



**Far North
District Council**

Chief Executive Officer's Report to Council

Period: 1 July 2021 – 31 August 2021

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 July 2021 – 31 August 2021.

Welcome to the latest summary report of Council activities

Introduction from Shaun Clarke, Chief Executive

July marked the beginning of the new financial year and the fifth birthday of the Northland Transportation Alliance (NTA). The alliance was the first of its kind in New Zealand when it was established in July 2016, formed to enable the Councils and Waka Kotahi to achieve efficiencies and improve transport outcomes by co-ordinating the delivery of work programmes and deploying the human resources of the four Councils more effectively. We are seeing some of the benefits of this approach and are proud of the progress the NTA have made.

Council received good news regarding the bids for \$642,406 in round five of the Tourism Infrastructure Fund (TIF) for new tourism facilities in the District. All bids were approved which will allow us to install Wi-Fi-enabled streetlights at Paihia and Russell, install self-compacting, wi-fi enabled, smart rubbish bins at Paihia, Russell, and Karikari Peninsula, build public toilets at Lake Manuwai, build public toilets near the sand dunes at Te Paki Stream, install a recreational vehicle dump station at Te Paki Stream Road in partnership with Ngāti Kuri and DoC, and seal Bayly Road which provides access to the Waitangi Mountain Bike Park.

On 17 August all of New Zealand moved to Alert Level 4 at 11:59pm due to COVID (delta variant) detection. Our hybrid operating model allowed us to respond quickly with most staff having worked from home more regularly since the first lockdown. We activated our Crisis Management Team within hours of the Government's announcement and initially met twice a day to review new information and plan our response. We provided information about services affected by COVID-19 on our Facebook page before the lockdown started. Our alliance partner Far North Waters (FNW) quickly established 'operator bubbles' at our water and wastewater plants to reduce health risks to critical staff. Our Rates team phoned ratepayers who normally pay their rates at our service centres to discuss alternative payment options. Essential staff who needed to travel across the District for work were identified and issued the required 'essential travel' authorisation letter. Staff wellbeing was a focus, initially checking in with our people leaders each morning and asking them to do the same with their teams.

COVID restrictions necessitated a re-think of how we might consult with our communities during this period. A revised and adaptable plan was formulated to raise awareness of heritage areas in our Draft District Plan, with digital materials and brochures prepared. Planning also commenced on how we will gauge community support for the Three Waters Reform Programme.

Consultation also commenced on whether the Council's governance structure accurately reflects our communities and ensures fair and effective representation. This proposes increasing the number of councillors to 10 to reflect the increase in population since the last review in 2015, community boards and general wards remaining the same with the same number of community board members, and introducing a Māori ward, Ngā Tai o Tokerau, to cover the entire district with four councillors elected at large for this ward. The remaining six general councillors would be elected to the general wards in which they stand. It also proposes to tidy up boundary definition and create a new subdivision for Waipapa.

The staff awards recognising extraordinary dedication and a willingness to go the extra mile were celebrated at our quarterly Love Your Work Awards. Staff nominated eight of their peers and our

District Plan Team for awards and cited exemplary demonstration of our values in their nominations. I would like to acknowledge the Building Team who issued 100% of building consents and Code Compliance Certificates within statutory timeframes in July. On average, the team issued building consents within 11 days and Code Compliance Certificates within seven days. The Resource Consents Team also issued 100% of resource consents within statutory timeframes in July and June.

Other highlights have included:

- The new Northern Animal Shelter on Bonnetts Road being officially opened, all dogs in Council care across the district will be housed in this facility.
- Staff facilitated a site-visit for Councillors to the Ngawha Innovation Park to hear an update from Far North Holdings Ltd (FNHL) on project progress.
- The Strategic Leadership Team (SLT) undertaking delegation training to focus on how to empower others so they have the necessary head-room for big picture thinking, relationship development and decision-making.
- Staff completed information sessions in communities affected by new speed limits before we went into lockdown and had received 79 submissions when the feedback period closed.
- The Contact Centre migrated to a new cloud-based system meaning our customer service officers can log into the phone system as long as they have an internet connection and a headset (ie they are not necessarily required to be in the office anymore).
- The first phase of our Kerikeri Domain Revitalisation Project got underway, with resource consents obtained for construction works.
- The Iwi and Local Government Chief Executives Forum (ILGACE) met and discussed economic development, representation review arrangements and outstanding natural landscapes in the marine environment.

Operational performance during this period saw:

- Comparing July 2021 to July 2020:
 - 1.44% decrease in financial interactions at Service Centres
 - 21.9% decrease in calls to the Contact Centre
 - 37% decrease in AskUs emails received
 - 27.22% increase in building inspections booked
 - 18.84% decrease in visits to Service Centres
 - 28% decrease in i-SITE visitor numbers
 - 20% decrease in i-SITE retail revenue
 - 37% decrease in i-SITE transaction spend
 - 3% decrease in i-SITE transaction numbers
 - 9.5% increase in ebook and audio downloads
 - 55.6% decrease in library website session
 - 1,605% increase in digital checkout sessions
- 515 RFSs received by Animal Management in July, 60 of which were urgent
- 31 dogs impounded during July, with 13 dogs adopted via Council's Facebook page and a further 5 by rescue groups
- Monitoring & Compliance received 113 RFSs and achieved a response rate of 82.5%
- 90 Resource Management Act (RMA) consents were received (compared to 68 in July 2020)
- All Resource Consents were issued within statutory timeframes for July
- 22 environmental health verifications scheduled and completed for July

- 30 Good Host Visits of licensed premises were conducted
- 35 alcohol licenses issued (compared to 62 issued in July 2020)
- 188 building consent applications received in July
- On average, building consents are being issued within 11 days and code of compliance certificates within 7 days
- 19 swimming pool inspections completed with a 26% swimming pool fail rate
- 35 Building Warrant of Fitness audits completed
- 14 Notices to Fix (for breaches of the Building Act 2004) were issued
- 30 development applications received by the Road Safety & Traffic Planning team
- Hokianga ferry revenue was \$45,540.43 excl GST, a 9 % decrease from July 2020

Governance

Workshops

The months of July and August were busy with the following workshops:

- LG Reform (Regional)
- Housing
- Legal Principles of Council Controlled Organisations
- Wastewater Treatment Plant Resource Consent Renewals
- Big Ideas Lab
- FN2100
- Matauri Wastewater
- District Plan Review

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

Community Board Workshop and Working Party

The Kaikohe-Hokianga Community Board held a Strategic Planning workshop during the period.

The Community Board Working Party has not met during the period. Work occurred in the background to address the latest matters for consideration arising from the meeting held in late June. Discussion has been held with the Chair of the working party (Councillor Vujcich) and a working party meeting will be scheduled for later in the month of September.

The Combined Community Board workshop has been deferred to November due to Covid-19 and restrictions around the number of people who can gather. Agreed agenda items are being worked through in anticipation of this workshop, and Community Board Chairs will be invited to help finalise the agenda topics in due course.

Training

This period was quiet in terms of Elected Member training which is not unusual for this time of year. There are a number of Members booked on professional development (portfolio related) conferences in late September which have been rescheduled to later in the year / early next year due to Covid-19 restrictions on travel and gatherings.

Action Sheets/Decision Tracking

Action sheets are now being circulated to all meetings of Council, Committees and Community Boards. We recognise that the format for some is not ideal but talks with the software provider (located in Sydney) are proving to be problematic during their lockdown. We will continue to pursue this avenue but will make no changes to the current, standardised format until such time as we can establish the cost of customisation and assess against available budgets.

CEO Office

People and Capability

PSA Union Negotiations

The FNDC and the PSA have successfully negotiated a 3-year collective agreement. Negotiations started in April this year and concluded at the end of June. This is a significant milestone for both FNDC and the PSA being the longest collective term agreed to.

Leader Development

Branded Tō Taumata, the whakatauki for the new Leader Development Programme is one of aspiration and determination. Tier 3 and Tier 4 leaders who applied to take part in the programme were rigorously tested through the application process. The culmination for each applicant was a questioning panel discussion with three SLT members. This resulted in 10 leaders qualifying to participate in the innovative programme which will be launched at the end of September. It is anticipated that the programme will run for 6 months.

Induction

The presentation of the New Starter induction sessions has been updated and completely renewed, improving interaction, and increasing practical information sharing. During the national lockdown, the People & Capability Advisors have welcomed our new starters virtually by adapting our new induction presentation to suit the remote working situation.

CEO Office

We have successfully recruited the Executive Assistant to the Chief Executive Officer position and eagerly await for her to start working with us in September.

Infrastructure & Asset Management Group

An internal staff member progressed to fill the role of Infrastructure Compliance Lead and in turn appointed a fixed term Water Safety Plan Data Specialist to consult and provide expert advice on the development and implementation of Far North District Council's Water Safety Plans and Operations and Maintenance Manuals. A vacancy within the Infrastructure Operations team provided an Acting opportunity, enabling the internal growth of skills, connections, and experience.

