MEETING

of

Finance, Risk and Assurance Committee

AGENDA

Time: 1:30 pm

Date: Wednesday, 6 May 2026

Venue: Greater Wellington Regional Council,
34 Chapel Street, Masterton

MEMBERSHIP

Chair Graham Naylor (Chairperson)

Mayor Bex Johnson
Councillor Craig Bowyer
Councillor Gary Caffell
Councillor Waireka Collings
Councillor Brent Goodwin
Iwi Representative Mihirangi Hollings
Councillor David Holmes
Councillor Stella Lennox
Councillor Tim Nelson
Iwi Representative Robin Potangaroa

RECOMMENDATIONS IN REPORTS ARE NOT TO BE CONSTRUED AS COUNCIL POLICY UNTIL ADOPTED

Values

1. **Public interest:** members will serve the best interests of the people within the Masterton district and discharge their duties conscientiously, to the best of their ability.
2. **Public trust:** members, in order to foster community confidence and trust in their Council, will work together constructively and uphold the values of honesty, integrity, accountability and transparency.
3. **Ethical behaviour**: members will not place themselves in situations where their honesty and integrity may be questioned, will not behave improperly and will avoid the appearance of any such behaviour.
4. **Objectivity:** members will make decisions on merit; including appointments, awarding contracts, and recommending individuals for rewards or benefits.
5. **Respect for others:** will treat people, including other members, with respect and courtesy, regardless of their ethnicity, age, religion, gender, sexual orientation, or disability. Members will respect the impartiality and integrity of Council staff.
6. **Duty to uphold the law:** members will comply with all legislative requirements applying to their role, abide by this Code, and act in accordance with the trust placed in them by the public.
7. **Equitable contribution:** members will take all reasonable steps to ensure they fulfil the duties and responsibilities of office, including attending meetings and workshops, preparing for meetings, attending civic events, and participating in relevant training seminars.
8. **Leadership:** members will actively promote and support these principles and ensure they are reflected in the way in which MDC operates, including a regular review and assessment of MDC's collective performance.

These values complement, and work in conjunction with, the principles of section 14 of the LGA 2002; the governance principles of section 39 of the LGA 2002; and our MDC governance principles:

Whakamana Tangata	Respecting the mandate of each member, and ensuring the integrity of the committee as a whole by acknowledging the principle of collective responsibility and decision-making.
Manaakitanga	Recognising and embracing the mana of others.
Rangatiratanga	Demonstrating effective leadership with integrity, humility, honesty and transparency.
Whanaungatanga	Building and sustaining effective and efficient relationships.
Kotahitanga	Working collectively.

Order Of Business

1 Conflicts of Interest 5
2 Apologies 5
3 Public Forum 5
4 Items not on the Agenda 5
5 Reports for Decision 6
5.1 Masterton District Council's Risk Management Policy 6
5.2 Audit Plan for the Annual Report Audit - Year ending 30 June 2026 27
6 Reports for Information 47
6.1 Minutes of the previous meeting held on 25 February 2026 47
6.2 Service Provision Report Aratoi Regional Trust 58
6.3 Destination Wairarapa Quarterly Report (1 January 2026 to 31 March 2026) 62
6.4 Business Wairarapa Report (1 October 2025 to 30 April 2026) 67
6.5 Regulatory Update 70
6.6 Corporate Carbon Emission Reduction Plan (2021) and Climate Action Plan (2022) Update 81
6.7 Nine months to date financial report 2025/26 83
6.8 Non-Financial Performance 2025/26 Quarter 3 Report 93
6.9 Health and Safety Quarterly Report 122
6.10 Fuel price rise and Government response phases 126
6.11 Finance, Risk and Assurance Forward Work Programme 127
7 Public Excluded 131
7.1 Minutes of the Audit and Risk Committee Meeting held with the public excluded on 25 February 2026 131
7.2 2025/2026 Quarter 3 Risk Management Update Report 132
7.3 Chief Executive Update on Risk 132

1 CONFLICTS OF INTEREST

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

2 APOLOGIES

The Chair invites notice from members of apologies, including apologies for lateness and early departure from the meeting.

3 PUBLIC FORUM

4 ITEMS NOT ON THE AGENDA

The Chairperson will give notice of items not on the agenda as follows:

Matters requiring urgent attention as determined by resolution of the Council

- The reason why the item is not on the agenda; and
- The reason why discussion of the item cannot be delayed until a subsequent meeting.

Minor matters relating to the general business of Council

No resolution, decision or recommendation may be made in respect of the item except to refer it to a subsequent meeting of Masterton District Council for further discussion.

5 REPORTS FOR DECISION

5.1 MASTERTON DISTRICT COUNCIL'S RISK MANAGEMENT POLICY

File Number:

Author: **Andrew Jack, Chief Financial Officer**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to open a dialogue with Masterton District Council's Audit and Risk Committee about the design of a *Risk Management Policy*.

RECOMMENDATIONS

That the Finance Risk and Assurance Committee

1. **receives** the draft Risk Management Policy (Attachment 1).
2. **notes** the case studies in Attachment 2 demonstrate how the draft Policy could be applied.
3. **agrees** if it is necessary to work with officers in a workshop, to develop a revised Policy.
4. **agrees** officers will return to the August Finance, Risk and Assurance Committee with a final Policy for approval.

CONTEXT

Masterton District Council's (the Council's) current *Risk Management Policy* is due for renewal with respect to both its review date and its substance.

The Auditor-General, in his 2021 report *Our Observations on Local Government Risk Management Practices* provides clarity about why risk management is important in local government, for all the key types of risk.

The key messages from the Auditor-General's report have been used to inform the drafting of the Council's revised Risk *Management Policy*.

Risk is the language that helps staff and elected members make better decisions …

The Office of the Auditor General wrote, with respect to local government risk management practices, that:

- Understanding risk in the context of delivering complex programmes of work allows for a better understanding of how to reduce exposure to it. Examples might include the making of bylaws, investment in assets and projects, or decisions around insurance levels.
- It is important to have a risk management framework in place that is applied consistently and effectively – and for it to be integrated into all decision making.

… including decisions relating to 'sweating the assets' …

The term 'sweating the assets' refers to achieving the greatest utilisation of or profit from existing infrastructure, as well as skills and resources, with the least additional investment. Such decisions are couched in the context of risk.

The aim is for the Council's *Risk Management Policy* to be a tool that can support decision-making by elected members.

… in the knowledge that better decisions will enhance the community's trust and confidence in the Council.

Reduced exposure to risk (potentially achieved through acknowledgement and mitigation) can help communities provide support to their councils.

AUTHORISING ENVIRONMENT

The Local Government Act 2002 provides councils with regulatory obligations regarding risk and assurance, including:

a. Management of risks relating to natural hazards and the financial provision for those risks (section 101B (3)(e) refers).

b. Recording how risks associated with investments are assessed and managed (section 105 (e) refers).

c. Satisfying itself that the expected returns are likely to outweigh the risks inherent in any investment or activity (section 14 (1) (fa)(ii) refers).

The *AS/NZS ISO 31000:2018 Risk Management Standard* (the Standard) is an international standard that provides principles and guidelines for risk management. It outlines a comprehensive approach to identifying, analysing, evaluating, treating, monitoring, and communicating risks across an organisation.

It is designed to be customised to any organisation and its context and provides a common set of principles to underpin the management of any type of risk. It is not industry or sector specific. It can be applied to any activity and to decision-making at all levels.

ANALYSIS AND ADVICE

The Council has previously expressed its interest in being supported by a Policy that makes it easier for:

a. Elected members to make decisions based on evidence about levels of risk, their likelihood, and potential consequences.

b. Officers to monitor and report on risks and support elected members with the best evidence on which to make decisions.

Attachment 1 contains a draft *Risk Management Policy* that has been developed based on the Standard, approaches used by other councils, and good practice. It covers:

a. Types of risk: corporate; operational; specific; and emerging.

b. The likelihood of a risk.

c. The potential consequences of a risk.

d. The level of risk (which brings together the likelihood of a risk happening and its potential consequences).

e. Potential implications of a risk happening.

f. The Council's appetite for tolerating the risk identified.

g. Existing or required controls, designed to mitigate the risk.

h. Re-assessment of the risk following the introduction of controls/mitigations.

Officers seek feedback from elected members about what they need in a *Risk Management Policy*, to be well-informed and ready to assess their risk appetite when making investment or other decisions.

To aid discussion, Attachment 2 contains case studies of risk appetite being determined through applying the Policy contained in Attachment 1.

Appendix 2 is intended to provide illustrations of:

- The likelihood of risk.
- The potential consequences of the risk.
- The level of risk.
- Potential implications of the risk.
- The Council's appetite for tolerating the risk identified.
- Existing or required controls, designed to mitigate the risk.

Appendix 2 does not include a reassessment of risk following the introduction of controls/mitigating measures.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

The draft *Risk Management Policy* aims to align with the legislative and risk management requirements for and expectations of territorial authorities. These are covered in the Context section, above.

Once approved, the Policy will underpin Council's Long-Term Plan, Annual Plan, and other decision-making exercises.

Significance, Engagement and Consultation

As an internal Council Governance document, the *Risk Management Policy* is not required to be assessed against the Council's *Significance and Engagement Policy*.

Financial Considerations

There are no financial implications for the Finance, Risk & Assurance Committee arising from the draft *Risk Management Policy*.

Implications for Māori

The *Risk Management Policy* must allow for the views of Māori in relation to risk appetite.

Communications/Engagement Plan

A Communications/Engagement Plan is not required in this instance.

Environmental/Climate Change Impact and Considerations

There are no environmental or climate change impacts or considerations arising from the drafting of the *Risk Management Policy*.

NEXT STEPS

Following this first conversation with the Finance, Risk & Assurance Committee in May 2026 about the drafting of a *Risk Management Policy* for the Council, officers will bring a final document to the Finance, Risk & Assurance Committee meeting in August 2026 for its recommendation/endorsement.

ATTACHMENTS

1. **Draft Masterton District Council Risk Management Policy** ⇩
2. **Risk Management Policy Case Studies** ⇩

Attachment 1

Masterton District Council's

Risk Management Policy

June 2026

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Purpose

This Policy supports Masterton District Council (the Council) to consistently determine its appetite for risk in the course of decision-making and its responses to risks. This includes corporate or enterprise risks, day-to-day operational risks, specific and project-based risks, and emerging risks.

One of the aims is to enable risk to be considered –as part of the decision making process, as appropriate, for both officers and elected members.

The Policy provides a framework to effectively manage risks inherent to the Council's operations which can affect the achievements of its goals and objectives.

Scope

This policy applies to all MDC employees and business activities. It defines the responsibilities of MDC employees to form and maintain the framework and apply it as appropriate to make sound decisions in alignment with business objectives.

Definitions

- **Risk**: the effect of uncertainty on objectives.
- **Risk appetite**: the Council's approach to assess and eventually pursue, retain, take, or turn away from risk: tolerance for risk.
- **Risk tolerance**: the maximum risk (i.e. how much uncertainty) that Council is willing to take regarding each relevant risk. This may be considered what is the attitude to risk.
- **Risk management**: coordinated activities to direct and control an organisation in relation to risk.
- **Risk management framework**: a structured approach that outlines the processes, guidelines and organisational structure necessary for identifying, assessing and mitigating risks.
- **Risk threshold**:. limit or specific point at which a risk becomes unacceptable) that Council is willing to accept in pursuit of its objectives. At the Council level this sets the strategic risk decisions. At an executive level it translates into a set of procedures to ensure risk is adequately considered when making decisions.
- **Level of risk**: The magnitude of a risk or combination of risks expressed in terms of the combination of consequences and their likelihood.

Underpinning principles

Council's risk management is governed by a common set of principles aligned to the joint *AS/NZS ISO 31000:2018 Risk Management Standard and Guidelines*:

1. **Integration**: risk management is an integral part of all the Council's activities.
2. **Comprehensive**: consistency in the Council's risk appetite and approach to risk management.
3. **Proportionality**: decisions about risk are proportionate to the external and internal contexts and Council's objectives.
4. **Inclusivity**: appropriate and timely involvement of the Council's stakeholders to inform decision-making, prioritise actions, and identify alternative courses of actions.
5. **Dynamism**: risk management that anticipates, detects, acknowledges, and responds to risk in an appropriate and timely way.
6. **Evidenced-based**: explicit and timely consideration of historical and current information, uncertainties, limitations, and expectations.
7. **Human and cultural factors**: can impact risk management by shaping how individuals and groups perceive, assess, and respond to risks. Understanding these influences is crucial for building a robust and effective risk management system.
8. **Continual improvement**: through learnings and experience.

Why consistent risk management is important

Understanding and responding to risk in a deliberate way can reinforce the Council's Long-Term and Annual Plans. Investment decisions will fall naturally out of the emerging risks in the context of the Council's strategic objectives.

The intention of deliberate risk management is that the Council will:

a. Meet its financial and non-financial reporting and auditing requirements.
b. Create a culture where all officers and elected members accept responsibility for managing risk.
c. Enhance its ability to achieve business objectives.
d. Maintain the integrity of its services.
e. Safeguard assets, people, and finances.
f. Adequately and proportionately deal with risks as they occur.
g. Demonstrate transparent and responsible risk management processes which align with and demonstrate good governance.

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h. Identify opportunities and promote innovation and integration.

Risk management will also deliver on the Council's regulatory obligations regarding risk and assurance. The Local Government Act 2002, for example, requires councils to:

a. Manage risks relating to natural hazards and make financial provision for those risks (section 101B (3)(e)).
b. Record how risks associated with investments are assessed and managed (section 105 (e)).
c. Satisfy itself that the expected returns are likely to outweigh the risks inherent in any investment or activity (section 14 (1) (fa)(ii).

Types of risk

1. **Corporate or enterprise risks** are strategic in nature.

   They might be an aggregation of more discrete risks and can influence the Council's ability to plan, to meet service levels, manage and maintain assets adequately, or react to emergencies. They can also result from central government reforms or loss of trust and reputation.

2. **Operational risks** relate to events that impact operational efficiency and service delivery.

   Some examples might be the Council's ability to meet standards, its capacity to promote innovation and improvement, or workforce challenges such as attracting and retaining the talent required.

3. **Specific risks** might relate to uncertainties due to new legislative requirements, a specific infrastructure project, or an office relocation.

   Alternatively, risks can occur due to a high cost/high profile project (such as an IT project) critical to maintaining service levels or financial prudence.

4. **Emerging risks** are generally future and outwards-focused, relating to the wider geopolitical environment and emerging trends.

   These might involve threats relating to cybersecurity, economic uncertainty, severe climate events, or the disruption of supply chains.

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Assessment of level of risk

In relation to assessing risk , there is a need to consider (a) likelihood, (b) possible consequences, and (c) the appetite for risk:

a) Likelihood:

When considering the potential for risk, the following factors are taken into consideration:
Time horizon - i.e. how soon could it occur e.g. daily, weekly, monthly, annually or occasionally.
Volume –how much of the activity is undertaken.
Frequency - how frequently the activity is undertaken.
Volatility - how complex or difficult the activity is.

Considering these factors provides an overall assessment of the likelihood of a risk occurring which should be categorised into five (5) levels:

- **Almost certain**: is expected to occur in most circumstances and will occur numerous times during the life of the project/asset.
- **Likely**: will probably occur in most circumstances and will occur a few times during the life of the project/asset.
- **Possible**: might occur at some time during the life of the project/asset.
- **Unlikely**: could occur at some time during the life of the project/asset.
- **Rare**: would occur only in exceptional circumstances during the life of the project/asset.

b) Consequences:

A range of criteria are used to evaluate the significance and consequence of a risk including primary and secondary impacts. These are attached at Appendix 1. Applying these criteria provides an overall assessment of the consequence.

- **Severe**: immediate action and intervention is required.
- **Major**: urgent action and intervention required.
- **Serious**: actions and intervention required relevant to the risk.
- **Moderate**: managed by periodic monitoring.
- **Minor**: managed by routine procedures.

Risk is to be assessed taking into consideration the likelihood of the risk and the consequence of the risk occurring.

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The table shows that interface between the **likelihood** of a risk happening and the **consequences** of that risk in terms of overall risk assessment:

Likelihood	**Consequences**				
	Minor	Moderate	Serious	Major	Severe
Almost certain	H	H	VH	C	C
Likely	M	H	VH	VH	C
Possible	L	M	H	VH	VH
Unlikely	L	M	M	H	VH
Rare	L	L	L	M	H

Having had regard to the inherent/residual risk and risk appetite, an agreed approach to management of that risk is derived.

The table below provides the implications of the level of risk (comprised of the interface between the likelihood of a risk occurring and its potential consequences), when risks are either identified in advance (e.g., in a report to agree a new Bylaw or the LTP) or when they are actually happening:

Level of risk	**Implications**
Critical	Immediate action required. Executive Team/CE advised, with escalation to the Council. Close scrutiny is required.
Very high	Executive Team/CE must be advised. Action plans triggered. Scrutiny by Audit & Risk Committee required.
High	Executive Team/CE must be advised. Action plans triggered. Scrutiny by Audit & Risk Committee required.
Moderate	Management responsible, using agreed procedures. Monitoring required.
Low	Manage by routine procedures. Unlikely to require specific allocation of additional resources.

Corporate Risk Categories

Based on assessments of the level of risk, the Audit and Risk Committee and the Council must consider their appetite for tolerating that risk. There are four levels of risk appetite (tolerance):

1. **Averse (A)** – the Council will take all practical measures it can to prevent risks. In general, the Council will not tolerate these risks.
2. **Cautious (C)** – the Council can tolerate some manageable risks to achieve benefits or outcomes but are cautious in its approach.
3. **Flexible (F)** – the Council can tolerate some risks in balance with the opportunities. These risks are not likely to be the highest priority.
4. **Open (O)** – the Council is willing to tolerate higher levels of risk to take advantage of opportunities or reduce other risks.

Corporate Risk Categories

Corporate risks will be reported in the following categories with associated proposed risk appetite levels.

ID	Descriptor	Mitigation Statement	Appetite Level
CORP 1	Failure of Critical Infrastructure Assets	The Council will work to minimise unexpected failure of critical infrastructure assets identified in the AMPs and loss of associated levels of service.	A
CORP 2	Service Delivery	The Council will work to deliver Council strategic objectives, projects, or normal business as usual service levels in a way that delivers value for money and through consultation with our community. This includes ensuring the Council recruits and retains qualified and skilled staff to function efficiently and deliver our agreed levels of service to our community.	A
CORP 3	Finance	The Council will guide appropriate decision making to meet financial pressures through appropriate consultation with the community, in a way the community can afford. Council will ensure that auditable systems and processes are in place to protect the Council's financial integrity.	A

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CORP 4	Information and System Security	The Council will ensure system and processes support best practice in relation to managing our systems, private or sensitive data, or privileged information.	A
CORP 5	Health, Safety, and Wellbeing - Workers	The health and safety of Council workers is critical. The Council will avoid all preventable risks to staff physical and mental health and safety unless they can be mitigated to minor risks. We will proactively monitor, manage and report health and safety risks and all workers will have access to appropriate health and safety training.	A
CORP 6	Health, Safety, and Wellbeing - Community	The Council will take all practicable and legally required steps to reduce the chance of harm and negative impacts on well-being to the community. This includes mitigating direct harm on council-managed sites, our readiness to respond to Civil Defence emergencies, and mitigating harm caused through planning decisions.	C
CORP 7	Legislative compliance	The Council will focus our efforts on monitoring compliance with key legislation, including legislative changes and new initiatives directed by central government. We will take a risk-based approach to non-compliance with all legislation that may apply to the Council.	C
CORP 8	Climate Impacts	The Council will consider the effects of increase in frequency & intensity of rainfall, higher temperatures & rising sea level impacting community wellbeing and property.	F
CORP 9	Trust and Reputation	The organisation will ensure the Council is in the best position to make informed decisions on behalf of the community. We will uphold transparency of decision-making by the Council and deliver what we say we will do. We will be known as an organisation with integrity.	F

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Risk Treatment

With risk tolerances and risk approach identified, existing or required controls are to be identified/implemented with the aim of mitigating risk.

Risk treatments are activities to both reduce the likelihood and / or consequence of a risk event occurring. It can be useful to distinguish between controls (an action that reduces the likelihood of an event occurring – e.g., a car alarm) and a mitigant (an action that reduces the consequence of the event – e.g., car insurance).

Controls and mitigants for each risk should be recorded, and a periodic assessment of their effectiveness performed.

A new level of risk can then be determined.

Recording, Reporting and Review

MDC will maintain a risk register to record, as appropriate, operational risks, analysis, assessment, and actions. At a minimum, this will enable all elements of the policy to be recorded and monitored.

Regular and periodic monitoring and review is required. It is expected that any material changes to the risk analysis will be updated as soon as that information is available. As a minimum, the most significant and strategic risks will be formally reviewed ELT quarterly

In reviewing the risks, the following must be considered:

- changes to the operating environment / emerging risks
- changes to operating requirements / service levels (LTP / Annual plan processes)
- changes to stakeholder perceptions and expectations
- changes to strategy / outcomes
- financial constraints
- capability and capacity constraints

Regular updates and progress will be provided to the Finance, Risk & Assurance Committee in relation to Corporate risks on a quarterly basis.

In addition, operational risk reporting will be incorporated into ELT reporting, team meetings, and project updates as appropriate.

Implementation of the Risk Management Policy

The *Risk Management Policy* implemented in these ways:

1. Compliance with Terms of Reference for the Audit and Risk Committee – refer to Appendix 2
2. Officers to consider risks and risk appetite when assessing options in reports delivered to the Council:
   - Based on the parameters in this Policy.
   - To support elected members' decisions about risk appetite.
   - While considering that anything to do with Corporate-related risks would be discussed with the Council in a public-excluded session.
3. Operational reporting at a project/group level and to ELT
4. Quarterly reporting on Corporate risks to the Finance, Risk & Assurance Committee.

Review Period

This Policy will be reviewed and brought to the Council for approval every three years.

Related Documents

- AS/NZS ISO 31000:2018 Risk Management Standard and Guidelines.
- Controller and Auditor-General. 2021. *Our Observations on Local Government Risk Management Practices*.

References

Local Government Act 2002.

Version Control

Version	Date	Summary of Amendments	Approved By
2	June 2026	Refreshed Risk Management Policy.	Masterton District Council
1	2023	Risk Management Policy based on AS/NZS ISO 31000:2018.	Masterton District Council

Appendix 1 – Criteria for factors and consequence

Factor		Catastrophic	Major	Moderate	Minor	Insignificant	Risk Appetite	Tolerance	Indicators / Threshold
	Description	5	4	3	2	1			
Financial	Risks related to the financial management of MDC and the ability to fund Council activities and operations now, and into the future, including external factors.	Substantial loss resulting in the need to significantly increase rates or debt. Substantial fraud or misappropriation of funds	Major loss resulting in the need to increase rates or debt. Any fraud or misappropriation of funds	Significant loss requiring out of cycle funding. Non compliance with policies (e.g. sensitive expenditure)	Minor loss that can be managed within contingencies or offset by savings	Negligible loss	Risk Limiting	Minimise the potential for financial loss through close monitoring of financial information. Zero tolerance for fraud or unethical behaviour	Forecast of financial loss requiring out of cycle funding. Any breach of relevant policies
Health, Safety & Wellbeing	Risks related to keeping the community and MDC staff safe.	Loss of life or ongoing detrimental effects on health and wellbeing	Serious injury or long term detrimental effects on health and wellbeing	Significant injuries or deterioration in wellbeing (requiring time off work) Multiple near misses	Minor injuries or deterioration in wellbeing. Few near misses	Very small or infrequent near miss events	Risk Adverse	Zero tolerance for events that adversely impact the safety and wellbeing of staff, contractors or the public.	Increasing health and safety concerns, More frequent near misses. Deterioration in wellbeing
Reputation/ Image	Risks that affect the way Council and Council personnel are perceived:	Insurmountable loss in community confidence	Significant loss in community confidence that will take significant time to remedy	General loss in confidence across the community. Adverse and increasing media coverage	Loss in confidence elements of the community. Adverse media coverage	Limited amounts of negative feedback. Superficial media coverage	Risk Limiting	Minimise any loss in community confidence and manage media relationships	Persistent negative national media coverage which could continue to escalate.
Operations and Service Delivery	Risks associated with the operation of MDC facilities and the delivery of services to the community.	Substantial, sustained and widespread loss of service delivery ability impacting a large number of stakeholders	Serious loss of critical operational capability and / or major disruption to service levels	Irruption of service impacting a large number of stakeholders for a significant duration	Irruption of service impacting a number of stakeholders for a small duration	Very small irruption of service impacting a limited number of stakeholders for a very short duration	Risk Limiting	Services will be designed and operated to minimise the potential for disruption	Increased complaints, faults detected or deteriorating condition assessment
Environmental/ Statutory	Potential or actual negative environmental or ecological impacts, regardless of whether these are reversible or irreversible in nature	Critical event creating an environmental impact that may be irreversible or has long term adverse impacts	Serious event creating an environmental impact that requires substantial effort to remediate	An event creating an environmental impact that requires significant effort to remediate	Small or technical breach with limited damage than can be readily remediated	Very minor damage managed through planning and consent processes	Risk Adverse	Zero tolerance for events that adversely impact the environment	Monitoring indicates increasing level of risk or approaching limits
Strategic / Political	Risks aligned to political changes and confidence at a local or national level.	Insurmountable loss in confidence or governance failure resulting in the appointment of a commissioner	Serious loss in confidence or governance failure resulting in external intervention or oversight	Internal loss of confidence. Deteriorating governance relationships	Some but less significant adverse feedback or delays responding to geo political changes	Limited adverse feedback or slight delays responding to geo political changes	Risk Limiting	Minimise the potential for loss in confidence through robust governance controls and collaboration with relevant agencies	Deteriorating relationships between elected members ad staff. Reduced engagement with sector and agencies
Regulatory / Compliance	Risks event that results in MDC unknowingly or knowingly breaching statutes and stipulations or exposed to liability.	Critical breach resulting in criminal charges or litigation against the organisation	Serious breach resulting in damage to reputation, fines or potential litigation	Significant breach that requires substantial effort to remediate	Minor or technical breaches that can be readily remediated	Very minor breaches of a purely technical nature	Risk Adverse	Zero tolerance for events that may result in criminal or legislative proceedings	Increasing numbers of minor breaches, increasing number of audit action items
Community Relationships	Risks relating to maintaining productive relationships with Iwi and the wider community	Substantial breakdown in community relationships that impact MDC ability to deliver services or achieve outcomes	Serious breakdown in community relationships that impact MDC ability to deliver specific outcomes	Significant tension in community relationships	Some contention with community relationships	Small localised tension that is being actively managed	Risk Limiting	Ongoing engagement will be undertaken to minimise the potential for contention with key stakeholders	Increasing negative feedback, reduction in contacts, adverse media
Technology	Risks relating to the technology necessary to operate and protection of data and information	Critical cyber event preventing access to or use of systems. Terrorism or ransom. Substantial data breach	Serious security event preventing access to or use of some systems. Significant data breach	Security event preventing access for a limited number of people. Any other data breach	Security events that are localised to specific user or device that pose no wider threat.	Insignificant issues impacting single users that can be responded to immediately	Risk Limiting	Acceptance that cyber secrutiy events will emerge but aim to minimise their impact and increase resilience	Increasing number of attacks. Improvements noted from specific testing and technical review
Disaster event, including hazards, exposure and vulnerability	Risks relating to the ability to respond to disaster events and recovery in a timely manner	Unable to respond to an emerging or impending threat of disaster, with the likelihood of loss of life, injury or destruction and damage	Unable to respond to an specific emerging or impending threat or serious delays to disaster response	Incomplete, untested or ineffective emergency management capabilities restricting the ability to effectively respond	Failure to identify minor hazards or vulnerabilities	Insignificant delays in reporting hazards	Risk Limiting	Ongoing development of processes will be undertaken to minimise the potential for failure of disaster repsonse	New or emerging potential threats identified
Projects / Contracts	Risks relating to management and delivery of projects and management of key contracts	Project failure or substantial increase in costs. Breakdown in relationships with key contractors resulting in inability to operate effectively or legal disputes	Serious project delays or failure to deliver specific outcomes. Significant disputes in relationships with key contractors	Significant project delays or scope creep. Serious areas of contention with key contractors	Mino project delays. Small challenges in managing contractor relationships	Small changes in scope, cost or deliverables that do not materially impact the outcome	Risk Limiting	Minimise the potential for failure through close monitoring of project information and active management of key contract	Project reporting indicating problems. Contract performance indicators deteriorating
Capacity, Capability and Competency	Risks relating to the ability to secure, retain and train key staff	Lack of Capacity, Capability and Competency results in significant failure or seriously undermines the ability to deliver services or outcomes	Lack of Capacity, Capability and Competency results in compromised services or outcomes	Significant delays in recruitment or training delivery	Minor delays in recruitment or training delivery	Immaterial delays in recruitment or training schedules	Risk Limiting	Ongoing development of people will be undertaken to minimise the potential for failure through lack of capacity competency or capability	Gaps developing in competnecy framework, workforce planning and succession planning

Appendix 2 – Finance, Risk and Assurance Terms of Reference

Function	To enhance the governance framework, risk management practices, and the controls MDC uses to monitor achievements. To provide the Council with assurance of the integrity and reliability of MDC's internal control framework. Key responsibilities include: • Ensure MDC has a current and comprehensive risk management framework for effective identification and management of Council's significant risks. • Monitor key strategic/operational and people risks. • Review the effectiveness of MDC's internal control framework, including: - key corporate policies. - processes to report and manage sensitive expenditure, conflict of interest and fraud. • Oversight of MDC's legislative compliance. • Oversight of MDC's health, safety and wellbeing responsibilities. • Oversight of internal audit processes. • Oversight of MDC's business/continuous improvement work programme. • Oversight of Council's Section 17A review programme • Receive reports against Council set Key Performance Indicators (KPIs) from external bodies and monitoring performance against these. • Oversee all external audits, including: - confirming the terms of the engagement with the external auditor, including the nature and scope of the audit, timetable and fees. - receiving the external audit report, reviewing action to be taken by management on audit recommendations and monitoring staff progress in response to recommendations. • Financial oversight, including - Long-term planning, including financial strategy. - Ensuring that debt and investments are correctly managed within appropriate policy limits.
Membership and Composition	Committee of the whole (9 members), independent Chairperson, one representative from Ngāti Kahungunu ki Wairarapa and one representative from Rangitāne o Wairarapa.
Quorum	Six members.
Frequency	Meetings are held every quarter.

