Kaunihera | Council

Kaupapataka Wātea | Open Agenda

te kaunihera ā-rohe o matamata-piako district council








Notice is hereby given that an ordinary meeting of Matamata-Piako District Council will be held on:

Ko te rā | Date: **Wednesday 25 November 2026**
Wā | Time: **9:00**
Wāhi | Venue: **Council Chambers**
35 Kenrick Street
TE AROHA

NGĀ MEMA | MEMBERSHIP

Tiamana | Chairperson: **Koromatua | Mayor**
Ash Tanner

Mema | Members: **Koromatua Tautoko | Deputy Mayor**
James Sainsbury

Kaunihera ā-Rohe | District Councillors
Vincent Andersen
Grace Bonnar
Bruce Dewhurst
Tyrel Glass
Dayne Horne
Greg Marshall
Andrew McGiven
James Thomas
Gary Thompson
Sailimalo Rewiti Vaimoso
Sue Whiting

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1 Whakatūwheratanga o te hui | Meeting Opening

Chairperson to open the meeting.

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

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

3 Pānui i Ngā Take Ohorere Anō | Notification of Urgent/Additional 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

  (iii) 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."

4 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.

5 Whakaaetanga mēneti | Confirmation of Minutes

Minutes, as circulated, of the Extraordinary meeting of Matamata-Piako District Council, held on 18 November 2026

6 Papa ā-iwi whānui | Public Forum

At the close of the agenda, there were no speakers scheduled to the public forum.

7 Ngā Pūrongo A Ngā Āphia | Officer Reports

7.1 Approval of Top Risks 2026/27

CM No.: 3251907

Te Kaupapa | Purpose

To provide the Top Risks 2026/27 document to Council for approval and adoption, as recommended by Council's Risk and Assurance Committee.

Rāpopotonga Matua | Executive Summary

A Top Risks 2026/27 document has been developed, endorsed by Council's Risk and Assurance Committee, and is attached to this report for adoption by Council. The Top Risks document builds on work done over the past few months, within the organisation, in Council workshop sessions, and in the Risk and Assurance Committee, to review, confirm, and re-rate the Top Risks of the organisation. That work has now been reflected, and extended, in a register that provides fairly comprehensive detail for each of the Top Risks identified, including Inherent, Residual and Risk Appetite ratings, detail of controls already in place, Key Risk Indicators that assist in determining the existence and effectiveness of those controls and early warning of potential control failure, and further controls that could be implemented to further mitigate the risks.

There are Eight Top Risks proposed. The first workshop with Councillors and Risk and Assurance Committee members sought a rationalisation of the 11 Top Risks from the 2025/26 year and that has been achieved. The same workshop also sought a short descriptor title for each risk to assist easier referencing and recollection of the risks, and this has also been incorporated. A 'Top Risk' is seen as a risk of any nature – strategic, operational, project – so significant, that it could result in the non-achievement of any or all of Council's strategic objectives. It is important to remember this when considering the identified risks – these are the key risks of the organisation. For that very reason, the Risk and Assurance Committee will closely monitor these risks on an ongoing basis. A summary table of these risks including an assessment of any change in trend of that risk will feature in each Quarterly Risk Report, together with a heat map visual showing where the Residual Risk sits relative to Risk Appetite. The Quarterly Risk Reports will also include Key Risk Indicator information and indicate progress on the implementation of additional controls.

In recommending the 2026/27 Top Risks document through to Council, the Risk and Assurance Committee sought an update of the document to put greater focus on the key controls already in place – the controls that were making the most difference in reducing the risk to residual risk level. This has now been done. There have also been some changes made to the Key Risk Indicators and the proposed additional mitigations and a re-assessment of the residual risk for risk #4 Cyber to High. All aspects of each of the Top Risks will be tested before the next annual review in Risk and Assurance Committee 'deep dives'. This will provide opportunity for further detailed examination of the nature and management of each risk, enabling better, more informed, management over time.

An important matter for Council consideration is the determination of Risk Appetite, and it is important this is given due consideration. This determination has been guided in this year's review by the recently adopted Risk Appetite Statement, but it is still important for the appetite setting to be reviewed and confirmed. This has been pre-tested by the Risk and Assurance Committee. Of the 8 Top Risks it is noted that only one is currently at appetite, and two (Risk #4 Cyber, and Risk #8 Workforce and Safety) are noted in the Top Risks document as risks for which the currently determined Risk Appetite is considered unachievable. It is not necessarily surprising that most of the risks are currently outside appetite, they are the most significant risks to the strategic objectives of the organisation. However, it is important to note the tension between achieving a

certain appetite level in the context of the cost of the additional mitigations required to achieve that appetite, and other practicalities such as the inherent nature of the risk.

Because responsibility for Enterprise Risk should be with the governors of the organisation, staff ask that Council approve and adopt the Top Risks 2026/27 document (including the risk and appetite ratings assessed within it), knowing that the document has already been reviewed and endorsed by Council's Risk and Assurance Committee, and it is recommended to Council by that Committee.

A full review of the Top Risks document is proposed to be carried out annually.

Tūtohunga | Recommendation

That:

1. **The information be received.**

2. **Council approves and adopts the Top Risks 2026/27 document.**

Horopaki | Background

The Top Risks 2026/27 document attached to this report has been developed to assist both management and the Risk and Assurance Committee in regularly monitoring the management of the key risks to achieving Council's strategic objectives.

The document is proposed to have a life of a year, before it is comprehensively reviewed and re-agreed at this time next year. During the course of that year, it sets the framework for oversight of these key risks and much of the quarterly reporting to the Risk and Assurance Committee will be built around this framework.

Council's approval and adoption of the document is sought. This is important in ensuring that the governors of the organisation take ownership responsibility of risk in the organisation, as they should.

Ngā Take/Kōrerorero | Issues/Discussion

This document builds on work done over the past few months, within the organisation, in Council workshop sessions, and in the Risk and Assurance Committee, to review, confirm, and re-rate the Top Risks of the organisation. That work has now been reflected, and extended, in a register that provides fairly comprehensive detail for each of the Top Risks identified, including:

- A short descriptor (in capital letters), then a fuller naming of the risk
- An identified Risk Owner – at Executive Team level
- A description of the risk and its consequences, noting it is crucial to properly understand the nature of a risk to manage it
- An Inherent Risk Rating, the assessment of the level of risk if no controls were in place to mitigate the risk
- Detail of the Controls that are already established and in place to manage the risk, with focus on the most effective (key) controls in reducing risk to residual levels
- A set of Key Risk Indicators for each of the risks which are designed to assist in determining the existence and effectiveness of the controls already in place, and early

warning of control failure.[1] It is intended that these Key Risk Indicators are reported in Quarterly Risk Reports to the Committee, to assist the Committee's ongoing monitoring of the risk mitigation

- The Residual Risk Rating which is the assessment of the level of risk with the existing controls in place
- The Risk Appetite Rating which is an assessment of the level of risk the governors of the organisation are prepared to accept, noting the cost / benefit considerations and trade-offs in implementing further controls. In this year's review the Risk Appetite settings were guided by the new Risk Appetite Statement adopted by Council in July 2026. It is important that Council, is comfortable with the assessment of Risk Appetite.
- A 'Within Appetite?' indicator which shows whether the assessed Residual Risk is within Risk Appetite or not. Only one of the eight risks is considered to be currently within appetite. A further five risks are considered to be currently outside appetite, but with appetite considered achievable with the successful introduction of the planned new mitigations. The other two risks are considered to be outside appetite and with appetite considered unachievable given the nature of the risk, and Council's inability to be able to fully respond in mitigating that risk due to cost or other practicalities such as the inherent nature of the risk.
- Detail of additional controls that could be implemented to further mitigate the risk and potentially either reach Risk Appetite or otherwise strengthen Council's Risk mitigation position. It is proposed that these be built into work plans throughout the organisation with implementation progress monitored where it is determined that implementation be within the year.

The Inherent and Residual risk ratings are determined based on the conventional standard approach of determining likelihood and consequence, both determined on a five-point scale, and the assessed risk rating coming from the combination of those two factors as set out in a risk rating matrix. The Appetite ratings are determined with reference to the recently adopted Risk Appetite statement and translated to the same five-point scale.

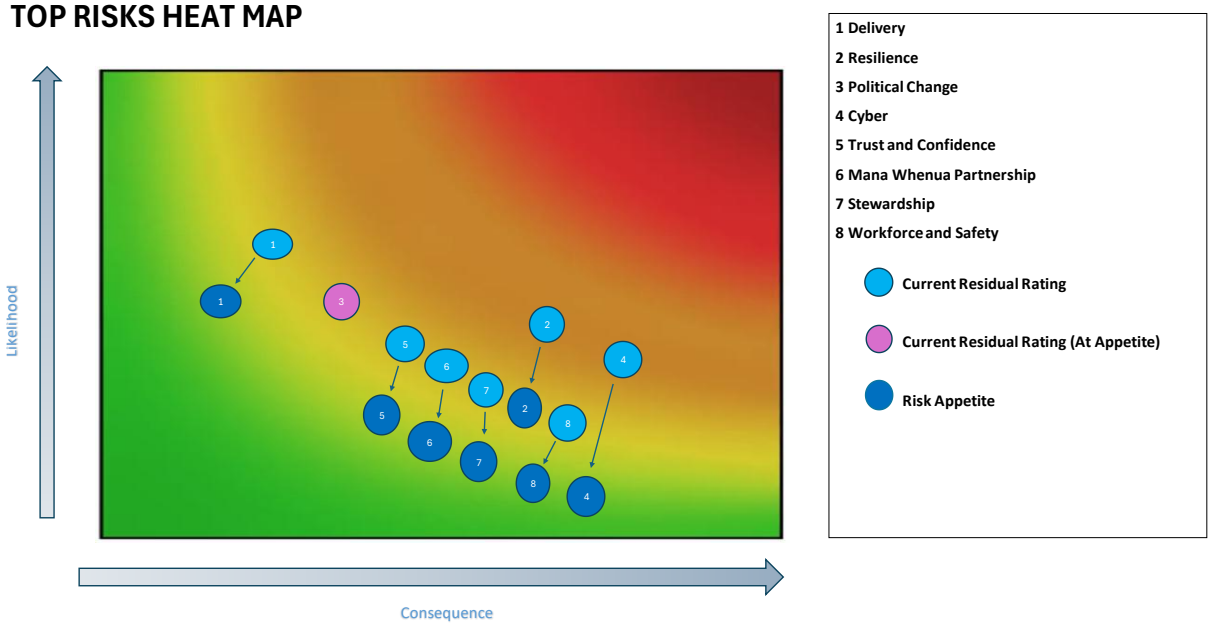
The Risk and Assurance Committee will closely monitor these risks on an ongoing basis. A summary table of these risks including an assessment of any change in trend of that risk is proposed to feature in each Quarterly Risk Report, together with a heat map visual showing where the Residual Risk sits relative to Risk Appetite. These are both shown below:

[1] As part of ongoing maturity of Council's risk culture, we will seek to include Key Risk Indicators with greater emphasis on early warning of control failure or the risk exceeding approved risk appetite or tolerance.

