Notice is hereby given of the

Finance & Performance Committee – Komiti pūtea, ngā mahinga hoki

Wednesday 18 November 2026 at 10:00 am

Environment Southland Council Chamber, 220 North Road, Invercargill
26/FP/88

Committee Members
Cr Maurice Rodway (Chair)
Cr David Rose
Cr Ewen Mathieson
Cr Paul Evans
Cr Phil Morrison
Cr Alastair Gibson
Chair Jeremy McPhail (*ex officio*)

Agenda

This meeting will be livestreamed through YouTube and will be available to view on our website. https://www.es.govt.nz/about-us/live-stream

1 Welcome I Haere mai 5

2 Apologies I Ngā pa pouri 5

3 Declarations of interest 5

4 Public forum, petitions and deputations I He huinga tuku korero 5

5 Confirmation of minutes I Whakau korero 6

6 Notification of extraordinary items/urgent business I He panui autaia hei totoia pakihi 10

7 Questions I Patai 10

8 Chairman and councillors reports I Ngā purongo-a-tumuaki me ngā kaunihera 10

9 Reports 11

9.1 Financial Report 11

9.2 Civic Half Year to 30 June 2026 Report 21

9.3 LFGA Annual Report 2026 29

9.4 LTP Performance Report 38

9.5 Kanoa Update 44

9.6 Information systems Technology Management Report 50

9.7 Business Plan Report 62

9.8 Update Councillor Questions 73

9.9 Annual Activity Report 75

10 Extraordinary/urgent business I Panui autia hei totoia pakihi 78

11 Public excluded business I He hui pakihi e hara mo te iwi 78

11.1 E-Roads Report 78

Patrick Ng

Patrick Ng
General Manager Corporate Services

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

Terms of Reference
Finance and Performance Committee │Komiti pūtea, ngā mahinga hoki

Council assigns to the Committee responsibilities from time-to-time, and the Committee provides advice and reports to Council on:

- oversight of tasks associated with the development of organizational strategic plan;
- governance input into the development of output plans and budgets together with associated financial policies which support the delivery of the strategic plans, especially Long-term Plans and Annual Plans;
- governance oversight of performance reporting to Council regularly;
- making recommendations as required, relating to Local Government Act annual reporting and audit by:
    - reviewing periodic high level output reporting against targets and investigating areas of significant non-performance;
    - reviewing related financial performance against budget and investigating areas of significant non-performance;
- monitoring overall financial wellbeing against budget;
- governance oversight to the maintenance and development of corporate disciplines and infrastructure, including fleet facilities, systems, building, asset management and procurement;
- governance oversight to delegations of authority and associated internal organizational policy development.

Chairman: Cr Maurice Rodway

Deputy Chairman: Cr David Rose

Members: Cr Paul Evans, Cr Alastair Gibson, Cr Ewen Mathieson, Cr Phil Morrison, Chairman Jeremy McPhail (ex officio)

Quorum: Four

1 Welcome I Haere mai

2 Apologies I Ngā pa pouri

At the time of the agenda closing, no apologies had been received for this meeting.

3 Declarations of interest

At the time of the agenda closing no further declarations of interest had been received for this meeting.

4 Public forum, petitions and deputations I He huinga tuku korero

At the time of the agenda closing, no public forum, petitions or deputations were received for the meeting.

5 Confirmation of minutes I Whakau korero

Attached are the minutes from the meeting held 19 August 2026.

Minutes of the Finance and Performance Committee - Komiti pūtea, ngā mahinga hoki

Held at Environment Southland, 220 North Road, Invercargill
Wednesday 19 August 2026 at 10:00 am

Present:

Cr Maurice Rodway (Chair)
Cr Paul Evans
Cr Alastair
Gibson Cr Ewen
Mathieson Cr
Phil Morrison
Cr David Rose
Chair Jeremy McPhail (*ex officio*)

In Attendance:

Mr Stephen Hall (Chief Executive)
Mr Patrick Ng (General Manager, Corporate Services)
Mrs Rebekah Pankhurst (Meeting Secretary)
Ms Lisa Moffat (Customer Services Manager)
Ms Jody Lloyd (Finance, Property & Fleet Manager)
Mr Marcus Roy (Strategy & Policy Manager)
Mr Upul Karunarathne (Team Leader Strategy & Organisational Planning)
Mr Simon Stokes (Land Sustainability Manager)
Ms Liz Devery (Regional Planning Manager)
Ms Lacey Bragg (Consents Manager)
Mr Dominic Riikiti (Special Projects Lead)

1 Welcome I Haere mai

The Chair declared the meeting open and welcomed members to the August meeting of the Finance & Performance Committee.

2 Apologies I Ngā pa pouri

There were no apologies were received for the meeting.

3 Declarations of interest

There were no further declarations of interest made by councillors.

4 Public forum, petitions and deputations I He huinga tuku korero

Tanea Hawkins addressed committee regarding the response to two presentations she submitted in May.

Requests to Council
Ms Hawkins asked Council to:

- clarify the proposed level of service for Winton and Lumsden.
- explain why part of the estimated $4 million in unspent funds could not be retained to support the originally intended service improvements.
- consider allocating approximately half of the unspent funds to top up the relevant projects so they can achieve their original objectives.
- resolve to transfer the unspent funding into a special reserve before, or at the time of, adoption of the Annual Report in October.

The meeting noted that Ms Hawkins would be meeting with staff the following day to discuss these matters further.

5 Confirmation of minutes I Whakau korero

Resolved:

Moved Cr Morrison, seconded Cr Evans that the minutes of the Finance and Performance Committee meeting held on 28 May 2026 be confirmed as a true and accurate record.

Carried

6 Notification of extraordinary items/urgent business I He panui autaia hei totoia Pakihi

There were no extraordinary or urgent business items tabled for inclusion in the agenda.

7 Questions I Patai

There were no questions asked by the meeting.

8 Chairman and councillors reports | Ngā purongo-a-tumaki me ngā kaunihera.

Neither the Chair nor any Councillors presented reports for the meeting.

9 Reports

9.1 Update on Councillor Requests

The purpose of this item was to capture Councillor questions and the actions taken from the last Finance and Performance Committee meeting.

Resolved:

Moved Cr Evans, seconded Cr Gibson that Council receive the report - Councillor Requests from May 2026 Meeting.

Carried

9.2 Update - Tanea Hawkins Response

The purpose of this item was to provide the response sent to Tanea Hawkins following her presentation at the 28 May 2026 Finance and Performance Meeting.

Resolved:

Moved Chair McPhail, seconded Cr Evans that Council receive the report and note the response provided.

Carried

9.3 Financial Report

The purpose of this item was to update the Finance and Performance Committee on the finances of Council for the

twelve months ending 30 June 2026.

A question was asked about how much the October 2025 Wind event cost in terms of clean up and what was the impact on the Integrated Catchment Management works budget? It was agreed that the Integrated Catchment Management team will provide a report for the next Finance and Performance meeting responding to this matter.

A question was raised if the financial report could be summarized into a one-to-two page document that could be given to the public and uploaded to the Environment Southland website. Mr Ng will work with the Finance and Communications teams to get this done.

Resolved:

Moved Cr Evans, seconded Cr Mathieson that the committee receive the Financial Report.

Carried

9.4 Kānoa Update

The purpose of this item was to provide a brief explanation of both year-to-date and project-to-date expenditure on the Kānoa initiatives.

Resolved:

Moved Chair McPhail, seconded Cr Morrison that Council receive the Kānoa update report.

Carried

9.5 Business Plan Update

The purpose of this item was to provide the Finance and performance committee with the 2025/26 quarterly Business Plan Performance update for Environment Southland.

Resolved:

Moved Cr Gibson, seconded Cr Mathieson that Council receive the report - Business Plan Update.

Carried

9.6 LTP Performance Reporting

The purpose of this item was to inform the Finance and Performance Committee of the progress and performance against the Long-term Plan measures as at the end of Quarter 4 of the 2025/26 financial year.

Resolved:

Moved Cr Evans, seconded Cr Gibson that Council:

1. **receive the report - Long-term Plan (LTP) Performance Report for Quarter 4 of the 2025/26 financial year.**
2. **note the 34 performance outcomes against the LTP measures as set out in the report.**
3. **approve the Quarter 4 performance results.**

Carried

9.7 Information Systems Technology Management Report

The purpose of this item was to provide the Finance and Performance committee with an update on the activity to progress information management and systems projects within the organization.

Resolved:

Moved Cr Evans, seconded Cr Gibson that Council receive the report "Information & Technology Services Update".

Carried

9.8 Annual Activity Report

The purpose of this item was to serve as a cover note for the committee annual activity report.

Resolved:

Moved Cr Evans, seconded Cr Gibson that committee receive the Annual Activity Report.

Carried

10 Extraordinary/urgent business I Panui autia hei totoia Pakihi

There was no extraordinary or urgent business considered by the meeting.

11 Public excluded business I He hui pakihi e hara mo te iwi

Resolved:

Moved Chair McPhail, seconded Cr Mathieson, that in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest/s protected by section 7 of that act, the public be excluded from the following parts of the proceedings of this meeting namely:

- **Confirmation of public excluded minutes – Finance and Performance Committee 28 May 2026. The general subject matters to be considered while the public is being excluded, the reason for this resolution in relation to the matter, and the specific grounds for excluding the public, as specified by Section 48(1) of the Local Government Official Information and Meetings Act 1987 are set out below:**

GENERAL SUBJECT MATTER	REASON FOR PASSING THE RESOLUTION	GROUNDS UNDER S.48(1)
11.1 Confirmation of public excluded minutes – Finance and Performance Committee – 28 May 2026	To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities.	S.7(2)(h)

Carried

Resumed in Open Meeting

Termination

There being no further business, the chairman closed the meeting at 12.06 pm.

6 Notification of extraordinary items/urgent business I He panui autaia hei totoia pakihi

7 Questions I Patai

8 Chairman and councillors reports I Ngā purongo-a-tumuaki me ngā kaunihera

At the time of the agenda closing, no Councillor Reports were received for the meeting.

9 Reports

9.1 Financial Report

Report by: Jody Lloyd, Finance, Property & Fleet Manager
Approved by: Patrick Ng, General Manager Corporate Services
Report Date: 18 November 2026

Purpose

To provide the Finance and Performance Committee with an update on Council's financial performance and position for the three months ended 30 September 2026.

Summary

Statement of Comprehensive Revenue and Expense

Council recorded a year-to-date surplus of $1.0m as at 30 September 2026, which was $1.5m below budget. Unrealised movements in the JB Were investment portfolio continue to affect the reported surplus. A $923k unrealised loss in global equities in July was partly offset by a $583k recovery during August and September, resulting in a $340k unfavourable to budget year-to-date position. Investment values remain subject to financial market volatility and global economic and geopolitical conditions.

Employee benefit costs were $956k above the year-to-date budget, primarily because September included three pay cycles while the budget is spread evenly across the year. This is a timing variance and is expected to unwind over the remainder of the financial year.

Government-funded activity was $1.5m below plan, mainly because budgeted Kānoa revenue has not yet been recognised following delays in the work programme. Tranche 1 has been invoiced and funding received. Expenditure relating to Tranche 2 has been incurred, while the associated revenue has not yet been recognised.

Despite the year-to-date variance, the full-year result is currently forecast to remain broadly in line with budget.

A summary table of these impacts is as follows:

Budgeted Surplus		**$2.5m**
Other Income	0.4	
Operating expenditure	0.1	
Government-funded activity (Kānoa)	(1.7)	
Managed fund unrealised movement	(0.3)	
Total variance to Budget	(1.5)	
Actual Surplus		**$1.0m**

More detailed explanations of these movements are provided later in the report.

Statement of financial position highlights:
The Statement of Financial Position as at 30 September 2026 is provided on page 6.

Cash and deposits were $1.0m higher than at 30 September 2025. Council had not drawn on any further debt facilities at the reporting date. Trade and other receivables were $0.8m higher, mainly due to an increase in rates revenue. Although the total receivables balance increased, rates collection performance continued to improve, and rates arrears reduced compared with the previous year.

The managed fund portfolio was $4.6m higher when compared to the Statement of Financial Position at 30 September 2025, mainly reflecting unrealised market gains. The portfolio remains weighted towards global equities and is therefore exposed to movements in international equity markets and foreign exchange rates.

Recommendation

It is recommended that the Finance and Performance Committee **resolve to:**

1 Receive the report - Financial Report.

Background

Statement of Comprehensive Revenue and Expense
The table below summarises Council's financial performance for the three months ended 30 September 2026. A detailed Statement of Comprehensive Revenue and Expense is provided on the following page.

