

Komiti o te Mōrearea me te Tūmaru | Risk & Assurance Committee



Kaupapataka Wātea | Open Agenda



Notice is hereby given that an ordinary meeting of Komiti o te Mōrearea me te Tūmaru | Risk & Assurance Committee will be held on:

Ko te rā | Date: Tuesday 9 December 2025
Wā | Time: 13:00
Wāhi | Venue: Council Chambers
35 Kenrick Street
TE AROHA

NGĀ MEMA | MEMBERSHIP

He mema tūtahi | Independent Member

Tiamana | Chairperson: Jaydene Kana

Mema | Members: **He mema tūtahi | Independent Member**
To be confirmed

Koromatua | Mayor

Ash Tanner

Koromatua Tautoko | Deputy Mayor

James Sainsbury

Kaunihera ā-Rohe | District Councillors

Bruce Dewhurst

Andrew McGiven

James Thomas

Waea | Phone: 07-884-0060

Wāhitau | Address: PO Box 266, Te Aroha 3342

Īmēra | Email: governance@mpdc.govt.nz

Kāinga Ipuranga | Website: www.mpdc.govt.nz



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1 Whakatūwheratanga o te hui | Meeting Opening

The Tiamana | Chairperson is to open the meeting.

2 Karakia | Prayer

The karakia is to be performed.

3 Ngā whakapāha/Tono whakawātea | Apologies/Leave of Absence

At the close of the agenda no apologies had been received.

4 Pānui take ohorere | Notification of Urgent Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
 - (i) The reason why the item is not on the agenda; and
 - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
 - (i) That item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”

5 Whākī pānga | Declaration of Interest

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of the items on this Agenda.

6 Whakaaetanga Mēneti | Confirmation of Minutes

As this is the first meeting of the 2025-2028 triennium, there are no minutes to be confirmed.

7 Pūrongo me whakatau | Decision Reports

7.1 Welcome to new and returning members - Risk and Assurance Committee

CM No.: 3119354

Te Kaupapa | Purpose

To welcome new and returning members to the Risk and Assurance Committee following the local elections 2025.

Rāpopotonga Matua | Executive Summary

This report provides an overview of membership updates for the Risk and Assurance Committee.

Tiamana Jaydene Kana, Mayor Ash Tanner, Councillor James Thomas and Councillor Bruce Dewhurst, will be returning to the Committee after being members in the past. Deputy Mayor James Sainsbury and Councillor Andrew McGiven, will join the Committee as new members.

Tūtohunga | Recommendation

That:

1. The new and returning members be welcomed.

Horopaki | Background





Local elections were held on 11 October 2025. At Council's first ordinary meeting on 5 November 2025, it confirmed members of the Risk and Assurance Committee. Mayor Ash Tanner, Deputy Mayor James Sainsbury, Councillor Bruce Dewhurst, Councillor James Thomas and Councillor Andrew McGiven will serve as key members of the Committee, contributing to its overall function and ensuring effective governance and oversight.

On 26 November 2025, Jaydene Kana was appointed as the Risk and Assurance Committee Chairperson.

Te Tākoha ki ngā Hua mō te Hapori me te here ki te whakakitenga o te Kaunihera | Contribution to Community Outcomes

Matamata-Piako District Council's Community Outcomes are set out below:

MATAMATA-PIAKO TŌ MĀTOU WĀHI NOHO OUR PLACE	MATAMATA-PIAKO DISTRICT COUNCIL TE ARA RAUTAKI STRATEGIC DIRECTION
TŌ MĀTOU WHAKAKITENGA OUR VISION Matamata-Piako District is vibrant, passionate, progressive, where opportunity abounds. 'The heart of our community is our people, and the people are the heart of our community.'	
TŌ MĀTOU WHĀINGA MATUA OUR PRIORITIES (COMMUNITY OUTCOMES)	

			
He wāhi kaingākau ki te manawa A place with people at its heart	He wāhi puawaitanga A place to thrive	He wāhi e poipoi ai tō tātou taiao A place that embraces our environment	He wāhi whakapapa, he wāhi hangahanga A place to belong and create

All of the above community outcomes are relevant to this report.

Ngā Tāpiritanga | Attachments

There are no attachments for this report.

Ngā waitohu | Signatories

Author(s)	Tamara Kingi Kaiārahi Kāwana Governance Team Leader	
Approved by	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	

7 Pūrongo me whakatau | Decision Reports

7.2 Adoption of Standing Orders

CM No.: 3118708

Te Kaupapa | Purpose

The purpose of this report is for the Risk and Assurance Committee to adopt Matamata-Piako District Council's Standing Orders as adopted by Council on 5 November 2025.

Rāpopotonga Matua | Executive Summary

Under the Local Government Act 2002, Council is required to adopt Standing Orders. Council is required to operate in accordance with Standing Orders for the conduct of its meetings. Standing Orders must not contravene any Act.

The adoption of Standing Orders and any amendment to Standing Orders must be made by Council and by a vote of not less than 75% of the members present. Standing Orders apply to all meetings of the local authority, its committees, subcommittees and subordinate decision-making bodies.

Following the election on 11 October 2025, the newly elected Council reviewed and adopted the Standing Orders at their meeting on Wednesday, 5 November 2025. The Standing Orders are available on the Matamata-Piako District Council website and attached to this report.

Tūtohunga | Recommendation

That:

1. The report be received.
2. The Risk and Assurance Committee adopt Matamata-Piako District Council Standing Orders (adopted by Council 5 November 2025), noting that Standing Orders cannot contravene any Act.





Horopaki | Background

Once adopted, Standing Orders remain in force (even after local elections) until any amendment is proposed, any change requires a vote of 75% of committee members present.

A local authority or committee may temporarily suspend Standing Orders during a meeting by a vote of not less than 75% of the members present and voting, and the reason for the suspension must be stated in the resolution of suspension.

Te Tākoha ki ngā Hua mō te Hapori me te here ki te whakakitenga o te Kaunihera | Contribution to Community Outcomes

Matamata-Piako District Council's Community Outcomes are set out below:

OUR PLACE		ARA RAUTAKI STRATEGIC DIRECTION	
TŌ MĀTOU WHAKAKITENGA OUR VISION Matamata-Piako District is vibrant, passionate, progressive, where opportunity abounds. ‘The heart of our community is our people, and the people are the heart of our community.			
TŌ MĀTOU WHĀINGA MATUA OUR PRIORITIES (COMMUNITY OUTCOMES)			
			
He wāhi kaingākau ki te manawa A place with people at its heart	He wāhi puawaitanga A place to thrive	He wāhi e poipoi ai tō tātou taiao A place that embraces our environment	He wāhi whakapapa, he wāhi hangahanga A place to belong and create

All of the above community outcomes are relevant to this report.

Ngā Tāpiritanga | Attachments

A.  Standing Orders - adopted by Council 5 November 2025 (*Under Separate Cover*)

Ngā waitohu | Signatories

Author(s)	Tamara Kingi Kaiārahi Kāwana Governance Team Leader	
Approved by	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	

7 Pūrongo me whakatau | Decision Reports

7.3 Schedule of Meetings and Draft Work Programme 2026

CM No.: 3117831

Te Kaupapa | Purpose

The purpose of this report is to provide the Committee with proposed meeting dates for 2026 and a draft work programme of reports.

Rāpopotonga Matua | Executive Summary

Annually, Council and Committees determine proposed meeting dates for the next year and a draft work programme of reports.

Note, Council and some other Committees are yet to determine their meeting dates. A full draft is attached for information but is subject to change.

Tūtohunga | Recommendation

That:

1. The Schedule of Meetings and Draft Work Programme 2026 be received.
2. The Committee confirms the schedule of meetings and draft work programme of reports for 2026.

Horopaki | Background

Committee	Proposed frequency	Proposed dates
Risk and Assurance Committee	Quarterly per annum.	24 February 2026 16 June 2026 20 October 2026 8 December 2026

Ngā Tāpiritanga | Attachments

A.  2026 Meeting Planner



B.  Draft Risk and Assurance Work Programme 2026



Ngā waitohu | Signatories

Author(s)	Tamara Kingi Kaiārahi Kāwana Governance Team Leader	
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Approved by	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	
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MPDC Meeting Planner 2026

Adopted:

	January		February		March		April		May		June		July		August		September		October		November		December			
SUN																								SUN		
MON																								MON		
TUES																	1						1	TMF	TUES	
WED						1	Workshop					1	Workshop				2	Workshop					2	Workshop	WED	
THURS	1	New Year's Day				2	T1 ends					2					3		1				3		THURS	
FRI	2	Day after New Year's Day				3	Good Friday	1				3	T2 ends				4		2				4		FRI	
SAT	3					4		2				4		1			5		3				5		SAT	
SUN	4		1		1			5				3			2		6		4		1		6		SUN	
MON	5		2		2		6	Easter Monday	4		1	King's Birthday	6		3		7		5		2		7		MON	
TUES	6		3		3		7	14Apr agenda closes	5	14May agenda closes	2		7		4	TMF Workshop	8		6		3		8	RAC	TUES	
WED	7		4	Workshop	4	Council	8	Workshop	6	Workshop	3	Workshop	8	Workshop	5	Workshop	9	Workshop	7	Workshop	4	Workshop	9	Council	WED	
THURS	8		5		5		9		7		4		9		6		10		8		5		10		THURS	
FRI	9		6	Waitangi Day	6		10		8		5	16June agenda closes	10	Matariki	7		11		9	20Oct agenda closes	6		11		FRI	
SAT	10		7		7		11		9		6		11		8		12		10		7		12		SAT	
SUN	11		8		8		12		10		7		12		9		13		11		8		13		SUN	
MON	12		9		9		13	22Apr agenda closes	11		8		13	22Jul agenda closes (CEPC Inc)	10		14	23Sept agenda closes	12	T4 starts	9		14		MON	
TUES	13		10	TMF	10		14	TMF Workshop	12		9	TMF	14		11		15	24Sept agenda closes	13	TMF	10		15		TUES	
WED	14		11	Council	11	Workshop	15	*Workshop TBC	13	Workshop	10	Workshop	15	*Workshop TBC	12	Workshop	16	*Workshop TBC	14	Workshop	11	Workshop	16		WED	
THURS	15		12		12		16		14	WMAC	11		16		13		17		15		12		17		THURS	
FRI	16		13	24Feb agenda closes	13		17		15		12		17		14		18		16	28Oct agenda closes	13		18		FRI	
SAT	17		14		14		18		16		13		18		15		19		17		14		19		SAT	
SUN	18		15		15		19		17		14		19		16		20		18		15		20		SUN	
MON	19		16		16	25Mar agenda closes	20	T2 starts	18	27May agenda closes	15	24June agenda closes	20	T3 starts	17	26Aug agenda closes	21		19		16	25Nov agenda closes	21		MON	
TUES	20		17		17		21		19		16	RAC	21		18		22		20	RAC	17		22		TUES	
WED	21		18	Workshop	18	*Workshop TBC	22	Council	20	*Workshop TBC	17	*Workshop TBC	22	Council	*CEPC TBC	19	*Workshop TBC	23	Council	21	*Workshop TBC	18	*Workshop TBC	23		WED
THURS	22		19		19		23		21		18		23		20		24	WMAC	22		19		24		THURS	
FRI	23		20		20		24		22		19		24		21		25	T3 Ends	23		20	1Dec agenda closes	25	Christmas Day	FRI	
SAT	24		21		21		25		23		20		25		22		26		24		21		26		SAT	
SUN	25		22		22		26		24		21		26		23		27		25		22		27		SUN	
MON	26	Auckland Anniversary	23	4Mar agenda closes	23		27	ANZAC Day observed	25		22		27		24		28		26	Labour Day	23		28	Boxing Day observed	MON	
TUES	27		24	RAC	24		28		26		23		28	4Aug agenda closes	25		29		27		24		29		TUES	
WED	28	10Feb agenda closes	25	*Workshop TBC	25	Council	29		27	Council	24	Council	29		26	Council	30	13Oct agenda closes	28	Council	25	Council	30		WED	
THURS	29		26		26		30		28	9une agenda closes	25		30		27				29		26		31		THURS	
FRI	30	11Feb agenda closes	27		27				29		26		31		28				30		27	8Dec agenda closes			FRI	
SAT	31		28		28				30		27				29				31		28				SAT	
SUN					29				31		28				30						29				SUN	
MON					30					29					31						30	9Dec agenda closes			MON	
TUES					31					30															TUES	
	January		February		March		April		May		June		July		August		September		October		November		December			

Key	Public Holidays	Workshop Frequency: 1st and 2nd Wednesday per month *3rd Wednesday is TBC	Council Generally: 4th Wednesday of every month	CEPC Chief Executive Performance Committee Frequency: Annual *informal as required	TMF Te Manawhenua Forum Frequency: bi-monthly per annum / alternate with TMF workshops	TMF Workshop Te Manawhenua Forum Frequency: bi-monthly per annum / alternate with TMF meetings	RAC Risk and Assurance Committee Frequency: Quarterly per annum	WMAC Waharoa (Matamata) Aerodrome Committee Frequency: 2-3 meetings per annum
Agenda Close dates		5 working days before workshop	7 working days before meeting	7 working days before meeting	7 working days before meeting	5 working days before workshop	7 working days before meeting	7 working days before meeting

Item	Team	24 Feb 2026		16 June 2026		20 October 2026		8 December 2026	
		Status	Comment	Status	Comment	Status	Comment	Status	Comment
Key			= complete		= scheduled		= incomplete		
Standing items									
Chairs update	PPG								
CEO update	PPG								
Quarterly Risk Report	CPR								
Review of top risks	Group Managers								
Safety and Wellness update	PSW								
Review of significant projects, including an update on risk of compliance with consents	Assets								
Project Management Report	Assets								
Future Ready Update	CPR								
Waikato Waters Ltd	Operations								
Update on Work Programme	PPG								
Annual Reports									
IT/web security audit	IT								
Insurance Programme	Property								
LGOIMA Requests	Legal								
Delegations	Legal								
Legislative compliance assessment	Legal								
Risk Management Framework	CPR								
Setting Work Programme/Schedule of Meetings	PPG								
Policy, Planning and Reporting Stocktake	PPG								
Scheduled Reports									
Self assessment / Review of Charter	PPG								
Long Term Plan / Annual Plan	PPG								
Annual Report	PPG								
Progress tracking on audit recommendations	PPG								
Policy Review	Various								
Procurement Report	Finance								
Business Continuity Plans	Risk								

8 Ngā Pūrongo Whakamārama | Information Reports

8.1 Chair's Update

CM No.: 3120716

Te Kaupapa | Purpose

The purpose of this report is for the Chairperson to update the committee on activities following the last committee meeting.

Rāpopotonga Matua | Executive Summary

Risk and Assurance Committee Chairperson, Jaydene Kana, in attendance to present the Chair's Update report (to be circulated separately).

Tūtohunga | Recommendation

That:

1. The information be received.

Ngā Tāpiritanga | Attachments

There are no attachments for this report.

Ngā waitohu | Signatories

Author(s)	Stephanie Hutchins Kaitohu Mātāmua Kāwana Senior Governance Advisor	
Approved by	Tamara Kingi Kaiārahi Kāwana Governance Team Leader	

8 Ngā Pūrongo Whakamārama | Information Reports

8.2 Chief Executive's Update

CM No.: 3120071

Te Kaupapa | Purpose

The purpose of this report is for the Chief Executive to update the Committee on organisational matters relevant to the Risk and Assurance Committee's Terms of Reference.

Rāpopotonga Matua | Executive Summary

Chief Executive, Manaia Te Wiata, in attendance to present the Chief Executive's Update which is attached to the agenda.

Tūtohunga | Recommendation


That:

1. The information be received.

Ngā Tāpiritanga | Attachments

A.  Chief Executive Report



B.  Compliance Summary Report



Ngā waitohu | Signatories

Author(s)	Manaia Te Wiata Tumu Whakarae Chief Executive Officer	
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Approved by	Manaia Te Wiata Tumu Whakarae Chief Executive Officer	
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Chief Executive Officers Report December 2025

This report covers topics relevant to the Committee's terms of reference that are not otherwise included on the meeting agenda.

Waihou Wastewater Prosecution

This summary of the court sentencing decision was produced with the assistance of Microsoft Copilot.

Council was convicted and fined for two charges of unlawfully discharging treated and partially treated municipal wastewater into the WaiwheroStream. The District Court emphasised accountability under the Resource Management Act and the need for deterrence.

Key Findings from the Judge

- **Extended Ultra Violet (UV) Unit Failure:**
The UV disinfection unit was switched off on 11 August 2022 and remained out of operation until 5 September 2023 (13 months). However, due to statutory time limits, the offending period for the charges was limited to 6 April 2023 to 4 October 2023 (main charge), and 6 June 2023 to 5 September 2023 (UV treatment charge). During the full outage, 39,294 m³ of partially treated wastewater was discharged to land or water. The judge found the delay in repair unacceptable and a major aggravating factor.
- **Management Oversight Gaps:**
MPDC did not escalate non-compliance promptly to senior management or governance, prolonging the issue. There was a lack of monitoring tools, inadequate internal escalation, and insufficient oversight by management.
- **Failure to Lodge Non-Compliance Report:**
MPDC did not formally lodge a non-compliance report with Waikato Regional Council when the UV unit failed, as required by its resource consent. The judge viewed this as a serious breach of transparency and regulatory obligations.
- **Sentencing Outcome:**
Council was fined \$105,000 plus legal costs

Agreed Position on Environmental Impact

- Both prosecution and defence agreed:
The discharges posed a risk of environmental harm, particularly to aquatic life and downstream users.
- Actual ecological impact was limited because the wastewater was partially treated and the receiving environment had high dilution capacity.

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Morrinsville & Te Aroha 07 884 0060 - Matamata 07 881 9050 - Fax 07 884 8865

- No evidence of fish kills, or major ecological damage was presented, but the potential for harm remained high and the discharges contributed to cumulative stress on an already degraded system.

Cultural Sensitivity

- The Waiwhero Stream is a tributary of the Waitoa River, which is of significant cultural, spiritual, historical, and environmental importance to Ngāti Hauā, Ngāti Hako, Ngāti Tumutumu, and other iwi.
- The judge acknowledged that discharges affect Māori values, including mauri (life force) and kaitiakitanga (guardianship).
- The judgment noted that public confidence and iwi trust were undermined, reinforcing the need for transparency and timely action.

Chronology of Key Events

- 11 August 2022: UV unit switched off due to faults.
- 19 August 2022: Repair quote received; no immediate action.
- February–March 2023: Regional Council advised of UV issues.
- 20 July 2023: Update provided; parts awaited.
- 5 September 2023: UV unit repaired and reinstated.
- 6 April–4 October 2023: Offending period for main charge.
- 6 June–5 September 2023: Offending period for UV treatment charge.
- November 2025: Sentencing delivered; judge criticised delay, oversight, and lack of formal reporting.

Measures Implemented by MPDC since 2023

Since the event, MPDC has taken significant steps to address the issue:

Infrastructure and Operational Improvements

- The Waihou wastewater treatment plant no longer operates. Sewage from Waihou is now pumped to the Te Aroha Wastewater Treatment plant (from December 2024).

Consent Compliance and Monitoring Enhancements

- The Consent compliance and monitoring team has been expanded to four staff.
- New reporting processes have been developed.
- The team reports regularly to the appropriate regulators

Furthermore, the project management and reporting framework has been enhanced, with regular reporting to the Executive team and Risk and Assurance Committee. The issues that arose were caused by insufficient systems and processes.

Significant staff time was dedicated to providing information and attending meetings for the Court case.



The matter has also impacted Council's reputation, being the third prosecution related to effluent discharges in recent years.

Key risks

The main risk is that without robust compliance checks, clear escalation procedures, and a proactive management culture, Council might fail to prevent or address future environmental breaches—risking legal, financial, reputational, and cultural consequences.

Water, Wastewater and Stormwater Compliance Reporting - Water Regulator and Waikato Regional Council

A summary report is attached to provide the committee with a clearer picture of the extent of the compliance reporting currently being undertaken.

The latest compliance report highlights several areas of non-compliance across our water, wastewater, and stormwater activities.

We continue to maintain full transparency with our regulators regarding these issues, and our team is actively addressing each matter in line with assessed risk and regulatory guidance.

Our approach remains focused on constructive engagement and ongoing improvement to ensure we meet both statutory obligations and community expectations.

The approved Water Services Delivery Plan demonstrates what is needed to provide compliant and sustainable water and wastewater services for our communities. Waikato Waters Limited will assume responsibility for implementing the plan.

Stormwater Discharge Consent Compliance – 2024/2025 Overview

Since the above summary port was collated, we have completed the 2024/2025 annual compliance reporting for stormwater discharge consents. This covers Matamata, Te Aroha, Morrinsville, and Waharoa.

The report shows that the majority of conditions have been met with no significant non-compliance recorded. We are working on the renewal of the stormwater discharge consents. Council will continue to manage stormwater directly internally.

We will face additional compliance requirements from the new discharge consents as well as the Water Regulator and Commerce Commission.

The Infrastructure Assets and Operations team is managing the transition process for the new requirements.



Waikato Waters Limited Transition

The transfer of the Water and Wastewater staff, assets, finances, and systems are scheduled to occur in October 2026. The first three Councils will transfer on 1 July 2026.

The last two Councils will transfer on 1 July 2027.

As expected, establishing a new entity and combining the water and wastewater functions of six Councils is complex.

Waikato Waters Limited has a transition team. The Infrastructure Assets and Operations Group Manager chairs our internal team.

Most of the work undertaken so far has been completed by our staff. We are sharing a project Manager with Hauraki District Council.

This workload has put pressure on staff, prompting us to review our resource needs.

The transition process has also caused anxiety for many staff who will be transferring to Waikato Water Limited. This is understandable, as staff face a move from something they know well to an entity still in formation.

The Executive Team and Waikato Waters Limited are committed to keeping staff informed and supported throughout this change.

Key Risks

The primary concern for the Committee's focus is the risk of staff disruption or fatigue, which could cause operational issues during the transition.

Te Ohu Takatū Anamata\ Future Ready Group

Te Ohu Takatū Anamata ensures the organisation is well prepared for the future. It offers foresight, coordination, and advice on emerging legislative, environmental, social, and technological changes that could affect the council's strategy, services, and staff. The group helps the organisation anticipate change, build resilience, and make informed decisions. The group includes the Executive Team and several Third Tier managers and meets monthly. There have been a large number of legislative changes that have been released by the Government since it came to office.

This month, we have received the proposed changes to Local Government governance. The Government is expected to release amendments to the Resource Management Act and other local government laws this month.



Te Ohu Takatū Anamata will play a key role in guiding Council through legislative changes. This includes leveraging our local government networks, such as Local Government New Zealand, Taituara, and relevant professional bodies.

Key Risk

The main risk for the Committee's focus is the scale and pace of legislative change impacting local government. Te Ohu Takatū Anamata is actively monitoring these changes and coordinating our organisational response. We might not have enough resources or capacity to give Council the right guidance.



3-Waters Compliance Report June - August 2025

Introduction

This monthly compliance report is a snapshot of key occurrences, risks and regulatory updates on Matamata Piako District Councils (MPDC's) three-waters compliance. There are five key areas covered as shown in the flow chart below. Results presented provide insight into formal results submitted to regulators, and also includes details of any notifications made to regulators during the past month.





Compliance – Drinking Water

Compliance Summary:

Below highlights the overall compliance with Non-Financial Performance Measures involving Water Supply and the Drinking Water Quality Assurance Rules for each relevant water treatment plant. This is Financial Year (1 July – 30 June) based only. These tables do not cover annual reporting requirements, however an appropriate summary has been provided to Operations Group Manager and Chief Executive Officer (CM 3081453).