DRAFT

Delegated Authority	**Power to Act** • Approve risk management and internal audit programmes, audit engagement letters and letters of undertaking for audit functions and additional services provided by the external auditor. • Monitoring management responses to audit reports and the extent to which external audit recommendations concerning internal accounting controls and other matters are implemented • To receive: - Building Authority Audit Report - NZTA Audit Report - (Any) Internal Audit Report • Approve debt write-offs (other than rates) that exceed the authority delegated to staff. • Establish working groups, within committee scope. **Power to Recommend to Council** • Draft policies and strategies associated with MDC's risk management, compliance, and internal control functions. • Any additional audit requirements, outside of the approved audit programme and budget, to seek assurance regarding the completeness and quality of financial and operational information that is provided to the Council e.g. can recommend Council conduct and A&R monitor special investigations in accordance with Council policy, including engaging expert assistance, legal advisors or external auditors, and, where appropriate, recommend action(s) to Council. • Changes and/or improvements to the Financial Strategy. • Submissions to external bodies, within the scope of the committee (e.g. changes in Local Government Act or Health and Safety legislation). The Audit and Risk committee may not delegate any of its responsibilities, duties or powers.

DRAFT

Risk Management Case Studies - Attachment 2

Case Studies 1 - Corporate / Enterprise Risks: strategic in nature

Case study: maintenance of roading, a key asset, when NZTA RUC subsidies do not adequately contribute to the repairs needed due to the impacts of heavy vehicles.

- **Likelihood**: almost certain.
- **Consequences**: serious.
- **Level of risk**: very high.
- **Potential implications**: revenue from rates used to pay for the consequences of commercial activity.
- **Appetite for risk**: **FLEXIBLE**
- **Controls** (~~existing~~/required): investigate rates' differentials.

Case study: earthquake that means all three routes connecting the region to the rest of the NI are impassable, particularly Ruamahanga Bridge.

[*Might also fit under Emerging Risks category*]

- **Likelihood**: likely.
- **Consequences**: severe.
- **Level of risk**: extreme.
- **Potential implications**: 90 days before a bailey bridge can be erected; emergency management operation hampered.
- **Appetite for risk**: **RISK AVERSE**
- **Controls** (~~existing~~/required): preparedness.

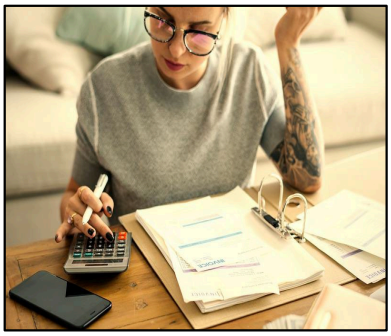
Case study: central government regulatory reforms intend to constrain what can be rated for and how much can be rated.

- **Likelihood**: almost certain.
- **Consequences**: major.
- **Level of risk**: extreme.
- **Potential implications**: either increase revenue from non-rate sources to deliver current levels of service or shrink service delivery (and staff).
- **Appetite for risk**: **CAUTIOUS**.
- **Controls** (~~existing~~/required): early investigation of alternative revenue options to allow for evidence-based decision-making.

Case Studies 2 - Operational Risks: impacting operational efficiency

Case study: costs of roading materials increase at a rate higher than anticipated.

- **Likelihood**: possible.
- **Consequences**: moderate.
- **Level of risk**: moderate.
- **Potential implications**: high reconstruction costs; reduced programme of work/ level of service.
- **Appetite for risk**: **FLEXIBLE.**
- **Controls** (existing/~~required~~): good relationships with suppliers; transfer some work to future years; options for focusing on highest priority roads in the meantime.



Case study: unable to attract the right Council staff, especially in Finance.

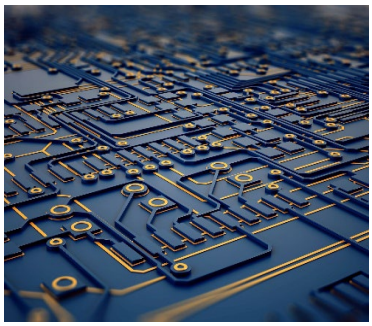
- **Likelihood**: possible.
- **Consequences**: serious.
- **Level of risk**: high.
- **Potential implications**: inability to meet audit and legislative requirements relating to LTP, annual reporting, annual audit etc.
- **Appetite for risk**: **RISK AVERSE**.
- **Controls** (existing/~~required~~): robust recruitment strategy; attractive remuneration packages; wraparound support once on staff.

Case study: resource consent sought for a new subdivision next to a river known for flooding.

- **Likelihood**: almost certain to flood in next 20 years.
- **Consequences**: severe.
- **Level of risk**: extreme.
- **Potential implications**: significant emergency management action and costs to the Council; questions about Council liability; communities ruined.
- **Appetite for risk**: **RISK AVERSE**.
- **Controls** (~~existing~~/required): planning that prohibits building in flood-prone areas.

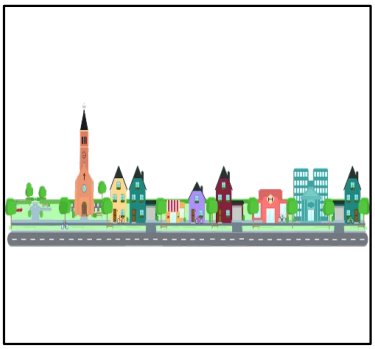
2

Case Studies 3 - Specific Risks: delivery focused



Case study: cost pressure on a major information project designed to future-proof the Council's systems.

- **Likelihood**: possible.
- **Consequences:** moderate.
- **Level of risk**: moderate.
- **Potential implications**: cost overruns and contract renegotiations.
- **Appetite for risk**: **FLEXIBLE**.
- **Controls** (existing/~~required~~): strong leadership; clarity about scope; close monitoring.



Case study: difficulty making progress with an infrastructure project that divides the community.

- **Likelihood**: almost certain.
- **Consequences**: moderate.
- **Level of risk**: high.
- **Potential implications**: opex associated with delays; inflationary pressures.
- **Appetite for risk**: **CAUTIOUS**.
- **Controls** (existing/~~required~~): perseverance, evidence-driven reporting, leadership.

Case study: new legislative requirements for councils to provide DIA with performance data for publication and comparison across councils.

- **Likelihood**: almost certain.
- **Consequences**: moderate to serious, depending on future use.
- **Level of risk**: High to VH depending on future use.
- **Potential implications:** DIA may decide to set targets for councils (by size/region), with implications for service levels, revenue sources, where funding is spent, etc.
- **Appetite for risk:** **FLEXIBLE**
- **Controls** (~~existing~~/required): keep a watching brief on how data is used, and what further regulatory requirements eventuate.

Case Studies - 4 Emerging Risks: generally future and outwards-focused, relating to the wider geopolitical environment and emerging trends

Case study: lack of stored water for periods of drought (page 66 LTP 2024-34 refers).

- **Likelihood**: likely.
- **Consequences**: major.
- **Level of risk**: very high.
- **Potential implications**: low regional GDP, outward migration, shrinking rate base.
- **Appetite for risk**: **CAUTIOUS**.
- **Controls** (~~existing~~/required): water storage options to be investigated; iwi involvement required given settlement terms with local iwi.

Case study: cybersecurity threats.

- **Likelihood**: high.
- **Consequences**: major.
- **Level of risk**: very high.
- **Potential implications**: exposure of personal information of clients, suppliers, staff, and community (Privacy Act 2020 breach); potential for operations to grind to a halt; cost.
- **Appetite for risk**: **RISK AVERSE**.
- **Controls** (existing/~~required~~): system upgrades; information project underway; staff training of interim measures.

Case study: climate change impacts – more events more often, increased severity.

- **Likelihood**: likely.
- **Consequences**: severe.
- **Level of risk**: extreme.
- **Potential implications**: emergency management functions will need to be further resourced.
- **Appetite for risk**: **RISK AVERSE**
- **Controls** (~~existing~~/required): % of rates revenue applied to emergency functions may need to be reassessed (given reduction of central govt support) or require community self-reliance.

5.2 AUDIT PLAN FOR THE ANNUAL REPORT AUDIT - YEAR ENDING 30 JUNE 2026

File Number:

Author: **Andrew Jack, Chief Financial Officer**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The report provides the Finance, Risk & Assurance Committee with a copy of Audit New Zealand's proposed Audit Plan for their audit of the Annual Report for the year ending 30 June 2026 (see Attachment 1).

RECOMMENDATION

That the Finance, Risk and Assurance Committee reviews and endorses the Audit Plan for the year ending 30 June 2026.

CONTEXT

The Local Government Act 2002 requires Council to:

- Complete and adopted an annual report that contains audited financial statements and service performance information within four months after the end of the financial year.
- Make the audited annual report publicly available within one month of adopting it.
- Make an audited summary of the annual report publicly available within one month of adopting the annual report.

To comply with the legislative requirements the Council needs to have its financial statements and annual report audited and the Council's appointed auditor is Audit New Zealand (Audit NZ).

The Mayor (on behalf of the Council) signed an Audit Engagement Letter and Audit Proposal in February 2026 for the three financial years ending 30 June 2026, 2027 and 2028. These documents set out the terms of the audit engagement and respective responsibilities of the governing body (the Council) and the appointed auditor, for the financial statements and performance information.

The proposal sets out information relating to the three financial years, including the statutory basis for the audit, key members of the audit team. Given the changes for the Council with the creation of the water entity and other potential local sector reform, the proposal has only set out the hours that they plan to spend on the audit and the fees for the year ending 30 June 2026 audit.

The 2026 audit fee is proposed to be $219,049 plus $16,000 disbursement. This represents a 5.2% increase on the 2025 audit fee.

AUDIT PLAN

The Audit Plan for the 2025/26 audit sets out the risks and issues which will be the main focus of the audit, these were discussed with the Audit prior to the plan being finalised. Asset valuations and "fair value assessments" will continue to be a focus. Other areas of focus will be consideration of proposed of accounting treatment and reporting implications for the creation of the water entity and review on internal controls.

The Audit Plan sets out areas of interest for the auditors that span across the local government sector, it details the audit process, materiality levels and definitions, reporting protocols and audit logistics.

The plan also provides the proposed audit timetable for the final audit:

- Final audit commencing 28 September 2026
- Target date for issuing of audit opinion - 29 October 2026

The date of the audit opinion is also the targeted date for the adoption of the 2025/26 Annual Report.

ATTACHMENTS

1. MDC Audit Plan for the year ending 30 June 2026 ⇩

Audit plan

Masterton District Council

For the year ending 30 June 2026

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Executive Summary

I am pleased to present our audit plan for the audit of Masterton District Council for the year ending 30 June 2026. Our role as your auditor is to give an independent opinion on the financial statements and service performance information. We also recommend improvements we identified during the audit.

The contents of this plan provide a basis for discussion with you. We are happy to elaborate further on the matters raised. If there are additional matters that you think we should include or any matters requiring clarification, please discuss these with me.

Nāku noa, nā

Sefton Vuli
Appointed Auditor
17 March 2026

Contents

Focus areas: Audit risks and issues 2
Materiality 5
Expectations 8
Our team 11
Our audit process 12
How we manage quality 15

Focus areas: Audit risks and issues

Based on the planning work and discussions we have completed to date, we set out the main audit risks and issues in the table below. These will be the main focus areas during the audit. Additional risks may also emerge during the audit. These risks will be factored into our audit response and our reporting to you.

Audit risk/issue	Our audit response
Valuation of infrastructure assets	
The Council revalues its infrastructure assets whenever there is expected to be a material movement in the fair value of those assets. We understand that the Council intends to revalue its roading, water supply, wastewater and stormwater assets as at 30 June 2026. The reasonableness of the valuation depends on the valuation method applied, the completeness and accuracy of the source data, and the appropriateness of key assumptions. Some valuations are inherently complex and involve the use of numerous data sources and key assumptions that can have significant impacts on valuations and the future depreciation expense. One of the key assumptions in a depreciated replacement cost valuation is the unit rate adopted for significant components. When developing the unit rates, the Council should have a documented methodology and database of cost information to support the unit rate applied in the valuation. The Council should ensure the scope of the valuation work is sufficient and the reasons for the movement in the valuation are documented and justified.	We will: • review the valuation report to assess the objectivity and competence of the valuer and whether the requirements of accounting standard, PBE IPSAS 17, *Property, Plant and Equipment*, have been met; • assess relevant quality controls that support the integrity of the underlying data and assumptions schedules used in the valuation; • obtain an understanding of and test the underlying source data used in the valuation; • review the methodology used to develop unit rates and test those rates back to the Council's analysis of recent contract costs; • engage with the valuers as necessary when assessing the reasonableness of the assumptions and methodology used and the reasons for movements in key asset components; • review the accounting entries and the fixed asset register to ensure the values are correctly updated; and

Audit risk/issue	Our audit response
As a minimum, the reasons for the movement should identify and explain movements at an asset component level since the last valuation due to changes in source data (for example, lengths and volumes), unit rates and any other significant adjustments. Valuations prepared by a firm external to the Council should be subject to quality reviews by the valuation firm and suitably experienced members of the Council's management team. When a valuation is completed internally this should be peer reviewed by a suitably experienced and qualified person, for example an external valuation firm would be considered appropriate.	• review the appropriateness of the disclosure, including any narrative.
Fair value assessment of infrastructure assets (non revaluation year)	
For those assets carried under the valuation model that the Council does not plan to revalue, the Council needs to perform a fair value movement assessment (assessment) to determine whether there could be a material difference between the fair value and the carrying value. An assessment should: • factor in local cost information; • utilise relevant and reliable price movement indicators; and • involve consultation with valuers, where necessary. If the fair value movement of the assets, individually or in combination with other asset classes, is likely to be material, the Council will need to complete a full revaluation. If specified criteria are met, the Council may be able to undertake an index-based revaluation.	We will review the reasonableness of the Council's assessment including the appropriateness of the assumptions used in the assessment.

Audit risk/issue	Our audit response
Local Water Done Well	
The Council will need to decide on the appropriate accounting and reporting response to the changes in the management of their water assets under the Government's Local Water Done Well (LWDW) programme. The response will depend on the timing and nature of the changes and the agreements in place or expected to be in place. The Council will need to consider how to account for the transfer of net assets to the water services entity and how to account for their interest in that entity. The appropriate accounting is going to be determined by the founding documents such as the constitution and the shareholder's agreements, as well as other facts and circumstances specific to the Council's arrangements. Given the potential accounting and reporting changes the Council should consider getting professional advice to help develop their response to the accounting and reporting implications of the agreements.	We will review the Council's proposed response to the accounting and reporting implications of the LWDW programme including any advice obtained about the reporting implications.
The risk of management override of internal controls	
There is an inherent risk of fraud in every organisation due to management override of internal controls. Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Auditing standards require us to treat this as a risk on every audit.	Our audit response to this risk includes: • testing the appropriateness of selected journal entries; • reviewing accounting estimates for indications of bias; and • evaluating any unusual or one-off transactions, including those with related parties.

Materiality

Materiality refers to information that, if omitted, misstated, or obscured, could reasonably be expected to:

- influence readers' overall understanding of the financial statements and service performance information; and
- influence readers in making decisions about the stewardship and allocation of resources or assessing your performance.

This definition of materiality is broader than the one used in the private sector.

It is a matter of judgement whether information is material considering the surrounding circumstances and its impact. Qualitative considerations are just as important as quantitative considerations.

The Council and management needs to make their own assessment of materiality from a preparer's perspective. The Council and management should not rely on our materiality assessment as a basis for making its own judgements about the integrity of the financial statements and service performance information.

Financial statements materiality

Overall materiality - used for asset revaluations	$100,100,000
Specific materiality - used for all other items	$1,800,000
Clearly trivial threshold	$90,000

This materiality is subject to change once the actual results for the current year are available.

We design our audit procedures to detect misstatements at a lower level than overall materiality. This takes account of the risk of cumulative misstatements and provides a safety net against the risk of undetected misstatements.

We will report all uncorrected misstatements to the Council other than those

Misstatements

Misstatements are differences in, or omissions of, amounts and disclosures that may affect a reader's overall understanding of your financial statements and service performance information. We assess the effects of any detected and uncorrected misstatements, individually and in aggregate, against materiality and qualitative considerations.

that are **clearly trivial** with no relevant qualitative considerations. Where management does not wish to correct a misstatement, we will seek written representations from the Council on the reasons why the corrections will not be made.

Materiality for service performance information

At an overall level, we assess whether the service performance information is suitable, given your purpose and the nature of your activities, and whether the reporting allows for an informed assessment of the Masterton District Council's performance. In doing this, we consider whether the information is relevant, complete, reliable, neutral, and understandable.

We set materiality for service performance information at an individual measure level based on what we expect would influence readers' overall understanding, decision-making, or assessment of Masterton District Council's performance. We normally express this materiality as a percentage of the reported result.

Outlined below are the measures we assessed as material and our materiality for planning purposes. We will reassess this during the audit.

Material measure	Materiality
Water supply Council's drinking water supply complies with the Drinking Water Quality Assurance Rules 2022: (a) 4.7.1 T2 Treatment Monitoring Rules – Tinui; (b) 4.7.2 T2 Filtration Rules – Tinui; (c) 4.7.3 T2 UV Rules – Tinui; (d) 4.7.4 T2 Chlorine Rules – Tinui; (e) 4.8 D2.1 Distribution System Rule – Tinui; (f) 4.10.1 T3 Bacterial Rules - Masterton; (g) 4.10.2 T3 Protozoal Rules – Masterton; (h) 4.11.5 D3.29 Microbiological Monitoring Rule – Masterton.	No materiality set as the target is either achieved or not achieved.
Water supply Response time to call-outs to a fault or unplanned interruption to the Council's networked reticulation system: b. resolution of urgent call outs (from notification to confirmation of resolution).	8% of result
Wastewater Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents.	No materiality set as the target is either achieved or not achieved.

Material measure	Materiality
Wastewater Response time to call-outs to a fault or unplanned interruption to the Council's networked reticulation system: b. resolution (from time of notification to the time service personnel confirm resolution).	8% of result.
Stormwater Compliance with Councils resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by the Council in relation to those consents.	No materiality set as the target is either achieved or not achieved.
Roading The percentage of the sealed local road network that is resurfaced.	8% of result.
Roading Percentage of urgent customer service requests responded to within two days.	8% of result.

Expectations

For the audit process to go smoothly for both you and us, there are expectations that each of us need to meet. Our respective responsibilities are set out in our audit engagement letter. Your responsibilities, with appropriate assistance from management, include:

- preparing the financial statements and service performance information in accordance with legal requirements and financial reporting standards;
- providing us with access to all relevant records and providing information in a timely manner;
- providing access to staff, who will provide an appropriate level of assistance;
- providing draft financial statements and service performance information, including all relevant disclosures, in accordance with the agreed timetable;
- maintaining accounting and other records supporting the information in the financial statements and providing us with access to those records; and
- subjecting the Annual Report, financial statements, and service performance information to appropriate levels of quality review before they are provided to us.

Our responsibilities include carrying out the audit, maintaining our independence, and providing you with an audit report.

To help you prepare for the audit, we will liaise with management and provide them with a detailed list of the information we will need for the audit. We will use AuditDashboard to make these requests and for transferring files as part of the audit.

Draft financial statements and service performance information

We expect that we will need to perform a detailed review of three versions of the Annual Report:

- A good quality draft set of financial statements and service performance information (including notes) that is reasonably complete, received before or at the start of the final audit visit.
- A final set of financial statements and service performance information incorporating all changes identified during the audit, received at the end of the audit.
- A final signed Annual Report or printers proof version.

We do not intend performing a detailed check of additional versions. If this becomes necessary, we will discuss this with you first and there will be an additional cost.

Year-end processes

The year-end financial statement close process and the preparation of the Annual Report require significant time and effort to complete them effectively. We want the audit process to run smoothly, and we

will work with management to achieve this, where practical, through bringing forward the timing of audit procedures.

Bringing forward audit procedures

A lot of audit work is traditionally performed after the financial year-end. Where possible, we will aim to bring audit procedures earlier in the year. This will be focused on year-to-date transactions for revenue and expenditure, revaluations of property, plant and equipment. Completion of these tests earlier in the year enables more timely identification and resolution of errors and reduces the time your management needs to support the audit process at year-end, when the Annual Report is being prepared.

We will work with management to ensure the required information is available at the right time. We will communicate with management if information is not available as agreed, including any impact on the year-end audit.

Timetable

Our proposed timetable is:

Risk assessment and planning/initial engagement	During February - March
Interim audit	18 – 22 May
Pre-final audit	22 – 26 June
Draft financial statements and service performance information available for audit (including notes) with actual year-end figures	21 September
Final audit	28 September – 23 October
Final financial statements and service performance information available, incorporating all agreed amendments	5 October
Verbal audit clearance, draft audit report, representation letter	23 October
Report to the Council issued	28 October
Audit opinion issued	28 October

Reporting

Communication with the Council and management

We will meet with the Council and management throughout the audit. We will maintain ongoing, proactive discussion of issues as and when they arise to ensure there are "no surprises".

Reports to the Council

At the end of the audit, we will report to the Council on:

- our findings on the audit risks identified in this plan;
- any other significant matters found during our audit, including significant deficiencies in internal controls;
- the level of prudence in key judgements made by management in preparing the financial statements; and
- the quality and timeliness of information provided for audit by management.

At our discretion, we may also provide an interim report to the Council and separate reports to management on less significant findings arising from our audit. We will advise the Council if we issue a report to management.

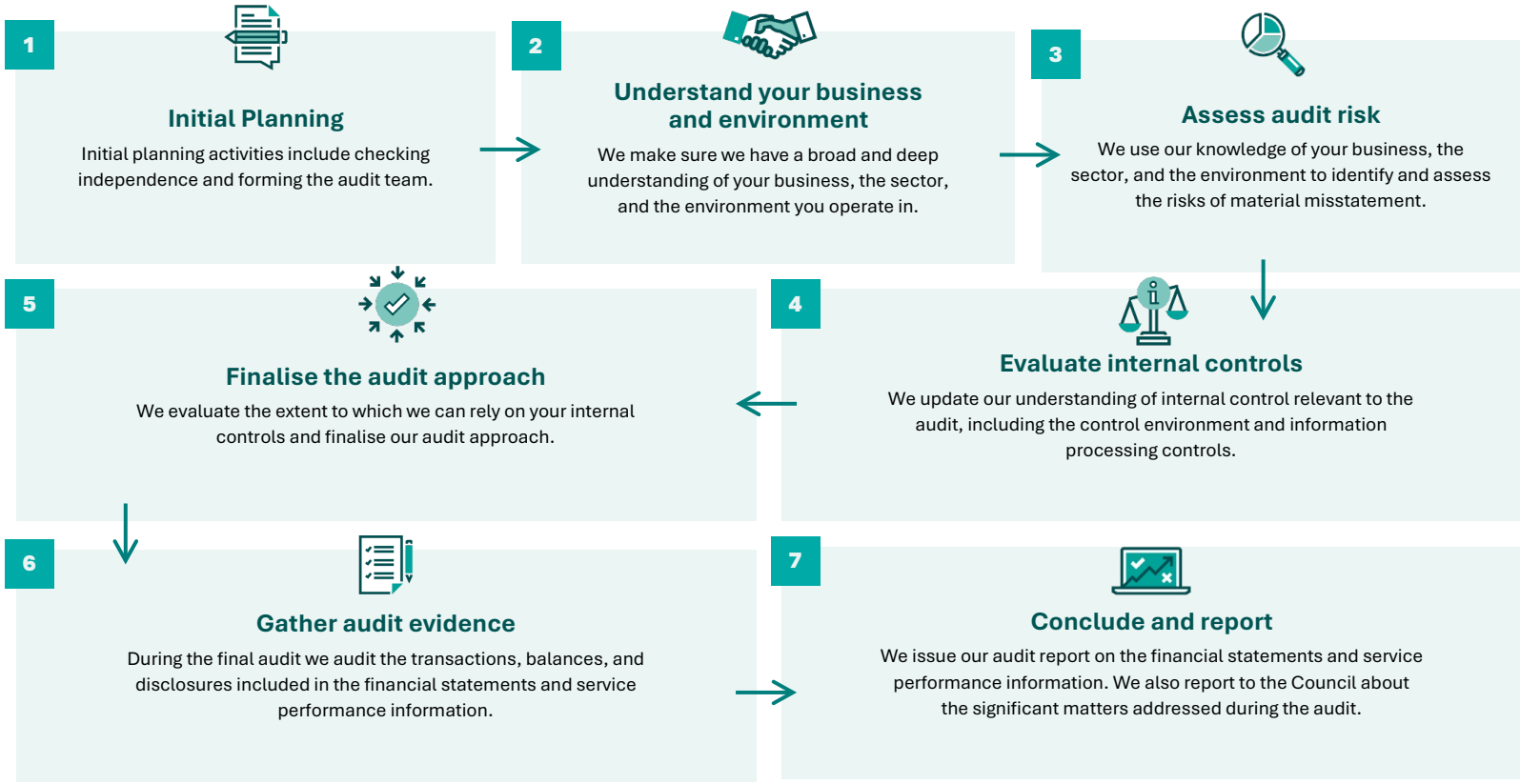
Our team

Our engagement team is selected to ensure we have the right subject-matter expertise and sector knowledge. Each member of the audit team has received tailored training to develop their expertise.