Statement of Comprehensive Revenue and Expense for the period ending 30 September 2026

2025/26 September YTD Actuals $000	2025/26 September YTD Budget $000		2026/27 September YTD Actuals $000	2026/27 September YTD Budget $000	2026/27 September YTD Variance $000	2026/27 Full Year Budget $000	2026/27 Full Year Forecast $000
		Revenue					
7,892	7,862	Rates Revenue	8,150	8,053	97	32,213	32,310
(178)	1,166	Government Grants	240	1,774	(1,534)	6,993	5,459
2,347	0	Other Gains / (Losses)	(128)	213	(340)	850	510
5,214	4,713	Other Revenue	5,211	4,732	479	12,193	12,672
357	385	Interest & Dividends (Realised)	427	426	1	6,414	6,415
15,989	**14,126**	**Total Revenue**	**13,901**	**15,198**	**(1,298)**	**58,663**	**57,366**
		Expenditure					
6,529	6,008	Employee Benefit Expense	7,019	6,063	(956)	25,516	26,472
264	304	Depreciation Expense	0	247	247	986	740
11	97	Finance Costs	31	102	71	409	337
4,831	5,758	Other Expenses	5,884	6,299	414	27,928	27,520
11,634	**12,168**	**Total Expenditure**	**12,934**	**12,710**	**(224)**	**54,838**	**55,069**
4,355	**1,959**	**Total Surplus / (Deficit)**	**966**	**2,488**	**(1,522)**	**3,825**	**2,297**

The summary and detailed statements use different reporting classifications. For example, the summary statement reports employee benefit expense of $7.0m, while the detailed statement reports $6.7m. The $0.3m difference is included within government-funded and Emergency Management expenditure in the detailed statement. Total expenditure is unchanged.

NB: Material year-to-date variances are explained on page 5.

Statement of Comprehensive Revenue and Expense for the period ending 30 September 2026

2025/26 September YTD Actuals $000	2025/26 September YTD Budget $000		2026/27 September YTD Actuals $000	2026/27 September YTD Budget $000	2026/27 September YTD $000	2026/27 Full Year Budget $000	2026/27 Full Year Forecast $000
		Revenue					
7,607	7,578	Rates Revenue	7,849	7,754	96	31,014	31,110
9	47	Government Grants	12	63	(51)	254	202
5,221	4,713	Other Revenue	5,206	4,732	475	12,193	12,667
357	385	Interest & Dividends (Realised)	427	426	1	6,414	6,415
13,194	**12,723**	**Total Revenue**	**13,495**	**12,975**	**520**	**49,875**	**50,395**
		Expenditure					
6,361	5,968	Employee Benefit Expense	6,765	5,970	(795)	25,139	25,933
195	182	Depreciation Expense	-	171	171	682	512
11	103	Finance Costs	31	102	71	(160)	(231)
4,826	5,575	Other Expenses	5,402	6,137	735	27,026	26,425
11,393	**11,622**	**Total Expenditure**	**12,198**	**12,380**	**183**	**52,687**	**52,638**
1,801	**1,101**	**Operating Surplus / (Deficit)**	**1,297**	**595**	**702**	**(2,812)**	**(2,244)**
		Investment Income					
2,347	-	Other Gains / (Losses)	(128)	213	(340)	850	510
		Government Funded (GF)					
		Revenue					
285	284	Rates Revenue	301	300	1	1,199	1,200
-	978	Government Grants	102	1,527	(1,425)	6,107	4,682
8	-	Other Revenue	-	-	-	-	-
277	**1,262**	**Total Revenue**	**403**	**1,826**	**(1,424)**	**7,306**	**5,882**
		Expenditure					
23	-	Employee Benefit Expense	128	46	(82)	184	267
67	115	Depreciation Expense	-	70	70	279	210
-	201	Finance Costs	-	-	-	569	569
2	100	Other Expenses	423	83	(341)	572	918
88	**415**	**Total Expenditure**	**552**	**198**	**(353)**	**1,605**	**1,962**
189	**847**	**Surplus / (Deficit) for GF**	**(149)**	**1,628**	**(1,777)**	**5,701**	**3,920**
		Emergency Management Southland (EMS)					
		Revenue					
169	141	Government Grants	127	184	(57)	632	575
1	-	Other Revenue	4	-	4	-	4
170	**141**	**Total Revenue**	**131**	**184**	**(53)**	**632**	**579**
		Expenditure					
144	40	Employee Benefit Expense	126	47	(79)	193	272
3	7	Depreciation Expense	-	6	6	25	18
6	84	Other Expenses	59	79	20	330	177
153	**131**	**Total Expenditure**	**185**	**132**	**(53)**	**547**	**468**
17	**10**	**Surplus / (Deficit) for EMS**	**(54)**	**53**	**(107)**	**85**	**111**
4,355	**1,959**	**Total Surplus / (Deficit)**	**966**	**2,488**	**(1,522)**	**3,825**	**2,297**

The following table summarises the key movements between the year-to-date budgeted performance and the year-to-date actual performance.

Reconciliation of year-to-date budget to year-to-date actual result

Budgeted Year-to-date Surplus (deficit):			**2,488**	**Material Explanation/s**
Revenue (positive is a favourable variance)				
1.	Rates Revenue	96		Favourable due to additional Uniform Annual General Charges arising from new subdivisions
2.	Government Grants	(51)		Unfavourable due to the timing of levies and contributions received through Executive partnership funding.
3.	Other Revenue	475		Favourable due to higher rates penalties and monitoring fees, together with increased Science Group fees and charges.
4.	Interest & Dividends (Realised)	1		In line with budget.
			520	
Expenditure (positive is a favourable variance)				
5.	Employee Benefit Expense	(795)		Unfavourable because September included three pay cycles while the budget is spread evenly across the year. This timing variance is expected to unwind during the remainder of 2026/27.
	Depreciation Expense	171		Not yet processed for the year to date.
6.	Finance Costs	71		Favourable due to the timing of LGFA interest payments.
7.	Contractors & Consultants	828		Favourable across several Council activities due to project delays and other timing differences.
7.	Other Expenses	(95)		Unfavourable, mainly due to a one-off $340k allocation to Land Sustainability to support Thriving Southland's delivery of community catchment and wetland projects.
			183	
Operating Surplus / Deficit impact			**702**	
	Investment Income Gains (Losses)	(340)		The unfavourable variance reflects a $923k unrealised loss on global equities in July, partly offset by a $583k recovery during August and September.
8.	Surplus / deficit investment income		**(340)**	
	Government Funded – Revenue	(1,424)		Revenue is below budget because Kānoa funding has not yet been
	Government Funded Expenditure	(353)		recognised. Contractor and consultant expenditure has been incurred in advance of the related funding.
9.	Surplus / Deficit Government Funded		**(1,777)**	
	Emergency Management Revenue	(53)		
	Emergency Management Expenditure	(53)		
10.	Surplus / Deficit Emergency Management		**(107)**	
	Total Movement		(1,522)	
Actual YTD Surplus:			**966**	

Statement of Financial Position for the period ending 30 September 2026

		2026/27 September YTD Actuals $000	2025/26 Septermber YTD Actuals $000	2025/26 June YTD Actuals $000
Assets	Note			
Current Assets				
Cash and Deposits	1	1,515	(507)	8,954
Trade And Other Receivables	2	39,405	38,599	5,477
Other current assets		474	350	694
Inventories		50	81	81
Other financial assets	3	41,500	36,877	41,311
Borrower Notes		175	-	175
Total Current Assets		**83,119**	**75,400**	**56,692**
Non Current Assets				
Shares In Subsidiary		8,721	8,721	8,721
Other Financial Assets		9	11	11
Property Plant & Equipment	4	65,867	66,079	65,536
Investment In Related Party		90	180	90
Borrower Notes		175	350	175
Total Non Current Assets		**74,862**	**75,341**	**74,533**
Total Assets		**157,981**	**150,741**	**131,225**
Liabilities				
Current Liabilities				
Employee Entitlements	5	2,606	2,239	2,328
Income Received in Advance	6	1,510	1,435	2,279
Trade And Other Payable	7	7,849	7,648	5,606
Borrowings		3,500	-	3,500
Rates in Advance		24,450	23,676	-
Total Current Liabilities		**39,915**	**34,998**	**13,713**
Non Current Liabilities				
Employee Entitlements		-	-	102
Borrowing		3,500	7,000	3,500
Total Non Current Liabilities		**3,500**	**7,000**	**3,602**
Total Liabilities		**43,415**	**41,998**	**17,315**
Net Assets		**114,566**	**108,743**	**113,910**
Equity				
Retained Earnings		83,593	60,067	82,937
Special Reserves		30,973	48,676	30,973
Total Equity		**114,566**	**108,743**	**113,910**

Statement of Financial Position – explanatory notes

The table below explains movements greater than $0.5m between 30 September 2025 and 30 September 2026.

25/26 September			**108,743**	**Material Explanation/s**
Assets				
1.	Cash & Deposits	1,008		Cash and deposits were higher than at 30 September 2025. Council had not drawn any additional debt facilities at the reporting date.
2.	Trade & Other Receivables	806		The increase mainly reflects higher rates levied in 2026/27
3.	Managed Funds	4,623		The increase mainly reflects unrealised market gains since 30 September 2025.
4.	Property, Plant & Equipment	(212)		2026/27 asset additions had not been fully processed at 30 September due to the timing of annual report adoption and the subsequent system rollover.
	Assets – all other movements	1,015		
(1 & 2) Increase (decrease) in Assets			**7,240**	
Liabilities				
5.	Employee Entitlement	367		The higher balance reflects the timing of PAYE payments to Inland Revenue.
6.	Income Received in Advance	75		The increase relates to funding received for activities and services to be delivered in future periods.
7.	Trade & Other Payable	201		The increase mainly reflects a higher balance in the GST on rates clearing account following the increase in rates levied.
	Liabilities – all other movements	774		The increase is mainly attributable to rates received in advance.
(3 & 4) Increase (decrease) in Liabilities			**1,417**	
Overall Increase in Equity (assets – liabilities)			**5,823**	
26/27 September			**114,566**	

Statement of Cashflow for the period ending 30 September 2026

	2026/27 September YTD Actuals	2025/26 September YTD Actuals	2025/26 June YTD Actuals
	$000	$000	$000
Operating Activities			
Receipts from customers	518	(279)	48,306
Interest received	24	19	274
Dividends received	-	-	5,058
Payments to suppliers and employees	(7,648)	(6,556)	(50,570)
Finance costs	(31)	(11)	(227)
Net Operating Activities	**(7,137)**	**(6,827)**	**2,841**
Investing Activities			
Purchase of property, plant and equipment	(304)	(251)	(816)
Proceeds from sale of property, plant and equipment	-	-	76
Acquisition/Disposal of shares / investments	2	-	284
Net Investing Activities	**(302)**	**(251)**	**(456)**
Cash movement	(7,439)	(7,076)	2,385
Opening Balance 1st July	8,954	6,569	6,569
Closing Bank Balance	1,515	(507)	8,954

The table below explains cash flow movements greater than $0.5m between the three months ended 30 September 2025 and 30 September 2026.

25/26 September YTD Actuals (Closing Bank Balance)		**(507)**	**Material Explanation/s**
Receipts from customers	797		The increase mainly reflects higher rates receipts.
Payments to suppliers & employees	(1,092)		The increase mainly reflects three payroll cycles occurring during the September 2026 quarter, compared with the phasing assumed in the budget.
Purchase of property, plant & equipment	(53)		
All other	(15)		
	(363)		
Movement (opening balances)	2,385		
26/27 September YTD Actuals (Closing Bank Balance)		**1,515**	

Debtors and Rates Report as of 30 September 2026

Council debtors are reported in two groups: Sundry debtors and Rates debtors.

Sundry debtors

Sundry debtors are made up of all activities included in the Fees and Charges Schedule, and any other non-rating related debtors. These are usually invoiced annually in August and are often referred to as annual charges.

The table below provides information on net sundry debtors at the end of September 2026 and compares this with the position at the end of June 2026. Sundry debtors include credit balances on debtor accounts which are mainly due to consent application deposits.

Sundry debtors $000's				
YTD	Sep 2026	Jun 2026	$ Increase (decrease)	% Increase (decrease)
Current	340	888	(548)	-62%
Overdue	1,453	347	1,106	319%
Total debtors	**1,793**	**1,235**	**558**	**45%**
30 days	1,189	46	1,143	
60 days	242	87	155	
90+ days	22	214	(192)	
Total overdue	**1,453**	**347**	**1,106**	

Changes over the past three months

Current sundry debtor balances are $0.5m below the June 2026 position**,** reflecting a strong invoicing push at financial year-end and reduced invoicing activity during September.