Strategic Planning & Policy

With the unfortunate resignation of the Team Leader – Maori Relationships due to career progression, we now have two Team Leader roles to be filled in the Te Hono team. After strategically assessing the future needs of the team, final decisions will be made on how to fill these roles.

A new Team Leader was appointed internally for the Strategy Development team, providing leadership development opportunities.

Corporate Services Group

The pilot merger between Transformation & Assurance and Digital Information Services, commenced 8 June, is nearing mid-point for review. This pilot will allow for digital transformation and innovation with the following five outcomes expected; strengthened programme delivery, customer centric service design, embedded change management, leadership efficiencies and pathways and addressed business risks.

District Services Group

Staff movement into People & Capability opened a vacancy in District Services for Team Leader – Administration, Environmental Services. This position has now been filled.

District Services has been prepared and work ready while in COVID lockdown and continue to support our community.

Staffing, Salaries and Training

Current Staffing Levels

Actual Full Time Equivalent (FTE) at 30 June 2021	Annual Plan Establishment (FTE)
354.5	382.85

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

Salaries and Training

Financial Performance as at 31 August 2021	YTD Actual	YTD Budget	YTD Actual vs Budget	Annual Budget
Salary Costs	\$4,700,351	\$4,971,253	\$270,902	\$32,305,150
Training Costs	\$34,016	\$112,960	\$78,944	\$677,774
Trainings as a % of Salaries (Sector average is 4%)	0.7%			2.1%

Vacancies

Department	FTE Available
CEO/Communications/People & Capabilities	3
Corporate Services	5
District Services	7
Infrastructure & Asset Management/NTA	9
Strategic Planning & Policy	4.4
FNDC TOTAL (FTE) * includes part time & full time EST Position Vacancies	28.4

Health, Safety & Wellbeing (HSW)

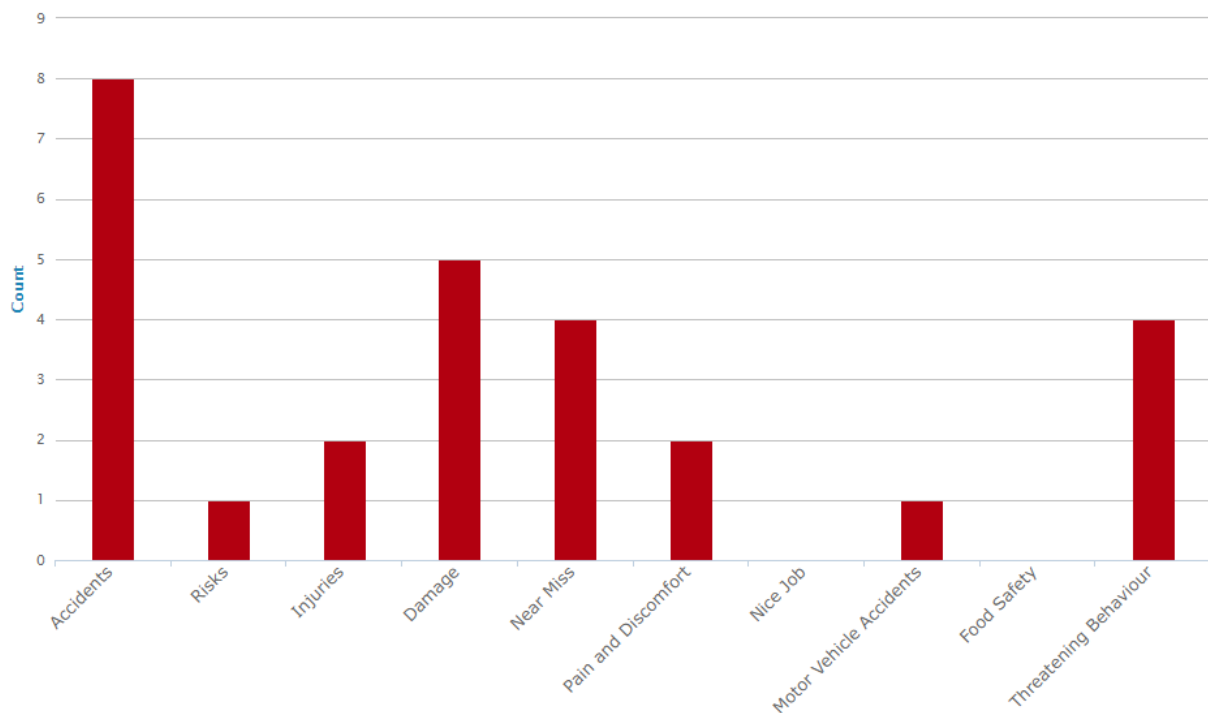
Summary of Activities

- COVID-19 support to the business during Alert Levels 4 and 3, with essential workers operating during those levels.
- Workplace First Aid training provided to new staff and existing in the various formats in August.

PeopleSafe Stories Types during the reporting period Far North District Council



Stories Report Summary



PeopleSafe 12 Month Rolling Incident Rate

During the two-month reporting period there were 18 PeopleSafe incidents/events told, covering 26 story types. The average number of incidents told per month has slightly decreased to 8.5 incidents/month.

Communication

Activity summary

The representation and speed limits review, Kaitāia Water Project and Kerikeri Domain Revitalisation Project were among the projects the Communications team provided support to in July and August.

Media releases

The team issued 14 media releases during the eight-week reporting period. These were about:

- Grants given to community groups by community boards
- The allocation of parking spaces at Paihia for an electric vehicle charging station
- A review of speed limits in the Kaitāia, North Hokianga and Moerewa area
- A heating and insulation upgrade at the Council's Housing for the Elderly units
- The opening of the new Northern Area Animal Shelter
- The removal of SNA maps from the draft District Plan
- The trial of a new service to make it easier and quicker to apply for rates rebates
- The blessing of the Kaitāia Water Project at Sweetwater near Awanui
- The beginning of physical works associated with the Kerikeri Domain Revitalisation Project
- An award ceremony for people who tried to save Kohukohu's former Masonic Lodge from fire
- Unsubsidised seal extension projects for the next three years
- The Council's representation review
- The Council's decision to provisionally opt out of the Three Waters Reform Programme
- Shaun Clarke's tenure as Chief Executive

Publication of media releases

- All of the eight media releases issued in July were published in at least two local newspapers
- Two of the six media releases issued in August were published in two local newspapers and two were published in one local newspaper

Media enquiries

The team responded to 35 media enquiries in July and August. The top topic of enquiry was feral dogs at Te Paki and animal management, accounting for 11 enquiries. Other main subjects of interest were Significant Natural Areas and rates.

Social media

Outputs and outcomes included:

- 44 Facebook posts about a range of topics
- 420 new Facebook page followers
- 96 new Facebook page 'likes'
- 2147 Facebook page views
- 49,774 people reached by Facebook posts
- 12,778 people engaged by Facebook posts
- 23 LinkedIn posts

Mayoral support

The team drafted nine Mayoral columns/blogs about:

- The Long Term Plan 2021-31
- Three Waters Reform Programme
- Speed limits review
- Significant Natural Areas (SNAs)
- National Land Transport Programme
- Economic growth and Government funding for tourism facilities and conservation projects
- District Plan review
- Representation Review
- Local Government Reform

CEO support

The team produced nine editions of weekly newsletter *The Weekender*, as well as regular briefings on the COVID-19 pandemic for staff.

Other support and outputs

- Fortnightly, full-page adverts in four local newspapers about road seal extension projects and the representation review
- Radio and digital adverts about library services and the representation review
- Communication and graphic design support to the representation review
- Helping to organise the iwi blessing of the Kaitāia Water Project
- New webpages for the Bay of Islands Sports Hub Project and Kaitāia Water Project

Strategy

Corporate Planning

Long Term Plan (LTP)

The Long Term Plan (LTP) for 2021-31 became operative when it was adopted at the end of June. Year one serves as the Annual Plan for this year (2021-22). Work now begins on planning the development of the Annual Plan for 2022-23 which will be adopted in June next year (2022).

Strategy Development, Bylaws and Policies

Far North 2100 District Strategy

On 10 August 2021 staff completed a workshop on the outcomes of the consultation and options going forward for Far North 2100. The direction given by the elected members present in the workshop was to put forward the Far North 2100 Strategy to Council for adoption.

Spatial Planning

An outcome of the 10 August 2021 workshop on Far North 2100 was to undertake a review of the 2007 Kerikeri / Waipapa Structure Plan as the first spatial planning project to be initiated as part of the implementation of Far North 2100.

The review of the Kerikeri / Waipapa Structure Plan will be guided by the National Policy Statement on Urban Development 2020 (NPS-UD) and will be based on the requirements of a Future Development Strategy as per the NPS-UD.

The review of the Structure Plan will guide, support, and inform the draft District Plan in alignment with the notification of the District Plan. Work is scheduled to commence in September with the goal to have Council adopting the Kerikeri / Waipapa Spatial Plan in June 2022.