SUMMARY OF TOP RISKS

	1	2	3	4	5	6	7	8
	Delivery	Resilience	Political Change	Cyber	Trust and Confidence	Mana Whenua Partnership	Stewardship	Workforce and Safety
INHERENT RISK RATING								
Consequences	High	High	High	Very High	High	High	High	Very High
Likelihood	Almost Certain	Almost Certain	Likely	Almost Certain	Likely	Likely	Likely	Likely
INHERENT RISK RATING	**VERY HIGH**	**VERY HIGH**	**HIGH**	**VERY HIGH**	**HIGH**	**HIGH**	**HIGH**	**VERY HIGH**
CURRENT RESIDUAL RISK RATING								
Consequences	Low	High	Moderate	High	Moderate	Moderate	Moderate	Moderate
Likelihood	Likely	Possible	Possible	Possible	Possible	Possible	Possible	Possible
CURRENT RISK RATING	**MODERATE**	**HIGH**	**MODERATE**	**HIGH**	**MODERATE**	**MODERATE**	**MODERATE**	**MODERATE**
RISK APPETITE								
RISK APPETITE RATING	**LOW**	**MODERATE**	**MODERATE**	**LOW**	**LOW**	**LOW**	**LOW**	**LOW**
TREND IN RISK STATUS								
TREND	↔	↔	↔	↔	↔	↔	↔	↔

TOP RISKS HEAT MAP



The Quarterly Risk Reports will also show Key Risk Indicator information and an indication of progress on the implementation of additional controls.

All aspects of each of the Top Risks will be tested before the next annual review in Risk and Assurance Committee 'deep dives'. This will provide opportunity for further detailed examination of the nature and management of each risk, enabling better, more informed management, over time.

Ngā Tāpiritanga | Attachments

A⇩. Top Risk Document 2026-27 for Council Adoption

Ngā waitohu | Signatories

Author(s)	Ken Morris **Mōrearea, Kai-whakahaere ā Pakihi hoki |**	

	Risk and Business Excellence Advisor	

Approved by	Kelly Reith **Hautū Tāngata me te Tutukinga | Group Manager People and Performance**	

MATAMATA-PIAKO DISTRICT COUNCIL
TOP RISKS 2026/27
For Adoption by Council, November 2026

RISK #1	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
DELIVERY - Disruption to essential services	GM Community Places and Infrastructure						
	Interruptions to essential service delivery that impact communities and key stakeholders.	Very High	**Key Controls in place** • **Well-developed activity management planning** - with Activity Management Plans (AMPs) in place for all significant activities, performance and condition assessments of all significant service delivery assets, and service levels agreed in the Long Term Plan process to reduce risk of expectation gap on the part of ratepayers • **Strong focus on delivery** - with well-defined responsibilities in the organisational structure for project delivery for infrastructure assets capital and renewals, and for maintenance, and key contracts in place for roading and solid waste management • **Response resilience** - with Business Continuity Plans and more detailed desk files, standard operating procedures and response plans in place, and contracting arrangements with Downers (Roading) and Waste Management NZ (Solid Waste) providing ready access to additional resource, as needed and in addition to councils own Emergency Management capability • **Influence over Waikato Waters Limited (WWL) -** while having passed operational management and direct governance oversight of the Water and Wastewater activities on to WWL, Council retains the ability through shareholding and membership of the Shareholders Reference Forum to influence the development of WWLs Water Services Strategy and other matters of importance to our local water and wastewater consumers through the annual Letter of Expectation process **Other Controls in place** • Strategies, operational risk assessments and registers, standard operating procedures, compliance monitoring, emergency response plans, staff training and development • Shared service support from Co-Lab for RAMM updates (roading data) • Regulatory oversight of Stormwater activity by Taumata Arowai and Waikato Regional Council • Monitoring of Roading activity by NZ Transport Authority **[For the Water and Wastewater activities now managed by WWL]** • The establishment of a Board of competent and experienced directors to ensure sound governance oversight • Employment of skilled and competent staff from across the Councils and elsewhere in the wider Waters sector - this is a large scale network provider • Demand management strategy in place • Regulatory oversight of Water and Wastewater activities by Taumata Arowai and Waikato Regional Council • Technology in place - Scada, telemetry, reporting etc	• Concerns raised by regulatory and other oversight bodies such as the NZ Transport Authority, Waikato Regional Council, Taumata Arowai • Performance and condition data held in AWM (Assets Works Manager, previously known as RAMM) and other asset management records • Number of asset failures and/or unplanned outages (NZTA reportable road closures, Stormwater inundation measure) • Percentage of renewal programme delivered • Participation in the WWL Shareholder Reference Forum and other opportunities such as the development of the annual Letter of Expectations	Moderate Within Appetite? Outside of Appetite (Appetite Considered Achievable)	Low	**Council is currently operating outside of assessed appetite.** **Appetite is considered achievable if the following mitigations are successfully introduced:** • MPDCs 2027/37 Long Term Plan and supporting Asset / Activity Management Plans refreshed and adopted including adequate funding provision for identified concerns in the Roading, Bridges and Stormwater activities and for operations and maintenance strategies • Development and adoption of MPDCs Stormwater Strategy by 1 July 2027 as required under the Local Government (Water Services) Act 2025, including a focus on response to recent flood modelling work • Development and implementation of a Stormwater Network Risk Management Plan in accordance with the Local Government (Water Services) Act 2025, which will strengthen Council's management of the risk of essential service interruption by identifying critical stormwater infrastructure, existing and emerging hazards, assessing potential impacts on network operation, and documenting appropriate controls and risk treatments, including risks associated with overland flow paths and watercourses • Review and update of key desk files, standard operating procedures and response plans, which alongside the Business Continuity Plans will assist timely recovery in the event of significant disruption • Increased focus on determining the criticality of assets and ensuring the condition and performance of those critical assets is well known • Improved workforce capacity and capability • Progressive further embedding and increased maturity of Waikato Waters Limited operational management and governance systems

Item 7.1

Attachment A

RISK #2	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
RESILIENCE - Organisational resilience, climate adaptation, response and recovery readiness	**GM Kaitiaki, Partnerships and Development**						
	Failure to prepare for, respond to and recover from emergencies, extreme weather events and other natural hazard risks, in a timely, coordinated and effective manner, resulting in adverse impacts on communities and ongoing service continuity.	Very High	**Key Controls in place** • **Eastern Waikato Shared Service Arrangement** - operating well and providing cross-boundary resilience with a focus on continuous improvement and a strengthening of the structure • **All key positions in place including the statutory management and governance roles required under the Act** - with active and direct MPDC involvement in both the Waikato Emergency Management Committee (EMC) and the Coordinating Executive Group (CEG) and resilience across the key statutory roles and function leads • **Active practicing of roles** - with focus on continuously improving capability via annual activation exercises (with post-exercise scoring by approved assessor), and training • **Climate resilience strategy in place** • **Assigned staff capacity to climate resilience, alongside broader responsibilities** **Other Controls in place** • $50k Response and Recovery Fund anticipated to be included in the 2027-37 LTP and therefore available from 1 July 2027 • Operational Plans in place for our three most likely events, tested via tabletop training and exercises • Investment in local environmental and hazard knowledge including significant investment into flood mapping • Active participation in sub-regional 'Lifelines' utilities planning with its focus on identifying critical infrastructure vulnerabilities and improving resilience • Strategic Plan for Recovery developed • Participate in the Waikato Regional CDEM Professional and technical engagements and workshops • Focus groups on Climate Strategy Implementation, Energy and Carbon Management Group • Plans and strategies are aligned to consider Climate Response at a high level (Long Term Plan, Infrastructure Strategy) • Tonkin + Taylor organisational Climate Risk Assessment completed identifying key climate resilience risks across our assets, services and people and assessing the moderating effect that adaptation / resilience measures can bring over various time periods	**Emergency Management** • Critical positions in CDEM filled (including resilience), active involvement of MPDC management and appointee councillor (respectively) in the Waikato Emergency Management Committee (EMC) and the Coordinating Executive Group (CEG) • Graded score and/or number of unaddressed findings from After Action Reviews / Post incident reviews • Achievement of our Strategic Group Plan Actions 2025-30 **Climate Response** • Percentage of Climate Resilience Strategy Implementation Plan actions that are implemented and monitored with target of 80% of planned actions completed within agreed timeframes • Customer perception of preparedness for climate impact via Key Research survey (annual measure)	High Within Appetite? Outside of Appetite (Appetite Considered Achievable)	Moderate	**Council is currently operating outside of assessed appetite.** **Appetite is considered achievable if the following mitigations are successfully introduced:** • Advancement of work already initiated on improving management and governance of critical life-safety hazards and risks in response to the Davison report, including identifying and filling critical gaps in hazard data, potentially in collaboration with others • Integration of risk assessment into infrastructure planning as provided for in the Climate Resilience Strategy Implementation Plan • Tracking of local extreme weather event impacts on Council infrastructure as provided for in the Climate Resilience Strategy Implementation Plan • Cross council collaboration and aligned activities to leverage community engagement opportunities for increased community resilience **Other new mitigations** • Identification and implementation of the changes required from the recent enactment of the Emergency Management Act 2026 • Development and implementation of Local CDEM Training and Exercising Plan

