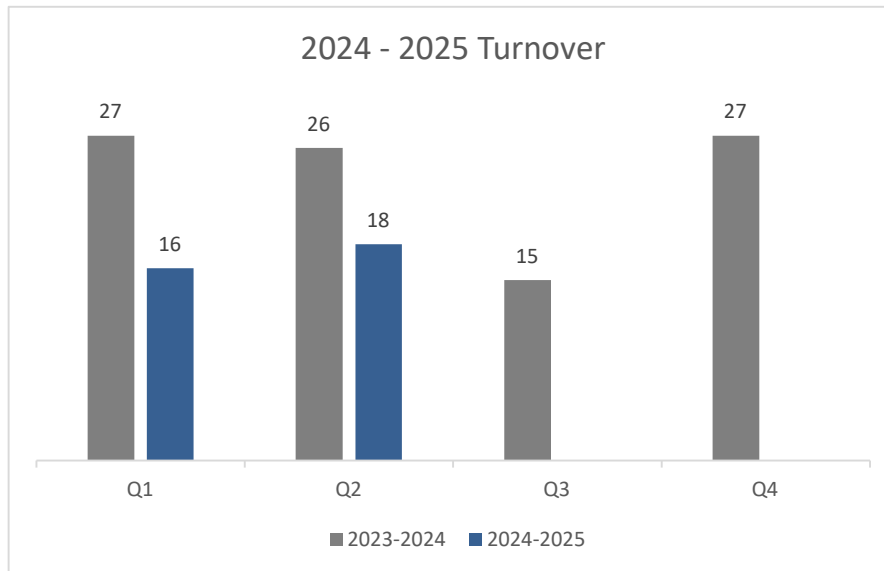


## Chief of Staff Report to Assurance, Risk and Finance Committee October 2024 – December 2024

### TURNOVER QUARTER TWO (Oct - Dec 2024)

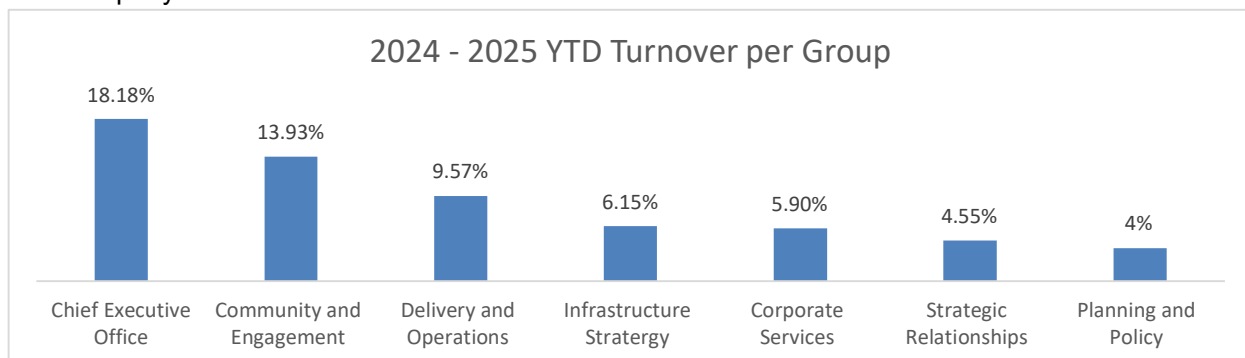
18 employees left FNDC in Quarter 2.

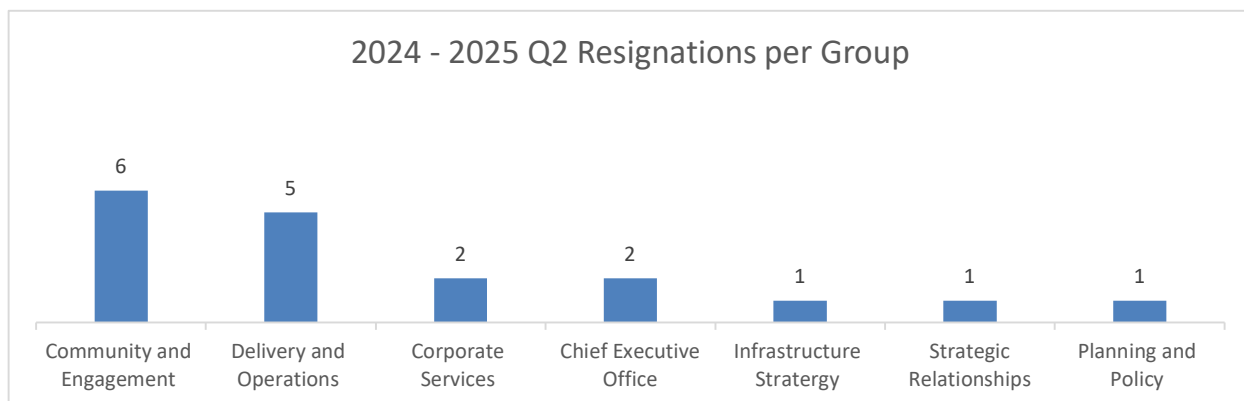
The turnover rate for this quarter is 4.62% (compared to 7.02% for the same quarter last year). This is trending in the right direction.