Staff have continued to engage with the Ministry of Urban Housing and Development (MHUD), our neighbouring Northland Councils, Auckland Council, and representatives of other government agencies on a proposed corridor spatial plan that would expand from Auckland into Northland.

District Population Reforecast

The last fully informed population forecast provided by .id was at the end of 2019 and delivered to the Far North District Council at the beginning of 2020. This population forecast was used to inform the District Plan.

Staff are planning to have a new population forecast available by March 2022 to inform the spatial planning programme of work and network modelling that the Infrastructure and Asset Management Planning team are currently undertaking. Procurement of a new population reforecast commenced in August and will go to the market in September for this service with a decision due in November 2021.

Climate Change

A draft of the Regional Climate Change Adaptation Strategy, that was cross referenced with the Far

North District Council's Climate Change Roadmap was presented by members of the Climate Adaptation Te Taitokerau (CATT) group to the Joint Climate Change Adaptation Committee on 30 August 2021.

A workshop arranged for 30 September with the Far North District Council will consider the content of the draft strategy to feed back into the final strategy.

An internal reference group on climate change has been established that will be used as point of reference for the establishment of a climate change policy, the development of carbon reduction plan and to feedback to the Regional Climate Change Adaptation Strategy.

Regional Accessibility Strategy

Over the reporting period staff continued to provide support to the collaborative cross Council development of a Regional Accessibility Strategy which is being led by Whangārei District Council.

Parks and Reserves

Staff continued to work on a draft parks and reserves policy. The policy will be considered by the Strategy and Policy Committee in early 2022 for approval to begin public consultation.

Bylaw Programme

Staff worked on the finalisation of the Treated Water Supply Bylaw based on submissions received on this bylaw. The current Water Supply Bylaw 2009 is scheduled to automatically revoke on 16 October 2021.

A new on-site wastewater disposal systems bylaw was developed during the reporting period and submitted to the 7 September Strategy and Policy Committee for approval to commence public consultation through to the end of October 2021. The current Control of On-site Wastewater Disposal Systems Bylaw 2010 is scheduled to automatically revoke on 26 May 2022.

Staff have been working on the development of the two new bylaws, a road use bylaw and parking bylaw during the reporting period and submitted these to the Strategy and Policy Committee on 7 September for approval to go out for public consultation until the end of October 2021. The current Parking and Traffic Control Bylaw 2010 is scheduled to automatically revoke on 17 June 2022.

Consultation on the proposed speed limit changes to the Speed Limits Bylaw for the area west of State Highway 1 (Kaitāia-Awaroa and Broadwood-Kohukohu), the Moerewa urban area, and Te Oneroa-a-Tōhē / Ninety Mile Beach ran from 12 July 2021 to 24 August 2021.

Consultation on the Solid Waste Bylaw that went out without amendment ran from 26 July 2021 until 27 August 2021. Hearings on this bylaw were scheduled for 7 September 2021 with 1 submitter heard.

Policy Programme

Staff have continued to work on the social impact assessment that is required to inform a review of the Class Four Gambling and Totalisator Agency Board Venues Policy.

Staff have also continued to work on a review of the Equity and Access Policy during the reporting period.

At the same time a review of the following eight policies commonly referred to in Council as 'roading policies' continued in collaboration with the Roothing staff:

1. Community initiated infrastructure roading contribution
2. Dust management policy

3. Limits of council responsibility for formation maintenance of roads
4. Private roads and rights of way
5. Road maintenance policy
6. Road mirrors private crossings policy
7. Road naming and property numbering
8. Road speed limits

An outcome of this review has resulted in a proposed Naming Policy that staff are now planning to put forward to the October Strategy and Policy Committee.

Iwi/ Hapū Relationships

Māori Representation

Having resolved to establish Māori seats on Council for the 2022 and 2025 local body elections, an initial proposal was developed and went out for consultation from 20 August to 1 October. The information has been profiled on the Council's website and Facebook page. The information has also been sent to various hapū and iwi contacts.

Māori Participation in Council Decision-making

Alongside the provision for Māori representation, Council also resolved to ensure a mechanism to allow greater Māori input into decisions. In doing so, Council was also cognisant of the feedback they received from iwi during discussions about Māori representation, that Council should look to co-design a mechanism/s with Māori.

Te Hono have been discussing with our Te Ao Maori portfolio holder how this will be enacted.

Te Oneroa-a-Tōhe Board

Te Rautaki o Te Oneroa-a-Tōhe (Te Oneroa-a-Tōhe Beach Management Plan (the plan)) articulates the desired outcomes, objectives and actions for Te Oneroa-a-Tōhe (the beach). These were developed by Te Oneroa-a-Tōhe Board (the Board) to realise the need to protect and care for the beach now and into the future.

During consultation to develop the plan, safety pertaining to vehicles on the beach was one of the main issues identified. This became one of the key areas that the plan looked to address. In particular, 'Action A38' is designed to manage vehicle use on the beach – both where you can drive and speed limits.

As part of the second phase of a suite of proposed speed limit reviews, the speed limits restricting speed onto and along the beach were consulted on over six weeks between 12 July - 24 August. This included notification on Council's website, and Facebook page, print media and information sent to marae within the areas of interest. Further, drop-in days were held at Ahipara School, Broadwood A&P Hall, Kohukohu Fire Station and Moerewa School. Meetings were held at Roma Marae and a zoom with Pukepoto Marae (due to COVID-19 restrictions).

A full report will be prepared for Council and will include submissions. It will also include information on hearing/s dates and venues.

Iwi Local Government Authorities Chief Executives Forum (ILGACE)

Iwi Local Government Authorities Chief Executive Forum (ILGACE) met in August. Housing, economic development and Outstanding Natural Landscapes were key agenda items.

Te Kahu o Taonui and Mayoral Forum

Te Kahu o Taonui (TKoT) invited the Mayoral Forum to meet in early July to discuss a more collaborative approach to engagement. TKoT would like all Northland councils to have a more co-ordinated approach when seeking to engage with TKoT on the same work or priorities, i.e. Māori Representation. The outcome of the meeting was a desire to meet as a governance body on a regular basis to encourage the discussion of regionally significant issues in a timely manner.

Outstanding Natural Landscapes

Northland Regional Council (NRC) presented on a recent direction from the Environment Court (EC) to include Outstanding Natural Landscapes (ONL) in the Regional Plan for Northland. The direction from the EC provided very little time for NRC to undertake consultation on this matter. Given the recent public interest in Significant Natural Areas (SNA's) NRC sought advice from iwi as to how it might best engage with Māori on this issue.

The meeting agreed that all parties would discuss with their relevant governance bodies the signing of a joint letter to the EC and relevant Ministers outlining concerns with the process and timeframe by which NRC was to have consulted and included ONL's into the regional plan. The letter was drafted by NRC and the Ngātiwai Trust Board CEO and sent on August 16, 2021.

Māori liaison

The implications of the [Local Government \(Rating of Whenua Māori\) Amendment Act 2021](#) on internal processes continue to be a focus for Te Hono and the Rates team. Te Hono is steadily working through remission applications whilst the Rates team have carried out a review of what properties are considered non-rateable.

A mailout by the Rates team to 1500 property owners has now been completed and owners have been advised that their whenua has been identified as non-rateable and that any arrears will also be written off. Should enquiries be received in relation to becoming non-rateable, a new RFS code has been created whereby the Rates team can assist the customer. It was intended to have the letter out sooner, however, due to an influx of customer enquiries regarding the rateability of their whenua, the mailout was delayed.

Te Hono interactions with customers by kaupapa

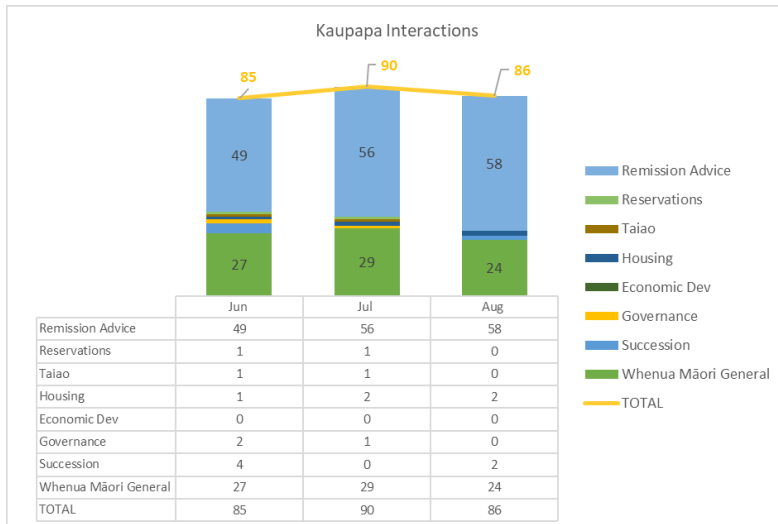


Figure 1 June-August 2021 Customer interactions by kaupapa

The volume of staff interactions with customers has been steady this last quarter with no noticeable decline since the legislative changes to the Rating of Whenua Māori.

