surplus/(deficit)	24,175	17,881	6,295			23,244	22,714	(529)

Statement of Capital Financial Performance for the period ending 28 February 2022	Year to date \$000's				Actuals as % of Total Budget	Actual as % of Annual Forecast	Full year \$000's		
	YTD Actual	YTD Total Budget	Variance	Total Annual Budget			Total Annual Forecast	Forecast Variance	
Capital Works									
IAM's									
District Facilities	10,701	21,400	10,699	15%	28%	71,422	38,035	33,388	
Stormwater	157	247	90	4%	11%	3,983	1,367	2,615	
Solid Waste	113	492	380	12%	15%	922	768	155	
Wastewater	855	5,554	4,699	6%	16%	14,973	5,343	9,629	
Water Supply	9,798	16,189	6,390	48%	42%	20,505	23,372	(2,867)	
	21,625	43,883	22,258	19%	31%	111,805	68,885	42,920	
Roading & Footpaths	14,540	11,593	(2,947)	29%	33%	50,558	44,330	6,228	
Other									
Environmental Management	140	708	568	11%	23%	1,308	608	700	
Governance & Strategic									
Administration	1,175	1,595	420	22%	28%	5,349	4,131	1,218	
Customer Services	443	555	112	23%	23%	1,899	1,967	(68)	
Strategic Planning	23	0	(23)	0%	19%	0	120	(120)	
Vested Asset Additions	1,311	0	(1,311)	0%	0%	0	0	0	
Total Capital Works	39,256	58,333	19,077	23%	33%	170,919	120,041	50,878	

Strategy

The Strategic Planning & Policy report is circulated under separate cover to Elected Members and is publicly available through the FNDC website as a [Strategy and Policy Committee agenda item](#) (page 153).

Operations

The District Services report is circulated under separate cover to Elected Members and is publicly available through the FNDC website as a [Regulatory and Compliance Committee agenda item](#) (page 28).

Infrastructure and Asset Management (IAM)

The IAM business report is circulated under separate cover to Elected Members and is publicly available through the FNDC website as an [Infrastructure Committee agenda item](#) (page 160) and [Infrastructure Committee agenda item](#) (page 133).