### TURNOVER YEAR TO DATE (Jul - Dec 2024)

The company wide YTD total turnover is 11%.



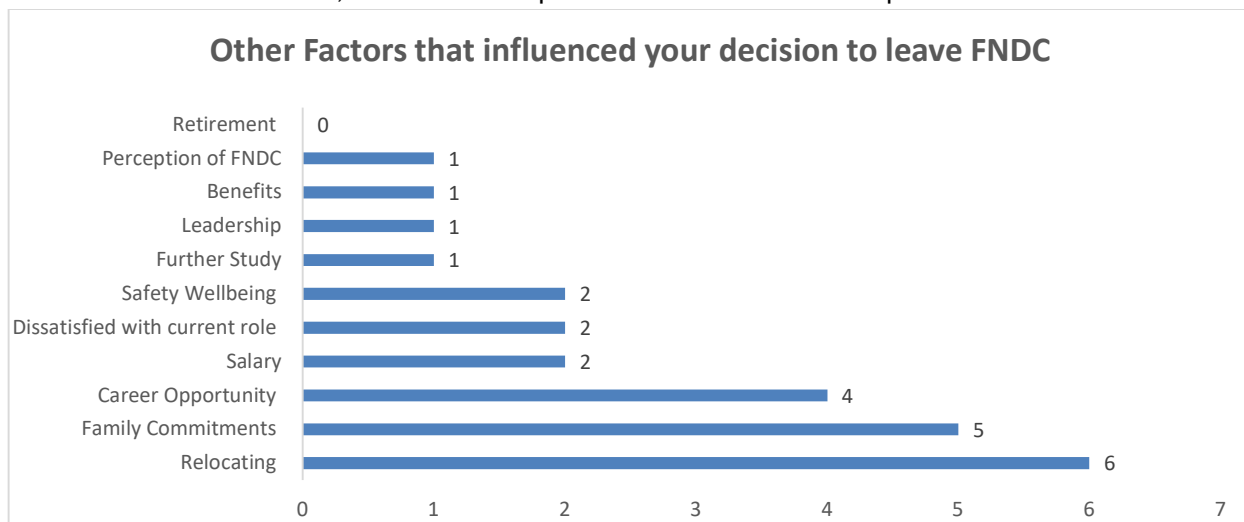


As there are fewer employees in the Chief Executive Office, a single resignation has a significant impact on the group turnover.

