



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

# AGENDA

## Te Miromiro Committee for Assurance, Risk and Finance Meeting


**Tuesday, 17 February 2026**

**Time:** 10:00 AM  
**Location:** Council Chamber  
Memorial Ave  
Kaikohe

**Membership:**

(Awaiting Appointment) External Appointed Member - Chairperson  
Deputy Chairperson John Vujcich  
Cr Rachel Baucke  
Cr Felicity Foy  
Cr Hilda Halkyard-Harawira  
Cr Davina Smolders  
(Ex-officio Member) Kahika - Mayor Moko Tepania



 <b>Te Kaunihera o Te Hiku o te Ika</b> Far North District Council	<b>Authorising Body</b>	Council
	<b>Status</b>	Standing Committee
<b>COUNCIL COMMITTEE</b>	<b>Title</b>	Te Miromiro Committee for Assurance, Risk and Finance Terms of Reference
	<b>Terms of Reference Adoption</b>	11 December 2025
	<b>Responsible Officer</b>	Group Manager Corporate Services

### (1) Kaupapa / Purpose

The purpose of Te Miromiro Committee for Assurance, Risk and Finance is to assist and advise the Governing Body in discharging its responsibility and ownership of finance, risk and internal control.

Committee will review the effectiveness of the following aspects:

- 1.1 The robustness of financial management practices;
- 1.2 The integrity and appropriateness of internal and external reports and accountability arrangements;
- 1.3 The robustness of the risk management framework;
- 1.4 The robustness of internal controls and the internal audit framework;
- 1.5 Compliance with applicable laws, regulations, standards and best practice guidelines;
- 1.6 The establishment and maintenance of controls to safeguard the Council's financial and non-financial assets;
- 1.7 Data governance framework

To perform his or her role effectively, each member must develop and maintain his or her skills and knowledge, including an understanding of the Committees responsibilities, and of the Council's business, operations and risks.

**(2) Ngā Huānga / Membership**

The Council will determine the membership of the Committee including at least one independent appointment with suitable financial and risk management knowledge and experience.

The Committee will comprise of elected members, and one independent appointed member, appointed as Chair with full voting rights.

Kahika / Mayor Moko Tepania is an ex-officio member of all Committees.

External Appointee – Chairperson and Independent Member

Cr John Vujcich -Deputy Chairperson

Cr Rachel Baucke

Cr Felicity Foy

Cr Hilda Halkyard-Harawira

Cr Davina Smolders

**(3) Kōrama / Quorum**

The quorum at a meeting of the Committee is 4 members.

**(4) Ngā Hui / Frequency of Meetings**

The Committee shall meet every 12 weeks.

**(5) Ngā Apatono / Power to Delegate**

The responsibilities, duties and powers of the Committee are subject to the prohibition on delegation of powers under Clause 32(1), Schedule 7, Local Government Act 2002, and any other restrictions on delegation under any other relevant legislation.

The Committee may not delegate any of its responsibilities, duties or powers.

**(6) Ngā Herenga Paetae / Responsibilities**

The Committees responsibilities are described below:

**6.1 Financial systems and performance of the Council**

- 6.1.1** Review the Council's financial and non-financial performance against the Long-Term Plan and Annual Plan
- 6.1.2** Review Council quarterly financial statements and draft Annual Report

**6.2 Risk Management**

- 6.2.1** Review appropriateness of Council's risk management framework and associated procedures for effective risk identification, evaluation and treatment
- 6.2.2** Receive and review risk management dashboard reports
- 6.2.3** Provide input, annually, into the setting of the risk management programme of work
- 6.2.4** Receive updates on current litigation and legal liabilities

**6.3 Internal Audit and Controls**

- 6.3.1** Review whether management has in place a current and comprehensive internal audit framework
- 6.3.2** Receive and review the internal audit dashboard reports
- 6.3.3** Provide input, annually, into the setting of the internal audit programme of work
- 6.3.4** Review whether there are appropriate processes and systems in place to identify and investigate fraudulent behaviour

The Committee will manage Council's relationship with external auditor.

**(7) Ngā Ture / Rules and Procedures**

Council's Standing Orders and Elected Member Code of Conduct apply to all meetings.

**(8) Reporting and Review of Committee Terms of Reference**

In December of each year, the Responsible Officer alongside Democracy Services will submit a report to Council. The report will summarise the activities of the Committee and how it has contributed to the Council's governance and strategic objectives. This will look at whether the Council are meeting the full requirements of the Committee Terms of Reference and whether any amendments are required to the Committees terms of reference to increase efficient and effective decision making.

The Terms of Reference of the Committee will be reviewed as part of this report but can be amended by Council at any point throughout the term.



**Far North District Council**  
**Te Miromiro Committee for Assurance, Risk and Finance Meeting**  
**will be held in the Council Chamber, Memorial Ave, Kaikohe on:**  
**Tuesday 17 February 2026 at 10:00 AM**

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**Te Paeroa Mahi / Order of Business**

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<b>2</b>	<b>Ngā Whakapāha Me Ngā Pānga Mema / Apologies and Declarations of Interest .....</b>	<b>9</b>
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4.2	Chief of Staff Report Q2 2025- 2026 (October - December).....	19
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5.4	Tender Panel and Procurement Activity Update 1 Oct - 31 Dec 2025 .....	38
5.5	Audit Report Recommendations Update .....	39
<b>6</b>	<b>Karakia Whakamutunga / Closing Prayer .....</b>	<b>40</b>
<b>7</b>	<b>Te Kapinga Hui / Meeting Close.....</b>	<b>40</b>





**1 KARAKIA TĪMATANGA / OPENING PRAYER****2 NGĀ WHAKAPĀHA ME NGĀ PĀNGA MEMA / APOLOGIES AND DECLARATIONS OF INTEREST**

Members need to stand aside from decision-making when a conflict arises between their role as a Member of the Committee and any private or other external interest they might have. This note is provided as a reminder to Members to review the matters on the agenda and assess and identify where they may have a pecuniary or other conflict of interest, or where there may be a perception of a conflict of interest.

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a Member thinks they may have a conflict of interest, they can seek advice from the Chief Executive Officer or the Manager - Democracy Services (preferably before the meeting).

It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

**3 NGĀ TONO KŌRERO / DEPUTATION**

No requests for deputations were received at the time of the Agenda going to print.

## 4 NGĀ PŪRONGO TAIPITOPITO / INFORMATION REPORTS

### 4.1 REVENUE RECOVERY REPORT AS AT 31 DECEMBER 2025

**File Number:** A5543204

**Author:** Zena Tango, Team Leader - Transaction Services

**Authoriser:** Charlie Billington, Group Manager - Corporate Services

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

The purpose of this report is to provide quarterly reporting to the Far North District Council Assurance, Risk, and Finance Committee.

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

This is the first report for the financial year 2025-26 and provides information on quarter 1 and quarter 2 actions since the last Te Miromiro Committee meeting on 6 August 2025 to be taken to collect the arrears balances for rates, water and sundry debt this year, and to provide information on how collection is tracking against targets.

#### TŪTOHUNGA / RECOMMENDATION

**That Te Miromiro Committee for Assurance, Risk and Finance receive the report Revenue Recovery Report as at 31 December 2025.**

#### TĀHUHU KŌRERO / BACKGROUND

This document has been prepared to outline the arrears balances for rates, water, and sundry debt as of 31 December 2025 (first and second quarter) and the actions taken by the Revenue Recovery team for the collection of the General Title rates and water, and sundry debt.

This information is part of the standing items reported to the Committee on a regular basis.

#### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

The data provided is for General Title and Māori Freehold Land rates and water accounts with sundry debtors shown in a separate table. Since the 1<sup>st</sup> of July 2025, the General Title rates total arrears balance has increased by 38%, and the water rates has increased by 25%.

Please note we have observed and continue to observe impact of prior year and current year cost-of-living increases and effects of the depressed employment conditions in the region. This is continuing to effect the collection of rates and payment percentage metrics. (See footnote A.1 in attachments)

#### PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

##### General Title rates and water debt

Key actions since the last report:

- Reporting for properties that have a Mortgage have been completed.
- We have initiated the abandoned land process.

- Revenue recovery team have completed debt collection training with eMatrix in collaboration with Whangarei District Council and Kaipara District Council.
- Vacancies within the team and wider team have now been filled.
- Revenue recovery team temporarily adopted an additional process to support the Rating team in prior rating year. This process was returned to Rating team 18 August 2025.
- Judgement of rates debt of \$128,000 has been endorsed and sealed by the District Court.
- Completed reporting for all properties with mortgages and commenced pre-mortgage demand calling.

Next actions:

- Prepare and issue mortgage demand to the 4 major banks once pre-mortgage demand calling has been completed.
- Continue to devote a large amount of team resources to collection of outstanding debt for rates and sundry debtors.
- Continue collaboration with Building and Planning to reduce sundry debtor arrears.
- Work with external law firm to start further recovery action.

For the total number of General Title rates accounts marked as 'Debt recovery action to commence':

- These are properties where there is no mortgage, and we do not have a payment arrangement or direct debit set up on the account.
- 38% of properties only have last year's rates in arrears (2024-2025 year) and 19% have 2 years of arrears (2023-2024 year). Revenue Recovery continues to contact these owners by phone, email, or letter. Any water arrears will be picked up at the same time.
- 13% of these accounts have arrears of 3 or more rating years (2022-2023 year and all prior years). Debt management will start the final demand process for these which can result in referral to Council's legal services team or external to commence legal proceedings.