163 remission advice queries were received, with the second highest volume of interactions being related to general enquiries around whenua Māori (80). Examples of the types of enquiries range from transaction histories, to what are their legal rights before building due to a family member having a trespass order imposed on another family member.

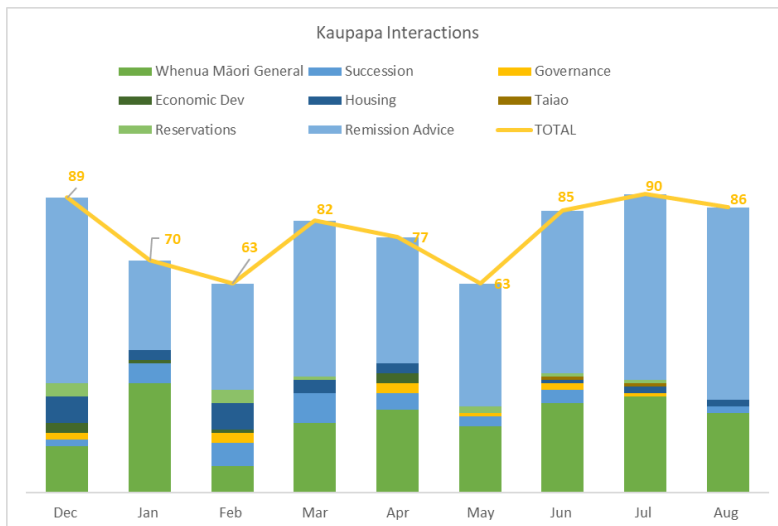


Figure 2 YTD Customer interactions by kaupapa

When considering the interactions over the past year, the volume of work related to Whenua Māori has not decreased. This is somewhat surprising due to legislative changes it was thought staff would see a drop-off.

It is worth noting that Economic development interactions have been minimal to date which signals that we could increase efforts in socialising this to whenua Māori landowners. A revised policy is to be developed by the Finance team with Te Hono for the next rating year.

Referral interactions

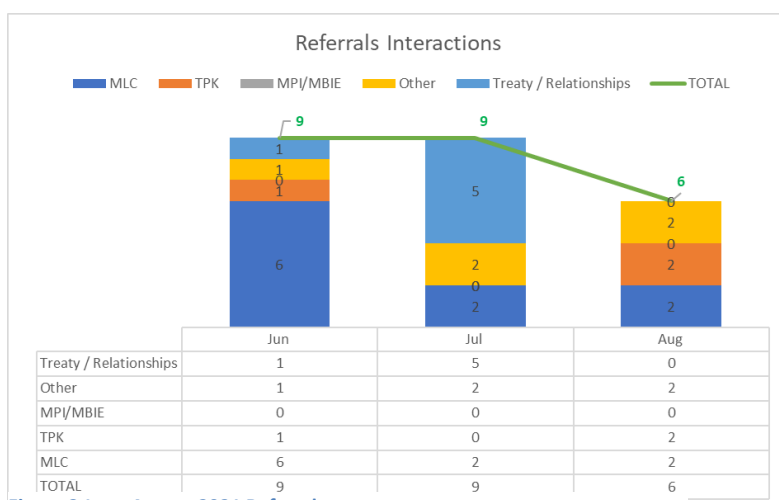


Figure 3 June-August 2021 Referrals

Referrals to external / other agencies are reducing which may indicate the customers are becoming more informed and knowledgeable prior to their contact with FNDC, and/or Te Hono staff being better equipped with expertise to provide appropriate advice.

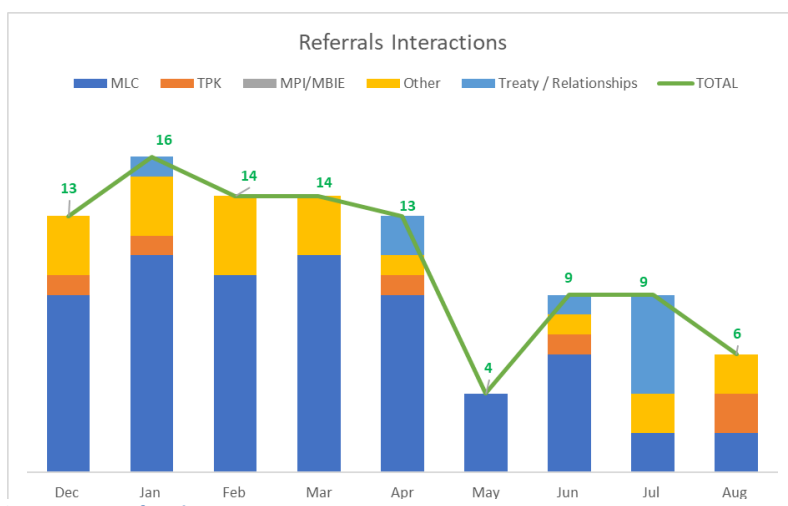


Figure 4 YTD Referrals

The Māori Land Court continues to be the key external agency necessary to assist customer enquiries to FNDC.

“Whenua Māori Expo” - a multi-agency initiative

The coordination of a regional “Whenua Māori Expo” has been developing since April 2021. This is a multi-agency approach being led by the Māori Land Court and Te Puni Kōkiri with the 4 Northland councils.

The overarching intent of the expo has been to share with whenua Māori landowner’s advice on what they need to do in order to derive economic and/or social benefit from their land, what funding assistance can be accessed and what Council processes need to be fulfilled.

Due to the latest COVID-19 Delta variant alert, it has been agreed to defer this event until early 2022. In the interim, an online information sharing forum has been identified as being an ideal platform to begin engaging with Whenua Māori landowners and is being considered.

Agencies will continue the momentum of collaboration by looking to have a combined booth/tent at the 2022 Waitangi Day events. This will lead on to the actual Expo, with dates staggered from

February through to April 2022, as opposed to condensing to four weekends across one month.

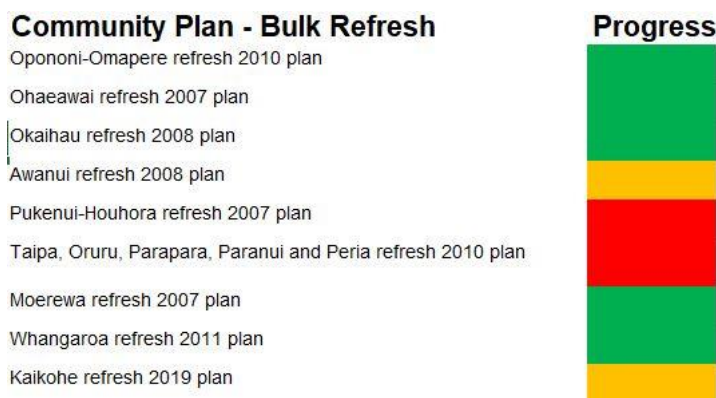
Community Wellbeing

Community Development & Funding

Staff have committed to a focused effort in Kaikohe for the next three years in conjunction with the NZ Police and community leaders. The project – ‘Kaikohe Cares’ aims to provide high level coordination across Council departments and between all the great initiatives already happening in Kaikohe - from grassroots to agency level - to strengthen the relationship between Council and the community.

Staff identified a need for definitions, guidelines, and eventually new policy, in relation to the introduction of the Community Board Placemaking Fund, which allocates \$100,000 each financial year from 2021 to each Community Board. The fund is intended to support community-led placemaking opportunities and it is envisioned that this funding stream will have a significant positive impact on community wellbeing. Consultation with each Community Board took place in July and August, with staff presenting to each board a Placemaking Fund guideline with suggestions and recommendations. Community Board input was collated and will be presented back at the next joint meeting of the Community Boards in November. We look forward to developing robust guidelines alongside our Community Board members that will not only be transparent to our ratepayers, but also inform and enable our communities to make the best use of the Placemaking funding.

FNDC now has 18 Community Plans across the Far North. Work is currently underway to update all plans that are over 10 years old to ensure they are fit for purpose, before any new plans area started.



Staff continue to develop and refine our youth programme with the aim of supporting the personal development of our next generation of leaders. July saw the second of 3 rangatahi attend Outward Bound in Anakiwa, coordinated by our team and sponsored by the Kaikohe-Hokianga Community Board and Mayors Taskforce for Jobs. In July/August the Far North Youth Council (8 rangatahi) attended the Festival for the Future conference in Wellington, and our TUIA candidate attended another wananga for the year. Staff have also been running virtual wellbeing check-ins with all Youth Councillors, our TUIA candidate, FNDC Cadets, and our Outward Bound Rangatahi throughout C19 lockdown.

Funding

Staff lodged a \$1.2 million funding application to the Lotteries Community Facilities Fund for the new

Kerikeri Squash Courts. This application was developed in conjunction with Infrastructure & Asset Management (IAM) and Kerikeri Squash Club. The decision is due in early December.