Overdue sundry debtors are $1.1m above June 2026 levels, mainly due to annual charges invoiced in August. These balances are expected to decline significantly over the coming months as customers settle their annual charge invoices.

As shown in the table below, total debt of $0.1m has been handed over to Debt Management Central (DMC).

Debt Management Central				
Sep 2026		Jun 2026	Movement	Status
Debtors	Amount	Amount	$ Increase (decrease)	
32	103	114	(11)	Actively managed
1	3	0	3	Update or information required
2	12	12	0	Legal action
35	118	129	(11)	Managed by DMC

Rates debtors

Rates debtors include only arrears. Invoicing for the current rating year were sent after the Quarter end.

As shown in the table below, the net balance of rates outstanding on 30 September 2026 was a credit balance of $0.4m.

Rates debtors $000's						
YTD	Gross rates outstanding	Less overpayments	Less Payble plans	Less three payment plan	Net rates outstanding	% of annual rates
Sep 2026	1,171	1,543	0	0	(372)	2.2%
Jun 2026	1,937	1,141	7	0	796	3.7%

Changes over the past three months

Total net rates outstanding reduced favourably by $1.2m

Current rates debt that remains outstanding on 30 June 2026 becomes arrears debt and is sent to DMC.

DMC is currently managing a total of 1,222 rates debtors on behalf of Council, per the following table.

Debt Management Central			
Rating units	Debt $000	% of rating units with DMC	Status
703	427	57.5%	Mortgagee process
472	373	38.6%	Actively managed
34	92	2.8%	Legal action
13	52	1.1%	Miscellaneous
1,222	944	100.0%	

DMC Status Categories Explained

- Mortgagee process means that the bank of the mortgage holder has or will be notified and asked to collect arrears on behalf of the Council. Only arrears can be collected in this manner, penalties and current rates cannot be collected in this manner.
- Actively managed files means that the ratepayer has put a payment arrangement in place, or there are files where DMC has sent correspondence.
- Of those in legal action, Council has rating sales in process for two properties.
- A miscellaneous status means that the file is in default or that an update or information is required.

Council does not move to rating sale demands without having exhausted every avenue available and given the ratepayer every opportunity to pay. The process takes 12 months, and at any point during those 12 months, the ratepayer can halt the process by agreeing to pay or making payment arrangements.

Rating Sales

DMC have 3 rating sales recorded. 2 Of those are on payment arrangement. One is with SDC – waiting for them to proceed. Zero movement this quarter.

Rating sales			
Rating units		Movement	Status
Sep 2026	Jun 2026		
2	2	0	Payment arrangement
1	1	0	2nd Plaintiff with Southland District
0	0	0	2nd Plaintiff with Gore District Council
0	0	0	Only plaintiff
3	3	0	

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			x
Diverse opportunities to make a living			x
Communities empowered and resilient			x
Communities expressing their diversity			x

Attachments

Nil

9.2 Civic Half Year to 30 June 2026 Report

Report by: Danelle Richardson, Team Leader Finance Operations
Approved by: Patrick Ng, General Manager Corporate Services
Report Date: 18 November 2026

Purpose

To provide an update to the committee on the Civic Financial Services Ltd half-yearly accounts.

Summary

Civic Financial Services Ltd has returned an (unaudited) pre-tax loss of $108k for the first half of 2026.

Recommendation

It is recommended that the Finance and Performance Committee resolve to:

1 Receive the report "Civic Financial Services Ltd – half-yearly accounts 30 June 2026".

Background

Civics' income is derived from administration services and investment income. In addition to administering Riskpool, Civic Liability Pool and the LAPP Fund, Civic administers the Local Government Superannuation Scheme (Employer Scheme) and SuperEasy KiwiSaver Superannuation Scheme which are offered to local government on an exclusive basis.

Civic (through its Local Government Superannuation Scheme and/or SuperEasy KiwiSaver Scheme) has 11,200 members (May 2026) and funds under management of over $714m as at the end of June 2026. As of May 2026, SuperEasy KiwiSaver Superannuation Scheme is the preferred provider for 73 out of 78 councils (94%).

Civic's half-year performance to 30 June 2026

Net loss after tax of $78k shows a decrease of -$136k (-234%) from results to 30 June 2025. This is mainly due to higher-than-normal employee remuneration of $847k, which is $227k (37%) higher than the prior half-year results. This is expected to be addressed in Q3 and Q4 as leave liabilities are reduced. One-off costs associated with the premises relocation were also noted.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.

Considerations

Financial implications

There are no additional financial implications associated with this report.

Legal implications

This report and the associated recommendations comply with the appropriate statutory requirements placed upon Council.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			x
Diverse opportunities to make a living			x
Communities empowered and resilient			x
Communities expressing their diversity			x

Attachments

Civic Financial Services Ltd Half-Year Accounts to 30 June 2026 (unaudited)
https://objective.es.inet/documents/A1566855/details

1. Civic Financial Services Half Year Detailed Report Summary [**9.2.1** - 6 pages]

Civic Financial Services Ltd Half-Year Accounts to 30 June 2026 (unaudited) Report Summary

Executive summary

(Civic) reports a $78,000 after-tax deficit for the six months to 30 June 2026, compared with a $58,000 surplus for the equivalent 2025 period. Revenue increased, particularly administration fees, but expenditure rose more quickly. Civic attributes the result to investment for the future, including the move to new premises, one-off refurbishment and IT costs, higher depreciation from the new fit-out and equipment, and higher-than-normal staffing costs.

Despite the half-year deficit, Civic retains a strong balance sheet. At 30 June 2026 it held $11.035 million of assets against only $438,000 of liabilities, leaving equity of $10.597 million. Most assets remain highly liquid, including $9.064 million in term deposits.

Strategically, Civic is focusing on its SuperEasy KiwiSaver and Local Government Superannuation schemes, LAPP, Riskpool/Civic Liability Pool, new water entities and additional financial services. It is encouraging shareholder councils to support SuperEasy and LAPP because participation in these services directly supports Civic's revenue.

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1. Financial performance

For the six months ended 30 June 2026:

Measure	2026 half-year	2025 half-year	Movement
Administration fees	$1.872m	$1.605m	+$267k
Investment income	$164k	$237k	-$73k
Total revenue	$2.036m	$1.841m	+$195k
Employee remuneration	$847k	$620k	+$227k
Depreciation/amortisation	$47k	$20k	+$27k
Other expenses	$1.250m	$1.120m	+$130k
Total expenditure	$2.144m	$1.760m	+$384k
Pre-tax result	($108k)	$81k	$189k deterioration
After-tax result	($78k)	$58k	$136k deterioration

Revenue

Total revenue rose from $1.841 million to $2.036 million, an increase of approximately 11%. The principal contributor was administration fees, which increased from $1.605 million to $1.872 million. Civic says this reflects upward negotiation of administration fees with Riskpool/Civic Liability Pool and LAPP.

Investment income moved in the opposite direction, reducing from $237,000 to $164,000.

Expenditure

The improvement in revenue was more than offset by expenditure growth. Total expenditure increased from $1.760 million to $2.144 million.

The main movements were:

- Employee remuneration increased from $620,000 to $847,000. Civic says a busy work programme resulted in higher-than-normal staffing costs and that it intends to address this in Q3 and Q4 by reducing its leave liability.
- Other expenses increased from $1.120 million to $1.250 million.
- Depreciation and amortisation increased from $20,000 to $47,000.

Civic specifically attributes its bottom-line result to investment associated with moving to more appropriate premises, including one-off refurbishment costs, one-off IT expenditure and depreciation associated with the new fit-out and office equipment.

2. Balance sheet

Civic's balance sheet remains substantial relative to its operating result.

At 30 June 2026:

- Total assets: $11.035 million
- Total liabilities: $438,000
- Total equity: $10.597 million
- Capital: $10.764 million
- Retained earnings: negative $167,000.

Total equity compares with $10.720 million at 30 June 2025 and $10.675 million at 31 December 2025.

Assets

Current assets totalled $9.864 million, primarily:

- $9.064 million term deposits;
- $115,000 bank and cash equivalents; and
- $685,000 sundry debtors, prepayments and accrued interest.

Non-current assets totalled $1.171 million, comprising:

- $307,000 property, plant, equipment and intangible assets; and
- $864,000 deferred tax asset.

Property, plant, equipment and intangibles increased from $195,000 at 31 December 2025 to $307,000 at 30 June 2026, consistent with the report's commentary regarding investment in new premises, fit-out and equipment.

Liabilities

Current and total liabilities were only $438,000, consisting of sundry creditors and accrued charges. This compares with $303,000 at 31 December 2025.

3. Cash flow

Civic recorded a $69,000 reduction in cash during the first six months of 2026, taking bank and cash equivalents from $184,000 on 1 January to $115,000 at 30 June.

Operating cash outflow was $14,000, considerably lower than the $188,000 outflow in the corresponding 2025 period. Investing activities generated a net $55,000 outflow, while there were no financing cash flows.

The operating cash result differs from the $78,000 accounting deficit because of non-cash depreciation, deferred tax movements and working-capital movements.

4. SuperEasy schemes

Civic earns income from its SuperEasy schemes and describes these as low-cost, passively managed Portfolio Investment Entity schemes intended to support the financial wellbeing of local-government employees. Civic encourages shareholder councils to use the schemes as a recruitment and retention tool.

At 30 June 2026, SuperEasy members had $714 million under management, and more than 1,800 members had downloaded its app.

Local Government Superannuation Scheme

The SuperEasy Local Government Superannuation Scheme experienced membership growth. This occurred despite some councils reducing contributions to the scheme to fund the legislated April 2026 increases in employer KiwiSaver contributions.

SuperEasy KiwiSaver Scheme

The SuperEasy KiwiSaver Scheme continues to face membership retention challenges in a highly competitive KiwiSaver market, although Civic states that the rate of membership loss has slowed considerably.

Civic has developed onboarding resources to help council People and Capability and Payroll teams discuss the schemes with new employees.

Current development programme

Key workstreams include:

- educating members about KiwiSaver, retirement and cost-of-living issues using online and in-person presentations;
- establishing agreements with new water entities;
- developing additional services, including in-house financial advisory services and partnerships for mortgage advisory and will services;

- improving KiwiSaver onboarding resources for local-government employees and managers; and
- rebranding the Growth and Balanced Funds to better reflect their market positioning.

5. Local Authority Protection Programme

The Local Authority Protection Programme (LAPP) is another important strand of Civic's activity. Civic administers LAPP and states that shareholder councils benefit from its involvement.

LAPP provides cover relating to underground water infrastructure. According to the report, LAPP membership helps councils meet their obligation to fund their 40% share of water-asset reinstatement costs following a disaster, with central government providing 60%.

The pooled structure means LAPP can meet reinstatement costs up to a certain threshold before turning to reinsurers. Civic states this enables premiums to be significantly below market rates, with its covering letter describing savings as 2–4 times lower than market rates.

6. Local Water Done Well and new water entities

Water-sector reform is clearly emerging as an important opportunity for Civic's services.

Both SuperEasy and LAPP have engaged with Local Water Done Well entities, and the report says several new entities have joined LAPP, with more expected to come on board as entities are established in preparation for operations in July 2027.

Civic is encouraging new council-controlled water entities to consider LAPP for water-asset cover and is also establishing SuperEasy agreements with new water organisations.

Importantly for shareholders, Civic explicitly states that shareholder support for LAPP and SuperEasy will directly and positively affect Civic's revenue.

7. Riskpool and Civic Liability Pool

Civic continues to provide services to the Local Government Mutual Funds Trustee (LGMFT) under the Fund and Scheme Management Agreement.

Under the current operating model:

Civic provides:

- financial support;
- operational support; and
- administrative support for Riskpool and Civic Liability Pool.

LGMFT retains responsibility for:

- litigation oversight;
- reinsurance recovery;

- risk management;
- member engagement; and
- the wider wind-down programme.

Civic states that the current operating model remains fit for purpose.

8. Accounting basis and other disclosures

The six-month accounts are unaudited interim financial statements. The Group is classified as a Tier 2 Public Sector Public Benefit Entity and the statements have been prepared in accordance with Tier 2 PBE standards and PBE IAS 34 Interim Financial Reporting.

Accounting policies are consistent with those disclosed in Civic's 2025 annual report. The report notes that the interim disclosures are less extensive than those in the full annual report.

Tax

The income-tax liability for June 2026 is nil, as Civic has unused tax credits available to offset income-tax expense.

Contingent liabilities

Two contingent liabilities are disclosed:

- 100,000 uncalled shares in wholly owned subsidiary Local Government Superannuation Trustee Limited; and
- 1,000 uncalled shares in wholly owned subsidiary Local Government Mutual Funds Trustee Limited.