Level of Service	Performance measure	Target	2023/24	2024/25	2024/25 result comments
We will provide safe and reliable water for household and business use (serviced properties)	The extent to which Council's drinking water supply complies with: Taumata Arowai's Drinking Water Quality and Assurance Rules (DWQAR), Aesthetic Values and the new Drinking Water Standards.	Compliant with Part 4 of the Standard	<div><div></div><div>Not compliant</div></div>	See table below	Most water supplies achieved full compliance with the relevant DWQAR, particularly in smaller Level Two supplies
		Compliant with Part 5 of the Standard	<div><div></div><div>Not compliant</div></div>		
Level of service					
We will provide safe and reliable water for household and business use (serviced properties)					
Performance measure					
Equivalent measure					
			2024/25 Result		2024/25 result comments
Te Aroha ¹	Te Aroha WTP – TP00315			Total of 10 non-compliant days during the compliance period.	
	4.10.1 Bacterial	77%	Partially met		
	4.10.2 Protozoal	100%	All met	For the 2024/2025 compliance period, bacterial monitoring was carried out at the outlet of the contact tank. This tank is quite small and can be easily affected by changes in the water, which	
	Te Aroha Distribution Zone – TEA003TE				
	4.11.5 Bacterial	100%	All Met		
<div><div></div><div>All met</div></div>					

¹ Serviced population of 300 people

Level of service				
We will provide safe and reliable water for household and business use (served properties)				
Performance measure				
Equivalent measure				
		2024/25 Result		
		2024/25 result comments		
			<p>contributed to some results not meeting the requirements of Rule 4.10.1 in the Drinking Water Quality Assurance Rules 2022.</p> <p>To resolve this, MPDC has recently installed new online analysers at the outlets of the two main treated water reservoirs. These locations better reflect the quality of water being supplied to the community and meet the expectations of the DWQAR. With this change in place, we expect the supply to be fully compliant going forward.</p>	
<p>Morrinsville²</p> <p></p> <p>All met</p>	Lockerbie WTP – TP100373		<p>4.10.2 Protozoal – Waterworks Road - Filter shutdowns occurred in February, meaning log credits weren't met for one day of the compliance year (February, one day non-compliance out of 365 days).</p>	
	4.10.1 Bacterial	100%		All Met
	4.10.2 Protozoal	100%		All Met
	Morrinsville (Waterworks Road) WTP – TP00126			
	4.10.1 Bacterial	100%		All Met
	4.10.2 Protozoal	99.7%		Almost Met
	Scott Road WTP – TP03225			
	4.10.1 Bacterial	100%		All Met
	4.10.2 Protozoal	100%		All Met
	Morrinsville Distribution Zone – MOR001MO			
	4.11.5 Bacterial	100%	All Met	
<p>Matamata³</p> <p></p> <p>All met</p>	Matamata WTP – TP00133		<p>4.10.2 Protozoal – Matamata South – Log credits were not able to be met for three days (x1 July, x1 December, x1 January).</p> <p>4.10.1 Bacterial – Tawari Street – one non-compliant day during this reporting period (one out of 365), this was due to testing of Critical Control Points (CCPs)</p> <p>4.10.2 Protozoal – Tawari Street – one non-compliant day during this reporting period (one out of 365), this was due to testing of Critical Control Points (CCPs)</p>	
	4.10.1 Bacterial	100%		All Met
	4.10.2 Protozoal	100%		All Met
	Matamata South (Burwood Rd) WTP – TP02577			
	4.10.1 Bacterial	100%		All Met
	4.10.2 Protozoal	99.2%		Almost Met
	Tawari Street WTP – TP02576			
	4.10.1 Bacterial	96%		Almost Met
	4.10.2 Protozoal	99.7%		Almost Met
	Matamata Distribution Zone – MAT004MA			
	4.11.5 Bacterial	100%		All Met
	Waharoa Distribution Zone – MAT004WA			
	4.11.5 Bacterial	100%	All Met	
Te Poi	Te Poi WTP – TP00618			

² Served population of 4000 people

³

Level of service				
We will provide safe and reliable water for household and business use (served properties)				
Performance measure				
Equivalent measure				
		2024/25 Result		2024/25 result comments
<div><input checked="" type="checkbox"/></div> <div>All met</div>	4.7.1 - Treatment	100%	All met	
	4.7.2 - Filtration	100%	All met	
	4.7.3 - UV	100%	All met	
	4.7.4 - Chlorine	100%	All met	
	Te Poi Distribution Zone – TEP003			
	4.8 - Bacterial	100%	All met	
<div><input checked="" type="checkbox"/></div> <div>Hinuera</div> <div>All met</div>	Hinuera WTP – TP00620			
	4.7.1 - Treatment	100%	All met	
	4.7.3 - UV	100%	All met	
	4.7.4 - Chlorine	100%	All met	
	Hinuera Distribution Zone – HIN002			
	4.8 - Bacterial	100%	All met	
<div><input checked="" type="checkbox"/></div> <div>Tahuna</div> <div>All met</div>	Tahuna WTP – TP00619			
	4.7.1 - Treatment	100%	All met	
	4.7.3 - UV	100%	All met	
	4.7.4 - Chlorine	100%	All met	
	Tahuna Distribution Zone - TAH001			
	4.8 - Bacterial	100%	All met	

Notifications to Regulators:

The following are notifications that have been made by MPDC to Taumata Arowai (Drinking Water Regulator) via the Hinekorako notification platform this past month:

1. Nil – no notifications made this month.

MPDC and Taumata Arowai in close contact regarding the Pohomihi consumer advisory notice that is in place for approx. 9-13 properties. Recent comms with Taumata Arowai can be found below.

[Record 3081537: FW: Pohomihi Raw Water Connections & DWSP Review Monitoring Action Dates. Email of updated actions to Taumata Arowai 8 August 2025.](#)

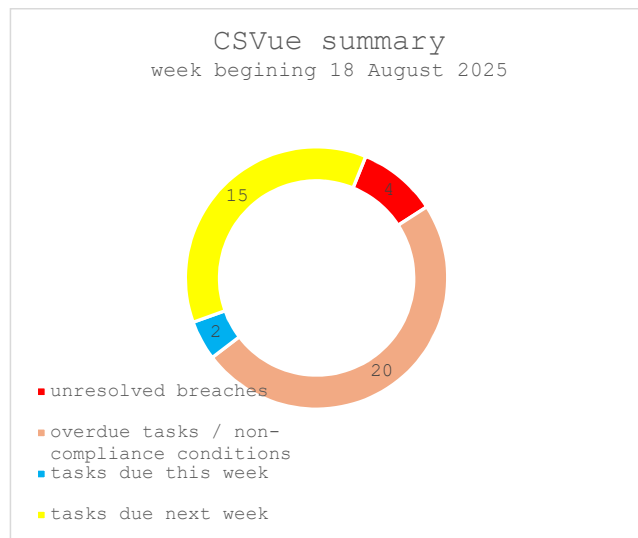
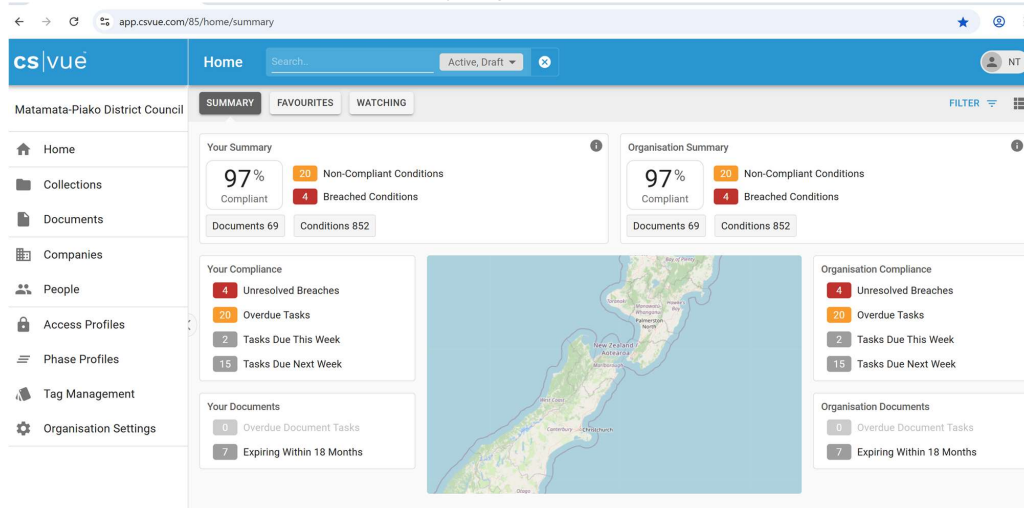
[Record 3081544: 30 06 2025, MPDC and Taumata Arowai meeting hui minutes.](#)

[Record 3071368: Project Brief Pohomihi consumer advisory notice removal](#)

Compliance – Resource Consents

In mid-2024 a gap analysis and review of current compliance systems, paired with a maturity assessment led to the successful development of the Compliance Strategy and Action Plan for the 3Waters Compliance and Improvement Team (CM 3057130). One of the actions identified was to introduce a Compliance Management System to track all consent and compliance levels. CSVue was selected as the Compliance Management System and MPDC were on boarded in early 2025, with full implementation a few months later, the Compliance and Improvement Team are proactively tracking compliance levels, and updating systems accordingly non-compliances are monitored and followed up.

Below is the screenshot from the 'summary' page of CSVue.



Site	Nature of breach	Actions
Te Aroha Water Take Pohihi Stream	Main stem intake screen exceeds 5mm	Install mesh <=5mm
Te Aroha Water Take Waihou River	Failed 2024 flowmeter verification (flow head was flooded)	Epic are scheduled to check the flow meter, to release the water and re-verify the flow meter
Morrinsville Backwash Discharge Topehaehae Stream	Discharge volumes and stream flow not telemetered	Install suitable instrumentation/infrastructure
Morrinsville Water Take Lockerbie	Partial surrender of AUTH120720 required to use the Lockerbie take consent	Discuss at WAG next steps to ensure compliance with this condition

Annual Consent Reports submitted by environmental regulator Waikato Regional Council (WRC) are audited annually by WRC for overall compliance with consent conditions. An annual compliance report is provided outlining findings, any follow up actions required, or any potential enforcement. Below highlights suites of consents and the overall compliance rating provided by WRC. A tick indicates that the action has been complete.

Key: Compliance Ratings

Full Compliance	Low Risk Non-Compliance	Moderate Non-Compliance		High Risk Non-Compliance
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	Compliance Area/Consent	Annual Report Due Date	Reporting Period	Compliance report outcome	Audit comments and actions
Stormwater Urban Areas	Matamata – 105061 Te Aroha – 105062 Morrinsville – 105063 Eastern Waharoa – 105064 Matamata (Tawari) – 108780	31 August 2024	2023/2024	Low risk non-compliance	<ul style="list-style-type: none"> ✓ In the 2024/2025 annual report, add details on what management measures have been undertaken to remediate and control stream bank erosion at Site 1. Ensure monitoring and maintenance of the stormwater network is undertaken in accordance with the OMMP. ✓ Implement the monitoring recommendations based on the 2022 sediment surveys and the approved monitoring plan to improve long term potential effect of stormwater runoff. ✓ Provide a register of stormwater devices in spatial format by 30 April 2025. ✓ Undertake a desktop review identifying all high risk facilities within the urban stormwater catchments by 30 June 2025. <p>A program of regular inspections and monitoring of all identified high risk facilities must be developed and included with the annual report for the 2024/2025 period.</p>
Te Aroha Water Supply	Includes Consents: AUTH104578.01.01 AUTH104580.01.01 AUTH104581.01.01 AUTH104583.01.01 AUTH107391.01.01 AUTH107395.01.01 AUTH107398.01.10 AUTH109740.01.02 AUTH120718.01.01 AUTH120720.02.02 AUTH120722.04.01 AUTH120724.05.01 AUTH126657.0102	31 July	2022/23	Low risk non-compliance	<ul style="list-style-type: none"> ✓ Provide updates on measured residual flow calculations. ✓ Submit annual water take records by 31 July. ✓ Confirm mesh screen size. ✓ Provide water discharge volume and rate for FY22/23 by 31 July. ✓ Evidence intake velocity. ✓ Submit updated Water Management Plan by 31st July.

Matamata Water Supply	AUTH104409.01.01 AUTH119179.01.01 AUTH119917.01.02 AUTH119918.01.01 AUTH119919.01.01 AUTH119920.01.01 AUTH121950.01.01 AUTH121951.01.02 AUTH123349.01.02 AUTH133023.01.03	31 July	2021-2022 2022-2023	Moderate Non-Compliance	<p>Calibration of flow meters by Feb & July 2025 respectively.</p> <ul style="list-style-type: none"> ✓ Submit water take records by 31 July 2024. ✓ Submit results of nitrate analysis results within a month of being complete. ✓ Submit Annual Report no later than 31 July 2024. ✓ Submit all records of daily backwash discharge volumes and annual samples no later than 31 July 2024. <p>Confirm velocity requirements of 0.8m/s at Waiteariki intake.</p> <p>Confirm aperture sizing, and monitoring and maintenance procedures for leaf trap.</p> <p>Groundwater level monitoring to be undertaken.</p> <ul style="list-style-type: none"> ✓ Annual summary of water levels to be provided annually by 31 July 2024.
	AUTH120718.01.01 AUTH120720.02.02 AUTH120722.04.01 AUTH120724.05.01 AUTH126657.01.02	31 July	2021-2022 2022-2023	Moderate Non-Compliance	<ul style="list-style-type: none"> ✓ Submit current version of Trap and Transfer Programme by 31 July 2024. ✓ Submit details of Trap and Transfer of eels to WRC by 31 July 2024. <p>Ensure minimum residual flow is monitored and recorded to demonstrate minimum flows are maintained at all times.</p> <p>Set up telemetry of flow data for Topehaehae Stream by 15 August 2024.</p> <ul style="list-style-type: none"> ✓ Update District Wide Water Management Plan by 31 July 2024. <p>Establish telemetry (for a number of items) by 15 August 2024).</p> <ul style="list-style-type: none"> ✓ Submit Annual Report no later than 15 August 2024. <p>Comply with maximum daily take limits at all times.</p> <p><i>Added comment: Failed to undertake required monitoring and reporting by the consent for taking of surface water and groundwater, and discharge of backwash water, however compliant with take limits during 2022/23 year. Improved telemetry and compliant volumes, further enforcement is not considered necessary at this time as long as actions above are executed within appropriate timeframes.</i></p>
Te Poi Water Supply	No recent compliance assessment completed				
Hinuera Water Supply	No recent compliance assessment completed				
Te Aroha Wastewater Treatment Discharge	AUTH113792.01.01 AUTH120309.01.01 AUTH121968.01.01	31 August	2023-2024	Low Risk Non-Compliance	<ul style="list-style-type: none"> ✓ By 31st January 2025 provide WRC with a scope and timeframe for the upgrades of the Inlet and Grit Removal Facility. <p>Comply with consent limits at all times.</p> <ul style="list-style-type: none"> ✓ Ensure all samples are taken as required – otherwise notifications provided to WRC. <p>Update the Operations and Management Plan with procedures for maintaining sufficient buffer within storage ponds by maximising discharge rates ahead of predicted weather events. Forward updated plan to WRC.</p> <ul style="list-style-type: none"> ✓ Notify WRC within 48 hours of any exceedances etc where circumstances are likely to result in the limits of the consent being exceeded.

Matamata Wastewater Treatment Discharge	AUTH110031.01.02 AUTH118686.01.01 AUTH118688.01.01 AUTH146671.01.01	31 August	2023-2024	Moderate Non-Compliance	<ul style="list-style-type: none"> ✓ Provide further updates on installation of cage aerator and desludging works in monthly updates. Include any completed items and additional improvements likely to achieve compliance with nitrogen limits. <p>Update the monitoring plan by 31st January 2025 and include a receiving environment monitoring programme to adequately investigate effects of discharge on Mangawhero Stream.</p> <p>Comply with the management plan at all times.</p> <p>Update the Operations and Management Plan with operating procedures for maintaining sufficient buffer.</p> <p>Submit to WRC.</p>
Morrinsville Wastewater Treatment Discharge	AUTH118885.01.02 AUTH118886.01.01 AUTH118887.01.01 AUTH118888.01.01 AUTH118889.01.01 AUTH119563.01.01 AUTH138410.01.01 AUTH145395.01.01 AUTHW0097.01.01	31 August	2023-2024	Moderate Non-Compliance	<ul style="list-style-type: none"> ✓ Conduct inspections and maintenance of the mechanical aerators as outlined in the MPDC Letter of Response dated October 10, 2024. Ensure all maintenance activities are documented and records maintained. ✓ Ensure all sampling is completed as required and data submitted with monthly reports. ✓ Undertake monthly monitoring of groundwater to be sent through until liner rips are fully repaired. ✓ Ripped liners in both ponds must be repaired without delay. <p>Monitor the discharge point to ensure that the discharge structure is maintained in a way to preserve integrity and stability of the Totara Stream channel.</p>
Tahuna Wastewater Discharge	AUTH118187.01.02	31 August	2023-2024	Low Risk Non-compliance	<ul style="list-style-type: none"> ✓ Ensure that consent limits are adhered to. ✓ Ensure reports are reviewed and sent within specified intervals.
Waihou Wastewater Discharge	AUTH120703.01.02 AUTH120705.01.01	31 August	2023-2024	Significant Non-Compliance	<p>Abatement notice was issued in October 2023 requiring MPDC to immediately cease unauthorised discharge of wastewater. MPDC undertook investigations and have now ceased discharge at the site and wastewater has been diverted to Te Aroha for treatment. The site is being decommissioned with the exception of the inlet screens and oxidation pond that will be used for primary treatment.</p> <p>MPDC requested to WRC the abatement notice be lifted, which was declined until March 2025.</p> <p>No further actions required with regards to the site.</p>
Closed Landfills	Matamata – 950372 Morrinsville – 950375, 950376, 950377 Waihou – 950378, 950379				No recent compliance assessment completed

Non-Compliances/Notifications to Regulators:

- 12/08/2025 - Matamata WWTP discharge of non-compliant effluent (ammonia and total nitrogen)
- 29/07/2025 – Matamata WWTP, capacity issue emerging due to high pond levels and rain event/increased flow
- 29/07/2025 – Morrinsville WWTP, failed to include total iron in the district wide sampling contract resulting in 8 out of the 9 parameters being monitored monthly of the Waste Activated Sludge (WAS) from pond C
- 23/07/2025 – Te Aroha WWTP, non-compliant combined (MPDC/Pond) discharge to the Waihou River, TSS limit exceedance
- 18/07/2025 – Te Aroha wastewater/stormwater connection, formal connection/engineered overflow site (Shakespeare St)
- 18/07/2025 – Matamata WWTP, non-compliant discharge to Mangawhero Stream, limit exceedances of E.coli, ammonia and total nitrogen
- 07/07/2025 – Morrinsville WWTP, non-compliant discharge due to limit exceedance of E.coli (investigation showed this may have been due to a lab mix up however, not ability to resample the effluent to confirm)
- 04/07/2025 – Morrinsville WWTP, discharge from Pond C to the Piako Gully
- 03/07/2025 – Morrinsville wastewater/stormwater connection, formal connection/engineered overflow site (Allen Street)
- 27/06/2025 - Morrinsville wastewater/stormwater connection, formal connection/engineered overflow site (Allen Street)
- 23/06/2025 – Morrinsville WTP, discharge of chlorinated water to the Waiteariki Stream
- 10/06/2025 - Morrinsville wastewater/stormwater connection, formal connection/engineered overflow site (Allen Street)

Abatelements / Formal Warnings:

Te Aroha Water Intake Abatement Notice

- Te Aroha Water Supply abatement notice was issued 26 July 2022 giving notice that MPDC must cease and are prohibited from commencing the unlawful taking of surface water from the Tunakohoa Stream Tributary, the Tutumangao Stream, and the Pohomihi Stream and two tributaries of the Pohomihi Stream.
- During low flows of the Waihou River, MPDC breached consent conditions for 171 days with the taking of water from the streams when the Waihou river had dropped below 24.85 cumecs.
- Under the current consent, MPDC must reduce or stop water take from these supplies when low flow conditions are reached.
- Council have never complied with these consent conditions as to not impact a level of service to some 8-19 properties that are being supplied raw water for mixed agricultural/domestic and drinking water (under permanent boil water notice) uses.
- As of summer 2024/25 MPDC have arranged for a floating intake for the Waihou River (Rolleston St) to ensure water take can continue accordingly, preventing the need for water supply from the mountain streams.
 - This floating temporary intake (to be used only during low flow) has been successful to date.
 - Tunakohoa and Tutumangao Stream intakes have been turned off.

- Pohomihi Stream has been turned off at the timber tanks prior to the water treatment plant. **However**, the intake at the stream remains on to service the 8-19 water users are connected prior to the water treatment plant. This still is a non-compliance with the current consent, as there is still intake from the stream occurring.
 - WRC have been notified of this, including the limited raw water users prior to the plant. WRC have commended MPDC on the initiatives to date.
- *Further discussions and outcomes are required to be made by the E-Team regarding the future supply of these properties which creates both non-compliances with consents, but also Drinking Water Standards (as properties remain on boil water notice, which goes against legislated requirements as of 2022).*

Waihou Wastewater Treatment Plant Discharge

- Waihou WWTP abatement notice was issued 30 October 2023 giving notice to cease the unlawful discharge of wastewater to water and the gravel beds.
- MPDC have since undertaken significant upgrade works including a pipeline from the Waihou Wastewater Pond through to Te Aroha for appropriate wastewater treatment.
 - The former Waihou WWTP has been decommissioned, disestablished and discharge points (rapid infiltration beds and land irrigation) removed.
 - This site will no longer discharge treated effluent, and therefore the resource consent will not be renewed upon expiry during 2026.
 - Existing site practices that require consent (discharge via seepage and to air (odour)) are incorporated into the draft consent conditions that make up the District Wide Wastewater Consent Application currently on hold
- MPDC requested to WRC in October 2024 that the abatement notice be lifted accordingly following the significant site works undertaken, and that discharged has ceased which appropriately addresses the concerns raised in the abatement notice.
 - Following a site visit and internal discussions, WRC have declined this request and remain on implementing a 12-month monitoring period for any further non-compliances before this will be considered. WRC have suggested to reapply in March 2025 which will align with 12 months since the last non-compliance was seen.
- 22 August 2025 Brookfields wrote on behalf of MPDC to WRC to cancel the abatement notice and to surrender the resource consent
- 4 August 2025, MPDC appeared at the Huntly District Court for sentencing. However, proceedings were postponed as expert witnesses (environmental scientists) could not reach agreement on the effects of the non-compliant discharges on the Waiwhero Stream. A new sentencing date is yet to be confirmed

Water Demand Management

Progress on the District Wide Water Demand Management Plan's action plan remains slow however, as part of ongoing efforts MPDC is progressing with work to better understand and reduce water loss across the network. In early 2025, MPDC engaged Richard Taylor of Thomas Consultants Ltd to enhance MPDCs water loss management practices. This scope of this engagement included developing a water balance spreadsheet (a summary of water loss assessment) to support MPDC in meeting Taumata Arowai's National Environmental Performance Measure (NEPM) reporting requirements and to strengthen overall water loss management. Through the annual report required for the Waiteariki Stream water take consent for 2024/2025,

MPDCs Unavoidable Annual Real Losses (UARL) for the Matamata water supply were calculated at 89,008m3/year.

Compliance Risks and Escalations

Below listed are the top six compliance related risks as identified. They have been risk assessed against the organisational risk tables to provide an overall risk rating. They require appropriate escalation to the Waters Leadership Team or E-Team for further decision making or risk mitigation during this month.

