



**Far North
District Council**



TŪHONOTANGA MINITI - ATTACHMENTS MINUTES

**Ordinary Te Koukou Committee for
Transport and Infrastructure Meeting**

15 July 2026

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NORTHLAND INFRASTRUCTURE PLAN REPORT

File Number: A5868637
Author: Tanya Proctor, Head of Infrastructure
Authoriser: Guy Holroyd, Chief Executive Officer

TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Koukou Committee for Transport and Infrastructure with an overview of the draft Northland Infrastructure Plan and its relevance to Māori development, regional infrastructure investment and partnership opportunities across Te Tai Tokerau.

WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

The Northland Infrastructure Plan has been developed through the Northland Forward Together programme to provide a coordinated, long-term approach to infrastructure planning across Te Tai Tokerau. The Plan is a non-statutory, region-led framework that aims to improve infrastructure resilience, enable economic growth, support housing and community development, and strengthen connectivity across the region.

The Plan identifies four key priorities:

- Building resilient infrastructure systems.
- Improving access to places, services and markets.
- Supporting climate resilience.
- Delivering affordable, value-for-money infrastructure.

The Plan recognises iwi and hapū as critical partners, investors and kaitiaki and includes opportunities for Māori economic development through infrastructure investment, renewable energy, housing and whenua-based development initiatives.

TŪTOHUNGA / RECOMMENDATION

That Te Koukou Committee for Transport and Infrastructure receive the report Northland Infrastructure Plan Report.

TĀHUHU KŌRERO / BACKGROUND

Development Context

The development of the Northland Infrastructure Plan (Plan) is an initiative that arose out of the Northland Forward Together (NFT) strategic workshop held in July 2024. Previous economic development strategies and the Regional Deal proposal highlighted the importance of infrastructure and the need for a clear, actionable, overarching Northland Infrastructure Plan that identifies infrastructure needs and gaps and guides development and sequencing.

It was also identified in the Regional Deal proposal that Northland would undertake the development of a Regional Infrastructure Plan as part of what the region would bring to a regional deal:

“Security of core infrastructure is key to Northland’s future prosperity. Northland’s topography and demographics – a long thin area with relatively scattered population – is a challenge to those looking to ensure provision of services across all infrastructure areas. Coordinating infrastructure planning, decision-making and investment is key. Taking a collaborative approach will provide a clear and comprehensive picture of the required investments and ensure a robust and sustainable planning, prioritisation and delivery process occurs. The region has committed to completing a Regional Infrastructure Strategy which is underway.”

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The Plan is a non-statutory, region-led framework designed to complement existing council, sector and national strategies. Its purpose is not to replace or override established plans, but to articulate a shared infrastructure story for Northland and clarify how investment can be most effectively directed over time. It is underpinned by a 30-year horizon, with a shorter-term (10-year) focus on stabilising lifeline systems, unlocking growth-ready land, and building momentum through early, high-impact enabling investments.

Governance and Funding

The CEO/Mayoral Forum, which retains oversight of the Northland Forward Together programme, considered that the Joint Regional Economic Development Committee (JREDC) was the most appropriate governance body to oversee this work. Northland Inc was identified as the most appropriate organisation to manage the project, supported by relevant staff from the four councils, including council infrastructure managers.

MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

The Northland Infrastructure Plan has been provided to the Committee for information. The Plan recognises the importance of working in partnership with iwi and hapū and identifies the role of Māori in supporting the region's long-term social, cultural, environmental and economic wellbeing.

The Plan includes a regional framework for infrastructure investment and development across Te Tai Tokerau and identifies opportunities for collaboration between councils, iwi and hapū, central government, and the private sector.

The General Manager will provide an overview of the Plan and outline the proposed next steps. The Committee is invited to receive the report only.

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

There are no direct financial implications associated with receiving this report.

Any future funding commitments arising from projects identified within the Northland Infrastructure Plan will be subject to separate Council decision-making processes and budget considerations

ĀPITIHINGA / ATTACHMENTS

Nil

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6.6 TRANSPORTATION - CAPITAL WORKS UPDATE

File Number: A5853845

Author: Margriet Veenstra, Manager - Property Information & Business Compliance

Authoriser: Charlie Billington, Group Manager - Corporate Services

The Council is satisfied that, pursuant to the Local Government Official Information and Meetings Act 1987, the information to be received, discussed or considered in relation to this agenda item should not be made available to the public for the following reason/s:

- 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)(h) the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities.

TAKE PŪRONGO / PURPOSE OF THE REPORT

To update Te Koukou on the review of the Transport Capital Works programme, which began with the works funded under the August 2022 weather event and is being extended across the wider programme. This report does not seek a decision. It is provided for the committee's information while the review is completed.

WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- As reported at the June Te Koukou Committee meeting, a review of the Transport Capital Works programme is underway, with initial focus on the August 2022 weather event works and extension across the wider programme.
- Completion of the review has been delayed by limited internal resourcing, the transition to the new professional services provider, and the need to expedite resubmission of the 2026 January and March storm event applications to NZTA.
- The review has identified opportunities to improve programme governance, financial reporting, project controls, and the use of fit-for-purpose designs.
- The August 2022 weather event programme is now forecast to be completed below the approved \$28.3 million budget, with the final cost currently estimated at approximately \$22.1 million to \$23.1 million.
- A further paper on size appropriate design principles is expected to be brought to Te Koukou for consideration in September.