### **Māori Freehold Land rates and water debt**

The rates debt has increased by 6% since the start of 1 July 2025 year. Signed off Māori Freehold Land remissions made up 9% (\$659,229.17) of rating relief remission policies (See footnote A.2 in attachments). The water rates have increased approximately 20% since 1 July 2025. (See footnote A.3 in attachments)

### **Maori Freehold Land Property Reviews**

A total arrears balance of \$12,604.76 has been written off Far North District Council rates (non-rateable land under the Whenua Māori Amendment Act 2021) since 1 July 2025.

The total CE write-offs under Section 90 of the Whenua Māori Amendment Act 2021 processed since 1 July 2025 is \$14,710.68.

### **Sundry debtors debt**

The total sundry debtors aged debt balance has increased since the start of the year.

Since the prior report, debt for the resource consent department has increased while the debt for building consent department has decreased. The revenue recovery team is collaborating with the Resource Consents department to manage the increases.

(See footnote A.4 in attachments)

## **ĀPITIHANGA / ATTACHMENTS**

1. **Revenue Recovery Report attachment as at 31 December 2025 - A5554837** [↓](#) 

## Footnote A.1 General Title Rates and Water arrears comparison

## Current quarter 2025-2026

(Please note due to The Local Government Rating Act, period 2024-2025 rates invoiced 30 June 2025. Current rates do not get reflected till the end of 2025-2026 rating year.)

General Title Rates 2025-2026 31 December 2025							
General Title Rates Categories	2024-2025	2023-2024	2022-2023	2021-2020	2020+	Total	# accounts
Abandoned Land	24,212	8,614	5,739	5,446	10,388	54,400	15
Payment Arrangement	31,493	11,459	6,091	5,808	11,286	66,136	16
Deceased Rate Payer	69,500	31,667	26,847	21,029	30,102	179,145	37
Mortgage Run 2024-2025	1,993,845	825,668	566,874	431,243	711,697	4,529,326	990
Legal Action Commenced (external)	81,988	28,156	14,432	5,183	1,389	131,148	25
Legal Action Commenced (FNDC)	14,218	9,257	8,425	6,697	10,431	49,028	4
Liquidation	-	-	-	-	-	-	-
Direct Debit	340,466	177,235	145,685	124,422	230,424	1,018,232	184
Debt recovery action to commence	2,034,472	1,268,501	869,765	636,830	1,023,461	5,833,029	902
<b>Rates Total</b>	<b>4,590,193</b>	<b>2,360,558</b>	<b>1,643,857</b>	<b>1,236,658</b>	<b>2,029,177</b>	<b>11,860,443</b>	<b>2,173</b>

Note: Approximately 3% of yearly rates invoiced for 2024-2025 Year is at debt recovery stage or mortgage demand stage.

## Year on year quarter comparison 2024-2025

General Title Rates 2024-2025 31 December 2024							
General Title Rates Categories	2023-2024	2022-2023	2021-2020	2020-2019	2019+	Total	# accounts
Abandoned Land	92,621	32,445	21,013	17,415	28,134	191,629	40
Payment Arrangement	24,314	16,746	11,339	10,408	14,665	77,472	18
Deceased Rate Payer	92,190	43,255	30,261	24,081	44,499	234,287	51
Mortgage Run 2024-2025	1,611,815	780,261	517,303	452,590	687,344	4,049,312	1,186
Legal Action Commenced (external)	90,756	41,059	31,768	16,963	28,222	208,767	48
Legal Action Commenced (FNDC)	16,249	9,273	6,470	6,199	4,794	42,985	8
Liquidation	5,183	1,999	1,895	1,817	3,634	14,528	2
Direct Debit	320,582	123,794	77,349	54,880	110,248	686,852	167
Debt recovery action to commence	1,983,939	985,233	649,207	522,327	687,744	4,828,449	965
<b>Rates Total</b>	<b>4,237,648</b>	<b>2,034,065</b>	<b>1,346,602</b>	<b>1,106,680</b>	<b>1,609,285</b>	<b>10,334,280</b>	<b>2,485</b>

## Current quarter 2025-2026

General Water Arrears 2025-2026 31 December 2025							
General Title Water Categories	2024-2025	2023-2024	2022-2023	2021-2020	2020+	Total	# accounts
Abandoned Land	5,980	2,045	371	150	-	8,546	7
Payment Arrangement	6,432	2,140	4,753	560	19	13,904	9
Deceased Rate Payer	9,357	2,629	1,525	91	144	13,745	15
Mortgage Run 2025-2026	312,958	87,025	53,185	34,110	44,451	531,729	411
Legal Action Commenced (external)	22,969	1,379	621	-	-	24,968	15
Legal Action Commenced (FNDC)	-	-	-	-	-	-	-
Liquidation	-	-	-	-	-	-	-
Direct Debit	59,620	32,835	22,684	6,883	5,609	127,631	59
Debt recovery action to commence	482,713	238,881	97,297	69,692	157,677	1,046,260	359
Water Total	900,029	366,933	180,436	111,485	207,899	1,766,783	875

## Year on year quarter comparison 2024-2025

General Water Arrears 2024-2025 31 December 2024							
General Title Water Categories	2023-2024	2022-2023	2021-2020	2020-2019	2019+	Total	# accounts
Abandoned Land	-	-	-	-	-	-	-
Payment Arrangement	236	258	188	67	-	749	1
Deceased Rate Payer	2,566	-	-	-	-	2,566	5
Mortgage Run 2024-2025	294,569	48,028	19,319	8,775	34,838	405,530	526
Legal Action Commenced (external)	26,884	1,569	1,536	2,770	2,601	35,360	14
Legal Action Commenced (FNDC)	4,904	577	639	-	-	6,120	1
Liquidation	-	-	-	-	-	-	-
Direct Debit	94,337	31,780	22,956	9,857	25,167	184,097	118
Debt recovery action to commence	267,163	89,499	41,433	39,338	74,204	309	309
Water Total	690,659	171,710	86,071	60,807	136,811	634,730	974

## Footnote A.2 Māori Freehold Land Rates and Water

Current quarter 2025-2026

MFL Rates Arrears 2025-2026 31 December 2025							
MFL Rates Categories	2024-2025	2023-2024	2022-2023	2021-2020	2020+	Total	# accounts
Payment Arrangement	1,601	1,525	1,375	1,324	2,483	8,308	1
Deceased ratepayer	14,805	14,149	13,023	10,124	20,025	72,125	8
Direct debit	221,859	209,023	187,706	186,790	323,706	1,129,084	94
Abandoned Land	3,333	3,305	3,245	3,149	2,937	15,970	1
Debt recovery action to commence	2,053,902	1,971,296	1,662,897	1,594,568	2,829,467	10,112,128	899
<b>Rates Total</b>	<b>2,295,500</b>	<b>2,199,298</b>	<b>1,868,245</b>	<b>1,795,954</b>	<b>3,178,618</b>	<b>11,337,615</b>	<b>1,003</b>

Year on year quarter comparison 2024-2025

MFL Rates Arrears 2024-2025 31 December 2024							
MFL Rates Categories	2023-2024	2022-2023	2021-2020	2020-2019	2019+	Total	# accounts
Payment Arrangement	2,982	2,085	1,988	1,930	1,919	10,904	1
Deceased ratepayer	22,403	20,551	17,681	16,955	26,571	104,161	10
Direct debit	314,559	217,021	205,656	182,645	251,695	1,171,576	115
Abandoned Land	354	313	308	299	488	1,763	1
Debt recovery action to commence	2,008,895	1,708,769	1,636,801	1,461,549	1,942,983	8,758,997	898
<b>Rates Total</b>	<b>2,349,194</b>	<b>1,948,739</b>	<b>1,862,433</b>	<b>1,663,379</b>	<b>2,223,655</b>	<b>10,047,400</b>	<b>1,025</b>

## Current quarter 2025-2026

MFL Water Arrears 2025-2026 31 December 2025							
MFL Water Categories	2024-2025	2023-2024	2022-2023	2021-2020	2020+	Total	# accounts
Payment Arrangement	-	-	-	-	-	-	-
Deceased ratepayer	24	35	31	191	24	305	1
Direct Debit	7,410	1,944	2,861	1,644	7,795	21,654	1
Debt recovery action to commence	61,645	47,091	29,296	29,283	76,114	243,429	45
Water total	69,079	49,070	32,188	31,118	83,933	265,387	47

## Year on year quarter comparison 2024-2025

MFL Water Arrears 2024-2025 31 December 2024							
MFL Water Categories	2023-2024	2022-2023	2021-2020	2020-2019	2019+	Total	# accounts
Payment Arrangement	-	-	-	-	-	-	-
Direct Debit	-	-	-	-	-	-	-
Debt recovery action to commence	52,671	33,858	32,274	52,411	67,580	238,793	43
Water total	52,671	33,858	32,274	52,411	67,580	238,793	43



## Footnote A.3 Sundry Debtors

Current quarter 2025-2026

Sundry Debtors Aged Period Report as at 31 December 2025						
Category	30 Days	60 Days	90 Days	90 Days +	Total	% Debt
Sundry	30,187	1,902	80,241	296,065	408,396	15%
Bookings	150	-	750	19,233	20,133	1%
Septage	-	-	-	1,851	1,851	0%
Refuse	-	-	-	3,027	3,027	0%
Building	50,893	1,017	46,581	882,731	981,222	37%
Resource	44,184	-	90,483	1,047,196	1,181,862	44%
Liquor	2,652	-	1,974	696	5,322	0%
Health	32,540	-	5,509	37,993	76,042	3%
Total	160,606	2,919	225,538	2,288,792	2,677,855	100%

Note: Resource consents team now engage with progress invoicing.