Location / Item	Details	Likelihood	Consequence	Overall Risk Rating	Mitigations / Actions
Hinuera Water Treatment Plant, high nitrates	High nitrates in the source water and no ability to treat the source water to remove it from the drinking. Now above 50% of the MAV for nitrate in the drinking water	Almost certain	High	Very high	Increased sampling of the source and treated water to monitor nitrate concentrations
Drinking Water Safety Plans and Surface Water Source Water Risk Management	Not updated post 2022. Taumata Arowai reviewing Te Aroha and Morrinsville. Matamata reviewed 2023, outstanding MPDC actions	Almost certain	High	Very high	Needs funding and internal resources to drive project,
Morrinsville, Matamata and Te Aroha WWTP - Sludge accumulation	Urgent desludging required (especially Morrinsville). Causing poor plant performance and impacting treatment capacity. Non-compliant discharges and environmental impacts.	Almost certain	High	Very high	Working group formed. Technical report on Biosolids Management underway including options assessments. PDP engaged.
Morrinsville WTP – UV	No UV / physical secondary protozoa barrier	Possible	High	High	CCPs in place, Lockerbie WTP online
Pohomihi – raw water users	Boil water notice in place, inability to shut off water take during Waihou River low flow	Almost certain	High	Very high	Decisions required on future solution for non-potable supplies prior to WTP – including project plan and budget.
Storm water OMMP	Formal warning received for not following the OMMP	Almost certain	Moderate	High	Highlight risk with KVS (responsible for maintaining the SW network) to

Backflow Management	Non-compliances identified through the 2024 annual DWQAR reporting as having a major potential public health risk were those related to backflow prevention rules	Possible	High	Major * potential public health consequence	determine appropriate solutions. Utilities Engineer to attend the Drinking Water Protection Conference end of August and report back on lessons learned by other water supplies, updates from Taumata Arowai
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Compliance – Team Priorities and Projects

Priorities / Projects / Ongoing Actions:

Below is a summary of current compliance-related projects and ongoing actions across drinking water, consenting, and demand management.

To ensure coverage across the district, compliance responsibilities have been allocated by township:

- Compliance Analyst 1 (Dale McEntee) – Morrinsville, Tahuna, Te Poi, and Hinuera
 - Compliance Analyst 2 (Rebecca Stott) – Matamata and Te Aroha
 - Technical Compliance Coordinator (Tshienne Gabay) – supporting the team across all townships and leading the delivery of the Stormwater Management Annual Report
1. Implementation of Compliance Monitoring system – CSVue.
 - System is now in place. Staff have received training. SOPs created.
 - Correct allocation of compliance tasks are underway for workload and compliance management.
 2. Annual Reporting
 - Resource Consents
 - Implementing new internal reporting process
 - Completing annual assessments and reports for a number of water take consents, wastewater consents and stormwater consents
 3. Recruitment and Training
 - Successful recruitment of three compliance team positions.
 - On boarding completed
 4. Action Implementation
 - Compliance Strategy Action Plan – Continue progression
 - Water Management Plan – Action Schedule – Continue progression

- Drinking Water Safety Plan, Improvement Plan – proceeding with using the RACI matrix to assign improvement actions that were identified through the risk assessment

8 Ngā Pūrongo Whakamārama | Information Reports

8.3 Project Management: Top 5 Risks for Matamata Wastewater Treatment Plant Upgrade, Matamata Stadium and Matamata Domain Playground

CM No.: 3119050

Te Kaupapa | Purpose

The purpose of this report is to provide the Committee with an overview of the top 5 risks to date for 3 projects that have been identified as high risk, high complexity.

Rāpopotonga Matua | Executive Summary

The following projects have been identified as high risk, high complexity and the Top 5 risks to date are presented within individual presentations.

- ID: 244 Matamata Wastewater Treatment Plant Upgrade. Project Manager Marie McIntyre in attendance for risk presentation
 - The risk profile is stable (same five top risks), but delivery has advanced (civil works underway, power-supply mitigation progressed).
 - Compliance risk intensified in practice, an actual breach occurred mid-2025 so ongoing regulatory reporting and interim controls remain critical until the new plant is proven online.
- ID: 240 Matamata Sports Stadium, Project Manager Chris Lee in attendance for risk presentation.
 - Between June and November, the overall risk profile improved, especially for External Funding and Project Delays (residual ratings decreased), reflecting tangible progress in delivery and funding confidence. On-site activities have moved from heavy construction (steel/crane) to fit-out and external works (carpark, signage), with neighbour issues being actively resolved.
- ID: 247 Matamata Domain Playground. Project Manager Chris Lee in attendance for risk presentation.
 - The risk profile has changed slightly due to additional delays in procurement and having to re-advertise the tender.







Project risk registers have been completed and are reviewed as per the Risk Management Framework and risk register templates, as the projects evolve and progress, risks are reviewed and ratings modified accordingly, the top 5 risks will vary depending what stage the project is at.

Tūtohunga | Recommendation

That:

1. The information be received

Ngā Tāpiritanga | Attachments

- A  ID244 Matamata Wastewater Treatment Plant Upgrade Top 5 Risk Presentation November 2025

- B  Project 240 Matamata Stadium Top 5 Risks Presentation November 2025

- C  Project 247 Matamata Domain Playground Top 5 Risks


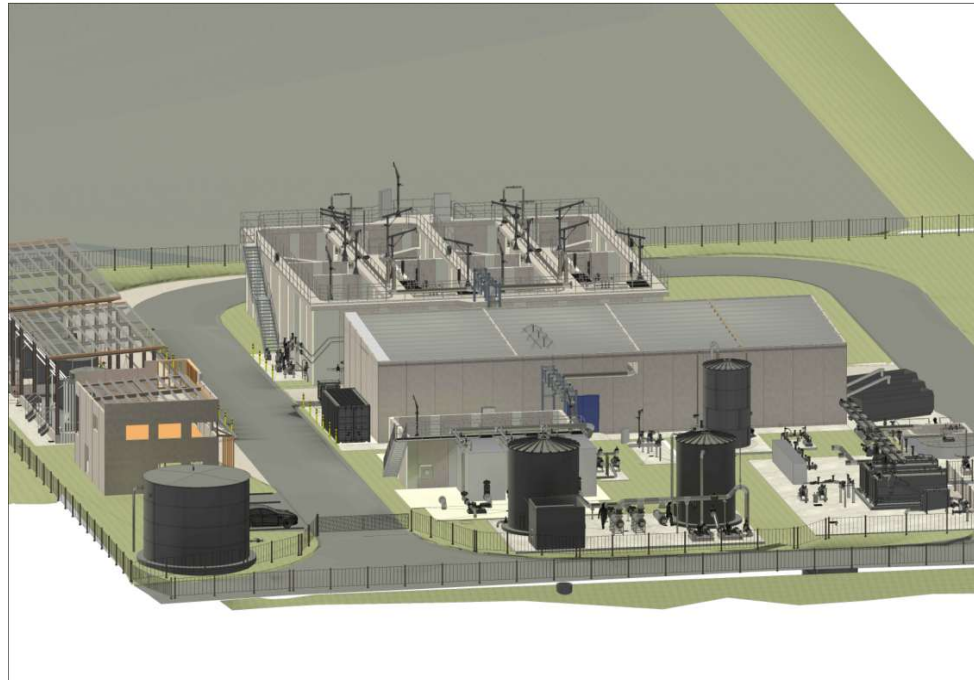
Ngā waitohu | Signatories

Author(s)	Rachel Norman Kaiārahi Kaupapa Project Lead	
Approved by	Susanne Kampshof Pou Rawa me ngā Kaupapa Assets and Projects Manager	
	Fiona Vessey Hautū Hanganga Rawa me ngā Whakahaere Group Manager Infrastructure, Assets & Operations	

Project ID:244 Matamata Wastewater Treatment Plant

High level timeline:

- ~~Enabling works underway and completed by April 2025~~ Completed
- ~~Main Civil Works Tender closes end of 2024~~ Completed
- ~~Main Civil Works Tender award Q1 2025~~ Completed
- Main Civil Works commence Q2 2025 – Underway
- Plant upgrade completed 2026/2027



Project ID:244 Matamata Wastewater Treatment Plant Top 5 Risk Report

Reviewed November 2025

Top 5 Risks at this stage of the project. As the project progresses and risks are reviewed the Top 5 risks will change throughout the life of the project.

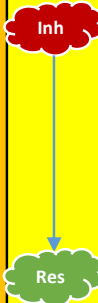
Top Risk	Risk Title	Likelihood	Consequence	Risk Rating
1	Legal & Regulatory: Compliance. Unable to maintain compliance of the plant under the current consent during all construction phases, until new treatment plant is proven and online	Almost Certain	Moderate	High
2	Financial/Economic: Consent Requirements Budget. New treatment plant not meeting new comprehensive discharge consent requirements and requires additional budget to added additional treatment process elements	Unlikely	Very High	High
3	Operational: Power Supply. Insufficient power supply to the site for the upgraded plant to run as required.	Possible	High	High
4	Financial: Total project costs. Total project costs exceed the revised May 2025 budget of \$67.5m	Possible	High	High
5	Environmental: Bioreactor foaming. Bioreactor foaming on start-up causing foam to be blown around the site and/or spill over the side and blow beyond site	Likely	Moderate	High

Heat Map (High/Very High residual risk rating)

Risk Rating improving, staying the same or increasing?

Likelihood/ Consequence	Low	Moderate	High	Very High	Extreme
Almost Certain	High	① High	V High	Extreme	Extreme
Likely	Moderate	⑤ High	V High	Extreme	Extreme
Possible	Low	Moderate	③ High ④ High	V High	V High
Unlikely	Low	Moderate	Moderate	② High	V High
Rare	Low	Low	Low	Moderate	High

Code	Risk	Trend
1	Legal & Regulatory: Compliance. Unable to maintain compliance of the plant under the current consent during all construction phases, until new treatment plant is proven and online	↔
2	Financial/Economic: Consent Requirements Budget. New treatment plant not meeting new comprehensive discharge consent requirements and requires additional budget to added additional treatment process elements	↔
3	Operational: Power Supply. Insufficient power supply to the site for the upgraded plant to run as required.	↔
4	Financial: Total project costs. Total project costs exceed the revised May 2025 budget of \$67.5m	↔
5	Environmental: Bioreactor foaming. Bioreactor foaming on start-up causing foam to be blown around the site and/or spill over the side and blow beyond site	↔

Top Risk Report	Date	05/06/2025	
Risk Category: Legal/Regulatory	Extreme	V High	High
Owner(s): Marie McIntyre & Fiona Vessey			
Risk description: Compliance. Unable to maintain compliance of the plant under the current consent during all construction phases, until new treatment plant is proven and online			
Risk Appetite <div> <div>Flexible</div> <div>Justified</div> <div>Measured</div> <div>Conservative</div> <div>Averse</div> </div>			
Key Controls: <ul style="list-style-type: none"> New aerators have been added to the treatment ponds Sludge was removed as part of the Enabling Works contract to increase capacity 			
Key Risk Indicators: <ul style="list-style-type: none"> Ongoing site compliance testing's Regular updates to WRC as part of compliance reporting. 			

Significant Consequences:

- The plant risks being non-complaint during the next winter prior to the new treatment plant being online
- The plant will struggle to company with currently Ammoniacal Nitrogen consent limits during the colder months

Likelihood

Almost Certain

New/ Updated Controls:

- The aerators have been installed during late 2024, and helped compliance at the end of the colder months
- Sludge from the operating pond was removed as part of the Enabling Works contract in May 2025, which has increase treatment capacity volumes within the remaining ponds
- Project team are keeping WRC informed regarding upgrade progress, so they are aware of the commitments being made by MPDC to ensure a new plant brings an increased level of compliance

Status

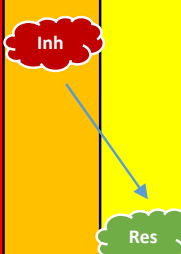
At risk

Comments:

The site went out of compliance in July 2025, and is now back within compliance ranges for Ammoniacal Nitrogen, but the Total Nitrogen limits remains breeched


***Trend**

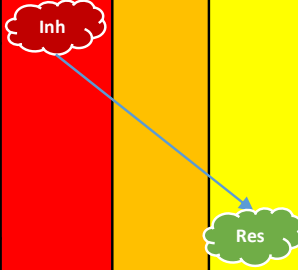


Top Risk Report	Date	05/06/2025	
Risk Category: Financial & Economic	Extreme	V High	High
Owner(s): Marie McIntyre & Fiona Vessey			
Risk description: Compliance. New treatment plant not meeting new comprehensive discharge consent requirements and requires additional budget to added additional treatment process elements			
Risk Appetite: Flexible Justified Measured <u>Conservative</u> Averse			
Key Controls: • Treatment Plant has been designed to met consent requirements			
Key Risk Indicators: • Indicators will be during commissioning			

Significant Consequences: <ul style="list-style-type: none"> Non-compliance, the plant does not operate in the way intended by the design and fails to meet the new discharge consent requirements once operational. Operational, not fit for purpose, triggering the need for further immediate upgrade. Financial – significant if further immediate upgrade required Brand & Reputation, possible negative individual and community reactions. E.g. increased complaints, loss of confidence in Council 	Likelihood Unlikely
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New/ Updated Controls: <ul style="list-style-type: none"> Working with competent designers who have designed other plants recently with similar expected consenting requirements Key linkage between design team and consenting team to ensure requirements are well understood Plant design include capacity and puffer in wastewater character to ensure treatment levels are obtained across various wastewater envelopes A comprehensive commissioning plan will be created and supported by PDP when the plant is brought online and during the proving period before commencing discharge, during that time, the current plant will remain operational 	Status On-Track
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Comments/Update: PDP have designed a well balanced plant that will deliver a significant improvement regarding discharge parameters, however, unknown impacts still remain which can impact the plants ability to meet the consent requirements (as proposed by MPDC)	*Trend 
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Top Risk Report	Date	25/10/2024	
Risk Category: Operational	Extreme	V High	High
Owner(s): Marie McIntyre & Fiona Vessey			
Risk description: Power Supply. Insufficient power supply to the site for the upgraded plant to run as required.			
Risk Appetite Flexible Justified Measured <u>Conservative</u> Averse			
Key Controls: <ul style="list-style-type: none"> Arranging power supply needs early with the power supplier and ensuring any upgrades are ordered timely 			
Key Risk Indicators: Monthly project reports			

Significant Consequences: <ul style="list-style-type: none"> The new plant will require significantly more power, and a larger transformer to supply the sites power Failure to have adequate power to commission and run the new plant is a MPDC risk 	Likelihood Possible
---	-----------------------------------

New/ Updated Controls: <ul style="list-style-type: none"> MPDC (through EPIC) along with PDP having been in regular communications with NorthPower to arrange the power supply upgrade A PO has been issued to NorthPower, and installation dates are being confirmed 	Status
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Comments: MPDC are working closely with supplies to ensure this risk is minimised and the plants power supply is in place when required by construction program	*Trend 
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Top Risk Report	Date	05/06/2025	
Risk Category: Financial	Extreme	V High	High
Owner(s): Marie McIntyre & Fiona Vessey		Inh	
Risk description: Total project costs. Total project costs exceed the revised May 2025 budget of \$67.5m			Res
Risk Appetite Flexible Justified Measured Conservative Averse			
Key Controls: <ul style="list-style-type: none"> Ensure any scope changes and variations are well controlled Competent Engineers Rep and Engineer to Contract to ensure main contract is well managed 			
Key Risk Indicators: Monthly project reports			

Significant Consequences:

- Unforeseen circumstances or unknown project changes could results in the reduced contingency being breached
- Close monitoring of remaining budget within the newly revised budget will need management over the coming 18 months to ensure the budget is not exceeded

Likelihood

Possible

New/ Updated Controls:

- Competent engineer Rep has been secured who will ensure the contract is well managed and variations valid
- Contingency sums will be monitored regularly, with early heads up on any expected overspend within any area of the contract

Status

On-Track

Comments:

- Many of the unknowns within the budget have now been confirmed
- The revised budget does have a reduced contingency sum, but this will be closely managed.
- The expectation is that this budget will be sufficient to complete the project scope.

***Trend**



Top Risk Report	Date	05/06/2025	
Risk Category: Environmental	Extreme	V High	High
Owner(s): Marie McIntyre & Fiona Vessey			Inh
Risk description: Bioreactor foaming. Bioreactor foaming on start-up causing foam to be blown around the site and/or spill over the side and blow beyond site			Res
Risk Appetite: Flexible Justified Measured Conservative Averse			
Key Controls: • Ensuring a comprehensive Commissioning Plan is in place ahead of commissioning			
Key Risk Indicators: Commissioning Plan			

Significant Consequences:

- Bioreactor foam during commissioning can be excessive to the point of leaving the treatment site
- This could cause public and environmental concerns
- The foam can be apart of the commissioning process as the bugs start working, and it is a process than can be managed with water spray

Likelihood

Likely

New/ Updated Controls:

- No new controls at this time, will be addressed within the Commissioning Plan in due course

Status

On-hold

Comments:

***Trend**



Risk Appetite Matrix

Appetite	Tolerance for Uncertainty	Trade Off	Philosophy and Choice
Flexible	Fully Anticipated	Willing	Philosophy: We will take justified risks Choice: Will choose option/s with highest return; accepting possibility of failure
Justified	Expect Some	Willing under the right conditions	Philosophy: Will take strongly justified risks Choice: Will choose to put at risk but will manage impact
Measured	Limited	Prefer to avoid	Philosophy: Preference for delivering expected outcome. Choice: Will accept if limited and heavily outweighed by benefits.
Conservative	Low	With extreme reluctance	Philosophy: Extremely conservative Choice: Will accept only if essential and limited possibility/extent of failure.
Averse	Extremely Low	Never	Philosophy: Avoidance of risk is a core objective Choice: Will always select the lowest risk option

Project ID:240 Matamata Indoor Stadium

- Quick overview,
 - Started – December 2024
 - Expected completion – February 2026
 - Build nearing completion
 - Carpark & access road underway.
 - Community fundraising is ongoing.



ID:240 Matamata Indoor Stadium Top 5 Risk Report

Reviewed November 2025









The below risks are derived from the project's risk register and have a **Residual** Risk Rating of High or Above, these were then taken into consideration to determine the Top 5 Risks at this stage of the project. As the project progresses and risks are reviewed the Top 5 risks will change throughout the life of the project.

Top Risks	Category	Risk Description	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating
			Inherent Rating (before controls)			Residual Rating (after controls)		
1.	Financial / Economic	External funding. Inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve \$6.44 million	Likely	Very High	Extreme	Unlikely	High	Moderate
2.	Project	Delays. Insufficient or inaccurate estimating and scheduling resulting in delays	Almost Certain	High	Very High	Unlikely	Moderate	Moderate
3.	Brand & Reputation	Expectations. Failure to manage expectations for new sports facility (perception of insufficient or ineffective engagement and information administered by Council)	Likely	High	Very High	Possible	High	High
4.		Dissatisfaction by immediate neighbours negatively impacting public engagement and satisfaction of project	Possible	High	High	Possible	High	High
5.	Safety & Wellness	MPDC as PCBU. MPDC H&S risk as PCBU, includes risks such as falling from height, working with machinery/tools	Likely	Extreme	Extreme	Rare	Extreme	High

Heat Map (High/Very High residual risk rating)

Risk Rating improving, staying the same or increasing?

Likelihood/ Consequence	Low	Moderate	High	Very High	Extreme
Almost Certain	High	High	³ V High	Extreme	Extreme
Likely	Moderate	High	V High	Extreme	Extreme
Possible	Low	Moderate	⁴ High	V High	V High
Unlikely	Low	² Moderate	¹ Moderate	High	V High
Rare	Low	Low	Low	Moderate	High

Code	Risk	Trend
		  
1	External funding. Inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve \$6.44 million	
2	Operating Agreements. Failure to develop operating Agreements between MoE, MPDC and Matamata College are delayed	
3	Delays. Insufficient or inaccurate estimating and scheduling resulting in delays	
4	Expectations. Failure to manage expectations for new sports facility (perception of insufficient or ineffective engagement and information administered by Council)	
5	Dissatisfaction by immediate neighbours negatively impacting public engagement and satisfaction of project	



Top Risk Report	Date	26/11/25				Significant Consequences: <ul style="list-style-type: none">Community funding doesn't achieve \$6.44 million and Council will need to contribute additional budget to cover shortfallScope Creep, negative impacts to cost, time/schedule (delays), resources, potential impacts to quality (for alternative materials chosen to reduce cost impact)Cash flow issues, potential loss of fundingRatepayer dissatisfaction for budget spent for stadium resulting in negative individual and community reactions. E.g. complaints, loss of confidence in Council	Likelihood
Risk Category: Financial/Economic	Extreme	V High	High	Mod	Unlikely		
Owner(s): Manaia Te Waita	<div>Inh</div>						
Risk description: External funding. Inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve \$6.44 million							
Risk Appetite: <div>Flexible</div> <div>Justified</div> <div>Measured</div> <div>Conservative</div> <div>Averse</div>						<div>Res</div>	
Key Controls: <ul style="list-style-type: none">Generate momentum with Community through sharing progress and programme.Increased partner/stakeholder engagement, Sport Waikato, Futures Trust and MPDC collaborate closely to maximise opportunities and submissions for funding						New/ Updated Controls: <ul style="list-style-type: none">As work has progressed clarity and confidence in the budget has increased.	Status
Key Risk Indicators: Monthly progress reports Schedule (Gantt chart or other)						Comments/Update: Project is tracking on budget and fundraising efforts have provided a great return. We are confident the project will be delivered on budget.	*Trend
							<div></div>


Komiti o te Mōrearea me te Tūmaru | Risk & Assurance Committee

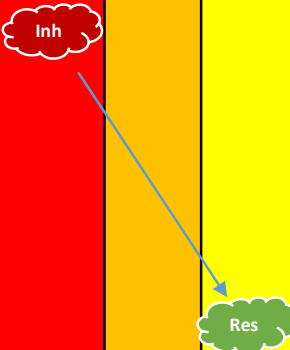


Top Risk Report	Date	26/11/25			Significant Consequences: <ul style="list-style-type: none"> Increased stress on resourcing to deliver within tight timeframes Potential health and safety impacts, Exposure to contaminants (school site) for students and/or workers causes health issues Potential low quality deliverables, quality not what was anticipated Scope Creep, negative impacts to cost, time/schedule, resources and possible impacts to quality Negative stakeholder, individual and community reactions due to delays. E.g. increased complaints, loss of confidence in Council 	Likelihood Unlikely
Risk Category: Project	Extre me	V High	High	Mod		
Owner(s): Chris Lee, Dylan						
Risk description: Delays: Insufficient or inaccurate estimating and scheduling resulting in delays			Inh			
Risk Appetite: Flexible Justified Measured Conservative Averse				Res		
Key Controls: <ul style="list-style-type: none"> External (consultant) and internal project manager appointed to manage Monitoring and review schedule progress regularly, identify variances and take corrective actions, escalate where necessary Procurement Plan Meetings Monthly progress report 						
Key Risk Indicators: Monthly progress reports Schedule (Gantt chart or other)					New/ Updated Controls: <ul style="list-style-type: none"> All trades for the build are procured with the exception of signage, quotes have been received, and we are working through this. 	Status On-track
					Comments/Update: We are confident items crucial to being open and operational for February are achievable. Risk items – Cultural narrative design, signage, and sewer line (this is mitigated with an alternative design already having consent).	*Trend

Top Risk Report	Date	26/11/25		Significant Consequences:	Likelihood
Risk Category: Brand & Reputation	Extreme	V High	High	<ul style="list-style-type: none"> Misalignment with stakeholders, internal or external, partners, suppliers, contractors, expectations not met, design, unclear deliverables, operational requirements, community, leading to scope, time, cost, resource creep and potential project failure. Operational future impacts, facility not fit for purpose leading to increased costs, potential undesirable levels of service or disruptions to services Risk Management, risk identification and mitigation Brand & Reputation, negative individual, partner and community reactions. E.g. increased complaints, loss of confidence in Council 	Possible
Owner(s): Chris Lee, Dylan					
Risk description: Expectations. Failure to manage expectations for new sports facility (perception of insufficient or ineffective engagement and information administered by Council)		Inh	Res	New/ Updated Controls: <ul style="list-style-type: none"> MPDC Communications Team are leading all communications that are pushed out, this provides consistent and factual information. Consultation with key sporting codes and the Events Team to ensure SME's have been involved. 	Status
Risk Appetite: <div> <div>Flexible</div> <div>Justified</div> <div>Measured</div> <div>Conservative</div> <div>Averse</div> </div>					
Key Controls: <ul style="list-style-type: none"> Ensure communications posted are factual. Engage relevant groups and take on feedback. 				Comments: External consultant engaged that has previously completed projects with partners Sports Waikato, Ministry of Education (MOE) and has an existing understanding of their expectations and requirements. Internal project manager has existing relationship with internal stakeholders, an understanding of their expectations, requirements and Council process working collaboratively to achieve objectives for council, partners and community	*Trend
Key Risk Indicators: Schedule – delays Decision making - efficiency (effective, ineffective)					

Top Risk Report	Date	26/11/25	
Risk Category: Brand & Reputation	Extreme	V High	High
Owner(s): Chris Lee, Dylan		 	
Risk description: Dissatisfaction by immediate neighbours negatively impacting public engagement and satisfaction of project			
Risk Appetite Flexible Justified Measured Conservative Averse			
Key Controls: <ul style="list-style-type: none"> All objectors were engaged during Resource Consent process and mitigations where possible agreed. Ongoing engagement required by MPDC staff to offset any residual objection 			
Key Risk Indicators: <ul style="list-style-type: none"> Complaints/feedback Media (facebook etc.) 			