RISK #3	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
POLITICAL CHANGE - Failure to anticipate and appropriately and proportionately respond to political and policy change	**Chief Executive**						
	Inability to adapt and respond to changing political priorities, policy settings or regulatory environments, potentially as a result of capacity or competence constraints, and/or change fatigue.	High	**Key Controls in place** • **Regular and active monitoring of legislative changes and consultation participation opportunities** - through Legislative Tracker and/or ComplyWith tools (ComplyWatch) • **Active participation in national and regional groups** - Zone 2, Rural Provincial, Mayoral Forum, CE's Forum, etc, and sector membership opportunities (LGNZ, Taituarā) that leverage wider sector engagement and collaboration, inter-Council collegial support and learning opportunities • **Te Ohu Takatū Anamata (Future Ready Group)** - which provides cross-organisational consideration of the impact of proposed legislative changes, assists with submissions, etc **Other Controls in place** • Organisational restructure implemented in September 2026 ensures the organisation is appropriately sized and focussed post waters transition • Active participation in the various Regional Spatial Planning forums and working groups (formerly Future Proof) • Active engagement with other Councils (at political and management levels) on Simplifying Local Government response • Active engagement with Iwi Groups and Te Manawhenua Mo Matamata-Piako forum	• Executive Team assessment of political change response capacity (red/amber/green score) • Consultation participation opportunities and intentions - party submitting and due date • Level of participation in national and regional groups / memberships in place • Ongoing functioning of Te Ohu Takatū Anamata (Future Ready Group)	Moderate Within Appetite? Within Appetite	Moderate	**Council is currently operating within assessed appetite.** **Maintaining this position will be assisted by the introduction of the following mitigations:** • Continued implementation of the September 2026 organisational restructure • Implementation of Complywith software and ComplyWatch legislative change notification tool

RISK #4	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
CYBER - Cyber, information and data security	**GM Customer Experience**						
	Cyber security incidents, privacy breaches, unauthorised access to information, or weaknesses in information management resulting in operational disruption, legal consequences, financial loss and damage to public trust.	Very High	**Key Controls in place** • **First line of defence: Cybersecurity solutions** - in place for internal network security and unified threat management (Sophos and Microsoft Defender) • **Second line of defence: Digital Services Cybersecurity programme** - access control, multifactor authentication, separation of public facing and internal systems, reporting and maintenance • **Third line of defence: Staff controls** - IT policy, inductions, privacy training, education **Other controls in place** • Annual IT Security audits/penetration testing by an independent third party • Cyber-security insurance policy to assist in responding to any significant breach causing loss • Disaster recovery plan • On site and off-site backups	**First line** • Detected presence of email incursions (spam, phishing and malware) and the outcome / success levels of those incursions • Endpoint protection statistics (malware and potentially unwanted application (PUA) events) • Level of firewall intrusion-detection hits **Second line** • 'SAM for Compliance' score • Regular monitoring and reporting of incursion statistics **Third line** • Privacy breach incidents and follow-up findings re cause / response	High Within Appetite? Outside of Appetite (Appetite Considered Unachievable)	Low	**Council is currently operating outside of assessed appetite** **This is a risk where the appetite setting is considered unachievable due in part to the inherent likelihood of a security breach, but more importantly our limited control over the consequence of any breach. Even very costly investments are unlikely to achieve reduction of risk to the extent envisaged in the appetite setting.** **The following mitigations should continue to be a focus:** • Centralising cyber-security reporting from multiple systems into one dashboard • Stocktaking systems and information data • Testing the Disaster Recovery Plan annually

RISK #5	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
TRUST AND CONFIDENCE - Reputation and community trust / social licence erosion	**GM Customer Experience**						
	Damage to organisational reputation and relationships with community and stakeholders arising from actions, decisions or service failures, and/or inability to introduce the promised more enabling council.	High	**Key Controls in place** • **Proactive community communication** - aligned with content strategy and project communication plans, this involves utilising multiple channels and proactive positive news stories • **Meaningful engagement** - via regular face-to-face processes, key stakeholder relationship management and the mahi of the community and business partnerships team • **Executive-led organisation-wide focus on embedding an enabling Council** - e.g. Partnering for Progress, establishment of business excellence team, community and business partnerships team, and SEBS - Smarter Easier Better Safer **Other Controls in place** • Communications and engagement (C&E) team proactively involved early and throughout development of key documents and key projects • Use of quick polls to obtain community insights, e.g. removal of pedestrian crossing, urban trail surfacing • Council 'Key Research Community Views Survey' on community perceptions of Council and Council performance • Established partnerships with community groups and stakeholders e.g. Creative Waikato, Rotary and Neurodivergent and Hearing Impairment Group • Various mechanisms in place to receive complaints such as a Council website interface and Antenno • Communications and Engagement Strategy • Customer Service Strategy	• Number of content pieces (stories, articles, videos, Mayoral updates, etc) in a quarter, that deliver on the objectives of the Council content strategy • Level and quality of community interaction or involvement in engagement processes • Number of manager updates to Council, reporting in on work done to embed an enabling culture • Trends in community satisfaction with the 'overall reputation of Council' in the community views survey	Moderate Within Appetite? Outside of Appetite (Appetite Considered Achievable)	Low	**Council is currently operating outside of assessed appetite.** **Appetite is considered achievable if the following mitigations are successfully introduced :** • Introduction of stakeholder management system • Development of systems that enable and ensure customer close-outs of Antenno feedback, and service requests via the customer relationship management system, including the reporting of those close-outs • Development of systems that enable regular reporting on the outcomes and gains achieved through delivery of the SEBS (Smarter Easier Better Safer) programme • Development of a plan around business enablement (and potentially a key risk indicator for business enablement) • The embedding of customer journey mapping in Council process reviews

RISK #6	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
MANA WHENUA PARTNERSHIPS - Partnership risks with Mana Whenua/Iwi and key Māori partners	**GM Kaitiaki, Partnerships and Development**						
	Inadequate engagement and partnership focus with Mana Whenua/Iwi and other strategic Māori partners, leading to loss of trust and sub-optimal outcomes.	High	**Key Controls in place** • **Te Ohu Tūhono** - Dedicated Te Ohu Tūhono team in place - two employees, with on-going commitment to relationships with 12 iwi • **TMF and Māori Ward Councillor** - Te Manawhenua Mo Matamata-Piako forum (TMF) established and operating, and Māori Ward Councillor in place - facilitating iwi/Māori contribution to decision making processes • **Rangatira ki te Rangatira hui** - Engagement and partnering initiatives in place such as Rangatira to Rangatira meetings with active iwi within our district, and partnering on key projects, plans and strategies - ensuring early involvement • **Iwi aspirations** - Formal receiving of the Te Manawhenua Mo Matamata-Piako iwi aspirations **Other Controls in place** • Some aligning of processes, communications and decisions to Treaty Principles • Support of community-focussed events that celebrate Te Ao Māori, either through collaborative partnership support of events like hauora days or grant funding for events like the celebration of Matariki • Training and opportunities to implement Māori cultural practices (such as waiata group) to increase the cultural competency of our organisation	• Number of Rangatira to Rangatira engagements in quarter • Number of Te Manawhenua Mo Matamata-Piako forum (TMF) meetings and workshops in quarter • Twice yearly Te Manawhenua Mo Matamata-Piako Forum members 5-point scale assessment of Council engagement effectiveness with the Forum	Moderate Within Appetite? Outside of Appetite (Appetite Considered Achievable)	Low	**Council is currently operating outside of assessed appetite.** **Appetite is considered achievable if the following mitigations are successfully introduced :** • Adoption of a Tangata Whenua Engagement Policy, which will direct specific engagement action and better ensure legislative compliance • Further development of a shared understanding of the practical application of the Te Manawhenua Mo Matamata-Piako iwi aspirations (now formally received by Council) • Development of iwi participation agreements • A focus on increased knowledge and education across Council including delivery of education programmes for staff and elected members on Tikanga and Te Reo knowledge and competency, an increased knowledge and understanding of settlement legislation and Tiriti / Treaty principles and what they mean to Council, and review of iwi capacity and in-house resource availability at MPDC, including potential forward ability to respond to potential settlement agreement requirements

RISK #7	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
STEWARDSHIP - Financial, statutory and regulatory sustainability	**GM People and Performance**						
	Inadequate financial planning, funding, resource allocation or compliance with statutory, regulatory and contractual obligations, affecting the organisation's ability to deliver services, achieve strategic outcomes, maintain community affordability, and retain its mandate to operate.	High	**Key Controls in place** • **Comprehensive financial planning (together with supporting strategies and policies) in place** - including a Long Term Plan every three years, Annual Plans, Financial Strategy, Infrastructure Strategy, Revenue and Financing Policy, Investment and Borrowing Policies, Development Contributions Policy and Remission policies. These plans, strategies and policies are focussed on ensuring a prudent and sustainable financial pathway and are in some cases assisted with independent expert advice • **Regular financial reporting to the Executive Team and Council** - including comprehensive analysis of variances from budget, and independent expert-facilitated reporting of treasury metrics • **External audit of Annual Report and Long-Term Plan** - including the delivery of legislative and professional responsibilities that provide assurance over the financial reports and control environment, together with recommendations for improvement • **Annual legislative compliance attestation** - using a spreadsheet tool developed by Legal Counsel (will be replaced with Complywith software in the coming year) **Other Controls in place** • Risk and Assurance Committee overview of financial policies, audit recommendations and implementation, etc • Finance team with assigned responsibilities, established relationships with debt collection agency, LGFA, credit facilities in place • Triaging and appropriate reporting of any potential and actual legal claims against Council to ensure councils liability is limited and insured position is maximised • Established insurance broker, conducts annual review of insurances on renewal • Specific delegations in place for various decision-making actions • Horizon scanning for legislative change via Legislative Tracker tool, Complywatch when introduced, updates from established relationships with external legal providers, professional memberships and sector knowledge forums such as Taituarā • Te Ohu Takatū Anamata (Future Ready Group) reviews impact of proposed legislative changes assists with submissions, etc • Identified changes incorporated into standard operating procedures, policies, strategies, plans and processes • Legal issues arising or already actioned reported to Executive Team on a bi-monthly schedule • Established performance measures monitor compliance with some of our key legislative requirements	• Results reported in key financial metrics, including variance against budget for both revenue and expenditure, level of outstanding debt, treasury compliance and capex delivery percentages • Number of significant unresolved audit concerns • Number of significant unresolved concerns in legislative compliance attestation tool	Moderate	Low	**Council is currently operating outside of assessed appetite.** **Appetite in regard to financial sustainability is considered achievable if the following mitigations are successfully introduced :** • Introduction of improved and regular monitoring of key Long Term Plan and Annual Plan assumptions • Improved financial reporting processes with focus on timeliness and accuracy • Strategic review of insurance arrangements **Achieving appetite in regard to statutory and regulatory sustainability is challenging given the wide ambit of legislation that Council is subject to and the reliance on key staff to ensure compliance. It is however considered achievable over time if the following mitigations are successfully introduced:** • The successful implementation of the 'Complywith' legislative monitoring and attestation system. • Continued education programmes on the importance of legislative and regulatory compliance. These could include, for example, education on privacy requirements and the consequences of these being breached. Another example where general staff education would be valuable is in the LGOIMA space and the requirements for openness and transparency that this drives.
					Within Appetite?		
					Outside of Appetite (Appetite Considered Achievable)		