Year on year quarter comparison 2024-2025

Sundry Debtors Aged Period Report as at 31 December 2024						
Category	30 Days	60 Days	90 Days	90 Days +	Total	% Debt
Sundry	2,635,636	13,319	3,649	115,115	2,767,719	67%
Bookings	1,678	750	-	14,481	14,481	0%
Septage	2,968	363	396	208	208	0%
Refuse	-	-	-	3,027	3,027	0%
Building	136,048	52,662	36,531	567,187	567,187	14%
Resource	118,270	28,921	43,715	763,506	763,506	18%
Liquor	1,029	633	2,073	975	975	0%
Health	9,843	4,966	3,815	41,674	41,674	1%
Total	2,905,472	101,613	90,180	1,506,173	4,158,777	100%

**Definitions of categories for rates and water.****Abandoned Land**

Abandoned land means a rating unit for which rates have not been paid to the local authority for 3 years or more, and the ratepayer is either unknown, unlocatable, deceased with no representative, or has notified the local authority of their intent to abandon the land.

**Payment Arrangement**

This is a separate payment arrangement for a set period to halt penalties accumulating on the rate account.

**Deceased Rate Payer**

Probate process has not been completed.

**Mortgage Run 2024/2025**

These are properties that we have started the Mortgage demand process on.

**Legal Action Commenced (external)**

These are properties we have commenced legal action against with an external legal representative.

**Legal Actioned Commenced (FNDC)**

These are properties we have commenced legal action against with FNDC legal services team.

**Liquidation**

The rate payer is a Company that has gone into liquidation, and we await the liquidation process to be complete.

**Direct Debit**

Properties that are paying by direct debit.

**Debt recovery action to commence**

These are properties with arrears that have no mortgage, and we do not have a payment

arrangement or direct debit set up on the account, next stage would likely be legal action.

**4.2 CHIEF OF STAFF REPORT Q2 2025- 2026 (OCTOBER - DECEMBER)****File Number:** A5556075**Author:** Philippa Boye, Project & Facilities Coordinator**Authoriser:** Emma Healy, Chief of Staff**TAKE PŪRONGO / PURPOSE OF THE REPORT**

The purpose of this report is to present Te Miromiro – Assurance, Risk and Finance Committee with the quarterly update on People and Capability activities.

**WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY**

Included in the report is information on:

- Exit interviews and analysis,
- Recruitment activity,
- Culture,
- Executive projects, and
- Employment Relations

**TŪTOHUNGA / RECOMMENDATION**

That Te Miromiro Committee for Assurance, Risk and Finance receive the report Chief of Staff Report Q2 2025- 2026 (October - December).

**TĀHUHU KŌRERO / BACKGROUND**

This report will be presented to Te Miromiro – Assurance, Risk and Finance Committee on a quarterly basis.



**MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS**

The report is Information only

**PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

Nil

**ĀPITI HANGA / ATTACHMENTS**

1. Chief of Staff Report Q2 2025-2026 (October - December) - A5556063  

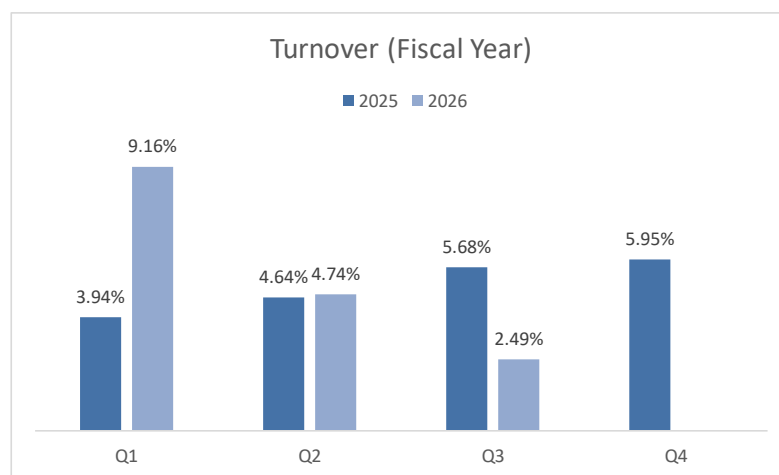


## Chief of Staff Report to Te Miromiro - Assurance, Risk and Finance Committee Q2 2025-26 (October – December)

### TURNOVER QUARTER 2 (October – December 2025)

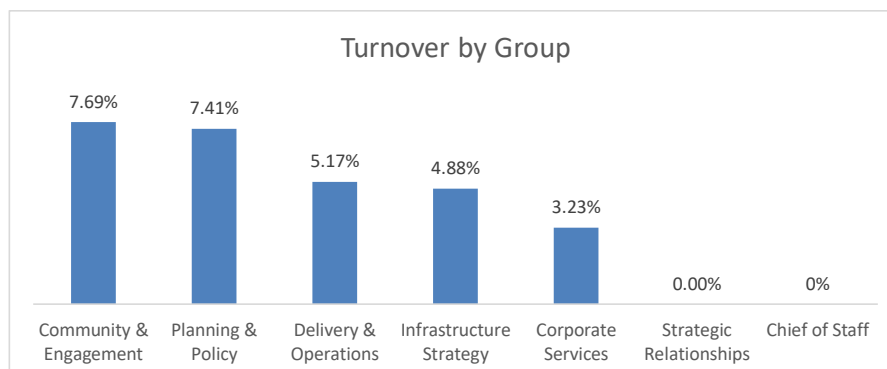
19 employees left FNDC in Quarter 2.

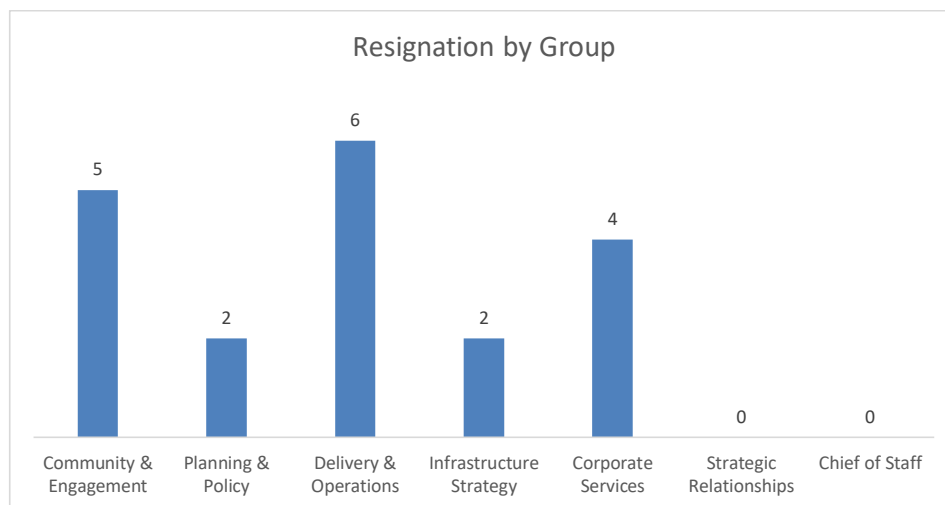
The turnover rate for this quarter is 4.74% (compared to 4.64% for the same quarter last year).



### TURNOVER YEAR TO DATE (October – December 2025)

The organisation-wide year to date (YTD) total turnover is 9.16%. In the second month of the quarter, the Transportation team was restructured which is reflected in the statistics for Q1. The change significantly impacted turnover which is reflected within the Infrastructure Group, with 13 of the 17 leavers a result of the Transportation team restructure.