Subsequent events

Civic reports no significant events after the reporting date affecting the results disclosed in the half-year statements.

Key points for Environment Southland

From a shareholder/council perspective, the principal points to note are:

1. Civic has moved from surplus to deficit

The result changed from a $58,000 half-year surplus in 2025 to a $78,000 deficit in 2026. Revenue grew, but expenditure increased more substantially.

2. Civic characterises key cost increases as investment for the future

The report specifically links the bottom-line result to the premises move, one-off refurbishment and IT expenditure, increased depreciation and higher staffing costs. It also states that staffing costs are intended to be addressed during Q3 and Q4 through reducing leave liability.

3. The underlying balance sheet remains strong

The company holds $11.035 million of assets and only $438,000 of liabilities, with $10.597 million equity. Of its $9.864 million current assets, $9.064 million is held in term deposits.

4. SuperEasy presents both an opportunity and a challenge

The Local Government Superannuation Scheme is growing, but the SuperEasy KiwiSaver Scheme continues to experience retention challenges. Civic is responding with onboarding resources, member education, digital tools and development of complementary financial services.

5. Water reform creates an expansion opportunity

Civic is actively pursuing relationships with new water entities for both LAPP and SuperEasy, and several new entities have already joined LAPP.

6. Council participation matters commercially to Civic

The report directly asks shareholder councils to support and promote LAPP and SuperEasy, stating that shareholder support of these initiatives will positively affect Civic's revenue.

Overall assessment

The Civic Financial Services Ltd Half-Year Accounts to 30 June 2026 (unaudited).pdf show higher revenue but an interim operating deficit caused by expenditure growth and investment associated with Civic's premises, systems and staffing. The financial position nevertheless remains strong, with low liabilities and most assets held in term deposits.

Strategically, the more significant issue is Civic's effort to strengthen and broaden its role as a financial-services provider to local government. SuperEasy membership, LAPP participation, relationships with emerging water entities and additional financial services are the principal areas being developed. For a shareholder council, those areas are worth monitoring alongside whether the higher first-half expenditure moderates during the remainder of 2026 as indicated in the report.

9.3 LFGA Annual Report 2026

Report by: Danelle Richardson, Team Leader Finance Operations
Approved by: Patrick Ng, General Manager Corporate Services
Report Date: 18 November 2026

Purpose

For the Finance and Performance Committee to receive the audited Local Government Funding Agency (LGFA) Annual Report for the year ended 30 June 2026.

Summary

The Local Government Funding Agency (LGFA) specialises in financing the New Zealand local government sector. Their primary objective is to optimise the terms and conditions of the debt funding it provides to participating borrowers. The LGFA is a Council Controlled Organisation (CCO) under the Local Government Act 2002 and is enabled by the Local Government Borrowing Act 2011.

Recommendation

It is recommended that the Finance and Performance Committee resolve to:

1 Receive the report "Local Government Funding Agency – Annual Report 2026".

Background

Council joined the LGFA in November 2022 to secure access to competitive long-term funding options. This culminated in Council's first LGFA borrowing in June 2025, with a $7m drawdown to support flood resilience projects identified in the 2024-34 Long-term Plan. A further LGFA drawdown is planned for the fourth quarter of the 2026/27 financial year, increasing net borrowings to support additional flood resilience investment.

2025/26 was another strong year for the LGFA, delivering record financial results while continuing to expand funding options for the local government sector. Net operating profit increased to $35.1m, up from $19m in the previous year, while total assets increased from $26.5b to $28.8b. LGFA achieved 18 of its 21 Statement of Intent performance targets.

Activity Highlights

Governance, capability and business practice

LGFA maintained credit ratings equivalent to the New Zealand Government and recorded operating income above target. One minor Treasury Policy breach occurred during the year and was promptly addressed.

Optimising financing services for local government

LGFA met all lending requests that complied with lending requirements, successfully refinanced all maturing debt, and achieved a 90% borrower satisfaction score. Market share of local government long-term borrowing remained well above target at 98%.

Environmental and social responsibility

LGFA maintained Toitū Carbon Zero certification, met its emissions reduction targets, and increased sustainable lending. During the year, eight new Green and Social projects were approved and sustainable lending represented approximately 30% of total long-term lending. The new Sustainable Water Action Loan programme was also developed and launched.

Effective management of loans

The LGFA monitored all participating borrowers, met with councils and CCOs on 123 occasions, and continued preparations for the transition of water-related debt to newly established water CCOs.

Industry leadership and engagement
The LGFA continued to support sector initiatives including Local Water Done Well, sustainability financing and local government infrastructure investment through regular engagement with councils, central government and industry stakeholders.

Financial Highlights

Comparison to last year

Metric	FY26 Actual $m	FY25 Actual $m	Increase / (decrease) $m
Total income	$55.2	$35.6	$19.6
Total expenses	$20.1	$16.7	$3.4
Net operating profit	$35.1	$19.0	$16.1
Total assets	$28,775	$26,468	$2,307

The increase in operating income was largely driven by LGFA's expanded offshore funding programme, with offshore borrowing delivering lower all-in funding costs after hedging.

Compliance with Significance and Engagement Policy

There are no issues within this report which trigger matters in this policy.

Considerations

Financial implications
There are no additional financial implications associated with this report.

Legal implications
This report and the associated recommendations comply with the appropriate statutory requirements placed upon Council.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			x
Diverse opportunities to make a living			x
Communities empowered and resilient			x
Communities expressing their diversity			x

To read full report click the link below

LGFA Annual Report 2025-2026
https://www.lgfa.co.nz/investors/publications/annual-report

Attachments

1. LGFA 2026 AR Detailed Report Summary [**9.3.1** - 7 pages]

LGFA 2026 Annual Report Summary

The 2025/26 year was a strong year for the New Zealand Local Government Funding Agency (LGFA). It reported record profitability, expanded offshore funding, retained a dominant share of local-government borrowing, supported the implementation of Local Water Done Well, and continued to grow sustainable lending. At the same time, the report highlights increasing council debt and infrastructure requirements, higher leverage expected in new water CCOs, and the importance of maintaining strong credit and liquidity settings. LGFA achieved 18 of its 21 Statement of Intent performance targets.

1. Financial performance

Financial performance strengthened significantly:

- Net interest income: $51.9 million, up from $34.8 million in 2025.
- Net operating profit: $35.1 million, compared with $19.0 million, an increase of approximately 85%.
- Total comprehensive income: $26.4 million, compared with $10.4 million.
- Total assets: $28.775 billion, up from $26.468 billion.
- Loans to the local-government sector: $24.130 billion, up from $22.657 billion.
- Total equity: $146.5 million, compared with $121.8 million.
- Equity plus borrower notes reached approximately $950 million, supporting a balance sheet of almost $29 billion.

The lower interest-rate environment reduced both interest income and funding costs. Interest income fell 15.6%, but interest expense fell faster, by 17.4%. LGFA attributes the improvement in operating income partly to its offshore funding programme, where foreign-currency issuance, after hedging to New Zealand dollars, achieved lower all-in funding costs than comparable domestic issuance.

Operating expenses increased to $20.1 million from $16.7 million. The report attributes higher costs partly to legal and implementation work associated with onboarding water CCOs and introducing new products. Approved Issuer Levy of $7.073 million was LGFA's largest single operating cost.

2. Lending and market position

LGFA remains the overwhelmingly dominant long-term lender to eligible New Zealand councils and CCOs.

During the year:

- Long-term lending was approximately $3.9 billion.
- The report's lending section records 323 individual term loans, with an average term of 5.0 years.
- LGFA's estimated market share of eligible long-term local-government borrowing was 98%, substantially exceeding its SOI target of 80%.
- The December 2025 stakeholder survey produced a 90% borrower satisfaction score, against a target above 85%.

- All qualifying lending requests were met and existing loans and bond maturities were successfully refinanced.

Outstanding member loans have grown substantially over the longer term, from $7.784 billion in June 2017 to approximately $24.117 billion in June 2026 on the face-value measure presented in the lending section. The ten largest borrowers include Auckland Council, Christchurch City Council, Wellington City Council, Tauranga City Council and Greater Wellington Regional Council.
The lending portfolio is also concentrated in relatively highly rated councils: councils externally rated AA- or better account for 76% of total loans.

3. Local-government infrastructure and debt outlook

A major theme is the scale of the infrastructure challenge facing councils. LGFA notes that local government owns and operates 26% of New Zealand's infrastructure assets, including water, wastewater, stormwater, flood protection and roads, as well as community assets.

LGFA expects infrastructure investment to remain elevated over the coming decade, reflecting:

- renewal of ageing infrastructure;
- historical underinvestment and the accumulated renewal backlog;
- population growth;
- requirements to maintain levels of service; and
- increased investment in water infrastructure.

Council capital expenditure increased from $5.1 billion in 2020/21 to $8.3 billion in 2024/25. The report projects both capital expenditure and sector debt remaining elevated through the remainder of the decade.

Water is becoming particularly significant. Water services represented 36% of sector capital expenditure in 2021 and are forecast to represent 49% by 2030. LGFA sees its ability to provide long-term and diversified funding as increasingly important as this investment requirement translates into higher council and water-entity borrowing.

4. Local Water Done Well

Supporting Local Water Done Well was one of LGFA's major priorities.
LGFA worked with central government, councils and new water organisations on Water Service Delivery Plans and the transition of debt and funding arrangements. Two LGFA staff participated in the Water Service Review Panel established by the Department of Internal Affairs.
By 30 June 2026, four water CCOs had joined LGFA:

- Waikato Waters
- Selwyn Water
- Tiaki Wai Limited
- IAWAI-Flowing Waters.

Selwyn Water became the first water CCO to borrow from LGFA, doing so in April 2026. The four entities collectively represent approximately 332,000 water connections and serve an estimated population of 910,000.

LGFA expected further water CCOs to join after year end and stated that all Water CCOs were expected to borrow through LGFA from 1 July 2027.
A concrete example is Selwyn Water, which expects to invest more than $600 million in water infrastructure over the next decade. LGFA financing is intended to provide longer-term funding certainty and spread the cost of long-life infrastructure between current and future users.

5. Funding strategy and international diversification

LGFA has substantially diversified the way it funds itself. Its programmes cover NZD bonds and bills, Australian medium-term notes, Euro Medium Term Notes and Euro Commercial Paper.

During 2025/26, long-term issuance totalled the NZD equivalent of $4.287 billion, comprising:

- $1.2 billion of NZD Sustainable Financing Bonds;
- $800 million of other NZD domestic bonds;
- EUR 500 million EMTN, equivalent to approximately NZD $1.008 billion;
- USD 500 million EMTN, approximately NZD $886 million; and
- CHF 180 million EMTN, approximately NZD $393 million.

The average tenor of bond issuance increased from 6.0 to 6.7 years. LGFA nevertheless says this remains shorter than preferred because longer-term funding helps reduce refinancing risk. The relatively short average five-year term of council and CCO borrowing limits how far LGFA can lengthen its own funding maturities while appropriately matching funding and lending.

At 30 June 2026, total borrowings shown in the funding section were $26.977 billion, including NZD bonds, Sustainable Financing Bonds, AUD issuance, EMTNs, NZD bills and Euro Commercial Paper. The investor base was also diverse: the report identifies domestic banks as 34% of bond holdings, domestic institutional investors 28%, offshore investors 22%, domestic retail 10% and the Reserve Bank of New Zealand 5%.

6. Liquidity and refinancing resilience

LGFA continued its NZD Bond Repurchase Programme, buying back:

- $227 million of the April 2026 bond; and
- $60 million of the April 2027 bond.

The programme is intended to improve liquidity management, reduce refinancing concentrations and support secondary-market liquidity.

LGFA also strengthened its broader funding resilience through a larger and longer-tenor Crown Liquidity Facility. The report notes an undrawn committed liquidity facility of $600 million at 30 June 2026, expiring in April 2037.

7. Sustainable finance

Sustainable lending is now a significant part of LGFA's portfolio.
As at June 2026:

- Sustainable Financing Bonds: $4.61 billion.

- Sustainable Finance Loan Asset Pool: $5.30 billion.
- Climate Action Loans: $4.68 billion.
- Green and Social Loans advanced: $615 million.

During the year, LGFA approved eight new Green and Social projects. As at 30 June, there were 15 approved Green and Social loans worth $1.32 billion, of which $615 million had been advanced. Examples include:

- $100 million for Napier City Council's Te Kete civic precinct;
- $14.6 million for New Plymouth District Council-associated renewable-energy investment;
- $1.6 million for Stratford District Council's smart water-meter programme.