Item 7.1

Attachment A

RISK #8	Risk Owner and Risk Description	Inherent Risk Rating	What do we already have in place?	Key Risk Indicators	Status of Risk		
					Residual Risk Rating	Risk Appetite	What can we do to reach appetite / strengthen our position?
WORKFORCE AND SAFETY - Workforce capacity and capability; Health, safety and wellbeing	**GM People and Performance**						
	Insufficient workforce numbers, skills and support mechanisms affecting safe and effective service delivery and, where within our scope of influence, our community's wellbeing. This includes failure to establish a strong health, safety and wellbeing culture with focus on keeping staff, elected members, contractors and the community safe and well, and free from injuries and illness.	Very High	**Key Controls in place - Workforce Capacity and Capability** • **Recruitment and retention -** Workforce planning, including effective recruitment and retention practices are in place • **Workforce capability and performance -** Employees have the skills and capability required to deliver Council services effectively, supported by induction, learning and development, and regular performance conversations • **Employee experience, engagement and wellbeing -** Employee experience and organisational culture are strengthened through employee engagement, wellbeing support, flexible working, effective employment practices and mechanisms for employees to provide feedback and raise concerns **Key Controls in place - Safety** • **Critical safety and wellness risk management** - with these risks identified, assessed and managed through defined controls • **A focus on safety leadership** - with leaders demonstrating visible safety and wellness leadership, appropriate resourcing, informed decision-making and active oversight of risk and performance • **Employee participation and engagement** - with staff actively engaged in Safety and Wellness and provided with opportunities to participate and raise concerns **Other Controls in place** • Job-sizing and remuneration system ensures staff are paid market rates (including MPDC premium). Employee value proposition (EVP) benefits in place • Career progression - established processes to allow good opportunity for internal appointments. Career pathways within some teams, e.g. graduate, intermediate and senior roles • Leadership development programme for those with team leadership responsibility • Staff survey results inform organisational action planning • Belonging Strategy supports culture and connection • Dedicated HR and Safety and Wellness (S&W) advice and support, with legal advice as required • Ideagen supports S&W event reporting, risk management, training and injury management, with annual risk reviews • S&W Policy, Charter and due diligence plan set expectations for Council and Exec Team • Quarterly and annual safety and wellness reporting to Council and Exec Team. • Contractor S&W management, including pre-qualification	**Workforce Capacity and Capability** • Staff resignation and turnover trends (quarterly) • Staff Survey results • Number of agreed staff survey action plan actions not yet in place • Exit survey identification of trends and controllable matters **Safety** • Identifiable trends in incident and events reporting • Three critical risk audits completed per quarter • Number of unresolved / overdue actions in Ideagen (our safety and wellness reporting system)	Moderate **Within Appetite?** Outside of Appetite (Appetite Considered Unachievable)	Low	**Council is currently operating outside of assessed appetite due to the Safety part of this risk.** **Safety** **Council has an objective to minimise any risks to serious injury or harm to any staff member, elected member, contractor or member of the community. However, these risks are of high consequence and impossible to eliminate entirely. For this reason the realistic level of appetite is seen as moderate. Council already has fairly comprehensive strategies and efforts implemented to embed and sustain a health, safety and well-being culture. These will be maintained and continuously improved over time, however it is questionable as to whether appetite can be reached.** **The following further mitigations are proposed, however they are not expected to reduce the risk to appetite levels for the reason noted above:** • Advancement of work already initiated on improving management and governance of critical life-safety risks in response to the Davison report • Continuing focus on 'Safety by Design' as new plant and processes are purchased or implemented, ensuring safety is factored in from the start, rather than managed subsequently • External Health & Safety audit - to be considered in 2027 • Review of the safety and wellness induction pathway for managers and team leaders to ensure they have a clear understanding of their responsibilities and are provided with the learning and development needed for their role • Review the implications of the Health and Safety Act Amendments (2026) to ensure we align with these **Workforce Capacity and Capability** **In regard to workforce capacity and capability the following further mitigations are proposed:** • Build a future-ready workforce through targeted learning and development opportunities.

7 Ngā Pūrongo A Ngā Āphia | Officer Reports

7.2 Dog Control Policy and Practice 2025/26

CM No.: 3245371

Te Kaupapa | Purpose
The purpose of this report is to adopt the 2025/26 Annual Dog Control Report.

Rāpopotonga Matua | Executive Summary
The Dog Control Act 1996 requires a territorial authority to report annually on its dog control operations.

The attached report includes all the information required under section 10A(2) of the Act for the 2025/26 financial year

Tūtohunga | Recommendation
That:

1. The report be adopted, and

2. The report be publicly notified on Council's website

Horopaki | Background
Section 10A of the Dog Control Act 1996 requires a territorial authority to report annually on the administration of:

a) Its dog control policy adopted under section 10, and
b) Its dog control practices.

The Act sets out the information that must be included in the report and further requires the authority to give public notice of where the report can be obtained.

Ngā Take/Kōrerorero | Issues/Discussion
The attached 2025/26 report includes all the required information as well as other information about the animal control operation that may be of interest to the public. A copy of the report once adopted will be placed on Council's website.

Mōrearea | Risk
There is no risk associated with this report.

Ngā Whiringa | Options
The options in respect to this report are:

1. That the attached report be adopted and publicly notified
2. That the report be further considered or amended before being adopted and publicly notified.

Option One	
Impact assessment	
Legal Implications	The attached report is required by section 10A of the Dog Control Act 1996.
Risk	No identified risk to council in this report.
Policy Implications / Strategic Links	There are no policy or strategic risks as the report generally aligns with the Dog Control Policy.
Costs and benefits	The Dog Control function is a community service that is required by the Dog Control Act 1996.
Financial Implications	The report illustrates that the function is currently 77% funded by dog registrations, which is outside the revenue and financial policy of 80/20 split, being 80% registrations and 20% rates. We are looking at addressing this in the long term plan as consideration is being given by council to restructuring the spilt to reflect the actual service that animal control provide to the whole community not just dog owners. Also of note is when you compare the 'actual' costs to the 'budget' costs there are large difference. This is due to the creation of a team leader role in the 25/26 financial year who looks after, resource consent monitoring, building compliance and animal control. The actual salary for this role is spilt across three functions, however it was budgeted 100% to another area. This issue has been rectified in future budgets.
Annual Plan / LTP Implications	The report does identify matters to for consideration in the LTP.
Community Outcomes	Animal control and in particular dog management plays and important part in keeping communities safe and nuisance free.
Community Views	Animal control can evoke emotion and public interest and therefore is a vital service that Council undertakes.
Customer impact	We maintain a reliable service for the community.

Recommended option

Option 1 – approve the report and publicly notify it on Council's website.

Local Government Act 2002 (LGA 2002) Decision-making requirements

Having regard to the decision making provisions in the LGA 2002 and Councils Significance Policy, a decision in accordance with the recommendations is assessed as having a low level of significance.

All Council decisions, whether made by the Council itself or under delegated authority, are subject to the decision-making requirements in sections 76 to 82 of the LGA 2002. This includes any decision not to take any action.

Local Government Act 2002 decision making requirements	**Staff/officer comment**
Section 77 – Council needs to give consideration to the reasonable practicable options available.	Options are addressed above in this report.

Section 78 – requires consideration of the views of Interested/affected people	N/A
Section 79 – how to achieve compliance with sections 77 and 78 is in proportion to the significance of the issue	The Significance and Engagement Policy is considered above. This issue is assessed as having a low level of significance.
Section 82 – this sets out principles of consultation.	N/A

Policy Considerations
To the best of the writer's knowledge, this recommendation is not significantly inconsistent with nor is anticipated to have consequences that will be significantly inconsistent with any policy adopted by this local authority or any plan required by the Local Government Act 2002 or any other enactment.

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

The community outcomes relevant to this report are as follows:

- A place to thrive

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

The financial costs are outlined in the attached report.

Ngā Tāpiritanga | Attachments

A⇩. Dog Control Policy and Practices 2025/26

Ngā waitohu | Signatories

Author(s)	Ryan Johnston **Pou Whakamaru Hapori, Tūtohu | Community Protection and Compliance Manager**	

Approved by	Ally van Kuijk **Hautū Kaitiaki, Rāngai Mahitahi me te Whakawhanake | Group Manager Kaitiaki, Partnerships and Develo**	

te kaunihera ā-rohe o
matamata-piako
district council



Dog Control
Policy and Practices 2025/26



35 Kenrick Street - PO Box 266 - Te Aroha 3342 - www.mpdc.govt.nz
Morrinsville & Te Aroha 07 884 0060 - Matamata 07 881 90 50

2025/2026 Annual Report

1. The Dog Control Act

Section 10A of the Dog Control Act 1996 requires territorial authorities to report annually on:

- the administration of its dog control policy and its dog control practices; and
- a variety of dog control related statistics.

Section 10A(3) and (4) requires Council to give public notice of the report and to send a copy of the report to the Secretary for Local Government within one month after it has been formally adopted by Council.

2. Policy and Bylaw

Council completed a comprehensive review of its Policy on Dogs and Dog Control Bylaw during 2025/26. The review included significant community engagement, beginning with the "Paw and Order" survey, which attracted more than 900 responses from across the community. Feedback received through this early engagement directly informed the development of the draft Policy and Bylaw, which then proceeded through elected member workshops and formal public consultation. Council adopted the reviewed Policy and Bylaw on 13 May 2026, with the changes taking effect from 1 July 2026.

