



**Far North
District Council**

Chief Executive Officer's Report to Council

Period: 1 November 2020 – 31 December 2020

Key Work Plan Areas:

Governance

CEO Office

Strategy

Corporate

Operations

Infrastructure and Asset Management

Introduction

Welcome to this CEO report, which provides an overview on the Council's activities for the period 1 November 2020 – 31 December 2020.

Welcome to the latest summary report of Council activities

Introduction from Shaun Clarke, Chief Executive

This report period covers the end of the calendar year and it is a year which has seen disruption in the form of COVID-19 and associated lockdowns and alert levels, drought and drought mitigation, flooding, fire and the extraordinary efforts to secure and start delivering on central government recovery funding.

An important milestone in the CouncilMARK programme was reached when the assessors were on site early November to evaluate progress Council had made since the first assessment in 2016. CouncilMARK is designed to improve the public's knowledge of the work councils are doing in their communities and to support individual councils to further improve the service and value they provide. The assessment included comprehensive written material and interviews with a range of stakeholders both internally and externally. Elected Members and Staff worked together in a unified effort to make the best presentation possible on the progress and current state of our Council.

The assessment focussed on:

1. Governance, leadership and strategy
2. Financial decision-making and transparency
3. Service delivery and asset management
4. Communicating and engaging with the public and business

The results of the assessment are due by the end of March 2021.

The culmination of 34 change projects in the CouncilMARK assessment week ends a particular 'down and in' phase for this council, where we have focused in a very concerted way on installing and enhancing capability, capacity and culture in our organisation. There is a small number of projects with long gestations (eg Programme DARWIN) which will continue. However, in general, we now move to a phase of 'up and out' where the focus becomes how to ensure the new strengths actually result in better service to Elected Members, stakeholder groups and individual constituents. There are many exciting opportunities in this phase.

The staff 'Your Voice' survey analysis was carried out comparing results year on year, by group. The past three years show an upward trend across all areas of measurement and the overall engagement index increased by over 5% from 68.24% in 2019 to 73.67% in 2020. Out of the additional ten areas measured, nine increased (with the tenth area decreasing by less than 1%). This is a significant achievement as it tells us how staff feel about working for the organisation. The focus now moves to engaging with staff to put action plans in place to address the feedback that came out of the survey.

Creating Great Workplaces – the remote working project – entered into a consultation phase with staff in December. Each staff member was asked to pick their preference for working in the office or working from the office and home (ie a hybrid approach). Feedback was also sought on a Remote Working policy. The new operating model and policy is expected to take effect from February 2021. This is an example of a staff-driven initiative that helps build engagement and empowers people to deliver their work programme in the best way they can. It also adds a very significant level of resilience for business continuity with ongoing pandemic issues, that few other organisations appear

to have achieved.

This reporting period also saw significant attention from the Asset Management, Far North Waters and Finance teams going into providing the information required for the 'Request For Information' in relation to the Three Waters reform programme. At the time of writing this report, the information is on track to be provided within the given timeframe.

The Water Shortage Committee re-instated weekly meetings to review water information and make decisions on water restriction levels. A district-wide water conservation campaign was launched in mid-November with full-page newspaper advertisements made and regular social media posts. In late December Level 2 restrictions were implemented in Kawakawa and Kaitaia.

Achievements during this period included:

- Significant progress on the Long Term Plan (LTP) was made with many workshops held with Elected Members in November and December (over 60 workshops in total were held in 2020)
- All Funding Agreements for recovery funding projects signed off with central Government
- The first combined Community Board workshop which provided a good foundation for further work to be done on giving effect to an optimal relationship between Community Boards, Councillors and Council
- A first draft of FN2100 being made available to Councillors for comment through the digital Elected Member lounge
- Two awards received from the Association of Local Government Information Managers (ALGIM) that were specifically related to the COVID-19 Lockdown and Local Governments response
- The mobile inspection functionality released and in production for liquor license code of compliance, campground inspections, septage and housing for the elderly
- A staff 'Love Your Work' awards presented, which saw three staff received awards for going above and beyond
- The Kerikeri Wastewater Treatment Plant officially opened in December

Operational performance during this period saw:

- 12.1% decrease in financial counter stats for Service Centres
- 4.3% decrease in calls to the Contact Centre
- 16.8% decrease in AskUs emails
- 15.6% increase in Building Inspection bookings
- 9.8% decrease in visitors to Service Centres
- 48% decrease in i-Site visitor numbers
- 24% decrease in i-Site retail revenue
- 52% decrease in i-Site transaction spend
- 41% decrease in transaction numbers
- 1.1% decrease in digital library use, reflecting consistent use of databases and eBook collections
- 1.2% increase in book checkouts, reflecting steady book borrowing leading up to the holiday period
- 591 Animal Management RFSs received during the November – December 2020 period and maintained an average of 94% of RFSs responded to on time
- Animal Management had a significant reduction in urgent priority 1 RFSs with 66 RFSs

- compared with 116 for the previous period
- For the 2020/2021 registration period, there are now nearly 8,000 dogs registered (renewed registrations and new dog registrations)
- 63 dogs were impounded across the District with 12 dogs rehomed through the Council's website
- A total of 10 infringements were issued to dog owners for offences, 2 of these were for having an unregistered dog.
- 55 food business verifications completed and 70 proactive alcohol license Good Host Visits (GHV) conducted. 54% of all food premises in the District have now had GHV's
- A total of 211 noise complaints were received, marginally higher than the previous period which is relative to the season
- Response times for noise complaints during the reporting period average at 83% (against a KPI target of 95%, with responses for urban areas within one hour and rural areas within two hours). A big improvement was seen in the month of December with 88% response rate met compared with 77% in November.
- 231 Parking Infringements issued with a total dollar value of \$9,032. This is an increase of more than 100 compared to the previous period.
- 178 resource consent applications were received and 91 consents were issued
- An average of 91.5% of resource consents processed within statutory timeframes for the period
- Building Consents received for December (122) were 28 % higher (see red line in the graph) than the 4-year average (blue line) and 17 % higher than the highest December tally for the last four years (104)
- During the November/ December period, a total of 283 building consents were received
- 245 building consents issued
- 99.60% of building consents were issued within the legislative timeframe of twenty working days. The average number of days to issue a consent for the above period is 12.10 working days (against the 20-day statutory requirement) and 30.90 calendar days
- 112 Building Warrant of Fitness (BWOFF) audits were undertaken
- 34 Notices to Fix were issued for breaches of the Building Act
- 4 Infringements were issued for building-related breaches
- A total of 17 Certificates of Acceptance were approved
- 100 pool inspections were carried out; the fail rate for this period was 30%

Given the challenges of 2020, I encouraged staff to take a well-deserved break over Christmas. A skeleton crew of staff in customer-facing roles remained working during the Christmas period and most other staff were able to take leave. Given the tumultuous year that was 2020, and what we need to deliver in 2021, looking after the health safety & wellbeing of our people has never been more important.

Governance

Workshops

The months of November and December were busy with eleven Council workshops:

- Long Term Plan, six workshops
- District Plan, one workshop
- Big Lab Ideas one workshop
- Representation Arrangements two workshops
- Combined Community Board one workshop

The workshop format is invaluable in providing an overall strategic direction, which in turn allows Members at formal Council meetings to make informed decisions.

Combined Community Board Workshop

The second Combined Community Board Workshop facilitated by Dr Steven Finlay of LGNZ was held 15 December 2020. The workshop was well attended with good engagement from members looking at various opportunities for improving the support of Far North Community Boards which will be developed further by the Community Board Working Party.

Combined Community Board workshop dates for 2021 have been scheduled for 25 March, 17 June, 9 September and 17 November respectively. Staff will work with the Community Board Chairpersons to set the agenda for each of these workshops.

Training

Mayor and Councillors attended an in-house workshop on Governance Essentials, facilitated by LGNZ, in the month of November. This is part of the formal training programme for all elected members, over and above those members with individual professional development plans.

Action Sheets/Decision Tracking

Action sheets and monitoring processes have been developed with a soft launch in November 2020. These action sheets will record implementation of resolutions for Council, Committees, and Community Boards.

The CEO has asked that a review tracking the status of Council decision into action by staff takes place. Staff will be gathering data over the next quarter to inform a baseline and targets for the next CEO KPI Report.

CEO Office

People and Capability

Creating Great Workplaces – Remote Working Consultation

During December 2020, Council-wide digital consultation was carried out with employees (excluding 62 customer facing positions) to give a choice on their working environment. Employees were given the opportunity to formalise their choice of office location and to adopt a hybrid of remote working. As part of this process, employees reviewed the Draft Remote Working Policy, giving valuable constructive feedback which has resulted in the policy being amended. The hybrid remote working and office-based model formally commences on 2 February 2021. From the consultation, the majority of staff have chosen the hybrid remote working model, with the following electing to remain office based:

JBC, Kerikeri	15 staff
HQ, Kaikohe	32 staff
Te Ahua, Kaitaia	9 staff

“Your Voice” Organisational Survey 2020

The “Your Voice survey was completed in early October with 238 respondents. Detailed analysis was carried out comparing year on year by group. GMs were provided with the results to discuss with their teams and initiate action plans to address agreed areas of focus. Significant insight was also gained from the comments following each areas of measurement. The past three years show an upward trend across all areas of response.

Infrastructure & Asset Management Group

The long-standing vacancy of Manager – Asset Management & Infrastructure Planning was successfully appointed. The new Manager will start in the new year.

A fixed term position for Engineer Representative Assistant is approved and advertised, funded by PGF ESEO funding. The fixed term position Project Manager – Drinking Water Assessment, funded by the Department of Internal Affairs as part of the Three Waters reform package, is also approved and advertised.