Climate Action Loans reached $4.68 billion across eight member councils, with $1.01 billion advanced during 2025/26.

8. Sustainable Water Action Loans

LGFA developed a new Sustainable Water Action Loan (SWALe) programme, launched on 1 July 2026, specifically for eligible water CCOs.

Unlike project-specific green lending, SWALe is target based. Water CCOs must commit to science-based environmental targets aligned with the Planetary Boundaries framework. Each participating CCO must report against:

1. a mandatory nitrogen and phosphorus KPI; and
2. one of three additional KPIs covering biogenic greenhouse gas emissions, embodied carbon or water efficiency.

LGFA developed the measures with the Planetary Accounting Network. The report says that, to LGFA's knowledge, SWALe is the world's first Planetary Boundaries-aligned sustainable finance product.

9. Performance against the Statement of Intent

LGFA achieved 18 of 21 targets.

The three areas not fully achieved were:

1. Operating expenses: expenses excluding Approved Issuer Levy were $13.0 million against a target of less than $12.1 million. Additional legal and implementation costs associated with water CCOs and new products contributed to the overspend.
2. Treasury Policy compliance: a counterparty settlement limit was marginally exceeded during hedging of a EUR-denominated bond after NZD/EUR movements increased the exposure.
3. Climate Action Loans: one new CAL borrower was approved against a target of two.

Against these exceptions, several important performance measures were comfortably achieved:

- 98% long-term lending market share versus >80% target;
- 90% borrower satisfaction versus >85%;
- 100% refinancing of loans and bond maturities;
- 100% of qualifying borrower requests met;

- no notifiable health and safety incidents;
- Toitū Carbon Zero certification maintained;
- emissions of 3.2 tCO_2e per person against a target below 8.7;
- all participating borrowers' financial positions reviewed.

10. Credit and risk

LGFA's credit ratings remained aligned with New Zealand sovereign ratings. S&P Global Ratings affirmed its domestic rating at AAA, while Fitch retained its AA+ rating but moved the outlook to Negative following its sovereign rating action.

The report puts considerable emphasis on risk controls as the balance sheet expands. LGFA uses a three-lines-of-defence model covering operational management, Risk and Compliance, and independent internal/external audit. Key risks include:

- council and CCO lending risk;
- refinancing and funding risk;
- liquidity risk;
- interest-rate risk;
- foreign-currency risk;
- counterparty credit risk; and
- operational risk.

A financial-covenant breach by Mackenzie District Council, relating to its position at 30 June 2025, was notified to LGFA, reported and rectified. The report states there was no ongoing impact.
All financial assets were reported as neither past due nor impaired, and their carrying values were expected to be recoverable.

11. Governance

LGFA operates under a seven-member Board comprising six independent directors and one non-independent director. Its governance arrangements are aligned with the NZX Corporate Governance Code. LGFA states that its practices did not materially differ from the Code's recommendations for the 2026 reporting period.

A new People, Performance and Culture Committee was established in June 2026, with responsibilities including remuneration, employment conditions, performance management, health and safety and people and culture matters.

There were also Board succession changes:

- Linda Robertson retired in November 2025 after ten years on the Board.
- Paul Anderson joined the Board.
- Craig Stobo was due to complete his tenure at the November 2026 Annual Meeting after serving as Chair since LGFA's inception.
- Philip Cory-Wright was elected Chair in December 2025 and is identified in the report as LGFA Board Chair.

12. Audit result

The Auditor-General, through KPMG, issued an unmodified audit opinion. The auditor concluded that the financial statements fairly presented LGFA's financial position, financial performance and cash flows and that its performance information accurately reported performance against its adopted targets in all material respects.

The two key audit matters were:

- existence of loans, given loans represented approximately 84% of total assets; and
- application of hedge accounting, because of the scale and complexity of LGFA's derivative positions.

The auditor reported no material differences in either area.

Matters particularly relevant for councils

1. Council borrowing requirements are continuing to rise

LGFA's loan book increased to $24.13 billion while the report anticipates continued high infrastructure investment and sector debt. Renewal, growth and water investment are the main pressures identified.

2. LGFA remains central to council funding

Its 98% market share of eligible long-term sector borrowing means changes in LGFA funding conditions, covenants, credit settings and products are highly relevant to council treasury planning.

3. Water reform is materially changing the financing landscape

Water CCOs are becoming LGFA borrowers and significant amounts of existing council debt are transferring to new entities. After balance date, $1.832 billion of loans and $55.064 million of borrower notes were novated from councils to Tiaki Wai and Waikato Waters on 1 July 2026.

4. Sustainable finance is moving into mainstream council borrowing

Sustainable loans totalled $5.30 billion, or approximately 24% of the long-term lending portfolio at year end. LGFA is expanding the model beyond conventional green projects into organisation-level emissions targets and water-sector environmental performance.

5. Financial headroom and covenant compliance remain important

LGFA explicitly notes rising council debt, revenue constraints and the expectation that some water CCOs will carry higher leverage than predecessor councils. It has increased resources for member engagement and financial monitoring accordingly.

Overall summary

The report presents an organisation in a strong financial and market position but operating in an increasingly debt-intensive local-government environment. LGFA has strengthened profitability, capital, international funding access and sustainable-finance capability while retaining an exceptionally high share of council borrowing.

The bigger strategic story, however, is the next phase of local-government financing: large infrastructure requirements, growing council debt, the migration of water borrowing into new CCOs, and greater integration of sustainability criteria into financing. LGFA's expansion of offshore funding, liquidity arrangements, new lending products and credit monitoring is positioned in the report as its response to those pressures.

9.4 LTP Performance Report

Report by: Lindsay Roberts, Strategy & Policy Assistant
Approved by: Hayley Fitchett, General Manager Strategy and Regulation
Report Date: 18 November

Purpose

To provide the Finance and Performance Committee with an update on progress against 2024-34 Long-term Plan milestones and performance measures for the first quarter of the 2026/27 financial year.

Summary

This report provides governance with an update on progress against the milestones and performance measures established through the 2024–34 Long-term Plan for the first quarter of 2026/27.

Overall, 25 of the 34 measures have a green risk alert level and nine have a red risk alert level. Detailed results and commentary are provided in Appendix 1.

Recommendation

It is recommended that the Finance and Performance Committee **resolve to:**

1 Receive the report – LTP Performance Report.

Background

Quarterly LTP reporting monitors progress against the milestones and performance measures established through the 2024–34 Long-term Plan. It supports transparency to Council and the community and contributes to the evidence base used for annual reporting.

The Quarter One report covers the period from 1 July to 30 September 2026 and presents progress across the Healthy Environment, Safe and Resilient Communities, and Thriving Region portfolios.

Progress is reported using a risk alert level to provide an early indication of measures that may require attention. The alert level reflects the position at the end of the quarter and should be read alongside the status and supporting commentary for each measure.

Quarter One performance

All 34 measures have been updated for Quarter One. Of these, 25 have a green risk alert level and nine have a red risk alert level.

A red risk alert identifies measures where performance is currently below target, activity is behind schedule, or further work is required to demonstrate progress. A red alert at this stage does not necessarily mean the annual target will not be achieved, as some measures are affected by the timing of activity across the financial year.

The nine measures currently identified with a red risk alert relate to:

- amendments to regional planning documents;
- processing resource consent applications within statutory timeframes;
- development of integrated catchment plans;
- completion and reporting of flood protection maintenance, repair and renewal work;
- organisational greenhouse gas emissions;
- publication of Council and committee agendas;

- responses to official information requests;
- development of a customer and stakeholder strategy; and
- development of a mechanism for youth engagement.

The reasons for these results vary. Some reflect external dependencies or the timing of work, while others reflect performance below the stated target or activities that are behind schedule. Appendix 1 provides commentary on the position of each measure and the work underway or planned where applicable.

Quarter One provides an early indication of performance for the 2026/27 financial year. Progress will continue to be monitored through subsequent quarterly reporting, with the year-end position contributing to the 2026/27 Annual Report.

Te Tiriti o Waitangi Implications
There are no specific Te Tiriti o Waitangi implications arising from accepting this progress report.

Next steps:

- Staff will continue to monitor progress against the LTP milestones and performance measures. Quarter Two results will be reported through the next scheduled quarterly reporting cycle.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			X
Diverse opportunities to make a living			X
Communities empowered and resilient	X		
Communities expressing their diversity			X

Attachments

1. 2024-34 LTP Activity Progress Report Q1 2026-27 [**9.4.1** - 4 pages]

2024-34 LTP Activity Progress Report Q1 2026-27

Healthy Environment Portfolio

Milestone Name	Outcome Description	Milestone Description	RAG Q1 (alert)	Latest Status	Q1 LTP Commentary
1. Notify and then make operative targeted amendments to the Regional Policy Statement, Regional Coastal Plan, and Southland Water and Land Plan	Provide a robust Regional Policy Statement and Regional Plans that enable sustainable management of Southland's natural and physical resources and protection of indigenous biodiversity.	Make operative two years after notification		Behind Schedule	No changes to the Regional Coastal Plan, Regional Policy Statement or the Southland Water and Land Plan have progressed following the amendment to the RMA that required all plan changes to stop while the planning system reform was happening. MCERT published an investigation report on potential plan modifications through s360I ministerial regulation powers. Environment Southland provided feedback to promoe that these changes to the Water adn Land Plan progress.
2. Percentage of resource consent applications processed in accordance with statutory timeframes.	Deliver efficient and effective consenting, compliance monitoring and enforcement services to enable sustainable use of Southland's natural and physical resources.	≥99%		On Schedule	The percentage of resource consent applications processed in accordance with statutory timeframes from: 1 July 2026 - 30 September 2026 is 94.5% (103/109)
3. Percentage of priority consents (as identified in the Environment Southland Compliance Plan) monitored to ensure compliance with consent conditions.	Deliver efficient and effective consenting, compliance monitoring and enforcement services to enable sustainable use of Southland's natural and physical resources.	≥80%		On Schedule	In quarter one of the 2026/2027 financial year, 1709 high risk consents monitored.
4. Percentage of RMA significant non-compliance activity reviewed and actioned in accordance with Environment Southland Monitoring and Enforcement Policy.	Deliver efficient and effective consenting, compliance monitoring and enforcement services to enable sustainable use of Southland's natural and physical resources.	≥90%		Behind Schedule	5 of the 40 significant non-compliances have been reviewed for quarter one. Despite the quarter one delay, the annual milestone remains on track, with the outstanding work expected to be addressed in quarter two.
5. Percentage of cruise ship audit events that assess compliance with the deed of agreement and take appropriate action to findings (where required). No less than 5% of ships audited.	Deliver efficient and effective consenting, compliance monitoring and enforcement services to enable sustainable use of Southland's natural and physical resources.	100%		On Schedule	Q1 - The 2026/27 Fiordland/Stewart Island cruise ship season commences in October with the first ship due to arrive that on 20th. Cruise ship allocations have been agreed to by individual pilotage providers and the Harbourmaster has identified ships for auditing and compliance with the Deed of Agreement.
6. Percentage of high risk reported pollution and environmental incidents responded within 24 hours.	Deliver efficient and effective environmental response services to pollution and environmental incidents or notifications of non-compliant activities in Murihiku Southland to minimise risks and effects.	≥86%		On Schedule	There have been 16 high priority incidents logged within this quarter and 14 have been responded to within timeframes.
7. Maintain a regional oil spill response plan including a minimum of 20 up-to-date trained responders.	Deliver efficient and effective environmental response services to pollution and environmental incidents or notifications of non-compliant activities in Murihiku Southland to minimise risks and effects.	Achieved.		On Schedule	Q1 - Responder numbers are down due to the recent resignation of 2 responders from ES and the impending resignation of another responder towards the end of the year. Recruitment and training to bring responder numbers up to the level required is being undertaken. Oil spill response exercises are scheduled for FY 26/27 Q2 & Q4.
8. Percentage of Environment Southland's science and monitoring programmes evaluated as planned.	Monitor and investigate the state of Southland's natural environment and resources to provide high quality and timely data and information to decision makers and community to improve their understanding of where the greatest areas of risks are and where further action is needed.	100%		On Schedule	Science and monitoring programmes evaluated as planned
9. Number of integrated catchment plans developed in partnership with iwi and the community.	Council works in partnership with iwi, communities, other councils and organisations to enable action that delivers better environmental outcomes.	Increase from previous year		On Hold	There have been no ICMP's developed this year.
10. Percentage of land management (Land Sustainability, Contaminated Land, Pollution, Hazardous Substance, Education) requests for service resolved.	Provide reliable information, advice and an ongoing education programme that leads to effective environmental stewardship and kaitiakitanga.	≥90%		On Schedule	Currently there are 173 requests for land sustainability and biodiversity with 35% of those requests closed to date. The remainder open are requests which require a longer period of action to close such as a catchment improvement fund project.