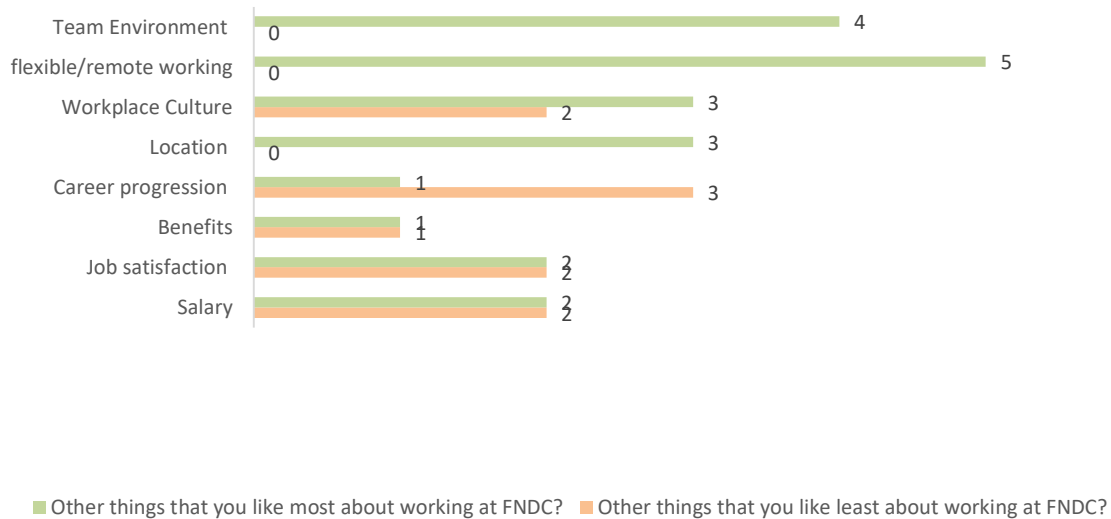
## Exit Interview Analysis

	<b>2024/25</b>
<b>Key reasons for Leaving FNDC</b>	Relocating Family Commitments Career Opportunity
<b>What staff liked most about FNDC</b>	Flexible/remote working Team environment Location

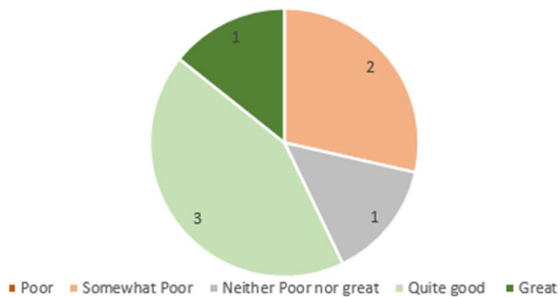
The key reasons for leaving, and what staff liked most about FNDC are similar to the last FY 2023/24. Of those who exited FNDC, 8 chose to complete exit interviews for this quarter.



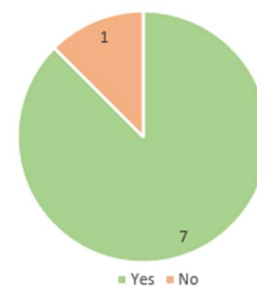
### Other things that you like most and least about working at FNDC?



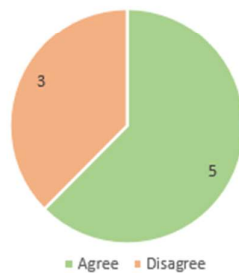
How would you overall rate the culture at FNDC?



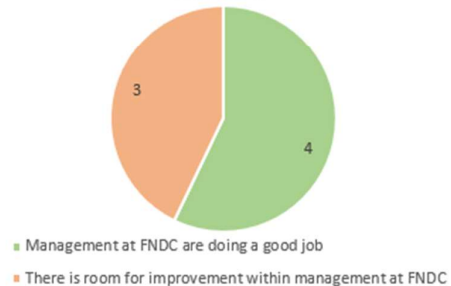
Would you recommend FNDC as an employer of choice?



You had the resources that you needed to be able to do your job?



How would you rate the overall management at FNDC?



To ensure GMs have visibility of exit interview data as it relates to their groups, the exit interview is being updated so leaving employees can indicate whether they are comfortable with GMs having visibility of their exit interview.

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## Response to Exit Interview Analysis

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### What staff liked most about working at FNDC:

- **Flexible/Remote Working** – We continue to prioritise being “business first, digitally supported,” feedback in exit surveys and in engagement surveys to all staff continue to highlight the importance of having the ability to remain flexible when it comes to working style. A more structured approach to the hybrid way of working is taking place to achieve a balance of spending more time in the office while having some flexibility to work out of office.
- **Team Environment** – As above, the in-office presence is increasing, bringing with it a focus on working collaboratively across Council groups and across the three office locations. More teams are having anchor days together, making the most of being in the same space.
- **Location** – The region holds strong appeal and assists with recruitment, offering a lifestyle different to that of a city.

### Top Reasons to Leave FNDC:

- **Relocating** – relocation out of the region occurs for many reasons and primarily tends to be related to whānau and lifestyle opportunities. Where possible and practical, remote working options can be explored and we do have a small number of staff with remote working agreements in place.
- **Family Commitments** – as above, this is something that occurs for a variety of reasons. FNDC works with staff as much as possible to support with family commitments where possible. Examples to support family commitments include consideration of Wellbeing Leave for employees who themselves have or are supporting whānau through health issues outside of the District and considering flexible start/finish/work locations for a period of time.
- **Career Opportunities** - This often goes hand in hand with the relocation option, as well as people looking to find other opportunities within the district. A learning needs analysis is underway Council-wide, looking to see where and how we can further support career growth. A refreshed approach to succession planning, to identify internal successors to key positions, is also due to commence and will guide professional development opportunities for those individuals who show the potential and willingness to grow their career at FNDC.