Significant Consequences: <ul style="list-style-type: none"> Negative individual and community reactions. E.g. increased complaints, loss of confidence in Council 	Likelihood Possible
New/ Updated Controls: <ul style="list-style-type: none"> Information website set up to keep the community informed. Site monitoring to ensure that noise and vibration levels are not above what's expected. 	Status On-track
Comments: We have received minor complaints from adjoining landowners, these were seen to immediately and resolved. We have no outstanding issues to work through with owners.	*Trend 

Top Risk Report	Date	26/11/25	
Risk Category: Safety & Wellness	Extreme	V High	High
Owner(s): Chris Lee and Fosters			
Risk description: MPDC as a PCBU. Various activities on site that pose a safety and wellness risk.			
Risk Appetite: Flexible Justified Measured Conservative Averse			
Key Controls: <ul style="list-style-type: none"> Have appointed an experienced contractor. Key subcontractors are required to come under Fosters H&S policies. 			
Key Risk Indicators: Monthly contractor reports H&S Audits – MPDC, Fosters, Frequency.			

Significant Consequences:

- Falls from height – Basketball hoops and signage are the key trades left working at height.
- PPE on site has been good, will continue monitoring until completion.

Likelihood

Likely

New/ Updated Controls:

- Regular H&S audits, these are being completed by MPDC, Fosters, and Frequency.
- Risks are evaluated each day and updated.
- To enter the worksite you must be wearing hi-vis, work boots, and a hard hat.

Status

On-track

Comments/Update:

As we progress through the build the H&S risks will change, e.g. we now have diggers back on site to complete carpark works, but working at height has reduced.

***Trend**



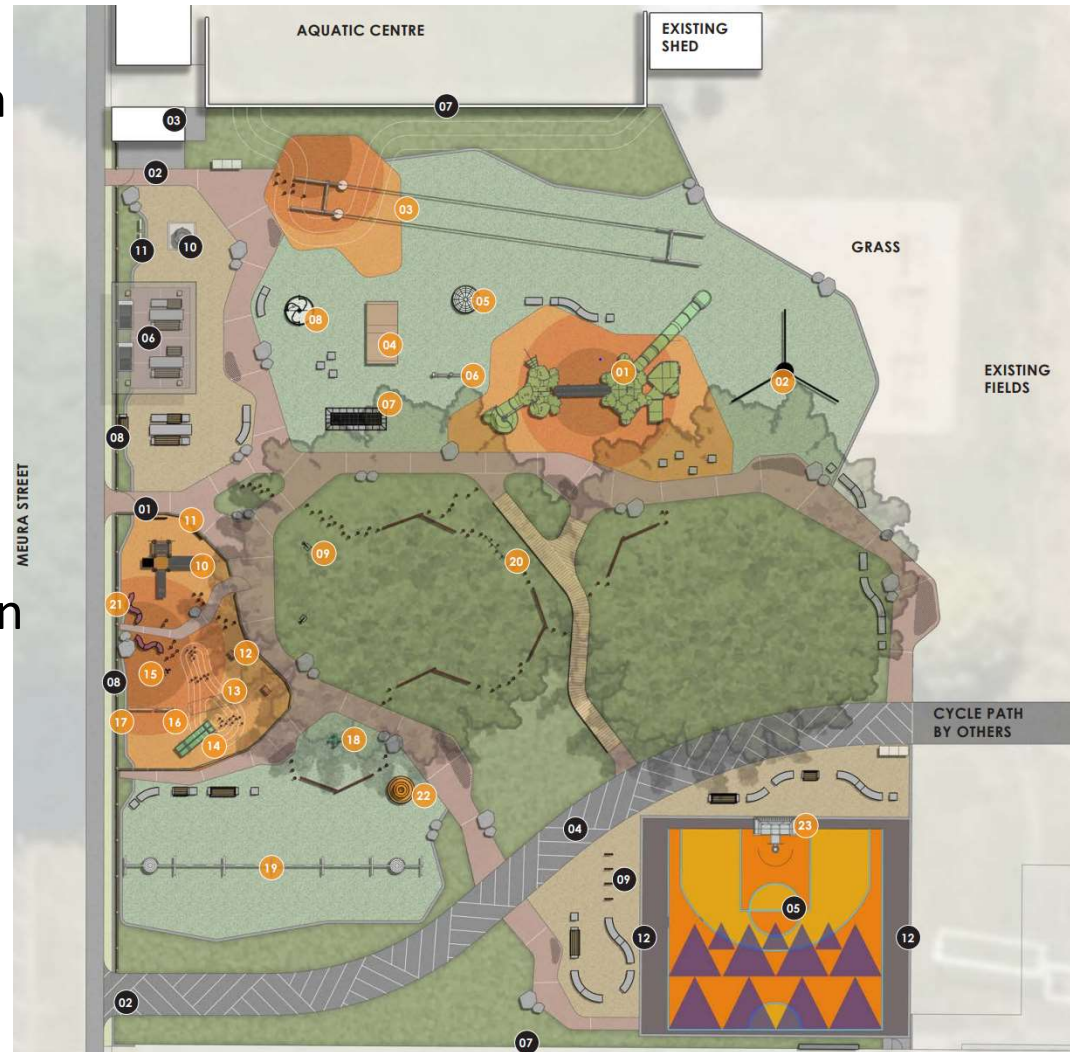

Risk Appetite Matrix

Appetite	Tolerance for Uncertainty	Trade Off	Philosophy and Choice
Flexible	Fully Anticipated	Willing	Philosophy: We will take justified risks Choice: Will choose option/s with highest return; accepting possibility of failure
Justified	Expect Some	Willing under the right conditions	Philosophy: Will take strongly justified risks Choice: Will choose to put at risk but will manage impact
Measured	Limited	Prefer to avoid	Philosophy: Preference for delivering expected outcome. Choice: Will accept if limited and heavily outweighed by benefits.
Conservative	Low	With extreme reluctance	Philosophy: Extremely conservative Choice: Will accept only if essential and limited possibility/extent of failure.
Averse	Extremely Low	Never	Philosophy: Avoidance of risk is a core objective Choice: Will always select the lowest risk option

Matamata Domain Playground

- Quick overview
 - Community consultation is complete.
 - Matamata Futures Trust have achieved most of their fundraising for the equipment.
 - Council is tendering for the site works.
 - The final design has been agreed upon.
 - Expected construction Q2 2026.

The following risks are derived from the project's risk register and have a **Residual** Risk Rating of High or Above, these were then taken into consideration to determine the Top 5 Risks at this stage of the project. As the project progresses and risks are reviewed the Top 5 risks will change throughout the life of the project.



ID:247 Matamata Domain Playground Top 5 Risk Report

Top Risks	Category	Risk Description	Likelihood	Consequence	Risk Rating	Likelihood	Consequence	Risk Rating
			Inherent Rating (before controls)			Residual Rating (after controls)		
1	Project	Delays. Complex project delivery and the need for coordinated partnership approaches may lead to cost overruns and timeline extensions if not managed effectively.	Almost Certain	High	Very High	Likely	High	Very High
2		Engagement. Insufficient or ineffective stakeholder, partnerships communication and engagement (the potential for a partner to fail to meet their obligations to a project/ lack of understanding, communication or commitment to the project)	Likely	High	Very High	Possible	High	High
3	Financial / Economic	Design. Proposed design, exceeding allocated budget of \$1.5M (over budget)	Almost Certain	High	Very High	Possible	High	High
4		External funding. Inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve target as per the proposed design	Likely	High	Very High	Unlikely	High	Moderate
5	Brand & Reputation	Brand & Reputation: Failure to manage community expectations for new playground (perception of insufficient or ineffective engagement and information administered by Council)	Likely	High	Very High	Possible	High	High
6	Procurement	Contracts, Rising costs of materials and the set up of the tender as a result of the funding mix	Almost Certain	Very High	Extreme	Possible	Very High	Very High
7		Quality. Substandard quality of contractor's work. The contract set-up make it difficult to price, making the tender unattractive for contractors, resulting in limited or no bids.	Possible	Very High	Very High	Possible	Very High	Very High
8	Safety & Wellness	Electrocution. Insufficient or ineffective controls working with electricity, cable running through site.	Likely	Extreme	Extreme	Rare	Extreme	High
9		Machinery - Insufficient or ineffective controls working with excavation equipment, swinging boom.	Possible	Very High	Very High	Unlikely	Very High	High
10		Injury. Insufficient or ineffective controls working with hazardous plant, equipment or machinery	Possible	Extreme	Very High	Rare	Extreme	High


Heat Map (High/Very High residual risk rating)

Risk Rating improving, staying the same or increasing?


Likelihood/ Consequence	Low	Moderate	High	Very High	Extreme
Almost Certain	High	High	V High	Extreme	Extreme
Likely	Moderate	High	<div>13</div> <div>2</div> V High	Extreme	Extreme
Possible	Low	Moderate	<div>5</div> High	V High	V High
Unlikely	Low	Moderate	<div>4</div> Moderate	High	V High
Rare	Low	Low	Low	Moderate	High

Code	Risk	Trend
1	Delays. Complex project delivery and the need for coordinated partnership approaches may lead to cost overruns and timeline extensions if not managed effectively.	↔
2	Quality: Poor stakeholder and contractor engagement may lead to unclear deliverables, missed expectations, and project delays.	↔
3	Contracts. Complex contract setup and rising costs have reduced contractor interest, risking delays and increased expenses.	↑
4	External Funding: inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve target for concept design	↓
5	Brand & Reputation: Failure to manage community expectations for new playground (perception of insufficient or ineffective engagement and information administered by Council)	↔

Top Risk Report	Date	28/11/2025		Significant Consequences:	Likelihood
Risk Category: Project	Extreme	V High	High	<ul style="list-style-type: none">Missed deadlines, uncertainty leading to insufficient lead times, clashes between activities/tasks/resources e.g. Procurement (Contracts) Consultants, Contractor, material/equipment, consultation anticipated resulting in increased cost, resources and qualityScope Creep, negative impacts to cost, time/schedule, resources and possible impacts to qualityFinancial impact, delays increasing possibility of cost escalations if design needs constant redesign.Insufficient staff capacity to run procurement and project management and surfacing and landscaping contracts if staff are unavailable at key times for the project.Increased stress on resourcing to deliver within tight timeframesRising costs of playground equipment and safety surfacing due to delays.Potential low quality deliverables, materials selection, quality not what was anticipatedNegative stakeholder, individual and community reactions due to under delivering. E.g. increased complaints, loss of confidence in Council	Likely
Owner(s): Chris Lee					
Risk description: Delays. Complex project delivery and the need for coordinated partnership approaches may lead to cost overruns and timeline extensions if not managed effectively.					
Risk Appetite: <div><div>Flexible</div><div>Justified</div><div>Measured</div><div>Conservative</div><div>Averse</div></div>					
Key Controls: <ul style="list-style-type: none">Control communications to ensure we don't over promise and under deliver.MeetingsObtain timeline from MMF					
Key Risk Indicators: <ul style="list-style-type: none">Monthly progress reportsMeetings with MMF				New/ Updated Controls: <ul style="list-style-type: none">Design to include an area that can be removed if funding isn't secured.Regular meetings between MMF and MPDC. Ensure all stakeholders are working to the same goal.Meeting with MMF to obtain updated project timelines.	Status On-track
				Comments/Update: <ul style="list-style-type: none">Continued monitoring of fundraising and project estimates to ensure timeline is accurate.Ensuring contract timeframes are monitored and communicated with MMF/	*Trend

Top Risk Report	Date28/11/2025			Significant Consequences:	Likelihood
Risk Category: Procurement	Extreme	V High	High	<ul style="list-style-type: none">Failure to attract contractor bids due to complex contract requirements and partnership arrangements with the community group may result in project delays, increased costs, and limited market interest.Unclear contract documentation and expectations can discourage qualified contractors, leading to non-conforming bids or no bids at all.These risks can escalate procurement costs and jeopardize project delivery, while also increasing the likelihood of disputes and negative stakeholder reactions.	Possible
Owner(s): Chris Lee					
Risk description: Contracts , Complex contract setup and rising costs have reduced contractor interest, risking delays and increased expenses. Quality : Poor stakeholder and contractor engagement may lead to unclear deliverables, missed expectations, and project delays.					
Risk Appetite: <div><div>Flexible</div><div>Justified</div><div>Measured</div><div>Conservative</div><div>Averse</div></div>				New/ Updated Controls:	Status
Key Controls: <ul style="list-style-type: none">Regular coordination meetings with MMFRobust contract development & review processesProactive engagement with contractors				<ul style="list-style-type: none">Regular coordination meetings between MMF, MPDC, and contractorsRobust contract development and review processesProactive engagement and communication with contractors	On-track
Key Risk Indicators: <ul style="list-style-type: none">Schedule – delaysDecision making - efficiency (effective, ineffective)					
				Comments:	*Trend
				<ul style="list-style-type: none">The project manager maintains strong relationships with stakeholders and understands Council processes, supporting collaborative delivery.The first tender did not attract suitable contractors; non-conforming bids were received, highlighting the need for improved contract clarity and market engagement.	

Top Risk Report	Date	28/11/2025		Significant Consequences:	Likelihood
Risk Category: Financial	Very High	High	Mode arate	<ul style="list-style-type: none"> Community funding doesn't achieve the current goal of \$1.1 million and the project team will either under deliver on the proposed scheme plan or could have potential impacts to quality (for alternative materials chosen to reduce cost impact) Cost projections of the current proposed concept design exceed the project budget. Ratepayer dissatisfaction for budget spent for playground if end result not what was anticipated resulting in negative individual and community reactions. E.g. complaints, loss of confidence in Council Significant delays to schedule 	Possible
Owner(s): Manaia Te Wiata Risk description: External Funding: inaccurate or insufficient costing and contingency i.e. community funding doesn't achieve target for concept design					
Risk Appetite: Flexible Justified Measured Conservative Averse				New/ Updated Controls: <ul style="list-style-type: none"> Delaying project until community funding is confirmed. Control communications to ensure we aren't releasing plans showing full extent of works. Have possible reductions of scope of works and changes in design to reduce equipment costs. Communication – updates to the community and stakeholders of status/progress 	Status
Key Controls: <ul style="list-style-type: none"> Generate momentum with Community through sharing progress and programme. Increased partner/stakeholder engagement Matamata Futures Trust and MPDC collaborate closely to maximise opportunities. 					On-track
Key Risk Indicators: <ul style="list-style-type: none"> Monthly progress reports Schedule (Gantt chart or other) 				Comments/Update: <ul style="list-style-type: none"> Continued engagement with the community is essential to increase chance of securing funding for the project. The delay over the last year has seen some playground components decrease in price. The delay has allowed the MM Future Trust to fund rais more money. 	*Trend

Top Risk Report	Date	28/11/2025		Significant Consequences:	Likelihood
Risk Category: Brand & Reputation	Extreme	V High	High	<ul style="list-style-type: none"> Negative individual and community reactions. E.g. increased complaints, loss of confidence in Council Ratepayer dissatisfaction for budget spent for playground if end result not what was anticipated resulting in negative individual and community reactions. E.g. complaints, loss of confidence in Council 	Possible
Owner(s): Chris Lee					
Risk description: Failure to manage community expectations for new playground (perception of insufficient or ineffective engagement and information administered by Council)		Inh		New/ Updated Controls: <ul style="list-style-type: none"> Drafting communications to provide update to the community on where funding and design is at. 	Status
Risk Appetite Flexible Justified Measured Conservative Averse			Res		
Key Controls: <ul style="list-style-type: none"> Comms Plan – This has been discussed, yet to finalise. Waiting to hear from MMF with update next week. 				Comments: Council accepts that not all internal, external interactions, reactions or decisions will be positively received regarding the new Matamata Domain playground, however Council endeavours to keep the community well informed to manage expectations and avoid negative reactions where possible	*Trend 
Key Risk Indicators: <ul style="list-style-type: none"> Monthly progress reports Schedule Delays 					

Risk Appetite Matrix

Appetite	Tolerance for Uncertainty	Trade Off	Philosophy and Choice
Flexible	Fully Anticipated	Willing	Philosophy: We will take justified risks Choice: Will choose option/s with highest return; accepting possibility of failure
Justified	Expect Some	Willing under the right conditions	Philosophy: Will take strongly justified risks Choice: Will choose to put at risk but will manage impact
Measured	Limited	Prefer to avoid	Philosophy: Preference for delivering expected outcome. Choice: Will accept if limited and heavily out weighted by benefits.
Conservative	Low	With extreme reluctance	Philosophy: Extremely conservative Choice: Will accept only if essential and limited possibility/extent of failure.
Averse	Extremely Low	Never	Philosophy: Avoidance of risk is a core objective Choice: Will always select the lowest risk option

8 Ngā Pūrongo Whakamārama | Information Reports

8.4 Project Management Update - October 26

CM No.: 3118390

Te Kaupapa | Purpose

The Monthly Initiation, Project and Program Progress Reports are compiled from individual project managers' reports and presented to the Executive Team to support management decisions, identify projects needing additional support, clarify project statuses, balance workloads and budgets, and highlight projects requiring further analysis. It also provides an overview of risks to ensure alignment with the Risk Management Framework.

Rāpopotonga Matua | Executive Summary

Project Management Framework

MPDC introduced the Project Management Framework in 2023, with full compliance required from 1 July 2024. Continuous improvement is planned and on-going.

- All projects must follow the new framework, processes, and templates.
- The Project Management Assurance Lead provides supportive oversight, standardised templates, guidance, collates data for reporting and analyses results.
- Monthly Initiation, Project and Program Progress Reports are compiled from individual project managers' reports and presented to the Executive Team to:
 - Support management decisions.
 - Identify projects needing additional support.
 - Clarify project statuses and balance workloads/budgets.
 - Highlight projects requiring further analysis.
 - Provide an overview of risks aligned with the Risk Management Framework.

Programs Overview (from Program Dashboard) Results as at the end of October 2025

Status:

- Achievable: 5
- Not Started: 3
- Deferred: 1

Financials:

- \$16M allocated for 25/26; actuals \$1.1M. Note: Actuals are as of end of September due to payment on the 20th of the following month:

Key Risks:

- Delays determining and finalising schedules of work to allocate budget and work orders delays, compliance, Health & Safety particularly for roading programs. Operational – interruptions or loss to services if asset failure occurs causing reactive works

Program Focus Areas:

- Short-term: Finalise budgets, assign resources.
- Medium-term: Monitor delivery risks. Capitalise completed activities
- Long-term: Reassess deferred programs.

Projects Overview (from Project Dashboard) Results as at the end of October 2025

Status:

- Initiation: 15 Achievable, 2 Action Required, 1 At Risk, 13 Not Started, 4 Deferred, 3 Terminated.
- Planning: 8 Achievable, 1 At Risk, 2 Terminated.
- Delivery: 15 Achievable, 2 Action Required.
- Finalise: 4 Achievable.
- Completed: 2.

Financials:

- Allocated: approx. \$90M across active projects. Note: Actuals are as of end of September due to payment on the 20th of the following month:
- Actuals: tracking within variance but minimal overruns flagged

Key Risks:

- High compliance risk for Morrinsville RSA retaining wall and District Desludging.
- Health & Safety and scope creep risks in delivery stage.

Project Focus Areas:

- Short-Term (Next 3–6 Months)
 - Initiation: Ensure budget and work order allocation for scope finalisation.
 - Monitor high-risk compliance, Action Required and At-Risk projects (RSA wall, Desludging, Morrinsville Recreation Ground Masterplan, Wastewater Reconsenting 20/21, Closed Landfills Pump Station Upgrade Waihou/Morrinsville Leachate)
 - Monitor externally funded projects that must be completed by 30th June 2026 (all Better Off Funded projects – (BOF, Morrinsville - Continuation of Avenue Rd and Snell Street Footpath, Te Aroha - Spur St - wetlands connection, Te Aroha Accessibility Improvements, Waters Asset Data Improvement, Morrinsville - State Highway Crossing near Lorne Street, Matamata - Enhance Matamata Connectivity, - Matamata/Morrinsville Accessibility Improvements)
 - Oversight to proactively identify and mitigate where possible any delays in finalising projects increasing workloads and impacting the ability to meet agreed 2025/26 targets. (estimated start and completion dates) Currently 14 projects due for completion within the next 2 months, progress currently 90% or above.

Medium-Term (6–12 Months)

- Validate alignment with Risk Management Framework and PM Framework compliance. (under review)
- Planning, Delivery and Finalisation oversight for Projects: (Destination Playgrounds Matamata Domain - re-tender process, Speed Management Plan, M365 Implementation,

Matamata Wastewater Treatment Plant Upgrade, Matamata Sports Stadium, Lockerbie Bore Pump and Water Treatment Plant

Long-Term (12–24 Months)

Ideation/Initiation: Progress on the below projects will require significant Council input and decision-making, which is expected to take time, particularly as newly elected councillors need to be brought up to speed. This could compromise our ability to deliver within the anticipated budget years and requires monitoring and realistic adjustments where necessary.

Potential Projects where options and analysis are required before proceeding to a Project Brief:

- ID:423 Matamata Level Crossing 25/26
- ID:375 Te Aroha Spa Enhancement 26/27
- ID:357 Te Aroha Library - Building Relocation 26/28
- ID:422 Destination Playgrounds - Te Aroha 26/27
- ID:365 New Resource Recovery Centre 26/28

Tūtohunga | Recommendation

That:

1. The information be received

Horopaki | Background

MPDC introduced a Project Management Framework in 2023, with full compliance required from 1 July 2024. All projects must follow the new framework, processes, and templates.

The Project Management Assurance Lead:

- Provides supportive oversight, not direct control.
- Collects, analyses and collates data for reporting.
- Supplies standardized templates and tools.
- Offers advice, guidance and consulting to project managers.
- Audits projects to verify conformity with established Project Management Process standards

Monthly Progress Reports:

- Summarize Initiation, Project, and Program progress.
- Discussed with the Executive Team by the Assurance Lead.
- Based on individual project managers' reports.
- Tracking of 25/26 target completion vs actuals

Purpose of Reports:

- Inform management decisions.
- Identify projects needing additional support.
- Ensure clarity on status, workloads, and budgets.
- Highlight initiatives requiring further analysis before becoming projects.
- Provide an overview of risk trends aligned with the Risk Management Framework.- (currently under review)

Continuous Improvement Initiatives for the future Program and Project Management:

Current Challenge

Applying the Project Management Framework to both initiative identification and delivery has caused confusion and inefficiencies. A clearer separation of phases is needed to improve outcomes.

Project Identification Phase

Introduce a dedicated Project Identification Phase in the next LTP cycle to ensure initiatives are well-defined before delivery. Key elements:

- Structured Pre-Project Intake: Business-led feasibility checks.
- Mandatory Business Case: Short or full form for objectives, options, resources, and outcomes.
- Scoring Models: Rank initiatives by impact, urgency, and readiness.
- Integrated Budgeting: Combine operational and capital budgets for accurate cost control.
- Live Portfolio Dashboard: Track initiative status, business case completion, and budget alignment.

Expected Benefits:

- Clearer initiative definition and strategic alignment.
- Improved prioritisation and resource allocation.
- Stronger financial governance.
- Reduced delivery risk and improved confidence in LTP and Annual Plan targets.
- Greater transparency for executive decision-making.

Governance:

- Roles and responsibilities for sponsors, customers, and stakeholders have been reviewed to align with the organization's structure. Training for nominated Sponsors and Project Managers is scheduled for December 2025.

Risk Management:

Improvements underway. Draft risk register template, categories, and consequences are being developed. Next steps:








- Clarify reporting responsibilities and accountability.
- Decide if register covers all risk categories or only project-related risks.
- Define reporting channels for project risks.