2024-34 LTP Activity Progress Report Q1 2026-27

11. Percentage of Biosecurity and Biodiversity requests for service resolved.	Provide reliable information, advice and an ongoing education programme that leads to effective environmental stewardship and kaitiakitanga.	≥90%		On Schedule	Currently there are 82 requests for biosecurity and biodiversity with 70% of those requests closed to date. The remainder open are requests which require a longer period of action to close such as Wilding Conifer Control and Key Native Ecosystem funding requests.
12. State of the environment data updated and published on Environment Southland and Land Air and Water Aotearoa websites at least once a year.	Provide timely and high-quality data and information about state of the environment to our communities	Achieved		On Schedule	State of the environment data updated and published on Environment Southland and Land Air and Water Aotearoa websites
13. Review and implement RPMP and FMRPMP operational plans annually in accordance with the Biosecurity Act.	Deliver practices and programmes that give effect to the Regional Pest Management Plan (RPMP) and Fiordland Marine Regional Pathways Management Plan (FMRPMP) to reduce the spread of harmful species in Southland.	Achieved		On Schedule	Annual reports were tabled at the September Integrated Catchment Committee which provided an update on both these topics.

Safe and Resilient Communities Portfolio

Milestone Name	Outcome Description	Milestone Description	RAG Q1 (alert)	Latest Status	Q1 LTP Commentary
14. Percentage of major flood protection and control works maintenance, repair and renewal schedule completed to the key standards defined in relevant planning documents.	Council owned infrastructure is maintained and enhanced to a level that reduces the negative impacts of natural hazards, flooding and climate change.	≥90%		Behind Schedule	Maintenance, repair and asset renewal activities are ongoing. In Q1 the teams (Asset Management, Technical and Design, RIF Program and River Operations) have been working on the LTP documents, work planning for the coming construction season and delivering other river works activities, where possible within suitable weather windows. However, as a works schedule is not currently in place, the percentage of planned work completed cannot yet be demonstrated.
15. Report on Environment Southland's natural hazards and climate adaptation science and modelling programme.	Monitor and investigate natural hazards and changing climate to provide high quality and timely data and information to decision makers and community to improve their understanding of where the greatest areas of risks are and where further action is needed.	Annual Report submitted to Council by 30 September 2026		On Schedule	Reported on the natural hazards and climate adaptation science and modelling programme.
16. Percentage of the time real-time river flow, water level and rainfall information is available to the community.	Monitor and investigate natural hazards and changing climate to provide high quality and timely data and information to decision makers and community to improve their understanding of where the greatest areas of risks are and where further action is needed.	>95%		On Schedule	Flow, rainfall, and water have been available to the community via our online Environmental Data Portal 100% of the time for this quarter.
17. Percentage of Natural Hazards requests for service resolved.	Monitor and investigate natural hazards and changing climate to provide high quality and timely data and information to decision makers and community to improve their understanding of where the greatest areas of risks are and where further action is needed.	90%		On Schedule	81 Enquiries were received in this quarter. 5 are still open. They have been allocated and are progressing.
18. Percentage of the time that the Duty Flood Controller is available during the year.	Monitor and investigate natural hazards and changing climate to provide high quality and timely data and information to decision makers and community to improve their understanding of where the greatest areas of risks are and where further action is needed.	100%		On Schedule	A flood duty officer has been available 100% of the time to date.
19. Organisational GHG emissions reduce in line with the 2050 net zero target.	Council works in partnership with iwi, communities, other councils and organisations to implement regional natural hazards and climate change adaptation projects, build community resilience and to promote climate change action.	Reducing in line with reduction plan		Behind Schedule	We completed the measurement for the 2025/26 year and sent this to Toitu for audit.

2024-34 LTP Activity Progress Report Q1 2026-27

20. Report on the regional floodplain management approach.	Council works in partnership with iwi, communities, other councils and organisations to implement regional natural hazards and climate change adaptation projects, build community resilience and to promote climate change action.	Annual Report submitted to Council by 30 September 2026		On Schedule	FPM approach being applied to the Mataura FPM plan, named the Mataura Blueprint. Scope is informing governance and engagement plans.
21. Support Emergency Management Southland in accordance with the Southland Civil Defence Emergency Management Group/Environment Southland Service Level Agreement, including the provision of adequate number of suitably trained staff to respond to an event within an hour after a state of emergency is declared.	Council works in partnership with Emergency Management Southland to prepare Southland communities to effectively avoid, mitigate and/or respond to an emergency.	Achieved		On Schedule	Ongoing support of EMS function continued through this quarter, this was reported at the Southland Civil Defence Emergency Management Group on 28 August 2026.
22. Undertake an annual joint self-assessment between South Port and Environment Southland to ensure consistency with the New Zealand Port and Marine Safety Code.	Maintain safe and navigable waterways in the region to enable safe use and navigation of our region's ports, harbours, coastal areas and inland waterways.	Achieved		On Schedule	Q1 – The 2025/26 joint self-assessment was completed in June 26 and sent through to the Port & Harbour Marine Safety Code (P&HMSC)Team Lead. The joint self assessment confirmed that ES and South Ports Safety Management Systems remain consistent with the Code. ES & South Port will be undertaking and external review of both Safety Management Systems in Dec 26 while a full peer review is scheduled for May 27. The Harbourmaster and deputy continue to actively monitor the Safety Management System and Risk Register and making changes as required. Any existing or emerging risks are controlled to ensure they are eliminated, isolated, or minimised. Monthly South Port meetings are held to ensure that our systems and processes are consistent with the Port & Harbour Marine Safety Code and quarterly Bluff Harbour Safety Group meetings are held with local stakeholders. Initiative Milestones (Quarterly and Yearly)
23. Percentage of time that a Harbourmaster or a Marine Services team member is available during the year.	Maintain safe and navigable waterways in the region to enable safe use and navigation of our region's ports, harbours, coastal areas and inland waterways.	100%		On Schedule	Q1 – On-call 24/7 response is being covered by existing staff with reduced capacity due to a recent resignation. The Harbourmaster is currently recruiting for a replacement Navigation Safety Officer. Additional staff resourcing is required to fully meet on-call expectations and provide additional cover in the event of sickness or staff absence. An additional FTE has been highlighted as part of the LTP Active Management Plan process . A casual contractor and Boating Safety Ambassador have been sourced to assist with supplying recreational boating safety support to the HM team
24. Undertake regular (weekly) monitoring of all recreational bathing sites and update data on Environment Southland and Land Air and Water Aotearoa websites monthly during summer months (December to March.)	Monitor recreational bathing sites and provide high quality and timely data and information to decision makers and community to understand where the greatest areas of risks are.	Achieved		On Schedule	Activity does not start until recreational season – December to March inclusive.

Thriving Region Portfolio

Milestone Name	Outcome Description	Milestone Description	RAG Q1 (alert)	Latest Status	Q1 LTP Commentary
25. Percentage of Mayoral Forum, Te Roopu Taiao and Second Tier Environment Group Hui attended during the year.	Council works with iwi, communities, other councils and organisations to develop and implement long-term strategic plans and strategies for the region.	100%		Completed	All required meetings were attended and supported during this quarter.
26. Analyse and respond to the direction from central government and proposed new legislation that affect the Council's statutory responsibilities and work programmes.	Advocate on behalf of the Southland community on matters, which are of regional significance and are of interest or concern to local communities.	Achieved		On Schedule	This quarter staff regularly updated and distributed the Policy Monitor document to maintain staff and governance awareness of legislative changes and the impact of them on the organsiation. Additionally, submissions were prepared on a host of matters including the national wilding conifer strategy and we presented to the Select Committee on the

2024-34 LTP Activity Progress Report Q1 2026-27

					Conservation Amendment Bill. Coming up are submissions on Rates capping and analysis of incoming government policy direction.
27. Maintain a Regional Land Transport Plan that is compliant with the Land Transport Management Act and is fit for the region's needs.	Provide a robust Regional Land Transport Plan that sets the long-term vision and strategic direction for Otago Southland's land transport system.	Regional Land Transport Plan review completed		On Schedule	Work towards the development of the next RLTP is underway. A Regional Transport Committee meeting was held at the end of the quarter. The South Island Regional Transport Committee Chairs continue to meet and to advocate for resourcing and support with regional transport.
28. Council's Annual Reports meet audit requirements.	Council's planning and reporting functions meet statutory requirements and demonstrate sound business planning.	Achieved		Completed	The Annual Report for the 25/26 financial year was compiled this quarter. It was reviewed by the Risk and Assurance Committee on 21 October and approved by Council on 22 October. Audit was a key component of delivering the Annual Report. Several matters were raised during the audit which have been provided to Council and measures are in place to address them. Overall the Annual Report met audit requirements.
29. Percentage of Council and Committee meeting agendas (for all scheduled meetings) that are available at least five working days before the meetings.	Provide and promote governance processes that are robust and transparent for the community.	100%		On Schedule	50% of Council and Committee meeting agendas were available five working days before the meeting. Agendas for three meetings were available three working days before the meeting. Agendas for three meetings were available two working days before the meeting and one agenda was available the day before the meeting. It should be noted that three of the meetings in the last category were called at short notice (within four working days of the meeting being convened) so it was not possible to meet the aspirational deadline of five working days. It should also be noted that all agendas (bar one, which was a meeting called with 48 hours notice) met the statutory deadline of being available two working days before the meeting.
30. Percentage of draft Council and Committee meeting recordings available on the Council website within 24 hours.	Provide and promote governance processes that are robust and transparent for the community.	100%		On Schedule	All livestreamed council meetings are available for the public to watch online during the meeting and immediately after it concludes.
31. Percentage of official information requests responded to within legislative timeframes (twenty working days of being logged).	Provide and promote governance processes that are robust and transparent for the community.	100%		Behind Schedule	72 new LGOIMAs were received during the period. 12 were carried over from the previous period. During this time 58 were completed, 24 remained active, 13 were overdue. The average number of working days to respond to the requests was 14 days.
32. Develop and implement a customer and stakeholder strategy.	Murihiku Southland residents and ratepayers are engaged and enabled to play an active part in shaping our region's future.	Target to be developed in 2024/25		Behind Schedule	There has been limited progress on the Customer Services Strategy during this period, with my focus needing to remain on immediate operational and resourcing priorities within Customer Support Services.
33. Develop and implement a mechanism for youth engagement.	Murihiku Southland residents and ratepayers are engaged and enabled to play an active part in shaping our region's future.	Implementation milestones achieved		Behind Schedule	We are scoping a potential science-led hui with Murihiku youth, in partnership with SIT, focused on employment pathways and building connections with Environment Southland. The proposal remains subject to feasibility assessment. As the Local Government Reform environment evolves, this approach offers a practical option as we await further decisions from the Local Government Commission. If viable, the event would be held in April/May next year.
34. Execute the Charter of Understanding He Huarahi mō Ngā Uri Whakatapu - A Pathway for the Generations Coming Through and any associated partnership agreements.	Council continues to uphold its commitment to Te Tiriti o Waitangi and builds, maintains and monitors partnerships with Ngāi Tahu ki Murihiku.	Annual Report submitted to Council by 30 September 2026		Completed	Annual partnership reporting was included in the agenda for the Strategy and Policy Committee meeting of 1 October 2026, which was circulated to members the week prior to the meeting.

9.5 Kanoa Update

Report by: Patrick Ng, General Manager Corporate Services
Report Date: 04 November 2026

Purpose

To provide a brief explanation of both year-to-date and project-to-date income and expenditure on the Kanoa (Co-Government Funded Flood Infrastructure) initiatives. I have now updated this report to also provide a forecast view of the operating expenditure, capital expenditure and cash flow requirements of the programme for the FY26-27 financial year (current year) and FY27-28 financial year (next year).

Summary

Year to Date Expenditure

In summary:

- $0 of Kanoa funding was received during the year.
- $0.6m of Kanoa expenditure has been incurred for the year.

Actual Kanoa income is circa -$1.5m (unfavourable) to budget as we had budgeted to receive more income by October year to date than has actually been received. Discussion with the Kanoa programme team has confirmed that this is a timing issue due to agreed delays in the programme and that we expect to receive the budgeted funding (catch up) over the course of the year.

Project to Date Expenditure

This paper also outlines the *project to date* expenditure on the Tranche 1 and Tranche 2 programmes and indicates the level of expenditure against available budget in the respective Tranche 1 and Tranche 2 programmes. For consistent reporting, this information has been taken directly from the Integrated Catchment Committee report.