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## Recruitment Activity

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There have been a number of changes within the Leadership space, with three key appointments made: Manager Organisational Development, Manager Compliance, and an acting-up opportunity for Group Manager Delivery & Operations. Recruitment is underway for the Chief Financial Officer and Manager Te Ahu Museum & Archives positions.

The Infrastructure group has had significant success in redeployment and new placements into the various new roles created post-reorganisation. Of the last 16 vacancies, 5 are in final interview and offer stages.

While there is a number of campaigns underway, there has been less reliance on external recruitment companies with only a couple of long standing vacant T3 roles requiring that assistance to make placements.

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## Quarterly New Starters

During this quarter 35 new employees started.

Kaupapa Māori Programme Lead - Future of Severely Affected Land	2 <sup>nd</sup> September 2024
Kaiwhakangungu Reo – Te Reo Trainer - <i>returning employee</i>	14 <sup>th</sup> October 2024
Support Officer – <i>returning employee</i>	21 <sup>st</sup> October 2024
Programme Lead - Future of Severely Affected Land	28 <sup>th</sup> October 2024
Casual - Library (Kawakawa)	28 <sup>th</sup> October 2024
Executive Assistant to Group Manager Planning & Policy - <i>returning employee</i>	28 <sup>th</sup> October 2024
Casual - Library (Kaikohe)	29 <sup>th</sup> October 2024
Management Accountant	29 <sup>th</sup> October 2024
Resource Consents Engineer	29 <sup>th</sup> October 2024
Casual - Libraries (Kaitaia & Kaeo)	29 <sup>th</sup> October 2024
Visitor Information Consultant – Support - <i>returning employee</i>	11 <sup>th</sup> November 2024
Accounting Support Officer	11 <sup>th</sup> November 2024
Waters Asset Manager - <i>returning employee</i>	11 <sup>th</sup> November 2024
Waters Asset Manager	25 <sup>th</sup> November 2024
Capital Works Project Manager	25 <sup>th</sup> November 2024
Contract Administrator	25 <sup>th</sup> November 2024
Property Information Officer	25 <sup>th</sup> November 2024
SCADA Engineer	25 <sup>th</sup> November 2024
Building Support Officer	25 <sup>th</sup> November 2024
Intermediate Infrastructure Planner - <i>returning employee</i>	25 <sup>th</sup> November 2024
Building Support Officer	25 <sup>th</sup> November 2024
Capital Works Project Manager	25 <sup>th</sup> November 2024
Customer Service Officer - Multiskilled	9 <sup>th</sup> December 2024
Visitor Information Consultant - Support	9 <sup>th</sup> December 2024
Visitor Information Consultant - Support	9 <sup>th</sup> December 2024
Waters Design Engineer	9 <sup>th</sup> December 2024
Customer Service Officer - Multiskilled	9 <sup>th</sup> December 2024
Customer Service Officer - Multiskilled	9 <sup>th</sup> December 2024
Customer Service Officer - Multiskilled	9 <sup>th</sup> December 2024
Customer Service Officer - Multiskilled	9 <sup>th</sup> December 2024
Waters Technical Officer	9 <sup>th</sup> December 2024
Visitor Information Consultant - Support	9 <sup>th</sup> December 2024
Infrastructure Support Officer	9 <sup>th</sup> December 2024
Visitor Information Consultant - Support	9 <sup>th</sup> December 2024
Senior Project Manager	9 <sup>th</sup> December 2024
Senior Policy Advisor	9 <sup>th</sup> December 2024
Customer Service Officer – Multiskilled	9 <sup>th</sup> December 2024

## Culture

**Quarterly Celebration** – In October new staff were welcomed with a powhiri and 7 staff recognised through the refreshed He Tohu Whakapau Kaha (Love Your Work) Awards. These awards now recognise:

- Eke Panuku - Consistently Going Above & Beyond: To recognise people who are consistently going above and beyond what is expected in their role
- Te Pikinga Ahurea - Building Our Culture: Someone who comes up with an initiative or has a real positive impact on the team culture of those around them or has shown a real enthusiasm for and is living Te Pae o Uta
- Te Tohu Auahatanga - Innovation & Creativity - Those who bring innovative ideas, growth opportunities and problem-solving solutions to the business; creative thinking outside the box
- Te Hāpai o ki Muri - Service Superstar: Someone who delivering exceptional service; whether that be in the community or internally with our peers
- Te ohu Mahi Tahī - Team Collaboration: When a team has pulled together and gone the extra mile in their job or stepped up in an out-of-the-box situation

Staff completing 15 years' service were also recognised.