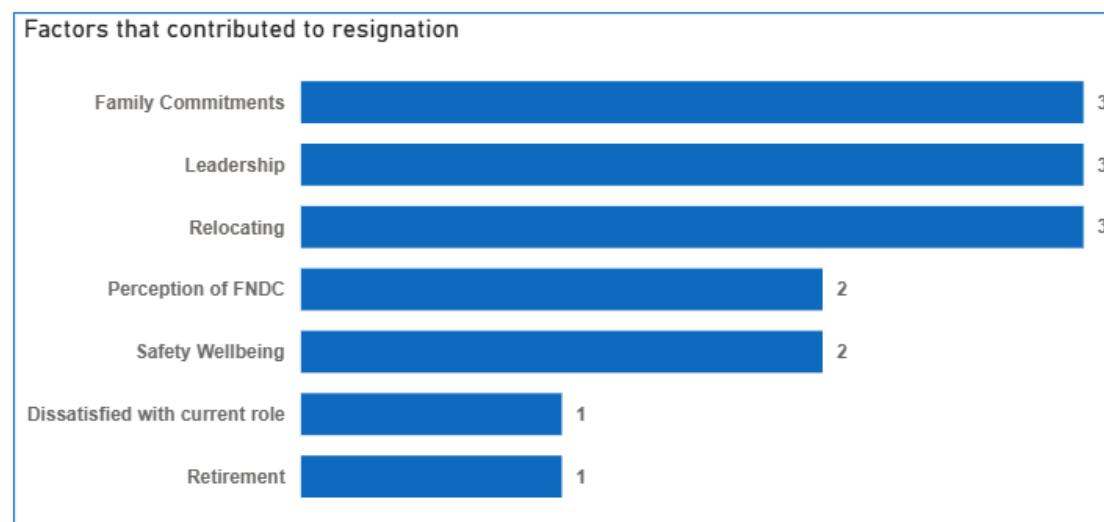


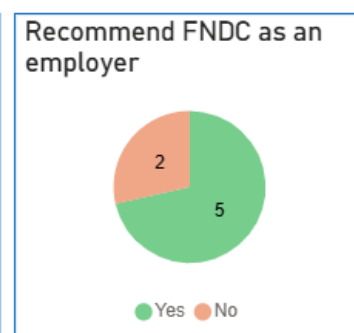
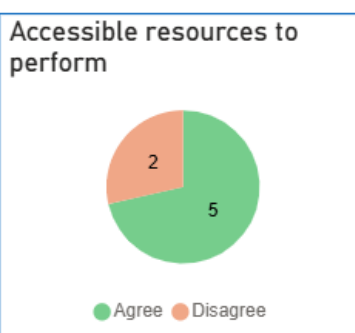
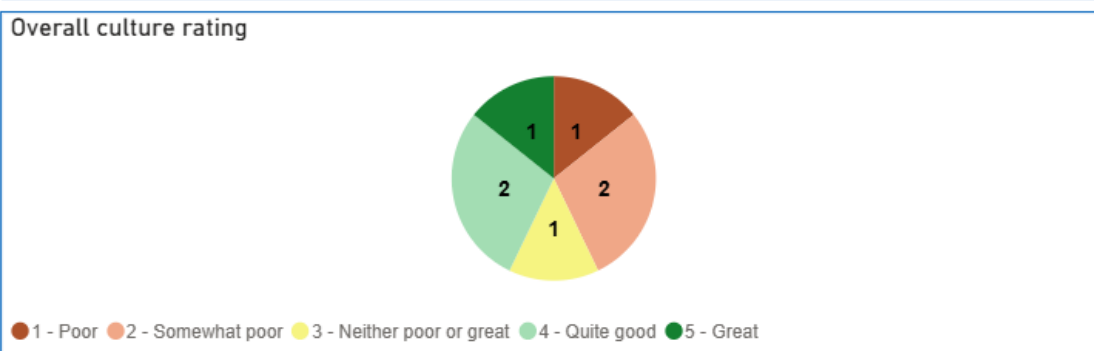
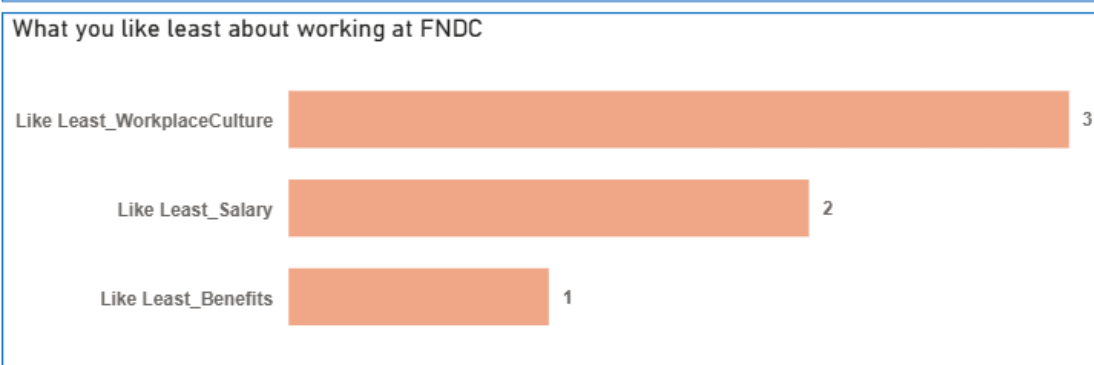
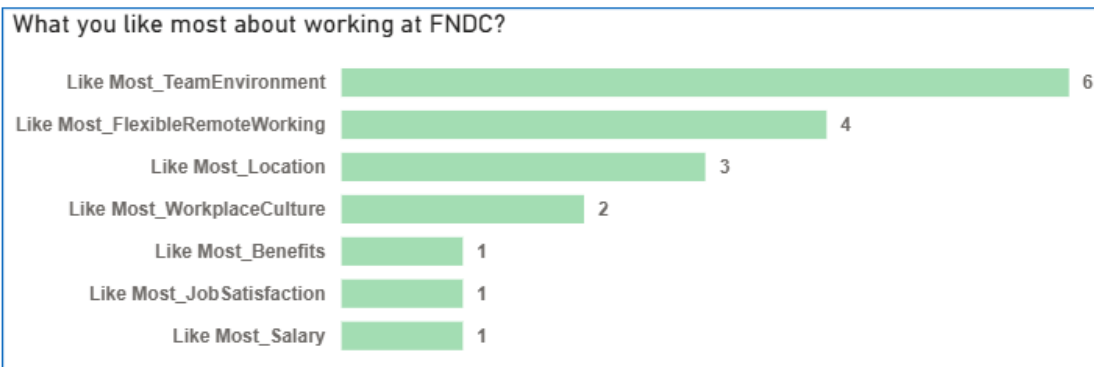


### Exit Interview Analysis

	2025/26
<b>What staff liked most about FNDC</b>	Team environment Flexible/remote working
<b>Key reasons for Leaving FNDC</b>	Workplace Culture Salary

The key reasons for leaving, and what staff liked most about FNDC are similar to the last FY 2024/25. Of those who exited FNDC, 7 chose to complete exit interviews for this quarter. The total amount of exit surveys completed for the FY to date is 16.





## RESPONSE TO EXIT INTERVIEW ANALYSIS

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

- **Flexible and Remote Working Arrangements**

Flexibility is regularly cited by staff as a key strength of the FNDC employment experience. The organisation's hybrid working approach, along with guidance for people leaders on how to manage flexible working situations, supports staff to meet personal and location needs while remaining connected to operational priorities and required on-site presence. Case-by-case agreements, enables people to balance location and life needs while remaining- connected to team priorities and on-site requirements.

- **Team Environment and Collaboration**

Immediate teams are often described as supportive and solution focused. During this quarter, several groups reinforced this with team charters confirming their "ways of working," alongside setting their operating rhythms and developing engagement action plans based on survey results, - steps that sustain clear commitments and reliable service delivery across teams-focused. During this quarter, several groups reinforced this with team charters and "ways of working," alongside leader-led rhythms and action planning off survey insights—steps that sustain clear commitments and reliable service delivery across teams

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

- **Workplace Culture**

This feedback is consistent with reference made to the changes in Transportation. Following significant change, it takes time the business to settle. We are actively working with People Leaders and teams on cross-organisation communication, ensuring change impacts are clearly explained, and continuing to build a more connected, inclusive culture that supports staff further through transition. The Change Framework, tools and templates in development will support managing change differently. Organisation communication, ensuring change impacts are clearly explained, and continuing to build a more connected, inclusive culture that supports staff further through transition.

- **Salary**

Our remuneration is determined using the Strategic Pay job evaluation methodology and is largely aligned to other Council remuneration-setting. In addition to remuneration, we have a formal Reward and Recognition Framework in place, which supports the acknowledgement of exceptional performance, living our values, and celebrating contributions that make a positive impact across the organisation. This framework ensures our people feel appreciated, motivated, and supported in their continued growth and success.

### Top Reasons to Leave FNDC:

- **Family Commitments**

Family commitments remained one of the most common reasons for staff departures, as captured in turnover and exit interview analysis. This reflects broader lifestyle and care related pressures that influence mobility and decision-making for employees across the organisation. related pressures that influence mobility and decision-making for employees across the organisation.

- **Relocation**

Relocation was another leading driver of turnover, with many staff leaving the district or moving closer to support networks. This trend remains consistent with FNDC's geographic spread and the travel related challenges faced by employees working across the Far North.  
related challenges faced by employees working across the Far North.

- **Leadership**

Staff feedback shows that strengthening leadership capability may improve the employee experience. We continue to invest in leadership development, reinforcing communication expectations, and supporting leaders at all levels to create a more connected, transparent and empowering organisational environment.

## RECRUITMENT ACTIVITY

A total of 18 new employees commenced this quarter. These appointments reflect continued momentum in frontline recruitment, with the usual seasonal increases in Visitor Information Services and Customer Service roles. Key leadership positions for Transportation and Property Management were also made, bringing stability within recently changed environments.

## QUARTERLY NEW STARTERS

During this quarter 18 new employees started.