Corporate Services Group

The Manager – District Administration completed the secondment to review FNDC’s approach to Social Procurement. This project will now be led by a new two-year Principal Advisor – Sustainable Procurement. This position is currently being recruited to and will report to the Transformation & Assurance department, with thought leadership from the Manager – District Administration. The Democracy Services department have subsequently finished their temporary reporting line to Transformation & Assurance and have returned to District Administration.

District Services Group

The Vision 20/20 project has seen improved efficiencies, with 100% of statutory timeframes within Resource Consents met. To meet customer demand and embed Vision 20/20 improvements, fixed term positions for Support Officers have received approval to be extended. As these positions are revenue generated which will not affect the salary budget.

The Building Consents department have finished reviewing their operational requirements. It is anticipated a Functional Review to be communicated to the department during early 2021.

Staffing, Salaries and Training

Current Staffing Levels

Actual Full Time Equivalent (FTE) at 31 December 2020	Annual Plan Establishment (FTE)
354.89	382.53

*New approved FTE applied

Salaries and Training

Financial Performance as at 31 December 2020	YTD Actual	YTD Budget	YTD Actual vs Budget	Annual Budget
Salary Costs	\$15,111,552	\$15,226,119	\$114,567	\$30,452,195
Training Costs	\$212,954	\$397,170	\$184,216	\$901,179
Trainings as a % of Salaries (Sector average is 4%)	1.4%			3.0%

Vacancies

Department	FTE Available
CEO/Communications/People & Capabilities	0
Corporate Services	4.7
District Services	9.41
Infrastructure & Asset Management/NTA	8.8
Strategic Planning & Policy	4.73
FNDC TOTAL (FTE) * includes part time & full time EST Position Vacancies	27.64

Customer Service

Customer Experience Programme

We are in the process of setting up a new surveying platform that will provide additional tools to take the voice of our customer and turn them into improvement opportunities. This new system is an exciting leading-edge platform to gather feedback, provide insights to act on and help lift the customer first culture.

This system will be up and running in February and backdated to include January where possible. We are excited to present this platform to Elected Members, expected in late February. Please note that there will be a change in the statistics quoted in future reports.

Closed RFS – Customer Satisfaction Index (CSI)

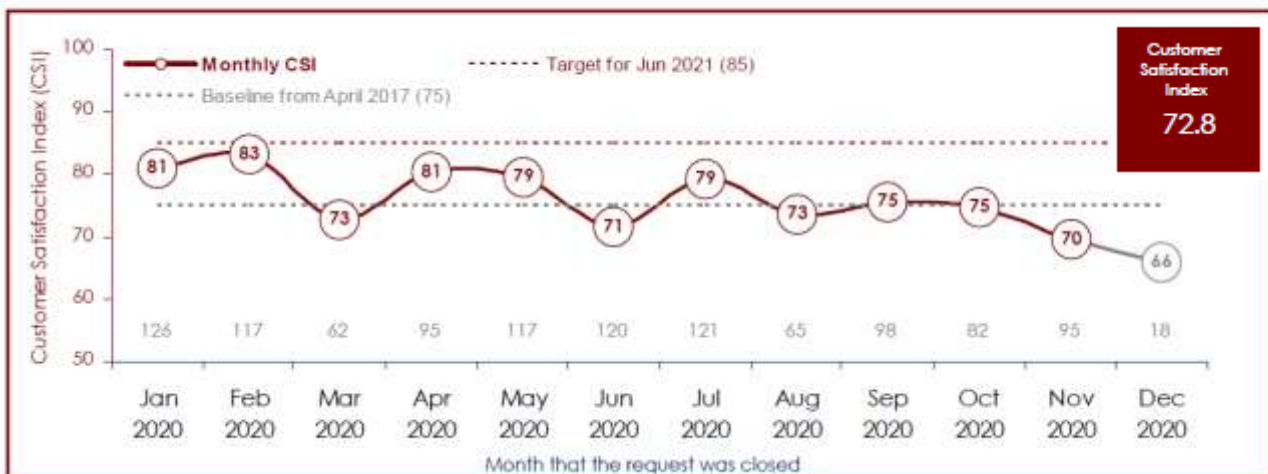
The scores provided below are for the four months ending 31 December. We have not recovered to pre-COVID lockdown rates and response levels (approximately half of this time last year). Teams are focusing on the remedial action plans for customer focused improvements and an improved customer focus in 2021.

Our response levels:

- Overall CSI for Requests for Service: 72.8 (3.98% decrease)
- Overall satisfaction making the request 75.7% (6.61% increase)
- CSI for requests made via the After-Hours provider: 77 (14.29% increase).
- CSI for library services: 97.9 (2.04% increase)
- CSI for visits to i-SITEs and Service Centres: 98.7 (no change)

Monthly CSI Trend for closed Requests for Service:

Overall Customer Satisfaction Index (CSI)



N.B. Performance indicators for the most recent reporting month should be interpreted with extreme caution because of survey response time lag (3-4 weeks).

Other Measurement Programmes

The scores provided below are for the six months ending 31 December. As noted above we currently have approximately half of the responses compared to this time last year.

Our response levels:

- CSI for Building Inspection Services: 82.1 (14.62% increase)
- CSI for Building Consent Process: 63.9 (3.13% decrease)
- CSI for Resource Consent Process: 63.4 (7.73% increase)

The current focus of the Customer Experience Improvement Programme has been to ensure alignment changing customer behaviors and other organisation initiatives.

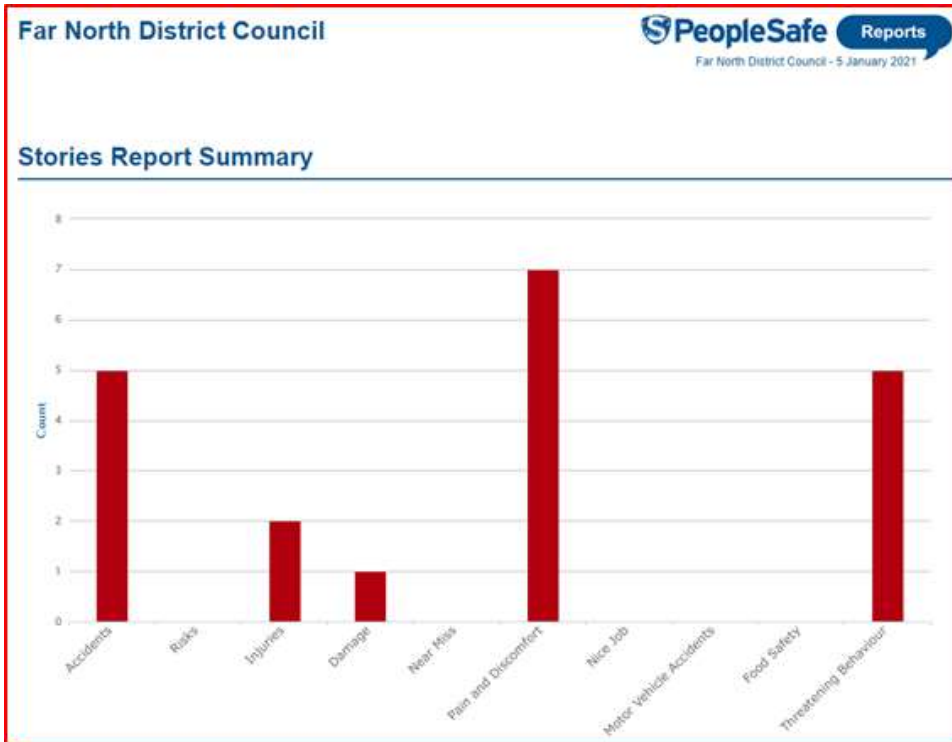
- Appointed a new customer feedback survey platform.
- Developed a tool to better record and manage customer improvements.
- Developing a programme of work to ensure customers experiences are improved by our processes and systems. This involves systematically going through our customer facing teams (starting with Transport and FNW) and undertaking a customer journey mapping and diagnostic programme to ensure that our system and processes are as customer friendly as possible. This programme will also inform and aid in the delivery of a number of other customer initiatives across our organisation (i.e. Target Operating Model Service Catalogue, Pathways review, communications assistance with content and responses, BI Reporting and training on systems).

Health, Safety & Wellbeing (HSW)

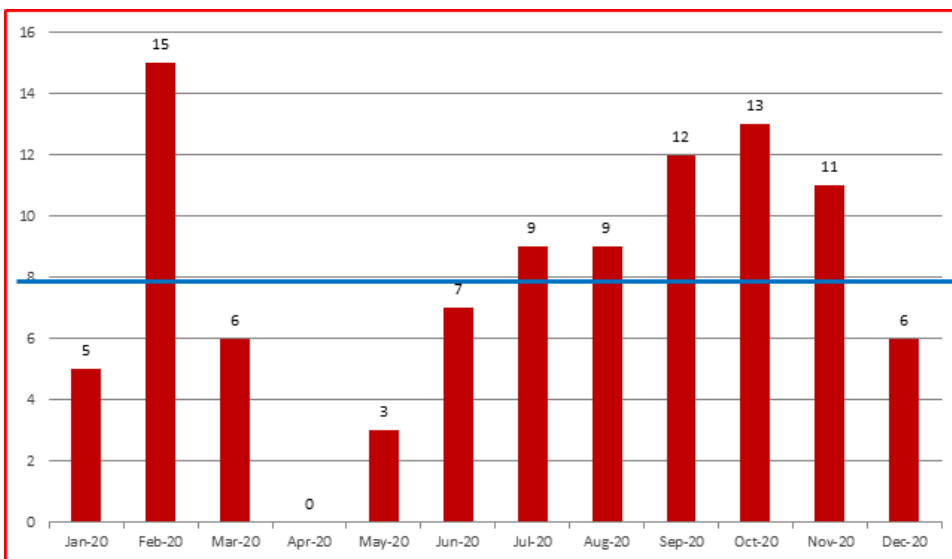
Summary of Activities

1. CouncilMark H&S assessment interview as part of the wider Governance, Leadership & Strategy session completed in November, with positive feedback. Final outcome on the overall CouncilMark result not expected until 2021
2. Final Health, Safety Committee meeting for 2020 completed with the next scheduled meeting planned for February 2021.
3. Summer Health, Safety & Wellbeing initiatives and tips published – focusing on Sunsmart, Swimming, Road Safety, Boating and Wellbeing.
4. H&S inspections undertaken at the new Northern Animal Shelter - Kaitaia, Kerikeri Waste Water Treatment Plant, Kawakawa Water Treatment Plant with Infrastructure Capital Works team and contract partners.
5. Lone Worker Safety Solutions & Vehicle GPS Project – 14 vehicles have been installed with eRoad and 22 user profiles created. Direct Safety's Lone Worker tools are in place with 23 individual tools being utilized by high-risk teams including Animal Management, Parking Compliance, Publications Delivery Driver and NTA Road Engineers and Inspectors. End user feedback is high, with no major issues in terms of use. Phase 2 roll out to remaining high risk rolls will commence in early 2021.