**Organisational Strategy** - The strategy which provides internal direction for staff, was launched in December 2024. This sets six strategic priorities (better informed decisions, value for money, health safety & wellbeing, people & culture, te Ao Māori and service delivery) to guide where resources are focused on improving how we deliver to our communities. An organisational learning needs analysis has been carried out to identify any gaps and a learning and development framework has been drafted for this coming year to enable our staff to effectively deliver across these priority areas.

**Staff Engagement** – In November a 'CEO BBQ' for all staff happened in Kaikohe. Staff were invited to a BBQ lunch, talk to colleagues they might not have met before and collaborate in person. This was followed later in the month with an all-staff BBQ lunch for Christmas.

**Diversity, Equity & Inclusion** – After becoming a member of the national body for workplace diversity, equity & inclusion with Diversity Works New Zealand in quarter one, we have during quarter two undertaken a qualified assessment to establish our organisation's current level of maturity in the diversity, equity & inclusion space. The assessment analysed our practices & processes over seven components, namely: Leadership, Diversity infrastructure, Diverse recruitment, Inclusive career development, Te Tiriti Responsiveness, Inclusive collaboration and Social Impact. Upon the completion of the assessment, we will receive a recommendations report, which will enable us to understand what we currently do well and indicate areas where we need to increase our DE&I competency. We are eagerly awaiting the report to start planning towards this exciting initiative.

**Engagement Survey** – Planning is underway to go live with our biannual Employee Engagement Survey, between 24 February – 9 March 2025.

**Apollo Psychometric Profiling** – We have three trained in-house facilitators who can undertake psychometric profiling. The profiling offers different options for executive and senior management, middle management and team leader, and general workforce. The Apollo Assessment is used to assist with recruitment and personal development for career planning. Five of our people have received the assessment which can contribute to their learning and development plan.

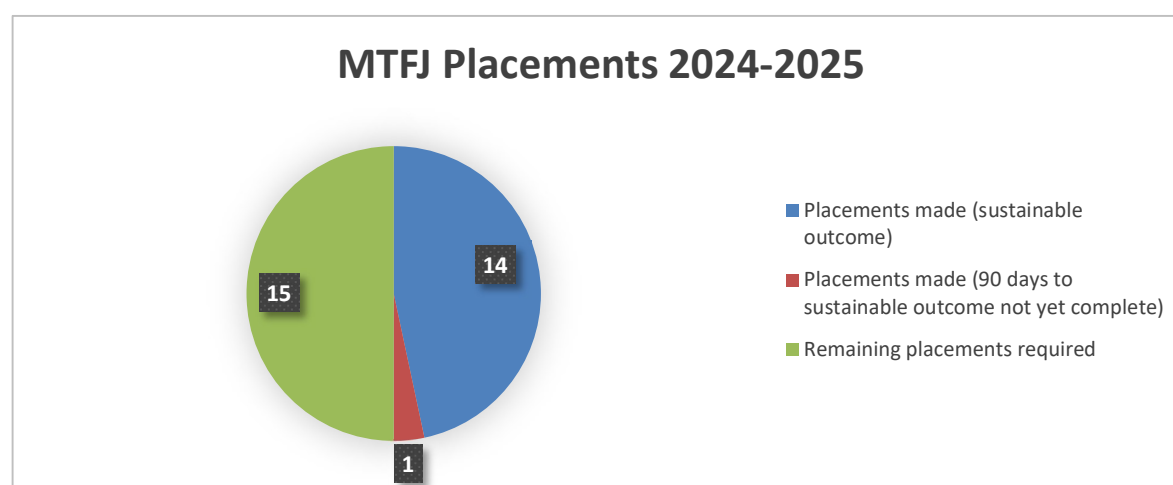
**Team Building** – Workshops for Team Management Profiles have been undertaken for two teams this quarter, with 27 people participating. The workshops assist with team building, giving insights for work preference areas and effective communication.