Our senior audit team members are:

Sefton Vuli	Appointed Auditor
Kataraina Macown	Audit Manager
Shoaib Bawany	Audit Supervisor

Our audit process



Fraud risks

Misstatements in the financial statements and service performance information can arise from either fraud or error. The distinguishing factor between fraud and error is whether the underlying action is intentional or unintentional. Our consideration of fraud risk covers both misstatements resulting from fraudulent reporting and misstatements resulting from misappropriation of assets.

Your responsibility

The primary responsibility for the prevention and detection of fraud and error rests with the Council, with assistance from management.

Our responsibility

Our responsibility is to obtain reasonable, but not absolute, assurance that the financial statements and service performance information are free from material misstatement, including any resulting from fraud. Our approach to obtaining this assurance is to:

- identify fraud risk factors and evaluate areas of potential risk of material misstatement;
- evaluate the effectiveness of internal controls in mitigating the risks;
- perform audit testing to address the risks identified; and
- remain alert for indications of potential fraud in evaluating audit evidence.

The Auditor-General has published useful information on fraud that can be found at oag.parliament.nz/reports/fraud-reports.

Professional judgement and professional scepticism

Auditing standards require us to maintain professional scepticism throughout the audit. Professional scepticism is an attitude that includes a questioning mind and a critical assessment of audit evidence. Professional scepticism is fundamentally a mindset that leads to a questioning approach when considering information and forming conclusions. It means not accepting information at face value, being alert for inconsistencies or anomalies, and considering the possibility of fraud or error.

Exercising professional scepticism means that we will not accept everything you tell us at face value. We will ask you and management to provide evidence to support what you tell us. We will also challenge your judgments and assumptions and weigh them against alternative possibilities.

It also means we do not assume that what was true last year remains true this year. Because of this, the audit team will ask management some of the same questions we asked last year. Circumstances can change, information can become outdated, and our audit evidence needs to be current.

Wider public sector considerations

A public sector audit also examines whether:

- Masterton District Council carries out its activities effectively and efficiently;
- waste is occurring or likely to occur as a result of any act or failure to act by Masterton District Council;
- there is any sign or appearance of a lack of probity as a result of any act or omission by Masterton District Council or by one or more of its members, office holders, or employees; and
- there is any sign or appearance of a lack of financial prudence as a result of any act or omission by Masterton District Council or by one or more of its members, office holders, or employees.

How we manage quality

Establish quality objectives → **Identify and assess risks to quality** → **Design and implement responses to address risks** → **Monitor the responses** → **Assess the system of quality management**

We apply a risk-based approach to designing, implementing, and operating the components of our system of quality management (SOQM) in an interconnected and coordinated manner to proactively manage the quality of our audits.

Audit quality encompasses the key elements that create an environment which maximises the likelihood that we perform quality audits on a consistent basis. Audit quality is about more than issuing the right audit opinion, it is also about how we reach that opinion. We maintain a persistent focus on audit quality and on continuing improvement to audit quality over time.

Quality objectives

Quality objectives are the desired outcomes for each component of the SOQM.

Quality objective	What this involves
Governance and leadership	Establishing an environment that supports the system of quality management.
Relevant ethical requirements	All staff understand and fulfil their responsibilities regarding ethical requirements.
Acceptance and continuance	Making judgments about accepting or continuing engagements and our ability to perform each engagement.
Engagement performance	Performing a quality engagement, including directing and supervising the team, exercising professional judgment, consulting on difficult or contentious matters, and ensuring appropriate engagement documentation.
Resources	Having sufficient and appropriate human, technological, and intellectual resources.
Information and communication	Maintaining and communicating information regarding the quality management system both internally and externally.

Risk identification and key responses included in our SOQM

We perform an annual risk assessment to identify any risks to achieving our quality objectives. We then implement responses to address these risks. The combination of responses ranges from specific controls to developing policies and procedures for our audit teams. Some of these operate at a firm level, while others are applied to each individual audit.

Of these numerous responses, there are two notable responses that we would like to share as examples:

Independence

Our independence and conflicts of interest policy requires all employees to be scrupulous about identifying and managing any conflicts of interest or independence risks. We manage this through our ethics and independence declarations for every staff member, including a compulsory annual review, supplemented by individual independence declarations for each engagement.

Internal and external inspections

All our Appointed Auditors are subject to internal and external inspections on a cyclical basis to ensure that our engagements comply with standards. The Office of the Auditor-General, the Financial Markets Authority, and the New Zealand Institute of Chartered Accountants perform the external inspections. We perform a root cause analysis on selected findings from these reviews and develop action plans to address the identified root causes.

Monitoring and assessing the SOQM

Monitoring and assessment of the SOQM is ongoing. We perform regular monitoring which informs our annual assessment of whether we are achieving our quality objectives and therefore complying with professional requirements. Our most recent assessment to June 2025 noted that our system was effective, with some improvements needed around the timeliness of completing some monitoring activities.

Independent quality reviews are integral to our assessment of our SOQM. Our most recent FMA review in 2022, which focused only on FMC entities, assigned an overall grade of “compliant” on a scale of good, compliant, and non-compliant.

The NZICA review, also conducted in 2022, raised relatively few findings from the files they inspected and made the following observation:

> *It was evident from our review that Audit New Zealand seeks to apply a high standard of quality in its audits, which is comparable with the major commercial audit firms. Since Audit New Zealand does not have the resources of a global network behind it, maintaining this standard requires significant investment in local technical resources to keep the audit methodology up to date. A high level of technical competence was apparent both from our file reviews and the FMA’s review of the quality control system.*

www.auditnz.parliament.nz

6 REPORTS FOR INFORMATION

6.1 MINUTES OF THE PREVIOUS MEETING HELD ON 25 FEBRUARY 2026

File Number:

Author: **Harriet Kennedy, Governance Team Leader**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

For the Finance, Risk and Assurance Committee to receive the minutes of the previous meeting held on 25 February 2026.

EXECUTIVE SUMMARY

The minutes of the Finance, Risk and Assurance Committee meeting held on 25 February 2026 were confirmed by Council at its meeting on 1 April 2026 and are being brought to the Committee for their receipt.

RECOMMENDATION(S)

That the Finance, Risk and Assurance Committee receives the minutes of the previous meeting held on 25 February 2026.

ATTACHMENTS

1. Minutes Finance, Risk and Assurance Committee Meeting 25 February 2026 ⇩

MINUTES

Finance, Risk and Assurance Committee Meeting

Wednesday, 25 February 2026

Order Of Business

1 Conflicts of Interest 3
2 Apologies 3
3 Public Forum 3
4 Items not on the Agenda 3
5 Reports for Decision 3
5.1 Emergency Management Risk Report 3
6 Reports for Information 4
6.1 Minutes of the previous meeting held on 12 November 2025 4
6.2 Service Provision Report Aratoi Regional Trust 4
6.3 Destination Wairarapa Quarterly Report (1 October 2025 to 31 December 2025) 5
6.4 Regulatory Update 5
6.5 Non-Financial Performance 2025/26 Quarter 2 Report 5
6.6 Six Months to date financial report 2025/26 6
6.7 Health and Safety Quarterly Report 6
7 Public Excluded 7
7.1 Six Monthly Report from Hockey Wairarapa 7
7.2 Six Monthly Report from Pukaha Mount Bruce Board 7
7.3 Minutes of the Finance, Risk and Assurance Committee Meeting held with the public excluded on 12 November 2025 8
7.4 Technology and Information Quarterly Risk Report 9
7.5 2025/2026 Quarter 2 Risk Management Update Report 9
7.6 Chief Executive Update on Risk 9

**MINUTES OF MASTERTON DISTRICT COUNCIL
FINANCE, RISK AND ASSURANCE COMMITTEE MEETING
HELD AT THE GREATER WELLINGTON REGIONAL COUNCIL, CHAPEL STREET, MASTERTON
ON WEDNESDAY, 25 FEBRUARY 2026 AT 1:00 PM**

PRESENT: Graham Naylor (Chair), Councillors G Caffell, C Bowyer, B Goodwin, D Holmes, S Lennox, T Nelson and W Collings And Mayor Bex Johnson And Iwi Representative Robin Potangaroa And Iwi Representative Mihirangi Hollings

IN ATTENDANCE: Chief Executive, Chief Financial Officer, Director Commercial, Acting Group Manager Infrastructure, Group Manager Corporate and Community, Group Manager Strategy, Group Manager Community, Building and Planning Manager, People and Capability Manager, Health Safety and Wellbeing Advisor, Environmental Services Manager, Principal Resource Planner, Economic Development Lead, Corporate Planning Lead, Manager Emergency Management Wairarapa, Sarah McClintock (Aratoi Director), Roger Wigglesworth (Chair of Destination Wairarapa) and Governance Advisor.

1 CONFLICTS OF INTEREST

No conflicts of interest were declared.

2 APOLOGIES

There were no apologies.

3 PUBLIC FORUM

There was no public forum.

4 ITEMS NOT ON THE AGENDA

There were no items not on the agenda.

5 REPORTS FOR DECISION

5.1 EMERGENCY MANAGEMENT RISK REPORT

The report providing an update on Emergency Management for Wairarapa was presented by the Manager Emergency Management Wairarapa.

The recent weather event was discussed, including learnings and future development. The role of elected members was raised, with utilitising them in the community suggested.

COMMITTEE RESOLUTION 2026/1

Moved by Mayor B Johnson
Seconded by Councillor S Lennox

That the Finance, Risk and Assurance Committee notes the content and receives the Emergency

Management Report for the expanded quarter 1 October 2025 – 31 January 2026.

That the Finance, Risk and Assurance Committee note the Emergency Management Wairarapa Strategy 2025-2030 and recommend to Council to adopt.

CARRIED

6 REPORTS FOR INFORMATION

6.1 MINUTES OF THE PREVIOUS MEETING HELD ON 12 NOVEMBER 2025

The minutes of the Finance, Risk and Assurance Committee meeting held on 12 November 2025 were provided for the Committee.

COMMITTEE RESOLUTION 2026/2

Moved by Councillor G Caffell
Seconded by Councillor C Bowyer

That the Finance, Risk and Assurance Committee receives the minutes of the previous meeting held 12 November 2025.

CARRIED

6.2 SERVICE PROVISION REPORT ARATOI REGIONAL TRUST

The report providing the Committee with the second quarter report for 2025/2026 against key result indicators for Aratoi Regional Trust was presented by the Director of Aratoi.

She acknowledged Nelson Rangi, and the loss to the community, noting the great support he provided Aratoi, and how much he gave the community.

Corin Haines was also acknowledged as a great support and guide for Aratoi.

The arrival of Te Waka Wairua o Kurahaupō at Aratoi was highlighted, noting it is on display until the end of July. Rangitāne was thanked for the colossal amount of work they undertook.

In response to a query, it was advised that there were around 25,000 visitors over the summer period, noting it is not a KPI.

There is a typo under General Operation costs (point 8 on page 1 of the Aratoi Q2 2025/26 Report). The figure should be 27%, not the 297% in the report.

COMMITTEE RESOLUTION 2026/3

Moved by Councillor C Bowyer
Seconded by Councillor S Lennox

That the Finance, Risk and Assurance Committee receives the Service Provision Report for Aratoi Regional Trust, covering the summary results of the key result areas for the quarter 1 October – 31 December 2025

CARRIED

6.3 DESTINATION WAIRARAPA QUARTERLY REPORT (1 OCTOBER 2025 TO 31 DECEMBER 2025)

The report providing the Finance, Risk and Assurance Committee with the second quarter (1 October 2025 – 31 December 2025) progress report on key deliverables for Destination Wairarapa was presented by the Chair of Destination Wairarapa and the Economic Development Lead.

Tourism expenditure was discussed, noting that 58% of the money is spent in the Masterton territorial authority area, with South Wairarapa 35% and Carterton spend at 7%.

The video for the Destination Wairarapa campaign – Lonely Planet – Best in Travel Wairarapa Stargazing, Food & Wine had 280,000 views, with 1.1 million more people looking at Destination Wairarapa's Facebook, and a 101% increase in visitors to their website.

Wellington NZ is bringing someone to the district to run seminars and individual meetings with businesses to look at what can be done to up the standards.

Officers undertook to provide tourism spend information from Infometrics.

COMMITTEE RESOLUTION 2026/4

Moved by Councillor S Lennox
Seconded by Councillor C Bowyer

That the Finance, Risk and Assurance Committee receive the second quarter report (1 October 2025 – 31 December 2025) from Destination Wairarapa.

CARRIED

6.4 REGULATORY UPDATE

The report providing the Committee with an update from the Building Control Services; Consents and Planning; and Environmental Health teams was presented by the Building and Planning Manager, the Principal Resource Planner, and the Environmental Services Manager.

The cost of impounding dogs was discussed, noting the split in funding between Dog owners and ratepayers.

Officers noted that changes to Taumata Arowai has led to an increase in water sampling.

COMMITTEE RESOLUTION 2026/5

Moved by Councillor G Caffell
Seconded by Mayor B Johnson

That the Finance, Risk and Assurance Committee receives the update from the Building Control Services team, the Consents and Planning team and the Environmental Health team.

CARRIED

6.5 NON-FINANCIAL PERFORMANCE 2025/26 QUARTER 2 REPORT

The report providing the Committee with information on performance against non-financial measures for Quarter 2 2025/26 (1 October to 31 December 2025) was presented by the Corporate Planning Lead.

COMMITTEE RESOLUTION 2026/6

Moved by Mayor B Johnson
Seconded by Councillor W Collings

That the Finance, Risk and Assurance Committee receives the Quarter 2 non-financial performance report for the 2025/26 financial year (Year 2 of the 2024-34 LTP).

CARRIED

6.6 SIX MONTHS TO DATE FINANCIAL REPORT 2025/26

The report providing the Finance, Risk and Assurance Committee with financial reporting for the six months to 31 December 2025 was spoken to by the Chief Financial Officer.

A paper will be coming to Council on the future of Mawley Park.

Members requested an update on the Panama land be brought to Council.

Officers undertook to provide information on the number of ratepayers who have been in arrears longer than 12 months.

COMMITTEE RESOLUTION 2026/7

Moved by Councillor D Holmes
Seconded by Councillor S Lennox

That the Finance, Risk and Assurance Committee receives the 6 months to date financial report and commentary.

CARRIED

6.7 HEALTH AND SAFETY QUARTERLY REPORT

The Health and Safety Quarterly report, providing information to assist elected members to carry out their role as officers under the Health and Safety at Work Act 2015, was presented by the People and Capability Manager and the Health, Safety and Wellbeing Advisor.

A Member queried whether there was an evacuation procedure in place with all the moving around of staff, and were advised that it was a work in progress. An update on the progress of this is to be included in the next Health and Safety Quarterly report.

It was also requested that the Employee Assistance Programme figures be reported to the Committee, along with a comparison with other businesses.

COMMITTEE RESOLUTION 2026/8

Moved by Councillor C Bowyer
Seconded by Councillor W Collings

That the Finance, Risk and Assurance Committee notes the content and receives the Health and Safety Report for the quarter: (1 October 2025 to 31 December 2025).

CARRIED

7 PUBLIC EXCLUDED

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION 2026/9

Moved by Councillor D Holmes
Seconded by Councillor W Collings

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
7.1 - Six Monthly Report from Hockey Wairarapa	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Six Monthly Report from Pukaha Mount Bruce Board	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	public interest that such information should continue to be supplied	
7.3 - Minutes of the Finance, Risk and Assurance Committee Meeting held with the public excluded on 12 November 2025	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest s7(2)(d) - the withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public s7(2)(e) - the withholding of the information is necessary to avoid prejudice to measures that prevent or mitigate material loss to members of the public s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	official information for improper gain or improper advantage	
7.4 - Technology and Information Quarterly Risk Report	s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.5 - 2025/2026 Quarter 2 Risk Management Update Report	s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.6 - Chief Executive Update on Risk	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	

CARRIED

COMMITTEE RESOLUTION 2026/10

Moved by Councillor D Holmes
Seconded by Councillor C Bowyer

That Council moves out of Closed Council into Open Council.

CARRIED

The Meeting closed at 5.04pm.

The minutes of this meeting were confirmed at the Finance, Risk and Assurance Committee held on .

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CHAIRPERSON

6.2 SERVICE PROVISION REPORT ARATOI REGIONAL TRUST

File Number:

Author: **Matt Boulton, Group Manager Corporate & Community**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

This report updates the Finance, Risk and Assurance Committee with the Aratoi Regional Trust Quarter 3 2025-26 Service Provision Report.

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the Aratoi Regional Trust Service Provision Report, covering the summary results of the key result areas for Quarter 3 (1 January – 31 March 2026).

CONTEXT

The Aratoi Regional Trust provides the Council with a report for the funding received, and agreements made through a Provision of Service Agreement/Memorandum of Understanding, which is in place for the six-year term through to 30 June 2027. Funding for Aratoi Regional Trust was confirmed via the 2024-34 Long-Term Plan.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

Aratoi Regional Trust contributes towards Council's community outcomes and key strategies: *He Hiringa Tangata, He Hiringa Whenua*, the Arts, Culture and Heritage Strategy and the Wairarapa Economic Development Strategy.

Significance, Engagement and Consultation

The information contained in this report does not require any decision that would impact or trigger any matters outlined in the Council's Significance and Engagement Policy.

Financial Considerations

Funding to this service provider was set in the 2024-34 Long-Term Plan and are as agreed in the Provision of Services Agreement/ Memorandum of Understanding.

Implications for Māori

Included in Aratoi Regional Trust's key result areas is a measure to ensure that Taonga Māori is displayed and an ongoing relationship between the Trust and iwi is maintained and fostered.

Communications/Engagement Plan

There is no requirement for communication or engagement on the report provided.

Environmental/Climate Change Impact and Considerations

There are no environmental/climate change impact considerations arising out of the report provided.

ATTACHMENTS

1. **Aratoi Regional Trust Quarter 3 Report 2025/26** ⇩

Aratoi Regional Trust Quarter 3 Report 2025/26

Key Result Areas	Result	Assurance (How Achieved)
A sustainable and thriving organisation:		
▪ Revenue from other sources (other than Masterton District Council and Masterton Trust Lands Trust) is greater than or equal to 25% of total revenue.	On Track	
▪ Resident and visitor satisfaction with Aratoi services. ➢ *[Baseline for 2025-26; 80% (4 or 5 stars)*	On Track	Satisfaction with Aratoi services are on track as per online ratings: ➢ 4.6 stars on Google ➢ 4.4 stars on Facebook ➢ 4.3 stars on TripAdvisor. The Museum Services Visitor survey is scheduled for April 2026.
Provider of arts, culture and heritage services that reflect the history and heritage of the Masterton district and wider Wairarapa region:		
▪ Number of programmes, events, activities undertaken annually that include local artists (or artists that whakapapa to the Wairarapa region). ➢ *[Baseline: established in 2019/20, then no decreases based on the previous year]*	On Track	Artists in exhibitions and programmes including: ▪ Breadcraft Wairarapa School's Art ▪ Sandra Schmid ▪ Rosalie Jurczenko ▪ Robin White ▪ Lisa Nelson 25+ local artists represented in the retail space.
▪ Taonga Māori display held annually. ➢ *[Baseline: two or more per annum]*	On Track	▪ *Keteparaha – A toolkit* ▪ *Kete* – From the Collection ▪ Maumahara Raranga Others in development
▪ Exhibition held that tells the stories of our local history and heritage. ➢ *[Baseline: two or more per annum]*	On Track	▪ *Let's have a Tea Party* ▪ *Tranzit: Drive to Success* Others in development.

To professionally manage and maintain all Aratoi assets, including the permanent collection:		
▪ Collections housed in best practice conditions – adherence to professional museum standards.	Achieved	Housed in best practice conditions with adherence to professional museum standards.
▪ Taonga, artworks and heritage objects are managed in line with the Aratoi Collection Policy.	Achieved	Managed in accordance with the Aratoi Collection Policy.
▪ Collections are documented in line with professional museum standards.	Achieved (Vernon database)	Documented in line with professional museum standards.
Genuine partnerships and effective relationships:		
▪ Iwi and Māori are offered opportunities to contribute towards key projects/initiatives led by Aratoi. ➢ *[Baseline: annual reporting)*	Achieved	Two representatives from each of the following iwi are on the Trust Board: ▪ *Ngāti Kahungunu ki Wairarapa* ▪ *Rangitāne o Wairarapa.* Exhibitions developed with iwi and Māori input: ▪ *Keteparaha – A toolkit* ▪ *Kete* – From the Collection, and others in development - (notable with Rangitāne)
▪ Key partnerships are offered to contribute towards key projects/initiatives led by Aratoi. ➢ *[Baseline: annual reporting]*		▪ Partnership with Rangitāne to deliver their major exhibition *Tino Rangitānetanga*. ▪ Partnership with Massey University to publish *Caroline McQuarrie: The land, again* ▪ Other partnerships in development.

6.3 DESTINATION WAIRARAPA QUARTERLY REPORT (1 JANUARY 2026 TO 31 MARCH 2026)

File Number:

Author: **Matt Steele, Economic Development Lead**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to provide the Finance, Risk and Assurance Committee with the third quarter (1 January 2026 – 31 March 2026) progress report on key deliverables for Destination Wairarapa.

RECOMMENDATION

That the Finance, Risk and Assurance Committee receive the third quarter report (1 January 2026 – 31 March 2026) from Destination Wairarapa.

CONTEXT

Destination Wairarapa is a regional tourism organisation (RTO) servicing the Wairarapa region. Their role is to attract visitors to the region, to help grow tourism revenue, and to support local tourism operators.

The three Wairarapa District Councils and Destination Wairarapa have a Memorandum of Understanding (MOU) that sets out key deliverables to be met by Destination Wairarapa in alignment with council funding and investment. The MOU was due to expire in September 2025 but was extended by all three Wairarapa District Councils in July/August 2025, with South Wairarapa and Masterton extending for a year, and Carterton extending through to June 2026. The extension of the MOU was to allow the incoming Council's to consider economic development arrangements across the region.

All three district councils will be discussing a further extension to the MOU in upcoming meetings.

The Wairarapa Destination Management Plan, endorsed by the three Wairarapa District Councils in 2022, further details tourism priorities for the region. This plan is reflected in the Wairarapa Economic Development Strategy (WEDS).

The following table outlines the results against each of the key deliverables of Destination Wairarapa:

Key Deliverables	Result	Assurance (How Achieved)
To increase the number of visitors to the Wairarapa, the length of time they stay in the region and the	Not Achieved Accommodation Data for this	Accommodation Data[1], February 26: Total guest nights: 25,700 (February 25 – 26,800) Average nights stayed: 1.9 (February 25 –

[1] The Accommodation Data Programme replaced Commercial Accommodation Monitor in 2019. This data captures 33 registered accommodation establishments in Wairarapa. This methodology does not capture unregistered establishments.

Key Deliverables	Result	Assurance (How Achieved)
amount they spend. Specifically, Destination Wairarapa are tasked with delivering growth in domestic and in international visitor spend per annum and in line with the Tourism Industry Aotearoa's Tourism Beyond 2025 framework. In particular this growth needs to be seen across the winter period. This information will be reported as Wairarapa-wide and by TLA where available.	period does not reflect growth. Data spending does not reflect growth.	1.9) Wairarapa saw a 4.1% decrease in total guest nights (domestic and international) stayed in February 2026 vs 2025. International visitor nights grew but domestic nights dropped. Domestic spend in Wairarapa for February 2026 was down 1.5% from $28.7m in February 2025 to $28.3m in February 2026. International spend in Wairarapa for February 2026 was up 4.5 % from $6.5m in February 2025 to $6.8m in February 2026. The decline in domestic numbers, driven by Wellington's downturn, is eroding the gains currently being made in the international market.
Represent the Wairarapa in the Business Events market in partnership with suitable venues, activities and other services.	Ongoing	Provided support and promotion for a wide range of events, including: • Masterton Motorplex International Dragstrip Drags. x 4 events • Golden Shears and the Golden Shears Fan Zone & Worlds Village • Summer Hummer • Castlepoint Races • Wairarapa Wines Harvest Festival
Destination Management Plan	Completed	The Wairarapa Destination Management Plan (DMP) has been received and endorsed by all three of the Wairarapa District Councils. It is a plan for the sustainable growth of tourism in the region, and key elements are reflected in the MOU (if adopted), as well as the refreshed Wairarapa Economic Development Strategy (WEDS).
To provide an online Wairarapa events calendar and a PDF downloadable version of major events.	Achieved	Available on the Destination Wairarapa website https://wairarapanz.com/collections/whats-on

Key Deliverables	Result	Assurance (How Achieved)
Represent the Wairarapa in the Inbound market in partnership with suitable venues and activities.	Achieved	Destination Wairarapa are involved in a number of 'Boost' campaigns, leveraging off the Government's Regional Tourism Boost Fund. Training ANZCRO (a large Australian based wholesale trade company) to promote the Classic New Zealand Wine Trail. Attended the Tourism New Zealand's Regional Showcase in Sydney. Attended the Annual Inbound Operator Event for RTOs in Auckland.
Host the Wairarapa core economic development information around "Buy & Invest", "Live & Work" and "Study" on the Destination Wairarapa website.	Achieved	Accessible on the following website link: https://wairarapanz.com/live-work
To provide a balanced budget.	Achieved	The Quarter 3 Financial Report to March 2026 has been received.
To report quarterly to the council, including attending council meetings. The report is to cover progress towards all deliverables.	Achieved	The Quarter 3 General Manager's and Marketing Board Report to March 2026 has been received and reported on in this report.

Other activities undertaken during this reporting period

Examples of promotion:

Destination Wairarapa provided support and promotion for a range of major regional events, including four Masterton Motorplex International Dragstrip Drags, Golden Shears alongside the Fan Zone and Worlds Village, Castlepoint and Tauherenikau Races, Music in the Country Festival at Tauherenikau, Martinborough Fairs, the Wairarapa Wines Harvest Festival, Summer Hummer, Greytown Heritage House & Garden Tour, Greytown International Cocktail Festival, and the Tui Brewery Truck Stop Show & Shine. Additional visitor experiences included lavender picking across the region and the Summer of Space series with Star Safari.

Digital Campaigns

During the quarter, Destination Wairarapa delivered targeted digital marketing campaigns to promote key events and visitor experiences. This included a Masterton family holiday campaign, which generated over 44,800 views and more than 740 link clicks, alongside high-performing event promotions such as the Wairarapa Balloon Festival, achieving 156,000 views and nearly 2,500 link clicks, and the Greytown Cocktail Festival, which reached over 135,000 views with strong audience engagement. These campaigns supported increased awareness, engagement, and visitation intent across priority markets.

Media

Destination Wairarapa delivered media activity during the quarter, including a feature in the March issue of Air New Zealand's Kia Ora magazine and launching a new "Experience Wairarapa" column in partnership with the Wairarapa Times-Age. The column provides editorial content encouraging locals and visitors to explore the region and builds on Wairarapa's inclusion in Lonely Planet's Best in Travel 2026 list. Media exposure was further supported through hosted visits, including two Australian influencers as part of the Kiwi North Australian campaign and an Australian food and wine writer visiting via Tourism New Zealand, generating storytelling and increased visibility for the region across key markets.

Trade

Destination Wairarapa undertook a range of trade engagement activity during the quarter. This included participation alongside WellingtonNZ in trade training sessions in Sydney, Melbourne and Brisbane with Australian wholesale partner ANZCRO to support promotion of the Classic New Zealand Wine Trail. Representation at Tourism New Zealand's Regional Showcase in Sydney provided opportunities to engage with travel sellers and product managers, with the region's inclusion in Lonely Planet's Best in Travel 2026 referenced during discussions. Attendance at Tourism New Zealand's Inbound Operator event in Auckland enabled 70 scheduled meetings with inbound operators, focusing on the Classic NZ Wine Trail, Star Safari, and forthcoming accommodation developments in Masterton. Follow-up activity included frontline training delivered by the three CNZWT wine regions to selected inbound operators.