Operational Functions

Council is committed to ensuring effective animal control services that support community safety and wellbeing across the district. To deliver this service, Council employs two Animal Control Officers: one full-time and one part-time (30 hours per week). These staff are, strategically based at the Morrinsville and Matamata offices to provide comprehensive geographic coverage. Administrative support is facilitated through a dedicated Administrator for two hours daily, complemented by the district-wide Customer Services team. The Animal Control function is overseen by the Community Protection and Compliance Manager and the Compliance Team Leader, ensuring alignment with Council's compliance and community protection objectives.

Council provides a 24/7 response capability through contracted service providers. After-hours calls are coordinated by Council's in-house after-hours team, while Allied Security New Zealand provide onsite responses between 5:00 p.m. and 8:00 a.m. on weekdays, and throughout weekends and public holidays. This arrangement ensures timely and effective intervention, reducing risk to public safety and upholding Council's service standards.

Council operates a pound and stockyard facility within the Matamata-Piako District, constructed in 2010 to replace former facilities in Matamata and Morrinsville. These assets are critical to supporting Council's animal control responsibilities.

Council engages a contractor on the weekends and public holidays to manage the pound facility, ensuring the health and welfare of animals.

In alignment with the Council's quality management system and the Long-Term Plan (LTP) performance measures, Animal Control Officers and contractors are required to respond to complaints within defined timeframes. These prescribed response times are detailed below.

Expected response times				
Complaint type	**Incident type**	**0800–1700 hrs**	**1700-0800 hrs**	**Weekend/holiday**
Dog bite person	*Current	1 hour	1 hour	1 hour
	*Reported	4 Hours	NWD	NWD
*Aggressive dog	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Attacked stock	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Attacked other animal/bird	Current	1 hour	1 hour	1 hour
	Reported	4 hours	NWD	NWD
Barking dog	Current	1 hour	1 hour	1 Hour
	Reported	4 hours	NWD	NWD
Wandering dog	Current	1 hour	1 hour	1 hour
	Caught in trap	1 hour	1 hour	1 hour
	Reported	NWD	NWD	NWD
Unregistered	Current/reported	24 hours	NWD	NWD
Animal welfare	Current/reported	4 hours	NWD	NWD
Wandering stock	Current	1 hour	1 hour	1 hour
	Reported	NWD	NWD	NWD

***NWD** means Next Working Day.

***Aggressive** means rushed person/vehicle or displayed threatening behaviour.

***Current incident** means the incident is happening now and the dog may be an immediate danger to the public.

***Reported incident** is when someone reports an incident that happened sometime in the past, but is not a current threat to the public.

3. Performance Measures

The performance measures adopted by Council are set out in the 2024 - 34 Long Term Plan are presented below along with the corresponding results reported in this year's Annual Report.

Overall, Animal Control exceeded two of the three key performance measures. Complaint investigation performance remained above target, while street patrol activity significantly exceeded expectations. Although the property visit target was not achieved, this was influenced by reduced need for unregistered dog property checks. The reduced need was due to more dogs being registered negating the need for property checks. The time was used well with the requirement to train new staff members and more patrols being able to be carried out.

Performance Measure	Target Level	Result	Comments
Complaints will be investigated within set timeframes (See 3.0 above) **Dogs** **Stock** **Total**	95% within adopted timeframes	☑ 96.42% (809 out of 839) 100% (50 out of 50) 96.62% (859 out of 889)	One of our core responsibilities is managing and responding to complaints related to animals, including issues such as wandering livestock, barking dogs, and aggressive behaviour. Our approach is to investigate each complaint promptly and inform the complainant of the actions taken or intended to take within the timeframes outlined in our adopted standards. While some matters can be resolved swiftly, others require more time and engagement with animal owners and, in some cases, may result in legal proceedings. The figures reported also include complaints addressed by our After Hours contractors. Where an immediate response is not possible or practical, these complaints are prioritised for follow-up on the next working day.
Number of property visits per year	600 property visits per year	☒ 511 Total property checks 511: Matamata 163, Morrinsville	Property inspections enable Council to ensure that dogs are properly housed and securely contained on their premises. Inspections are conducted as part of all applications for • Responsible Owner Licences. • Applications to keep more than two dogs.

		174 and Te Aroha 174).	• During checks for unregistered dogs. These inspections support the Council's objectives of promoting responsible dog ownership and reducing animal-related issues within the community.
Number of street patrols undertaken in each of the three main towns	Average of 10 per month, per town	☑ Average per town 29/mth	Regular street patrols enable staff to identify and address wandering animals that may pose risks, contributing to the reduction of animal-related issues within the community Total street patrols 1066 (Matamata 360 Morrinsville 371, Te Aroha 335).

4. Funding

All revenue generated from registration fees and infringements is to be allocated exclusively to support dog control activities in alignment with the objectives set out in the Long Term Plan. Council targets funding this activity at 80–100% from the revenue collected.

The total cost of the Animal Control function, including dog control, for the 2024/25 financial year is presented below, as reported in Council's Annual Report

	*2025/26		2024/25
	Budget	Actual	Actual
Operating cost	$670,540	$717,612	$649,238
Income	$550,249	$550,772	$359,752
Net cost of service	**$120,291**	**$166,849**	**$116,004**

Approximately 10% of the operating cost is used for the control of other animals such as wandering stock.
* unaudited



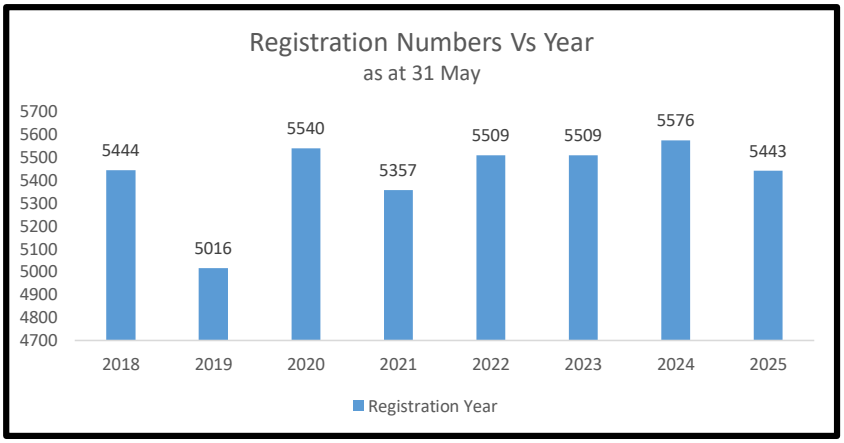
5. Registration

The dog registration fee comprises a base charge, with rebates applied to recognise and encourage responsible dog ownership

The base registration fee for 2025/26 was $162.00, however, the registration fee for dog owners that qualify for all the rebates was $82.00.

In summary the rebates for this year remain unchanged as per below

- No Complaints Rebate ($35) - Every owner was automatically eligible for this rebate unless Council had received a genuine complaint about their dog, impounded their dog or they paid their previous year's registration late. This rebate reflects Council's aim of reducing costs for owners of dogs which cause the least problems.
- De-sexed, Working or Dogs New Zealand registered owners ($30) - This rebate reflects Council's aim of reducing the unplanned litters in the District.
- Responsible Owner Rebate ($15) - Owners who hold a Responsible Owner Licence are eligible for this rebate provided there have been no complaints registered against their dog and/or their dog has not been impounded during the previous registration year. The owner needs to take a short test and their property needs to have been inspected and fully fenced. This rebate reflects Council's aim of rewarding responsible dog ownership.



**2022 and 2023 numbers have been double checked and it is a coincidence that they are the same figure.*

6. Statistical Information

The statistical information required by s10A is listed below.

Category	*For the period 1 July 2025 to 30 June 2026	As at 30 June 2026
Number of registered dogs	5861	5443
Number of probationary owners	0	0
Number of disqualified owners	6	5
Number of dogs classified as dangerous (s31)	8	8
Number of dogs classified as menacing ▪ Under section 33A (Menacing behaviour) ▪ Under section 33C (Breed or type)	83 56 29	70 46 26
Number of infringement notices issued	175	**165
Number of notice of complaints issued	118	118
Number of prosecutions under the Act	1	1

*This figure includes all dogs that have departed or died during the registration year.
**Number decreases due to infringement notice withdrawals.



7. Complaint Comparison: 2024/2025 vs 2025/2026 Registration Years

The data comparing complaints received during the 2024/2025 and 2025/2026 registration years highlights the continued prominence of barking and wandering dog complaints across the district. District-wide, barking dog complaints increased by 20%, while wandering dog complaints increased by 13%. Overall, total complaints rose by 6.7% compared with the previous year.

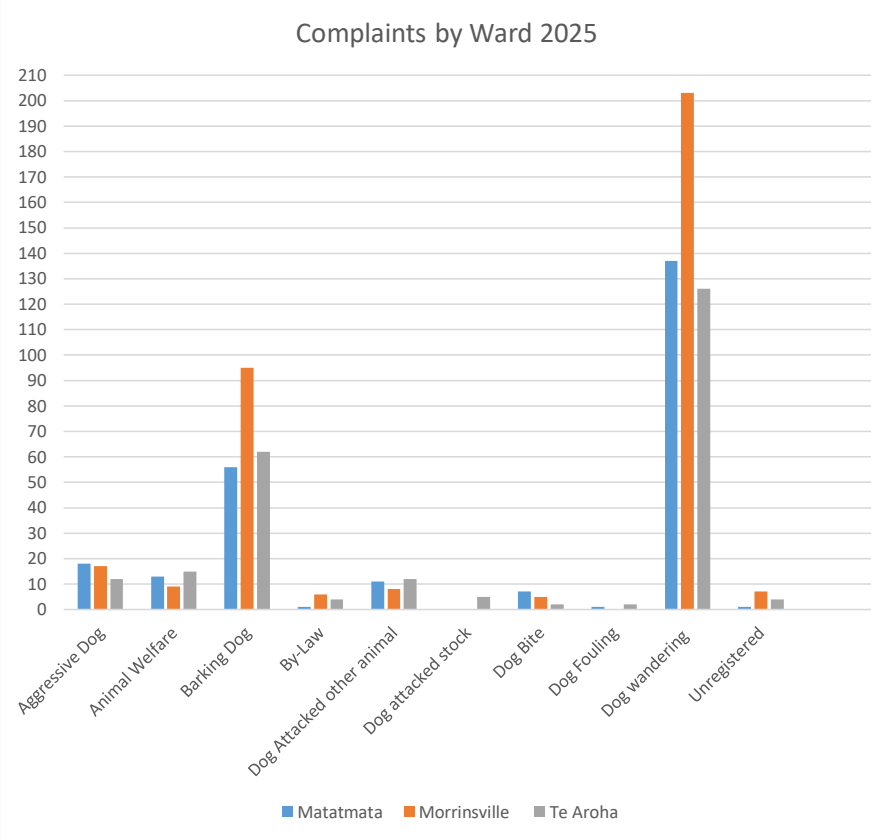
Te Aroha experienced the largest increase, with complaints rising by 34 complaints (16.2%). This increase was primarily driven by higher numbers of both barking dog and wandering dog complaints.