Transportation Business Manager	08-Dec-2025
Visitor Information Consultant - Support	08-Dec-2025
Visitor Information Consultant - Support	08-Dec-2025
Visitor Information Consultant - Support	08-Dec-2025
Team Leader - Property Management	08-Dec-2025
Building Support Officer	08-Dec-2025
Rates & Water Billing Officer	08-Dec-2025
Casual - Communications & Engagement Advisor	24-Nov-2025
Casual - Libraries (Kaitaia & Kaeo)	24-Nov-2025
Building Support Officer	24-Nov-2025
Customer Service Officer - Multiskilled	10-Nov-2025
Visitor Information Consultant - Support	10-Nov-2025
Building Compliance Officer	10-Nov-2025
Programme Support Officer - MTFJ	10-Nov-2025
Visitor Information Consultant - Support	10-Nov-2025
Customer Service Officer - Multiskilled	28-Oct-2025
Principal Advisor - Community & Local Government Health & Wellbeing	13-Oct-2025
Building Support Officer	13-Oct-2025

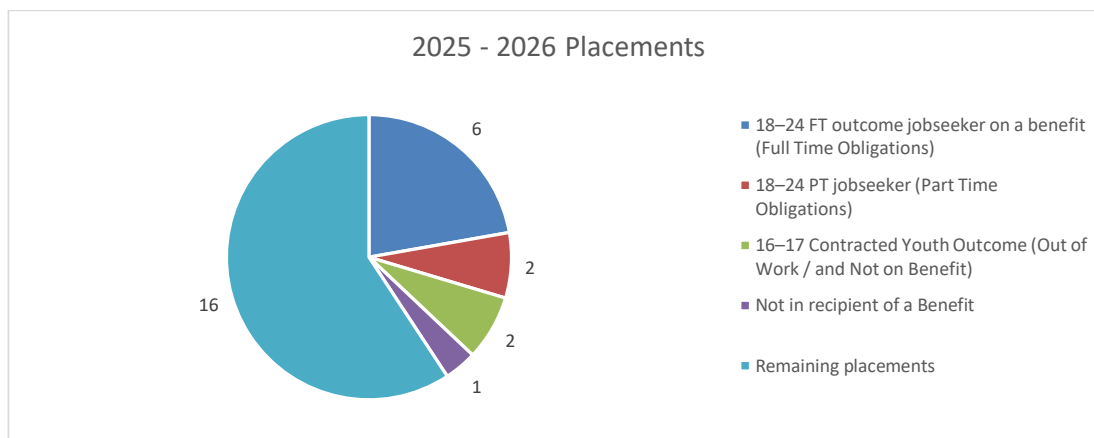
## MAYOR TASKFORCE FOR JOBS (MTFJ)

The Mayor's Taskforce for Jobs (MTFJ) is a nationwide initiative led by New Zealand mayors in partnership with central government agencies, particularly the Ministry of Social Development. Its purpose is to support young people - particularly those not in employment, education or training - into sustainable work, training or other positive pathways within their local communities. The programme works through locally delivered employment coordination, employer partnerships, wrap-around support





and targeted funding, with an emphasis on removing barriers to employment and strengthening local workforce outcomes.



#### 2025 – 2026 Contract and Placement details:

- \$220,000 (plus GST) total funding
  - \$110,000 (plus GST) at commencement of the contract – *Tranche 1*
  - \$110,000 (plus GST) when 80% of Tranche 1 spend **and** when 14 MSD client placements have been made – *Tranche 2*
- 27 Outcomes of Employment Placements
  - 23 must be MSD main benefit clients
  - 4 are any others meeting the NEET requirements

Over the October–December 2025 quarter, the MTFJ programme focused on stabilising delivery, strengthening partnerships, and aligning operational expectations with national guidance. Key activity centred on reaffirming the flexible, employment focused nature of the Community Employment Programme, improving coordination with government partners, and addressing local interpretation issues around attendance and reporting requirements. Programme systems and data processes were also refined, with an emphasis on consistent referral management, accurate HubSpot updates, and streamlined communication practices.

During this period, delivery capacity was enhanced through onboarding additional support via the fixed term MTFJ Administrator position, and embedding structured handover processes, enabling more efficient outreach and candidate support.

### EXECUTIVE PROJECTS PROGRAMME

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

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

Projects include:

- Housing for the Elderly, with most recently progressing the review of rent settings and seeking decisions on this, moving to implementation.
- 11 Matthews Ave and its future use.
- Te Puāwaitanga including ongoing support being provided to projects relating to the future of the site.
- Support has also been given to other projects such as IAF Kawakawa, Kaikohe Library & Civic Hub, Old Kaikohe Library site, Kerikeri Bypass, implementation of Development Contributions, Northland Waters Done Well, and consideration of Council landholdings and necessary processes associated with these.

Work on these projects has also identified business improvement actions and opportunities to improve processes, some of which will feed into Long Term Plan decisions, which is ongoing work.

## CULTURE

1. **Quarterly Celebration** – In February we celebrate 31 new starters, during Q2 with a powhiri, 9 staff will be recognised through the He Tohu Whakapau Kaha (Love Your Work) Awards, 12 staff acknowledged for volunteering to staff the Mobile Ballot Box tour during the 2025 local government election period, and 2 staff celebrate 15 years' service to FNDC and our community.
2. **Organisational Strategy** – The internal organisational strategy information was updated and shared on the intranet front page to increase visibility. The competition asking teams to submit work stories linked to the strategic priorities (better informed decisions, value for money, health safety & wellbeing, people & culture, te ao Māori and service delivery), continues to keep the strategy top of mind. Quarterly People Leaders Workshops are themed around a different strategic priority each time.
3. **Diversity, Equity & Inclusion (DEI)** – The DEI Oversight Committee developed a strategy based on organisation feedback from the engagement survey last September. Planned actions are based on staff feedback and led from the Oversight Committee. A DEI lens is included in policy creation, People & Capability processes, training and internal communications. Understanding Unconscious Bias in the Workplace, Neurodiversity, New Zealand Sign Language and Microaggression training is promoted across the organisation. Sharing DEI information and initiatives based on significant DEI awareness days/weeks is highlighted and celebrated via internal news channels.
4. **Engagement Survey** - The second biannual Employee Engagement Survey for 2025 closed on 8 September, with a completion rate of 86%, just one percent lower than the March survey. According to survey research, this participation rate is excellent, providing a high level of data accuracy and confidence in the feedback received. The overall engagement score recorded a minor decrease of 0.1 points, resulting in an overall score of 6.5 out of 10.  
  
During Quarter 2, the focus will shift toward supporting People Leaders to acknowledge survey feedback within their teams and to implement meaningful action plans for improvement. At the end of Quarter 1 reporting, five action plans have been entered into the survey platform.
5. **People Leaders workshop** – The kaupapa for the Quarterly People Leaders workshop was our strategic priority – Better Informed Decision Making, held at Kerikeri Sport Complex. Sessions

throughout the day highlighted the importance of communication, collaboration, clarity and connection and covered roading updates, launch process and timeframe for the Customer Experience Framework training, Change Management Framework, Long Term Plan readiness and People data insights and measures. People leaders took part in activities throughout the day linking Better Informed Decision Making to the mahi across the organisation and our community.

6. **CE Improvement Plan** – Supported by the Organisational Development team the planned actions have been delivered. Updated Team Charter template to reflect an improved customer experience and the organisational strategy shared with the organisation. Team sessions to improve the sharing and accessibility of information, sharing tools and resources for efficiency and workplan alignment held, collaboration with Customer Service teams on customer experience training developed and piloted. Team Management Profile sessions held to support collaboration and team culture. A Change Management Framework has been developed and will be launched with training during the next quarter. Support for teams is continuous and further improvement initiatives will be rolled out over the coming months.

### EMPLOYMENT RELATIONS

	Quarter One (July - Sept 2025)	Quarter Two (Oct – Dec 2025)	Financial Year to Date / Total (July 2025 – Jun 2026)
Number of personal grievances (completed)	1	1	2
Negotiated exits & medical retirements	0	2	2

### 4.3 HEALTH, SAFETY AND WELLBEING REPORT

**File Number:** A5561315

**Author:** Ian Wilson, Manager - Health, Safety and Well Being

**Authoriser:** Jacine Warmington, Group Manager - Strategic Relationships

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

The purpose of this report is to provide Te Miromiro – Assurance, Risk and Finance Committee with an overview of key activities related to Health Safety and Wellbeing across the organisation for Quarter 2, October - December 2025.

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

The Health, Safety and Wellbeing (HSW) team is focused on managing FNDC's risks, in particular critical risks. A critical risk is one that will occur infrequently but has serious consequences to health, safety, and well-being should an incident occur.

The report provides an update on critical risk mitigation, HSW training, and other achievements across the organisation.

#### TŪTOHUNGA / RECOMMENDATION

**That Te Miromiro Committee for Assurance, Risk and Finance receive the report Health, Safety and Wellbeing Report.**

#### TĀHUHU KŌRERO / BACKGROUND

The health, safety, and well-being (HSW) of employees and stakeholders remains a key priority for the Far North District Council (FNDC). Ensuring a safe and supportive environment is critical not only for regulatory compliance but also for fostering a culture that values the physical and mental health of the workforce.

Critical risks, defined as those with low frequency but high potential impact, pose significant challenges to the organisation. Addressing these risks requires proactive identification, robust mitigation strategies, and continuous monitoring to prevent incidents and protect the well-being of all individuals involved.

This report, covering the period October – December 2025, highlights the FNDC's ongoing efforts in health, safety, and well-being. It aims to provide Te Miromiro – Assurance, Risk and Finance Committee with a comprehensive overview of activities, focusing on critical risk management, HSW training initiatives, and key achievements. This information underscores the organisation's commitment to enhancing workplace safety and wellbeing through strategic interventions and continuous improvement.

#### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

##### Health, safety, and wellbeing achievements

- HSW training provided eight training opportunities to 231 staff.
- Threatening behaviour is the highest reported incident at 9 PeopleSafe stories.
- No lost time injuries (LTIs) due to work injuries.