Staff applied to the Mayors Task Force for Jobs Community Recovery Fund for \$499,745 to support our Kaikohe Cares kaupapa. The funding is focused on meaningful, sustainable employment and if successful the funding will cover a coordinator - who will work closely with MSD – a remote work programme, a daily free of charge workers 'Berry Bus' from Kaikohe to Ngawha Enterprise and Innovation Park, drivers licencing programme for youth and bespoke funding to small to medium size enterprises to support training costs and employment support as required on an individual basis. The decision is due the end of September.

In August, the Events Investment Panel, consisting of the three Community Board Chairs, met to deliberate on applications to the Events Investment Fund. 24 applications requesting \$333,850 were received, with 13 applicants receiving funding totaling \$80,000. These events included:

Applicant	Grant
90 Mile IRB Challenge	4,000
Aramex Kiwi Walk & Run Series	4,150
Bay of Islands Arts Festival - Upsurge 2022	5,000
Go Life Events - Waitangi Mountain Bike Park Enduro	10,000
GR8X Fishing Competition	5,000
IO Festival 2021 (Art of Indigenous Origin)	3,000
Kerikeri Christmas Festival	10,000
Kerikeri Half Marathon	5,000
Northdrill Herekino Tavern Whanau Boar Hunt	5,000
Pearl of the North Waka Ama	10,000
Sanitarium Weetbix Kids TRYathlon	5,000
Te Houtaewa	5,000
Waitangi Waka Ama Long Distance Nationals	8,850
	80,000

Bay of Islands-Whangaroa Community Board met on 8 July and 5 August and made the following grants:

Meeting date	Applicant Organisation	Granted
8 July 2021	Budget Advice & Advocacy Service (obo) Northern Community Family Service	\$ 5,325.00
5 August 2021	Bay of Islands Jazz & Blues Festival	\$ 2,485.00
5 August 2021	Kerikeri Gymnastics Club (assistance with rent)	\$ 7,500.00

A funding application from the Duffus Trust to the Board for repairs to the pensioner flats in Russell (formerly owned by Council) was declined as it was felt this was not the responsibility of the Board and it was recommended funding was more appropriately sought elsewhere.

Kaikohe-Hokianga Community Board met on 7 July and 4 August and made the following grants:

Meeting date	Applicant Organisation	Granted
4 August 2021	Hokianga Community Educational Trust - publication of "Walks of the Hokianga" promotional booklet	\$ 4,316.00
4 August 2021	Hokianga Country Music Festival	\$ 3,235.00
4 August 2021	Kaikohe & Districts Sportsville - help fund Maori warden assistance with parking	\$ 1,000.00
7 July 2021	HUSH Dance - end of semester show	\$ 1,550.00
7 July 2021	Okaihau Community Association - replacement of town sign	\$ 425.00

A funding application from Kaikohe & Districts Sportsville for funding for a feasibility study for a new swimming pool complex in Kaikohe was declined as it was felt more work was required by the group before they were in a position to undertake this work.

Te Hiku Community Board met on 6 July and 24 August and made the following grants:

Meeting date	Applicant Organisation	Funding for	Granted
24 August 2021	Northland Area Floral Art Society NZ (Designer of the Year)	Floral Art - Designer of the Year event	\$ 2,500.00
24 August 2021	Friends of Rangikapiti Reserve	Production and installation of signboards - Restoration to Rangikapiti Reserve	\$ 2,214.00
24 August 2021	Awanui Sports Complex Inc.	Flood prevention of Complex Grounds	\$ 1,080.00
24 August 2021	Kaitaia College	Arts Expo (Dance Production)	\$ 4,107.00
24 August 2021	Mangonui Lions Club	Mangonui Fun Run	\$ 788.00
6 July 2021	Kaitaia Business Association	CCTV Monitoring (2 year grant)	\$ 6,000.00

Funding applications from the Karikari Residents and Ratepayer Assoc. for a Christmas Community Lunch and Te Whakaora Tangata for assistance with rental costs were declined as the Board felt funding would be more appropriately sought elsewhere.

District Planning

There are two key processes that continue to be developed as part of the draft plan process. These are consultation with Iwi Authorities and targeted engagement on Heritage Areas. These have

dominated team focus in the recent term, whilst continuing the refinement of the draft plan.

Engagement with Iwi Authorities is being carried out in May through to September. Between June – August the team attended a number of hui with all but one of our 11 Iwi Authorities. This engagement will allow for further refinement of the plan prior to the development of the proposed plan. Council is required to summarise all advice concerning the draft district plan received from iwi authorities and summarise the response to the advice, including any provisions of the proposed plan that are intended to give effect to the advice.

Council has committed to undertaking targeted engagement with affected communities about the draft district plan and heritage areas. Further engagement with specific communities where heritage area changes were being considered has been confirmed and Council was preparing to mail out to landowners in 9 different locations in August and has had to adjust the planned engagement to adapt to the current COVID-19 context.

Heritage specialist advice on the nature of the heritage resource has prompted consideration of new techniques to both manage and create understanding and awareness of the heritage resources in different settlements. In most cases, these resources extend beyond individual buildings, to encompass settlement patterns, associations of European and traditional land use, occupation, and cultural values.

Council's further engagement to allow for the discussion to continue the suite of methods that might best manage the resources, which are considered legislatively as a matter of national importance. Communities will also be able to submit when a proposed plan is notified, allowing for participation in hearings and voice support, opposition, and reasons.

Joint Shareholding of Northland INC

This project is now complete. As part of the 2021-31 Long Term Plan process, Council became an equal shareholder in Northland Inc. on 1 July 2021

Joint Regional Economic Development Committee

The Joint Regional Economic Development Committee, established as part of the shareholding between Northland Regional, Kaipara and Far North District Councils, had its first meeting 30 July 2021. FNDC was represented by Councillors Clendon and Vujcich where the main order of business was to elect a Chair (Justin Blackie, NRC), adopt the Committees Terms of Reference and the Statement of Intent (SOI).

Northland Inc presented at a workshop following the formal meeting outlining:

- Northland Inc's focus areas
- Development of a Regional Economic Strategy

It was agreed that a strategy was required, and that Northland Inc were best placed to lead and develop the strategy.

Regional Economic Development Strategy

The key purposes of the strategy are:

- Confirm regional aspirations and provide a clear strategic vision and focus, set priorities
- Guide long term planning of key entities (including Iwi/Hapū/Māori, communities, sectors, Councils, agencies)

- Provide agreed long-term intergenerational outcomes for the regional economy
- An opportunity to do things differently
- Give confidence to our people that there is a plan
- Guide and direct investment e.g., Government, private sector, community
- Guide and direct the activities of Northland Inc

Northland Inc have secured most of the funding required to deliver the strategy.

Chief Executive and Mayoral Forums

Reports were prepared on Northland Forward Together key priorities and updates with regards to Government funded or co-funded projects for the agendas of both Forums. The CEO Forum held 9 August 2021 at FNDC and the Mayoral Forum 30 August 2021 hosted by WDC was conducted remotely due to COVID-19 lockdown restrictions.

The next cycle of meetings will see the CEO Forum hosted by WDC on 8 November 2021 and the Mayoral Forum hosted by FNDC on 29 November 2021. Work will be undertaken in October 2021 to prepare Northland Forward Together reports for these agendas.

Kaikohe Civic Hub Working Party (KCWHP)

The principal purpose of the KCWHP is to work collaboratively with the community in reviewing the options for building a Civic Hub in Kaikohe and supporting Council to deliver the project. Phase 1 is the building of a new library facility, however, the KCWHP needs to consider it in the wider context of enhancing Kaikohe and the surrounding linkages. The KCWHP has 5 Elected Members with voting rights, 2 community representatives, General Manager Strategic Planning & Policy and Manager Te Hono as support.

The KCWHP has:

- Had an onsite meeting on a Council owned property to determine if fit for purpose
- Commissioned a study to be delivered by ĀKAU
- Requested staff to update the Kaikohe-Hokianga Community Board (4 August 2021) and the Strategy & Policy Committee (7 September 2021) on progress through an information report.

Northland Forward Together

The Northland Mayoral Forum met Monday 30 August 2021. It was intended that this meeting would be at WDC, but due to COVID-19 lockdown restrictions was held online. As can be expected, the main topic of discussion was around the lockdown, and especially how varying levels across regions would impact Northland. The largest item on the agenda was meeting with Northland Members of Parliament (MPs).

A priorities session with Northland MPs was held. Key aspects of the session included:

- Appreciation was extended to the MPs for taking Northland's messages back to central government.
- There was growing concern in the local government sector and the wider community about the pace of change and that 'centralisation was taking away the democratic voice of the people'. These concerns were being raised directly with the Minister of Local Government

by Local Government New Zealand (LGNZ). LGNZ would be issuing a media release in the following days.

- Concern was raised that raft of reforms were rushed, there was a lack of prioritisation and the supporting information had 'gaps in practicability'; all which led to a lack of confidence in the process.
- Concern was also raised that local government in Northland, but also across most regions, were losing key staff to central government which was detrimentally impacting on Council business.
- A key message was that Northland was keen for Central Government to continue investment into core infrastructure.
- In general the Northland communities had responded well to the ongoing Covid-19 lockdown. However, there was 'growing concern being linked to Auckland'. It was advised that the 'cases in Warkworth had links into Northland, possibly as far as Waipu'. It was stressed that Northland needed clear messaging, a hard border at Te Hana and a travel corridor through Auckland when levels changed.