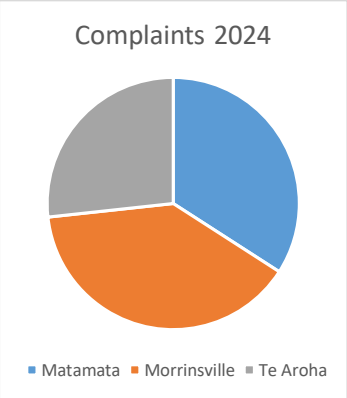
Morrinsville recorded an increase of 13.6%, which can be entirely attributed to the rise in wandering dog complaints.

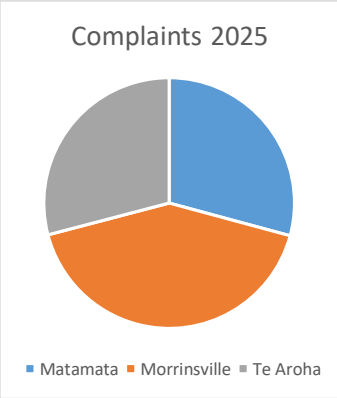
Matamata was the only area to record a reduction in overall complaints, with a decrease of 8.6%. It was also the only area where wandering dog complaints declined. In addition, complaints relating to dog bites to a person reduced significantly, dropping from 11 to 7 incidents.

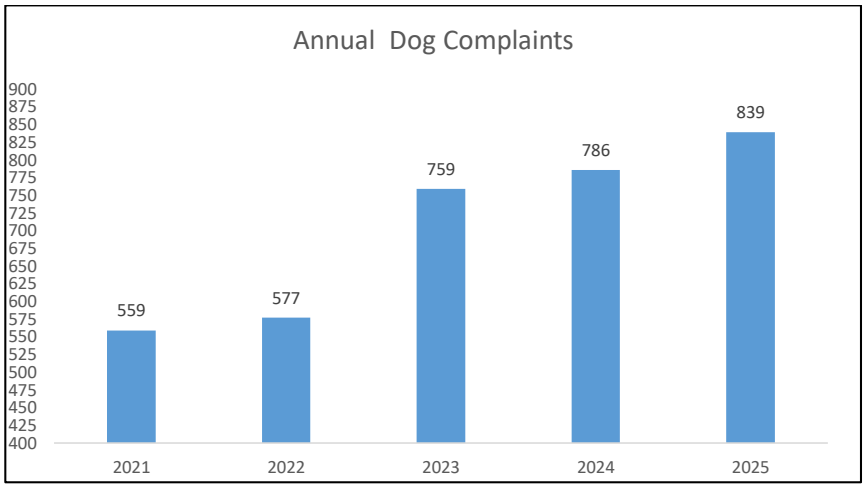
Overall, the data indicates that barking and wandering dogs remain the key drivers of complaint activity across the district, with Te Aroha contributing the most significant increase in complaint numbers during the current registration year.

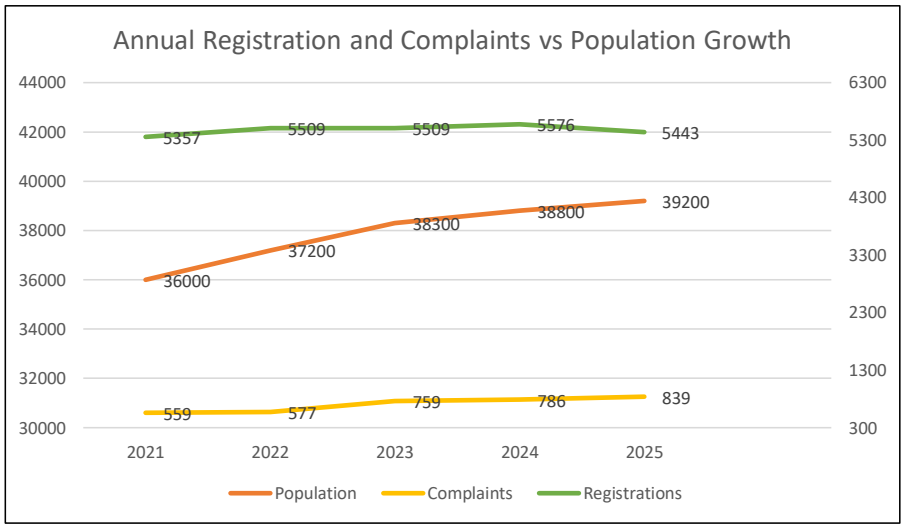
Complaints Received								
	Matamata		Morrinsville		Te Aroha		District	
Complaint	2024	2025	2024	2025	2024	2025	2024	2025
Dog bite person	11	7	10	5	7	2	28	14
Aggressive dog	15	18	24	17	9	12	48	47
Attacked stock	1	0	0	0	0	5	1	5
Attacked other animal/bird	10	11	13	8	15	12	38	31
Barking dog	54	56	79	95	44	62	177	213
Wandering dog	152	137	151	203	106	126	409	466
Unregistered	3	1	3	7	6	4	12	12
Animal welfare	17	13	21	9	13	15	51	37
Dog fouling	2	1	2	0	1	2	5	3
Breach of the Bylaw	3	1	5	6	9	4	17	11
Totals	268	245	308	350	210	244	786	839


Complaints by Ward 2025
210
200
190
180
170
160
150
140
130
120
110
100
90
80
70
60
50
40
30
20
10
0
Aggressive Dog
Animal Welfare
Barking Dog
By-Law
Dog Attacked other animal
Dog attacked stock
Dog Bite
Dog Fouling
Dog wandering
Unregistered
Matatmata
Morrinsville
Te Aroha


Complaints 2024
Matamata
Morrinsville
Te Aroha


Complaints 2025
Matamata
Morrinsville
Te Aroha


Annual Dog Complaints
900
875
850
825
800
775
750
725
700
675
650
625
600
575
550
525
500
475
450
425
400
559
577
759
786
839
2021
2022
2023
2024
2025


Annual Registration and Complaints vs Population Growth
44000
42000
40000
38000
36000
34000
32000
30000
6300
5300
4300
3300
2300
1300
300
5357
5509
5509
5576
5443
36000
37200
38300
38800
39200
559
577
759
786
839
2021
2022
2023
2024
2025
Population
Complaints
Registrations

The graphs on the previous pages illustrate the number of dogs registered within the Matamata-Piako District, as recorded in the National Dog Database on 31 May each year since 2018. These figures are compared with complaint volumes and population growth across the district over the same period.

Registered dog numbers have remained relatively stable in recent years, with a slight decline observed despite continued population growth across the district. This trend may, in part, be attributed to the increasing number of retirement living developments, which generally accommodate fewer dog-owning households than traditional family-based residential areas.

While registered dog numbers have remained relatively stable, the volume of complaints received by Animal Control has continued to increase year on year. Barking and wandering dogs remain the most common complaint categories and account for the majority of service requests received.

This increase in complaint numbers is not unexpected given the district's growing population. As residential development results in higher housing density and people living in closer proximity to one another, incidents that may previously have generated a single complaint can now result in multiple complaints being lodged for the same event. This is particularly evident in relation to barking dog or complaints, where several neighbouring properties may be affected by, and report, the same incident.

Overall, the data suggests that increasing complaint volumes are more closely linked to population growth and changing residential patterns than to any significant increase in the number of dogs within the district. The continued prominence of barking and wandering dog complaints highlights the importance of ongoing education, enforcement, and proactive patrol activities to support responsible dog ownership and maintain community wellbeing.

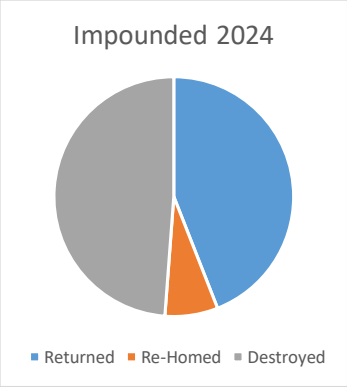


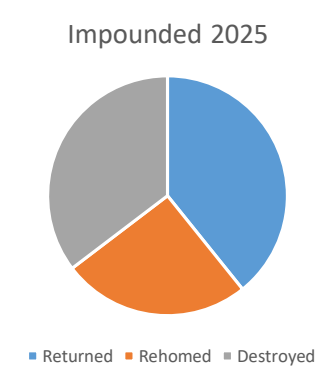
8. Impounding

Pound Register								
	Impounded		Returned		Re-Homed		Destroyed	
	2024	2025	2024	2025	2024	2025	2024	2025
Matamata	58	103	18	40	4	17	36	46
Morrinsville	65	69	30	24	6	27	29	19
Te Aroha	45	60	26	27	2	15	17	17
District	168	232	74	91	12	59	82	82

Impoundments increased significantly in 2025, rising by 64 dogs, or 38%, compared with the previous year. This increase was consistent with the higher number of wandering dog complaints recorded during the same period.
Although the number of dogs destroyed remained unchanged, 47 more dogs were rehomed in 2025 than in the previous year. Through a third-party rehoming organisation, Council secured permanent homes for 53% of unclaimed dogs.

Of the dogs impounded during the 2025/26 year, 67 (nearly 30%) were surrendered by owners who could no longer keep them.