PeopleSafe Stories Types during the reporting period



PeopleSafe 12 Month Rolling Incident Rate



During the two-month reporting period there were 17 PeopleSafe incidents/events told, covering 20 story types. The average number of incidents per month has increased by one and now sits at eight incidents/month. With staff moving into the holiday period prior to Christmas the decline in reporting of incidents was expected and consistent with compared to last year at the same reporting period.

Communications

Activity summary

The close of 2020 was another busy period for the Communications Team, which continued to deliver communications on COVID-19 economic recovery projects. It also launched a campaign to promote water conservation and prepare the community for possible summer water shortages. Key outputs are listed below.

Media releases

The Communications team issued 12 media releases during the reporting period. The approach of summer saw the launch of a district-wide water conservation campaign in mid-November with a release urging sensible water use and highlighting supply resilience projects in the wake of the 2019/20 drought. Two more water-related releases followed in December. Remaining releases focused on:

1. Dry conditions highlighted by a serious scrub fire at Ahipara
2. Funding confirmed for Rangitane maritime upgrade
3. IANZ renews Council's Building Consent Authority
4. Council services during the holiday break
5. Commissioning of the Kerikeri wastewater plant
6. Survey to identify Northland accessibility issues
7. Kerikeri Domain improvements projects go ahead
8. Launch of Council-supported Towai Maker's Market
9. Council decision on Māori wards.

Media enquiries

The Communications Team responded to 32 media enquiries. The top three topics of enquiry were the Oruru Hall (Smash Palace) survey and funding options, the Kerikeri Wastewater Plant opening and Otatau Rd bridge repairs.

Mayoral support

The Communications Team drafted six Mayoral columns/blogs about:

- The year that was
- Supporting the horticultural industry
- *Māori* representation
- Northland accessibility survey
- Protecting Far North water supplies
- Achievements in 2020 (Ann Court)

CEO support

The team produced seven editions of weekly newsletter *The Weekender*, five email communications to staff and talking points for several videos to staff.

Other support and outputs

- Four, full-page newspaper adverts in November about water supplies and six, full-page newspaper adverts in December about Council rubbish and recycling services over the holiday period.
- We have devoted a significant part of our social media output to a water conservation campaign. Since 10 December, we have run three water conservation-themed social media posts each week and more when necessary to promote specific restriction announcements. A total of 13 water-related posts were run in December.
- Our 23 Dec post announcing Level 2 water restrictions in Kaitaia and Kawakawa-Moerewa was particularly successful with a reach of 14,412 and engagement of 1102. The next most successful post during Nov-Dec achieved a reach of 3893 and engagement of 93.
- A public consultation on bus services between Kaitaia and Kerikeri was completed in November. The two-month consultation received 182 submissions – 123 online and 59 paper. Ten people who completed the survey received \$100 Prezzy card prizes.

Strategy

Corporate Planning

Long Term Plan (LTP)

A significant number of workshops were undertaken in November and December with Elected Members to finalise the content for the 2021-31 Long Term Plan and lock in the decisions required for the statutory Consultation Document. The subject of each workshop is listed below.

- 4 November – Operation Expenditure/Capital Expenditure discussion. Early engagement update
- 10 November – 3-water reform, Housing for the Elderly
- 12 November – Rate to rate increase discussion
- 25 November – Finalised Capital Expenditure programme
- 8 December – Finalised rate to rate increase/rating FIS 10 years, CD preview
- 16 December – Capital request on behalf of Cycle Trail Trust. Maori decision-making discussion, IT expenditure overview, Consultation Document preview and engagement planning

Steady progress was made on the 2021-31 Long Term Plan Consultation Document in November and December 2020, resulting in a solid draft before the Christmas break. Most supporting documents were at final draft stage. Audit process (Audit New Zealand) starts on the 19th of January for two weeks. Adoption of the Consultation Document and Supporting Documents will take place on the 25 February 2021, with consultation starting on the 1 March 2021 for one month.

Strategy Development, Bylaws and Policies

Far North 2100 District Strategy

In November 2020 a first draft of the Far North 2100 Strategy was made available to staff and the elected members via the Elected Members Lounge for feedback. A workshop is scheduled with Elected Members, 17 February 2021, to review and approve the way forward for a strategy for the District. Staff are currently planning to consult with the community on Far North 2100 alongside the 2021-31 Long Term Plan Consultation Document and the District Plan beginning in March 2021.

Climate Change

On 10 December 2020, Council approved the forming of a Joint Committee of Councils to oversee the regional climate change adaptation work that is being undertaken as part of a collaborative effort across the four Northland Councils. The first meeting of the Joint Committee will be early in 2021 with administration support being provided by the Northland Regional Council.

Regional Accessibility Strategy

Far North District Council staff continue to contribute to the information gathering stage of the Regional Accessibility Strategy. This research will aid in deciding strategic direction. The Te Tai Tokerau Regional Accessibility Survey was open to Northland communities from 11 November 2020 to 11 December 2020. This allowed Far North residents to elaborate upon the access needs in their communities, and their experiences with accessing council facilities and services. Approximately 270 results were received across Northland.

Open Spaces Strategy

A fixed term appointment has been made to develop a Council-wide Open Spaces Policy. A review of existing associated policies and the expired Reserves Bylaw has subsequently been undertaken. This resulted in an interdepartmental scoping workshop held on 17 December 2020 which refined the scope to a Parks and Reserves Policy. This will be progressed to replace current related open space policies – including the current Reserves Policy.

Bylaw Programme

A review of the Vehicles on Beaches Bylaw was completed by Barker and Associates, in December 2020, with an options paper to be brought to the 23 March 2021 Strategy and Policy Committee meeting.

Review research was underway for the following bylaws:

- On-site Wastewater Bylaw. The Engineering Standards and District Plan reviews will influence any potential on-site wastewater regulation. The Engineering Standards are currently out for public consultation.
- Parking and Traffic Control Bylaw. A new bylaw will be rolled out over the next two years as part of a joint collaborative project across Strategic Planning and Policy and Infrastructure and Asset Management.
- Solid Waste Bylaw – Completed. An options report will be presented to the Strategy and Policy Committee on 23 March 2021. Central government is currently consulting on several solid waste proposals, which will affect territorial authorities. Working relationships have been developed with staff at Whangarei District Council and Kaipara District Council to potentially develop a regionally consistent Solid Waste Bylaw once the central government initiatives are finalised.
- Keeping of Animals, Poultry and Bees Bylaw (revoked) – completed review of core issues. Options on how to address these issues, including local regulations, will be brought to the 23 March 2021 Strategy and Policy Committee meeting.

Policy Programme

Research was undertaken for the preventing community harm policy project. Kaipara District Council is reviewing their Class 4 Gambling Policy. Policy staff from Kaipara District Council and Far North District Council have agreed to collaborate on the social impact research legally required for this policy review.

Iwi/ Hapū Relationships

Māori representation

Council workshops were undertaken on December 8 and 16 to workshop Māori participation in decision-making (a requirement of the Local Government Act 2002). Te Hono presented information on the current position statement contained in the 2018-28 Long Term Plan – Working in partnership with Māori - and other participation models being used around the region and across the country. The next workshop is scheduled for early February 2021.

Te Oneroa-a-Tōhe Board

Te Oneroa-a-Tōhe Board, a Standing Committee of both Far North District and Northland Regional Councils had hearings in November for the Draft Beach Management Plan and having considered all the submissions, the Draft Beach Management Plan (the plan) was adopted at the December 11 2020 meeting of the Board, with a public notification date set for 25 January 2021. In anticipation of the Beach Management Plan formal adoption, Te Hono is working with District Planning and Strategy Departments on actions within the Plan that have effect on Council, e.g. the most significant action in the plan relates to the Te Oneroa-a-Tōhe Board's 'desired outcome' to ensure beach user safety, i.e. vehicle use on the beach and how this could be regulated via a bylaw.

Iwi Local Government Authorities Chief Executives Forum (ILGACE)

Following the November ILGACE meeting, the Mayors and Chair of the four Northland Councils were invited to meet with Te Kahu o Taonui to discuss Māori Representation and the Whanaungatanga Kī Taurangi Relationship Agreement. Te Hono attended in support of the Mayor and CEO. The meeting was held at the offices of Te Runanga o Whaingaroa in Kerikeri, on December 14. It was noted that there was a need to update the relationship agreement to allow for new signatories. Further meetings between the governance groups will be scheduled early in 2021.