##### Hazard and risk management

The Health, Safety, and Wellbeing (HSW) team is focused on managing FNDC's risks, particularly critical risks. Following consultation with staff in 2023 six critical risks were identified that are involved with activities conducted by FNDC staff. The critical risks identified are listed below:

- Driving on Council business
- Lone working
- Psychosocial hazards
- Contractor management occupational health & safety (OHS)
- Site Visits
- Threatening behaviour towards customer-facing staff

### Wellbeing Initiatives

Date	Topic	No. of attendees	Notes
6/10/2025	Psychosocial Hazards	n/a	MHAW (mental health awareness week) 5 days of focus
7/10/2025	Psychosocial Hazards	n/a	MHAW 5 days of focus - Tuesday Giving/Tukua
8/10/2025	Psychosocial Hazards	n/a	MHAW 5 days of focus - Wednesday Being Active/Me Kori Tonu
9/10/2025	Psychosocial Hazards	n/a	MHAW 5 days of focus - Thursday Take Notice / Me Aro Tonu
10/10/2025	Psychosocial Hazards	n/a	MHAW 5 days of focus - Friday Keep Learning / Me Ako Tonu
1/11/2025	HSW Committee	20	MEW Gamified Challenge (Movement and Exercise) pilot group. HSW reps to enter teams and pilot the challenge as this is implemented into the MEW 2026 wellbeing calendar that the HSW committee have adopted for FNDC wellbeing focus for 2026 for HSW reps to champion within their respective teams.
16/12/2025	Day 1 - Intro to 5 days of Summer & Safety Tips	86	86 views on TK 3 News post
17/12/2025	Day 2 - Road Safety	78	78 views on TK 3 News post
18/12/2025	Day 3 - SunSmart tips	87	87 views on TK 3 News post
19/12/2025	Day 4 - Swimming Safety	54	54 views on TK 3 News post
20/12/2025	Day 5 - Boating Safety	83	83 views on TK 3 News post

### Wellbeing Advocates

The HSW team welcomed two new members into the Wellbeing Advocates group in Q2: Purusha Mansingh and Keith Taylor. It's great to have them on board.

Did you know our wellbeing advocates -

- Act as an initial contact point for staff providing guidance and a signposting service to employees about issues relating to wellbeing
- Promote wellbeing initiatives
- Are role models for the Council's health and wellbeing focus
- Contribute to, and participate in network events to facilitate greater awareness of wellbeing across FNDC
- Are someone you can confide in and trust to help navigate you to where you need support
- Are permanent members of staff.

## Training

Q2 was a busy quarter for training. H&S training is arranged by the HSW team in accordance with the controls listed in various JSAs, and what is shown on individual staff role profiles ([Role Profiles](#)). Only training listed on role profiles will be arranged (and paid for) by the HSW team.

As can be seen in Table 3, eight types of training course were run over 35 occasions, with 231 staff members attending during Q2. HSW inductions are carried out with new staff on a fortnightly basis. All training is booked through, and attendance recorded in, Ci Anywhere. Non-attendance at training without good reason is chargeable back to that team. Workload is not considered good reason.

Date	Topic	Attendees
1/10/2025	First Aid Refresher (public event)	1
7/10/2025	HSW rep inductions	2
8/10/2025	4WD Training	8
9/10/2025	4WD Training	4
10/10/2025	4WD Training	6
13/10/2025	First Aid Comprehensive (2day)	9
13/10/2025	First Aid Refresher (public event)	1
13/10/2025	New starter HSW induction	2
15/10/2025	First Aid Comprehensive (2day)	6
16/10/2025	First Aid Refresher (public event)	7
20/10/2025	First Aid Comprehensive (2day)	9
27/10/2025	New starter HSW induction	3
4/11/2025	First Aid Refresher (public event)	4
10/11/2025	New starter HSW induction	4
10/11/2025	New starter HSW induction	4
17/11/2025	*SSEC 1/2 day refresher training	11
18/11/2025	SSEC 1/2 day refresher training	27
19/11/2025	**SSTC refresher	8
20/11/2025	SSTC refresher	6
24/11/2025	New starter HSW induction	3
27/11/2025	SSEC 1 day training	9
28/11/2025	HSW rep inductions	1
28/11/2025	SSEC 1 day training	13
2/12/2025	First Aid Refresher (public event)	2
8/12/2025	New starter HSW induction	6
10/12/2025	First Aid Comprehensive (2day)	5
10/12/2025	HSW rep inductions	1
10/12/2025	SSEC 1 day training	6
11/12/2025	SSEC 1 day training	14
12/12/2025	SSEC 1 day training	3
15/12/2025	SSEC 1 day training	13
16/12/2025	SSEC 1 day training	8
17/12/2025	SSEC 1 day training	17
19/12/2025	SSEC 1 day training	7

**HSW incidents**

<b>When did it happen?</b>	<b>Story Type</b>	<b>Where</b>	<b>Activity</b>
17/10/2025	Threatening Behaviour	Service Centre - Kawakawa	Customer interaction
17/10/2025	Threatening Behaviour	Service Centre - Kawakawa	Customer interaction
17/10/2025	Threatening Behaviour	Service Centre - Kawakawa	Customer interaction
21/10/2025	Threatening Behaviour	Animal Management Facility - north	Driving (FNDC car only)
23/10/2025	Threatening Behaviour	Off Site (Monitoring-compliance-inspection)	Driving (FNDC car only)
24/10/2025	Near miss	Library Paihia	Walking
25/10/2025	Threatening Behaviour	Library Kaikohe	Customer interaction
29/10/2025	Injury	All office environments	During Break
28/10/2025	Threatening Behaviour	Library Te Ahu	Public Interaction
11/11/2025	Near miss	Library Kaikohe	Public Interaction
13/11/2025	Pain & Discomfort	Animal Management Facility - north	Manual handling
18/11/2025	Threatening Behaviour	Library Te Ahu	Public Interaction
26/11/2025	Near miss	Ward Kaikohe-Hokianga	Driving (FNDC car only)
4/12/2025	Damage	Ward - Bay of Islands-Whangaroa	Inspection/Site visit
16/12/2025	Threatening Behaviour	Library Te Ahu	Public Interaction
3/12/2025	Damage	Ward Te Hiku	Inspection/Site visit

**PeopleSafe**

PeopleSafe is FNDC's Health and Safety reporting database for all work-related injuries, incidents, accidents, near misses, risks, hazards, discomfort, and pain. It is a requirement under the Health and Safety at Work Act (2015) for FNDC to provide a platform to report such incidents.

The most frequently reported incidents are threatening behaviour, which are listed as critical risks.

**Staff warning flags**

No staff warning flags (SWFs) were raised by staff during Q2 2025 for threatening behaviour.

What is a SWF?

- SWFs are memo alert pop-ups in Pathways that open automatically when an address or person has a SWF allocated against them.
- The SWF will warn employees of hazards associated with the person or address.

- SWFs are usually created because of abusive, violent, or dangerous behaviour by the occupant of the address. Other hazards, such as dangerous dogs, may be listed.

**Health Safety and Wellbeing of Elected Members when undertaking Council business**

It is recognised that elected members in their governance role are asked to attend meetings with residents/ratepayers/general public and sometimes at private residences. It is strongly recommended that elected members contact appropriate council staff or the HSW team, to confirm whether or not there are SWFs either on the person/people or address before accepting meetings.

Elected members can have any stories relating to injuries, incidents, or accidents (including near misses, risks, hazards, etc.) they are aware of, logged in PeopleSafe by contacting Democracy Services who will input information on their behalf.

**ACTIONS FROM PREVIOUS MEETING:****PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no financial implications.

**ĀPITIHINGA / ATTACHMENTS**

Nil



#### 4.4 FINANCIAL REPORT FOR THE PERIOD ENDING 31 DECEMBER 2025

**File Number:** A5572026

**Author:** Ken Macdonald, Chief Financial Officer

**Authoriser:** Charlie Billington, Group Manager - Corporate Services

##### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide an overview and information on the current financial position and performance of the Far North District Council for the period ending 31 December 2025.

##### WHAKARĀPOOTO MATUA / EXECUTIVE SUMMARY

- This report provides a summary overview, Statement of Financial Performance and Capital Financial Performance

##### TŪTOHUNGA / RECOMMENDATION

That Te Miromiro – Assurance Risk and Finance Committee receive the Far North District Council Financial Report for the period ending 31 December 2025.

##### TĀHUHU KŌRERO / BACKGROUND

This report provides financial information for the 2025-26 financial year, for the period ending 31 December 2025.

##### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS

This report is for information only.

##### TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION

Accept the commentary for the period ending 31 December 2025.

##### PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION

There are no financial implications or budgetary provisions required as a result of this report.

##### ĀPITIHINGA / ATTACHMENTS

1. ARFC - 31 Dec 2025 financial report - Te Huia format - A5576563 [!\[\]\(fbea698cdd18bad28d8e6b87acf959be\_img.jpg\)](#) [!\[\]\(a65c8b450e4c61cdf4380ee7012e3c10\_img.jpg\)](#)
2. ARFC - 31 Dec 2025 Profit & Loss report - Te Huia format - A5576600 [!\[\]\(12c7868114a2b92d1648bff4877d5974\_img.jpg\)](#) [!\[\]\(c21ed9650a70a5701c14a0cc3bd4040a\_img.jpg\)](#)

SoCP-Detail (WC) updated latest

Whole of Council  
Statement of Capital Performance  
For the period ending 31-December-2025