Tourism Boost Campaigns

Through the Government's Regional Tourism Boost Fund, Wairarapa participated in two coordinated tourism boost campaigns during the period. The Kiwi North campaign, managed by RotoruaNZ, brought together a group of North Island RTOs and was supported by marketing partnerships with Campermate, TripAdvisor, THL and Qantas Holidays. Activity focused on digital content, itineraries and regional promotion, with Wairarapa featured across campaign platforms including Campermate and the Kiwi North website, supporting increased awareness of the region as a self-drive and short-break destination.

A major focus for Destination Wairarapa was the Classic New Zealand Wine Trail Australia campaign, which is currently active and designed to support tourism and hospitality recovery by targeting Australian travellers interested in food, wine and road-trip experiences. The campaign is supported by partnerships with Qantas, Webjet and TripAdvisor, paid digital activity using Tourism New Zealand audience targeting, and an enhanced presence on newzealand.com. Funding also enabled a Qantas inflight magazine feature and the introduction of a free wine shipping offer via Wine Collective Direct, aimed at increasing cellar door sales and longer-term engagement. Reporting to mid-March indicates $55,000 in wine sales through the offer, with Wairarapa leading

in value, alongside coordinated winery webinars and shared trail collateral delivered across the three wine regions.

Product Development

Product development has been paused due to lack of available funding.

Funding

Destination Wairarapa receives funding through the three Wairarapa district councils, subject to a Memorandum of Understanding (MOU). The MOU was extended by all three Councils. South Wairarapa and Masterton extended by a year through to 30 September 2026 with Carterton extending through to June 2026. Councils are currently discussing options for a potential further extension.

Destination Wairarapa have provided information as part of the General Manager's Report to support this discussion.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

The work undertaken by Destination Wairarapa supports Council's LTP Strategic Vision. In particular it supports the community outcome of a thriving and resilient economy.

Significance, Engagement and Consultation

The information contained in this report has been assessed against Council's Significance and Engagement Policy. The report does not include any decisions that impact on matters identified in the assessment of significance within the policy.

Financial Considerations

Funding for Destination Wairarapa is part of the Memorandum of Understanding with the three Wairarapa District Councils.

Implications for Māori

Destination Wairarapa support Māori Tourism business and iwi. Māori Tourism is guided by the Wairarapa Māori Tourism Strategy.

Communications/Engagement Plan

There are no decisions for this report that require either a communication or engagement plan.

Environmental/Climate Change Impact and Considerations

There are no environmental/climate change impacts or considerations arising out of the report provided.

ATTACHMENTS

Nil

6.4 BUSINESS WAIRARAPA REPORT (1 OCTOBER 2025 TO 30 APRIL 2026)

File Number:

Author: **Matt Steele, Economic Development Lead**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to provide the Finance, Risk and Assurance Committee with the Business Wairarapa progress report on key deliverables for 1 October 2025 – 30 April 2026.

RECOMMENDATION

That the Finance, Risk and Assurance Committee receive the Business Wairarapa progress report on key deliverables for 1 October 2025 – 30 April 2026.

CONTEXT

Business Wairarapa is the Wairarapa region-wide Chamber of Commerce. It is one of 30 chambers that make up the New Zealand Chambers of Commerce and Industry (NZCCI), whose network represents over 20,000 businesses around the country.

Four of the towns in Wairarapa have their own sub-regional business groups that are part of Business Wairarapa. These groups are:

- Tupu Ana Masterton
- Go Carterton
- Featherston Business Engine
- Martinborough Business Association.

The three Wairarapa District Councils and Business Wairarapa each have a Funding Agreement that sets out key deliverables to be met by Business Wairarapa in alignment with council funding and investment.

Masterton District Council entered into a three-year funding arrangement with Business Wairarapa, for $30,000 per annum, as part of the 2024-2027 Long-Term Plan process. Prior to this, funding was considered on an annual basis.

Carterton District Council and South Wairarapa District Council both have funding agreements with Business Wairarapa for $15,000 per annum.

The following table outlines the key deliverables of Business Wairarapa as set out in the funding agreement. Achievements against each deliverable are detailed in the attached report (Attachment 1).

Area	Key Deliverable
Continuation of Joint Council Partnership (Business as Usual)	• A comprehensive events schedule of at least one training/capability event and one networking and/or advocacy event per month - facilitated by local and

Area	Key Deliverable
	national trainers, leaders and speakers • Facilitation of business development initiatives as funded by Government (MBIE, MPI) • Opportunities for businesses to engage with and speak to local and national political leaders • Facilitation of business-to-business introductions and mentorship • Supply of a region-wide Business App that includes a collaborative events calendar and business-to-business benefits.
Commitment to WaiHost Wairarapa Skills Training	Business Wairarapa continues to host the WaiHost training programme
Expansion of Business Helpline	Delivery of an 0800 helpline to support businesses
Region wide events	Delivery of Annual Business Awards Delivery of Annual Business Summit
Contribution to region wide initiatives	Business Wairarapa leads, or contributes to, region wide initiatives that support businesses and growth
Long-term Partnership	Monitor the overall health, vibrancy, and growth of the local business sector by tracking key economic indicators, such as job creation, business expansion, and business retention, and adjust strategies as needed to achieve mutually agreed-upon goals.

A highlight from a Masterton perspective this year has been the establishment of Tupu Ana Business Wairarapa, Masterton's own representative body, which has continued to grow through the second half of the year. There are now 118 businesses that are members.

Business Wairarapa has undergone some changes since the last report. Current operations are delivered through two part-time roles: a General Manager responsible for strategy and relationships, and an Events and Coordination Manager responsible for operational delivery, including events, membership, training, and awards. Governance is provided by a seven-member Board of Trustees, with regional partners represented collectively by one trustee. Eve Buchanan is the current Chair, with Marie-Claire Andrews continuing as a Trustee.

Business Wairarapa has asked MDC about the required frequency for the business survey that they last undertook in December 2025/January 2025. They have also asked if MDC would like the same questions to allow trends to be tracked. Officers recommend that the survey should be undertaken on a biannual basis, with the same questions to be used to assess changes over time.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

The work undertaken by Business Wairarapa supports Council's LTP Strategic Vision. In particular, it supports the community outcome of a thriving and resilient economy.

Significance, Engagement and Consultation

The information contained in this report has been assessed against Council's Significance and Engagement Policy. The report does not include any decisions that impact on matters identified in the assessment of significance within the policy.

Financial Considerations

Funding for Business Wairarapa is subject to a Funding Agreement considered as part of the 2024-27 Long-Term Plan. MDC provides $30,000 annually.

Implications for Māori

Business Wairarapa supports Māori business members of Business Wairarapa, who are focused on empowering successful Māori business endeavours and relationships in the Wairarapa Region.

Communications/Engagement Plan

There are no decisions for this report that require either a communication or engagement plan.

Environmental/Climate Change Impact and Considerations

There are no environmental/climate change impacts or considerations arising out of the report provided.

ATTACHMENTS

Nil

6.5 REGULATORY UPDATE

File Number:

Author: **Karen Yates, Group Manager Strategy**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to provide the Finance, Risk and Assurance Committee with an update from the Building Control Services; Consents and Planning; and Environmental Health teams (see Attachment 1).

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the update from the Building Control Services team, the Consents and Planning team and the Environmental Health team.

ATTACHMENTS

1. **Regulatory Update** ⇩

REGULATORY UPDATE
Finance, Risk and Assurance Committee 4 May 2026

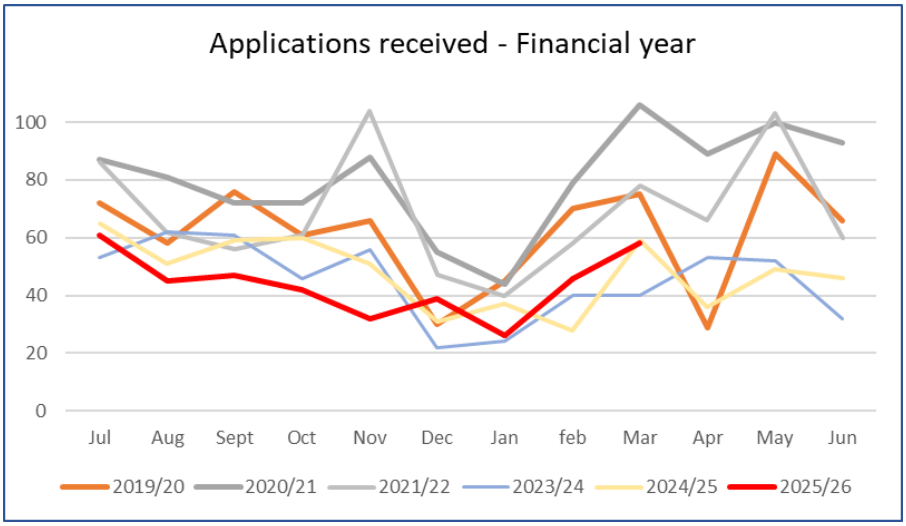
BUILDING CONTROL SERVICES ACTIVITY

Activity Levels, Staff and Service

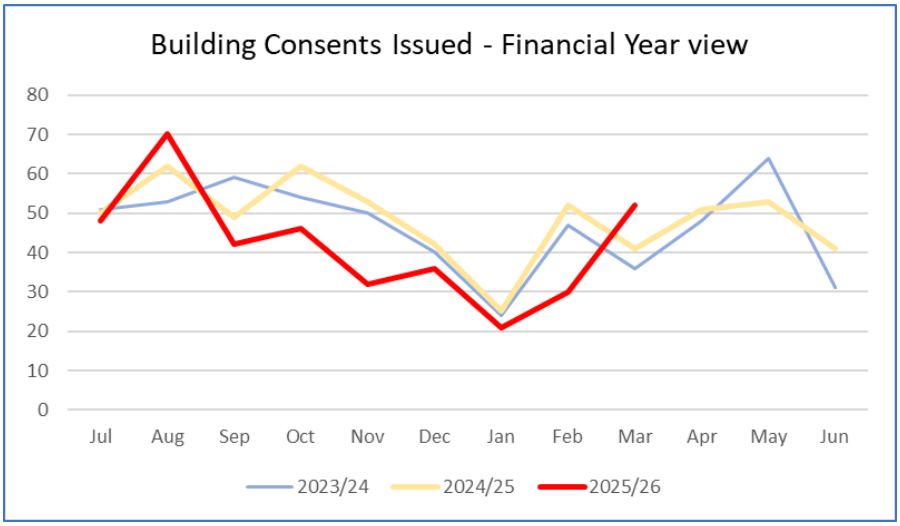
Construction activity for the current financial year got off to a slow start but has picked up during the third quarter.

Service	Applications Rejected	Number Issued	Average days to grant	Exceeded timeframe
Building consents	6	103	14	1
Certificate of Acceptance	n/a	8	14	1
Discretionary Exemptions	n/a	7	n/a	2
Code compliance certificates	1	95	11	1

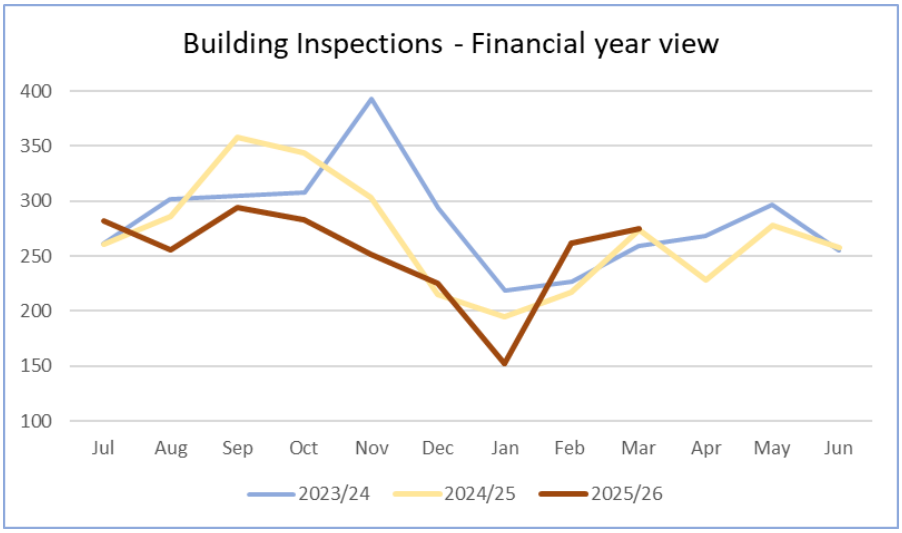
Building Consent Authority Statistics



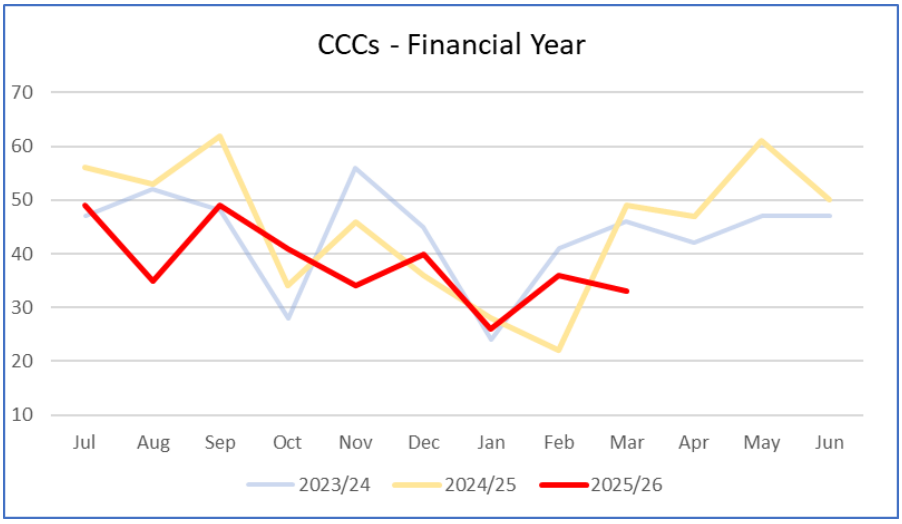
The number of applications received in the third quarter is higher than the same period for the previous 2 years



The total number of consents issued for the current financial year is slightly lower than the previous 2 years



The number of Inspections undertaken has tracked a little higher compared to last year. Inspections are being undertaken within 24-48 hours of being requested.



The number of Code Compliance Certificates is slightly lower than the last two years.

TA Building Functions

Building Warrants of Fitness (BWoF)

Of the 76 Building Warrant of Fitness due in the second quarter, 62 were provided to the Council and all reviewed within 20 working days. Council is currently following up the outstanding 14 BWoFs with building owners.

Swimming Pools

The inspection of swimming pools is on track with sixty two inspections undertaken over 48 recorded pools (7.5% of recorded pools in our database). Sixteen pools were identified as non-compliant and a “Notice to Fix” issued to pool owners.

Legislative Change (Building Act 2004)

The Government have announced an amendment will be made to the rules relating to the construction and supply of granny flats. Currently, property owners were required to obtain a Project Information Memorandum (PIM) before any construction can occur. While owners must still obtain a PIM, the updated rules will allow granny flats to be constructed without a PIM being in place at the time of construction. This change is expected to support increased supply of granny flats in the housing market.

The changes will also allow granny flats to be constructed using Structural Insulated Panels (SIPs). Any SIP system used must hold a valid New Zealand CodeMark certificate, which provides assurance that the product meets Building Code requirements. Allowing CodeMark-certified SIPs is expected to make these small dwellings more cost-effective by enabling faster off-site fabrication, reducing labour hours, and improving construction efficiency. This aligns with the Government’s broader intent of the reforms to support lower-cost, high-quality small homes.

CONSENTS AND PLANNING ACTIVITY

Resource Consents

The Planning Team processed the following consents for 1 July 2025 to 31 December 2025:

Type of Type Consent Received	Number of Consents Processed 1 July 2024 – 30 June 2025	Number of Consents Processed 1 July 2025 – 31 December 2025	% Within RMA timeframe
Land use	**73**	**49**	**90%**
Subdivision	**68**	**48**	**95%**
Permitted Boundary	**12**	**6**	**100% (within 10 days)**
Outline Plan (Designations)	**5**	**2**	**100%**
TOTAL	**158**	**108**	**96%**

A total of 51 applications were received between 1 July 2025 – 31 December 2025. Applications that exceeded 20 working days were subject to requests for further information.

LIMs (Land Information Memorandum) - 1 July 2025 to 31 December 2025

Period	1 July 2024 - 30 June 2025	1 July 2025 – 31 December 2025	% Within Required Timeframe
Number of LIMs Processed	**338**	**234**	**100%**

Planning Enquires - 1 July 2025 to 31 March 2026

Period	Number of Enquiries
January 2025	53
February 2025	62
March 2025	50
April 2025	20
May 2025	24
June 2025	19
July 2025	21

Period	Number of Enquiries
August 2025	30
September 2025	32
October 2025	26
November 2025	12
December 2025	10
January 2026	30
February 2026	35
March 2026	24
Total	**448**

Proposed Wairarapa Combined District Plan

Masterton, Carterton and South Wairarapa District Councils notified their decision on the Proposed Wairarapa Combined District Plan on 8 October 2025.

The period for making appeals on the decisions commenced from the Proposed District Plan Decisions Version notification date (8 October 2025) and closed on 21 November 2025. During this time, anyone who made a submission or further submission on the Proposed District Plan had an opportunity to lodge an appeal with the Environment Court in respect of provisions to which their submission related.

Eight appeals were received relating to Rural, Rural Lifestyle, Hazards, Subdivision, Relocatable Buildings and Network Utilities matters. Following the close of appeals, the Councils have been working to resolve the appeals through pre-mediation meetings with appellants and the Environment Court process. So far, one appeal has been resolved through pre-mediation meetings (Horticulture NZ) with all parties coming to an agreed amendment relating to 'Rural Produce Retail'. Pre-mediation meetings are still ongoing with other appellants who had indicated they wished to participate in pre-mediation meetings, prior to the environment-court led mediation. The dates for Environment-Court led mediation on outstanding matters has been tentatively set for the 25th to the 28th May.

All matters within the Proposed Wairarapa Combined District Plan that are not subject to appeal now have legal effect.

YTD Compliance Activity

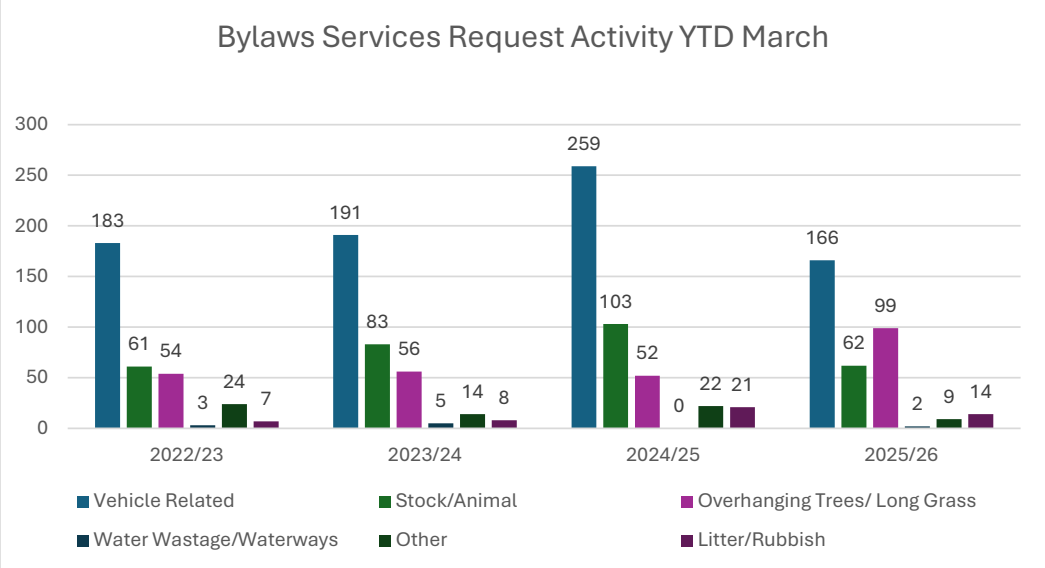
No new infringements or abatement notices issued for the third quarter.

Type of Notice	Number (Year to Date)
Infringement	7
Abatement Notice	2

ENVIRONMENTAL SERVICES

Bylaws

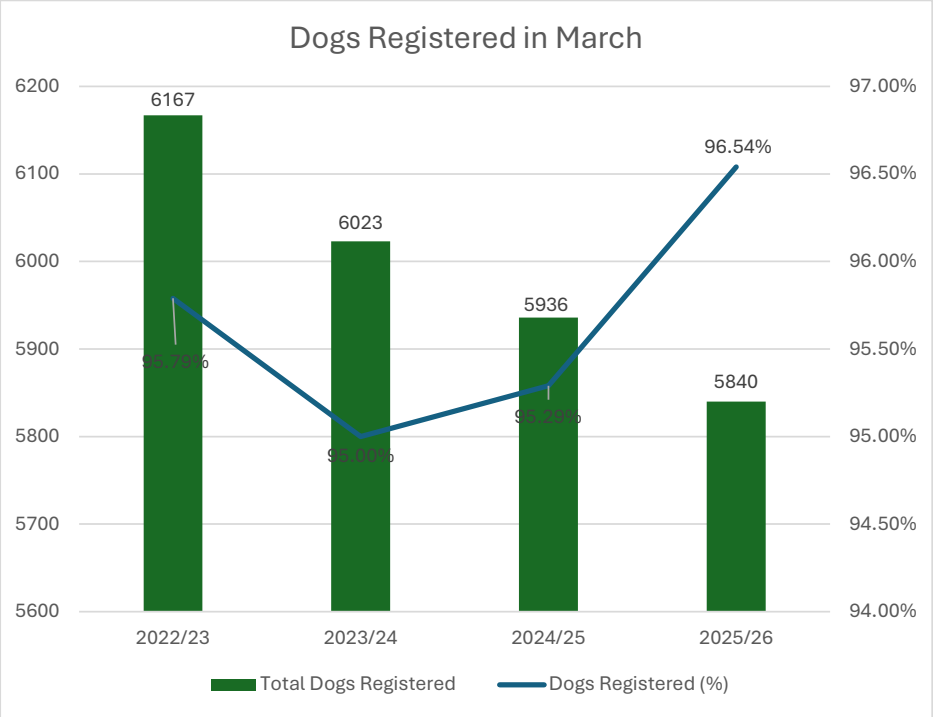
From January to the End of March, there was a total of 239 Service Requests for Bylaws-related matters.



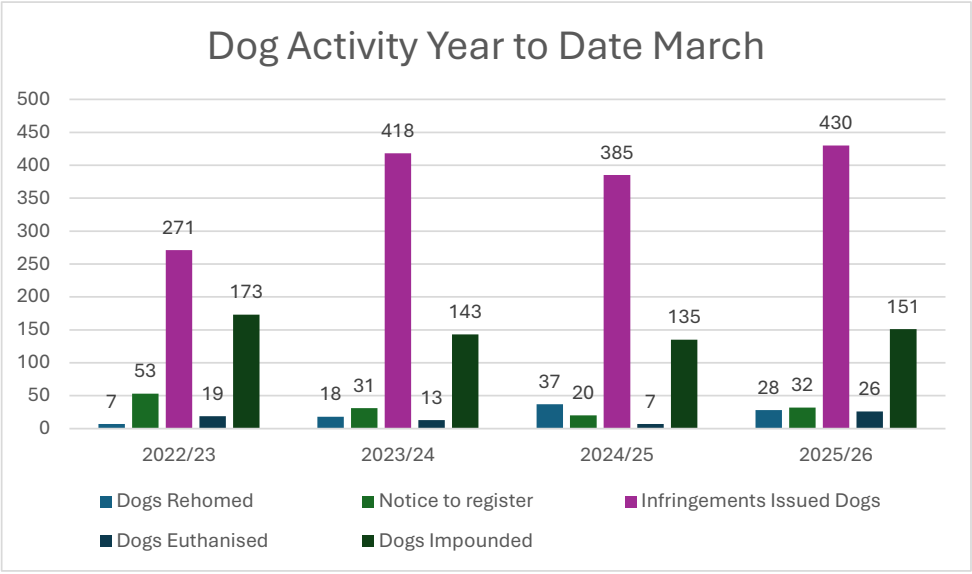
Animal Control

- **Microchipping**

  The Animal and Bylaws Services Team have been following up with owners who have not advised of their dog's microchip number. Owners were given a period of time to comply, if they failed to comply a $300 infringement is issued.

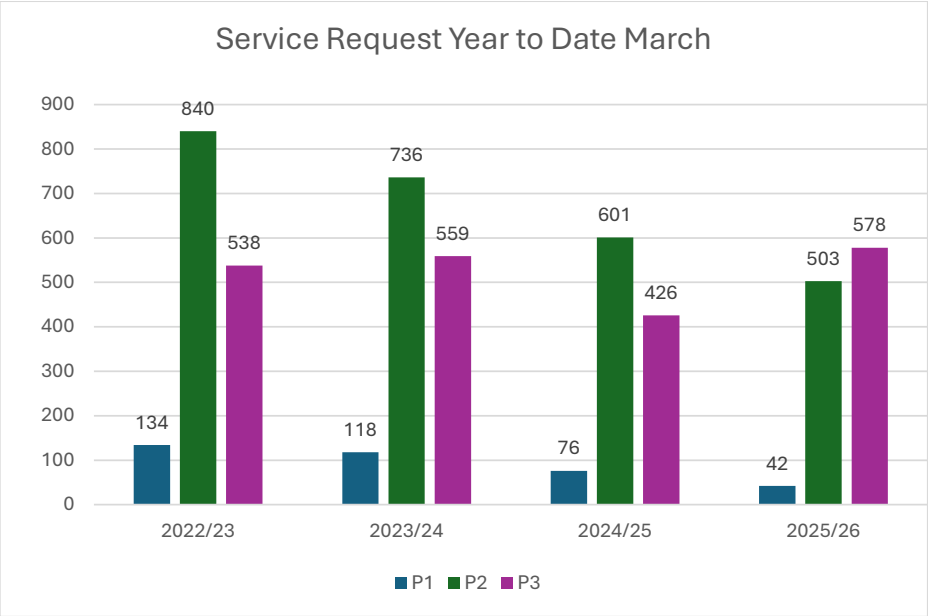


- **Dogs in Togs** – Was held in March there were 54 dogs with their owners who attended.
- **School visits** - There have been 7 dog safety talks carried out. 3 at Douglas Park School and 4 at Lakeview classes were spoken with.
- **Impounds** – There were 48 dogs impounded, 11 dogs were rehomed to rescue agencies and 14 dogs were euthanised.



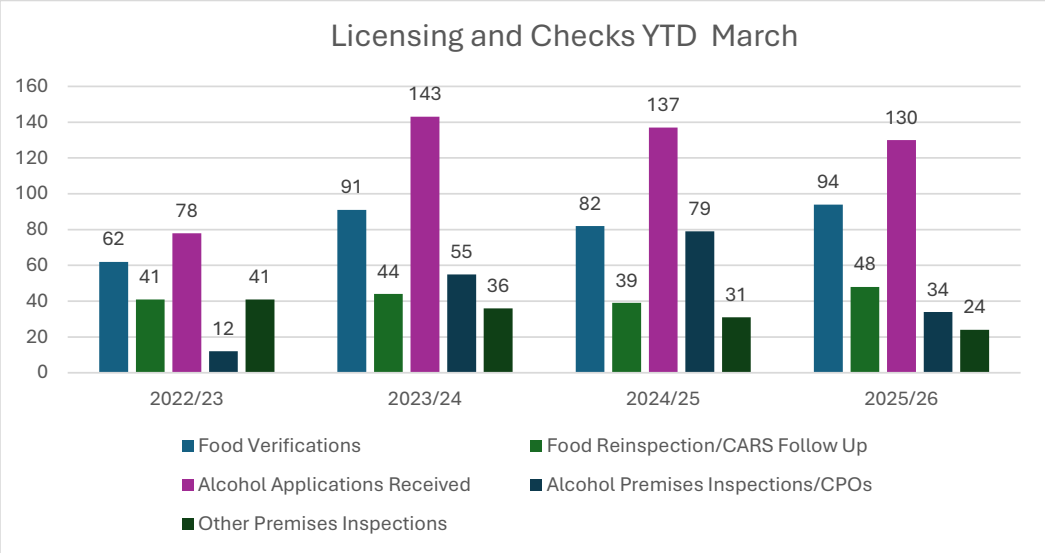
- **Service Requests** - Over the months of January to the end of March, the Animal and Bylaws Services Team attended 10 Priority 1 SRs, 182 Priority 2 SRs and 171 Priority 3 SRs for dog related calls.