Māori liaison

Te Hono attended the 'Climate Change Adaption Te Taitokerau' meeting on 3 December 2020, where Māori participation and a treaty framework were discussed. The group are looking at formalising a process for the appointment of non-elected members for the Regional Joint Climate Change Committee.

Te Hono has supported the Infrastructure team by providing tikanga and technical support for the East Coast Waste-water Treatment Plant (Taipa), attending meetings on December 11 and January 13 2020 where the establishment of a working group – as per conditions of consent - were discussed. The key topic of discussion was a Terms of Reference, which provides for Ngāti Kahu (iwi and hapū) involvement. Te Hono support for this work programme will continue in 2021.

Community Wellbeing

Community Development & Funding

The Kaitiaki Program, an MBIE (Tourism Pressures) funded initiative, now in its third year, has begun for the 2020/2021 summer season. A hui held at Te Hononga kicked off this season's program. This project has been so successful each year it has been extended. The areas covered under this year's initiative are Ahipara, the Karikari Peninsular, Kaimaumau, Taipa, Doubtless Bay, Russell and Te Hononga (Kawakawa). This is a collaborative project involving Far North District Council, Department of Conservation, Northland Regional Council, hapu, iwi, New Zealand Police, Civil Defence, New Zealand Fire and Emergency, along with many community groups. The focus of the Kaitiaki Program is responsible camping, advocacy and education regarding the cultural and environmental aspects of each wahi involved, and safe beach behavior.

The Digital Enablement Group (DEG), Northland Inc and the region's four councils (Far North District Council, Northland Regional Council, Kaipara District Council, Whangarei District Council) are calling on communities to help shape Northland's digital future by completing the fifth annual

Northland Internet Speed Survey. The data from the survey and speed test is aggregated and anonymous and only takes a few minutes to complete, using the tool at www.speedtest.net. The raw data we collate helps us work with central government and internet providers to identify our digital infrastructure needs and improve internet and mobile coverage throughout Northland. The survey opened Thursday 17 December and closes Friday, 26 February 2021.

Far North District Council has engaged Connected Nation, a US-based non-profit organisation, to lead Connected Northland. Through Connected Northland, Connected Nation will deliver Digital Works, a flexible digital training and job placement programme to educate and mentor participants to not only upskill them, but also to support job placement with a strong co-working peer network. The programme has an 80% placement success rate and high participant retention on average. Scoping and development are underway with our project partners:

- The Far North District Council is coordinating the project.
- Connected Nation (US based) are delivering the training for a New Zealand context.
- Northland Inc is working to identify potential employers post training.
- The Ministry of Social Development is identifying the training cohort, with emphasis being given to those who live in rural, remote areas and who have recently lost their jobs due to Covid-19.

Connected Northland will run from March-July 2021 and is a project that sits within Nothing But Net the Far North Digital Strategy.

A Memorandum of Understanding has been signed between Council and Te Puna o Kupenuku (TPoK, an Incorporated Society with a committee of seventeen people, including professional educators, business leaders, accountants and lawyers). Council has made a decision to lease the Rawene Campus (ex NorthTech), now returned to Council, to TPoK to develop and facilitate the educational requirements for the people of Hokianga. A formal lease agreement gives TPoK the access required to start classes from Semester One 2021.

In anticipation of the potential joint Council ownership of Northland Inc. by Northland Regional Council, Far North District Council and Kaipara District Council commencing on 1 July 2021, Regional Economic Development Service Delivery Working Party meetings were held on 27 November and 15 December 2020. The Working Party provided input into Northland Inc's Statement of Intent (SOI) and the Appointment of Directors. The main points for Northland Inc. to consider were:

- emphasis should be given to economic development occurring within a sustainable environment
- importance of regional dispersal of activities needs greater focus
- development of an appropriate strategic planning approach be a priority
- the Review of Māori Economic Development Arrangements to be articulated into the SOI. This is an important area of work that has been on "pause" waiting for the review to be completed and action now needs to be taken

Sport Northland continued to deliver a number of programmes, including;

- development of the Northland Play, Active Recreation and Sport strategy
- working with schools and teachers to understand and deliver the Health & Physical Education curriculum and deliver Energize. 72% of schools in the Far North have made or are making steps towards healthy eating

- supporting 30 people referred to the Green Prescription programme – taking the total to 190 people from the Far North
- delivering He Oranga Poutama, an initiative that supports Māori wellbeing through sport and recreation. Working with Te Kohanga Reo to find new ideas of sharing mātauranga in their planning
- supporting local sports clubs, committees and communities to achieve their goals
- funding through Tū Manawa applications. 13 applications received requesting \$97,514.77 (of which \$56,275 has been approved). Ranging from schools through to sports clubs across the Far North District
- Delivering Water Safety in Far North schools. Received an additional 35 lifejackets from Coastguard Boating Education to use in delivery with beach day venues confirmed for Term 1 next year.

District Planning

A review is now complete of the projects that relate to placemaking opportunities such as the township plans, Long Term Plan, District Plan and localised priorities for communities. This is aligned with a report on the Resource Management Reforms presented to the 20 October 2020 Strategy and Policy Committee. The outcome of the review will be presented at the 17 February 2021 Workshop alongside the Far North 2100.

In December 2020, staff meet with a representative of the Ministry of Housing and Urban Development, who approached the Far North District Council, to propose the establishment of an urban growth partnership within the Northland Region. Under the previous Government's Urban Growth Agenda, a partnership agreement is required between local authorities, Iwi and government agencies, that form the core of the Urban Growth Agenda

Development of the new District Plan

The making of the new District Plan has followed a portfolio-based approach where key topics have been developed in terms of policy and spatial planning outcomes that address the district's significant resource management issues. Elected members have been kept informed of these key topics and direction of the draft District Plan via a series of workshops held through the second half of 2020. The sixth and final workshop of this series took place on 17 November 2020, which focused on the responses to urban grown demands in the urban environment.

Elected members were provided with the evidence base that informs the current understanding of expected demand for housing and business land in the district and the policies and land use planning methods the new district plan will promote. Consultation on the draft District Plan alongside Far North 2100 and the 2021-31 Long Term Plan in March 2021 will allow for further demonstration of the short and medium term solutions for integrated management of land and infrastructure supply for housing and business land and strategic direction for the district.

Operative Digital District Plan

The draft District Plan has been developed in accordance with National Planning Standard format for district plans and the conventions for e-plan mapping and electronic accessibility and functionality. The integration of plan text with zone and resource maps was further developed in November and December. Further refinement of the operative District Plan for consultation in the same isoplan e-plan format was completed in December.

Northland Forward Together

The Chief Executive's forum met 9 November and the Mayoral forum met 30 November. The key priorities for these forums remain the government waters reforms, climate change, regional economic development and further enhancements to the Northland Transport Alliance. Solid waste and recycling are also a priority due to the upcoming reforms in the sector. Three carry over projects from the previous financial year; PGF and government funding, Digital Enablement and Regional ICT continue to be progressed and monitored.

Below is a snapshot of the nine work streams and the progress that has been made since previously reported and highlight progress made over the last quarter.

Prioritised Projects for 2020	Lead Council	Status	Key Priorities	Achievement and Actions for next 3 months
Four Waters	WDC	In Progress	* Government Reforms and potential amalgamation * Northland Re-arrangement Option	<p>The reforms propose three tranches:</p> <ul style="list-style-type: none"> • Tranche One 2020-2021 – Council agreement to MOU, work with government, funding stimulus released to participating Councils and progress sector on entity design consideration. Government plans to introduce legislation. • Tranche Two 2021 - 2022– Councils opt into to multi-regional groupings and commence re-establishment planning and the release of further stimulus funding. • Tranche Three 2022 - 2023 – Formation of new entities and a further release of stimulus funding. <p>The three Territorial Authorities in Northland have signed up to Tranche One and submitted their Delivery Plans to CIP and these are now with DIA. A Project Coordinator has been interviewed to work with the three Territorial Authorities coordinating the reporting for DIA and a Statement of Works is currently being drafted. Kaipara District Council will have a staff member located at Whangarei District Council working collectively on the waters reforms programme of works. Engagement with iwi commenced, through ILGACE, on 10 November 2020. This provided a Crown, regional and local context to further the discussions between iwi and Councils.</p>
Refining the Northland Transport	WDC	In Progress		<p>Previously this item had focussed on ICT improvements. Following the NTA workshop held on 6 August, the Draft Report of the 90-Day</p>

Alliance (NTA)				<p>plan was presented for the NTALG to review. It was noted that this was a draft with further detail to be provided for October NTALG meeting.</p> <p>Of most importance will be a formal contract between the NTA and Councils which will replace the current informal MoU (which is not contractually binding) which will assist to mitigate or reduce some of the risks identified e.g. secondments, delegations, Health and Safety and the Triangulation Employment Agreement. Suggested there is a Risk Register developed which is reviewed quarterly by NTALG. The proposed IT solution would have data securely stored, with strict control on who has access.</p> <p>Suggested that once the formal report is approved and a new contractual agreement entered into, there are a series of meetings with Calvin, Chris and Jason with the Chief Executives and the key business support staff where obligations from both sides will be discussed.</p>
Climate Change	KDC	In Progress	<p>*Inter-Council Joint Standing Committee</p> <p>*Adaptation Strategy</p> <p>*Hazard mapping including coastal erosion and flooding</p>	<p>Key areas of work for the Climate Adaptation Te Tai Tokerau Group (CATT) are:</p> <ul style="list-style-type: none"> • Climate change risk assessment from a Local Government perspective • Developing a regional adaptation strategy including approaches for working with communities on long-term climate change adaptation • Tracking central Government climate change initiatives (such as the National Climate Change Risk Assessment). <p>The groups key current focus is the development of a regional adaptation strategy and the establishment and support of a regional governance structure for climate change adaptation (the Joint Committee of councils and tangata whenua). The regional Adaptation Strategy is now in the early stages of development and will ultimately outline a ten-year work program to develop adaptation plans for key locations across the region. The strategy will pull together information from a series of technical reports</p>