	Year to date						Year to date Budget vs Reforecast			Actual YTD as % of Annual Reforecast	
	Actual \$000's	Carry Forward Budget \$000's	LTP Budget \$000's	Budget \$000's	Variance \$000's	Variance %	LTP Budget \$000's	Variance \$000's	Variance %	Actuals YTD as % of Total Budget	% of Annual Reforecast
<b>Capital Works</b>											
<b>New Works &amp; Renewals</b>											
District Facilities	1,609	-	1,525	1,525	(84)	5.5%	3,051	(10,127)	332.0%	52.8%	12.2%
Stormwater	1,001	1,304	2,287	3,591	2,590	(72.1%)	4,542	(5,910)	130.1%	22.0%	9.6%
Solid Waste	26	-	43	43	17	(40.1%)	85	(1,267)	1,487.1%	30.0%	1.9%
Wastewater	11,706	7,295	21,999	29,294	17,588	(60.0%)	60,777	(20,531)	33.8%	19.3%	14.4%
Water Supply	6,184	2,128	20,726	22,853	16,670	(72.9%)	45,521	(5,217)	11.5%	13.6%	12.2%
Drainage	29	-	-	-	(29)	-	-	-	-	-	-
Roadings & Footpaths	16,134	22,973	29,512	52,485	13,378	(45.3%)	59,022	(54,419)	92.2%	27.3%	14.2%
Environmental Management	19	-	16	(3)	20.9%	-	32	-	-	60.5%	60.5%
Corporate Services	595	-	1,599	1,599	1,004	(62.8%)	3,198	(1,424)	44.5%	18.6%	12.9%
Community & Engagement	2,131	-	3,916	3,916	1,784	(45.6%)	7,831	(5,990)	76.5%	27.2%	15.4%
Cycle Trail	304	238	238	(66)	27.9%	-	(747)	-	-	-	40.8%
<b>Total New Works &amp; Renewals</b>	<b>39,738</b>	<b>33,937</b>	<b>81,622</b>	<b>115,559</b>	<b>52,848</b>	<b>(65.6%)</b>	<b>184,059</b>	<b>(105,632)</b>	<b>57.4%</b>	<b>21.6%</b>	<b>13.7%</b>
Vested Asset Additions	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Works</b>	<b>39,738</b>	<b>33,937</b>	<b>81,622</b>	<b>115,559</b>	<b>52,848</b>	<b>(65.6%)</b>	<b>184,059</b>	<b>(105,632)</b>	<b>57.4%</b>	<b>21.6%</b>	<b>13.7%</b>

Whole of Council  
Capital Performance Actual vs Budget Analysis  
For the period ending 31-December-2025

<b>Total Capital Works</b>	<b>Total New Works &amp; Renewals being \$52.85M or (65.6%) higher than budget due to ...</b>		
<b>Total New Works &amp; Renewals</b>	<b>Total New Works &amp; Renewals being \$52.85M or (65.6%) higher than budget due to ...</b>		
District Facilities	<b>(\$0.08M) or 5.5% higher than budget due to ...</b>		
	The variance is immaterial and requires no further commentary		
Stormwater	<b>\$2.59M or (72.1%) lower than budget due to ...</b>		
	Stormwater has a favourable variance \$2.5M due to		
	*Major underspends for various projects, Kaitia Commerce St, East Coast Kotare Dr, Reef View Rd		
Solid Waste	<b>\$0.02M or (40.1%) lower than budget due to ...</b>		
	The variance is immaterial and requires no further commentary		
Wastewater	<b>\$16.67M or (72.9%) lower than budget due to ...</b>		
	Waste Water favourable due to:		
	*Major underspends for various projects, IAF Kawakawa WW Retic and treatment plant upgrade,		
Water Supply	<b>\$16.67M or (72.9%) lower than budget due to ...</b>		
	Water favourable due to:		
	*Major underspends for various projects, IAF Kawakawa water treatment plant upgrades, Kerikeri and Pahiia network improvements, SCADA system upgrades, and Ministry of Health-funded		
Drainage	<b>(\$0.03M) or - higher than budget due to ...</b>		
	The variance is immaterial and requires no further commentary		
Roadings & Footpaths	<b>\$13.38M or (45.3%) lower than budget due to ...</b>		
	Roadings has a favourable variance \$13.37M reflecting		
	*lower delivery in Q1 & Q2 following the early-year restructure and transition to consultant led delivery with improved performance.		
Environmental Management	<b>(\$0.00M) or 3K higher than budget due to ...</b>		
	The variance is immaterial and requires no further commentary		
Corporate Services	<b>\$1.00M or (62.8%) lower than budget due to ...</b>		
	*The bulk of underspend is for IT Servers and Storage project \$903k which is now underway		
Community & Engagement	<b>\$1.78M or (45.6%) lower than budget due to ...</b>		
	*variance due to underspend on Project 531058 – Kaikohe Library, with \$1.57M actuals against a		
Cycle Trail	<b>(\$0.07M) or 27.9% higher than budget due to ...</b>		
	Cycle Trail -\$66k unfavourable variance due to budget time.		

SoFP-Detail (WC) New Commentary

Whole of Council  
Statement of Financial Performance  
For the period ending 31-December-2025

	Year to date				Full year						Actuals YTD as a % of Total Budget	Actuals YTD as a % of Annual Reforeca
	Actual \$000's	Budget \$000's	Variance \$000's	Variance %	LTP Budget \$000's	Carry forward budget \$000's	Budget \$000's	Reforecast \$000's	Variance \$000's	Variance %		
<b>Operations</b>												
<b>Revenue</b>												
<b>Operational revenue</b>												
Rates - general (excl water supply rates)	61,277	60,937	340	0.6%	122,204	-	122,204	122,204	-	-	50.1%	50.1%
Rates - penalties	775	767	8	1.0%	1,518	-	1,518	1,518	-	-	51.0%	51.0%
Fees & charges (inc water supply rates)	11,291	11,692	(400)	(3.4%)	23,153	-	23,153	23,153	-	-	48.8%	48.8%
Dividends	-	-	-	-	5,000	-	5,000	5,000	-	-	-	-
Other income (excluding dividends)	3,707	1,664	2,043	122.8%	3,303	9	3,312	4,106	793	23.9%	111.9%	90.3%
Central govt subsidies - admin & operational	11,001	11,156	(155)	(1.4%)	22,311	-	22,311	24,364	2,053	9.2%	49.3%	45.2%
<b>Capital revenue</b>												
Development and financial contributions	502	-	502	-	-	-	-	-	-	-	-	-
Central govt subsidies - new works	5,362	29,956	(24,594)	(82.1%)	61,726	26,561	88,287	89,031	744	0.8%	6.1%	6.0%
Central govt subsidies - renewals	7,525	16,381	(8,856)	(54.1%)	22,694	10,750	33,445	33,453	8	0.0%	22.5%	22.5%
Other contributions	286	18	268	1,490.3%	-	31	31	2,048	2,017	6,554.8%	930.1%	14.0%
<b>Total revenue</b>	<b>101,726</b>	<b>132,571</b>	<b>30,845</b>	<b>23.3%</b>	<b>261,909</b>	<b>37,352</b>	<b>299,261</b>	<b>304,876</b>	<b>5,615</b>	<b>1.9%</b>	<b>34.0%</b>	<b>33.4%</b>
<b>Expenses</b>												
Staff related costs	21,076	22,516	1,440	6.4%	45,209	-	45,209	45,256	47	0.1%	46.6%	46.6%
Contractor fees	26,154	21,255	(4,899)	(23.1%)	55,914	-	55,914	56,318	405	0.7%	46.8%	46.4%
Professional fees	5,400	5,560	160	2.9%	10,625	-	10,625	10,242	(383)	(3.6%)	50.8%	52.7%
External Services	6,812	4,621	(2,191)	(47.4%)	9,733	628	10,361	10,458	96	0.9%	65.7%	65.1%
Legal Costs	408	398	(9)	(2.3%)	797	-	797	797	-	-	51.2%	51.2%
Other (excl contractor fees, professional fees, external services & legal costs)	6,440	914	(5,526)	(604.9%)	1,827	-	1,827	4,934	3,107	170.0%	352.4%	130.5%
General expenses	6,044	5,851	(193)	(3.3%)	11,708	-	11,708	11,742	34	0.3%	51.6%	51.5%
Grants and donations	1,209	1,715	506	29.5%	3,210	-	3,210	3,210	-	-	37.7%	37.7%
Rate remissions	2,305	2,075	(230)	(11.1%)	2,150	-	2,150	2,150	-	-	107.2%	107.2%
Interest costs	3,335	4,102	767	18.7%	8,204	-	8,204	8,204	-	-	40.6%	40.6%
Gain or Loss on disposal	2,485	-	(2,485)	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	27,039	28,962	1,923	6.6%	57,924	-	57,924	57,924	-	-	46.7%	46.7%
<b>Total expenses</b>	<b>108,706</b>	<b>97,969</b>	<b>(10,737)</b>	<b>(11.0%)</b>	<b>207,301</b>	<b>628</b>	<b>207,929</b>	<b>211,234</b>	<b>3,305</b>	<b>1.6%</b>	<b>52.3%</b>	<b>51.5%</b>
<b>Net surplus/(deficit)</b>	<b>(6,980)</b>	<b>34,602</b>	<b>41,582</b>	<b>120.2%</b>	<b>54,609</b>	<b>36,724</b>	<b>91,333</b>	<b>93,642</b>	<b>2,310</b>	<b>2.5%</b>	<b>(7.6%)</b>	<b>(7.5%)</b>