  P1, P2 and P3 are categorised by the urgency or priority of the request for service:
  - P1 - animal services endeavour to attend within the hour, attacks would be classed as Priority 1.
  - P2 - barking, wandering and welfare, the team strive to attend within 24 hours.
  - P3 - non-urgent request such as administration requests e.g. details needing to be changed within dog account the, the time frame allocated is five working days.

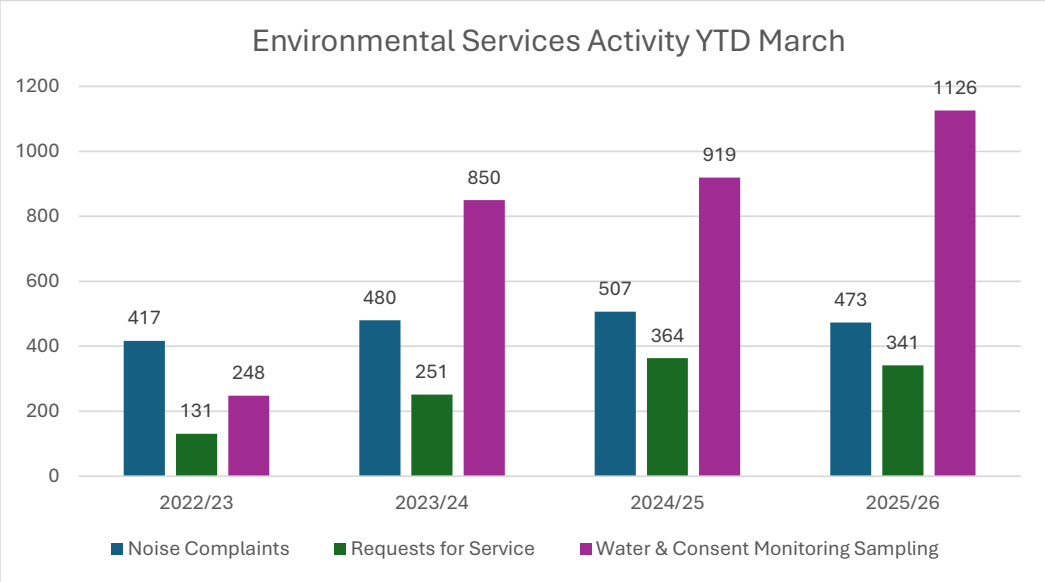


Environmental Health

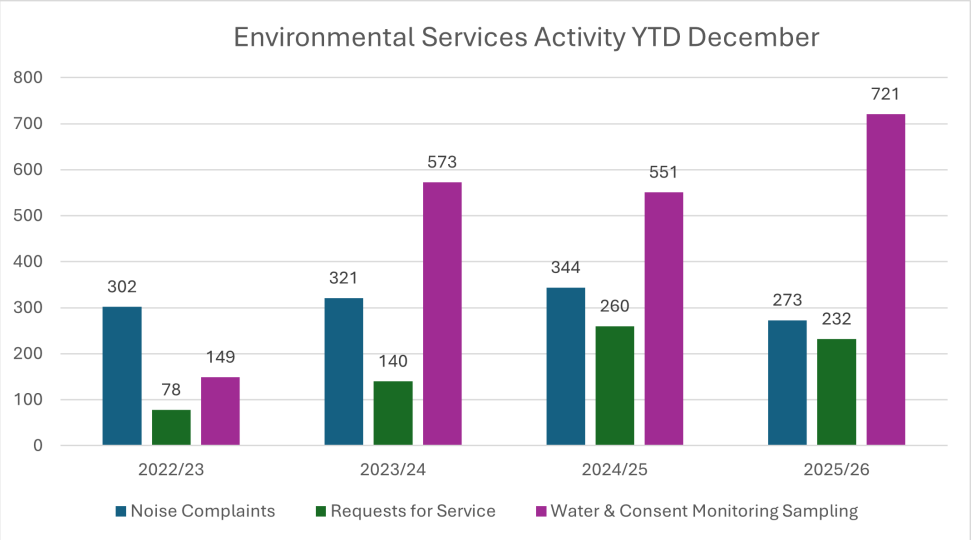
January to March, there were 33 new applications received. The majority of the applications were for Manager Certificates. Since the beginning of the finical year there have been 96 new applications received.



The team has carried out sampling at 1126 sites this year. 405 of these samples were carried out between January and the end of March. The team were allocated 109 service requests from January and the end of March. The highest number of service requests came from food stall notifications / enquiries.



Noise – There were 200 noise complaints in January to the end of April. We had a spike in persistent callers which with education and a strict policy we have been able to resolve. Furthermore actual noise callers for frequent properties have been resolved via enforcement and abatement. Noise however is a fluid thing and complaints can happen at anytime and a cluster can skew the results.


Environmental Services Activity YTD December
800
700
600
500
400
300
200
100
0
302
78
149
321
140
573
344
260
551
273
232
721
2022/23
2023/24
2024/25
2025/26
Noise Complaints
Requests for Service
Water & Consent Monitoring Sampling

6.6 CORPORATE CARBON EMISSION REDUCTION PLAN (2021) AND CLIMATE ACTION PLAN (2022) UPDATE

File Number:

Author: **Karen Yates, Group Manager Strategy**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to update the Finance, Risk, and Assurance Committee on the Corporate Carbon Emission Reduction Plan (2021) and the community Climate Action Plan (2022).

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the Corporate Carbon Emission Reduction Plan 2021 and Climate Action Plan 2022 Update Report.

BACKGROUND

In 2025, Council revised the reporting cadence for the Corporate Carbon Emission Reduction Plan 2021 (CCERP) and Climate Action Plan 2022 (CAP). It was agreed that CCERP and CAP progress would be reported through the regular Group Manager reports, and that this committee would be updated once a year. Actions to implement both CCERP and CAP were agreed through to December 2025, noting the need to review the Environment work programme. This report has been written to fulfil the obligations of annual reporting to Finance, Risk and Assurance Committee to provide an update on progress.

DISCUSSION

The Corporate Carbon Emission Reduction Plan (CCERP) is an inward-facing action plan with 50 actions to reduce carbon emissions of the Council as an organisation. It was adopted by ELT (then SLT) in 2021. At the time, most actions were expected to be completed by 2024/25.

The Masterton District Climate Action Plan (CAP) was adopted in June 2022. It is an outward-facing plan that includes 76 actions and was developed by a climate change community focus group.

Since the adoption of these plans, there has been a significant shift in the social, political, financial and geoeconomic realms. Furthermore, responses to climate change are evolving to include resilience and adaptation methodologies and targeted projects in response to key issues.

Our council work programmes need to respond to these shifts. As such, in late 2024, actions for both plans were prioritised through to December 2025. It was proposed that a full environment portfolio review would take place in 2026.

The portfolio review is currently underway, with staff working toward developing realistic, key themes for Council to focus on. This work will be presented to Elected Members for discussion at a workshop later this year, noting it will need to integrate with the Development Plan that is being progressed and 2027-37 Long Term Plan discussions.

In the meantime, staff have continued to work on actions to deliver both the CCERP and the CAP. As noted, progress on projects has been reported through Group Manager activity reports throughout the year. A summary of highlights since the last report to this Committee is included below:

Corporate Carbon Emissions Reduction Plan highlights

- Progressing a heating, ventilation and air conditioning (HVAC) and refrigerant upgrade in Waiata House.
- Expanded the climate action fund criteria to include businesses, agriculture entities and iwi.
- Progressed light emissions assessment (near completion) through the dark skies programme.
- Replacing high emitting lights with LED options in public areas through the dark skies programme.
- In response to the energy assessment for the Recreation Centre:
    - Check meters have begun to be installed to identify where energy is being spent.
    - Budget has been included in the draft annual plan (yet to be ratified) for solar panels on the new roof at the Recreation Centre.
- Increased indigenous plantings to support stream biodiversity around the Mākōura Stream.
- Progressing Street Tree Policy review.
- Progressing work on the Development Plan.
- Progressing work on the review of Council assets that could be divested/repurposed.
- Initiating resilience planning at Mataikona, which will form part of coastal management planning.

Climate Action Plan highlights

Many of the projects and initiatives noted above also align with actions included in the CAP. In addition to these actions, CAP highlights include:

- Mapping of climate change risks and impacts (underway as part of a Wellington Region Leadership Committee Project).
- Regional adaptation project underway to standardise the regional response (as part of a Wellington Region Leadership Committee Project).
- Supporting the development of a Mana Whenua Climate Action Plan (final draft plan has been submitted for review).
- Compulsory installation of water tanks for new builds now has legal effect and applies to any new dwelling in the General Residential zone. Tanks must have a capacity of at least 5,000L and collect stormwater runoff from residential roofs for non-potable use.
- Ongoing support for the Enviroschools work programme.
- Ongoing encouragement of EV charging providers to provide additional charging hubs.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

The CCERP is our internal plan to reduce our climate pollution as an organisation. There is alignment between actions in the CCERP and the externally focussed CAP.

Significance, Engagement and Consultation

Providing an updated implementation plan for the CCERP does not trigger the requirements for consultation under the Significant and Engagement Policy. This plan reflects decisions made through the 2024-34 LTP process.

Financial Considerations

The CCERP actions currently underway have been resourced within existing budgets.

Implications for Māori

Items of specific and general interest to iwi and mana whenua are incorporated in the actions under the CCERP. This update on priorities for the implementation of the ERP has not identified any specific issues to highlight for iwi and mana whenua.

Communications/Engagement Plan

The CCERP has an internal focus. Its implementation will include communications and engagement with the community where appropriate to highlight internal emission reduction successes arising from ERP actions.

Environmental/Climate Change Impact and Considerations

The CCERP Implementation Plan highlights where emissions reduction actions are progressing within MDC's operations. Reducing organisational emissions will have a positive environmental benefit to the Masterton District and contributes to climate change mitigation.

NEXT STEPS

Both the plans will be reviewed as part of the upcoming wider portfolio review.

ATTACHMENTS

Nil

6.7 NINE MONTHS TO DATE FINANCIAL REPORT 2025/26

File Number:

Author: **Andrew Jack, Chief Financial Officer**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

To provide the Finance, Risk & Assurance Committee with financial reporting for the nine months to 31 March 2026.

RECOMMENDATION

That the Finance, Risk and Assurance Committee receive the 9 months to date financial report and commentary.

CONTEXT

The Council set its operating and capital budgets for the 2025/26 year in its Annual Plan and reports progressive expenditure against those budgets on a quarterly basis. The purpose of these reports is to identify and discuss variances from the expected operating and capital budgets on an exception only basis, identifying any potential concerns that may be arise due to issues that were not contemplated during the endorsement of the Annual Plan.

Revenue from rates is set in June each year, based on the budgets that underpin the Annual Plan. Rates are collected in four instalments across the financial year. The degree to which the rates revenue has been collected, paid or is still outstanding is reported quarterly to the Council.

KEY MATTERS

Nothing has been identified to date that represents a fundamental change or risk for the organisation.

The following areas are considered relevant to highlight.

- Operating revenue and operating expenditure continue to be better than budget due to higher revenue from financial contributions, roading subsidies and user charges. Personnel costs are tracking 3% under budget and operating budgets are running at 5.9% under budget.
- Rates receivables and arrears trends also continue to trend downwards, both in dollar and percentage terms, than the comparable period in previous years reflecting proactive approach to follow up arrears and work with ratepayers.
- Capital expenditure year to date is 49% of full year, while year end is forecast to be $40.112m (73%) compared to the annual plan budget of $55.106m. Forecast underspend relative to budget is primarily due to amended timing of significant projects.
- At this time, there are no fully known impacts from various proposed regulatory reforms on the council capital and operating expenditure, other than acknowledgement that debt and assets will transfer to the new water entity, Waitī Water Limited, on 1 July 2027. The

mechanism for this transfer is still being developed, and implications from a financial perspective are not yet fully known. Risks as they are identified will be brought to subsequent committee meetings as part of corporate risk report.

DISCUSSION

The financial statements commentary for the nine months to 31 March 2026 is reported below.

The **Statement of Revenue & Expenditure** shows an accounting surplus of $6,668k, which is $3,753k higher than the planned surplus for the first nine months of the financial year and follows the trend established in the first half of the financial year. Major components of the performance are:

- Operating Revenue in total is $2,340k (4.0%) ahead of plan.

- Financial Contributions are $706k (54.3%) ahead of plan which continues to reflect the high level of contribution received in the first half. For the last quarter completed, this surplus decreased slightly reflecting performance in line with budget.

- Fees, charges, and other revenue continue to be ahead of plan at $1,164k (9.3 %) more than planned. Major contributor being building consent and associated fees which are $492k ahead, fines and parking $125k, rental and leases income $126k.

- Roading subsidies are $598k (8.7 %) ahead of plan, this reflects expenditure relating to subsidised programme having now being ahead of plan and the higher than expected subsidy on the last of the emergency works needed from Cyclone Gabrielle.

- Personnel costs are $339k (3.0%) lower than budget.

- Other Operating expenditure at $24,581k is $1,014k (4.0%) lower than planned continuing to reflect the benefit of lower insurance premiums referred to previously and while there are under/overs across budgets, the underspend indicates a general approach to seeking cost minimisation.

Statement of Revenue & Expenditure

9 months 2024/5 Actual	9 Months Year to Date to 31 March 2026 Revenue	9 months 2025/26 Actual	9 months 2025/26 Plan	Variance		Full Year Plan 2025/26
34,065,901	Rates Revenue*	37,118,699	37,082,368	36,331	0.1%	49,710,310
1,212,719	Interest Received (external)	624,780	790,266	(165,486)	-20.9%	1,060,128
7,512,827	Roading Subsidies	7,467,981	6,869,878	598,103	8.7%	10,090,478
1,397,559	Financial Contributions	2,006,022	1,299,753	706,269	54.3%	3,603,000
11,465,923	Fees, Charges & Other Revenue	13,672,364	12,507,382	1,164,982	9.3%	18,432,313
55,654,930	**Total Operating Revenue**	60,889,846	58,549,646	2,340,199	4.0%	82,896,229
	Expenses					
11,283,868	Personnel Costs	11,173,011	11,512,693	339,682	3.0%	15,795,440
24,460,519	Other Operating Expenditure	24,581,673	25,595,791	1,014,118	4.0%	32,651,553
2,302,534	Interest Expense	2,235,754	2,075,838	(159,916)	-7.7%	2,767,773
16,279,569	Depreciation & amortisation	16,210,451	16,430,013	219,562	1.3%	21,906,630
54,326,492	**Total Operating Expenses**	54,200,889	55,614,335	1,413,446	2.5%	73,121,396
$1,328,438	**Operating Surplus/(Deficit)**	**$6,688,957**	**$2,935,311**	**$3,753,646**		**$9,774,833**

The Rates Requirement Summary to 31 March 2026 continues the trend of the first half of the year with Council spending of rates funding being $1,586k 4.65% (Dec. 4.35%) lower than planned – at $32,553k compared to planned $34,140k.

2025/26 9 Months to 31 March 2026

2024/25	Rates Requirement Summary	2025/26 Actual	2025/26 Plan	Variance		2025/26 Full Year Plan
$	RATES REQUIRED BY ACTIVITY	$	$	$	%	$
	Transport					
6,584,645	Roading	8,001,690	7,595,116	(406,573)	-5.4%	12,211,617
	Water Services					
3,983,001	Urban Water supply	4,118,602	4,244,683	126,081	3.0%	5,821,416
132,135	Rural Water supplies & races	109,282	92,603	(16,679)	-18.0%	203,206
	Wastewater Services					
4,375,409	Urban Sewerage system	4,318,657	4,410,346	91,689	2.1%	8,279,304
200,145	Rural Sewerage systems	409,642	440,446	30,804	7.0%	495,890
	Stormwater Services					
855,252	Stormwater	983,881	918,082	(65,799)	-7.2%	1,221,335
	Solid Waste Services					
1,016,701	Solid Waste Services	975,506	887,157	(88,349)	-10.0%	1,416,016
	Community Facilities/Activities					
2,793,852	Parks, Reserves & Sportsfields	2,669,057	2,801,706	132,650	4.7%	3,703,435
1,271,753	Trust House Recreation Centre	1,299,722	1,380,307	80,585	5.8%	1,808,779
114,268	Cemeteries	144,815	147,651	2,836	1.9%	262,627
2,016,792	Library & Archive	2,137,219	2,240,847	103,628	4.6%	3,029,567
323,963	District Building	191,847	340,214	148,367	43.6%	406,310
258,174	Housing for Elderly	166,599	115,233	(51,367)	-44.6%	89,683
750,418	Other Property	866,577	932,979	66,402	7.1%	1,354,600
350,530	Hood Airport	515,410	525,436	10,026	1.9%	919,768
75,018	Mawley Holiday Park	147,409	176,295	28,886	16.4%	289,891
	Regulatory Services					
854,323	Resource Mgmt & Planning	976,268	1,045,247	68,979	6.6%	1,385,898
866,526	Building Development	482,362	1,129,315	646,953	57.3%	1,429,240
619,574	Environmental Services	747,571	782,898	35,327	4.5%	1,060,214
(38,794)	Parking Control	(108,918)	(18,030)	90,888		($24,051)
222,182	Animal Services	17,235	27,773	10,538	37.9%	299,228
244,395	Emergency Management	361,654	372,552	10,898	2.9%	451,108
12	Weather Events Recovery	-	-	-		0
	Leadership, Strategy & Corporate Services					
569,200	Representation	690,952	711,993	21,041	3.0%	1,005,313
(258,797)	Internal Functions (net)	(75,404)	184,646	260,050		0
1,060,279	Community Development	993,288	1,054,147	60,859	5.8%	1,360,763
367,656	Arts & Culture	339,200	396,692	57,492	14.5%	488,321
844,647	Economic Development	861,497	873,680	12,183	1.4%	1,105,577
299,628	Environmental Initiatives	211,985	330,336	118,351	35.8%	523,635
$ 30,752,888	**Total Rates Requirement**	$ 32,553,606	$ 34,140,351	$ 1,586,747	4.65%	$ 50,598,690
	RATES INCOME					
34,728,206	Masterton District Council rates	37,793,782	37,795,268	(1,486)		50,393,690
318,306	Penalty Income	309,403	348,000	(38,597)		435,000
(165,598)	Rates Remissions	(169,473)	(172,500)	3,027		(230,000)
34,880,914	**Net Rates Income**	$ 37,933,712	$ 37,970,768	($37,056)	-0.11%	$ 50,598,690
$ 4,128,026	**Surplus/(Deficit) of Rates YTD**	**$ 5,380,106**	**$ 3,830,415**	**$ 1,549,691**	4.54%	**$ 0**

Set out below are significant variances (positive or negative) as to the Rates Requirement

Rural Water Supplies & Races - additional rates requirement reflects continued higher than planned operating expenses at Tinui and Opaki schemes.

Rural Wastewater is $30.8k (7.0%) underspent with lower operating costs for Castlepoint and Riversdale sewerage reticulation.

Solid Waste the higher rates requirement reflects lower income of $4,024k which is $206k (4.9%) less than budget as a consequence of lower blue bag sales, lower Waste Levy, and lower gate fee revenue (due to lower tonnage being processed). Despite costs associated with waste disposal to landfill being lower, additional maintenance cost in the first half of the year has not enabled the cost reduction to offset revenue reduction.

Community Facilities in total have a $522k (6.0%) lower rates requirement than the annual plan. Some maintenance budgets in the Parks, Reserves & Sports fields area are underspent, and the lower insurance costs is a significant contributor. The District Buildings reflect the acquisition of Queen Street, with the lease revenue and no rental expense more than offsetting additional operational cost (rates, maintenance, cleaning costs) net costs are better with additional interest and rates from acquisition of Queen Street more than offset by lease revenue and no rental expense. Mawley Holiday Park has had revenue in line with budget for the last quarter and with lower expenses has been able to be slightly ahead of plan. Housing for Elderly reflects lower income and higher costs discussed in previous reports.

Regulatory functions – Building consent fee income is $433k (48%) higher than planned reflecting higher levels of activity while costs have continued to be in line with planned levels. Parking Control has continued generate a higher level of revenue from infringements.

Environmental Initiatives – reflect timings of expenditure with contracts expected to be completed in the final quarter of the financial year, though expectations are that expenditure will be under budget for the year.

Unplanned Expenditure The financial delegations enable the Chief Executive to approve unplanned expenditure within overall budget up to $100,000, with any approval over $50,000 to be reported to FRAC.

In accordance, with the policy, the Chief Executive approved the costs of the by-election for the vacant Councillor role which are estimated to be up to $90,000. It is a statutory requirement for the vacant role to be filled.

Summary Statement of Capital Expenditure shows $26.821 million spent which is 49% of the full year capital budget total compared to a budget spend of 64% of the full year budget by this period.

Full year expenditure is forecast to be $40.111 million against a budget of $55.106 million. This represents 73% spend against budget. At December quarter this has been forecast to be 74%.

Commentary on variances and progress on some items is included in the statement below.

Significant variances are the same as those reported in December quarter and continue to relate to timing of projects expenditure rather than projects not proceeding, these include:

- Library & Archives - $4.613 million
- Civic facilities - $3.921 million

- Decisions on timing and scope of projects resulting in underspends in non-subsidised roading ($1.748 million), wastewater services ($2.658 million) and stormwater services ($1.518 million).

Summary Statement of Capital Expenditure - 9 months YTD	Actual 9 Months $000	Plan 9 Months $000	Variance 9 Months $000	Full Year Forecast 2025/26 $000	Plan Full Year 2025/26 $000	Full Year Variance 2025/26 $000	Comments on progress
Roading - subsidised	7,896	7,456	(440)	10,565	10,039	(526)	Urban and rural subsidised roading renewals work is scheduled mainly for Qtrs 2 & 3 (warmer months). The YTD and full year forecast overspend is mainly due to drainage/stormwater improvement work budgeted for 2024/25, but carried into 2025/26. It therefore represents a timing implication rather than an a budget overspend.
Roading - non-subsidised	1,199	1,276	78	3,755	5,503	1,748	Spend to date relates to the Mataikona improvements and a carpark reseal. Forecast underspend is primarily due to a $2.1m provision for the urbanisation of Millard Avenue which is unlikely to be spent in 2025/26 and expected spread of Mataikona work over two years.
Roading - Emergency Works	1,327	1,000	(327)	1,327	1,000	(327)	This work relates to Cyclone Gabrielle carried over from the prior year and is largely complete and attracted a subsidy of 76%. Projects have not overspent rather reflects timing of actual spend compared to multi - year budgets.
Water Services	2,283	3,850	1,567	4,839	7,497	2,658	YTD underspend continues to be due to lower tan planned costs for investigative work on the raw water storage and reservior upgrade projects. There is also an increasing underspend against water reticulation renewals. Full year forecast underspend reflects the unused budget for Millard Avenue urbanisation and the later start on the CBD water main (Queen Street upgrade project) which will continue into the 2026/27 financial year.
Wastewater Services	1,293	1,713	420	1,891	3,306	1,414	The full year underspend which is forecasted relates to the provision wastewater services for the urbanisation of Millard Avenue which has not progressed.
Stormwater Services	452	1,034	582	658	2,176	1,518	The full year budget includes general stormwater renewals each year. 2025/26 plan included provisional budgets for the urbanisation of Millard Avenue ($435k) and renewal of pipes through stopbanks ($1.1m). At this time expenditure relating to these provisions is not forecast to be spent during 2025/26.
Solid Waste Services	97	70	(27)	97	70	(27)	This budget was to upgrade the concrete pad at the Greenwaste dropoff which was completed in Feb 26. Additional work has been required to have a new pump installed at Nursery Road.
Parks, Reserves & Sportsfields	863	1,434	571	2,387	2,646	258	The YTD underspend is spread across a number of smaller projects for parks and sportsfields. Higher than planned spend for the fourth quarter is expected but there is still a forecast to underspend relative to budget for the full year
Wellbeings (Amenities)	61	25	(36)	121	27	(95)	This budget mainly relates to CBD security cameras. It is also where the new Masterton sign is being recognised.

Summary Statement of Capital Expenditure (contd)	Actual 9 Months $000	Plan 9 Months $000	Variance 9 Months $000	Full Year Forecast 2025/26 $000	Plan Full Year 2025/26 $000	Full Year Variance 2025/26 $000	Comments on progress
Other Property	320	265	(54)	559	311	(248)	The YTD overspend is due to purchase of reserve land (in a development) and land at Nikau Heights for water storage reservoirs.
Civic Facilities	4,672	7,455	2,783	5,323	9,244	3,921	This budget includes the Town Hall project (including demolition costs) and Waiata House extension. The majority of spend to date relates to the purchase of the Queen Street building. The budget is forecast to be underspent at year end due the adjustments made to the Waiata House extension project and timing of the town hall project.
Recreation Centre	564	482	(81)	627	643	16	The majority of spend to date relates to upgrade works at the War Memorial stadium as well as stadium office improvements. Tracking slightly ahead for YTD but forecast to be close to budget by year end.
Housing for the Elderly	122	193	71	458	1,327	869	This is mainly a reactive budget for when units become vacant and renewals are required before new tenants are placed (void scope). There is a $1m provision for any work required for the Panama land, but this is not forecast to be spent, which reults in the underspend forecast for the year.
Library & Archive	752	4,191	3,439	1,816	6,429	4,613	Spend to date mainly relates to architect design services and engineering reports for the library upgrade project. Expenditure will continue for the balance of the year though there will be underspend relative to budget with the later build start. Budget has been allowed for in the 2026/27 Annual Plan for completion of the project.
Airport	3,274	3,217	(57)	3,559	3,220	(339)	Work is virtually completed at Hood Aerodrome on terminal precinct upgrades. The project is within overall budget , with the timing of actual spend over 24/25 and 25/26 not matching budget phasing , which has resulted in the forecast overspend for 25/26
Regulatory Services	1,068	742	(326)	1,329	895	(435)	Spend to date relates to the Animal Shelter project which is nearing completion. Pasing of the 24/25 and 25/26 budgets has not m,atched timing of actual spends, which has contributed to the forecast overspend for the current years , When the 25/26 budget was prepared it was anticipated that a greater proportion would be completed in the 24/25 financial year. This resulted in a forecast over for the current year.
Corporate Services	580	618	39	800	775	(26)	This budget relates to IT upgrade projects, computer system capital purchases and any fleet upgrades for the organisation.
TOTAL COUNCIL	**26,821**	**35,022**	**8,201**	**40,112**	**55,106**	**14,994**	
% spent of full year Plan	49%			73%			

Rates Receivables

The graphs provide a pictorial of the movement in the value of rates receivable by quarter since September 2022.

To the quarter ending 31 March 2026, there has been a reduction in the dollar value of arrear relative to March 2025, which given the nominal dollar increase in rates take is reflected in the lower percentage (%) of arrears for the current year This reflects that a proactive approach is being made in respective of rates arrears and working with ratepayers to ensure that they are able to meet their liabilities.