				<p>covering a climate risk assessment (in three parts, adaptation options for local government and a 10-year adaptation plan (including adaptation methods, priorities and timeline).</p> <p>Part one of the Regional Climate Risk Assessment (a summary of climate risks in Northland) is underway and will be released as technical report in early 2021 – this will be followed by coastal risk analysis and risk profiles using updated coastal hazard mapping undertaken by NRC (these hazard maps cover coastal erosion and coastal inundation mapping with several sea level rise scenarios/timeframes). A workshop on coastal hazards mapping and coastal risk analysis can be arranged with Northland Forward Together if needed.</p> <p>Key climate change messages are being developed and will be included in the early phases of the regional adaptation strategy. Establishment of the Joint Committee on Climate Change Adaptation has also progressed and it is likely the committee will hold its first meeting in early 2021.</p> <p>Presentations were made to the Northland Forward Together Zone One workshop July 2020 and an update was given to CE Forum August 2020. CEs supported governance model and development of regional adaptation strategy.</p>
Regional Economic Development	FNDC	In Progress	*Re-organisation of Northland Inc. to a Regional Joint CCO	<p>The Mayoral Forum approved at their meeting on 25 May 2020, the standard agenda paper for the proposal to be distributed to the Northland Councils for inclusion in their respective agenda that meet the 2020/21 Annual Plan and the 2021/31 Long Term Plan development and consultation process. NRC, FNDC, and KDC councils have approved funding for the 20/21 Annual Plan and to include the proposal in their respective Long-Term Plan consultation process.</p> <p>Whangarei District Council (WDC), at its meeting on 27 August 2020, decided against the Mayoral Forum proposal. A changed proposal has since focused on taking a 3 Council revised shareholding model and a mandate to continue to</p>

				<p>NRC, FNDC and KDC. The mandate to proceed was resolved by:</p> <ul style="list-style-type: none"> • NRC 13 September 2020 • KDC 28 October 2020 • FNDC 29 October 2020
PGF and CIP Funded Projects	FNDC	In Progress	*Securing PGF funds for strategic projects and projects that enable employment creation and sustainability.	<p>On 1 July 2020, government announced \$150M for Northland Infrastructure “Shovel Ready” Projects, with further announcements made up until central government elections.</p>
Digital Enablement	Northland Inc	In Progress		<p>For the Digital Enablement Plan to be optimised, resourcing for the coordination of the programme needs to be prioritised. Funding for a regional Digital office and resources was sought without success from PGF. Positive discussions between NRC and Northland Inc have been ongoing but need some momentum. Several programmes are well into delivery such as marae connectivity and digital hubs but COVID has significantly highlighted infrastructure gaps. Joseph Stuart who previously lead the DEG has recently left Northland Inc.</p>
Regional ICT	FNDC	In Progress		<p>Shared Services: Update</p> <p>Over the past couple of months, the Councils have had a couple of informal meetings to determine what activities and future LTP projects each Council is undertaking. As expected there are a couple of areas which each Council will or planning to undertake. The focus of a number of these areas relate to continuing some of the internal transformation strategies – particularly around supporting and developing the continued development of the Working from Home (remote working) and the various services that are increasingly required to maintain this.</p> <p>A number of focus areas have been identified and plans to start progressing in the near future.</p> <ul style="list-style-type: none"> • The teams from the four Northland Councils have discussed the forming the 'Northland Digital Collaboration Alliance'. This is a 'reboot' to the previous Northland

				<p>Forward Together (ICT Collaboration Group). The focus was to support each Council particularly with the 'new normal' that we are all now developing.</p> <ul style="list-style-type: none"> • Common Network Infrastructure – This area would focus to investigate options for Far North authorities to share a robust and responsive network with the ever-increasing internet-based applications and services used by all Councils. • Cyber Security and ICT Security is a key area which has been a focus for some time and not given the change in operating modes, a number of collaboration sessions around how each Council is able to support each other to ensure risks to attack are able to be minimised and our people are protected. This has a cross over with the common network infrastructure activity. • Mobility as a Service – NRC is currently completing work with a project with Spark for their mobile fleet and this will be used to help other Council to adopt a similar service.
Solid Waste Re-cycling	WDC	In Progress	*Agility to ongoing changes to the re-cycling market and central government policy	<p>Ongoing changes in the market and central government policy related to solid waste and recycling requires that the TAs in the region keep a 'watching brief' on progress nationally to see where the opportunities and risks emerge.</p> <p>The paper tabled for the CE forum suggests that in order to enable more collaboration across Northland, there would need to be some alignment of policy, regulation, services and funding across the region. Services and funding are likely to see changes through the Long Term Plan and Waste Management and Minimisation Plan processes in each District.</p> <p>Potential regional collaboration projects that may be able to be implemented if central government funding is provided include waste data capture or public education campaigns.</p>
Libraries	All	Lower Priority		Requested by the Mayoral Forum as a regional opportunity. This has been

				noted as a lower priority and there is no update to date.
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Corporate

Transformation and Assurance

Audit and Assurance

The internal audit and assurance programme is being rescoped to incorporate the findings of recent external audits, including the ICT Security Audit and BCA accreditation report. A report will be presented to the Assurance, Risk and Assurance Committee early in the new year on the programme for the 2021 calendar year.

Risk

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

Four risk progress reports with treatment plans are being prepared for a meeting of the Assurance, Risk, and Finance (ARF) Committee in December. The updates are for ARF005 Delivery of Service Risk (affordability), ARF007 Compliance Northland Regional Council Abatements, ARF010 Data Governance, and ARF013 Drinking Water Resilience.

We have developed a process for decision-making on removing a risk from the Top Organisation Risk Dashboard, and subsequently presented a report to the ARF Committee - Recommendation to Remove ARF008 Civil Defence Risk from the Organisational Risk Dashboard.

We also reported to the ARF Committee in December on the 'Lessons Learned from Our Twin Crises: 2019/2020 Far North Drought and COVID-19 Pandemic'.

Finally, we facilitated a workshop with Elected members on the Top Organisational Risk Dashboard in December.

Transformation

Progress on the a 'Test and Learn' phase of the Creating and Enabling Great Workplaces initiative is coming to an end. Consultation with staff on a new remote working policy to support the new operating rhythm took place in December. Staff were asked to choose from two options – being office based or agreeing to update their employment conditions to formally include their home as a workplace as part of adopting a hybrid office-remote working option. 86% of staff that chose an option chose the hybrid option.

We are now working towards an initial commencing date on 2 February 2020. This involves setting up permanent locations for office-based staff, creating additional meetings spaces (including the Councillors Lounge in Kaikohe), and establishing a host of detailed protocols and processes.

Digital Information Services

Executive Summary

The period has seen a flurry of end of year activity from within and across Council as the end of 2020 arrives. The whole of 2020 has seen several achievements by the Digital Information Services team that has and continue to allow 2021 and beyond to deliver on the needs of Council and the communities we serve.

Of special note were the two awards received from the Association of Local Government Information Managers (ALGIM) that were specifically related to the COVID-19 Lockdown and Local Governments response.



Of note a number of Council workshops were attended to discuss the Long-Term Plan (LTP) ICT capital budgets and what these will provide Council as we head towards a 'Digital First' operating model that has been endorsed as part of the 'Enabling and Creating Great Workplaces' remote working environment.

The workshop highlighted the workstreams that are being planned for the 2021-2024 period and group into the following areas:

- Information Workflows
- Spatial Information
- Fit for Purpose
- Nothing but Net (Digital Strategy)

Assurance, Risk and Finance Committee met in December and were presented with two pieces of work for the committee's review.

The first was the results of the internal ICT Satisfaction survey that was commissioned via the ALGIM and allow for Council to be benchmarked against other Councils in New Zealand. The second was the ALGIM ICT Cyber Security Audit which was well received by the committee given the changing landscape of how Council is operating since COVID-19 lockdown in March. Both activities will be key to the future workplans within the team.

Additional work has been progressing with support and deployment of the Creating and Enabling Great Workplaces programme with the new year deployment and configuration of new spaces in Kaikohe, Kerikeri and Kaitaia.