TŪTOHUNGA / RECOMMENDATION

That Te Koukou Committee for Transport and Infrastructure receive the report Transportation - Capital Works Update.

TĀHUHU KŌRERO / BACKGROUND

The Transport Capital Works programme has been affected by a series of organisational changes since 2024. These changes resulted in the loss of some institutional knowledge, standard processes, governance practices, and project controls.

In June 2026, the new professional services contract was awarded and WSP commenced as the ongoing professional services provider. This provides an opportunity to review historic capital works delivery, identify lessons learned, and put improved systems in place so planned and reactive works can be delivered in a more timely, cost-effective, and professional manner.

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The review initially focused on works funded through the August 2022 weather event. It has since been expanded to include the wider capital works programme and the resubmission of 2026 January and March storm event applications to NZTA.

Completion of the review has taken longer than expected due to limited internal resourcing, the transition to the new professional services provider, and NZTA's request in mid-June for expedited resubmission of the 2026 storm event applications.

A key issue identified through the review is the need to ensure slip repair designs are size appropriate. In some cases, fully engineered solutions with long design lives may be appropriate for high-volume or strategically important roads. However, they may not be affordable or proportionate for low-volume rural roads, particularly where alternative routes are available or where the surrounding geology means further failures may occur in future events.

Work is underway to develop criteria for considering and approving fit-for-purpose design outcomes. This will help balance between engineering standards, risk, affordability, road function, and community access needs.

MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

Review Status

The review is progressing across several workstreams while staff continue to manage business-as-usual delivery. The review is identifying improvements that can be embedded into future transport programme management, governance, reporting, and delivery processes.

Transport Review projects

The following projects are now underway

1. Monthly programme reporting and financial management improvements
 - Monthly cost-to-complete forecasting by project managers.
 - Monthly programme review by the Capital Works Manager.
 - Improved accrual management.
 - A single financial management report.
 - Consistent naming conventions across systems.
2. Review of contract management systems
 - Review of Procore, PPM, TechOne, Vendor Panel and Objective.
 - Assessment of how these systems interact with each other and with AWM and TIO.
3. Review of procurement panel processes.
4. Incorporation of monthly governance reporting.
5. Review and redrafting of transport processes.
6. Development of a fit-for-purpose design framework, which may lead to a formal policy.
7. Review of all projects that have been designed but not yet procured for to ensure fit-for-purpose considerations.
8. Updating and resubmission of the 2026 weather event slip applications to NZTA.

Size appropriate design

The review has identified that some historic slip repair designs may have been based on standard engineering solutions without sufficient consideration of road function, risk, affordability, or network context.

A size appropriate approach would allow design responses to be matched to the role and use of the road. For example, a lower-risk repair may be acceptable on a low-volume loop road that is not

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a strategic connector, while a more robust solution may be required on a strategic road that provides the only access to a community.

NZTA procurement guidance indicates that accepting some level of repair failure may be appropriate where this is proportionate to risk and cost. Further work is required to define how this approach should be applied within FNDC's transport programme in consultation with NZTA.

A separate discussion paper on size appropriate design is expected to be presented in September. This will consider the balance between traditional engineered solutions, accepted factors of safety, design life expectations, risk, affordability, and the primary use of the road.

August 2022 weather event programme

The August 2022 Weather Event Programme has an approved budget of \$28.3m.

As at 30 June 2026, expenditure to date is approximately \$18m, with an estimated cost to complete of \$5.1m. This results in a current forecast total programme cost of \$23.1m, which is \$5.2m below the approved budget. NZTA is aware that the final programme cost is likely to be significantly below the approved budget.

As the programme has progressed beyond 30 June 2026, the remaining August 2022 weather event works and Cyclone Gabrielle recovery works are now subject to the standard Waka Kotahi NZTA Funding Assistance Rate, with the local share increasing from 9% to 29%. This change increases Council's contribution towards the remaining works.

Based on the current estimated cost to complete of \$5.1m, the increase in local share is estimated at approximately \$1.02m.

Despite this increase in local share, the programme is still forecast to be delivered below the approved budget. Further savings may also be realised through ongoing design reviews and project refinements.

Nine projects remain to be completed. Four are under construction and a further four are awaiting design acceptance. The projects awaiting design acceptance are being reviewed through a size appropriate lens, which may affect both timing and cost-to-complete estimates.

Wider programme status

The table below summarises the current status of weather event and related capital works programmes beyond the August 2022 event.

Programme / Event	WSP to Accept Design	WSP to complete Design and prepare for tender	WSP & FNDC to revisit and evaluate investigation report	To be submitted
Cyclone Gabrielle		1		
June 2023 Weather Event		2	1	
May 2023 Weather Event	4		1	
Cyclone Tam Event		5	10	
LCLR	7		15	7
Further projects,	2	4		16

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subject to funding				
2026 Weather Event				18

A work programme is being developed to expedite all weather event programmes, with the aim of having all pre-2026 events programmed for completion by the end of the 2026/27 financial year.

This report is for information only and provides Te Koukou Committee with an update on the Transport Capital Works programme review. Further updates will be provided at future meetings.

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

There are no financial implications arising from this information report.

ĀPITIHINGA / ATTACHMENTS

Nil