## Employment Relations

	Quarter Two (Oct - Dec 2024)	Financial Year to Date (July 2024 – Jun 2025)
Number of personal grievances (completed)	2	3
Negotiated exits & medical retirements	0	1

*Note: Collective Bargaining with the PSA and FNDC representatives has now concluded.*

## Mayor Taskforce for Jobs (MTFJ)



The MTFJ is a nationwide network of New Zealand's Mayors, working together towards the vision of all young people 16-24 engaged in employment, education, training, or other positive activity in their communities. MTFJ runs advocacy projects and partners with best-practice organisations to promote the economic well-being of young people.

The funding agreement with Local Government New Zealand Mayors Taskforce for Jobs and FNDC 1 July 2024 –30 June 2025 is \$260,000.00 for a minimum of 30 outcomes.

Quarter 2 has seen the development of new opportunities through business connections made with Pou Herenga Tai – Twin Coast Cycle Trail, Kai o te Rangatira Charitable Trust, Aiotis Ltd (Sustainable Forestry Solutions), Art Consultancy Ltd, and Steve Hutchinson – Chivalry Training Provider. There are a number of jobseekers who we are working with to obtain relevant licences for truck transport roles.

The reach of MTFJ can be challenging with a single Coordinator responsible for the entire district. Late last year the Programme Coordinator made inroads in the Kaitaia area. Ka Uri – Museum & Café Gift Shop, Awanui Tyre Man, Toi Te Hiku and Juken NZ Ltd all established connections and explored their interested in potentially placing a job seeker in the future.

In November, the MTFJ, in partnership with the Tertiary Education Commission (TEC) and the Ministry of Education (MOE), hosted an **Inspiring the Future** event at the Ngawha Innovation Enterprise Park. This groundbreaking event, led by Mayor Moko Tepania, was the first of its kind nationwide to be conducted entirely in Te Reo Māori. Three schools—Te Kura Kaupapa Māori o Kaikohe, Te Kura Kaupapa Māori o Hokianga, and Te Kura Kaupapa Māori o Taumarere—participated in this inspiring day. At an **Inspiring the Future** event, young people get the unique opportunity to hear from volunteer role models within their communities. They learn about various

careers, discover why people are passionate about their jobs, and hear about the pathways and challenges these role models faced along the way.

Promotional material has also been developed to assist the Programme Coordinator and Mayor when in public engagements and situations when promoting the initiative.

A half page advertisement was also run in the Northern Advocate on 18 December. A half page advertisement was also run in the Northern Advocate on 18 December in reo and English,

promoting the programme.

[PressReader.com](https://www.pressreader.com) - Digital Newspaper & Magazine Subscriptions page 5.

## Executive Projects programme

The programme for the Executive Projects Advisor is broad and consists of a mixture of existing projects which require advancing, progressing opportunities, and business improvement actions. In addition to the below, the Executive Projects Advisor also provides ad hoc advice and support across the organisation when requested. Projects include:

- **Housing for the Elderly:** Decisions on next steps were made by the Council in November 2024 following a recommendation from the elected member Steering Group. That Steering Group will continue to meet as part of progressing the Council's November 2024 resolution.
- **11 Matthews Ave:** Council resolved in its December 2024 meeting on a pathway for next steps, and a paper on these is to go to Council during Q2 2025.
- **Te Puāwaitanga, Phases One & Two:** Work is ongoing to operationalise maintenance contracts, understand infrastructure requirements to enable the sports park to open, and progress requirements associated with use of the sports park. Opportunities for the overall property and steps required are being considered, noting that the work occurring for Te Patūkurea is ongoing and directly affects this. Update reports to elected members to occur in Q1 2025.
- Support has also been given to other projects such as the IAF Kawakawa, Kaikohe Library & Civic Hub and infrastructure funding projects.
- These projects involve multiple groups across the organisation. As part of these, business improvement actions to improve processes have been identified with work on these ongoing.



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## Procurement Policy Review

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FNDC has reviewed its procurement policy and continues to adhere to the Government Procurement Rules in all sourcing and contracting processes. These rules provide the authority to exclude certain groups or suppliers where concerns are raised, such as:

- An act or omission that adversely reflects on the commercial integrity of the supplier or offends against the Supplier Code of Conduct.
- The supplier is a person or organisation designated as terrorists by New Zealand Police.
- Human rights violations by the supplier or in the supplier's supply chain.
- Any matter that materially diminishes an agency's trust and confidence in the supplier.

FNDC management is committed to ensuring these rules are implemented appropriately. We review our procurement processes on an ongoing basis to ensure they align with ethical standards and best practices. This includes ensuring that our suppliers demonstrate ethical behaviour and integrity in their operations.