Digital Enablement

Initial discussions held with IM & Digital on implementing M365 or MS Project within 12 months to enable:

- Automated reminders & escalation triggers for overdue reports.
- Sponsor accountability through formal acknowledgment and feedback.
- Compliance tracking dashboard for live monitoring of submissions and non-compliance.

Ngā Tāpiritanga | Attachments

- A.  Program Initiation Oct 25

- B.  Program Plan Deliver Progress Oct 25

- C.  Project Initiation Oct 25 Progress

- D.  Project Plan Deliver Finalise Progress Oct 25



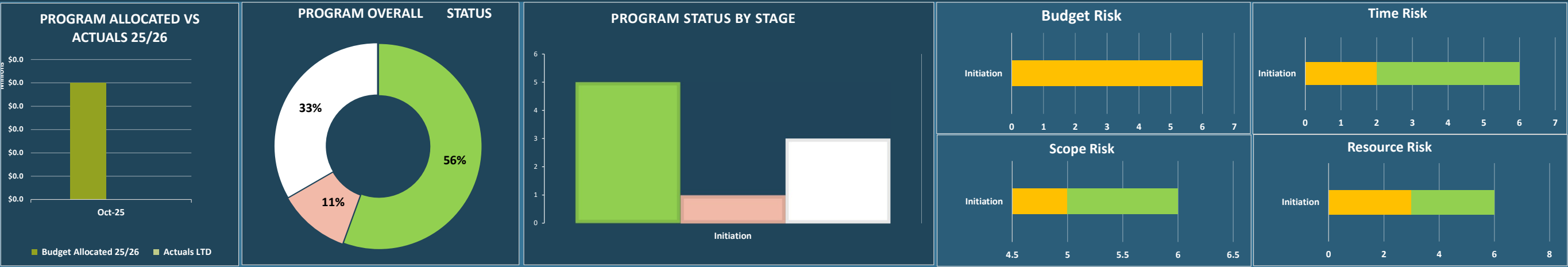
Ngā waitohu | Signatories

Author(s)	Rachel Norman Kaiārahi Kaupapa Project Lead	
Approved by	Susanne Kampshof Pou Rawa me ngā Kaupapa Assets and Projects Manager	
	Fiona Vessey Hautū Hanganga Rawa me ngā Whakahaere Group Manager Infrastructure, Assets & Operations	

MPDC Status Dashboard: PROGRAMS

Status Classification

NOT STARTED3	AT RISK0	ACTION REQUIRED0	ACHIEVABLE5	COMPLETE0	DEFERRED1	TERMINATED0
Program or Project schedule not commenced or in initial stage of Identify. The need for the project, objectives,scope, budget may not be available or determined	Program or Project has moderate areas of risk that if not addressed will impact on one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project requires direction, decisions, assistance or support for project to progress as expected.	Program or Project has multiple areas of risk or significant high risk that will impact any one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project may have stalled requiring direction, decisions for project to progress. If significant risk consideration may be required for project to be deferred or terminated to reduce risk to Council or failure of project.	Overall Program or Project progressing as expected or with minimal to low areas of risk that are not expected to impact one or more of the following: objectives, timeframe/schedule, scope, budget, resources.	Program or Project completed	Postponed to a later time, practical reasons why a program or project cannot proceed at this time. E.g Availability of resources: people, materials, equipment, unforeseen difficulties, such as technical challenges or new technology, Financial or change in need, like availability of funds or funding no longer available	Terminated during LTP process or Program or Project will not proceed. E.g Changing organisational priorities, project cannot or will not meet it objectives. Has been superseded or no longer required

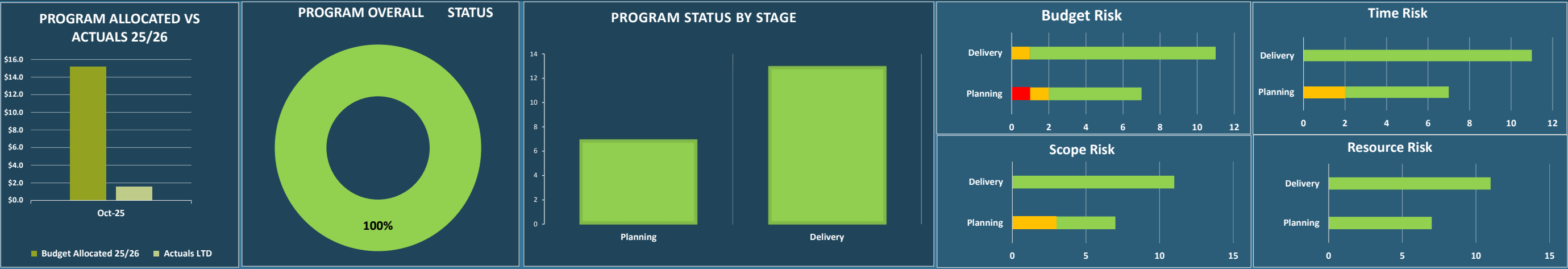


Programs estimated % progress is reported per f/year and run as per LTP period (majority 24/27)															
Overall Status	Stage	Initiation Start	Initiation Finish	Estimated Finish	Program/Project	Project Summary	Target Completion 25/26	Progress towards Target for 25/26	Budget Allocated 25/26	Actuals 25/26	Variance	Budget	time	Scope	Risk Summary
<=60 days or less, <=30 days or less or overdue															
Initiation	ACHIEVABLE	Jul-25	Feb-26	Mar-27	ID:302 Building, Parks & Open Spaces Bulk Fund Program 24/27	24/25 schedule complete: Signage installed. 25/26 Schedule to be finalised for scope	75%	<div><div></div></div> 7%		-	-	<div><div></div><div></div><div></div><div></div></div>			Budget: work order to be issued once schedule finalised Scope: Schedules to be finalised
Initiation	ACHIEVABLE	Aug-25	Feb-26	Apr-27	ID:343 Water Loss Strategy Implementation 24/28	Schedule of works to be determined and finalised	50%	<div><div></div></div> 10%	5,000	-	75,000	<div><div></div><div></div><div></div><div></div></div>			Budget: to be allocated once schedule determined Budget to be allocated Resources: Project Manager to be assigned
Initiation	ACHIEVABLE	Sept-25	Nov-25	May-27	ID:337 District-Wide Infiltration and Inflow Reduction Program 24/27	Wastewater modelling for Te Aroha,Consultant has now been engaged	90%	<div><div></div></div> 6%		-	-	<div><div></div><div></div><div></div><div></div></div>			High Risk for compliance Budget to be allocated Scope: schedule to be determined
Initiation	ACHIEVABLE	Oct-25	Dec-25	May-26	ID:420 Closed Landfill Improvements Program 25/26	Sites are currently under active lechate monitoring, no actions required yet.	75%	<div><div></div></div> 0%		-	-	<div><div></div><div></div><div></div><div></div></div>			
Initiation	ACHIEVABLE	Dec-25	Jan-26	Jun-27	ID:377 Stormwater Reticulation District-wide Renewals 25/26	Renewal assessment of pipes for stormwater anticipated to be completed Dec 25 for schedule of works to be determined	50%	<div><div></div></div> 10%		-	-	<div><div></div><div></div><div></div><div></div></div>			
Initiation	NOT STARTED	Jul-25	Jul-25	Jun-27	ID:425 Water - Unplanned Capex 24/27	No unplanned capex to report		<div><div></div></div> 0%		-	-	<div><div></div><div></div><div></div><div></div></div>			
Initiation	NOT STARTED	Nov-25	Dec-25	May-27	ID:298 Tracks & Track Structures Renewal Program 24/27	Start date revised Nov 25	100%	<div><div></div></div> 0%	-	-	-	<div><div></div><div></div><div></div><div></div></div>			Project Initiation revised, not anticipated to affect overall deliverability at this time
Initiation	NOT STARTED	Dec-25	Feb-26	Feb-27	0	Estimated start Dec 25	100%	<div><div></div></div> 0%		-	-	<div><div></div><div></div><div></div><div></div></div>			Project revised to start Dec 25, not anticipated to affect overall deliverability at this time
Initiation	DEFERRED				ID:300 Public Toilet Upgrades Program 24/27	Deferred to 26/27	0%	<div><div></div></div> 0%		-	-	<div><div></div><div></div><div></div><div></div></div>			Deferred to 26/28

MPDC Status Dashboard: PROGRAMS

Status Classification

NOT STARTED0	AT RISK0	ACTION REQUIRED0	ACHIEVABLE20	COMPLETE0	DEFERRED0	TERMINATED0
Program or Project schedule not commenced or in initial stage of Identify. The need for the project, objectives,scope, budget may not be available or determined	Program or Project has moderate areas of risk that if not addressed will impact on one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project requires direction, decisions, assistance or support for project to progress as expected.	Program or Project has multiple areas of risk or significant high risk that will impact any one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project may have stalled requiring direction, decisions for project to progress. If significant risk consideration may be required for project to be deferred or terminated to reduce risk to Council or failure of project.	Overall Program or Project progressing as expected or with minimal to low areas of risk that are not expected to impact one or more of the following: objectives, timeframe/schedule, scope, budget, resources.	Program or Project completed	Postponed to a later time, practical reasons why a program or project cannot proceed at this time. E.g Availability of resources: people, materials, equipment, unforeseen difficulties, such as technical challenges or new technology, Financial or change in need, like availability of funds or funding no longer available	Terminated during LTP process or Program or Project will not proceed. E.g Changing organisational priorities, project cannot or will not meet it objectives. Has been superseded or no longer required

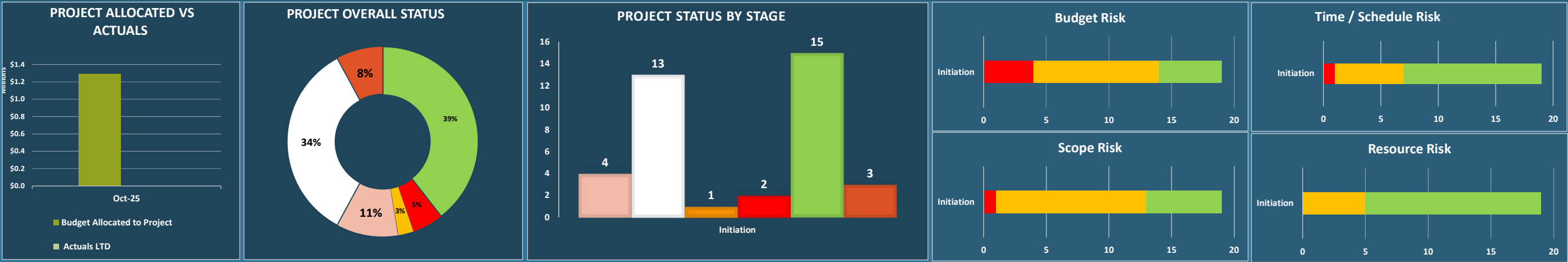


Programs estimated % progress is reported per f/year and run as per LTP period (majority 24/27)													
Overall Status	Stage	Initiation Start	Initiation Finish	Estimated Finish	Program/Project	Project Summary	Target Completion 25/26	Progress towards Target for 25/26	Budget Allocated 25/26	Actuals 25/26	Variance	Budget time Scope Resources	Risk Summary
<=60 days or less, <=30 days or less or overdue													
Planning	ACHIEVABLE	Jul-25	Jul-25	Jun-27	ID:426 Wastewater - Unplanned Capex 25/27	1. Relocate the existing 225mm Sewer main to allow for the remediation of the retaining wall at the Morrinsville RSA site on Studholme Stret, MV which is failing. Planning schedule delays as operational activities taking priority at present including investigation into 1% chlorine that will dictate whether tank replacements are required. SZMM dive and toddler pool liner project. SZMV balance tank. 24/25 schedule 100% complete 25/26 Schedule: Procurement plan reviewed and ready for sign off. RFP document review underway		0%	185,000	-	185,000	▶ ▶ ▶ ▶	Budget: relocated from ID338 WW Retic Renewals Time: to be completed Fed 26
Planning	ACHIEVABLE	Jul-25	Sept-25	May-27	ID:295 District Pools & Spa Plant Renewals Program 24/27	24/25 schedule 100% complete 25/26 schedule planning underway	90%	6%	496,897	5,426	491,471	▶ ▶ ▶ ▶	Budget: work order to be issued once schedule finalised Scope: Schedules to be finalised High Risks for Operational
Planning	ACHIEVABLE	Jul-25	Oct-25	Mar-27	ID:299 Playground Renewals Program 24/27	24/25 carry over schedule Matamata 88%, Morrinsville 32%, Te Aroha 29%	100%	40%	-	-	-	▶ ▶ ▶ ▶	No project risks noted
Planning	ACHIEVABLE	Jul-25	Oct-25	May-27	ID:345 Water Plant Renewals Program 24/27	25/26 schedule planning underway	90%	6%	827,654	-	827,654	▶ ▶ ▶ ▶	Budget: finalise estimates for work orders Scope: prioritisation of activities and tasks to be completed
Planning	ACHIEVABLE	Jul-25	Oct-25	Jun-27	ID:412 IT Capital Works Program 24/27	Schedule preparation underway for 25/26	75%	7%	-	-	-	▶ ▶ ▶ ▶	Budget: to be confirmed Scope: to be confirmed
Planning	ACHIEVABLE	Sept-25	Nov-25	Apr-27	ID:320 Reseals Program 24/27 - Subsidised	Delayed, subject to weather conditions. Needs to be sunny and warm. Estimated delivery start November 25	100%	0%	3,060,244	-	3,060,244	▶ ▶ ▶ ▶	No project risks noted High Risks for Health & Safety
Planning	ACHIEVABLE	Oct-25	Nov-25	Apr-27	ID:327 Safety Improvements Program 24/27 - Roads to Zero	With Roading Team to price the works Currently under contract 3/23/2245 awarded November 2020 November, 3+1+1. Contract Condition 3917. CCTV condition assessments and relining for Morrinsville underway	75%	33%	-	-	-	▶ ▶ ▶ ▶	Scope of work has been confirmed, detailed drawings prepared by LMC Consultants. Roading team is now working on cost estimates and checking contractor availability
Delivery	ACHIEVABLE	Jul-25	Jul-25	Apr-27	ID:339 Wastewater Reticulation Renewal Programme 24/27	24/25 schedule 70% complete. 25/26 Schedule preparation pending tenancy occupancy and is a self funded Program. Matamata 1 refurbishment underway	90%	18%	1,435,000	412,263	1,022,737	▶ ▶ ▶ ▶	No program risks noted
Delivery	ACHIEVABLE	Jul-25	Jul-25	May-27	ID:390 EPH Program 24/27	Streetlighting, signage pavement marking and edge markers renewals replaced as required	80%	13%	295,558	-	295,558	▶ ▶ ▶ ▶	No project risks noted
Delivery	ACHIEVABLE	Jul-25	Aug-25	May-27	ID:322 Traffic Services - Streetlight poles, posts, signs Program 24/27 - Subsidised	Package 1 Matuku Road - rehab complete. Morrinsville-Tahuna Road - rehab to start 28 October. Full road closure. Access to local residents, school buses and dairy tankers only. Expected completion 12 December. Package 2 Ngarua Road - Currently going through tender evaluation. Piako Road - Currently going through tender evaluation. 24/25 carry over schedule Te Aroha 65%, Morrinsville 94%, Tahuna 50% complete 25/26 schedule Matamata 20%, Tahuna 15%, Te Aroha 25%, Morrinsville 3% & District 0%	100%	15%	129,319	-	129,319	▶ ▶ ▶ ▶	No project risks noted High Risks for Health & Safety
Delivery	ACHIEVABLE	Jul-25	Sept-25	May-27	ID:319 Pavement Renewals Program 24/27 - Subsidised	24/25 carry over Schedule: Morrinsville 100% complete. 25/26 schedule: Morrinsville 99% complete 24/25 carry over Matamata: Firth Tower 79%, Morrinsville: Swinzone 95% complete. 25/26 Matamata Schedule: Swimzone and Firth Tower 34% Morrinsville Schedule: Swimzone 50%, Te Aroha Schedule: Swinzone, Spas, Cemetary and Waihou Depot 29% complete	100%	9%	3,508,500	290,587	3,217,913	▶ ▶ ▶ ▶	No project risks noted High Risks for Health & Safety
Delivery	ACHIEVABLE	Jul-25	Sept-25	May-27	ID:338 Wastewater Plant Renewal Programme 24/27	24/25 carry over Schedule: Morrinsville 100% complete. 25/26 schedule: Morrinsville 99% complete	90%	14%	1,455,000	26,942	1,428,058	▶ ▶ ▶ ▶	No program risks noted
Delivery	ACHIEVABLE	Jul-25	Oct-25	Apr-27	ID:296 Street Furniture Replacement Program 24/27	24/25 carry over Matamata: Firth Tower 79%, Morrinsville: Swinzone 95% complete. 25/26 Matamata Schedule: Swimzone and Firth Tower 34% Morrinsville Schedule: Swimzone 50%, Te Aroha Schedule: Swinzone, Spas, Cemetary and Waihou Depot 29% complete	100%	99%	53,778	43,381	10,397	▶ ▶ ▶ ▶	No update
Delivery	ACHIEVABLE	Jul-25	Oct-25	May-27	ID:294 Building & Housing Renewals Program 24/27	Completed via Contract C3/23/2377	80%	44%	248,800	32,860	215,940	▶ ▶ ▶ ▶	Budget: finalise estimates for work orders
Delivery	ACHIEVABLE	Jul-25	Oct-25	May-27	ID:321 District-wide Footpaths Program 24/27 - Subsidised		100%	76%	144,878	-	144,878	▶ ▶ ▶ ▶	No project risks noted High Risks for Health & Safety

MPDC Status Dashboard: PROJECTS

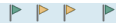




Status Classification

NOT STARTED13	AT RISK1	ACTION REQUIRED2	ACHIEVABLE15	COMPLETE0	DEFERRED4	TERMINATED3
Program or Project schedule not commenced or in initial stage of Identify. The need for the project, objectives,scope, budget may not be available or determined	Program or Project has moderate areas of risk that if not addressed will impact on one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project requires direction, decisions, assistance or support for project to progress as expected.	Program or Project has multiple areas of risk or significant high risk that will impact any one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project may have stalled requiring direction, decisions for project to progress. If significant risk consideration may be required for project to be deferred or terminated to reduce risk to Council or failure of project.	Overall Program or Project progressing as expected or with minimal to low areas of risk that are not expected to impact one or more of the following: objectives, timeframe/schedule, scope, budget, resources.	Program or Project completed	Postponed to a later time, practical reasons why a program or project cannot proceed at this time. E.g Availability of resources: people, materials, equipment, unforeseen difficulties, such as technical challenges or new technology, Financial or change in need, like availability of funds or funding no longer available	Terminated during LTP process or Program or Project will not proceed. E.g Changing organisational priorities, project cannot or will not meet it objectives. Has been superseded or no longer required



Projects estimated % Progress is reported over the life of the project - usually 1-3 years.

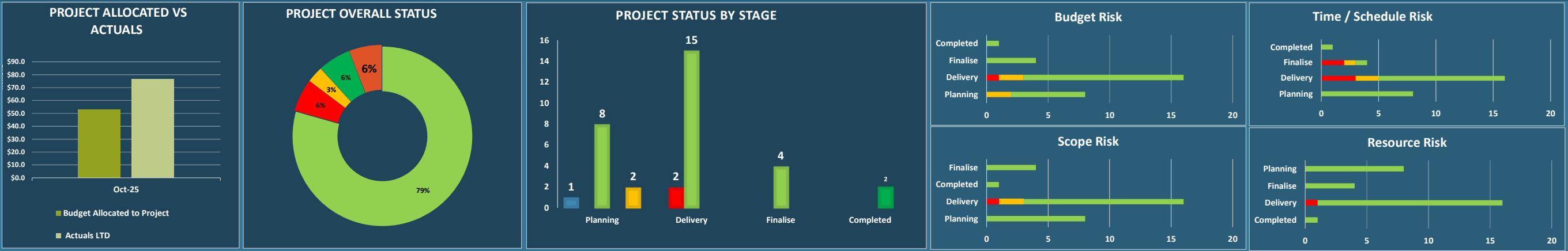
Stage	Overall Status	Initiation Start	Initiation Finish	Estimated Finish	Program/Project	Project Summary	Target Completion 25/26	Progress towards Target for 25/26	Allocated to date: LTD for Projects	Actuals LTD	Variance	Budget	time	Scope	Resources	Risk Summary
		<=60 days or less, <=30 days or less or overdue														
Initiation	ACTION REQU	Sept-24	Sept-25	Apr-26	ID:388 Wall at RSA Morrinsville 24/25	Unplanned works. Budget to be sourced and allocated. An extension to the Dangerous Building Notice has been granted by Building Control with a deadline of 25 April 2026 to repair the retaining wall.	100%	11%	-	-	-					Budget: Budget to be allocated, expenditure to date not captured accurately to determine costs. Time: Extended to April 26 Scope: to be determined Legal & Compliance: High Risk
Initiation	ACTION REQU	Jul-25	Dec-25	Jun-28	ID:414 Desludging - Districtwide 24/27 ID:297 Morrinsville Recreation Ground Masterplan 24/25	Project Brief drafted and currently sitting with A&P for approval. Budget within the LTP has been removed. Project Management Plan being drafted to be presented to Executive Team for decision on way forward and funding allocation. Estimated start revised to Dec 25 awaiting to present options to new councillors to proceed	25%	20%	-	-	-					Budget: to be sourced is approved to continue. High Risks for non compliance WRC Project Initiation delayed. 100% completion at risk for June 26, monitoring required Risk register to be completed
Initiation	ACHIEVABLE	Jul-24	Nov-25	Jun-26	ID:382 Te Aroha Office Building Upgrade 24/25 ID:355 Te Poi Water Treatment Plant Resource Consent Renewal 24/26	PM has received rough plan and high level estimate, looking to confirm scope of project. Draft options report available	75%	3%	450,000	-	450,000					Budget: work order to be allocated Scope: to be confirmed
Initiation	ACHIEVABLE	Apr-25	Nov-25	Apr-27	ID:416 Te Miro Tree Harvesting	initial meeting with PF Olsen discussion on the draft report due to us end of Oct, 3 pine blocks each with their own challenges. Will wait for draft report for MPDC to review and feed into before report is finalised Options and scope of works to be determined 25/26. No physical works anticipated 25/26	75%	13%	-	-	-					No project risks noted Not anticipated to effect overall deliverability of project at this time. Budget: to be allocated and work order raised Scope: to be finalised
Initiation	ACHIEVABLE	Jul-25	Mar-26	Apr-27	ID:409 Te Aroha Falling Main Upgrade 25/27	Currently GHD has undertaken an option study for Hinuera bore. Once complete and options report received the project scope can be finalised	25%	0%	-	-	-					Budget: to be allocated Scope: to be determined
Initiation	ACHIEVABLE	Aug-25	Jun-26	Jun-27	ID:347 Hinuera Water Treatment Plant 24/27		25%	80%	-	-	-					Budget: to be allocated Time: to be determined Scope: to be determined Resource: to be determined No High or above residual risks
Initiation	ACHIEVABLE	Sept-25	Jan-26	TBD	ID:428 District Radio Transmission Unit ID:358 Waharoa Rest Area Car Park Upgrade 25/26	EPIC systems procured to deliver options report A&P have proposed scope and indicative costs for review. RFP to be completed for rehabilitation works for worst affected areas of the carpark	TBD	0%	-	-	-					Budget: work order to be allocated Scope: to be confirmed
Initiation	ACHIEVABLE	Oct-25	Nov-25	Apr-26	ID:395 BOF - Morrinsville - Continuation of Avenue Rd and Snell Street Footpath 25/26	Initial site survey done and preparing the project brief Meet with water team leader to discuss project options. Now to take options to compliance team for discussion	100%	2%	-	-	-					Budget: work order to be allocated Budget: to be allocated Scope: to be determined
Initiation	ACHIEVABLE	Oct-25	Nov-25	Jun-26	ID:348 Matamata Tills Road Sludge 24/26	Project Brief with A&P team to assess 22/10/25. Design to go to consultants after approval.	100%	5%	-	-	-					No High or above residual risks Budget: work order to be issued Scope: to be finalised
Initiation	ACHIEVABLE	Oct-25	Dec-25	Feb-26	ID:429 Waharoa East SPS Renewal 25/26 ID:398 BOF - Te Aroha - Town Centre lighting upgrade 25/26	Discussions with Consultant ongoing to finalize the options for Lighting upgrades- (Light model and Light pole options)	100%	5%	-	-	-					Budget: work order to be allocated
Initiation	ACHIEVABLE	Oct-25	Dec-25	Jun-26	ID:360 Morrinsville - Avenue Road North Upgrades 25/26	Initiation stage initial site survey / measurements conducted - Awaiting updates from consultant	50%	10%	-	-	-					