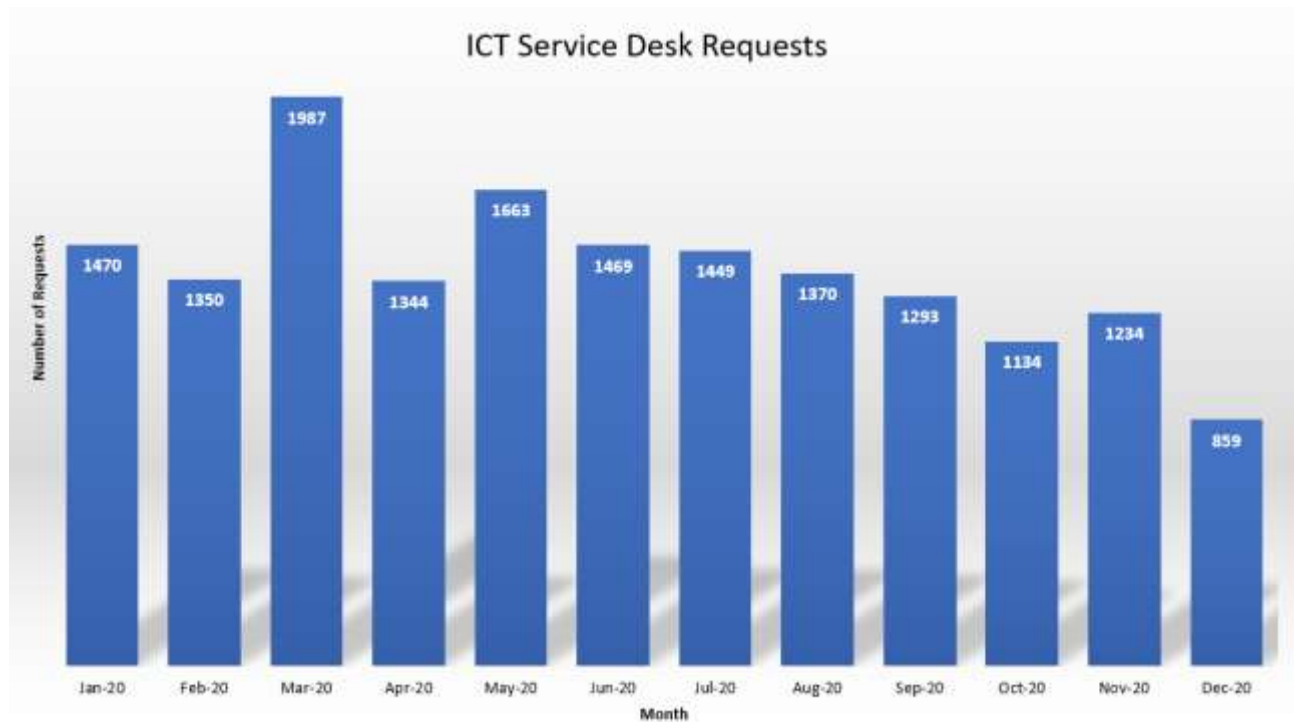
It is planned that each quarter the Digital Services Team will provide a detailed update on workstream and/or areas that the Committee should be aware of.

ICT Operations and Delivery:

ICT Service Desk Requests

The number of ICT Service Desk requests received during the November-December period was 2,093. This number is down from 2,427 which were received in the September-October period.

The number of outstanding requests yet to be resolved is 294. After a concerted effort from the team this number is down from 415 which were outstanding in the previous period.



External Phone Calls (Microsoft Teams)

Work is currently underway with Spark to migrate external phone calls (making and receiving) from Skype for Business to Microsoft Teams. The initial technical configuration and testing has now been completed. Twenty 'Early Adopter' staff have been identified to complete further testing before it is rolled out to the rest of the Council staff. This project will be completed in the first quarter of 2021.

Contact Centre Phone System Project

Work is currently underway with Datacom to migrate the existing Contact Centre phone system Genesys PureConnect, to a new cloud-based SaaS (Software as a Service) system called Genesys Cloud. This will provide a better customer and employee experience and will integrate with MS Teams. The new upgraded platform will also provide great options for Council should future lockdowns or significant events affect the existing contact centre team currently based in Kaikohe.

ICT Equipment

The ICT Operations and Delivery team have been working on replacing dated IT equipment over the last couple months:

- Dozens of old thin client computers have been replaced with new models
- Dated network switches have been replaced
- New large 27" dual monitors and webcams have been installed in the Contact Centre

- More tablets (mobile devices) have been allocated to field staff such as Resource Consent Monitoring Officers and Environmental Health Officers
- Three old scanning machines used for digitisation projects have been replaced (one at Kaikohe and two at JBC)
- Two crates of e-waste have been sent to Divers Group for secure disposal, reuse or recycling (less than 2% goes to landfill).

Smart Way 2 Booking System

The desk and room booking system continues to be further developed. Two hot desks in the Te Hononga Kawakawa office and one hot desk in the Paihia Library have now been set up.

ALGIM Local Government Cybersecurity Programme

Council has signed up to a Cybersecurity Programme with ALGIM and SAM for Compliance Ltd to implement a pragmatic Cybersecurity Framework specific to New Zealand local government. The first step in implementing the Cybersecurity Framework was to undertake an IT Security Audit which was completed by SAM for Compliance Ltd in October.

The outputs of this audit are feeding into the design of an overall ICT Security Framework. This framework is a series of policies, procedures and processes that lower risk and vulnerability, and increase confidence in an ever-connected world.

Planning workshops have now been completed to analyze, prioritise, schedule and allocate resources to enable the implementation of audit recommendations.

Cybersecurity Awareness Programme

We are in the process of assessing an online Cybersecurity Awareness Programme from SSS (IT Security Specialists) and ALGIM that will be rolled out to all staff and elected members. Attackers are always looking for a way into Council systems, which is why it is important for everyone in our organisation to have a good awareness of information security.

Data Insights and Programme Delivery:

Programme Delivery: Online Services

Resource and Building Consent applications have been released to the public. Support of the Building Practitioners as they register and apply for building and resource consents is being provided by the project team. Feedback from the Building Practitioners has resulted in minor changes.

The online payment of rates and water rates are ready for migration to production and development has started on online animal registrations.

The mobile inspection functionality for several new areas has recently been released and is now in production. These areas are, liquor license code of compliance, campground inspections, septage and housing for the elderly. The user training component has been completed for the first three of these with only housing for the elderly remaining, which is dependent on the delivery of the protective case for the tablet.

Protective case delivery delays due to the shipping backlog in Auckland have affected all the above services. It is anticipated that once tablets are available there may be an additional training requirement centered on the use of these new devices.

A new initiative for event applications is in the development phase. This will allow applicants to apply for licenses and permits to hold events. A review of the registrations process in collaboration with Customer Services underway.

The process for handling Online Services enhancement requests has been documented along with a proposed solution. This has been socialised with Digital Information Services leaders and development will begin in January.

Upgrade Programme

Pathway has been upgraded to Version v3.10.17 on the weekend of 28th/29th November.

We are now operating on a version that allows us to test and configure Pathway UX which is the web-based version of Pathway accessible from the internet which sets Council up for an improved remote working experience with Pathway.

This Pathway upgrade will give Council a new user interface that (when enabled) will be able to be used when remote working without the use of Citrix. This combined with the recent Objective upgrade gives council easier remote access to two core applications.

Enterprise Data Warehouse (EDW)

The EDW will provide the basis for the generation of reports that will enable and support our overall organisational decision making processes. The Enterprise Data Warehouse will allow us to build reports based on datasets across the organisation avoiding the current silos of information that currently exist.

The infrastructure to support this has now become available as ICT Operations and Delivery have completed its hardware and software upgrades programme. The infrastructure upgrade is allowing Council to take advantage of new software which provides a more robust, scalable and sustainable reporting.

This also allows us to utilise Microsoft's Master Data Services and Data Quality Services toolsets. These will allow us to examine the quality of the incoming data sources ensuring continuous data quality assessment in the future.

A series of collaborative workshops have taken place between the Data Insights and Programme Delivery teams. The outcome of these workshops is a hierarchy of all the different interrelated elements that we may want to report on across council.

We have engaged SQL Services to design the Data Warehouse solution based on hierarchy that we have come up with. This includes a process for the anonymization of data in the test environment, this will ensure the security of personal data.

A conceptual design and methodology have been agreed. SQL Services will use this to develop a solution which will be reviewed and validated in Q1 to ensure that it meets current reporting requirements and allows for future needs.

Information Management:

Property File ePathway Applications



Objective Support

Support requests resolved: 168

Files and folders created and approved: 148

Objective users' changes/movements: 58

New User setup/staff movements: 12

Northland Transport Association Information Management

NTA presented an Information Management plan to The Northland Information Management Professionals (NIMP) group, which consists of Information Management teams from all the Northland Councils to enable collaboration and shared learning.

The plan will allow staff from across NTA to share information across the parent councils as required for their shared work. It's excellent to see Information management considerations being integrated into projects and NTA will meet with the NIMP group every 2 months to provide updates.

Electronic Newspapers

As part of our goal to be a digital first council our community newspaper subscriptions are now provided online.

Business Intelligence: Enterprise Data Warehouse Workshops

The BI team has held multiple Enterprise Data Warehouse workshops in the last 2 months of 2020 to plan the new data warehouse architecture. Members of the wider Digital Information Services team also attended these workshops.

Combined in these sessions was training delivered by our Data Warehouse Architect. The team locked down the data warehouse architecture and methodology.

Some of the areas of discussion was around spatial data analysis, historical data management and auditing requirements.

Data Quality

The BI team have been focusing on completing the analysis of property data quality and documentation of issues. This will form the basis of the business rules relating to LINZ data for the Property Team. The team also created an automated package for the ongoing reporting of data quality in this area.

RMA Interim Dashboard and Report

Changes to the existing Enterprise Data Warehouse (EDW) have been made to support the RMA Interim dashboard solution. The RMA interim reporting solution has also been completed and provided to the business for user acceptance testing. This includes data cleansing tasks for the business to complete before the deployment of the interim report.

Water and Wastewater Rates

Data extract process developed for water and wastewater rates. This dataset will automatically update to provide updated data for analysis by consultants. Previously data was provided in an ad hoc and manual fashion.

QV Blue Slips Automation

Work has resumed on the Quotable Value Blue slips process that has been on hiatus for approximately a year. This process will improve the accuracy of the property data and also automate some of the manual tasks carried out by that team, allowing them to concentrate on other areas.

RFS Data Quality Review

A summary of the RFS data integrity analysis was presented to General Manager of Corporate Services for discussion and assessment of next steps for the business. The team made some suggestions on how to rectify some of the data inconsistency and improve the current report accuracy by 16%.

Supplier Email Validity Checks

An exceptions dashboard has been created to highlight when an Accounts Payable supplier email is not in a valid format or requires follow up. This also saves a lot of time by allowing bulk email processes to run effectively and without failure.