SoFP-Detail (WC) New Commentary

**Whole of Council**  
**Financial Performance - Actual vs Budget Analysis**  
For the period ending 31-December-2025

<b>Net surplus/(deficit)</b>	<b>Net surplus/(deficit) is \$41.58M or 120.2% higher than budget:</b>
<b>Total revenue</b>	<b>Total revenue being \$30.84M or 23.3% higher than budget due to:</b>
Rates - general (excl water supply rates)	<b>\$0.34M or 0.6% higher than budget due to:</b> Rates instalments tracking to plan.
Rates - penalties	<b>\$0.01M or 1.0% higher than budget due to:</b> Penalties charged to overdue rates instalments not yet paid., per plan. No penalties being charged for anything related to processing.
Fees & charges (inc water supply rates)	<b>(\$0.40M) or (3.4%) lower than budget due to:</b> Various small variances for a \$400k overall unfavourable to budget.
Dividends	<b>0.00M or - in line with budget.</b>
Other income (excluding dividends)	<b>\$2.04M or 122.8% higher than budget due to:</b> The favourable variance is primarily driven by additional funding received across multiple activities: •Roading & Footpaths: \$560K favourable, a \$610K reimbursement from NZTA for the Kaitaia–Awaroa camera project, 100% subsidy. Water Supply: \$846K favourable including: \$850K Better Off Funding (BOF) from NFIF carried forward from FY2024/25; Corporate Services: \$496K favourable variance which relates to funding received for the Mayoral Taskforce for job recruitment from MSD; Planning & Policy: \$410K favourable variance includes \$320K received for Climate Change initiatives carried forward from 24-25 from Central Govt funding.
Central govt subsidies - admin & operational	<b>(\$0.15M) or (1.4%) lower than budget due to:</b> Admin: Minor differences expected to close by year end.
Development and financial contributions	<b>\$0.50M or - higher than budget due to:</b> Driven primarily by revenue from the Donald Road Wastewater Catchment Upgrade project. This income was not included in the original budget.
Central govt subsidies - new works	<b>(\$24.59M) or (82.1%) lower than budget due to:</b> • <b>Roading &amp; Footpaths</b> have a \$15.83M unfavourable variance due to lower NZTA revenue received of \$2.87M. This is driven by less operational roading work completed in Q1&Q2 than anticipated. This follows Council transitioning to appoint a roading consultant contractor after the removal of the internal roading team. Stellar completed a district-wide discovery phase to assess existing works, confirm carried-forward projects from 2024/25, and plan upcoming new works. Initial focus was on emergency works; however, emergency, new, and maintenance works have significantly ramped up over the summer roading season. Increased claims revenue is expected to flow through during late Q1 and early Q2, reducing the current variance; Kawakawa WW Treatment Plant Upgrade: \$2.75M budgeted income vs NIL actuals, as the project is still in Stage 1 (design). • Kawakawa Water Treatment Plant Upgrade: \$3.4M budgeted income vs NIL actuals. • Kaikohe Water and Wastewater Reticulation and Treatment Plant Upgrades: Projects are in Stage 3 (construction). \$3.0M of claims have been invoiced with supporting evidence and payments are expected in March 2026
Central govt subsidies - renewals	<b>(\$8.86M) or (54.1%) lower than budget due to:</b> * Please see above roading commentary for detail, that is applicable to renewals as well. *Focus initially has been on emergency works, & both emergency works, new works & maintenance works have considerably ramped up, over the summer roading season. *Please see Water Supply & Waste Water commentary above that is applicable to renewals section.
Other contributions	<b>\$0.27M or 1,490.3% higher than budget due to:</b> Various grants received across the organisation
<b>Total expenses</b>	<b>Total expenses being (\$10.74M) or (11.0%) lower than budget due to:</b>
Staff related costs	<b>\$1.44M or 6.4% lower than budget due to:</b> •Roading & Footpaths: \$721K favourable variance due to a reduction in expenditure following the recent restructure of the Roding business unit. The revised structure has lowered overall staffing costs. •Wastewater: \$589K favourable variance due to the use of contractors to deliver project work where staff would normally be employed. •Rest of FNDC: \$130K favourable variance due to staff vacancies
Contractor fees	<b>(\$4.90M) or (23.1%) higher than budget due to:</b> •Roading & Footpaths unfavourable variance \$5.39M reflects *large increase in delivery activity over the summer construction period kicking in from November. Delivery milestones accelerated during this period, resulting in higher contractor utilisation than originally budgeted. In response to the sustained increase in activity, a reforecast was completed to reflect the higher level of actual and expected spend.(will be included January YTD) . Contractor fees include external consultant costs, mainly Stellar. Stellar timesheets have been requested & these are being recoded over time. This followed the sudden roading restructure. *The use of consultants has been targeted to get long term roading delivery & sort out emergency works & roading outcomes in the short term. NZTA subsidy funding, with invoice lag noted above.

## SoFP-Detail (WC) New Commentary

Professional fees	<b>\$0.16M or 2.9% lower than budget due to:</b>
	Roading & Footpaths favourable variance \$102K driven by; lower professional consultancy costs reflecting reduced delivery activity in Q1 & Q2 following the restructure and a slower than expected progression of annual contractor consultants engaged to backfill staff roles; Storm Water 89K favourable variance, largely driven by lower than forecasted spending in Urban Stormwater and Infrastructure Professional Services; There are various smaller unfavourable variances across the organisation that bring the total net variance to \$160K (favourable)
External Services	<b>(\$2.19M) or (47.4%) higher than budget due to:</b>
	<ul style="list-style-type: none"> <li>•Roading &amp; Footpaths unfavourable variance of \$932K relating to, costs incurred for the Kaitaia-Awaroa camera project, totalling \$610K. These costs have been recovered from NZTA Subsidy under revenue; Increased costs of \$322K incurred by the maintenance contracts by Ventia and Fulton Hogan requires a reforecast by the maintenance team; Wastewater are \$217K unfavourable; \$88K of unbudgeted spend in Wastewater for various Ventia MCW contract accruals; \$129K overspend in Wastewater Sludge Management.</li> <li>•Stormwater are \$236K unfavourable largely driven by various Ventia contract claims. Ventia claims over budget due to higher storm water activity</li> <li>•Water Supply are \$622K unfavourable: \$308.6K relates to Milestone 5 payment for Te Kahurangi Taonui Initiative; \$142K of unbudgeted expenditure relates to Kaitaia New Source Sweetwater for SCADA support, Remaining \$110K overspend is in Water Scheme relates to various Ventia MCW O&amp;M payments.</li> <li>•Community &amp; Engagement \$156K unfavourable: Call Centre and Libraries, Call Centre: \$76K over budget due to \$75K (12-month licence costs. Libraries: \$64K over budget- Fujifilm monthly.</li> </ul>
Legal Costs	<b>(\$0.01M) or (2.3%) higher than budget due to:</b>
	Corporate Services - legal matters arising and proceedings; Policy & Planning - District Plan hearings; Cycletrail - The realignment easement is progressing, securing the land access needed to support the planned route adjustment and reduce long-term corridor risk.
Other (excl contractor fees, professional fees, external services & legal costs)	<b>(\$5.53M) or (604.9%) higher than budget due to:</b>
	<ul style="list-style-type: none"> <li>•Roading &amp; Footpaths unfavourable variance \$4.47M due to a negative budget of \$2.02M because of PSU Recovery costs budget \$2.08M. This code is going to be to be grossed up into contractor costs &amp; professional fees in January Roding reforecast. (This was a one liner in budget to get a credit into the P&amp;L to balance the overall budget, after budgets where set, following roading restructure).</li> <li>• Wastewater \$235K unfavourable: Driven by \$91K compensation (Pahia Road), \$86K project concept design Kawakawa WWTP, \$46K Water &amp; Waste levy, and \$32K 3-Waters reform fees (Taipa WW Transformation); Water \$539K unfavourable: Includes \$50K compensation (Kaikohe WTP), \$231K concept design (Kawakawa WTP), \$166K Water &amp; Waste levy.</li> </ul>
General expenses	<b>(\$0.19M) or (3.3%) higher than budget due to:</b>
	Unfavourable & favourable variances across all depts in council, resulting in a figure of \$190k unfavourable to budget at the 6 month mark.
Grants and donations	<b>\$0.51M or 29.5% lower than budget due to:</b>
	•Strategic Relationships have a favourable variance \$278K, driven by Community Board with \$84K of grants not yet paid and Maori Engagement \$187K of grants not yet paid this Financial Year; District Facilities \$204K favourable variance as not all grants for 25/26 have been paid out
Rate remissions	<b>(\$0.23M) or (11.1%) higher than budget due to:</b>
	Higher than expected rates remissions being approved due to the current high cost of living
Interest costs	<b>\$0.77M or 18.7% lower than budget due to:</b>
Gain or Loss on disposal	<b>(\$2.49M) or - higher than budget due to:</b>
	Gain or loss on disposal is shown as an unfavourable variance of \$2.48M mainly due to roading renewals (Note that no budget is assigned to this category). This is primarily represented by unsealed surface network write-offs related to renewals, as advised through RAMM and the transport team. A first in, first out methodology is used
Depreciation and amortisation	<b>\$1.92M or 6.6% lower than budget due to:</b>
	Depreciation and amortisation favourable to budget due to Capital works programme being underspent

**5 TE WĀHANGA TŪMATAITI / PUBLIC EXCLUDED****RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATION**

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Ground(s) under section 48 for the passing of this resolution</b>
<b>5.1 - Contingent Liabilities - litigation and emerging claims</b>	s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>5.2 - Risk Management Update</b>	s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>5.3 - Review of Fraud Risk Controls</b>	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons  s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>5.4 - Tender Panel and Procurement Activity Update 1 Oct - 31 Dec 2025</b>	s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information  s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	(including commercial and industrial negotiations)	
<b>5.5 - Audit Report Recommendations Update</b>	<p>s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest</p> <p>s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

**6 KARAKIA WHAKAMUTUNGA / CLOSING PRAYER**

**7 TE KAPINGA HUI / MEETING CLOSE**