Initiation	ACHIEVABLE	Oct-25	Jan-26	May-26	ID:334/2 Morrinsville RTS Upgrade 24/26	Project scope and brief complete, awaiting review and sign off to continue	100%	1%	-	-	161,230		Budget: work order to be issued Time: potential delays may exceed estimated completion of June 26. Monitoring required. Scope: to be reviewed and approved. High risk: Health & Safety, Procurement,
Initiation	ACHIEVABLE	Oct-25	Jan-26	Jun-26	ID: 427 Morrinsville Waterworks Road Water Treatment Plant UV Install 25/26	MDPC minimum documents completed. Project brief awaiting final approval and WO, Project Management Plan and Risk register completed. WBS is a best guess due to lack of software (MS Project is the preferred software). Procurement plan drafted being reviewed.	100%	10%	-	-	-		Budget: work order to be issued Resources: workloads and vehicle availability to monitor contractors Very High & High Risks: Operational, Brand & Reputation, Legal & Regulatory, Procurement, Finanacial, Project
Initiation	ACHIEVABLE	Dec-25	Jan-26	Jun-27	ID:335 Morrinsville - Stormwater Upgrades 24/27	Renewal assessment of pipes for stormwater anticipated to be completed Dec 25 for scope of works to be determined	25%	20%	25,000	-	25,000		Budget to be allocated Time: Delays to Initiation, estimated start pushed out to Jan 26. Scope: schedule to be determined
Initiation	NOT STARTED	Nov-25	Nov-25	Feb-26	ID:399 BOF - Te Aroha - Spur St - wetlands connection 25/26	Estimated start Nov 25	100%	0%	-	-	-		Project Initiation revised, not anticipated to affect overall deliverability at this time
Initiation	NOT STARTED	Nov-25	Dec-25	Apr-26	ID:242 BOF - Te Aroha – Te Aroha Accessibility Improvements 25/26	Estimated start Nov 25	100%	0%	-	-	-		No update
Initiation	NOT STARTED	Nov-25	Jan-26	Mar-26	ID:356 Ashes Walls - provide additional 25/26	Start date revised to Nov 25	100%	0%	-	-	-		Project Initiation revised, may affect overall deliverability, monitoring required
Initiation	NOT STARTED	Nov-25	Jan-26	Apr-26	ID:361 Matamata - Tower Road Parking Bays 25/26	Not Started. Dependent on development timing to continue.	50%	0%	-	-	-		No projects risks noted
Initiation	NOT STARTED	Nov-25	Mar-26	Jun-28	ID:424 Morrinsville Wastewater Treatment Plant Upgrades 25/28	Estimated start Nov 25	25%	0%	-	-	-		Estimated start Nov 25
Initiation	NOT STARTED	Jan-26	Feb-26	Jun-27	ID:366 Stormwater Treatment District-wide Upgrades 25/26	Estimated start Jan 26	25%	0%	-	-	-		Estimated start Jan 26
Initiation	NOT STARTED	Jan-26	May-26	Dec-26	ID:423 Matamata Level Crossing 25/26	Estimated start Jan 26	10%	0%	-	-	-		No update
Initiation	NOT STARTED	Jan-26	Jun-26	Jun-27	ID:375 Te Aroha Spa Enhancement 26/27	Estimated start Jan 26	10%	0%	-	-	-		Estimated start Jan 26
Initiation	NOT STARTED	Jan-26	Jul-26	Jun-28	ID:357 Te Aroha Library - Building Relocation 26/28	Estimated start Jan 26	25%	0%	-	-	-		Estimated start Jan 26
Initiation	NOT STARTED	Jan-26	Oct-26	Apr-28	ID:365 New Resource Recovery Centre 26/28	Estimated start Jan 26	25%	0%	-	-	-		Estimated start Jan 26
Initiation	NOT STARTED	Feb-26	May-26	Jun-27	ID:408 Morrinsville Allen St Wastewater Pump Station Upgrade 26/27	Estimated start in Feb 26	25%	0%	-	-	-		Estimated start Feb 26
Initiation	NOT STARTED	Feb-26	Sept-26	Jun-27	ID:422 Destination Playgrounds - Te Aroha 26/27	Estimated start Feb 26	25%	0%	-	-	-		Estimated start Feb 26
Initiation	NOT STARTED	Dec-25	Mar-26	Dec-26	ID:359 Te Aroha Domain Redevelopment 25/26	Estimated start revised to Dec 25 awaiting to present options to new councillors to proceed	50%	0%	-	-	-		Estimated start Dec 25
Initiation	DEFERRED				ID:237 BOF - Matamata Inner Green Route Implementation Hetana St Reserve 25/26	Deferred, Low Priority. Tied to external funding		0%	-	-	-		
Initiation	DEFERRED				ID:331 Matamata - Station to Peria Road Link 24/28	Deferred. Initiation, Planning to be done to determine scope. Possible Delivery completion 25/26. Dependent on development timing to continue.		0%	-	-	-		
Initiation	DEFERRED				ID:332 Matamata - Tower Road Pedestrian 24/25	Deferred. Initiation, Planning to be done to determine scope. Possible Delivery completion 25/26. Dependent on development timing to continue.		0%	-	-	-		
Initiation	DEFERRED				ID:333 Matamata - Hinuera to Station Road Link 24/27	Deferred. Initiation, Planning to be done to determine scope. Possible Delivery completion 25/26. Dependent on development timing to continue.		0%	-	-	-		
Initiation	TERMINATED				ID:341 Consumer Water Meter Installation 24/25		0%	0%	-	-	-		
Initiation	TERMINATED				ID:368 Matamata - Tower Road Pump Station and Rising Main 25/27	Terminated June 25, budget reallocated to ID:244 Matamata Wastewater Treatment Plant Upgrade 24/26		0%	-	-	-		No update
Initiation	TERMINATED				ID:369 Morrinsville - Wastewater Treatment Plant Resource Consent 24/26	Project now combined with ID:424 Morrinsville Wastewater Treatment Plant Upgrades 25/28 and will become an activity within this Project	100%	0%	-	-	-		No update

MPDC Status Dashboard: PROJECTS

Status Classification

NOT STARTED0	AT RISK1	ACTION REQUIRED2	ACHIEVABLE27	COMPLETE2	DEFERRED0	TERMINATED2
Program or Project schedule not commenced or in initial stage of Identify. The need for the project, objectives,scope, budget may not be available or determined	Program or Project has moderate areas of risk that if not addressed will impact on one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project requires direction, decisions, assistance or support for project to progress as expected.	Program or Project has multiple areas of risk or significant high risk that will impact any one or more of the following: objectives, timeframe/schedule, scope, budget, resources. Project may have stalled requiring direction, decisions for project to progress. If significant risk consideration may be required for project to be deferred or terminated to reduce risk to Council or failure of project.	Overall Program or Project progressing as expected or with minimal to low areas of risk that are not expected to impact one or more of the following: objectives, timeframe/schedule, scope, budget, resources.	Program or Project completed	Postponed to a later time, practical reasons why a program or project cannot proceed at this time. E.g Availability of resources: people, materials, equipment, unforeseen difficulties, such as technical challenges or new technology, Financial or change in need, like availability of funds or funding no longer available	Terminated during LTP process or Program or Project will not proceed. E.g Changing organisational priorities, project cannot or will not meet it objectives. Has been superseded or no longer required



Projects estimated % Progress is reported over the life of the project - usually 1-3 years.

Stage	Overall Status	Initiation Start	Initiation Finish	Estimated Finish	Program/Project	Project Summary	Target Completion 25/26	Progress towards Target for 25/26	Allocated to date: LTD for Projects	Actuals LTD	Variance	Budget	time	Scope	Resources	Risk Summary
<=60 days or less, <=30 days or less or overdue																
Completed	COMPLETED	Jul-24	Jul-24	Aug-25	ID:283 Tahuna Wastewater Treatment Plant Alkalinity Dosing 23/24	Complete Physical works complete. Final completion report to be completed. Project cost less than anticipated	100%	100%	54,421	54,421	35,579					
Completed	COMPLETED	Jul-24	Nov-24	Oct-25	ID:303 Matamata Domain - New Toilets 24/25 ID:263 Rolleston Street Intake (Permanent)		100%	100%	230,000	177,780	52,220					Project Complete
Planning	AT RISK	Jul-24	Jan-25	Aug-26	ID:247 Destination Playgrounds - Matamata Domain 24/25	Tender documents completed, Consent lodged with WRC Detailed design complete. Tender closed and evaluation team evaluating submissions, tender report to follow.	25%	140%	1,700,000	221,000	1,479,000					No project risks noted High Risks for Health & Safety,Brand & Reputation, Financial and Procurement
Planning	ACHIEVABLE	Jul-24	Jun-25	May-26	ID:336 & ID: 367 Te Aroha & Matamata Stormwater Modelling 24/27	Manholes and pipes asset surveys is currently being undertaken. 20% of As-built drawings are obtained.	100%	20%	-	-	-					Budget to be allocated
Planning	ACHIEVABLE	Feb-25	Feb-25	Apr-26	ID:410 M365 Implementation	Datacom Epic 2 in progress - as-built implementation & support Datacom Exchange in progress - draft discovery/design & SOW delivered M365 app updates deemed complete Copilot training initiated Risk meeting held and register updated	100%	80%	950,000	479,258	- 479,258					No project risks noted High Risk: Information & Technology
Planning	ACHIEVABLE	Apr-25	Aug-25	Jul-26	ID:417 Matamata Swimzone Pools Ventilation 24/25	Mechanical design proposal received from Jacksons Engineering. Mechanical design and supply proposal received from Hot Water Heat Pumps - awaiting Design, Supply & Install proposal. Awaiting Design, Supply & Install proposal from Aquair.	100%	10%	5,775	-	5,775					No project risks noted
Planning	ACHIEVABLE	Apr-25	Dec-25	Jun-26	ID:418 Pohomihi Raw Water	Beca has compiled the option report. The report has been submitted to Taumata Ararui (TA) for their comment. Project scope will be finalised when comments from TA are received.	100%	45%	-	-	-					Budget: work order to be allocated
Planning	ACHIEVABLE	Sept-25	Oct-25	Mar-26	ID:406 Maea Fields Playground 23/24	Civil works progressing ahead of schedule meaning estimated installation can happen February 2026. RFQ documents being finalised before being sent out.	100%	35%	-	-	-					No project risks noted
Planning	ACHIEVABLE	Oct-25	Dec-25	Jun-26	ID:328 Speed Management Plan Implementation 24/26	Speed management plan implementation programme around schools - 7 complete in 24/25. 10 identified to complete for 25/26	100%	30%	253,922	79,591	174,331					No update
Planning	ACHIEVABLE	Nov-25	Jan-26	May-26	ID:404 Asset Data Management Implementation 25/26	Data mapping completed 13/10/2025. Cameron spot checking data. Budget complete and confirmed with NZTA. Project Plan completed and accepted by NZTA 20/10/25.	100%	40%	-	20,970	- 20,970					No project risks noted
Planning	TERMINATED				ID:342 HSNO Upgrades 24/26 ID:378 Morrinsville Scotts Road Water Treatment Plant Compliance Upgrades 25/26	ID: 427 Morrinsville Waterworks Road Water Treatment Plant UV Install 25/26 Budget reallocated to ID:427 Morrinsville Waterworks Road Water Treatment Plant UV Installation 25/26		0%	-	-	-					No update
Delivery	ACTION REQU	Jul-21	Jan-22	Dec-25	ID: XX1 Wastewater Reconsenting 20/21	Decision Required to proceed. Memo is sitting with Sponsor to advise on the direction MPDC want to go with in terms of what standards we follow. The governments proposed Wastewater standards or continue with district wide consent.	100%	70%	2,700,000	2,276,291	423,709					Budget: May require additional, consent hearing costs not part of original budget. To be confirmed Time: delays due to waiting for new National WW Treatment Standards for application to be confirmed or altered. Hearing & Consent now on hold Budget: review required for additional works Time: schedule and timeframe to be reviewed Scope: to be updated to reflect additional works required Resource: decision required on who project manager will be going forward.
Delivery	ACTION REQU	Jul-24	Oct-24	Mar-26	ID:381 Closed Landfills Pump Station Upgrade Waihou/Morrinsville Leachate 23/24	Project has been handed back to Assets to determine options for additional scope of works. Project Manager to be assigned Completed installation and commissioning on site week of 13th October, plant returned to normal operation on Friday 17th October. Some works outstanding to be completed in the next few weeks.	100%	85%	399,000	361,702	37,298					
Delivery	ACHIEVABLE	Dec-21	Jul-24	Oct-25	ID:XXX Te Aroha Wastewater Fine Screens 23/24		100%	95%	1,050,000	955,966	94,034					Time: Estimated completion not achievable, to be revised

Delivery	ACHIEVABLE	Jul-22	Jul-24	Dec-26	ID:244 Matamata Wastewater Treatment Plant Upgrade 24/26	Main civil works contract progressing, admin building platform underway Pre-commencement meeting held for SP2 - Enabling Works. Updated design for waste water pump station complete and issued to Assets and Water Utilities Engineer for approval. Pool Pump Shed design to be updated following value engineering Site possession 30th October for Lucas and Bradley Gyms confirmed. External signage concepts issued by Open Country with collaboration with MPDC and College Construction: Glulam structure complete, brickwork and cladding continuing, strandboard commenced.	100%	<div>75%</div>	18,893,280	52,816,375	-	33,923,095	<div><div></div><div></div><div></div><div></div><div></div></div>	Budget: unanticipated costs due to unknown consent requirements and standards. Scope: scope creep, plant may not meet consents requirements and standards that are currently unknown until 2025
Delivery	ACHIEVABLE	Feb-23	Jan-25	Feb-26	ID:240 Matamata Sports Stadium 24/25 ID:262 Tawari Water Treatment Plant - Replacement Caustic Soda System 23/24 ID:266 Matamata South (Burwood Rd) Bore Upgrade 23/24		100%	<div>65%</div>	11,187,000	6,974,718		4,212,282	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted High Risks for Health & Safety, Brand & Reputation, Financial, Very High for Legal & Regulatory
Delivery	ACHIEVABLE	Jul-24	Jul-24	Dec-25	ID:262 Tawari Water Treatment Plant - Replacement Caustic Soda System 23/24	Construction of platform, installed tank, all water lines, reinstatment of surrounds	100%	<div>90%</div>	300,000	127,735		172,265	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Jul-24	Jul-24		ID:266 Matamata South (Burwood Rd) Bore Upgrade 23/24	Commissioning of new infrastructure assets and close out documentation	100%	<div>98%</div>	100,000	128,038	-	28,038	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Jul-24	Jul-24	Feb-26	ID:260 Tahuna New Bore 23/24	Back on track as Water Treatment site has had Bore 2 replaced and closed off.	100%	<div>80%</div>	500,000	250,000		250,000	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
						Project nearing completion. Installation of one new LP on the southern side of the crossing anticipated early Nov. Initially very strong opposition by 3 neighbouring business owners owners to the installation of this crossing, citing inadequate turning space into nearby Lorne St, percieved dangerous site conditions. The crossing and installed signage experienced major damage within the first week, however there now appears to be an acceptance of the crossing and its purpose to provide a safe haven for pedestrians.								No project risks noted Brand & Reputation: concerned affected parties still had objections after extensive one on one consultation relating to the lack of turning space from Allen St right into Lorne St. Truck movements would be monitored following its completion.
Delivery	ACHIEVABLE	Jul-24	Sept-24	Oct-25	ID:396 BOF - Morrinsville - State Highway Crossing near Lorne Street 24/25		100%	<div>95%</div>	150,000	64,840		85,160	<div><div></div><div></div><div></div><div></div><div></div></div>	Project not completed within estimated timeframe, extended 6 months. Not anticipated to effect overall deliverability of project
Delivery	ACHIEVABLE	Jul-24	Dec-24	Dec-25	ID:249 RTS Management & Operations - External to MPDC In-House	No reporting completed. Changes to scope due to unplanned works required for retaining wall around old reservoir. Change Request approved, RFQ to contractors 17 Oct 25 and due 10 Nov 25	100%	<div>99%</div>	730,000			730,000	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Aug-24	Aug-24	Jun-26	ID:254 Te Aroha Water Treatment Plant Retaining Wall and Washout Issues 23/24	Te Aroha complete and capitalised. Tawari complete awaiting final payment to capitalise. Burwood WO issued, work underway 40% complete.	100%	<div>75%</div>	357,000	189,262		167,738	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Oct-24	Dec-24	Oct-25	ID:252 Gross Pollution Monitoring (Conductivity and PH Probes) 23/24	Front and side fencing complete, front entrance and new gates being completed.	100%	<div>90%</div>	299,059	145,599		153,460	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Nov-24	Nov-24	Nov-25	ID:279 Te Aroha Wastewater Treatment Plant Fencing 23/24	Remaining fence on hold until another contractor is off site.	100%	<div>90%</div>	200,000	168,249		31,751	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Nov-24	Mar-25	Nov-25	ID:304 Davies Park - Lockerbie Estate - New Toilets 24/25	Resource consent, power supply and building consent complete. Final inspection booked and anticipated open to the public end of October	100%	<div>90%</div>	200,000	131,469		68,531	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	Dec-24	Dec-24	Sept-25	ID:402 BOF - Waters Asset Data Improvement 24/25	General bridge inspections completed by structural engineer from consulting firm Gray Matter Ltd. and report provided to staff.		<div>0%</div>	200,000	72,420		127,580	<div><div></div><div></div><div></div><div></div><div></div></div>	High risks: Operational
Delivery	ACHIEVABLE	Jan-25	Jan-25	Dec-25	ID:411 Tahuna Bore 2 Re-establishment 24/25	WRC lodged Project already signed off progressing well. Scope creep on Ridgeveiw project from A&P is a concern. Need to follow PM framework to ensure this is minimised in future.	100%	<div>95%</div>	200,000	160,030		39,970	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Delivery	ACHIEVABLE	May-25	Jun-25	Jun-26	ID:419 Stormwater Districtwide - Honi St Te Aroha 24/25	Confirmed the final defects to be pursued through Contract 2318 with Senior Management. We are now waiting the Engineer to Contract to make a final determination.	100%	<div>20%</div>	212,890	146,500		66,390	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Finalise	ACHIEVABLE	Jun-22	Jul-23	Sept-25	ID:251 Morrinsville Lockerbie Bore Pump and Water Treatment Plant 23/24		100%	<div>99%</div>	8,775,984	8,932,000	-	156,016	<div><div></div><div></div><div></div><div></div><div></div></div>	Time: not completed within estimated timeframe, extended to Nov 25
Finalise	ACHIEVABLE	Jul-24	Dec-24	Aug-25	ID:226 BOF - Matamata - Enhance Matamata Connectivity 24/25	Physical works complete. Project Finalisation underway	100%	<div>99%</div>	450,000	295,308		154,692	<div><div></div><div></div><div></div><div></div><div></div></div>	Project past estimated completion date. Total budget of project less than anticipated.
Finalise	ACHIEVABLE	Jul-24	Dec-24	Oct-25	ID:242 BOF - Matamata - Matamata/Morrinsville Accessibility Improvements 24/25	Project finalisation underway	100%	<div>98%</div>	850,000	1,001,342	-	151,342	<div><div></div><div></div><div></div><div></div><div></div></div>	No project risks noted
Finalise	ACHIEVABLE	Jul-24	Jun-25	Aug-25	ID:407 Morrinsville Office Building Upgrade 24/25	Practical Completion Certificate issued. Project closeout underway.	100%	<div>99%</div>	350,000	346,976		3,024	<div><div></div><div></div><div></div><div></div><div></div></div>	Project not completed within estimated timeframe, not anticipated to effect overall deliverability of project

8 Ngā Pūrongo Whakamārama | Information Reports

8.5 Draft Annual Report 2024/25

CM No.: 3117250

Te Kaupapa | Purpose

To provide the draft Annual Report and Annual Report Summary for 2024/25 (most up to date version at the time of writing this report) for feedback. An update from Audit New Zealand will also be provided.

Rāpopotonga Matua | Executive Summary

The draft Annual Report and Annual Report Summary for 2024/25 (most up to date version at the time of writing this report) is provided to the Committee for review. The audit process is ongoing. Audit New Zealand Director, René van Zyl will provide a written update on progress (circulated separately) and provide a verbal update at the meeting.

Tūtohunga | Recommendation

That:

1. The information, including the draft Annual Report and Annual Report Summary 2024/25 and Audit New Zealand update, is received.
2. The Committee provide any feedback (*feedback to be specified*).

Horopaki | Background

Under the Local Government Act 2002 (LGA), Council must adopt an Annual Report and Summary by 31 October each year. Due to delays in the audit process, the Annual Report and Summary could not be completed in time for adoption prior to the local elections on 11 October 2025. The Audit New Zealand (Audit NZ) team paused auditing to move onto other work. The outgoing Council endorsed the Annual Report for adoption to the incoming Council at its final meeting on 8 October 2025. Since then, some minor changes to the Report have been made, the audit has resumed late November with a view for Council to adopt on 17 December 2025.

While this adoption date exceeds the statutory deadline, there are no financial or significant reputational implications as a result of the breach.

Ngā Take/Kōrerorero | Issues/Discussion

The draft Annual Report and Summary are in the process of being audited. One late emerging issue (at the time of writing) is that Audit's review of the land valuation has identified some land parcels that may have been vested in Council since the last revaluation in 2020, that were not recorded as vested asset revenue or in the Asset Register. Staff are working to quantify the extent and underlying cause of any error. If material, Council may need to disclose a prior period error in respect of the vested asset revenue and asset balances. Being land, there would be no effect on the recorded depreciation expense.

Pending this and any other issues arising, staff expect to receive Audit clearance on 12 December in preparation for adoption on 17 December. Key highlights from the unaudited report (and not including any changes as a result of the land issue noted above) are as follows:

Draft financial performance

For the 2024/25 financial year, Council's revenue was higher than budgeted in several key areas. Additional funding and grants, including \$503,000 in Better-off funding and \$460,000 in Waste Levy subsidies, boosted income. Development contributions also exceeded expectations with major projects in Morrinsville and Matamata, and Council received \$8.9 million of vested assets from subdivision developments. Other revenue included \$1.35 million in donations towards the Matamata Open Country Stadium. Interest revenue was also higher than planned due to Council holding additional funds on term deposit from debt that was borrowed in advance.

On the other hand, some revenue sources were lower than expected. Fees and charges fell short in pools and spas, rental income, and wastewater trade agreements, though this was partly offset by higher building and consent activity. While rates revenue was slightly higher than budgeted, the main increase came from penalties and metered water rates.

In regard to Council's expenditure, personnel costs were lower due to staff vacancies and some positions not being filled, though this was partly offset by higher annual leave provisions. Finance costs were also below budget because key wastewater projects were delayed, resulting in less borrowing than planned. However, other expenses were significantly higher, including increased costs for rubbish and recycling contracts, insurance premiums, aquatic facilities and building maintenance, and a loss on disposal of assets. A \$1.67 million accounting loss was also recorded on Council's interest rate swap portfolio due to falling swap rates.

Other comprehensive revenue and expense significantly strengthened Council's balance sheet due to major asset revaluations. The value of Council's investment in Waikato Regional Airport rose by \$6 million, reflecting growth in the company's investment property portfolio. Land, roading, and three water assets were revalued at 30 June 2025, with land increasing by \$74.9 million (since the last revaluation in 2020), and roading and three water assets increasing by \$138.5 million and \$34.8 million respectively.