Water Commission Request for Information

Data sourced from Pathway related to RFS's for billing, charging and metering for the last 2 years. This was done to calculate the projected RFS volume for the coming year to support the request by IMS project team. This data will be made available in GIS for easy viewing.

Power Platform

Exploration and testing of the range of Power platform tools and applications and how they can be used within the business for improvement and problem solving is ongoing.

Programme Darwin

The BI team have assisted the AMS team with some more data extract templates from the current asset management system to the new IPS system. This will enable the AMS team to easily extract

the data from the current system.

Geospatial Information Services:

X-Maps

X-Maps has been completed. [ArcGIS Enterprise - xMap v2 \(fndc.govt.nz\)](https://www.fndc.govt.nz/arcgis-enterprise-xmap-v2). The team will revisit the last of the eMap license holders next month to see if they can completely decommission eMap. The benefits to FNDC are streamlined workflow for users and the ability for GIS team to improve and customize the X-Map experience based on user feedback. FNDC will deliver savings with significant reduction in eMap licenses.

GIS Re-Architecture

The GIS Re-Architecture work commenced in November 2020 and is almost ready for roll-out. The team replaced the current GIS environment with the latest updated environment from ESRI. The team also incorporated the server refresh in the scope of work.

The major benefits to the project are to follow best practices allowing us to properly leverage our GIS investment:

- Custom apps
- Better data management
- Improved security
- Easier to migrate to cloud environments
- Teams can use GIS anywhere
- GIS team can securely share data between Portal and AGOL (one source of the truth)
- Easier for users as they now use Single Sign On to access GIS

Representation Review

The GIS team advise on inclusion of spatial data to support the review of local government electoral boundaries. In coming months, we will supply spatial data as evidence to support the review of the boundaries and provide maps to assist the council in understanding the impacts/implications of various boundary revision scenarios.

Operational Financial Performance - As at 31 December 2020

Whole of Council Statement of Operational Financial Performance for the period ending 31 December 2020

	Year to date			Actual s YTD as a % of Total	Actual s YTD as a % of Annual	Full year		
	YTD Actual \$000's	YTD Budget \$000's	Varianc e \$000's			Total Annual Budget \$000's	Total Annual Foreca st \$000's	Forecast Variance \$000's
Operations								
Operational income								
Rates - general (excl water supply rate)	44,866	44,763	103	50%	50%	89,525	89,525	0
Rates - penalties	586	1,037	(450)	28%	28%	2,073	2,073	0
Fees & charges (inc water supply rates)	8,980	9,458	(479)	53%	53%	17,059	16,904	(155)
Central govt subsidies - operational	5,498	5,498	(1)	51%	48%	10,825	11,525	700
Other income	3,505	1,637	1,868	95%	66%	3,686	5,291	1,605
Capital income								
Central govt subsidies - new works	2,942	4,048	(1,106)	31%	27%	9,354	11,007	1,654
Central govt subsidies - renewals	6,930	9,777	(2,848)	40%	48%	17,378	14,530	(2,848)
Other contributions	6,844	0	6,844	0%	20%	0	34,668	34,668
Development contributions	0	0	0	0%	0%	0	0	0
Total operating income	80,151	76,218	3,933			149,901	185,524	35,623
Operating Expenditure								
Payroll related costs	15,471	15,226	(244)	51%	51%	30,452	30,452	0
Other staffing related costs	866	1,022	156	40%	40%	2,181	2,152	29
General expenses	3,891	5,287	1,395	40%	40%	9,691	9,696	(6)
Rate remissions	1,626	1,708	82	72%	72%	2,257	2,257	0
Contractor & professional fees	24,661	24,954	294	47%	44%	52,442	56,367	(3,925)
Grants and donations	871	908	37	53%	54%	1,647	1,624	22
Allocations (direct and indirect)	0	0	0	0%	0%	(0)	(0)	0
Interest costs	709	857	149	41%	41%	1,715	1,715	0
Sub-total	48,095	49,964	1,869			100,384	104,263	(3,879)
Depreciation and other asset costs	17,205	17,323	117			34,645	34,645	0
Gain/Loss on Disposal	(7)	0				0	0	0
Total operating expenditure	65,293	67,286	1,986			135,029	138,908	(3,879)
Net operating surplus/(deficit)	14,857	8,931	5,926			14,872	46,616	31,744

Statement of Capital Financial Performance for the period ending 31 December 2020

	Year to date \$000's			Actual s as % of Total Budget	Actual s as % of Annual Foreca	Full year \$000's		
	YTD Actual	YTD Total Budget	Varianc e			Total Annual Budget	Total Annual Foreca st	Forecast Variance
Capital Works								
District Facilities	2,094	2,928	834	12%	7%	17,059	28,746	(11,687)
Stormwater	795	669	(126)	43%	49%	1,844	1,636	209
Solid Waste	16	96	80	4%	4%	421	421	0
Wastewater	3,141	5,262	2,121	27%	27%	11,696	11,552	144
Water Supply	1,234	4,471	3,237	19%	14%	6,549	8,675	(2,126)
	7,280	13,426	6,146	19%	14%	37,570	51,030	(13,460)
Roading & Footpaths	17,629	19,762	2,134	39%	27%	45,362	64,133	(18,771)
Other								
Environmental Management	592	773	181	31%	20%	1,914	2,914	(1,000)
Governance & Strategic Administration	2,177	929	(1,249)	51%	50%	4,286	4,357	(70)
Customer Services	394	479	85	27%	25%	1,467	1,557	(90)
Total Capital Works	28,071	35,368	7,297	31%	23%	90,599	123,990	(33,392)

Achieved for the year: As at 31 December 2020 the operational surplus, which excludes capital income, is \$15.3 million against a planned \$12.4 million. The Operational budget variance is therefore a 23% surplus. Major savings are in general expenses with some insurance invoices not received for payment in Dec, provision for doubtful debts which is an annualised process and savings in contractor & professional fees relating to first response costs to the July storm event for roading, water and wastewater. We are currently tracking above the forecasted position in operational income. This is due to PGF funds received for Lake Omapere for de-mobilisation costs, an operational subsidy received to support capital projects and MBIE grant for Te Tai Tokerau Worker Redeployment Package. Furthermore, we have received half of the MBIE grant for Twin Cost Cycle Trail and a NZTA subsidy for the July storm event.

Operations

Customer Satisfaction Results

	Responses	2020 YE Goal	Dec CSI	Trend	Nov CSI	% Change	Comments
Visitor Experience	162	99	98.7	↓	99.0	-0.3%	Consistently amazing results.
Library Services	249	TBC	97.9	↑	97.2	0.7%	Strong last 4 months.
Community and Customer Service RFS	7	TBC	63.9	↑	51.7	19.1%	Tracking back up.

Contact Centre / Service Centres

- 12.1% decrease in financial counter stats for Service Centres (3,413 down from 4,815)
- 4.3% decrease in calls to the Contact Centre (12,294 down from 12,849)
- 16.8% decrease in AskUs emails (2,811 down from 3,382)
- 15.6% increase in Building Inspection bookings (944 up from 816)
- 9.8% decrease in visitors to Service Centres (7,107 down from 7,884)

i-SITEs

- 48% decrease in visitor numbers (37,289 down from 72,156)
- 24% decrease in retail revenue (\$22,442 down from \$29,584)
- 52% decrease in transaction spend (\$ 29,211 down from \$ 61,492)
- 41% decrease in transaction numbers (8,683 down from 14,927)

Libraries

- 1.1% decrease in digital library use (from 106,017 to 104,829), reflecting consistent use of databases and eBook collections
- 1.2% increase in book checkouts (64,476 up from 63,742), reflecting steady book borrowing leading up to the holiday period

Regulatory Services

Environmental Services

A total of 1,137 Requests for Service (RFS) were received and 1,224 RFSs were closed during the November/December 2020 period for Environmental Services.

Animal Management

The Animal Management team received a total of 591 RFSs during the November – December 2020 period and maintained an average of 94% of RFSs responded to on time. The November/December period showed a significant reduction in urgent priority 1 RFSs with 66 RFSs compared with 116 for the previous period.

For the 2020/2021 registration period, there are now nearly 8,000 dogs registered. This figure is made up of renewed registrations and new dog registrations. The team is proactively implementing a registration follow-up programme for unregistered dogs.

63 dogs were impounded across the District during the November/December period, with 12 dogs rehomed through the Council's website.

A total of 10 infringements were issued to dog owners for offences during the November/December period: 2 of these were for having an unregistered dog.

Work is well underway on the Northern Animal Shelter in Kaitia (shown in the pictures below). In December 2020 Council resolved to dispose of building assets located at 271 Ngapuhi Road to clear the site to progress the development for the Southern shelter. The aim is to start construction on this shelter in the first half of 2021.