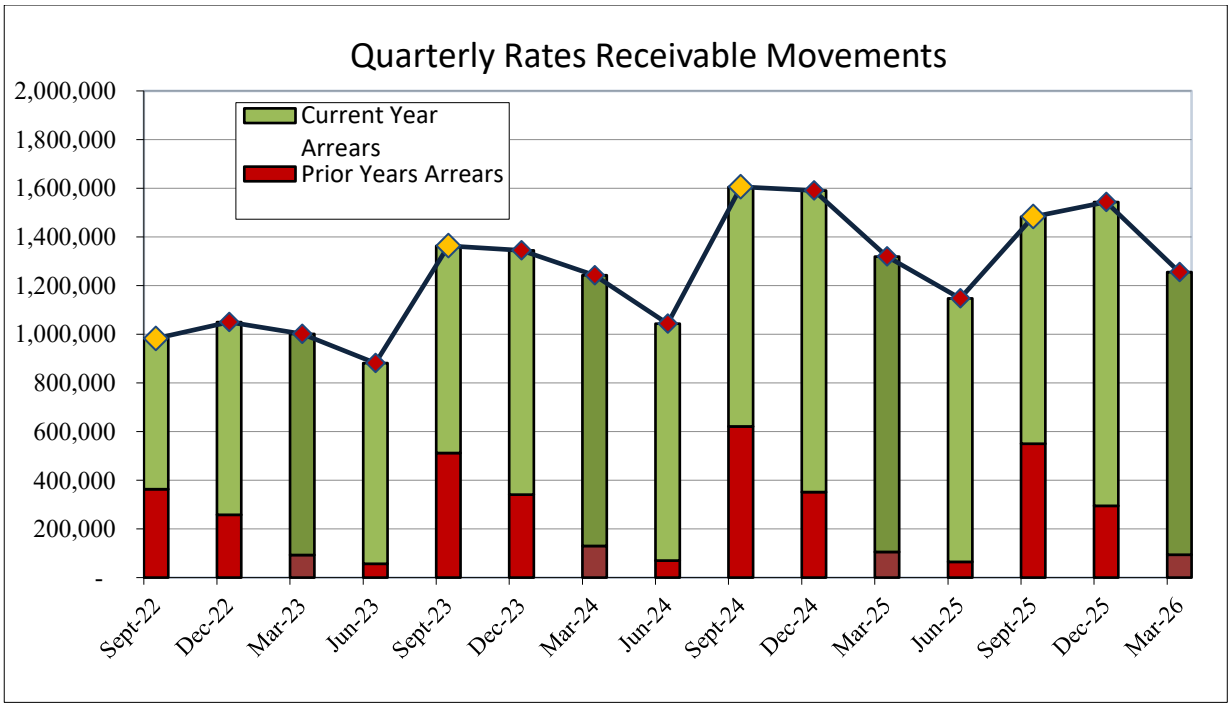
During the last quarter, 22 accounts have been caught up via a payment arrangement, which has resulted in penalties associated with these accounts being remitted. There are currently a further 102 rate accounts with payment arrangements to catch up arrears.

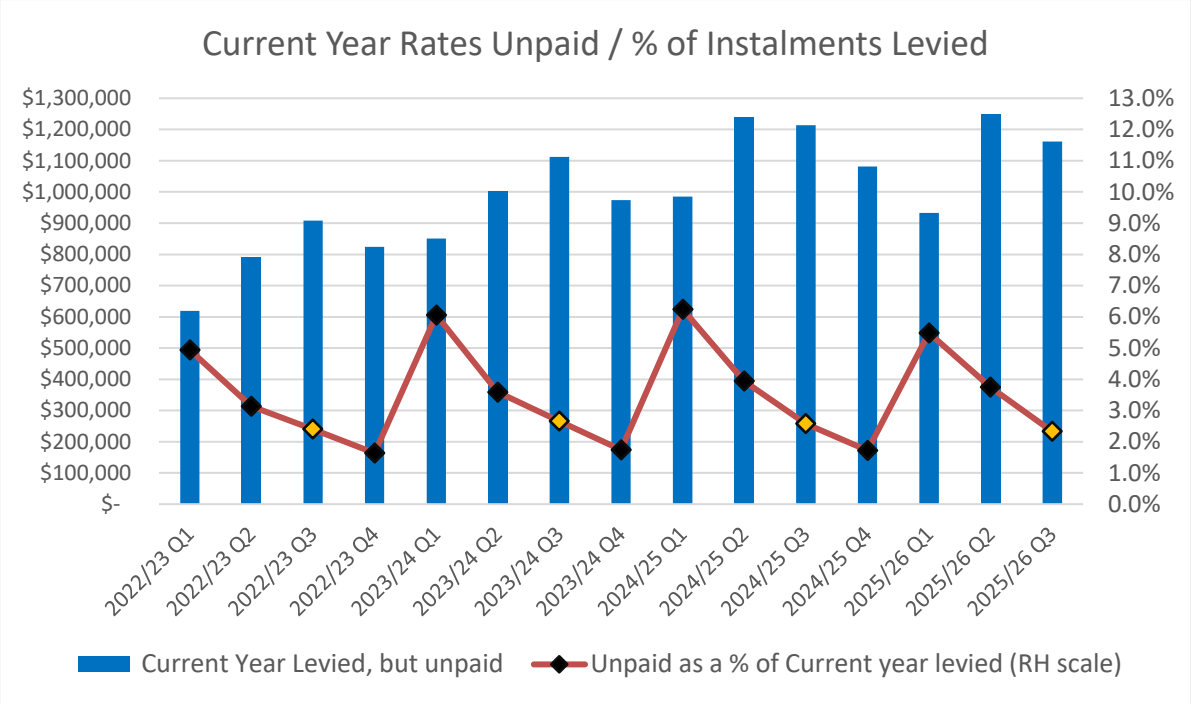
Council continue will look to work with ratepayers who fall behind and will endeavour to come to arrangements for arrear to be caught up. If those arrangements are maintained and rate brought up to date, ratepayers are eligible for remissions on any penalties that may have been charged from the date of the arrangement commencing

At 31 March 2026, the balance of rates unpaid was $1,255,494 (Mar 2025: $1,319,187), this representing a 5% reduction year on year.

Prior year arrears are $93,924 (Mar 2025 - $105,382) – a 11% reduction.

Current year unpaid rates of $1,161,570 (Mar 2024 - $1,213,805) a 4% increase in dollars ($), and as a percentage of current rates levied is 2.3% compared to Mar 2025 at 2.6%.





SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

Any strategic considerations or trends identified in this year to date have been considered in the development of the draft 2026-27 Annual Plan. Longer term trends will be considered as the Long Term Plan is developed over the 2026 calendar year.

Significance, Engagement and Consultation

It is noted that the quarterly financial reporting is an important element of Council's accountability to the community.

Financial Considerations

This report includes summary financial information on the Council's performance versus the Planned position as at 9 months year-to-date. There are no financial considerations beyond the report itself.

Implications for Māori

The adoption of this report does not trigger any Treaty of Waitangi considerations or implications specific to Māori.

Communications/Engagement Plan

The information included in this report is public and will be available with the agenda. No further communications or engagement is planned.

Environmental/Climate Change Impact and Considerations

There are no environmental/climate change impacts or considerations arising from the adoption of this report.

ATTACHMENTS

Nil

6.8 NON-FINANCIAL PERFORMANCE 2025/26 QUARTER 3 REPORT

File Number:

Author: **Josie Askin, Corporate Planning Lead**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

The purpose of this report is to advise the Finance, Risk and Assurance Committee on performance against non-financial measures for Quarter 3 2025/26 (1 January to 31 March 2026). Year to date results are for the period from 1 July 2025 to 31 March 2026.

EXECUTIVE SUMMARY

This is the third non-financial performance report for Year 2 (2025/26) of the 2024-34 Long-Term Plan (LTP).

Results against performance measures are reported for seven activity areas. The activity areas are:

- Roads and Footpaths
- Water Supply
- Wastewater
- Stormwater
- Solid Waste
- Community Facilities and Parks
- Regulatory Services

In total there are 41 measures across the seven activity areas. There are 35 measures available to report in Quarter 3 of 2025/26. Of the 35 measures reported, 31 measures were achieved or on track to be achieved at 31 March 2026, and four (11%) were not achieved, or not on track. Further information is provided in Attachment 1.

Q3 Results – Current year vs previous year

	Q3 2025/26 (current year)	**Q3 2024/25 (previous year)**
Achieved/on track	89% (31)	100% (35)
Not achieved/not on track	11% (4)	-
Total available to report:	**85.4% (35)**	**85.4% (35)**
Not available to report	14.6% (6)	14.6% (6)
Total measures:	**41**	**41**

The number of measures achieved or on track compared to Q3 2024/25 year:

Number of measures Achieved:	Q3 2025/26 (current year)	Q3 2024/25 (previous year)
Roads (6 measures – 4 reported at year end)	2	2
Water Supply (9 measures – 2 to be reported in the Annual Report)	6	7
Wastewater (6 measures)	6	6
Stormwater (5 measures)	5	5
Solid Waste (3 measures)	2	3
Community Facilities & Activities (4 measures)	2	4
Regulatory (8 measures)	8	8
Total:	**31**	**35**

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the Quarter 3 non-financial performance report for the 2025/26 financial year (Year 2 of the 2024-34 LTP).

CONTEXT

The Local Government Act 2002 requires Councils to include performance measures and targets for activity areas in its Long-Term Plan (LTP). This is the third non-financial performance report for Year 2 of the 2024-34 LTP.

The performance measure framework was reviewed and revised as part of the 2024-34 Long-Term Plan process.

There are some mandatory measures identified by the Department of Internal Affairs (DIA) that all Councils must report on. These primarily relate to infrastructure services and have been included in the performance measure framework. They are identified as Mandatory Measures in Attachment 1.

The measures that were adopted as part of the 2024-34 Long-Term Plan apply from 1 July 2024.

Council is required to report on progress against the measures and targets at least annually.

Highlights in Quarter 3 include:

Roading

Two of the six roading performance measures were available for reporting at Quarter Three, with the remaining measures being reported at year-end. This is consistent with previous years.

Year to date, urgent service requests are much higher than the same period in the previous two years (411 in 2026, compared with 156 at Q3 in 2025 and 141 at Q3 in 2024). There has been an

increase in the number of weather events this year contributing to more urgent requests. The increase has also been influenced by an internal review of the categorisation of requests, and subsequent training to support consistency in approach, is a contributing factor. This is supported by the fact that the number of non-urgent requests has declined over the same period (520 in the current year compared to 651 at Q3 last year and 660 at Q3 the year before). We will continue to monitor trends.

Despite the increase in the number of urgent requests, response performance is comparable with previous years/quarters, with 97% of urgent requests being responded to within two days; and 81% of non-urgent requests responded to within specified timeframes.

Water Supply

Seven out of nine water supply performance measures were available for reporting in Quarter Three. The remaining two measures, water loss and water consumption, are reported annually.

Year to date the number of complaints received about drinking water has declined compared to results at Quarter 3 in the previous two years (12 in the current year, compared to 17 in 2024/25 and 18 in 2023/24).

Year to date there have been no urgent callouts. Following advice from Audit New Zealand during the 2024/25 Annual Report process, only callouts relating to total water loss are classified as “urgent” for reporting purposes. This means results from 2025/26 are not directly comparable to previous years.

Performance for attendance at non-urgent call-outs remained strong this quarter with an average of 18 minutes. The year-to-date average attendance time is 22 minutes, compared to 81 minutes in 2024/25 and 57 mins in 2023/24.

The time to resolve non-urgent call outs increased to 135 minutes in Quarter 3, which is higher than the previous quarter (90 minutes) but an improvement on Quarter 1 (230 minutes). Year to date, the average is 116 minutes, which is between the year-end averages for the previous two years (83 minutes last year and 140 minutes the year before that).

Partial compliance with Taumata Arowai’s Drinking Water Quality Assurance Rules for bacteria was reported for the Masterton/Kaituna Treatment Plant in Quarter Three due to a 90-minute gap in recorded data caused by a technical communication issue. This was a reporting non-compliance rather than a water quality issue, with chlorine levels remaining compliant throughout. System updates have been implemented to ensure data is retained if a similar communication issue occurs in future. The Tinui treatment plant remains fully compliant for bacteria compliance criteria since Quarter Two.

Both facilities continue to be fully compliant with Taumata Arowai Treatment Rules for protozoal compliance.

Wastewater

All wastewater performance measures were reported in Quarter Three and are on track.

In Quarter Three there were 15 complaints related to sewerage odour, system faults, system blockages, and the Council's response to issues with its sewerage system. This represents 1.38 complaint per 1,000 connections. Year to date there has been 41 complaints, which is less than the number of complaints at the same period in the past two years (53 and 50). Year to date the complaints per connection equates to 3.77/1000 connections, which is well under the target of 8 complaints per 1,000 connections.

Consistent with last quarter we have updated how we report attendance and resolution times for sewerage overflows based on feedback from Audit New Zealand. As a result, 2025/26 results are not directly comparable to previous years.

Time to attend and resolve sewerage overflows has increased this quarter compared to Quarter Two but is still well within target. In Quarter Three the median time to attend was 59 minutes (compared to 33 minutes in Quarter Two) and the median time to resolve was 197 minutes (compared to 182 minutes in Quarter Two).

Four port-a-loos (or 0.37 per 1,000 connections) were provided on 16 February 2026 when there was a 48.2 mm rainfall. No port-a-loos were provided in the first two quarters. Two port-a-loos had been provided by the end of Quarter 3 in each of the previous two years.

There were no consent breaches resulting in abatement notices, infringement notices, enforcement orders, or convictions from sewerage system discharges.

Stormwater

All stormwater measures were reported in Quarter Three and are currently on track.

During the quarter, one flooding event was recorded, the first in the past three years. No habitable floors were affected.

In Quarter Three, 12 stormwater-related complaints were received, higher than Quarter Two (8) but lower than the same period last year (16). Most complaints were associated with severe weather and flooding experienced in February 2026. Year-to-date, there have been 24 stormwater complaints, which is similar to numbers at Quarter 3 in the previous two years (25 and 24). Year to date complaints per connection sit at 2.67 per 1,000 connections, approaching the target of no more than 3 per 1,000 connections as the year progresses into the final quarter.

While compliance with Council's resource consents for stormwater discharges is a mandatory measure, it is noted that Council does not currently hold any resource consents for stormwater discharge.

Solid Waste

Two out of three solid waste performance measures were achieved in Quarter Three, consistent with previous quarters this year.

There was one call-back this quarter compared to two call-backs in Quarter One and Quarter Two. This brings the year-to-date total to five well below the target of 52 (13 per quarter).

In Quarter Three, 9,808 tonnes of waste were transferred, equating to 0.451 tonnes per person (based on an estimated population of 28,970 as at 30 June 2025). This measure is on track to exceed the year-end target (a 6.6% reduction from the baseline of 0.513 tonnes per person.

The performance measure that has not been achieved relates to compliance across transfer stations, recycling and composting facilities, and landfill consents. Quarterly sampling at the closed Nursery Road urban landfill identified some parameters of non-compliance, as previously reported (and summarised in attachment 1). Council is 100% compliant for closed rural landfills. As the annual target is 100% compliance for both closed urban and rural the result will not be achieved this financial year.

Community Facilities and Parks

All (4) Community Facilities and Parks performance measures were reported, with two on track in Quarter Three. The two measures that are not on track relate to the library.

Library and archive usage for Quarter Three was 52,594. While this is higher than last quarter (45,472) it is below the five-year quarterly average of 72,270. Usage dropping below the five-year average was expected and reflects the impact of operating from a temporary location. Reduced access to computers and limited Wi-Fi availability have significantly constrained use. However, year to date, digital issues are trending to surpass the five-year average by 150%.

Library and Archive visits have followed a similar patter with a total of 69,522 visits in Quarter Three. This is higher than Quarter Two (63,252) but below the 5-year quarterly average of 76,095. Year-to-date usage is below the five-year average due to closure to relocate the library and the smaller temporary location, reducing in-person use and capacity. The second quarter decline reflects these constraints, with numbers increasing in the third quarter as services stabilise and customers get used to the new, smaller location. Digital usage remains above the five-year average.

Quarter Three saw an increase in urgent parks and open spaces service requests (48 compared following February's storm damage. Year to date, urgent requests (109) have exceeded the number of urgent requests received in the 2024/25 year (99). Despite the increase, response performance remains consistent, with 92% of Quarter 3 urgent complaints responded to within four hours.

The Trust House Recreation Centre recorded 46,512 visits, exceeding the five-year quarterly average (33,893) and the number of visits recorded in any quarter in the current and past two years.

Regulatory

All eight Regulatory Services performance measures were achieved in Quarter Three.

Year to date there have been 41 Priority 1 urgent call outs (12 in Quarter Three), compared to 76 at Q3 in 2024/25 and 117 at Q3 in 2023/24). All Priority 1 call outs were responded to on time.

Noise control call-outs increased slightly this quarter (200) compared to previous quarters, with all but three (98.5%) attended within one hour. Year to date, there have been 472 callouts – similar to the number of call outs at Q3 in the past two years (502 and 479).

Another five animal control community education and engagement events were delivered this quarter. This brings the year-to-date total to 20 events, exceeding the annual target of six.

The Building Team processed 109 building consents in Quarter Three. This is comparable with last quarter (112) and the same period last year (115). Of the 109 all but two were processed within the statutory timeframe and the average process time dropped to 14 working days. Year to date, the team have processed 384 consents, compared to 430 and 434 as at the end of Q3 in the previous two years.

Code Compliance Certificates have continued to decrease the last three quarters, with 95 issued in Quarter Three, 115 in Quarter Two, and 133 in Quarter One. All but two were issued within statutory timeframes. Year to date there have been 343 Code Compliance Certificates issued compared to 390 at Q3 last year and 383 in 2023/24.

There were 30 resource consents processed in Quarter Three. Year to date there have been 120 consents, slightly less than at Q3 in the last two years (127 in 2024/25 and 130 in 2023/24). All consents (100%) were processed within statutory timeframes, representing an improvement on both the previous quarter and the same period last year.

All Building Warrant of Fitness (BWOF) submissions received in Quarter Three were reviewed within 20 days, consistent with previous quarters and results for the past two years. In Quarter Three 82 BWOFs were due, with eight being overdue. Officers are actively following up with building owners.

A total of 61 inspections were undertaken across 59 recorded pools in Quarter Three. Of these 47 (80%) were compliant. There were fewer inspections this year due to summer holidays.

SUMMARY OF CONSIDERATIONS

Strategic, Policy and Legislative Implications

Under legislation, Council is required to identify performance measures and targets for its activity areas and periodically report on these. Council must also report on those measures that are identified as mandatory for all Councils.

Significance, Engagement and Consultation

The recommendation to receive this report does not trigger criteria under the significance and engagement policy.

Financial Considerations

There are no specific financial considerations associated with this update.

Implications for Māori

There are no considerations or implications specific to Māori arising out of the receipt of this report.

Communications/Engagement Plan

Not applicable.

Environmental/Climate Change Impact and Considerations

There are no environmental/climate change impacts or considerations arising from the receipt of this report.

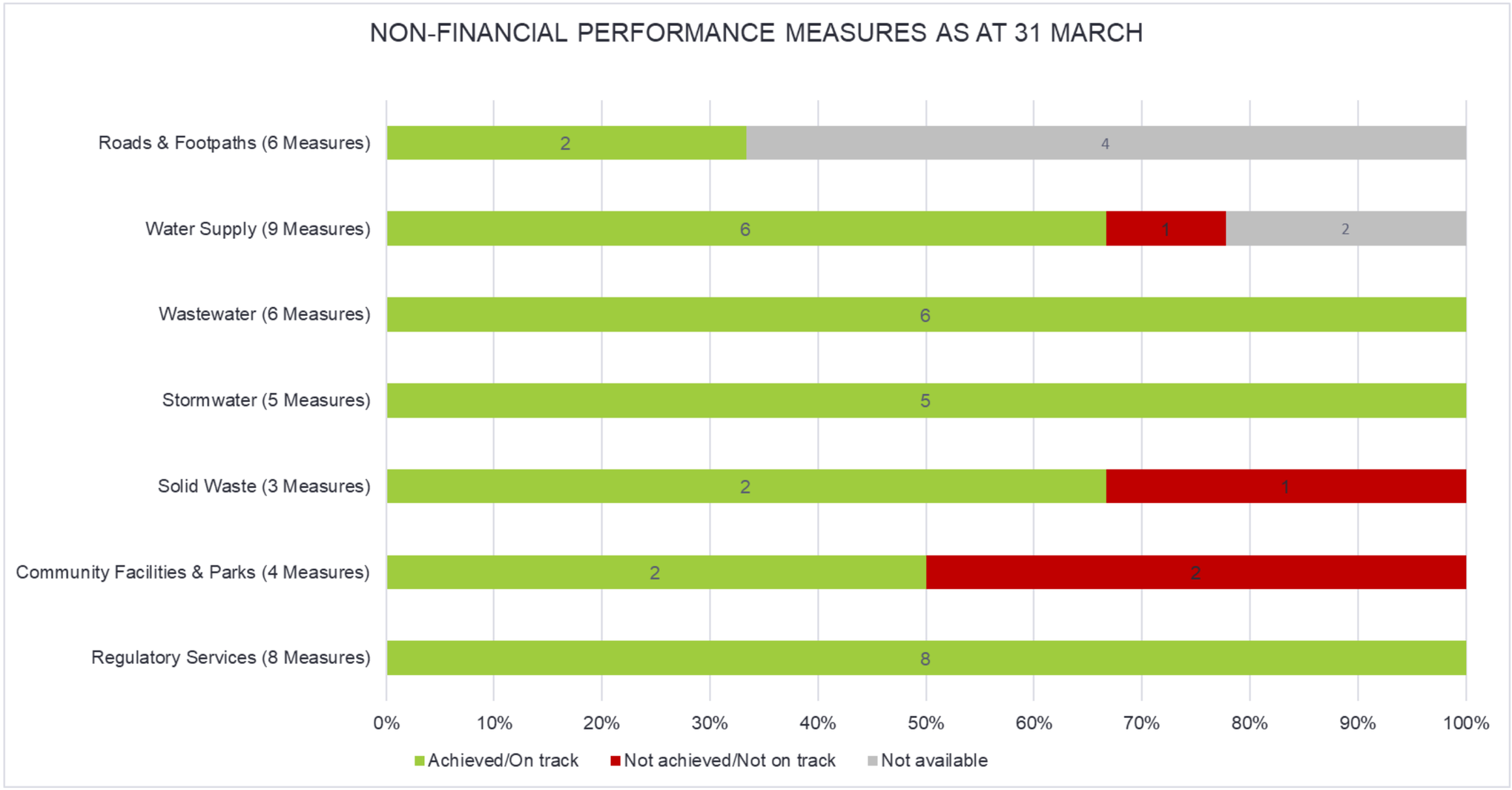
ATTACHMENTS

1. Non Financial Performance Measures Quarter 3 2025-26 ⇩

ATTACHMENT 1: Non-Financial Performance Measures for 2025/26 Quarter 3

The graph below shows the percentage of measures against each activity area that:

- Achieved/on track as at 31 March 2026 (green);
- Not achieved/not on track at 31 March 2026 (red);
- Not applicable and/or information is not available as at 31 March 2026 (grey).



2025/26 Quarter 3 Non-Financial Performance Measure Results

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Roading						
Number of fatalities and serious injury crashes on the local road network. **(Mandatory Measure)**	No more than the 5-year average	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		0 fatalities and 9 serious injury crashes	Two fatalities and seven serious injury crashes.
Average quality of ride on a sealed local road network, measured by smooth travel exposure. **(Mandatory Measure)**	Maintain or improve on 90%	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		91% network smooth travel exposure (as at 30/6/25)	92% network smooth travel exposure (as at 30/6/24)
Percentage of sealed local road network that is resurfaced. **(Mandatory Measure)**	Maintain within 5-7%	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		5.4% Resurfaced 29.1 km of the total 539 km sealed local road network.	5.8% Resurfaced 31.3 km of the total 538 km sealed local road network.
Percentage of footpaths where the condition falls within the level of service defined in MDC's Asset Management Plan **(Mandatory Measure)**	90% of footpaths are rated excellent, good or average	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		85% 182km of 215km network length of footpath surveyed to June 2025 was rated excellent, good or average. The ratings were: “Excellent” 18%, “Good” 28%, “Average” 38% (Other condition ratings are poor, very poor and unknown).	94.1% 198km of 210km network length of footpath surveyed to June 2024 was rated excellent, good or average. (Other condition ratings are poor, very poor and unknown).