Overall, Council's balance sheet remains healthy. Higher asset values strengthen the district's long-term position but also highlight the rising costs of maintaining and renewing critical infrastructure. Careful financial planning will be required to manage these future costs while balancing the impact on rates.

Non-financial performance:

45 of the 57 performance measures were achieved (79%). This is a significant increase in achievement compared to last year, where Council achieved 59% of its performance measures. All the performance measures that are based on resident satisfaction were achieved. While the change in the survey satisfaction scale is the main factor for the increase in satisfaction results, the survey results also reflect general resident satisfaction with Council services.

This is the first reporting year with the new Drinking Water Standards performance measures. Previously, the water compliance measure results were either compliant or non-complaint for the overall drinking water safety of all water plants in the district.

Mōrearea | Risk

The adoption of the Annual Report after the statutory deadline will have no financial or significant reputational implications as a result of the breach.

Ngā take ā-ture, ā-Kaupapahere hoki | Legal and policy considerations The Annual Report and Annual Report Summary 2024/25 has been prepared in accordance with audit and legislative requirements (except in relation to timing). The delayed adoption of the Annual Report is outside the LGA requirements to adopt an Annual Report by 31 October each year.



Timeframes

Key Task	Dates
Final audit begins	1 September 2025
Audit NZ redeployed	3 October 2025
Original planned adoption date	8 October 2025
Local elections	11 October 2025
Audit NZ resume audit	24 November 2025
Audit clearance expected	12 December 2025
Council adoption	17 December 2025

Pānga ki te pūtea, me te puna pūtea | Financial Cost and Funding Source

The Annual Report cost is provided for within the Strategies and Plans activity budgets. The Annual Report and audit are funded from general rates. We expect that there will be some additional Audit costs in respect of some of the matters that Audit have needed to spend additional time on, particularly in the area of asset valuations. Audit have introduced a more transparent process for monitoring and updating Council on these areas throughout the audit. Staff will work through this with Audit as soon as the initial pressure of the report sign-off is complete.

Ngā Tāpiritanga | Attachments

- A.  Draft Annual Report 2024/25 (Under Separate Cover)
- B.  Draft Annual Report Summary 2024/25 (Under Separate Cover)

Ngā waitohu | Signatories

Author(s)	Olivia Picard Kaitohu Kaupapahere Policy Advisor	
Approved by	Niall Baker Kaiārahi Tima Kaupapahere Policy Team Leader	
	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	
	Larnia Rushbrooke Pou Pūtea, Ratonga Pakihi Finance & Business Services Manager	
	Kelly Reith Hautū Rangatōpū, Tāngata me ngā Hononga Group Manager Corporate, People & Relationships	

8 Ngā Pūrongo Whakamārama | Information Reports

8.6 Annual Plan 2026/27 Issues and Risks Registers

CM No.: 3118955

Te Kaupapa | Purpose

The purpose of this report is to outline the issues and risks related to the development of the Annual Plan 2026/27. Issues and risk registers to be circulated separately.

Rāpopotonga Matua | Executive Summary

Council are currently developing the Annual Plan 2026/27. Associated issues and risks are outlined in registers to be circulated separately.

Tūtohunga | Recommendation

That:

1. The Annual Plan 2026/27 Issues and Risks Registers to be received.

Kōrerorero | Discussion

Annual Plan development process

The key steps in developing the Annual Plan 2026/27 are outlined below.

Date	Item
September-October	Development of draft budgets by managers, review by executive team
12 November	Council induction – high level overview of Annual Plan budgets, key issues and options
26 November 3 December 10 December	Council workshops – detailed budget discussions, fees and charges, consideration of requirements for consultation, other issues e.g. changes to the Local Government Act 2002.
9 December	Risk and Assurance Committee - Issues and Risk Registers
17 December 2025 or early February 2026	Council meeting – approval of first cut budgets. Decision on consultation.
February 2026	Council workshop – consultation document review
March 2026	Council meeting – draft Annual Plan adopted for public consultation
March – May 2026	Community consultation
May 2026	Council meeting – Deliberations
June 2026	Risk and Assurance Committee review
June 2026	Council meeting – adoption of Annual Plan
1 July 2026	Annual Plan 2026/27 in force

Key

	Confirmed step in Annual Plan process
	Step to be confirmed, depending on decision on consultation

Annual Plan Issues and Risk registers

Issues and risk registers have been developed, reviewed by the executive team, and are subject to ongoing review and updates by staff. The registers will be circulated separately.

Pānga ki te pūtea, me te puna pūtea | Financial Cost and Funding Source

Development of the Annual Plan is budgeted within the Strategies and Plans activity.

Ngā Tāpiritanga | Attachments

There are no attachments for this report.

Ngā waitohu | Signatories

Author(s)	Anne Gummer Kaitohu Kaupapahere Mātāmua Senior Policy Advisor	
Approved by	Niall Baker Kaiārahi Tīma Kaupapahere Policy Team Leader	
	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	
	Kelly Reith Hautū Rangatōpū, Tāngata me ngā Hononga Group Manager Corporate, People & Relationships	

8 Ngā Pūrongo Whakamārama | Information Reports

8.7 Risk Update and Quarterly Risk Report - December 2025

CM No.: 3118643

Te Kaupapa | Purpose

The purpose of this report is to provide a risk management update and a quarterly risk report for the information of the Committee.

Rāpopotonga Matua | Executive Summary

Robust risk management is essential to Council achieving its strategic objectives and this Committee has responsibility for the oversight of enterprise risk management at Matamata-Piako District Council and the effectiveness of Council's risk management framework.

The Quarterly Risk Report has been developed to aid the Committee in its work. The December 2025 report will be circulated separately in advance of the meeting. It will present the Risk Management Work Plan 2026 as agreed by the September meeting for reconfirmation by the new committee before significant work is progressed in the new year; it will also provide a 'Top Risks' update and an emerging risks commentary.

The 'Top Risks' update will include Key Risk Indicator (KRI) information, and a status update on the implementation of the additional mitigating controls set out in the 2025/26 'Top Risks' document. The KRI reporting will continue to develop over time and we trust the Committee will see this information as valuable in its oversight work.

Management believe that good progress is being made in strengthening Council's risk management culture and look forward to delivering on the Risk Management Work Plan.

Tūtohunga | Recommendation

That:

1. The report is received;
2. The Quarterly Risk Report December 2025 is received, and the Risk Management Work Plan 2026 contained within it is reconfirmed by the new committee.

Horopaki | Background

The Quarterly Risk Report has been developed to aid the Committee in its work. Changes to agenda deadlines have meant the December 2025 report will need to be circulated separately in advance of the meeting. It will present the Risk Management Work Plan 2026 as agreed at the September meeting for reconfirmation by the new committee before significant work is progressed in the new year; it will also provide a 'Top Risks' update and an emerging risks commentary.

The intention is that this report will continue to be further developed in future quarters as a key reporting mechanism for the Committee and Council. For instance, with the KRIs, only some of the indicators are reported on at this stage, as reporting continues to be developed for the others.

Ngā Tāpiritanga | Attachments

There are no attachments for this report.

Ngā waitohu | Signatories

Author(s)	Ken Morris Mōrearea, Kai-whakahaere ā Pakihi hoki Risk and Business Excellence Advisor	
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Approved by	Kelly Reith Hautū Rangatōpū, Tāngata me ngā Hononga Group Manager Corporate, People & Relationships	
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8 Ngā Pūrongo Whakamārama | Information Reports

8.8 Procurement Report Q3 & Q4 2024/2025

CM No.: 3119876

Te Kaupapa | Purpose

The purpose of this report is to provide an update to the Committee on procurement performance for quarters 3 and 4 of 2024/25.

Rāpopotonga Matua | Executive Summary

Procurement plays a critical role in ensuring the efficient acquisition of goods and services that align with Matamata-Piako District Council's (MPDC's) Long Term Plan and best practice. This report provides findings on procurement for the period – quarter three and four, 2024/25.

Summary of findings:

1. Compliance – of the procurements reviewed, 97% complied with the requirements of MPDC's Procurement Manual. while not 100%, the compliance rate has improved at least by 20 percent from the same period the previous financial year.
2. Procurement framework – Council reviewed and approved the Procurement Policy in August 2025. The Policy will next be due for review in 2028.
3. Top 10 Suppliers – analysis shows that MPDC has active contracts with the top ten suppliers with the highest number of transactions during the reporting period. Contracted suppliers often go through competitive processes, which means pricing and service terms are more likely to represent value for money.
4. Tenders –three tenders were awarded within the period, and they all complied to the procurement requirements. The awards were made to contractors based within the Waikato region.
5. Contracts Management in Authority – Authority has 96 active contracts. This includes contracts that have expired but are still active (excluding those under retention).
6. Contracts – MPDC has joined two shared contracts, allowing the Council to access pre-negotiated terms and pricing, which improves efficiency, reduces procurement costs, and ensures consistency across engagements.

Tūtohunga | Recommendation

That:

1. The Committee receives the Procurement Report

Ngā Tāpiritanga | Attachments

[A](#) [↓](#) RAC-Procurement Report Q3 and 4 FY2024_25



Ngā waitohu | Signatories

Author(s)	Sangeeta Singh Mātanga Hokohoko Procurement Specialist	
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	Larnia Rushbrooke Pou Pūtea, Ratonga Pakihi Finance & Business Services Manager	
Approved by	Kelly Reith Hautū Rangatōpū, Tāngata me ngā Hononga Group Manager Corporate, People & Relationships	

Procurement Quarterly Report

QUARTER THREE & FOUR, 2024/25

CONFIDENTIAL



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Executive Summary

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Section 1.0 – Procurement Policy

Following a rigorous review exercise, the Risk and Assurance Committee approved the proposed changes to the Procurement Policy. The Procurement Policy is next due for review in August 2028.

The revised Policy has been formally aligned with the Council's standard policy template, ensuring that it meets internal formatting, structure, and content requirements. This alignment not only improves readability and accessibility but also reinforces compliance with corporate governance standards.

The revised Policy reinforces Council's commitment to value-for-money procurement by integrating considerations of quality, cost, timelines, risk, and sustainability. It also supports the importance of supporting local suppliers wherever possible. The policy defines the application of risk and value management principles to guide procurement practices.

Section 2.0 - Procurement Compliance

Any procurement activity is compliant when undertaken in accordance with:

- the **Procurement Policy**,
- the **Procurement Manual** – provides processes and guidance on how to undertake procurement,
- MPDC **delegations**,
- **Approved budgets** for goods and services.

These points establish the criteria for procurement audits. Any deviation from these established rules is marked as non-compliant, exposing the council to potential risks. Currently, audits are conducted monthly for purchase orders exceeding a spend value of \$20,000. Fifteen purchase orders are randomly sampled each month and any non-compliance issues identified during the audit are brought to the attention of the approvers, who are expected to address these with their teams and enforce compliance by enhancing due diligence in the approval process.

2.1 Compliance – Purchase Orders

The policy requires purchase orders for all low value and low risk transactions.

Seventy-six purchase orders were audited for the quarter three and four of the 2024/25 financial year. While the audit scope initially included 90 orders, some threshold categories had very low transactions during this period.



Table 1 - Audit results for Q3 and Q4, financial year 2024/25:

Classification	Q3+Q4, FY2024/25		FY2023/24
	# of PO	Percentage	
Pass - procurement meets all the requirements	71	97%	74%
Minor Issues - procurement has moderate areas of non-compliance	2	3%	12%
Concerns - Procurement has multiple areas of non-compliance	0	0%	14%
Total	73	100%	100%

Source: Authority

97% of the purchase orders met procurement compliance. Of the 73 orders audited, two purchase orders recorded minor non-compliance, meaning while there was not an issue with the final outcome or justification for the procurement, some minor procedural requirements were not met.

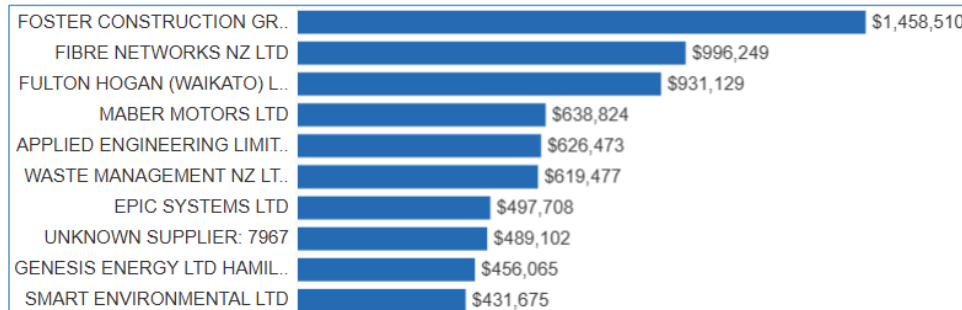
In comparison to the same quarters in the previous financial year, the compliance rate has improved by 23 percent. Greater cross-departmental collaboration is evident, with more staff proactively seeking advice, guidance and support in procurement activities. One-on-one training and mentoring have contributed to positive outcomes and strengthened capability across the organisation.



Section 3.0 - Suppliers Review

Q4 Top 10 Suppliers with Most Transactions

Graph 1 illustrates top 10 suppliers with most transactions within Q4



Source: Arcblue, figures include GST

MPDC holds contracts with all the above suppliers:

1. Foster Construction Group, Engineering for Design & Build – MM Indoor Sports Facility
2. Fibre Networks, Water & Sewerage Category – Renewals contract
3. Fulton Hogan, Road building and Maintenance Category – Roothing contract
4. Maber Motors Limited (Power Farming Ltd Morrinsville) – this is for purchase of equipment following a request for quotation process.
5. Applied Engineering, Construction & Operations – Accessibility Improvement MM & MV
6. Waste Management, Skip hire & Removal – Solid Waste, Kerbside contract
7. Epic Systems Limited – Repairs & Maintenance category, Contracts and BAU
8. Graham Civil (recorded as “Unknown supplier: 7967” above) - Roothing Contract
9. Smart Environmental Ltd, Waste Management – Solid Waste Contract
10. Genesis Hamilton, Utility category – Energy and Electricity



Section 4.0 - Tenders

Three tenders were awarded during the reporting period valuing to \$1,739,003.

Table 2: Breakdown of tenders awarded (values are GST exclusive)

Department	No. of Tenders	Amount (\$000)
Roading	2	1,109
Assets & Projects	1	630
Total	3	1,739

Two tenders were released as an open tender through the Government Electronic Tenders (GETs) portal.

Table 3: Details of Awarded Tenders

RFx ID	Contract Number	Title	Status	Tender publication	Tender Award	Process duration (Work Days)	NTT Issued	Value	Procurement Estimate	Savings via competition
30801635	3/23/2387	Works Programme 2024/2025	Awarded	10/12/2024	13/03/2025	68	2	890,385.94	1,180,000.00	289,614.06
30182425	3/23/2382	Accessibility Improvements Matamata and Morrinsville CBD's 2024/2025	Awarded	15/11/2024	13/03/2025	85	2	630,036.00	720,000.00	89,964.00
31259591	3/23/2391	Matamata Connectivity Improvements	Awarded	13/03/2025	08/05/2025	41	2	218,581.45	240,000.00	21,418.55

Analysis found that:

1. Good competition was recorded. One of the Roothing tenders recorded ten submissions while the remaining had four.
2. Suppliers meeting all criteria were evaluated on price, and the lowest-priced compliant supplier was selected.
3. The cost estimate for the procurement was \$2.14 million; however, the tendered prices came in \$400,997 lower.
4. While none of the three suppliers are based in the Matamata-Piako District Wards, they do have branches in the Waikato region (Cambridge and Ngāruawāhia).
5. The procuring teams complied with all the process required at this spend level:
An audit of the tender process found:
 - Procurement plan approved
 - Tender evaluation report approved
 - Conflicts of interest signed and managed
 - Correct templates used
 - Right contract adopted
 - Contracts updated in Authority
 - Proper records management
 - Planning – contingency made available



Section 5.0 - Supplier Contracts

It is mandatory for all contracts, regardless of value, to be recorded in the contracts register on the Authority system. The following provides an overview of the contracts as of quarter four 2024/25.

The contracts register currently records 96 contracts as active, amounting to \$121,271,982.

Table 4: Breakdown of contracts (GST exclusive figures)

Contracts Category	(\$000s)
Capitals and Renewals	80,162
Consultancy Services	800
Contract for Services	4,546
Maintenance & Operations	33,848
PSP	124
Plants & Materials	1,792
Total	121,272

Note: PSP = Professional Services Panel

The above includes some expired contracts that need to be reviewed, and the status updated by the Contract Managers. Follow-ups on these have been sent out. This also includes contracts that are complete with only retention payments to be made at the end of the defects period. These will be closed after the final payment.

MPDC joined two shared long term shared procurements:

1. The Co-Lab Professional Services Panel, effective 1 July 2025 for a five-year term (three years with a two-year renewal option), provides MPDC with access to a pool of pre-qualified professional service providers across a range of disciplines and specialist skills. The panel is primarily suited to infrastructure-related work and covers five main activity areas: Planning and Regulatory, Community Facilities, Property, Transport, and Water.
2. MPDC has joined the All-of-Government External Legal Services contract, which runs for two years from June 2024 and includes two further two-year rights of renewal (up to six years in total). Through a secondary procurement process, MPDC has established a panel of preferred external legal service providers to deliver services across the following areas of law:



Area of Law Provider	Banking and finance	Corporate and commercial	Employment	Environmental and resource management	Health and safety	Litigation	Property and construction	Public	Other
Anderson Lloyd	YES	YES	YES	YES	YES	YES	YES	YES	YES
Anthony Harper	YES	YES	YES	YES	YES	YES	YES	YES	YES
Brookfields Lawyers				YES		YES		YES	
DLA Piper	YES	YES	YES	YES	YES	YES	YES	YES	YES
Lane Neave	YES	YES	YES	YES	YES	YES	YES	YES	YES
Rice Speir				YES		YES	YES	YES	YES
Tavendale & Partners	YES	YES	YES	YES	YES	YES	YES	YES	YES
Wynn Williams	YES	YES	YES	YES	YES	YES	YES	YES	YES

Note – both are non-exclusive contracts and allows using suppliers outside of the panel. Staff are strongly encouraged to use suppliers from the panel. Any deviation shall require compliance to the MPDC procurement requirements. For legal services, all exceptions shall be reviewed by the MPDC Legal Counsel and benchmarked with AoG set rates.

Rice Spier and Brookfields are on the AoG panel; however, they did not meet the criteria for secondary procurement. They have nevertheless been included on MPDC's preferred list due to their long-standing relationship with the Council. Their engagement will be limited to the specific areas of law for which they are approved under the AoG contract.

MPDC will also be able to engage McLuskie Dalziel Lawyers, Simpson Grierson Limited, and Tompkins Wake Lawyers Hamilton, as these firms have been providing services in this category for some time. However, their rates will be benchmarked against AoG pricing.



8 Ngā Pūrongo Whakamārama | Information Reports

8.9 Safety and Wellness Reports

CM No.: 3119258

Te Kaupapa | Purpose

The purpose of this report is to provide the Committee with safety and wellness reporting.

Rāpopotonga Matua | Executive Summary

The July to September 2025 Quarterly Safety & Wellness Report, and the October 2025 Safety & Wellness Update are provided. Lucy Longstaff, Safety and Wellness Team Leader and Kate Stevens, People, Safety & Wellness Manager in attendance to discuss the reports with the committee.

Tūtohunga | Recommendation

That:

1. The information be received.

Ngā Tāpiritanga | Attachments

A.  Quarterly Safety and Wellness Report July to Sept 2025



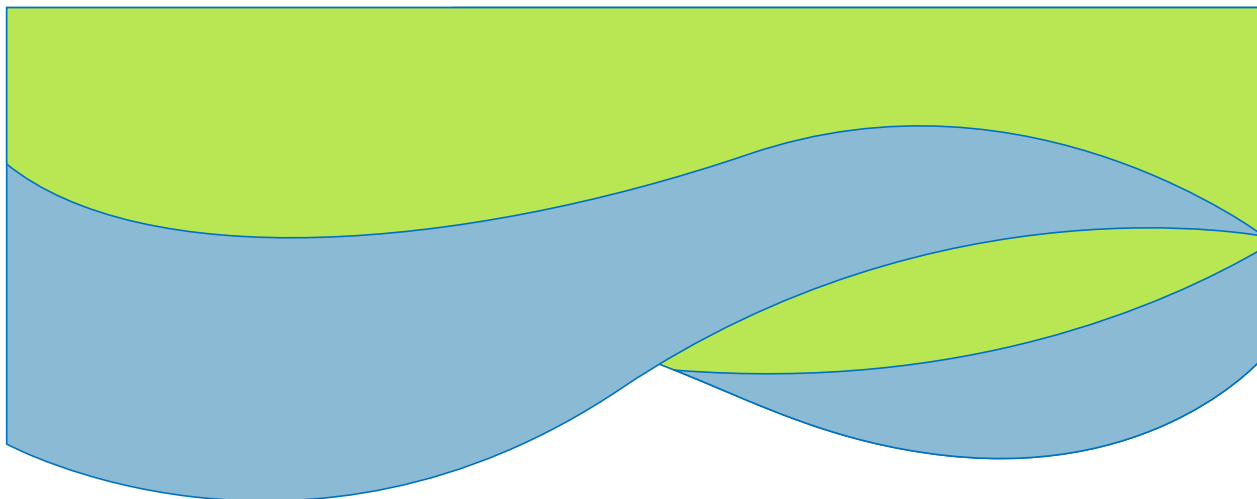
B.  Safety and Wellness Update October 2025



Ngā waitohu | Signatories

Author(s)	Kate Stevens Pou Tāngata, Haumarū me te Oranga People, Safety & Wellness Manager	
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Approved by	Kelly Reith Hautū Rangatōpū, Tāngata me ngā Hononga Group Manager Corporate, People & Relationships	
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Safety & Wellness

Quarterly report:

July-September 2025

Together we create a healthy, safe workplace where we thrive.

Executive summary

Governance has been a hot topic for the Executive Team this quarter: they completed the Institute of Directors (IOD) Health and Safety self-assessment and have been considering how they can continue to improve in this area. They agreed that a key focus area is to explore whether work being performed aligns with how it is imagined (i.e. 'work as done' versus 'work as imagined'). This is a concept that features in the IOD assessment, and also in the [State of a Thriving Nature report](#) published by the Business Leaders' Health and Safety Forum in September.

This quarter we reviewed the Annual S&W report and discussed this with the Executive Team to confirm three priority areas for this year as described in the strategic priorities section below. An area also identified for initial focus was eye protection, and the Executive Team met with some of our managers and team leaders to explore how eye protection is being used in practice.

Manaia Te Wiata (CEO) also met with a group of Health and Safety Representatives from across the organisation and discussed creating a culture where people feel safe to speak up. He encouraged the reps to reflect and feedback to the Safety & Wellness Team if there is anything they think the Executive Team can do to help MPDC achieve success in safety.

Performance

Strategic priorities

We identified three safety and wellness strategic priorities for the 2025/2026 year: focus on critical risk, strengthen safety and wellness leadership, and support for waters transition. Further detail and progress on the planned tasks for these priorities is provided at the end of this report.

Events

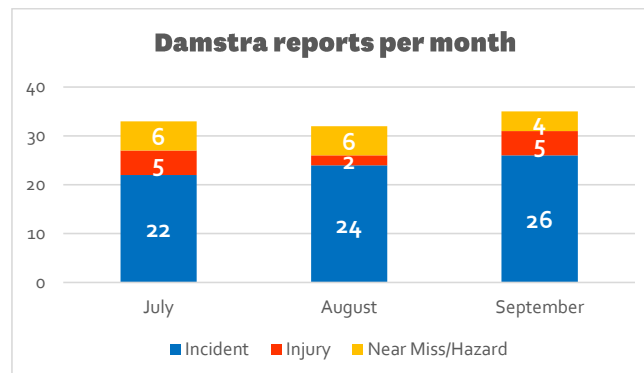
There were two lost time staff injuries this quarter, one sprained ankle from a slip/trip and one back sprain from lifting.