Environmental Health and Monitoring Compliance

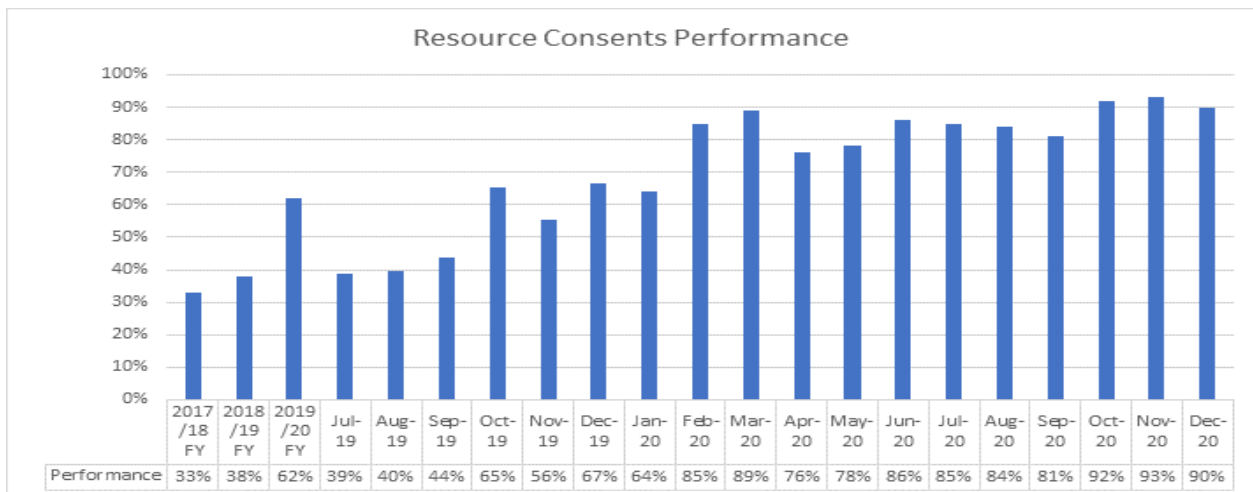
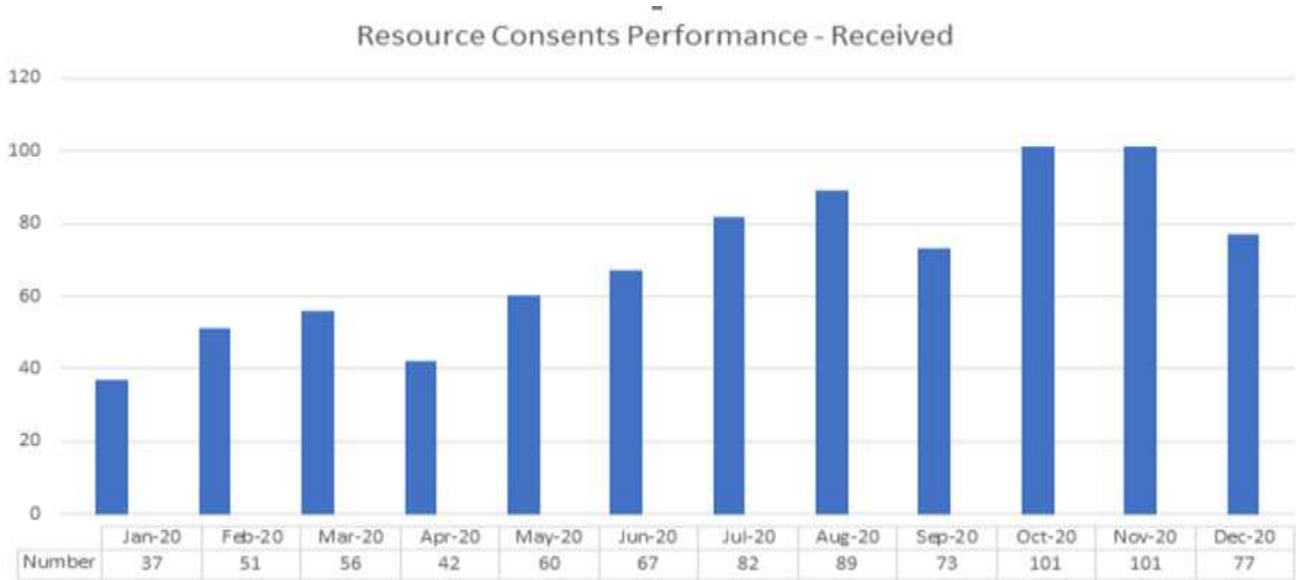
There were 55 food business verifications completed during November and December 2020 and 70 proactive alcohol license Good Host Visits (GHV) conducted. 54% of all food premises in the District have now had GHV's. The focus will now shift to health inspections of hairdressers, campgrounds and mortuaries). Food verifications resume in February 2021.

A total of 211 noise complaints were received in the November/December period. This is marginally higher than the previous period which is relative to the season. Response times for the reporting period average at 83% (against a KPI target of 95%, with responses for urban areas within one hour and rural areas within two hours). A big improvement was seen in the month of December with 88% response rate met compared with 77% in November.

There were 231 Parking Infringements issued during the November/December period, with a total dollar value of \$9,032. This is an increase of more than 100 compared to the previous period. The sole parking warden for the district resigned leaving the role vacant from December 2020. This role will be shared across Monitoring and Compliance Officers until recruitment has been completed.

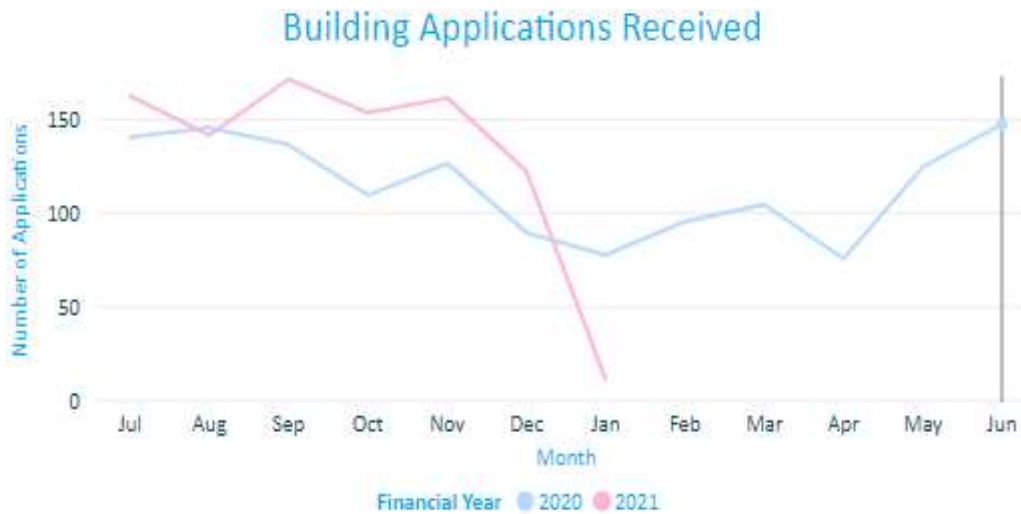
Resource Consents Management

178 resource consent applications were received during the months of November (101) and December (77) and 91 consents were issued during this period. The period from Sunday 20 December 2020 to Sunday 10 January 2021 was excluded from the 20-working day processing period (statutory processing clock) for processing resource consents. Applications received after the clock stopped on Monday 21 December 2020 are to be processed from Monday 11 January 2021. Current applications not signed off before Friday 18 December were also paused until Monday 11 January 2021.



The upward trend in consents being processed within statutory timeframes has been maintained during November and December 2020, with an average of 91.5% of resource consents processed within statutory timeframes for the period.

Building Consents Management

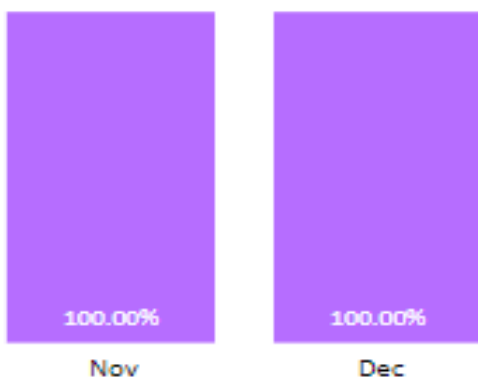


Consents received for December (122) were 28 % higher (see red line in the graph) than the 4-year average (blue line) and 17 % higher than the highest December tally for the last four years (104)

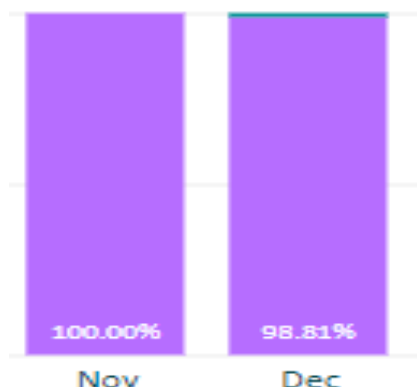
During the November/ December period, a total of 283 building consents were received.

- The BCA issued 245 building consents during the same period
- 99.60% of building consents were issued within the legislative timeframe of twenty working days. The average number of days to issue a consent for the above period is 12.10 working days (against the 20-day statutory requirement) and 30.90 calendar days.

Building consent 20-day compliance rates for November and December



Code Compliance Certificate 20-day compliance rates for November and December



December CCC compliance is showing @ 98.81%, with one CCC over time. Analysis of the overrun revealed a reporting issue brought about when changes were made to the CCC process for the IANZ audit. A temporary solution that requires a manual check has been put in place while future long-term reporting is being addressed with assistance from the Information Services team.

Building Accreditation / Building Consent Authority (BCA) Update

The BCA team is currently preparing the required evidence to clear the General Non-Compliances (GNC's) from the latest audit and will have the first run completed by the 5th of February, allowing time for IANZ to assess and the BCA time to submit further evidence if that is required.

Building Compliance

- 112 Building Warrant of Fitness (BWOFF) audits were undertaken during the November/December period, reinforcing the success of the mobile inspection tool that has been introduced as part of business improvements.
- 160 RFS's were received during November/December, reflective of an increase in building activity as the weather improves.
- 34 Notices to Fix were issued for breaches of the Building Act during November and December.
- Four Infringements were issued for building-related breaches.
- A total of 17 Certificates of Acceptance were approved.

Swimming Pools.

100 pool inspections were carried out during the months of November/December; the fail rate for this period was 30%. Follow up checks are planned during the coming weeks and appropriate steps will be taken to achieve compliance.

Infrastructure and Asset Management (IAM)

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