A Climate Change Update was circulated outside the meeting. Key Climate Change work programme updates were:

- The Joint committee met and reviewed the draft Te Taitokerau Climate Adaptation Strategy (the Strategy) on 9 August 2021.
- The Strategy sets out high-level direction for local government response to the impacts of climate change.
- The Strategy has detailed overview of climate change impacts and issues relating to Councils business activities - what is currently being done and future opportunities
- It includes 46 priority actions in four groups, most have existing funding, and include ongoing, short, medium and long-term projects (the Mayoral Forum requested these be prioritised and parking those that could potentially be affected by pending legislation):
 - 1) improve knowledge and understanding;
 - 2) grow relationships;
 - 3) reduce risk and vulnerability; and
 - 4) build capacity.
- The Mayoral Forum stressed that Councils 'cannot push pause' on climate change.

Corporate Services

Transformation and Assurance

Audit and Assurance

The recalibrated Internal Audit and Assurance Programme for the remainder 2021 calendar year was presented to the September meeting of the Assurance, Risk and Finance Committee.

Three audits were initiated this reporting period – the Review Network Logon Accounts and two Building Consent Authority Quality Audits.

Risk

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

Four risk progress reports were included in the September 2021 Risk Management Report to the Assurance, Risk and Finance Committee. The Risk Progress Reports on ARF001 Climate Change Risk, ARF004 Asset Management, ARF009 Customer Service Delivery, and ARF013 Drinking Water Resilience were presented.

The deep dive risk session for September focused on ARF004 Asset Management, particularly the risks surrounding Programme Darwin.

Finally, the second progress report on the risks associated with the programme of the externally funded “shovel ready” projects that form part of the Governments economic response to the COVID-19 pandemic was presented to the Assurance, Risk and Finance Committee in September.

Transformation

The Creating and Enabling Great Workplaces Programme has completed the ‘Evaluation’ phase. Key findings from evaluation were:

- The self-reported wellbeing and productivity of our people has improved since adopting hybrid working.
- The current office configuration and space is sufficient to meet our operational needs.
- We have achieved discernible financial savings from adopting hybrid working.

Customer Experience Programme

Customer Satisfaction

We continue to see an increase in our overall customer satisfaction (CSAT) scores since the implementation of our new digital customer feedback system.

The customer satisfaction scores have continued to rise during the recent COVID lockdown - we have a score of 3.9 out of 5 for the lockdown period of this report. This is significant to note as some of our higher scoring services don't influence our results as they are closed (i.e. libraries, service centres, i-SITES). This is a real testament to the resilience of our staff and adaptability of our work environment. Our response rates have also remained consistent. In the last lockdown our satisfaction scores and response rates declined significantly.

Over the period we can report:

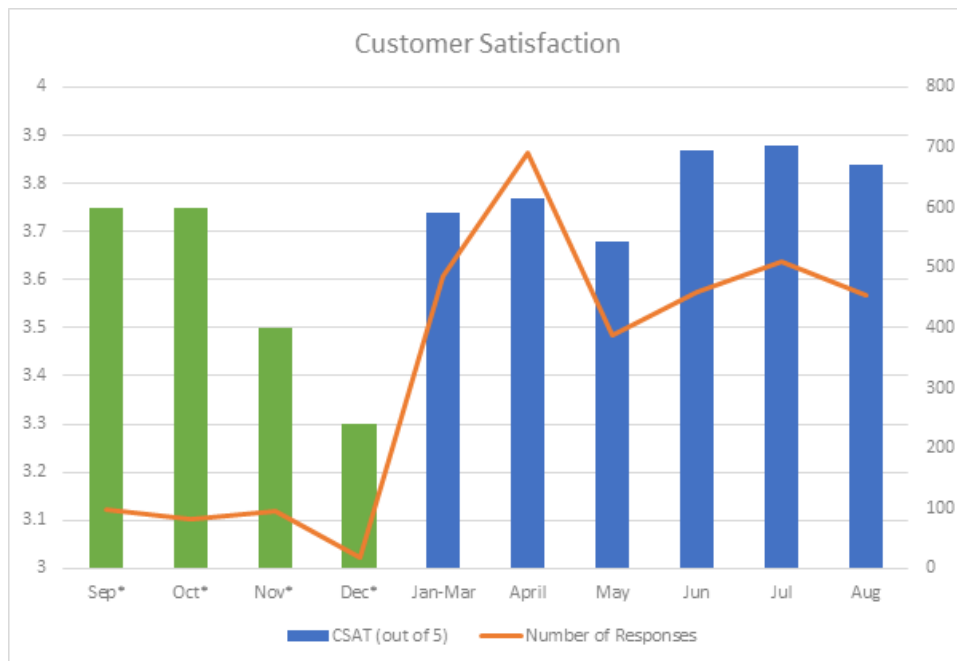
- Service Requests CSAT 3.60 (5.1% ▼)
- Building Consents CSAT 4.41 (11.6% ▲)
- Building Inspections CSSAT 3.97 (2.1% ▲)
- Resource Consents CSAT 3.65 (5.9% ▲)
- Visitor CSAT 4.88 (1.2% ▼)
- Service Centres (5%)
- Libraries CSAT 4.90 (2.2% ▼)
- LIM's CSAT 4.05 (2.37% ▲)
- Property Files Requests CSAT 4.07 (1.5% ▼)

There are 965 customer responses in this period (which is down on the last report but is expected due to the lockdown) and our response rate remain consistent at 41.8%.

June Customer Satisfaction (new system, scale out of 5)



The new system's Customer Satisfaction is a 5-point scale, we have converted the old performance measure below to highlight the monthly Customer Satisfaction results and volume of responses from the old and new systems over the year.

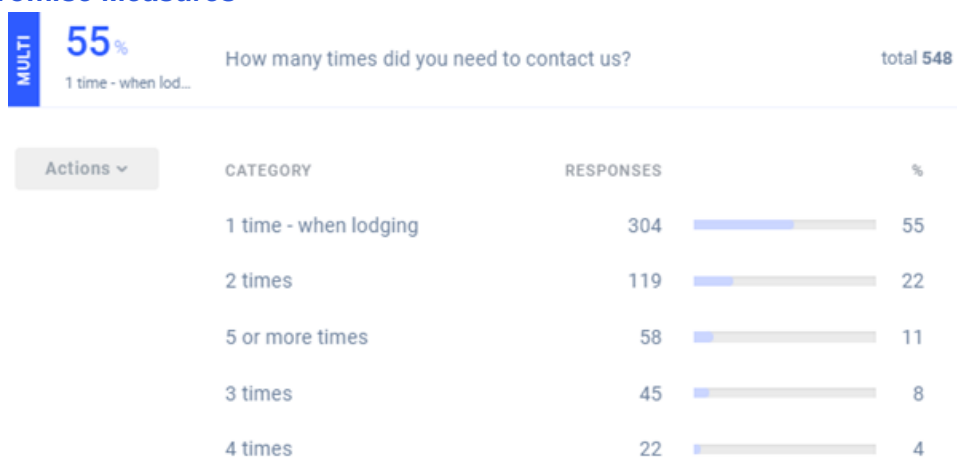


Net Promotor Score (scale -100 to +100)



Net Promotor Score (NPS) is a reputational benchmark and this has increased 12.79% ▲ during this period.

Date and Promise Measures



The average customer contacts has increased slightly (0.7% ▼) since the last reporting period and is currently 1.93. Our keeping customers informed has increased 2.7% ▲ with a CSAT of 3.8.