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7.3 Long Term Plan 2027-37 Progress Update: November 2026

CM No.: 3250582

Te Kaupapa | Purpose

The purpose of this report is for Council to receive an update on progress towards the development of the Long Term Plan 2027-37

Rāpopotonga Matua | Executive Summary

The key milestones for development of the Long Term Plan (LTP) are as follows:

Task	Dates
LTP development	Jan 2026 – Jun 2027
Consultation Document development	Sep 2026 – Feb 2027
Quality assurance (underlying information)	Dec 2026
Risk and Assurance and Council approval of the underlying information for interim audit	Dec 2026
Interim audit (financial model and assumptions)	Dec 2026
Interim audit (underlying information)	Jan-Feb 2026
Quality assurance (Consultation Document)	Feb 2027
Risk and Assurance and Council approval of the Consultation Document for audit	Feb 2027
Audit (Consultation Document)	Mar 2027
Public consultation	April - May 2027
Deliberations and decision-making	May 2027
Quality assurance (final LTP)	May 2027
Final audit	June 2027
Adoption of final LTP	June 2027
LTP in force	1 July 2027

Progress update

The development of the LTP is well underway and is generally on track. Council has provided key budget direction and options for consultation. Staff are now finalising the budget and completing draft strategic documents for Council review.

Further progress updates will be provided at Te Manawhenua Forum, Risk and Assurance Committee, Waharoa (Matamata) Aerodrome Committee and Council meetings through the remainder of 2026, and the first half of 2027.

Tūtohunga | Recommendation

That:

1. **Council receives the Long Term Plan 2027-37 Progress Update: November 2026 report.**

2. **Council acknowledges the direction provided through workshops open to the public to inform the development of the Long Term Plan 2027-37.**

Horopaki | Background

Timeline

The key milestones for development of the Long Term Plan (LTP) are as follows:

Task	Dates
LTP development	Jan 2026 – Jun 2027
Consultation Document development	Sep 2026 – Feb 2027
Quality assurance (underlying information)	Dec 2026
Risk and Assurance and Council approval of the underlying information for interim audit	Dec 2026
Interim audit (financial model and assumptions)	Dec 2026
Interim audit (underlying information)	Jan-Feb 2026
Quality assurance (Consultation Document)	Feb 2027
Risk and Assurance and Council approval of the Consultation Document for audit	Feb 2027
Audit (Consultation Document)	Mar 2027
Public consultation	April - May 2027
Deliberations and decision-making	May 2027
Quality assurance (final LTP)	May 2027
Final audit	June 2027
Adoption of final LTP	June 2027
LTP in force	1 July 2027

Ngā Take/Kōrerorero | Issues/Discussion

Progress update

The development of the LTP is well underway and is generally on track.

Council has provided key budget direction and options for consultation. Staff are now finalising the budget and completing draft strategic documents for Council review.

Staff requested a change to the dates of the interim audit to ensure that the quality assurance process could be completed prior; this request has been accepted.

The tables below provide a high level of how the workstreams are currently tracking. Actions are grouped under the headings ‘Complete’, ‘In progress’, and ‘Upcoming’.

1.1 Long Term Plan items completed

Item	Summary of process	Status	How this item will inform the LTP
Trends and Analysis Report	Council has reviewed and adopted the report.	Complete	The report helps inform the assumptions that underlie the development of the LTP.
Population Projections	Elected members received a presentation on population projections from Te Ngira and	Complete	The projections underpin the growth assumptions in the LTP.

Item	Summary of process	Status	How this item will inform the LTP
	subsequently adopted the high growth scenario.		
Vision and Community Outcomes	Council's Vision and Community Outcomes were developed and adopted early 2026.	Complete	The Vision and Community Outcomes have been used to inform the activity planning developed by staff. And will be used throughout the LTP to frame the discussion around Council's priorities.
Efficiency and enablement	Council has articulated as part of its vision that its key focus is on operating in a way that is efficient and enabling.	Complete	The focus on efficiency and enablement has been used to inform the activity and support service planning developed by staff. This focus will be discussed throughout the LTP.
Key Drivers	The key drivers have been workshopped with Council, and identified as - Affordability - Growth and Demand - Resilience - Regulation and Reform	Complete	The drivers will be used throughout the LTP to discuss the challenges over the period of the LTP and how Council will respond.
Direction on approach to consultation	Council has given direction that they would like to take a different approach to consultation, with face-to-face sessions during the consultation period to hear from submitters rather than holding a formal Hearing after the submission period has closed.	Complete	Staff will develop a communication and engagement process for the LTP and seek review and direction from elected members.
Grants policies review	The Multi-Year, Single-Year and Natural, Cultural and Built Heritage Grants Policies have been reviewed and updated by Council.	Complete	Applications have been received under the revised Multi-Year Grant Policy. The level of demand and funding requirements identified through this process will help inform grant funding provisions within the LTP.
Significance and Engagement Policy review	The updated policy has been adopted by Council.	Complete	The Policy will be used to help guide what topics are included in the Consultation Document.
Activity planning	Managers have presented their draft activity and support	Complete	Council direction has informed development of

Item	Summary of process	Status	How this item will inform the LTP
	service planning to Council and received direction.		the first cut budget. Staff are updating their Activity Plans to reflect direction received. Summaries of this information will be included in the LTP documents.
Project prioritisation framework	Council have agreed on a methodology for prioritising projects, the 'must dos, should dos, could dos'. This methodology has been used for infrastructure investment planning.	Complete	Staff will describe and reflect this methodology in the Infrastructure Strategy.
Capital and renewal programme	Council have agreed on the capital and renewal programme.	Complete	This is being reflected in budgets and the Infrastructure Strategy
LTP budget	Council have agreed on a preferred LTP budget which balances rates affordability in years 1 and 2 with maintaining levels of service and building in long term resilience, all within the constraints of rates capping from year 3, and an alternative option, to be taken out for public consultation	Complete	Staff are finalising the budget.
Rates structure review	Council have reviewed the rates structure and provided direction that the current structure should continue.	Complete	
Uniform Annual General Charge (UAGC)	Council have given direction on the level at which to set the UAGC over the transition period.	In progress	
Significant forecasting assumptions	A well-developed draft has been workshopped with Council.	Complete	Staff are doing a final review and updates ahead of the interim audit.
Development Contributions Policy	The draft Policy has been reviewed by Council.	Complete	The Policy will go out for public consultation alongside the LTP.
Total items completed			
August		6	
September		10	
October		10	
November		16	

1.2 Long Term Plan items in progress

Workstream	Key actions completed	Status	More Information
Groups of activities structure	At the time of writing, a workshop is scheduled for Council to review and confirm the groups of activities structure which has been updated to align with the new government regulation and associated guidance.	In progress	
Levels of service and performance measure framework.	At the time of writing, a workshop is scheduled for Council to review and confirm the performance framework.	In progress	
Revenue and Financing Policy	At the time of writing, a workshop is scheduled for Council to review the draft Revenue and Financing Policy which has been updated with the direction received at a series of Council workshops earlier in the year. Staff will seek direction on any changes needed to the split between funding sources for each activity.	In progress	.
Infrastructure and Financial strategies	At the time of writing, workshops are scheduled for Council to review the draft Strategies which are under development based on Council direction received to date.	In progress	
Māori engagement in decision-making	At the time of writing, the statement to include in Section 1 of the LTP has been sent to Te Mana Whenua Forum members for further review prior to being presented to Council. A face to face session with marae in our district was held in mid-October, on the Forum's request. Representatives from six marae were present. Key priorities that emerged from the discussions focused on rural areas -	In progress	The statement will be included in Section 1 of the LTP.

Workstream	Key actions completed	Status	More Information
	including improving rural roads and safety around marae, managing the effects of summer visitors on council facilities, deterring vandalism at rural playgrounds, and looking at additional facilities in rural locations.		
Consultation planning including Consultation Document and coms and engagement plan	At the time of writing workshops are scheduled to continue progressing the coms story, key messages and engagement approach. Council have given direction that they would like to hold Deliberations and decision making on Tuesday 18th May, with Wed 19th May also available if necessary. Staff will circulate submissions to elected members weekly through the period to allow plenty of time for review.	In progress	This work will continue through until adoption of the Consultation Document for public consultation.
LTP documents	Drafting of the sections is well underway.	In progress	Staff will bring these to Council for review as they are prepared.
Rates remission and postponement policy	At the time of writing, a workshop is scheduled for Council to review the draft Policy which has only minor updates to reflect the transition of water and wastewater to Waikato Waters Ltd.	In progress	The Policy will go out for public consultation alongside the LTP
Liability management and Investment policies	At the time of writing, a workshop is scheduled for Council to review the updated draft Policies.	In progress	

1.3 Long Term Plan items upcoming

Workstream	Key actions completed	Status	More Information
Fees and charges	Council have agreed to move to a three yearly review of Fees and Charges.	Upcoming	The draft schedule will be workshopped with Council in early 2027 and then go out for public consultation alongside the LTP.

Audit process

An audit of the Consultation Document and Final LTP is legally required. An audit engagement letter has been provided by the Audit Office. This letter outlines the terms of the audit engagement, including Council's responsibilities, Audit responsibilities, the approach to the audit, areas of audit focus, audit logistics, professional fees, and personnel.

The letter seeks agreement by the Mayor to the terms of the engagement. The proposed audit fee, covering the Consultation Document and the LTP is $103,300 (excluding GST and disbursements). At the time of writing, the Mayor is discussing the proposed audit fees with the Audit Director.

Audit have provided a self-assessment which asks us to consider the most significant issues and risks, governance of the LTP project, the systems and processes in place (particularly to meet the purposes in the Act for the Consultation Document and the LTP), asset management, performance management and reporting, and financial management. The self-assessment has been completed, and the Mayor has reviewed it.

Mōrearea | Risk

A LTP risk register has been developed and is currently under review. The key risks to the LTP project can be characterised as:

a) Strategic - Risk to project timeframes with flow on potential impacts on audit costs due to staff capacity

b) People and Wellness - Risk to staff wellbeing from ongoing pressure in meeting project milestones.

These risks are being actively managed by the LTP project group with oversight at the Executive level and quarterly review by the Risk and Assurance Committee.

Ngā take ā-ture, ā-Kaupapahere hoki | Legal and policy considerations

The LTP is a statutory requirement for Council under the Local Government Act 2002.

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

The LTP is being developed using the Vision and Community Outcomes developed by Council in early 2026.

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

The LTP is budgeted for within the Strategies and Plans budget.