Overall, circa $2.6m expenditure of a budgeted $6m has been incurred to date for the Tranche 1 programme and circa $1.6m of expenditure of a budgeted $25.4m has been incurred to date for the Tranche 2 programme.

Forecast Impact of the Programme on Operating Expenditure, Capital Expenditure and Cashflow

I have now also included a section which forecasts the Kanoa funding, Environment Southland funding and the overall impact on operating expenditure, capital expenditure and our cash requirements. The model is built on a forecast from the programme team across all years of the programme, but I have applied filters to enable the report to focus on the current financial year (FY26/27) and the next financial year (FY27/28).

The forecast indicates that:

- *'Everything else being equal'*, our share of the funding for Kanoa work will require $6.1m of borrowing over this year and next year, split $2.6m in FY26/27 and $3.5m in FY27/28.
- Over this year and next year, we will create an $11.7m asset (Kanoa and ES funded) and incur $3.3m of operating expenditure (Kanoa and ES funded).

Recommendation

It is recommended that the Finance and Performance Committee **resolve to:**

1 Receive the report - {Kanoa financial report – October 2026}

Background

Year to Date Income and Expenditure

The following table summarises the revenue and expenditure for the year against the Co-Funded (Kanoa) Tranche 1 and Tranche 2 programmes. A total of $0.6m has been incurred year to date and is partially offset by nil funding received from Kanoa (noting that we anticipate that this is a timing difference and income anticipated in our October year to date results will be received later in the year).

Nil dollars of expenditure relating to the tranche 1 and tranche 2 programmes was capitalised, leaving a $0.6m net operating expenditure in the Statement of Comprehensive Income and Expenditure (i.e. as operating expenditure in our Profit and Loss report).

The following table outlines the revenue and expenditure to date for the 2 tranches:

Project summaries (Year-to-Date)			
Account Type	Tranche 1	Tranche 2	Grand Total
Revenue	0	0	0
Expenditure	-278,518	-365,734	-644,252
Tranche Total (ES Share)	**-278,518**	**-365,734**	**-644,252**

** Convention: Income +ve, Expenditure -ve.

Observation: $0.6m of expenditure incurred with zero Kanoa revenue received year to date. However, receipt of revenue is a combination of agreed delays in the timing of programme works and the approach to claims shifting to retrospective claiming once work has been completed. We anticipate receiving the anticipated year to date income later in the year.

The following table outlines the actual versus budget impacts on a year-to-date basis:

	Actual	**Budget**	**Variance**	
Income	0	1,526,823	-1,526,823	
Contractor	-410,208	-38,364	-371,844	
People	-219,429	0	-219,429	
Operational Expense	-14,615	0	-14,615	
	-644,252	**1,488,459**	**-2,132,711**	**

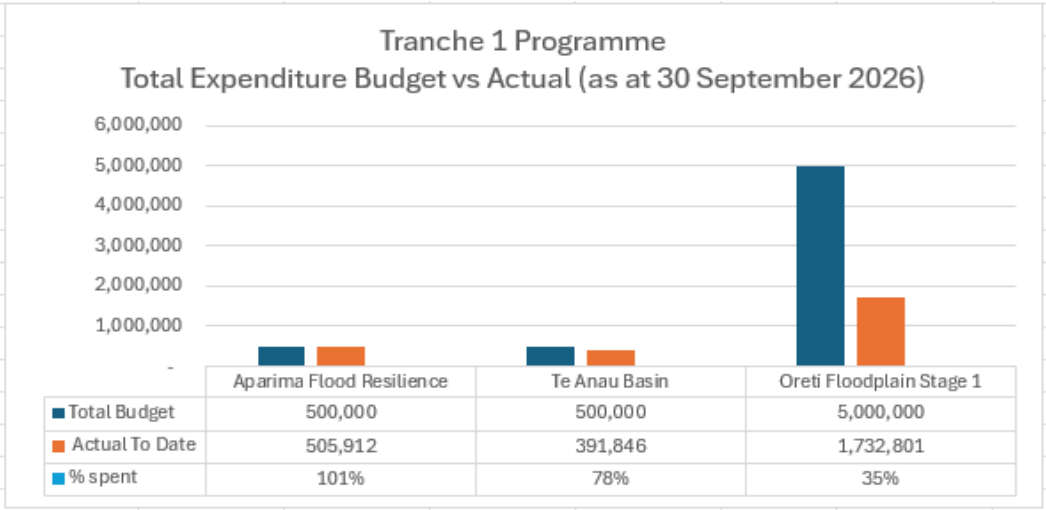
** Convention: Income +ve, Expenditure -ve.

Observations: Nil income received but $1.5m budgeted year to date. $0.6m of expenditure incurred but $0.04m budgeted, noting that expenditure was budgeted to be primarily capital expenditure.

Project to Date Expenditure

The following charts outline *project to date expenditure* and have been lifted directly from the ICM Report to ensure consistent reporting.

Tranche 1

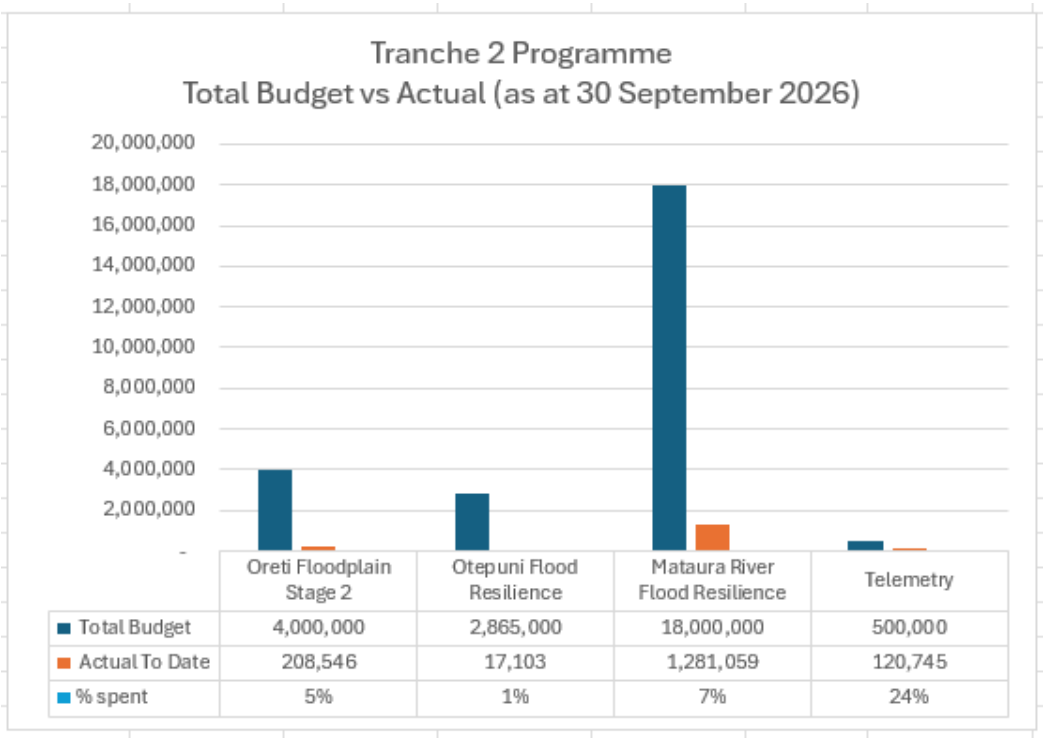


	Aparima Flood Resilience	Te Anau Basin	Oreti Floodplain Stage 1
Total Budget	500,000	500,000	5,000,000
Actual To Date	505,912	391,846	1,732,801
% spent	101%	78%	35%

Observations:

- Per the RIF report, the overall tranche 1 programme is on track, with an agreement expiry date of 31 March 2028, meaning 18 months to complete all works.
- 44% of work completed to date with 65% of Oreti floodplain work remaining for completion.

Tranche 2



	Oreti Floodplain Stage 2	Otepuni Flood Resilience	Mataura River Flood Resilience	Telemetry
Total Budget	4,000,000	2,865,000	18,000,000	500,000
Actual To Date	208,546	17,103	1,281,059	120,745
% spent	5%	1%	7%	24%

Observations:

- Per the RIF report the tranche 2 programme is underway with progress made on all projects.
- Most initiatives are in a rolling start phase, with circa 6% completion on a project-to-date basis.

Forecast Kanoa costs and funding

The Programme Manager, Resilient Infrastructure Fund has developed a forecast of income and expenditure for the full Kanoa programme. We have used the data elements from the forecast to construct a pivot-based data model for the full Kanoa programme. A pivot-based data model allows the data to be summarised or expanded to provide different views of the data which then supports analysis to determine likely operating expenditure, capital expenditure, and cash implications from the work. A summary table, with filters turned on to show just this financial year and the next financial year is shown, below.

Forecasted Kanoa expenditure (tranches consolidated), by quarter for Financial Years FY26-27 and FY27-28

Sum of Amount	Fiscal Year	Quarter							
	2026/2027				2027/2028				Grand Total
Component	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Forecast Cost of Works	$172,236	$176,170	$136,590	$112,000	$110,000	$130,000	$130,000	$80,000	$1,046,996
Forecast Physical Works	$280,874	$1,620,619	$1,783,539	$1,833,539	$1,929,500	$2,552,000	$2,304,500	$1,702,000	$14,006,570
Forecast Total	**$453,110**	**$1,796,789**	**$1,920,129**	**$1,945,539**	**$2,039,500**	**$2,682,000**	**$2,434,500**	**$1,782,000**	**$15,053,566**
MBIE Share (Cashflow)	**$0**	**-$1,237,836**	**-$1,078,073**	**-$1,152,077**	**-$1,167,323**	**-$1,223,700**	**-$1,609,200**	**-$1,460,700**	**-$8,928,910**
Tranche Total	**$453,110**	**$558,953**	**$842,055**	**$793,461**	**$872,177**	**$1,458,300**	**$825,300**	**$321,300**	**$6,124,656**

Observations - Debt:

- Across both years, the forecast total expenditure is $15m. MBIE's contribution is forecast at $8.9m, and **our contribution is forecast at $6.1m.**
- This means that, everything else being equal, we need to be planning for incurring an additional $6.1m of debt over this year and next year.
- **This is split at $2.6m in FY26/27 and $3.5m in FY27/28.**

Kanoa – Capital and Operating Impacts:

Some Kanoa work can be *'capitalised'* meaning that it is turned into an asset, which sits on our Statement of Financial Position (Balance Sheet), with only depreciation (if any) then impacting on our Statement of Financial Performance (Profit and Loss) on an ongoing basis.

In discussion with the Programme Manager, we have applied the following definitions and estimations for what can be capitalised and what will be operating expenditure:

Cost of Works: Cost of works includes project management and in-house project costs associated with the programme. Examples include staff time, project management, site supervision, and procurement. Many of these cost elements are eligible for capitalisation upon successful completion of the activity, but many are operational by nature. Our best estimation is that 50% of this expenditure is operating expenditure and 50% is capital expenditure.

Physical Works: Physical works is external work (work on the asset), including consenting activity. Examples include construction contracts, consents and materials. All of these are capital by nature, but there are some exceptions in physical works such as non-asset related contracts including Willow removal. Our best estimation is that 80% of physical works is capital and 20% of physical works is operating expenditure.

Note: The above estimations are then used to calculate our forecast operating and capital impacts. The exact impacts will be determined once the detailed Accountancy rules are applied to the actual expenditure incurred.

Utilising these estimations as rules, the following operating and capital impacts are forecast for Environment Southland:

Environment Southland - Estimated Operating Expenditure and Capital Expenditure Impacts from Kanoa FY26-27 and Kanoa FY27-28

ES Funded Capital (26/27)	2,018,278		ES Funded Capital (27/28)	2,728,795		Capital 26-28	4,747,073
ES Funded Operating (26/27)	629,301		ES Funded Operating (27/28)	748,282		Operating 26-28	1,377,583
ES Total (FY 26/27)	**2,647,579**		**ES Total (FY27/28)**	**3,477,077**		**ES Total (26-28)**	**6,124,656**
MBIE Funded Capital (26/27)	2,695,076		MBIE Funded Capital (27/28)	4,286,605		MBIE Funded Total 26-28	6,981,681
MBIE Funded Operating (26/27)	772,911		MBIE Funded Operating (27/2	1,174,318		MBIE Funded Total 26-28	1,947,229
MBIE Funded (FY26/27)	**3,467,987**		**MBIE Funded (27/28)**	**5,460,923**		**MBIE Funded (26-28)**	**8,928,910**
Capital (26/27)	**4,713,354**		**Capital (26/27)**	**7,015,400**		**Capital 26-28**	**11,728,754**
Operating (26/27)	**1,402,212**		**Operating (26/27)**	**1,922,600**		**Operating 26-28**	**3,324,812**
	6,115,566			**8,938,000**			**15,053,566**
Split: ES	2,647,579	43%		3,477,077	39%	6,124,656	41%
Split: MBIE	3,467,987	57%		5,460,923	61%	8,928,910	59%
	6,115,566	**100%**		**8,938,000**	**100%**	**15,053,566**	**100%**

Observations – Capital and Operating:

- In FY26-27 Environment Southland creates a $4.7m asset funded by MBIE and ES. In FY27-28 it creates a $7m asset funded by MBIE and ES. **Total asset value created over the 2 years is $11.7m.**
- In FY26-27 Environment Southland incurs $1.4m of operating expenditure funded by MBIE and ES. In FY27-28 it incurs $1.9m of operating expenditure incurred by MBIE and ES. **Total operating expenditure over the 2 years is $3.3m.**
- The split in year 1 does note equate to the 60:40 distribution due to timing issues, but by the end of the 2 financial years is closely aligned (59:41).