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	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Percentage of urgent customer service requests responded to within 2 days. **(Mandatory Measure)**	95% within specified timeframe	97%	**Achieved/On track**	YTD: 97% 399 out of 411 urgent requests have been responded to within specified timeframes. 2025/26 Quarterly results: Q1: 97% (101/104) Q2: 97% (145/150) Q3: 97% (153/157)	97.5% 237 out of 243 urgent requests were responded to within specified timeframes. 2024/25 Quarterly results: Q1: 93.5% (58/62) Q2: 100% (57/57) Q3: 100% (37/37) Q4: 97.7% (85/87)	95.1% 175 out of 184 urgent requests have been responded to within specified timeframes. 2023/24 Quarterly Results: Q1: 97.5% (39/40) Q2:100% (51/51) Q3: 90.0% (45/50) Q4: 93.0% (40/43)
Percentage of non-urgent customer service requests responded to within the timeframes specified in MDC's Asset Management Plan and placed on appropriate maintenance programme. Specified response times for non-urgent requests vary by category, ranging from 7 days to 30 days. **(Mandatory Measure)**	70% within specified timeframe	90%	**Achieved/On track**	YTD: 81% 420 out of 520 non-urgent requests have been responded to within specified timeframes. 2025/26 Quarterly results: Q1: 77% (137/178) Q2: 75% (122/163) Q3: 90% (161/179)	82.0% 729 out of 889 non-urgent requests have been responded to within specified timeframes. Q1: 81.7% (183/224) Q2: 76.3% (132/173) Q3: 88.6% (225/254) Q4: 79.4% (189/238)	86.4% 746 out of 863 non-urgent requests have been responded to within specified timeframes. Q1: 82.4% (215/261) (*was previously 220/261)** Q2: 88.5% (169/191) Q3: 83.5% (174/208) *(was previously 172/206)** Q4: 92.6% (188/203)
Water Supply						

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Number of complaints received about drinking water clarity, taste, odour, pressure or flow, continuity of supply, or MDC's response to any of these issues. **(Mandatory Measure)**	Less than or equal to 6 complaints/1000 connections	0.29 complaints/1000 connections Complaints: 3	**Achieved/On track**	YTD: 1.15 complaints/1000 connections YTD: Actual complaints: 12 2025/26 Quarterly results: Q1: 0.29/1000 (3 complaints) Q2: 0.58/1000 (6 complaints) Q3: 0.29/1000 (3 complaints)	YE: 2.24 complaints / 1000 connections YE: Actual complaints: 23 2024/25 Quarterly results: Q1: 0.97/1000 (10 complaints) Q2: 0.49/1000 (5 complaints) Q3: 0.19/1000 (2 complaints) Q4: 0.58/1000 (6 complaints)	2.58 complaints/1000 connections Actual Complaints: 26 2023/24 Quarterly Results: Q1: 0.50/1000 (5 complaints) Q2: 0.40/1000 (4 complaints) Q3: 0.89/1000 (9 complaints) Q4: 0.79/1000 (8 complaints)
Response time to call outs to a fault or unplanned interruption to MDC's networked reticulation system:						
a) attendance at urgent call outs (from notification to arrival on site) **(Mandatory Measure)**	60 minutes or less	No urgent calls	**Achieved/On track**	YTD: No urgent calls 2025/26 Quarterly results: Q1: No urgent calls Q2: No urgent calls Q3: No urgent calls Following feedback from Audit New Zealand during the 2024/25 Annual Report process, we have updated how this measure is reported. For reporting purposes, only calls relating to total water loss are now classified as 'urgent'. This means the 2025/26 results are not directly comparable with previous years.	YE: 22 minutes 2024/25 Quarterly results: Q1: 20 minutes Q2: 41 minutes Q3: 47 minutes Q4: 22 minutes	YE: 28 minutes 2023/24 Quarterly Results: Q1: 23 minutes Q2: No urgent calls Q3: 20 minutes Q4: 37 minutes
b) resolution of urgent call outs (from notification to confirmation of resolution) **(Mandatory Measure)**	480 minutes or less	No urgent calls	**Achieved/On track**	YTD: No urgent calls 2025/26 Quarterly results: Q1: No urgent calls Q2: No urgent calls Q3: No urgent calls Following feedback from Audit New Zealand during the 2024/25 Annual Report process, we have updated how this measure is reported. For reporting purposes, only calls relating to total water loss are now classified as 'urgent'. This means the 2025/26 results are not directly comparable with previous years.	YE: 67 minutes 2024/25 Quarterly results: Q1: 83 minutes Q2: 56 minutes Q3: 55 minutes Q4: 90 minutes	YE: 61 minutes 2023/24 Quarterly Results: Q1: 177 minutes Q2: No urgent calls Q3: 53 minutes Q4: 81 minutes

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	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
c) attendance at non-urgent call outs (from notification to arrival on site) **(Mandatory Measure)**	7 days or less	18 minutes	**Achieved/On track**	YTD: 22 minutes 2025/26 Quarterly results: Q1: 136 minutes (2 hours 16 mins) Q2: 22 minutes Q3: 18 minutes	YE: 74 minutes 2024/25 Quarterly results: Q1: 74 minutes Q2: 200 minutes Q3: N/A Q4: 36 minutes	74 minutes 2023/24 Quarterly Results: Q1: 57 minutes Q2: 91 minutes Q3: 43 minutes Q4: 150 minutes
d) resolution of non-urgent call outs (from notification to confirmation of resolution) **(Mandatory Measure)**	3 months or less	135 minutes	**Achieved/On track**	YTD: 116 minutes 2025/26 Quarterly results: Q1: 230 minutes (3 hours 50 mins) Q2: 90 minutes (1 hour 30 mins) Q3: 135 minutes (2 hours 15 mins)	YE: 83 minutes 2024/25 Quarterly results: Q1: 79 minutes Q2: 150 minutes Q3: N/A Q4: 51 minutes	140 minutes 2023/24 Quarterly Results: Q1: 94 minutes Q2: 186 minutes Q3: 93 minutes Q4: 190 minutes
Council's drinking water supply complies with:						
Taumata Arowai Treatment Rules - T3 Rules (bacteria compliance criteria) **(Mandatory Measure)**	Fully compliant	Masterton Partially Compliant Tinui Compliant	**Not achieved**	YTD: Council's drinking water supply is fully compliant with *Taumata Arowai Treatment Rules T3 Rules (bacteria compliance criteria)*. These rules replace the previous *Drinking Water Standards Part 4 (Bacteria compliance criteria)*. Q1: Masterton – Fully compliant, Tinui – Partially compliant, sample for September not processed. Q2: Masterton – Fully compliant, Tinui – Fully compliant Q3: Masterton – Partially Compliant, Tinui – Fully Compliant The Masterton Treatment Plant suffered a data loss on 2 January that resulted in a 90 minute gap in the contact time data for chlorine dosing. Systems are in place to prevent reoccurrence.	YE: Council's drinking water supply is fully compliant with *Taumata Arowai Treatment Rules T3 Rules (bacteria compliance criteria)*. These rules replace the previous *Drinking Water Standards Part 4 (Bacteria compliance criteria)*. Q1: Masterton – compliant, Tinui – compliant Q2: Masterton – compliant, Tinui – compliant Q3: Masterton – compliant, Tinui – compliant Q4: Masterton – compliant, Tinui – compliant	*a) part 4 of the Drinking Water Standards (bacteria compliance criteria)* Partially Compliant Changes to DWQAR in 2022 have resulted in technical non-compliance. Data is collected but there is a new requirement to now continually monitor parameters. This has required installation of new technology. Systems are now installed. Note - No additional non compliances have been determined since the last report.

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Taumata Arowai Treatment Rules - T3 Rules (Protozoal compliance criteria) **(Mandatory Measure)**	Fully compliant	Masterton Fully Compliant Tinui Fully Compliant	**Achieved/On track**	YTD: Council's drinking water supply is fully compliant with *Taumata Arowai Treatment Rules T3 Rules (Protozoal compliance criteria).* These rules replace the previous *Drinking Water Standards Part 5 (Protozoal compliance criteria)*. Q1: Masterton – Fully compliant, Tinui – Fully compliant Q2: Masterton – Fully compliant, Tinui – Fully compliant Q3: Masterton – Fully compliant, Tinui – Fully compliant	YE: Council's drinking water supply is fully compliant with *Taumata Arowai Treatment Rules T3 Rules (Protozoal compliance criteria)*. These rules replace the previous *Drinking Water Standards Part 5 (Protozoal compliance criteria)*. Q1: Masterton – compliant, Tinui – compliant Q2: Masterton – compliant, Tinui – compliant Q3: Masterton – compliant, Tinui – compliant Q4: Masterton – compliant, Tinui – compliant	*b) part 5 of the Drinking Water Standards (protozoal compliance criteria).* Partially Compliant Changes to DWQAR in 2022 have resulted in technical non-compliance. Data is collected but there is a new requirement to now continually monitor parameters. This has required installation of new technology. Systems are now installed. Note - No additional non compliances have been determined since the last report.
Percentage of real water loss from MDC's reticulation system (calculated using minimum night flow). **(Mandatory Measure)**	Year 1: No more than 45%* *This target has been updated to reflect the new approach for calculating water loss. From Year 2: Establish the target as part of the Annual Plan process taking water meter trial data into consideration.	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		30% Previous analysis has used the minimum night flow method to determine water consumption/loss which involves some assumptions. The winter water use calculation method was implemented recently using our metering data that is now available and has a higher accuracy of actual data. We will be using this method for future reporting.	45%

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Average consumption of drinking water per day per resident within the district. (Demand management). **(Mandatory Measure)**	Year 1: No more than 578 litres/person/day From Year 2: Establish the target as part of the Annual Plan process taking water meter trial data into consideration.	This measure relies on data that is published annually at the end of each financial year.	**Not available until year end**		405 litres/person/day Previous analysis has used the minimum night flow method to determine water consumption/loss which involves some assumptions. The winter water use calculation method was implemented recently using our metering data that is now available and has a higher accuracy of actual data. We will be using this method for future reporting.	664 litres/person/day
Wastewater						
Number of complaints received about sewerage odour, system faults, system blockages, MDC's response to issues with its sewerage system. **(Mandatory Measure)**	Less than or equal to 8 complaints/1000 connections.	1.38 complaints/1000 connections Actual complaints: 15	**Achieved/On track**	YTD: 3.77 complaints/1000 connections YTD Actual Complaints: 41 2025/26 Quarterly results: Q1: 0.92/1000 (10 complaints) Q2: 1.47/1000 (16 complaints) Q3: 1.38/1000 (15 complaints)	YE: 6.83 complaints/1000 connections YE Actual Complaints: 69 2024/25 Quarterly results: Q1: 2.08/1000 (21 complaints) Q2: 1.98/1000 (20 complaints) Q3: 1.19/1000 (12 complaints) Q4: 1.58 /1000 (16 complaints)	Year End: 6.56 complaints/1000 connections YE Actual Complaints: 65 2023/24 Quarterly Results: Q1: 2.83/1000 (28 complaints) Q2: 1.21/1000 (12 complaints) Q3: 1.01/1000 (10 complaints) Q4: 1.51/1000 (15 complaints)
Median response time to sewerage overflows resulting from a blockage or other fault to MDC's sewerage system:						
a) attendance (from time of notification to the time service personnel arrive onsite) **(Mandatory Measure)**	6 hours or less	59 minutes	**Achieved/On track**	YTD: 33 minutes 2025/26 Quarterly results: Q1: N.A minutes – No overflow* Q2: 33 minutes Q3: 59 minutes * This result has been updated since Q1 following feedback from Audit New Zealand. Only calls related to overflows are now reported for this measure rather	YE: 25 minutes 2024/25 Quarterly results: Q1: 21 minutes Q2: 25 minutes Q3: 21 minutes Q4: 30 minutes	YE: 25 minutes 2023/24 Quarterly Results Q1: 32 minutes Q2: 22 minutes Q3: 18 minutes Q4: 38 minutes

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
				than all requests. This means the 2025/26 results are not directly comparable with previous years.		
b) resolution (from time of notification to the time service personnel confirm resolution) **(Mandatory Measure)**	12 hours or less	197 minutes	**Achieved/On track**	YTD: 197 minutes 2025/26 Quarterly results: Q1: N.A minutes – No overflow* Q2: 182 minutes (3 hours 2 mins) Q3: 197 minutes (3 hours 17 mins) * This result has been updated since Q1 following feedback from Audit New Zealand. Only calls related to overflows are now reported for this measure rather than all requests. This means the 2025/26 results are not directly comparable with previous years.	YE: 121 minutes 2024/25 Quarterly results: Q1: 134 minutes Q2: 112 minutes Q3: 122 minutes Q4: 167 minutes	116 minutes 2023/24 Quarterly Results Q1: 135 minutes Q2: 84 minutes Q3: 140 minutes Q4: 110 minutes
Number of dry weather sewerage overflows from MDC's sewerage system **(Mandatory Measure)**	Less than or equal to 2/1000 connections	No Dry Weather Overflow /1000 connections No Dry Weather Overflow	**Achieved/On track**	YTD: 0.28/1000 connections (No dry weather overflows) 2025/26 Quarterly results: Q1: No dry weather overflow (0 complaints) Q2: 0.28/1000 (3 complaints) Q3: No dry weather overflow	YE: 0.79 complaints/1000 connections YE Actual: 8 complaints 2024/25 Quarterly results: Q1: 0.30/1000 (3 complaints) Q2: 0.10/1000 (1 complaint) Q3: 0.30/1000 (3 complaints) Q4: 0.10/1000 (1 complaint)	1.01/1000 connections Actual: 10 complaints Q1: 0.40/1000 (4) Q2: 0.10/1000 (1) Q3: 0.20/1000 (2) Q4: 0.30/1000 (3)

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	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Compliance with MDC's resource consents for discharge from its sewerage system, measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents. **(Mandatory Measure)**	100% - no consent breaches	100% compliant - no consent breaches resulting in abatement notices, infringement notices, enforcement orders or convictions	**Achieved/On track**	YTD: 100% compliant? / No consent breaches 2025/26 Quarterly results: Q1: 100% compliant / No consent breaches Q2: 100% compliant / No consent breaches Q2: 100% compliant / No consent breaches	YE: 100% compliant / No consent breaches 2024/25 Quarterly results: Q1: 100% compliant / No consent breaches Q2: 100% compliant / No consent breaches Q3: 100% compliant / No consent breaches Q4: 100% compliant / No consent breaches	YE: 100% compliant 2023/24 Quarterly Results: Q1: 100% compliant Q2: 100% compliant Q3: 100% compliant Q4: 100% compliant
Alternative system provided where loss of service exceeds 24 hours	Less than or equal to 1/1000 connections	0.37/1000 connections (4 port-a-loos provided)	**Achieved/On track**	YTD: 0.37/1000 connections 4 port-a-loos required 2025/26 Quarterly results: Q1: No port-a-loo required/1000 connections Q2: No port-a-loo required/1000 connections Q3: 0.37/1000 connections - 4 port-a-loos provided - All port-a-loos were requested on 16 February which had a 48.2 mm rainfall.	YE: 0.30/1000 connections 3 port-a-loos required 2024/25 Quarterly results: Q1: 0.10/1000 connections (1 required) Q2: 0.10/1000 connections (1 required) Q3: No port-a-loo required Q4: 0.10/1000 connections (1 required)	Year End: 0.2/1000 connections (2 port-a-loos required) 2023/24 Quarterly Results: Q1: 0.1/1000 connections (1 required) Q2: 0.1/1000 connections (1 required) Q3: 0/1000 connections (0 required) Q4: 0/1000 connections (0 required) The results at Year End are more comparable with results prior to the February 2022 rain event, noting no port-a-loos have been required in Q3 and Q4.

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	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Stormwater:						
Number of flooding events that occur in the district **(Mandatory Measure)**	10 events or less	1 flooding event	**Achieved/On track**	YTD: 1 flooding event. 2025/26 Quarterly results Q1: No flooding events. Q2: No flooding events. Q3: 1 flooding event	YE: No Flooding event Q1: No flooding event Q2: No flooding event Q3: No flooding event Q4: No flooding event	No Flooding Events Q1: No flooding events Q2: No flooding events Q3: No flooding events Q4: No flooding events
For each flooding event, the number of habitable floors affected **(Mandatory Measure)**	Less than or equal to 1/1000 connections	No habitable floors affected	**Achieved/On track**	YTD: No habitable floors affected N/A. Habitable floors affected. 2025/26 Quarterly results Q1: N/A – No habitable floors affected Q2: N/A – No habitable floors affected Q3: N/A – No habitable floors affected	YE: N/A Flooding Event/1000 connections N/A: No habitable floors affected. 2024/25 Quarterly results Q1: N/A. No habitable floors affected Q2: N/A. No habitable floors affected Q3: N/A. No habitable floors affected Q4: N/A. No habitable floors affected	0/1000 connections. No habitable floors affected Q1: No habitable floors affected Q2: No habitable floors affected Q3: No habitable floors affected Q4: No habitable floors affected
Compliance with MDC's resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents. **(Mandatory Measure)**	100% compliance	100% / No consent breaches	**Achieved/On track**	YTD: 100% / No consent breaches 2025/26 Quarterly results: Q1: 100% Complaint / No consent breaches Q2: 100% Complaint / No consent breaches Q3: 100% Complaint / No consent breaches Note that whilst this is a mandatory measure, MDC does not hold any Resource Consents for Stormwater Discharge. Council does hold a consent for stormwater monitoring and we are working through this.	YE: 100% - No consent breaches 2024/25 Quarterly results: Q1: 100% - No consent breaches Q2: 100% - No consent breaches Q3: 100% - No consent breaches Q4: 100% - No consent breaches	100% - no consent breaches

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	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
Number of complaints received about the performance of MDC's stormwater system **(Mandatory Measure)**	No more than 3/1000 connections	1.33 complaints/1000 connections 12 actual complaints	**Achieved/On track**	YTD: 2.67 complaints/1000 connections YTD Actual: 24 complaints 2025/26 Quarterly results Q1: 0.44/1000 (4 complaints) Q2: 0.89/1000 (8 complaints) Q3: 1.33/1000 (12 complaints) Most complaints were due to severe rain event that caused flooding in February 2026.	YE: 4.11 complaints/1000 connections YE Actual: 37 complaints 2024/25 Quarterly results Q1: 0.22/1000 (2) Q2: 0.78/1000 (7) Q3: 1.78/1000 (16) Q4: 1.33/1000 (12)	3.22 complaints/1000 connections Actual: 29 complaints Q1: 1.56/1000 (14) Q2: 0.56/1000 (5) Q3: 0.56/1000 (5) Q4: 0.56/1000 (5) The number of complaints received over Q2-4 is comparable with results prior to the February 2022 rain event.
Median response time to attend a flooding event (from time of notification to the time service personnel arrive onsite) **(Mandatory Measure)**	60 minutes or less	48 minutes	**Achieved/On track**	YTD Actual: 48 minutes 2025/26 Quarterly results Q1: N.A - No flooding events Q2: N.A - No flooding events Q3: 48 min - 1 Flooding Event Due to multiple complaints received during the rain event, a contractor was already on site before any service requests relating to flooding were issued. The contractor acted in accordance with Council's verbal instruction. The response time was logged in the contractor's system.	YE Actual: N/A – No flooding event 2024/25 Quarterly results Q1: No flooding event Q2: No flooding event Q3: No flooding event Q4: No flooding event	N/A - no flooding events 2023/24 Quarterly Results: Q1: No flooding events Q2: No flooding events Q3: No flooding events Q4: No flooding events
Solid Waste						
Number of call backs due to non-collection of official rubbish bag in each weekly collection	No more than 52 call-backs per annum.	1 call-back this quarter.	**Achieved/On track**	YTD: 5 call-backs 2025/26 Quarterly results Q1: 2 call-backs Q2: 2 call-backs Q3: 1 call-back	YE: 4 call-backs Q1: No call-backs Q2: 1 Q3: 2 Q4: 1	YE: 11 Call Backs Q1: 6 Q2: 2 Q3: 1 Q4: 2

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Tonnage of waste transferred to landfill per head of population	A reduction in the total quantity of waste sent to class 1 landfills (baseline 0.513 tonne per head of population in 2022/23): Year 1 – 3.3% reduction by 30 June 2025 **Year 2 – 6.6% reduction by 30 June 2026** Year 3 – 10% reduction by 30 June 2027	0.451 tonne per head of population (annualised) – 9,808 tonne of waste transferred *Results are based on estimated population of 28,970 as at 30/6/25.*	**Achieved/On track**	YTD: 0.451 tonne per head of population 9,808 tonnes of waste transferred 2025/26 Quarterly results Q1: 0.444 tonne per head of population (annualised), 3,215 tonnes of waste transferred Q2: 0.449 tonne per head of population (annualised), 6,502 tonnes of waste transferred Q3: 0.451 tonne per head of population (annualised), 9,808 tonnes of waste transferred	YE: 0.420 tonne per head of population 12,467 tonne of waste transferred 2024/25 Quarterly results Q1: 0.439 tonne per head of population (annualised), 3,263 tonne of waste transferred (4.6% reduction compared to Q1 2023/24) Q2: 0.424 tonne per head of population (annualised), 6,293 tonne of waste transferred (10.2% reduction compared to Q2 2023/24) Q3: 0.429 tonne per head of population (annualised), 9,550 tonnes of waste transferred Q4: 0.420 tonne per head of population (annualised), 12,467 tonnes of waste transferred *Results are based on estimated population of 29,700 as at 30/6/24** *[As of 26 May 2025 Statistics New Zealand revised their estimated resident population to 28,700. This has not impacted the achievement of this measure].*	0.462 tonne per head of population (annualised) – 13,391 tonne of waste transferred Q1: 0.472 tonne per head of population (annualised) – 3,420 tonne of waste transferred Q2: 0.483 tonne per head of population (annualised) – 7,009 tonne of waste transferred Q3: 0.469 tonne per head of population (annualised) – 10,193 tonne of waste transferred Q4: 0.462 tonne per head of population (annualised) – 13,391 tonne of waste transferred *Results are based on estimated population of 29,000 as at 30/6/23.*
Urban and rural transfer stations, recycling, composting facilities and landfills operate within approved resource consent conditions	100% compliance	100% compliance for the closed rural landfills. . Partially compliant	**Not achieved**	YTD: 100% compliance for closed rural landfills. YTD: Non-compliances recorded for closed Nursery Road urban landfill (see below) 2025/26 Quarterly results Q1: <90%	YE: 100% compliance 2024/25 Quarterly results Q1: 100% Q2: 100% Q3: 100%	100% compliance

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
				Quarterly sampling carried out at Urban landfill. Follow up sampling carried out as required. Multiple data points are non-compliant. Officers resolved the key issue within their control last quarter, but remaining variations are due to natural subsurface processes that cannot be remedied without significant investment. No abatement notices, infringement fines or enforcement actions taken. Q2: Quarterly sampling carried out October 2025. Follow up sampling carried out as required. No abatement notices, infringement fines or enforcement actions taken. Q3: Quarterly sampling carried out January 2026. Some parameters non-compliant. No abatement notices, infringement fines or enforcement actions taken.	Q4: 100%	
Community Facilities and Parks						
Number of people using our library and archive reflected by overall library usage	Library Usage: No less than 5 year average for overall library usage Usage consists of: • Physical issues • Digital issues • Computer/ Wi-Fi sessions	Library Usage is: 52,594 made up of: • Physical issues: 34,966 • Digital issues: 15,949 • Computer/Wi-Fi sessions: 1,679	**Not achieved/Not on track**	YTD Library Usage: 179,376 made up of: • Physical issues: 107,970 • Digital issues: 46,105 • Computer/Wi-Fi sessions: 25,301 The 5 year average for Library Usage is: 289,082 (this equates to a quarterly average of 72,270) Usage consists of: • Physical issues: 192,508 • Digital issues: 24,289 • Computer/ Wi-Fi sessions: 72,285 2025/26 Quarterly results Q1: Usage 81,310 made up of: • Physical issues: 43,799 • Digital issues: 14,890 • Computer/Wi-Fi sessions: 22,621 Q2: Usage 45,472 made up of: • Physical issues: 29,205	YE Library Usage: 325,650 made up of: • Physical issues: 184,148 • Digital issues: 51,758 • Computer/Wi-Fi sessions: 89,744 The 5-year average for Library Usage is: 282,977 (this equates to a quarterly average of 70,744) Usage consists of: • Physical issues: 194,416 • Digital issues: 24,148 • Computer/ Wi-Fi sessions: 64,413 2024/25 Quarterly results Q1: Usage 83,955 made up of: • Physical issues: 48,549	Year End Library Usage: 353,800 • Physical issues: 193,727 • Digital issues: 60,068 • Computer/Wi-Fi sessions: 100,005 The 5-year average for Library Usage is: 277,238 (this equates to a quarterly average of 69,310) made up of: • Physical issues: 202,520 • Digital issues: 20,636 • Computer/Wi-Fi sessions: 54,082 Quarterly Results: Q1 Library Usage: 87,840 • Physical issues: 50,531

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
				• Digital issues: 15,266 • Computer/Wi-Fi sessions: 1,001 Q3: Usage 52,594 made up of: • Physical issues: 34,966 • Digital issues: 15,949 • Computer/Wi-Fi sessions: 1,679 Year-to-date library usage is tracking below the five-year average, largely reflecting the impact of operating from a temporary location. Reduced access to computers and limited Wi-Fi availability have significantly constrained use. However, digital issues are trending to surpass the five-year average by 150%.	• Digital issues: 10,955 • Computer/Wi-Fi sessions: 24,451 Q2: Usage 82,172 made up of: • Physical issues: 45,103 • Digital issues: 13,368 • Computer/Wi-Fi sessions: 23,701 Q3: Usage 79,298 made up of: • Physical issues: 45,124 • Digital issues: 13,200 • Computer/Wi-Fi sessions: 20,974 Q4 usage: Usage 80,225 made up of: • Physical issues: 45,372 • Digital issues: 14,235 • Computer/Wi-Fi sessions: 20,618	• Digital issues: 15,993 • Computer/Wi-Fi sessions: 21,316 Q2 Library Usage: 85,376 • Physical issues: 45,046 • Digital issues: 15,866 • Computer/Wi-Fi sessions: 24,464 Q3 Library Usage: 90,788 • Physical issues: 48,128 • Digital issues: 14,846 • Computer/Wi-Fi sessions: 27,814 Q4 Library Usage: 89,796 • Physical issues: 50,022 • Digital issues: 13,363 • Computer/Wi-Fi sessions: 26,411
Number of people using our library and archive reflected by number of visits to the library and archive.	Library and Archive Visits: No less than 5-year average for number of visits to the library and archive. Visits consist of: • In Person Visits • Digital • Housebound Note: Digital visits include website,	Library usage is: 69,522 made up of: • Library In-person: 24,400 • Archive In-person: 247 • Library Digital: 41,480 • Archive Digital: 3,267 • Housebound: 128	**Not achieved/Not on track**	YTD Library usage: 209,720 made up of: • In-person: 76,544 • Digital: 132,635 • Housebound: 541 The 5 year average for Library and Archive Visits is: 304,381 (this equates to a quarterly average of 76,095) Visits consists of: • In Person Visits: 115,219 • Digital: 188,102 • Housebound: 1,060 2025/26 Quarterly results	YE Library & Archive Visits: 315,300 made up of: • Library In-person: 137,589 • Archive In Person: 972 • Library Digital: 163,993 • Archive Digital: 11,819 • Housebound: 927 The 5-year average for Library & Archive Visits is: 273,952 (this equates to a quarterly average of 68,488) Visits consist of: • In Person Visits: 113,292 • Digital: 159,666	YTD Library Visits: 271,519 • In Person: 117,847 • Digital: 152,808 • Housebound: 864 The 5-year average for Library Visits is: 245,616 (this equates to a quarterly average of 61,404) made up of: • In Person Visits: 113,191 (28,298 per quarter average) • Digital Visits: 131,524 (32,881 per quarter average)

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
	OPAC and social media.			Q1: Usage – 76,946 made up of: • Library In-person: 32,315 • Archive In-person: 297 • Library Digital: 40,913 • Archive Digital: 3,248 • Housebound: 173 Q2: Usage – 63,252 made up of: • Library In-person: 19,034 • Archive In-person: 251 • Library Digital: 39,833 • Archive Digital: 3,894 • Housebound: 240 Q3: Usage – 69,522 made up of: • Library In-person: 24,400 • Archive In-person: 247 • Library Digital: 41,480 • Archive Digital: 3,267 • Housebound: 128 Year-to-date usage is below the five-year average due to closure to relocate the library and the smaller temporary location, reducing in-person use and capacity. The second quarter decline reflects these constraints, with third quarter results signalling services stabilising and customers getting used to the new, smaller location. Digital usage remains above the five-year average.	• Housebound: 994 2024/25 Quarterly results Q1: Library Visits – 83,453 made up of: • Library In-person: 34,832 • Archive In-person: 270 • Library Digital: 44,587 • Archive Digital: 3,537 • Housebound: 227 Q2: Library Visits – 71,645 made up of: • Library In-person: 31,499 • Archive In-person: 239 • Library Digital: 37,010 • Archive Digital: 2,620 • Housebound: 277 Q3: Library & Archive Visits: 75,884 made up of: • Library In-person: 33,417 • Archive In Person: 262 • Library Digital: 39,113 • Archive Digital: 2,894 • Housebound: 198 Q4: Library & Archive Visits: 84,318 made up of: • Library In-person: 37,841 • Archive In Person: 201 • Library Digital: 43,283 • Archive Digital: 2,768 • Housebound: 225	• Housebound Visits: 901 (225 per quarter average) Digital visits include website, OPAC and social media. Quarterly Results: Q1 Library Visits: 82,374 • In Person: 39,027 • Digital: 43,123 • Housebound: 224 Q2 Library Visits: 87,736 • In Person: 36,201 • Digital: 51,103 • Housebound: 432 Q3 Library Visits: 101,409 • In Person: 42,619 • Digital: 58,582 • Housebound: 208 Q4 Library Visits: 83,626 • In Person: 43,995 • Digital: 39,427 • Housebound: 204
Percentage of Council parks and open spaces urgent customer service requests that are	90% responded to within 4 work hours.	92% responded to within 4 hours 44 out of 48 urgent requests received were responded to within 4 hours.	**Achieved/On track**	YTD: 93% responded to within 4 hours 100 out of 109 urgent requests received were responded to within 4 hours. 2025/26 Quarterly results	YTD: 91% responded to within 4 hours 90 out of 99 urgent requests received were responded to within 4 hours.	100% responded to within 4 hours. 20 out of 20 urgent requests received were responded to within 4 hours.