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 me te Kāwana | Policy and Governance Manager**	
	Kelly Reith **Hautū Tāngata me te Tutukinga | Group Manager People and Performance**	

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7.4 District Plan and RMA Reform Update

CM No.: 3248508

Te Kaupapa | Purpose

The purpose of this report is to provide Council with an update on work being carried out in relation to the Matamata-Piako District Plan (MPDP) and the Resource Management Act (RMA) Reform.

Rāpopotonga Matua | Executive Summary

An update on the District Plan and Resource Management Reform is provided below. The update covers Plan Change 49 (Waharoa), Private Plan Change 62 (Calcutta), Private Plan Change 64 (Banks Road), Plan Change 65 (Minor Matters), the MPDC Growth Strategy, and Hauraki Gulf Forum. Jayshree Kanji, Carolyn McAlley, and Fiona Hill are available to present the update and respond to any questions.

Tūtohunga | Recommendation

That:

1. The report be received.

Ngā Take/Kōrerorero | Issues/Discussion

RMA Reform Update

As explained in the previous report, the transitional resource consenting provisions came into effect on 30 October 2026, and staff have since published a webpage to inform the community about these changes. Visit the webpage here.

Updates on Plan Changes and Other Work Projects

An update on the plan changes lodged with the Council or notified is provided below, along with updates on other work projects.

Plan Change 49 – Waharoa (Exemption Approved)

Plan Change 49 (PC49) is a Council-initiated plan change. It is being developed to enable the provision of healthy and safe housing and additional social services and employment opportunities for the Waharoa community.

On 11 August 2026, a decision was received from the Minister approving the application in part, with the plan amendments relating to the Kaitiaki Conservation Zone and the Shop Frontage Area not being approved. Staff met with the Governance group for the project on 7 October 2026 and presented at a council workshop on 4 November 2026. Staff are currently working on making a public update on the project before the end of November 2026. Staff have provided a draft timeline for the project, which includes community consultation in the first quarter of 2027, with the completion of the statutory process by the end of 2027.

Private Plan Change 62 – Calcutta

Private Plan Change 62 (PPC62) seeks to rezone approximately 20ha of rural land on the southern side of Tauranga Road, Matamata, from Rural Zone to General Industrial Zone. The proposal includes a development area plan showing roading layout, landscape buffers and the protection of pin oaks within the plan change site adjacent to Tauranga Road.

PPC62 was brought to the Council workshop on 12 August 2026. On 26 August 2026, Council resolved to accept the plan change and approve it for public notification. The plan change was publicly notified on 29 September 2026 and submissions closed on 28 October 2026. Fifteen submissions were received including one late submission. At the time of writing, submissions are being summarised and will be publicly notified for further submissions on 24 November 2026 and will close on 8 December 2026.

At the time of writing, the hearing date is being arranged, but it is most likely that the hearing will be confirmed for early March 2027.

For more information about PPC62, please click here.

Private Plan Change 64 - Banks Road-Residential Zoning

KA Matamata Limited Partnership (KA Matamata) lodged a private plan change request with MPDC on 27 February 2026. Known as Private Plan Change 64 – Banks Road (PPC64), the proposal seeks to rezone approximately 26.3ha of land on the south-eastern edge of Matamata from Rural Zone with a Future Residential Policy Overlay to Residential Zone. The site is located within the Banks Road to Mangawhero Road Structure Plan area and change will also incorporate updates to this Structure Plan. The plan change is anticipated to enable approximately 430 dwellings. KA Matamata owns approximately 8.6ha of the land within the PPC64 area, with the remaining land owned by seven other landowners.

Council resolved to accept the plan change for public notification on 29 July 2026. The plan change was publicly notified on 25 August 2026 and submissions closed on 22 September 2026. A total of 72 submissions were initially received, however one submitter has since withdrawn their submission. Two of the submissions were late submissions. The summary of submissions was publicly notified for further submissions from 3 November 2026 to 17 November 2026.

The next step will be to collate the further submissions. At the time of writing, the hearing date is being arranged, but it is most likely that the hearing will be confirmed for early March 2027.

For more information about Private Plan Change 64, please click here.

Plan Change 65 – Minor Matters (PC65) (Exemption Approved)

Plan Change 65 Minor Matters (PC65) aimed to rectify issues with the Matamata-Piako District Plan (MPDP') that had led to inefficiencies, unintended consequences or had proved unworkable, as outlined in the Government's Plan Stop Policy exemption criteria under section 80W(2)(b) of the RMA.

The plan change has been through the relevant statutory processes and became operative on 4 November 2026.

Further information on PC65 is available here.

MPDC Growth Strategy

Council has endorsed staff progressing work on a Growth Strategy. Updated population and growth projections have now been received from Te Ngira, and Council has adopted the high-growth scenario. Work is also advanced on the Employment Land Assessment, and work has

begun on a revised housing assessment. Once this work is complete, it will be discussed with Council via a workshop.

Hauraki Gulf Forum

The final HGF meeting for 2026 is scheduled for 30 November in Paeroa. Further information on the meeting and minutes will be provided at the next Council meeting following this date.

Ngā Tāpiritanga | Attachments

There are no attachments for this report.

Ngā waitohu | Signatories

Author(s)	Jayshree Kanji **Kaitohu Tipu me te Kaupapahere Whakamahere | Growth and Planning Policy Advisor**	
	Fiona Hill **Kaiārahi Tipu me te Kaupapahere Whakamahere | Growth and Planning Policy Team Leader**	
	Carolyn McAlley **Kaitohu Tipu me te Kaupapahere Whakamahere Matua | Senior Growth and Planning Policy Advisor**	

Approved by	Nathan Sutherland **Pou Whakamahere | Planning Manager**	
	Ally van Kuijk **Hautū Kaitiaki, Rāngai Mahitahi me te Whakawhanake | Group Manager Kaitiaki, Partnerships and Develo**	

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7.5 Mayoral Diary for October 2026

CM No.: 3247860

Te Kaupapa | Purpose
The purpose of this report is to present the Mayoral Diary from the previous few months.

Rāpopotonga Matua | Executive Summary
Attached is a summary of the Mayor's Diary for October 2026. This diary provides a high-level overview of scheduled meetings, events and engagements undertaken during the month. As part of the Mayor's role, there are also impromptu conversations, phone calls, community interactions and stakeholder engagements that occur throughout the reporting period that may not be captured in this summary.

Tūtohunga | Recommendation
That:

1. The information is received.

Ngā Tāpiritanga | Attachments

A⇩. Mayoral diary for October 2026

Ngā waitohu | Signatories

Author(s)	Debbie Burge **Kaiārahi Tautoko i te Koromatua me te Tumu Whakarae | Mayor and Executive Support Team Leader**	

Approved by	Ash Tanner **Koromatua | Mayor**	

Mayoral Diary - September 2026

Date	Description
Tuesday 1 September	• Chief Executive Review committee workshop to discuss KPI's • Meeting with Matamata resident about a planning issue • Meeting with an event promotor • Waharoa Matamata Aerodrome Committee (WMAC) pre meeting preparation online • Meeting with Morrinsville property owners
Wednesday 2 September	• Field work with KVS team. Gardeners and Cleaning staff
Thursday 3 September	• Participated in LGNZ briefing re Pre-Election • Meeting with Te Aroha Riding for the Disabled committee members • Meeting re Business Night • Site visits with MPDC CEO Manaia Te Wiata. • Morrinsville Community Patrol AGM
Friday 4 September	• Attended Koroneihana 2026 celebrations at Tūrangawaewae Marae
Monday 7 September	• Met with Te Aroha resident about the Domain • Met with a Matamata business regarding a planning matter with our CEO Manaia
Tuesday 8 September	• Phone call with a journalist from the Waikato Times • Attended a public excluded Council session for WMAC • Mayor and Governance catch up; • On site meeting regarding a tree in a council reserve with our Parks and Reserves manager • Meeting with representatives from Te Aroha Croquet about the proposed Te Aroha Playground
Wednesday 9 September	• Council Workshop
Thursday 10 September	• Field work with KVS team. Gardeners, Mowers and Cleaning staff • LGNZ online briefing re approach to local government
Friday 11 September	• LGNZ online briefing with Brad Olsen on rates capping and latest quarterly insights • Meeting with Peter Revel from TCDC
Monday 14 September	• Attended Regional Transport Committee meeting and Public Transport Committee meeting • LGNZ online briefing re infrastructure and the RMA reform
Tuesday	• Te Mana Whenua Forum mō Matamata-Piako meeting

Date	Description
15 September	• Meeting and discussion with Sport Waikato CEO Matthew Cooper, MPDC CEO Manaia, and Matamata Futures Trust representative Frank Healy • Morrinsville BA5 business networking event hosted by House of Travel Morrinsville
Wednesday 16 September	• Participated in an online LGNZ briefing on Head Start decision announcements • Council Workshop • Discussion with Mayor Gary Petley • Matamata BA5 business networking event hosted by Ministry for Social Development
Thursday 17 September	• Met with journalist for an article in an upcoming issue in a publication about the district • Meeting with residents about plan changes • Filming with staff following Council meeting for online media • Afternoon tea meeting with new council staff
Monday 21 September	• Waikato Emergency Management Committee online meeting • Signing of WWL transfer documentation • Matamata Futures AGM
Tuesday 22 September	• Participated in Waikato Waters Ltd Director interviews
Wednesday 23 September	• Mayor and Governance team catch up • Council Meeting
Thursday 24 September	• Meeting with a Te Aroha resident about one of our council facilities • Filming with the communications team about Council activities coming up • Open Country Community Stadium property-related meeting • LGNZ online briefing with Mayors and CEO's
Friday 25 September	• Attended and spoke at the MPDC All Staff Meeting, Councillors Whiting and Marshall were also in attendance • Future Proof meeting • Meeting with Council staff • Supported the Shave for a Cure event at Te Aroha College
Saturday 26 September	• Spoke at Matamata Cultural Day at the Matamata Civic Centre.
Monday 28 September	• Attended farewell morning tea for long service MPDC staff • Meeting with CEO Manaia • Discussions regarding Waikato Waters Ltd matters

Item 7.5

Attachment A

Date	Description
Tuesday 29 September	• Meeting with MPDC Governance team
Wednesday 30 September	• Waikato Waters Ltd meeting • Waikato Waters Ltd Shareholder Representative Forum