A notifiable incident occurred involving a contractor operating a roller on soft ground. The roller slid and tipped on an incline, resulting in the operator sustaining injuries to his foot. The operator was wearing a seatbelt, and the machine was fitted with a roll-over protection bar (ROPS), which helped prevent more serious harm. He received treatment and was discharged from hospital the same day.

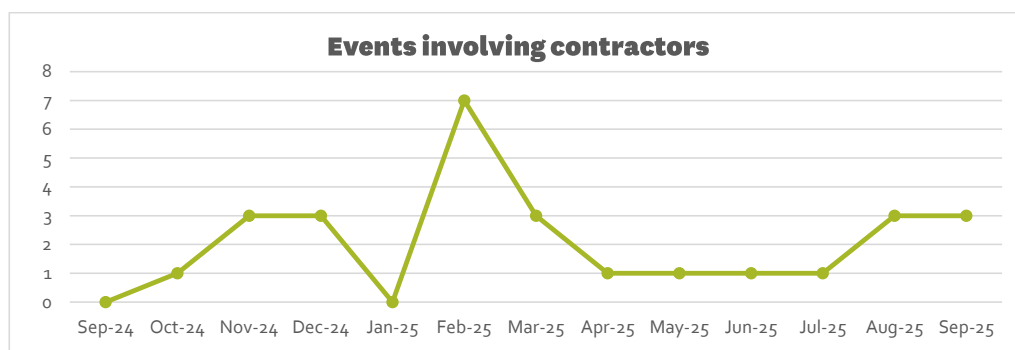
The graphs and tables below provide summary data from Damstra reports.

Number of events and observations this quarter:					
	Incidents	Injuries/illness	Near Miss/ Hazard	Notifiable Events	Lost Time Injuries*
Apr-Jun 25 (last qtr)	68	19	8	0	6
July-Sept 25	72	12	16	1	2

*Lost time injury: staff injury resulting in more than one shift off work



Damstra is the incident management system used by MPDC. This quarter, seven reported events involved contractors, consisting of near misses, incidents, and injuries. We continue to remind our contract managers of the importance of holding thorough pre-start meetings, reinforcing site-specific risk controls. Where required, work must be conducted under the appropriate MPDC permit to work system, and plans are in place to train two additional staff members in permit issuing during the next quarter. These steps are aimed at strengthening communication, hazard awareness, and overall contractor safety performance.



Damstra tasks	Completed this quarter	Overdue end of this quarter	Trend for overdue actions
Corrective actions	168	43	↑ from 23 last quarter
Risk reviews	290	58	↑ from 38 last quarter
Event Investigations	100	26	↑ from 16 last quarter

There has been an increase in overdue actions, risk reviews, and event investigations this quarter. The Executive Team has requested further information to enable follow-up and ensure these are addressed in the coming quarter. It is also acknowledged that this upward trend may in part reflect an increase in overall reporting and a focus on conducting more thorough investigations and reviews. Encouraging comprehensive reporting and detailed follow-up supports a stronger safety culture and provides valuable learning opportunities across the organisation.

Risks

Council has identified its “Top 10” critical risks as follows:



Critical risk updates:



This quarter, we held a joint meeting with local Police and Kāinga Ora representatives. These regular engagements help strengthen collaborative relationships and provide a forum to discuss emerging safety trends, increases in certain behaviours, and recurring themes affecting our people and community. The meetings also provide valuable opportunities to seek guidance, share insights, and work together on proactive approaches to reduce risk and improve safety outcomes.

In conjunction with this engagement, the meeting was also held at our recently refurbished Morrinsville Office and Library, providing an opportunity for the Police to familiarise themselves with the building. The refurbishment included several proactive design improvements to enhance staff personal safety in the Customer Services area, such as the ability to lock access doors, lower security shutters, and create controlled access points. A post-refurbishment health and safety review was completed with the Health and Safety Representative using the "New or Changed Building Safety Checklist." A number of minor follow-up actions were identified relating to ergonomics, cable management, emergency signage, first aid accessibility, and environmental controls. These actions are being progressed collaboratively with Property, IT and Customer Services, and overall feedback from the team has been positive.



For the month of September, the People, Safety, and Wellness calendar focused on driving and vehicle safety. As part of this initiative, a quiz was developed to help staff refresh and sharpen their knowledge on safe driving practices. A total of 111 people completed the quiz, demonstrating strong engagement with the topic and reinforcing the importance of road safety within the workplace.



Works are well underway for the new treatment facility at the Matamata Wastewater Treatment Plant. The project continues to be delivered safely, with only minor first aid injuries recorded to date.



A significant confined space entry was undertaken this quarter by a team of specialist contractors. The operation involved accessing an underground tunnel and travelling approximately 90 metres beneath the dam to the inlet tower in the middle of the lake to inspect the steelworks, intakes and valves. Comprehensive confined space permits, continuous atmospheric monitoring and a standby rescue team were in place throughout the operation.

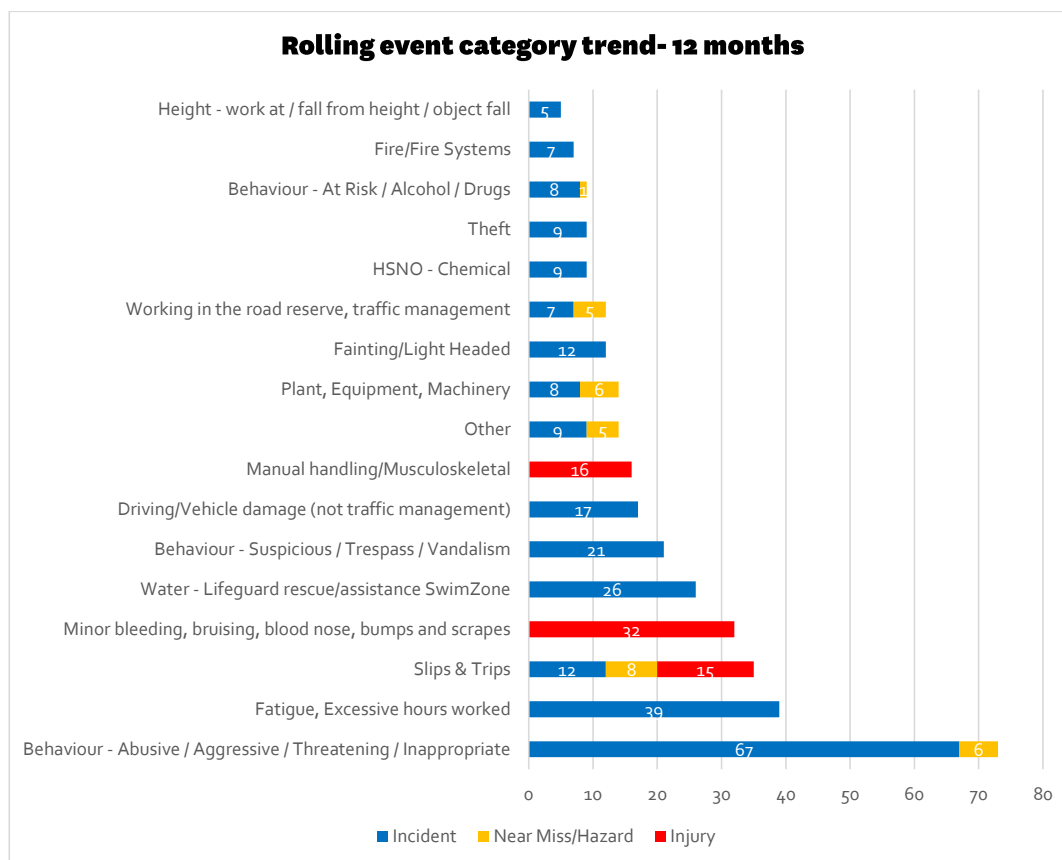
In addition, divers completed the bi-annual inspection and cleaning of the inlet screen within the lake, which supplies raw water to the Morrinsville Water Treatment Plant. The dive team provided underwater photographs and assessed the integrity of the concrete structure, which extends approximately 10 metres from the water surface to the lakebed. A specialist contractor is engaged for this type of work to ensure that it is carried out in accordance with dive safety procedures.



The Managers and Team Leaders' workshop in August included a session on risk perception as a lead-in to the planned review of our top ten critical risks. Further information relating to this was provided in the August S&W Update.

Our processes for conducting random drug and alcohol testing in-house have been finalised and implementation is now underway, with six tests completed this quarter. Bringing this process in-house has improved operational efficiency, reduced staff time away from work, and achieved cost savings compared to external testing.

Events



Public behaviour continues to be the most frequently reported incident type across the organisation, with a steady number of events occurring at customer-facing sites. A detailed breakdown of occurrences and actions taken will be provided at the end of the next quarter.

We have also seen an increase in fatigue-related reports this quarter, all of which were raised by staff from the Three Waters Team. Fatigue management continues to be a concern for the team and several strategies are underway to reduce after hour work. Alarm rationalisation work has now been completed, resulting in a significant reduction in unnecessary call-outs across the network. Operational resourcing is also improving, with the recruitment of an additional Water Operator now completed and recruitment underway for a further Wastewater Operator. New team members are becoming familiar with our systems and treatment plants. We require all instances of work exceeding 14 hours to be reported, and this allows tracking of excess hours as well ensuring that there are controls in place to mitigate fatigue risks, such as a stand down period or additional support.

All fainting-related incidents reported this quarter involved members of the public and occurred at our community facilities, including the Morrinsville Library, Swim Zone, and Te Aroha Mineral Spas. We are currently reviewing these events to identify any improvements we can make within our facilities to better support customer wellbeing and reduce the likelihood of similar incidents in future.

The category *Other* accounted for nine incidents and five near miss or hazard reports. These typically involve events that do not fit into standard reporting categories and can include a wide range of occurrences, such as minor damage to buildings caused by members of the public (e.g. mobility scooters) or facility-related issues like lighting faults at the Events Centre. While varied in nature, these reports still provide valuable insights into potential risks and help ensure that corrective actions are implemented where appropriate.

Learning and Development



The graph above illustrates the safety and wellness training completed this quarter, including both internal and external programs. A total of 64 first aid courses were delivered, reflecting a catch-up period due to earlier scheduling delays with the training provider.

Health Monitoring

Data for health monitoring and respirator fit testing for this quarter is shown below.

Annual health monitoring completed	30	Exit health monitoring completed	1*
Overdue health monitoring	3	Respirator Fit Testing completed	19
Pre-employment health monitoring	15	Respirator Fit Testing Overdue	5

*Many exiting staff decline health monitoring.

Overdue Health Monitoring:

One was due to a staff member leaving and returning within a month, while the other two were minor reporting delays that have now been resolved to prevent recurrence.

Overdue Respirator Fit Testing:

Five respirator fit tests were overdue in this quarter, due to a mix of reasons including ACC leave, illness, test failure requiring rebooking, scheduling conflicts, and staff leave. All affected staff are being managed to complete testing promptly.

Acknowledging UV exposure as a significant health risk for outdoor staff, MPDC has introduced an annual skin check initiative to support early detection and prevention of skin cancer. Staff working in roles that require 20 or more hours outdoors per week are now eligible for one subsidised skin check or MoleMap assessment per year. In addition, an education session is planned for October, which will be available to all staff and recorded for future access. The session will cover UV exposure, types of skin cancer, mole and lesion identification, what to expect during a skin check or MoleMap assessment, available treatments, and will include time for questions. This proactive programme has been well received and reflects MPDC's ongoing commitment to health protection and long-term wellbeing for our people. It will be rolled out in the next quarter.

Relationships

Engagement and Participation

The August Health and Safety Committee meeting was attended by 19 participants, including three new representatives welcomed to the group, with one executive member on rotation and union representation also in attendance. Key matters discussed included safe handling of chlorine by the reticulation team, provision and training for fire extinguisher use, and fogging issues at Matamata SwimZone. Following the meeting, a survey was distributed to gather feedback, including feedback about the meeting frequency. The general consensus was to maintain the meeting schedule at quarterly intervals for two hours, and the representatives were satisfied with the agenda items.

Overall, feedback was very positive, with attendees reporting that they feel well-informed and engaged.

Additionally, five of our representatives attended the SafeSkills HSR Conference Roadshow in August, presented by Safeguard. Health and Safety Representatives are entitled to attend training annually, and participation in this conference supports them in effectively undertaking their responsibilities. The representatives found the conference interactive and informative, providing valuable insights, practical tools, and opportunities to connect with other health and safety representatives.

Contractors

We continue to maintain strong working relationships with our contractors, with a focus on collaboration and continuous safety and wellness improvement. Annual contractor health and safety reviews are being completed to ensure ongoing compliance and to strengthen safe work practices across all projects. In relation to the recent notifiable incident, we are actively working with the contractor involved to review the event, identify lessons learned, and implement corrective actions.

Resources

Two members of the safety and wellness team attended the New Zealand Institute of Safety Management Bay of Plenty regional conference in August. Topics ranged from legislative shifts and leadership through tragedy, to storytelling that drives behaviour change and practical strategies for engaging a diverse workforce.

Our Safety & Wellness Coordinator will be leaving in October, and the recruitment process has commenced to fill this role with a Safety & Wellness Advisor, ensuring the team maintains sufficient capability and expertise. With the Safety & Wellness Team Leader scheduled to go on maternity leave next year, resourcing will be limited during this period. The People, Safety & Wellness Manager will provide additional support to the team, and external assistance may be sought if required to maintain adequate coverage and ensure ongoing delivery of health, safety, and wellbeing programmes.

Due Diligence

The Executive Team completed the Institute of Directors [Health and Safety Governance self-assessment](#) and also requested the S&W Team to assess them using the same template. The assessment prompted them to take a broader look at their governance role and they have committed to continue this process over the course of the year. They agreed that understanding 'work as done' versus 'work as imagined' was an area of focus, and each Executive Team member committed to completing leadership walkthroughs to engage directly with staff who work at an operational level. In addition, the team is continuing to explore selected assessment questions in





greater depth during weekly Executive meetings to determine if any further actions or improvements are required.

The S&W Due Diligence Plan for both the Executive Team and Elected Members will be confirmed as part of the induction process for the newly-elected Council in November.

Assurance

Critical risk audits

During this quarter, eight audits were completed relating to critical risks across various work sites. Two of these audits identified instances where working at height permits had not been issued. In both cases, work was immediately stopped, and the appropriate corrective actions were taken before work recommenced.

Risk	Audits	Work site
	1	<ul style="list-style-type: none"> Repair of broken sewer line-<i>Te Aroha</i>
	2	<ul style="list-style-type: none"> Repair work-<i>Turley Pump Station</i> Repair of foot valve inside balance tank-<i>SwimZone Te Aroha</i>
	2	<ul style="list-style-type: none"> Road maintenance-<i>Matuku Road</i> Wastewater pump station upgrade project- <i>Grattan Road</i>
	3	<ul style="list-style-type: none"> Extraction fan repair-<i>Te Aroha Mineral Spas</i> Replacement of aerial on roof-<i>Te Aroha Head Office</i> Cleaning of roof and guttering-<i>SwimZone Morrinsville</i>

Key Outcomes

- **Good practices observed** across several sites included:
 - Comprehensive pre-start and toolbox meetings held to communicate risks and controls.
 - Rescue plans documented and communicated.
 - Workers demonstrated good risk awareness, competency, and adherence to control measures.
- **Improvement opportunities identified:**
 - Reinforce the requirement to issue and display permits to work at height before starting any work at height.
 - Strengthen contractor communication and verification processes to ensure risk assessments are completed.
 - Review pedestrian safety controls at roadwork sites to ensure Traffic Management Plans are available and adequately protect the public.

Safety and Wellness Objectives

Below is a summary of progress on our key projects relating to our objectives for this year.

1. Focus on critical risk			
Action	Update	Status	Target timeframe
Review the list of top 10 critical safety and wellness risks across the organisation and re-prioritise as required.	Workshop will be held on the 3 rd October to discuss the critical risks with key stakeholders.	Underway	Aug 2025 - June 2026
Critical risk review of aggressive behaviour, including risks related to lone work.	This is scheduled to be started next month.	Not started	Nov 2025 - June 2026
Review controls used to prevent eye injuries to confirm these are effective.	Initial meeting has been had with key stakeholders, further action required.	Underway	July - December 2025
2. Strengthen S&W leadership			
Trial a process for leaders to celebrate good S&W practice. There is a way for good practice to be acknowledged and shared with others.	We are trialling new S&W Awards and nominations will open in October. Winners will be announced at the Full Staff Meeting.	Underway	July-November 2025
Review induction pathway for leaders to ensure they have the skills to deliver on S&W accountabilities.	Induction working party meeting has been held and this is underway.	Underway	July-October 2025
3. Transition support			
Support waters transition. Accurate data provided as required to support the transition. Input and assistance into transfer to new H&S Management processes.	Information is provided to Waikato Waters Ltd when requested.	Underway	Aug 2025 - Oct 2026

Safety & Wellness Update October 2025



Work at Height Permits

Recent critical risk audits relating to work at height highlighted an opportunity for improvement relating to our work at height permit issue processes.

The S&W Team discussed this with the Exec Team who reinforced their expectation that work should be done in a safe manner and the permit process followed.

We worked with the KVS Property Maintenance Team and agreed that two key initial steps were needed: tightening up and clarification of when a permit is required, and improved resilience through having additional permit issuers.

Why do we have permits for work at height?

The intention of the process is to ensure that prior to work starting we can confirm that there is an appropriate and safe means of access, protection for bystanders/public (e.g. cordoning off the worksite) and that the person doing the work has the correct training and equipment.

The permit system also ensures that there is a rescue plan in place in the event of an emergency.

Permits are a good way to ensure that we are working together to manage our overlapping duties with contractors, using the 'Three C's' (consult, cooperate and coordinate activities) to manage the risks.



When is a permit required for work at height?

A work at height permit is now required for:

- Work over 2m* (i.e. feet are at 2m height) or
- Work lower than 2m where there is a risk of falling and the tasks are hazardous or long duration.

*The height limit was previously 3m but we have lowered this as we found that there were some sites where additional controls were needed despite being under 3m.

Are there any exceptions to the permit requirements above?

Yes, there are two exceptions:

1. Contractors who have well-developed systems of work may be exempt with approval from the PSW Manager or Safety and Wellness Team Leader. This must be documented at the pre-start meeting. For example, a large construction company constructing a new building may be exempt from the requirement for work at height permits as they will be managing this risk on a daily basis and it is their area of expertise.
2. MPDC staff doing routine maintenance or inspection tasks where there is a safe means of access and the tasks are low risk.

Next steps:

- We are providing permit issuer training for additional staff to ensure we have sufficient permit issuers
- Next year we plan to explore ways to streamline the permit process and make it more user-friendly.



Safety & Wellness Update October 2025



Review of our list of 'top ten' critical risks

This month we held a workshop to kickstart the process to refresh and review our critical risks. We had attendees from teams right across the organisation and this collaboration allowed us to get a shared understanding of the current risk landscape for MPDC.

We collated the information from this workshop and took it to Exec Team for discussion.

Our next step is to provide a proposed list of our top critical risks to all staff for feedback in November.

What is a critical risk?

Critical risks are those with the potential to cause **fatal or irreversible outcomes**. They may have a low probability but high consequence. Critical risks can be:

- Acute: immediate risk of death or injury resulting in permanent disability
- Chronic: where long term exposure to a hazard causes on-going ill health or where there is a long latent period between exposure and ill health
- Catastrophic risks: where there could be multiple fatalities or extensive damage to plant or environment.

The strategy for dealing with these critical risks requires a difference approach to dealing with high probability/lower consequence risks such as manual handling injuries and slips and trips that are typically reflected in statistics such as lost time injuries.

Critical risks require our immediate attention and strong mitigation strategies. This review process will help ensure we are focusing on the risks that matter most.

MPDC's current Top 10 Safety and Wellness risks (under review):



**WE
CREATE.**
A healthy, safe workplace
together, where we thrive.
We are
Matamata-Piako.

te kaunihera ā-rohe o
matamata-piako
district council

8 Ngā Pūrongo Whakamārama | Information Reports

8.10 Risk and Assurance Committee Work Programme - Update December 2025

CM No.: 3119838

Te Kaupapa | Purpose

The purpose of this report is to provide an update to the Committee on the work programme.

Rāpopotonga Matua | Executive Summary

An update on scheduled reports and standing items for December 2025 is included.

Tūtohunga | Recommendation

That:

1. The information be received.

Horopaki | Background

Prior to the commencement of each calendar year the Committee sets a work programme.

While priorities can shift during the year as unexpected issues arise, the work programme is a useful tool to enable Committee members to set their direction and to allow staff to understand the work priorities that need to be achieved.

Ngā Tāpiritanga | Attachments

[A↓](#). Risk and Assurance Work Programme - Update December 2025



Ngā waitohu | Signatories

Author(s)	Stephanie Hutchins Kaitohu Mātāmua Kāwana Senior Governance Advisor	
Approved by	Tamara Kingi Kaiārahi Kāwana Governance Team Leader	
	Sandra Harris Pou Kaupapahere, Rāngai Mahitahi me te Kāwana Policy, Partnerships and Governance Manager	

Item	Team	25-Feb-25		17-Jun-25		30-Sept-25		09-Dec-25	
		Status	Comment	Status	Comment	Status	Comment	Status	Comment
Key			= complete		= scheduled		= incomplete		
Standing items									
Chairs update	PPG								Due to this being the first meeting of the triennium - there is no Chair's Update.
CEO update	PPG								
Quarterly Risk Report	PGR								
Review of top risks	Group Managers		- Essential services/infrastructure etc (initially focussing on water/wastewater) - Disasters, weather events and pandemics		- Partnerships with mana whenua, hapuu, iwi and Maaori - Communicating/engaging with stakeholders - Workforce capacity and capability - Health, safety and wellbeing		- Political change - climate impacts - compliance/legislative requirements - Financial strategy		Due to this being the first meeting of the triennium there will be no update.
Safety and Wellness update	PSW								
Review of significant projects, including an update on risk of compliance with consents	Assets		No update this quarter		An update on 3 key risks: - Matamata Stadium - Matamata Playground - Matamata WWTP upgrade		Updates on 3 key risks to be provided next meeting: Matamata Stadium progressing well Matamata Playground no updates Matamata WWTP upgrade progressing well		An update on 3 key risks: - Matamata Stadium - Matamata Playground - Matamata WWTP upgrade
Project Management Report	Assets						To be considered at the next meeting		
Future Ready Update	PGR		No update required, comment included in CEO update		Update included in CEO report		Update included in CEO update		Update included in CEO update
Waikato Waters Ltd	Operations						Waters Transition Risk Register		Update included in CEO update
Update on Work Programme	PPG								
Annual Reports									
IT/web security audit	IT				Not completed/available yet				
Insurance Programme	Property								
LGOIMA Requests	Legal								
Delegations	Legal								
Legislative compliance assessment	Legal								
Risk Management Framework	Risk						Incorporated in the Quarterly Risk Report item on this agenda rather than a separate item		
Setting Work Programme/Schedule of Meetings	PPG								
Policy, Planning and Reporting Stocktake	PPG				Policy, Planning and Reporting Stocktake				
Scheduled Reports									
Self assessment / Review of Charter	PPG						Included in Chair's update		
Long Term Plan / Annual Plan	PPG		No consultation required on Annual Plan, comment included in CEO update		Annual Plan 2025/26		Annual Plan update included in CEO update		
Annual Report	PPG		Six Month Report		Audit Plan and schedule of important dates		Annual Report		
Progress tracking on audit recommendations	PPG		24/25 Audit Management Report also included		Audit recommendations – progress update				
Policy Review	Various				*Capitalisation Policy *Procurement Policy *Conflict of Interest Policy		Under a combined cover report: - Sensitive Expenditure Policy - Fraud and Corruption Policy - (and separately) Treasury Policy - renamed to Liability Management Policy and Investment Policy		
Procurement Report	Finance						To be considered at the next meeting		
Business Continuity Plans	Risk				Work on BCPs will commence in late 2025 (fourth quarter of calendar year)		Incorporated in the Quarterly Risk Report item on this agenda rather than a separate item		Incorporated in the Quarterly Risk Report item on this agenda rather than a separate item
Recommendation to Re-establish Risk and Assurance Committee in the 2025-28 Triennium'	Risk								