Digital Information Services

Executive Summary

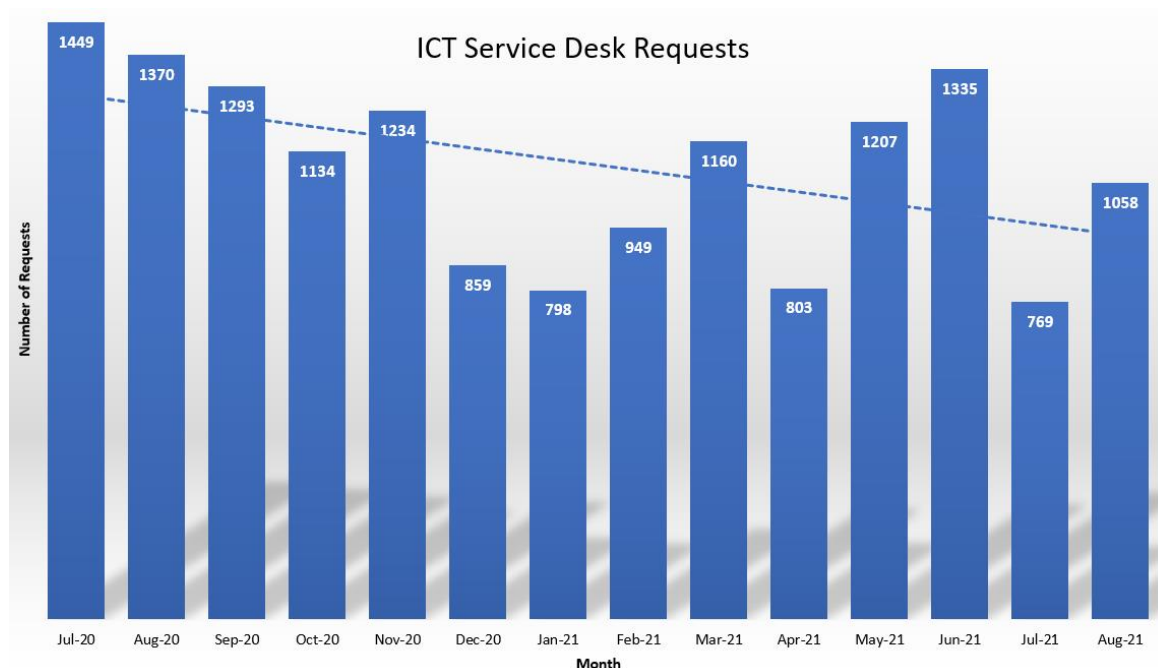
The focus for the last two months has been on cybersecurity. Multi-Factor Authentication and Single Sign-on was deployed throughout the organisation. A benchmarking exercise on cybersecurity was undertaken as a lead-in to cybersecurity awareness programme that was launched in July.

We have also continued to make discernible improvements in our service offerings. Highlights in this reporting period includes implementing Freshservice (a new IT Service Management system), migrating all calls to the MS Teams environment, migrating the existing Contact Centre phone system to a new cloud-based Software as a Service) system called Genesys Cloud, and expanding our online service offerings.

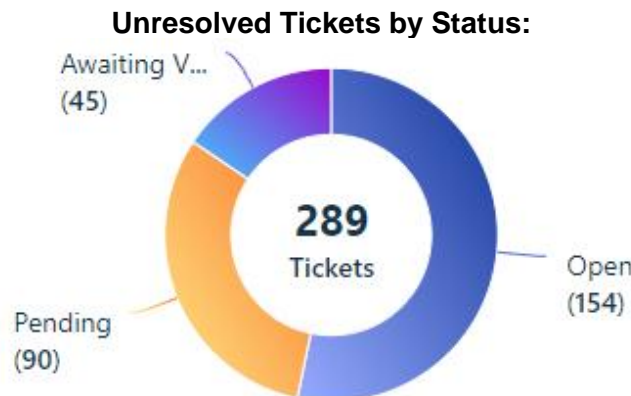
ICT Operations and Delivery

ICT Service Desk Requests

The number of ICT Service Desk Requests received during the July-August 2021 period was 1,827. This number is down from 2,542 which were received in the May-June 2021 period. Overall, the number of requests lodged have trended slightly downwards over the last 12 months.



The number of outstanding requests yet to be resolved is 289 (this is up slightly from 256 in the previous period). 45 are awaiting an external vendor or the delivery of equipment, and 90 are awaiting a response from the requester.



Multi-Factor Authentication 'My Security Information' (Plan B)

Staff currently use the Multi-Factor Authentication app to approve their access into our systems but there may be times when staff do not have access to their app, for example, if they lose their phone or have left it somewhere, and occasionally things just don't work as they should. An enhancement to Multi-Factor Authentication called 'My Security Information' has now been configured. This means staff can log into their security information and set up an alternative contact number, such as a personal mobile number or even to receive a phone call via their home number. In the event they cannot use their normal method of authentication, they can have a Plan B ready to go.

Payroll Health Check

Our TechnologyOne software vendor has recently undertaken a full health check of our Payroll system and processes. They have prepared a comprehensive report which contains recommendations for improvements which are currently being evaluated.

Digital Wings E-Waste Programme

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

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

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

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



Contact Centre Phone System

Work with Datacom has now been fully completed to migrate the old Contact Centre phone system over to a new cloud-based SaaS (Software as a Service) system called Genesys Cloud. This provides an overall better customer and staff experience, can be used via a web browser with a headset, and fully integrates with Microsoft Teams. This new platform enables Contact Centre staff to work remotely which helped to significantly reduce the numbers that needed to work from an FNDC office during the recent COVID-19 Alert Level 4 lockdown.

Library RFID Project

Work has progressed on the project to insert RFID (radio-frequency identification) tags into library books to enable the use of self-service kiosks in our Libraries. A successful vendor has been selected and work is currently underway to implement this new system.

Data Insights and Programme Delivery:

Online Services

Event applications have been released to the public with two successful bookings in the first few days. The Community Facilities Customer Service Officer is collaborating with Sport Northland on a complex application for the Kerikeri Half Marathon. This will test the process as there are multiple departments involved.

A process improvement opportunity was identified during the implementation of ePathway dog re-registration payments. This allows the payments received via our bank statement to be accurately receipted and the tag issued eliminating a manual and time-consuming process. This has been implemented and received with enthusiasm and positive feedback.

The ePathway solution enabling Consentium to lodge applications with FNDC has been completed, allowing project resources to move on to Stage 4.

Scoping and requirements workshops are progressing for Stage 4 Permits and Licenses. The top four items have been identified for development in the first release these are:

- Special liquor licence
- Manager's certificate
- Vehicle crossing
- Earthworks.

System Upgrades

The upgrade programme is underway with the team evaluating the release notes, documenting the changes and assessing new functionality. Deployment of Objective to Production is planned for October followed by Pathway and ePathway in November. Initial impressions of ePathway are that it is more customer friendly with modern design features and improved functionality.

Long Term Plan

The Digital Insights & Programme Delivery management team has been busy with the planning of the projects in the 2021 – 2023 LTP. This is a significant portfolio of work that will deliver several new capabilities to the organisation. Improvements in FNDC's geo-spatial and project portfolio management capabilities as well as further digitisation of processes and records are some of the anticipated outcomes. The structure of governance and the provisioning of FTE across the portfolio is a critical outcome of the planning process with the correct balance of management to team members a core requirement of this stage.

In conjunction with the planning, recruitment of two IT project managers to support the delivery phases of the LTP is also underway.

Enterprise Data Warehouse

The Resource Management Act dashboard has been moved to production and final testing has started. The Building Control Authority rework to the new enterprise data warehouse has started and should be complete by end of October.

CI HRP

The Business Intelligence team created a CIA HR data quality tracking dashboard that resolved 2800 data issues. The Business Intelligence team also created an FTE reconciliation dashboard with daily tracking of all FTE adjustments and approvals in the system to enhance data quality in the system.

GIS

District Plan

The GIS team created a GIS app for the District Plan team. The application will enable the team to edit the draft district plan and including detailed tracking of changes and the reasons for them enable spatialising the public feedback received against the draft district plan.

Representation Review

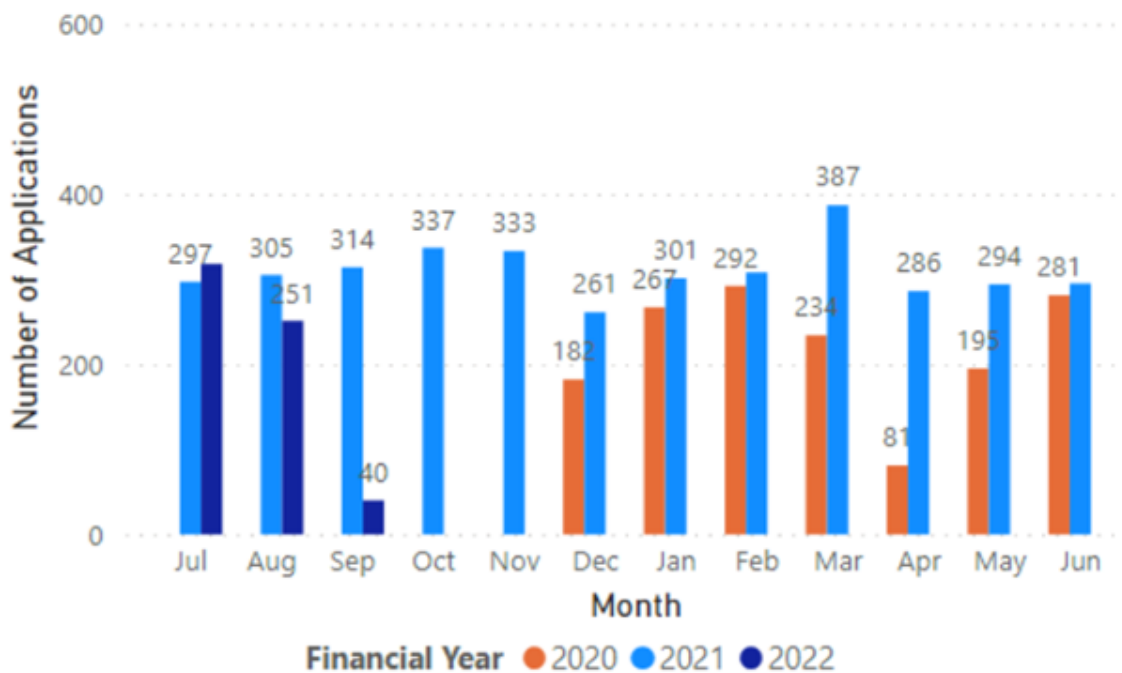
The GIS team created a web app for the Representation Review consultation this will assist the team with the public consultation, and it is available on the FNDC web site.