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
responded to within 4 work hours.				Q1: 96% (23/24 urgent requests) Q2: 92% (34/37 urgent requests) Q3: 92% (44/48 urgent requests) February storm damage triggered an uplift in service requests in Q3 to reduce risk from tree branch snap-outs.	2024/25 Quarterly results Q1: 91% (21/23 urgent requests) Q2: 90% (29/32 urgent requests) Q3: 90% (19/21 urgent requests) Q4: 91% (21/23 urgent requests) Note: Results cannot be directly compared to previous years due to a change in how "urgent" requests are classified. We will continue monitoring under the new classification system. The nature of the Urgent Service Requests for the year related to sanitary issues with public toilets, and unsafe trees due to storm damage. Two situations related to a Playground fault. The common reason for not reaching 100% compliance for the year was due to the fault being logged outside normal business hours, these exceptions were resolved within 12 to 24 hours.	Q1: 100% (5/5 urgent requests) Q2: 100% (4/4 urgent requests) Q3: 100% (4/4 urgent requests) Q4: 100% (7/7 urgent requests)
Number of people using the Trust House Recreation Centre	No less than 5-year average for overall Trust House Recreation Centre usage total Usage consists of: • Swim • Gym • Stadium Sports • Stadium Events	Usage: 46,512 • Swim: 27,696 • Gym: 8,974 • Stadium Sports: 972 • Stadium Events: 8,870	**Achieved/On Track**	YTD Usage: 129,980 • Swim: 84,536 • Gym: 28,208 • Stadium Sports: 2,801 • Stadium Events: 14,435 The 5-year average for Trust House recreation Centre usage is: 135,571 equating to a quarterly average of 33,893). This consists of: • Swim: 22,888	YTD Usage: 161.719 • Swim: 107,708 • Gym: 38,283 • Stadium Sports: 4,977 • Stadium Events: 10,751 The 5-year average for Trust House recreation Centre usage is: 124,493 (equating to	Year End Usage: 150,349 Swim: 101,382 Gym: 34,843 Stadium Sports: 4,402 Stadium Events: 9,722 The 5-year average for Trust House recreation Centre

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
				• Gym: 7,723 • Stadium Sports: 1,087 • Stadium Events: 2,195 2025/26 Quarterly results Q1 Usage: 40,791 • Swim: 28,030 • Gym: 9,895 • Stadium Sports: 1,021 • Stadium Events: 1,845 Q2 Usage: 42,677 • Swim: 28,810 • Gym: 9,339 • Stadium Sports: 808 • Stadium Events: 3,720 Q3 Usage: 46,512 • Swim: 27,696 • Gym: 8,974 • Stadium Sports: 972 • Stadium Events: 8,870 Stadium event numbers were higher in Q3 compared to other quarters, primarily due to the successful Golden Shears World Championships. There were declines in swim and gym use during this period.	a quarterly average of 31,123). This consists of: • Swim: 84,651 • Gym: 27,962 • Stadium Sports: 3,112 • Stadium Events: 8,768 2024/25 Quarterly results Q1 Usage: 37,137 • Swim: 25,397 • Gym: 9,367 • Stadium Sports: 1,396 • Stadium Events: 977 Q2 Usage: 42,207 • Swim: 31,165 • Gym: 8,633 • Stadium Sports: 1,385 • Stadium Events: 1,024 Q3 Usage: 44,160 • Swim: 27,809 • Gym: 9,465 • Stadium Sports: 1,046 • Stadium Events: 5,840 Q4 Usage: 38,215 • Swim: 23,337 • Gym: 10,818 • Stadium Sports: 1,150 • Stadium Events: 2,910	usage is: 123,364. This consists of: Swim: 82,366 Gym: 28,383 Stadium Sports: 3,844 Stadium Events: 8,771 Q1 Usage 33,693 Swim: 22,878 Gym: 8,729 Stadium Sports: 1,579 Stadium Events: 507 Q2 Usage 40,087 Swim: 28,985 (was previously reported as 29,985)* Gym: 8,263 Stadium Sports: 890 Stadium Events: 1,949 Q3 Usage 44,788 Swim: 28,208 Gym: 9,592 Stadium Sports: 1,067 Stadium Events: 5,921 Q4 Usage 31,713 Swim: 21,311

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
						Gym: 8,259 Stadium Sports: 866 Stadium Events:1,345 * Q2 swim numbers have been updated from 29,985 to 28,985. This update does not impact the overall result as the correct figure (28,985) was used in all calculations.
Regulatory:						
Response time to attend Priority 1 urgent call outs (e.g. dog attacks).	90% attended within one hour	100% 12/12 attended on time	**Achieved/On track**	YTD: 97.6% (40/41) attended on time) 2025/26 Quarterly results Q1: 93.3% (14/15 attended on time) Q2: 100% (14/14 attended on time) Q3: 100% (12/12 attended on time)	YE: 97.0% YE: 98/101 attended on time Q1: 97.1% (33/34 attended on time) Q2: 100% (24/24 attended on time) Q3: 94.4% (17/18 attended on time) Q4: 96.0% (24/25 attended on time) Q4: 1 completed late over ANZAC weekend. No time details entered on after hours officer job sheet	Year End: 90.85% YE: 139/153 attended on time Q1: 86.4% (38/44) Q2: 97.29% (36/37) Q3: 100.00% (36/36) Q4: 80.55% (29/36) Priority 1 call outs include dog attacks on people, animals, protected wildlife and stock, as well as rushing's, stock worrying, welfare and police assistance. In Q1: 10 of the 44 call outs were for attacks on people. All these call outs were attended within time. In Q2: 8 of the 37 call outs in Q2 were for attacks on people. All these call outs were attended within time. In Q3: 1 of the 36 call outs in Q3 was for an attack on a person. This was attended within time.

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
						In Q4: 4 attacks were on people. All 4 were attended within time.
Response time to attend noise control call outs.	90% attended within one hour	98.5% 197/200 attended on time	**Achieved/On track**	YTD: 98.3% (464/472 attended on time) 2025/26 Quarterly results Q1: 98.9% (93/94 attended on time) Q2: 97.8% (174/178 attended on time) Q3: 98.5% (197/200 attended on time)	YE: 97.0% (579/597 attended on time) 2024/25 Quarterly results Q1: 98.5% (136/138 attended on time) Q2: 95.0% (191/201 attended on time) Q3: 96.9% (158/163 attended on time) Q4: 98.9% (94/95 attended on time)	Year End: 95.2% 594/625 attended on time Q1: 93.8% (122/130) Q2: 97.4% (189/194) Q3: 93.55% (145/155) Q4: 94.4% (136/144)
Number of animal control community education and engagement activities.	A minimum of 6 per annum related to high priority issues or concerns	5 animal control community education and engagement activities	**Achieved**	YTD: 20 education/engagement events have been held. 2025/26 Quarterly results Q1:13 education/engagement events have been held Q2: 2 education/engagement events have been held Q3: 5 education/engagement events have been held Another successful Dogs in Togs was held in late March. 51 dogs and their owners had a fun and enjoyable time at the event. Officers and Scruffy delivered four “Safety around Dogs” lessons to students from Lakeview Primary.	YE: 12 education/engagement events have been held. 2024/25 Quarterly results Q1: 3 education/engagement events Q2: 2 education/engagement events Q3: 6 education/engagement events Q4: 1 education/engagement events	Year End: 17 education/engagement events have been held. Q1: No education/engagement activities Q2: 1 education/engagement activity Q3: 1 education/engagement activity Q4: 15 education/engagement activities.
Percentage of building consents processed within statutory timeframes	90%	98% 107 out of 109 consents were issued within statutory timeframes. The average processing time was 13.98 working days	**Achieved/On track**	YTD: 97.9% 376 out of 384 consents were issued within statutory timeframes. The average processing time was 14.64 working days 2025/26 quarterly results Q1: 99.3% (162/163)/15.7 working days	YE: 95.9% 557 out of 581 consents were issued within statutory timeframes. The average processing time was 14.6 working days 2024/25 quarterly results	92.5% 518 out of 560 consents were issued within statutory timeframes. The average processing time was 14.4 working days.

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
				Q2: 95.5% (107/112)/14.3 working days Q3: 98% (107/109)/14.0 working days	Q1: 93.3% (154/166) / 14 working days Q2: 97.2% (145/149) / 14.7 working days Q3: 96.5% (112/115) / 15.2 working days Q4: 97.2% (146 /151) / 14.6 working days	Q1: 91% (158/174) / 14 working days Q2: 92.5% (136/147) / 15 working days Q3: 93.8% (106/113) / 13.2 working days Q4: 93.7% (119/127) / 13.5 working days
Percentage of code compliance certificates processed within statutory timeframes	90%	97.89 % 93 out of 95 code compliance were issued within statutory timeframes. The average processing time was 11.1 working days	**Achieved/On track**	YTD: 99.12% 340 out of 343 code compliance were processed within statutory timeframes. The average processing time was 10 working days 2025/26 quarterly results Q1: 99.2% (132/133)/9.8 working days Q2: 100% (115/115)/9.2 working days Q3: 97.89% (93/95)/11.1 working days	YE: 97.3% 533 out of 548 code compliance were processed within statutory timeframes. The average processing time was 14.9 working days 2024/25 quarterly results Q1: 97.6% (168/171)/11.8 working days Q2: 96.6% (111/116)/10.8 working days Q3: 99.0% (102/103)/9.1 working days. Q4: 96.2% (152/158)/18 working days.	94.1% 490 of 520 code compliance were processed within statutory timeframes. The average processing time was 12.4 working days. Q1: 94% (133/141) / 15 working days Q2: 94.5% (122/129) / 12 working days Q3: 92% (104/113) / 11.3 working days Q4: 95.6% (131/137) / 11 working days
Percentage of resource consents processed within statutory timeframes	90%	100% 30 out of 30 resource consents were issued within statutory timeframes. The average processing time was 19.6 working days	**Achieved/On track**	YTD: 94% 113 out of 120 resource consents were issued within statutory timeframes. The average processing time was 18.9 working days 2025/26 quarterly results Q1: 90.9% (40/44)/18 working days Q2: 93% (43/46)/18 working days Q3: 100% (30/30)/19.6 working	YE: 90.6% 155 out of 171 resource consents were issued within statutory timeframes. The average processing time was 18 working days 2024/25 quarterly results Q1: 87.8% (36/41) / 18 working days Q2: 91.7% (44/48) / 18 working days	93.4% (155/166) 155 of 166 resource consents were processed within statutory timeframes Q1: 97.7% (42/43) Q2: 89.6% (43/48) Q3: 94.9% (37/39) Q4: 91% (33/36)

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
					Q3: 92.1% (35/38) / 18 working days Q4: 90.9% (40/44) / 18 working days	
Percentage of commercial Building Warrant of Fitness' (BWOFs) that have been reviewed within 20 days of their due date.	At least 90% of BWOFs have been reviewed within 20 days of their due date.	100% reviewed within 20 days of the due date.	**Achieved/On track**	YTD: 100% reviewed within 20 days of the due date 2025/26 quarterly results Q1:75.2% - 113 BWOFs were due in Q1, 28 were overdue. Q2: 85.1% - 81 BWOFs were due in Q2, 12 were overdue Q3: 90.2% - 82 BWOFs were due in Q3, 8 were overdue	YE: 100% of those received were reviewed within 20 days of the due date. Note that while the Building Team have reviewed all BWOFs that they have received within 20 days of the due date, not all BWOFs have been received to review. This is reflected in the quarterly results below. Overdue means that the building owner (or their agent) has not provided a BWOF in the month of their anniversary date, and MDC are following up. YE 337 BWOFs were due, 29 (8.6%) were provided late to the Council for review. 2024/25 quarterly results Q1: 93.0% - 100 BWOFs were due in Q1, 7 were overdue. Q2: 89.3% - 75 BWOFs were due in Q2, 8 are currently overdue. Q3: 87.0% - 54 BWOFs were due in Q3, 7 are currently overdue	Year End: 100% reviewed within 20 days of the due date. Q1: 92% - 101 BWOFs were due in Q1 – 8 are overdue. Q2: 89% - 80 BWOFs were due in Q2 – 9 are overdue. Q3: 94% - 68 BWOFs were due in Q3 – 4 are overdue. Q4: 85% - 115 BWOFs were due in Q4 –17 are overdue. Overdue means that the building owner (or their agent) has not provided a BWoF in the month of their anniversary date, and MDC are following up.

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
					Q4: 94.0% - 108 BWOFs were due in Q4, 7 are currently overdue	
Proportion of known residential swimming pools that have been inspected.	Year 1: 33% **Year 2: 66%** Year 3: 100% Years 4-10: Cycle to be repeated ensuring 100% of pools have been re-inspected by the end of Years 6 and 9. This reflects councils obligations to inspect all swimming pools every three years.	61 inspections undertaken over 59 recorded pools (9.2 % of recorded pools in our database)	**Achieved/On track**	YTD: 169 inspections undertaken over 640 recorded pools. Q1: 86 inspections undertaken over 58 recorded pools (9% of recorded pools in our database). 29 pools identified as non-compliant and a “Notice to Fix” issued to pool owners. Of these, 13 have been remediated and now passed (29 passed first inspection + 13 passed after remediation = 42). 42 out of 58 recorded pools (72%) compliant, 16 (28%) pools remain non-compliant. Q2: 105 inspections undertaken over 63 recorded (10% of recorded pools in our database). 42 pools identified as non-compliant and a “Notice to fix” issued to pool owners. Of these 23 have been remediated and now passed. (21 passed first inspection + 23 passed after remediation = 44). 44 out of 63 recorded pools (70%) compliant, 19 (30%) pools remain non-compliant. Q3: 61 inspections undertaken over 59 recorded (9.2% of recorded pools in our database). 14 pools identified as non-compliant and a “Notice to fix” issued to pool owners. Of these 2 have been remediated and now passed. 47 out of 59 recorded pools (79.6 %) compliant, 12 (20.3 %) pools remain non-compliant. Inspections this quarter have slowed due the Christmas break and the Waiata House disruptions.	YTD: 248 inspections undertaken over 225 pools (34% of 656 pools recorded in the database). Q1: 91 inspections undertaken over 77 recorded pools (11.7% of recorded pools in our database). 61 out of 77 pools (79%) compliant, 16 (21%) pools identified as non-compliant and a “Notice to Fix” issued to pool owners. Q2: 103 inspections undertaken over 98 recorded pools (14.9% of recorded pools in our database). 79 out of 98 pools (81%) compliant, 19 (19%) pools identified as non-compliant and a “Notice to Fix” issued to pool owners. Q3: 18 inspections undertaken over 17 recorded pools (2.5% of recorded pools in our database). 12 out of 17 pools (70.5 %) compliant, 5 (29.5 %) pools identified as non-compliant and a “Notice to Fix” issued to pool owners. Q4: 36 inspections undertaken over 33 recorded pools (5% of recorded pools in our database). 24 out of 33 pools (73%) compliant, 9 (27%) pools identified as non-compliant and a “Notice to Fix” issued to pool owners.	Year End: 307 inspections undertaken over 180 recorded pools, with a total of 512 of pools remaining on our database* of pools inspected. YTD 162 pools on the database were removed from the database. Q1: 60 inspections undertaken over 27 pools = 53% of total pools inspected and 45% of total pools compliant 33 pools were removed from the database Q2: 131 inspections undertaken over 71 pools = 68% of total pools inspected and 56% of total pools compliant 60 pools were removed from the database Q3: 65 inspections undertaken over 29 pools = 91% of total pools inspected and 76% of total pools compliant 36 pools were removed from the database Q4: 54 inspections undertaken over 53 pools = 96% of total pools inspected and 82% of total pools compliant 33 pools were removed from the database

MEASURE	CURRENT 2025/26 RESULTS				PREVIOUS YEAR END RESULTS (WHERE APPLICABLE)	
	2025/26 Annual Target	Q3 Result (1 Jan – 31 March) (Year 2 of 2024-34 LTP)	Status at 31/3/2026	COMMENTARY	Year End Result as at 30/6/25 (Year 1 of 2024-34 LTP)	Year End Result as at 30/6/24 (Year 3 of 2021-31 LTP)
					Pool inspections continue to be scheduled in line with their required triennial anniversary dates. The introduction of targeted communications at the start of the financial year, including media advertising, has likely ended negative social media commentary regarding MDC pool inspections.	**Note: Some pools are decommissioned following inspection and/or the pool is confirmed as no longer existing when staff visit the site.*
Leadership, Strategy and Corporate Services						
Every year Council produces an Annual Report that informs our community about what has been achieved and how well we performed against the plans and budgets that were set for that year. In addition, there is regular reporting to the Senior Leadership Team and Council on progress with work and projects in this activity group, and once every three years Council undertakes a Community Satisfaction Survey that includes questions about Council's leadership and reputation.						

6.9 HEALTH AND SAFETY QUARTERLY REPORT

File Number:

Author: **Matt Boulton, Chief Advisor**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

This report provides Council with the Quarter Three Health, Safety and Wellbeing update from the Corporate and Community team (see Attachment 1).

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the update from the Corporate and Community Team.

ATTACHMENTS

1. **Health and Safety Quarterly Report January 2026 to March 2026** ⇩

Health & Safety | Quarterly Overview

Reporting Period: February – March 2026

Overall Status:	

On track/low impact	At risk/ medium impact	Behind plan/ high risk

Key points

- No change to key health and safety risk ratings this quarter
- Core systems and controls operating as expected
- Targeted improvement activity continuing

Key updates

Contractor Management	Overall Status:	On track

Update

- Contractor audit activity (Roading and Hood Aerodrome) returned to expected levels in March
- Strong oversight on high-risk and long-term projects
- Assura audit tool embedded into BAU practices

Next focus

- Improve consistency across lower-risk business units
- Maintain regular audit cadence

Behaviour, Events & Employee Support	Overall Status:	Monitored

Workplace behaviour

- Increase in undesirable behaviour reporting this quarter
- Specific library-based issue addressed in April
- Ongoing monitoring across MDC by location to reduce risk

Employee Assistance Programme (EAP)

- Q3 EAP usage stable compared with previous quarter
- 4 individuals accessed support (2 new, 2 continuing)
- No emerging organisational wellbeing risk identified

Business Improvements	Overall Status:	Delivery timing

Lone worker safety

- Procedures and supporting technology continue to be developed
- Rollout expanded to previously under-covered teams
- Minor delays due to competing MDC projects and site relocations

Site-specific safety

- Real-time inductions for relocated staff
- Supporting documentation updated (e.g. evacuation plans)
- Dedicated resourcing for documents/forms and safe operating procedure updates for new operational sites

HSW Meeting - 3 March 2026

- EOCY update on calendar year actions and workplan for HSW advisor
- Assura reporting reviewed

Risk snapshot

Risk Area	Controls in Place	Quarterly Position
Contractor management	Quarterly reporting, regular communication, site audits	Operating as intended following quarterly review
Vehicles & driving	Training, fleet maintenance, fatigue management, hazard identification	No material change
Workforce stressors	EAP, workforce planning, wellbeing initiatives	No material change
Community behaviour	Training, procedures, Police/community liaison	Procedures review due Aug 2026
Lone workers	Procedures, training, technology	Coverage expanding, tech updates rolled out

Health & Safety | Quarterly Overview

On track/low impact	At risk/ medium impact	Behind plan/ high risk

Officers' due diligence – Health and Safety at Work Act (HSWA) 2015

Overall Status:

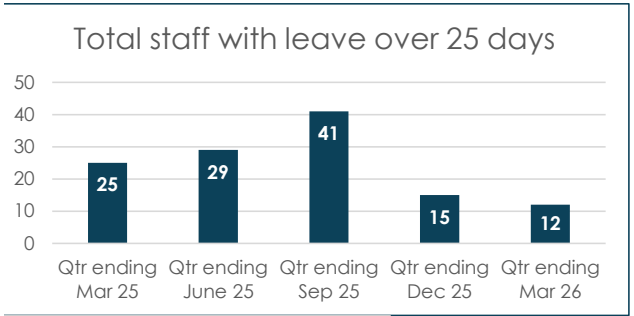
Focus	Objectives	Status	Rating
Know	Keep up to date with health and safety matters	• Health, Safety and Wellbeing discussed at ELT meetings. • Health, Safety & Wellbeing (HSW) Advisor escalates issues arising from HSW Committee. • ELT can escalate concerns via this forum.	
Understand	Understand the nature of the Council's business and its hazards and risks	• HSW advisor works with each work group to review and assess specific risks and to update the hazard and risk register accordingly. • Completion of regular worksite inspections and audits for project and non-project-based sites to identify any issues.	
Resource	Ensure HSW Advisor has appropriate resources and processes to manage risks	• MDC has an on-line reporting tool to record incidents and the relevant actions. mitigations, and controls. • Action items are addressed on a priority basis.	
Monitor	Ensure there are appropriate reporting and investigation processes are in place	• The HSW system ensures work group managers are aware of investigations and act in conjunction with the People and Capability team. • Upskilling of people leaders is ongoing. • H & S Committee ensures the investigation and completion of all reported incidents, accidents, and near misses.	
Comply	Ensure the Council has the tools for complying with duties under the HSWA 2015	• Progressing the review of processes across all work groups in collaboration with HSW committee and subject matter experts. • Consistent messaging to all staff that everyone has responsibility for health and safety and must priortise health and safety when carrying out all Council activities.	

Health & Safety | Quarterly Overview

On track/low impact | At risk/ medium impact | Behind plan/ high risk

Leave metrics

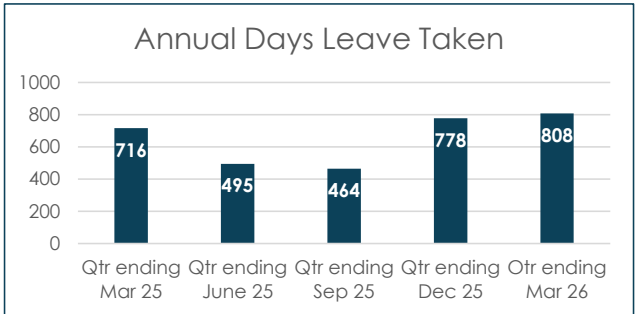
Overall Status:



Current Status

The number of employees with excessive leave balances has seen a decrease from the same quarter in the last year.

The challenge MDC now faces with a smaller workforce than the previous year is to ensure leave management is aligned with business improvement initiatives; ensuring MDC workforce has the capacity to take leave entitlement

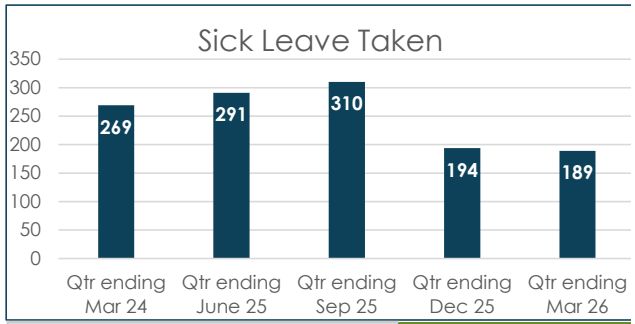


Current Status

Annual Leave usage is consistent with the corresponding quarter last year.

Leaders are working proactively with staff set leave management plans, which and support smoothing out the MDC leave profile across the year.

This enhances workforce planning, reduces financial risk and supports better wellbeing outcomes for MDC staff.



Current Status

MDC sick leave taken profile is lower than last year.

There is no significant risk at this point, but it will continue to be monitored as MDC manage long-term sick leave through robust return to work plans.

6.10 FUEL PRICE RISE AND GOVERNMENT RESPONSE PHASES

File Number:

Author: **Tyler Ross, Group Manager Infrasturcture**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

To provide the Finance, Risk and Assurance Committee with a verbal update on the fuel price rise and Government response phases.

ATTACHMENTS

Nil

6.11 FINANCE, RISK AND ASSURANCE FORWARD WORK PROGRAMME

File Number:

Author: **Andrew Jack, Chief Financial Officer**

Authoriser: **Kym Fell, Chief Executive**

PURPOSE

To provide the Finance, Risk and Assurance Committee with the Forward Work Programme (Attachment 1).

RECOMMENDATION

That the Finance, Risk and Assurance Committee receives the Forward Work Programme (Attachment 1).

ATTACHMENTS

1. **Finance Risk and Assurance Committee Forward Work Programme** ⇩

Finance, Risk and Assurance Committee

Forward Work Programme

Masterton District Council | Valid until October 2028

Purpose

This forward work programme sets out the scheduled reporting topics for the Finance, Risk & Assurance Committee (FRAC) across the annual cycle. It operates as a living document - it will be reviewed and confirmed at the start of each meeting and updated as the Council's risk and audit landscape evolves.

The programme is structured around three tiers:

- Standing items appearing at every meeting in a brief, traffic-light format
- Rotating items scheduled across the four quarterly meetings
- Biennial and rolling items managed on a longer cycle

Papers for each item follow the standard FRAC reporting template. Items are flagged for Decision, Endorsement, or Information, and should not generate substantive discussion unless an exception is highlighted.

Annual Schedule

Topic / Item	Q1 Oct/Nov	Q2 Feb/Mar	Q3 May/Jun	Q4 Aug/Sep
A. Standing Items - every meeting				
Interest declarations	●	●	●	●
Actions from previous meeting	●	●	●	●
Quarterly financial performance report	●	●	●	●
Quarterly non-financial performance reporting (including Aratoi and Destiantion Wairarapa reports)	●	●	●	●
Strategic risk register update	●	●	●	●
Health, safety and wellbeing summary	●	●	●	●
B. Rotating Items - scheduled across the year				
External audit engagement letter sign-off		●		
External audit plan discussion			●	
Insurance programme review	●			
Fraud policy review	●			
Legislative compliance - management declaration				●
IT and cyber risk environment review		●		●
Draft annual report review	●			

Finance, Risk and Assurance Committee
Forward Work Programme

Masterton District Council

Topic / Item	Q1 Oct/Nov	Q2 Feb/Mar	Q3 May/Jun	Q4 Aug/Sep
Interest register - confirm currency				●
Post-audit management letter and responses		●		
Annual performance report sign-off recommendation	●			
Procurement or delegations review (alternating)	●			
Overview of policies monitored by FRA committee		●		●
Committee effectiveness self-review				●
Aratoi / Desination Wairarapa Annual Reporting (in person)				●

Biennial and Rolling Items

The following items are reviewed on a longer cycle. The committee confirms scheduling at the start of each year.

Topic / Item	Frequency	Next Due	Owner
Business continuity plan — currency and testing	Biennial	Year 1 Q2	ELT
Significant investments monitoring (full report)	Biennial	Year 2 Q1	Director Commercial
Policies monitored by FRA due for renewal	As needed	Rolling	Policy owner
Post-completion review — major capital projects	As needed	Rolling	GM Infrastructure
Asset management planning assumptions review	Biennial	Year 2 Q2	GM Infrastructure
Key policy framework review (rotating)	Annual cycle	Q3 each year	GM Strategy

Finance, Risk and Assurance Committee
Forward Work Programme

Masterton District Council

Actions Register

The actions register is tabled at every meeting. Any action overdue by more than one quarter is escalated for committee discussion.

Ref	Action	Owner	Due	Status
1.1	Example: Review and reconfirm terms of reference	Chairperson	Q1	Complete
1.2	Example: Confirm independent member reappointment process	CE	Q2	In Progress
1.3	Example: Provide updated delegations register to committee	CFO	Q1	Overdue

Format Standards for papers

Every paper to the committee should follow a consistent template:

- **Purpose** - one sentence: is this for decision, endorsement, or information?
- **Background** - two to three paragraphs maximum
- **Key issues or findings** - use a traffic light (green/amber/red) where possible.
- **Recommended resolution or noting.**
- **Appendices** - full detail goes here for members who want to investigate further, not in the body.

7 PUBLIC EXCLUDED

RESOLUTION TO EXCLUDE THE PUBLIC

RECOMMENDATION(S)

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
7.1 - Minutes of the Audit and Risk Committee Meeting held with the public excluded on 25 February 2026	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest s7(2)(d) - the withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public s7(2)(e) - the withholding of the information is necessary to avoid prejudice to measures that	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	prevent or mitigate material loss to members of the public s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	
7.2 - 2025/2026 Quarter 3 Risk Management Update Report	s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.3 - Chief Executive Update on Risk	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(c)(i) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

	prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied s7(2)(c)(ii) - the withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest s7(2)(i) - the withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	