<https://www.fndc.govt.nz/Whats-new/Have-your-say/Representation-Review/Mapping-the-changes>

Giving the public an interactive map to help visualise the proposed changes to the general wards and subdivisions.

Information Management

Property File ePathway Applications



25th Anniversary at FNDC

Staff member Robyn Kemp celebrates 25 years working at FNDC this month. This is a big achievement for her and a real benefit for Council to have her business knowledge and dedication with us for so long. In the 12 months to 10 September, she's processed 2326 Property File requests for our customers.

Archives Data Project

Over the past 8 months staff have been working on making our Archives data more searchable and accessible by adding descriptive metadata for every archive box held at our offsite storage. This huge job is complete, and we can now search our archive holdings by barcode, contents, subject matter, disposal code, date of contents and more.

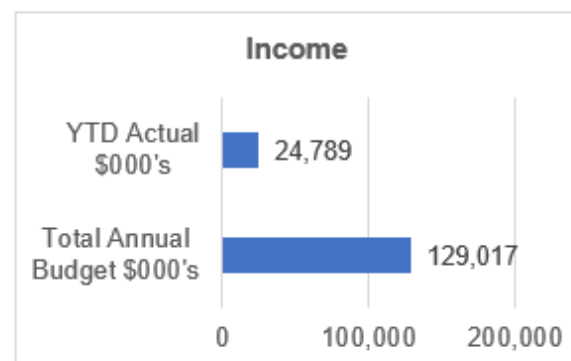
Finance

Operational Financial Performance **As at 31 August 2021**

Operating Surplus

- Operating surplus for the period ending 31 August recorded \$9.5 million against a planned year-to-date budget of \$4.8 million. The Operational budget surplus is therefore at 99% compared against the year-to-date budget. However, FNDC have received considerable income in relation to Economic Stimulus Employment Opportunity (ESEO), Provincial Growth Fund (PGF) and 3-Water Reforms that were not in the budget, and if these are excluded the year-to-date budget surplus is at 43%.
- Major savings are in salaries partially funded from capital projects and general expenses for provision for doubtful debts which is an annualised process. However, there is a YTD overspend in contractor and professional fees for which cashflow is being reviewed after confirmation of National Land transport Programme (NLTP) budget from Waka Kotahi NZTA on 07 September and carry forward budgets for 3-Water Reform.
- We are currently tracking above the forecasted operational income. This is due to PGF funds received for Lake Omapere for de-mobilisation costs and operational subsidy received to support capital projects.

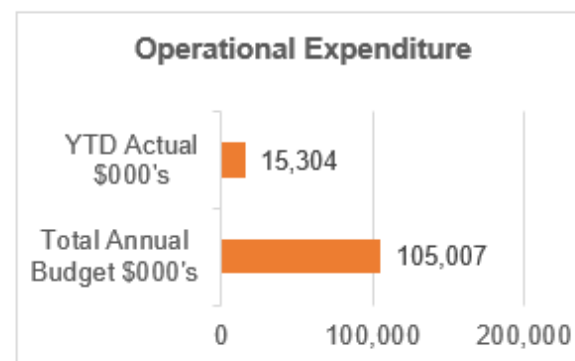
Income



Income has recorded favourable year-to-date budget variance as at 31 August 2021 in the following areas:

- Income has been received from Waka Kotahi (NZTA) as interim funding for maintaining levels of service across the district.
- Unspent grant funding has been brought into the year to complete the 3-Water Reform projects. Large amount of this grant was not required last financial year, therefore further claims for funding have been delayed as a result.
- Unspent grant received Provincial Growth Fund (PGF) last financial year to complete the final reinstatement costs for Lake Omapere and support the road sealing project at Ngapipito road.

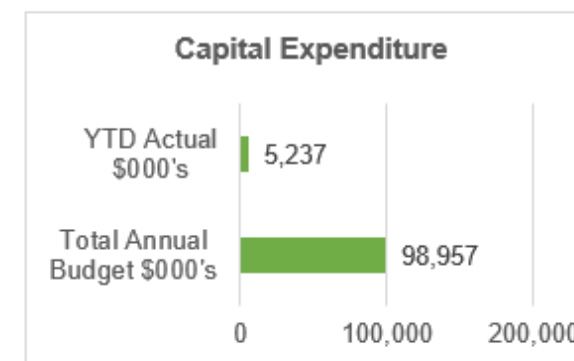
Operational Expenditure



Operational expenditure has recorded unfavourable year-to-date budget variance as at 31 August 2021 in the following areas:

- Maintenance and operational expenses incurred across the roading network for sealed & unsealed pavement maintenance, drainage, structures, traffic services maintenance. Waka Kotahi (NZTA) approved and adopted the 2021-24 National Land Transport Programme (NLTP) on 07 September 2021.
- Annual cycle trail grant has been paid to the Pou Herenga Tai Twin Coast Cycle Trail Trust.
- These are offset by savings in salaries that are partially funded from capital projects and general expenses for provision for doubtful debts which is an annualized process.

Capital Expenditure



Capital expenditure has recorded unfavourable year-to-date budget variance as at 31 August 2021 in the following areas:

- Kaitia New Source (Sweetwater) project contract has been awarded and winter works are progressing well following NRC's approval.
- Waipapa Sports Hub, Kerikeri Domain and Te Hiku o te Ika revitalisation projects ongoing from last financial year which will require carry over budget approval.
- Planned works for Provincial Growth Funds (PGF) road sealing projects ongoing at Ruapekapeka, Ngapipito and Peria road.

Whole of Council
Statement of
Operational Financial Performance
for the period ending 31 August
2021

	Year to date			Actuals		Full year		
	YTD Actual \$000's	YTD Budget \$000's	Variance \$000's	YTD as a % of Total Budget	YTD as a % of Annual Forecast	Total Annual Budget \$000's	Total Annual Forecast \$000's	Forecast Variance \$000's
Operations								
Operational income								
Rates - general (excl water supply rates)	15,457	15,440	17	17%	17%	92,675	92,675	0
Rates - penalties	304	516	(211)	15%	15%	2,063	2,063	0
Fees & charges (inc water supply rates)	3,500	2,905	595	20%	20%	17,590	17,590	0
Central govt subsidies - operational	2,347	18	2,329	16%	16%	14,445	14,445	0
Other income	3,180	235	2,944	142%	142%	2,244	2,244	0
Total operating income	24,789	19,114	5,675			129,017	129,017	0
Operating Expenditure								
Payroll related costs	4,937	4,971	34	15%	15%	32,305	32,305	0
Other staffing related costs	235	353	118	11%	11%	2,171	2,171	0
General expenses	977	1,249	272	11%	11%	8,493	8,493	0
Rate remissions	1,438	1,462	24	69%	69%	2,087	2,087	0
Contractor & professional fees	6,960	5,508	(1,452)	13%	13%	55,283	55,333	(50)
Grants and donations	537	422	(116)	23%	23%	2,385	2,359	26
Allocations (direct and indirect)	0	0	0	0%	0%	0	0	0
Interest costs	219	380	162	10%	10%	2,282	2,282	0
Total operating expenditure	15,304	14,345	(958)			105,007	105,031	(24)
Net operating surplus/(deficit)	9,485	4,768	4,717			24,011	23,986	24

Statement of
Capital Financial Performance
for the period ending 31 August
2021

	Year to date \$000's			Actuals		Full year \$000's		
	YTD Actual	YTD Total Budget	Variance	as % of Total Budget	as % of Annual Forecast	Total Annual Budget	Total Annual Forecast	Forecast Variance
Capital Works								
District Facilities	1,321	143	(1,178)	2%	2%	62,816	62,816	0
Storm water	76	0	(76)	2%	2%	3,672	3,672	0
Solid Waste	55	0	(55)	7%	7%	767	767	0
Wastewater	209	180	(29)	2%	2%	13,047	13,047	0
Water Supply	1,040	0	(1,040)	9%	9%	11,573	11,573	0
	2,701	323	(2,378)	3%	3%	91,875	91,875	0
Roading & Footpaths	2,200	0	(2,200)	129%	126%	1,700	1,750	(50)
Other								
Environmental Management	59	28	(31)	6%	6%	981	981	0
Governance & Strategic Administration	239	42	(197)	7%	7%	3,407	3,407	0
Customer Services	38	61	23	4%	4%	993	1,062	(68)
Strategic Planning	0	0	0	0%	0%	0	0	0
Total Capital Works	5,237	454	(4,782)	5%	5%	98,957	99,075	(118)

District Services

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

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 \(p 193 – 394\)](#).