The detailed workings are included as appendix 1.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			x
Diverse opportunities to make a living	x		
Communities empowered and resilient	x		
Communities expressing their diversity			x

Attachments

n/a

Appendix 1:

Workings to determine capital, operating and cash implications of Environment Southland's Contribution to Kanoa Flood Resilience Work (forecasted by year)

Income & Expenditure and Statement of Financial Position Impacts Model (Kanoa 26 - 28)

Sum of Amount	Fiscal Year / Quarter								
	2026/2027				2027/2028				Grand Total
Component	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Forecast Cost of Works	$172,236	$176,170	$136,590	$112,000	$110,000	$130,000	$130,000	$80,000	$1,046,996
Forecast Physical Works	$280,874	$1,620,619	$1,783,539	$1,833,539	$1,929,500	$2,552,000	$2,304,500	$1,702,000	$14,006,570
Forecast Total	**$453,110**	**$1,796,789**	**$1,920,129**	**$1,945,539**	**$2,039,500**	**$2,682,000**	**$2,434,500**	**$1,782,000**	**$15,053,566**
MBIE Share (Cashflow)	**$0**	**-$1,237,836**	**-$1,078,073**	**-$1,152,077**	**-$1,167,323**	**-$1,223,700**	**-$1,609,200**	**-$1,460,700**	**-$8,928,910**
Tranche Total	**$453,110**	**$558,953**	**$842,055**	**$793,461**	**$872,177**	**$1,458,300**	**$825,300**	**$321,300**	**$6,124,656**
Cost of Work (capital) est 50%	86,118	88,085	68,295	56,000	55,000	65,000	65,000	40,000	523,498
Cost of Work (operating) est 50%	86,118	88,085	68,295	56,000	55,000	65,000	65,000	40,000	523,498
	172,236	176,170	136,590	112,000	110,000	130,000	130,000	80,000	1,046,996
Physical Work (capital) est 80%	224,699	1,296,495	1,426,831	1,466,831	1,543,600	2,041,600	1,843,600	1,361,600	11,205,256
Physical Work (operating) est 20%	56,175	324,124	356,708	366,708	385,900	510,400	460,900	340,400	2,801,314
	280,874	1,620,619	1,783,539	1,833,539	1,929,500	2,552,000	2,304,500	1,702,000	14,006,570
Total (capital)	310,817	1,384,580	1,495,126	1,522,831	1,598,600	2,106,600	1,908,600	1,401,600	11,728,754
Total (operating)	142,293	412,209	425,003	422,708	440,900	575,400	525,900	380,400	3,324,812
	453,110	**1,796,789**	**1,920,129**	**1,945,539**	**2,039,500**	**2,682,000**	**2,434,500**	**1,782,000**	**15,053,566**
MBIE Share (capital)	0	-953,859	-839,452	-901,765	-914,971	-961,166	-1,261,581	-1,148,887	-6,956,823
MBIE Share (operating)	0	-283,977	-238,622	-250,312	-252,352	-262,534	-347,619	-311,813	-1,972,087
	0	**-1,237,836**	**-1,078,073**	**-1,152,077**	**-1,167,323**	**-1,223,700**	**-1,609,200**	**-1,460,700**	**-8,928,910**
Remainder (capital)	310,817	430,721	655,674	621,066	683,629	1,145,434	647,019	252,713	4,771,931
Remainder (operating)	142,293	128,232	186,381	172,396	188,548	312,866	178,281	68,587	1,352,725
	453,110	**558,953**	**842,055**	**793,461**	**872,177**	**1,458,300**	**825,300**	**321,300**	**6,124,656**

Environment Southland - Estimated Operating Expenditure and Capital Expenditure Impacts from Kanoa FY26-27 and Kanoa FY27-28

ES Funded Capital (26/27)	2,018,278		ES Funded Capital (27/28)	2,728,795	Capital 26-28	4,747,073
ES Funded Operating (26/27)	629,301		ES Funded Operating (27/28)	748,282	Operating 26-28	1,377,583
ES Total (FY 26/27)	**2,647,579**		**ES Total (FY27/28)**	**3,477,077**	**ES Total (26-28)**	**6,124,656**
MBIE Funded Capital (26/27)	2,695,076		MBIE Funded Capital (27/28)	4,286,605	MBIE Funded Total 26-28	6,981,681
MBIE Funded Operating (26/27)	772,911		MBIE Funded Operating (27/2	1,174,318	MBIE Funded Total 26-28	1,947,229
MBIE Funded (FY26/27)	**3,467,987**		**MBIE Funded (27/28)**	**5,460,923**	**MBIE Funded (26-28)**	**8,928,910**
Capital (26/27)	**4,713,354**		**Capital (26/27)**	**7,015,400**	**Capital 26-28**	**11,728,754**
Operating (26/27)	**1,402,212**		**Operating (26/27)**	**1,922,600**	**Operating 26-28**	**3,324,812**
	6,115,566			**8,938,000**		**15,053,566**
Split: ES	2,647,579	43%		3,477,077	39%	6,124,656 41%
Split: MBIE	3,467,987	57%		5,460,923	61%	8,928,910 59%
	6,115,566	**100%**		**8,938,000**	**100%**	**15,053,566 100%**

9.6 Information systems Technology Management Report

Report by: Jane Carroll, Chief Information Officer
Approved by: Patrick Ng, General Manager Corporate Services
Report Date: 2 November 2026

Purpose

For the Finance and Performance Committee to receive an update on activity to progress information management and information systems projects within the organisation.

Summary

Information & Technology Services (ITS) enables the organisation's core services by providing and supporting reliable, secure, and compliant information systems and digital platforms.

This report provides an update on activities delivered over the past three quarters to progress the Technology Strategy 2023–2027, which is being implemented through a staged, affordable programme of work. Progress during the reporting period has focused on strengthening foundational systems, reducing risk, and preparing the organisation for future system transitions.

Key activity has been delivered across the three strategic focus areas of **Integrated Ecosystems**, **Ways of Working**, and **Secure & Resilient**, with particular emphasis on core system upgrades, financial system planning, digital workplace maturity, and cybersecurity and resilience. This work supports continuity of day-to-day services while positioning the organisation for longer-term technology change.

Recommendation

It is recommended that the Finance and Performance Committee **resolve to:**

1 Receive the report "Information & Technology Services Update."

Background

Technology Strategy

The Technology Strategy is operational, and the team is in the third quarter of delivering year three of the roadmap. This report has been updated to reflect the progress against the strategy's three key focus areas:

1. Integrated Ecosystems; 2. Ways of Working; and 3. Secure and Resilient



Summary of initiatives and updates for the first quarter of the 2026/27 financial year

Integrated Ecosystems Initiatives

Progress continued on integrating the systems, information, technology and data platforms supporting Council services. Key activity included IRIS NextGen programme, HRIS and FMIS implementation, and the Technology and Information Strategy refresh, including planning for future infrastructure, systems and shared-service opportunities through the 2027–37 Long-term Plan. GIS also supported preparation for the Regional Spatial Plan by strengthening the regional evidence base, geospatial capability and data-sharing foundations.

Ways of Working Initiatives

Information Management and Business Intelligence capabilities continued to mature, with a focus on stronger governance, reliable reporting and improved organisational processes. Microsoft Copilot training was delivered across the organisation, and the successful Contented proof of value demonstrated opportunities to improve meeting documentation, action tracking and knowledge capture. Options for a wider rollout will now be explored.

Secure and Resilient Initiatives

The PwC Targeted Cyber Control Internal Audit confirmed a sound technical cybersecurity foundation, with no critical vulnerabilities identified in internet-facing systems. All 19 immediate improvement actions due by 30 September were completed. The next phase will strengthen vulnerability management, firewall governance, collaboration controls and ongoing assurance

Initiative	Milestones	Q1	Q2	Q3	Q4	Update
Integrated Ecosystems	IRIS NextGen	G				Q1: The IRIS NextGen programme has continued to progress the Otago Regional Council pilot and associated product-readiness work. The overall programme remains Red due to Phase 1 delivery delays, schedule uncertainty and emerging cost pressures associated with seven prioritised change request. The revised pilot is targeting go-live before 30 June 2027. Environment Southland remains engaged in sector governance and is monitoring the pilot outcomes, delivery roadmap and future cost implications ahead of commencing its own implementation-readiness activities, which will be late 2027/28.
	Technology and Information Strategy					**Q1:** Work commenced to refresh the Technology and Information Strategy and align the next roadmap with the 2027–37 Long-term Plan. Initial planning has focused on the infrastructure, hardware, software, cybersecurity, and business-system investments required from 2028, including rising technology costs, and opportunities to leverage IT Shared Services. The Information Management Maturity Assessment was completed using input from ITS, managers and governance groups, establishing an organisation-wide baseline for the next strategy. LGOIMA tracking and training transitioned to the new governance role, with IM retaining oversight of workflow and reporting. Further work has been identified on document version control outside Objective, process management tooling, privacy, digital preservation, and the governance of information across cloud, Microsoft 365, and AI-enabled services.
	GIS – Regional Spatial Plan	G				**Q1:** Preparatory work continues for the Regional Spatial Plan. The focus

Ways of Working						has been on establishing the evidence and data foundations required for the future plan, including identifying relevant land-use, environmental, natural-hazard, climate and infrastructure datasets. Work has also highlighted the need for agreed data standards, authoritative information sources, suitable storage and computing capacity, and effective regional data-sharing arrangements. Existing investments in SouthMaps and the Data and Insights Southland Hub provide a foundation for this work. The next phase will confirm governance and delivery arrangements and develop a prioritised data and technology work programme aligned with the 2027–37 Long-term Plan.
	BI Reporting and Customer Services (Including HRIS & FMIS support)	G				**Q1:** Business Intelligence reporting continued to mature, with progress across governance, finance, regulatory and operational reporting. Work also continued to strengthen BI governance and documentation, reducing reliance on individual knowledge holders. Customer service support included the annual rates process, invoicing, online services, and integration between core systems. The HRIS programme commenced implementation of the Pulse platform, while the FMIS programme moved into detailed design and configuration workshops covering finance processes, reporting, organisational structures, workflows and integration requirements. A key focus is ensuring alignment between HRIS, FMIS, IRIS NextGen, GIS and BI so that information can be shared consistently and reporting is based on reliable, authoritative data.

Secure & Resilient	Enablement and Digital Productivity Transformation: AI	G				**Q1:** We have progressed a structured programme to build capability in the safe and effective use of Generative AI. Microsoft Copilot training commenced for Councillors, ELT, managers and staff, covering responsible AI use, Copilot Chat, Microsoft 365 Copilot, advanced prompting and Copilot Agents. The six-week Contented proof-of-value programme was successfully completed and confirmed that the platform can improve the efficiency and quality of meeting documentation, action tracking and organisational knowledge capture. The next phase will explore what a wider rollout could look like, including priority use cases, implementation requirements, costs, governance controls and ongoing support. The AI Policy and licence utilisation are being reviewed to strengthen governance and ensure future investment is secure and sustainable.
	Cybersecurity	G				**Q1:** The PwC Targeted Cyber Control Internal Audit was completed and confirmed that we have a sound technical cybersecurity foundation, with no critical vulnerabilities identified in its internet-facing systems. The 33 recommendations were converted into a phased Cyber Control Improvement Roadmap with clear owners, timeframes and evidence requirements. All 19 immediate actions due by 30 September were successfully completed, including the highest-priority recommendations. Improvements included stronger privileged access and credential controls, enhanced remote access



security and network segmentation, and expanded monitoring, threat detection, and governance reporting. The next phase will focus on endpoint and vulnerability management, firewall governance, collaboration controls and embedding ongoing assurance.

Information technology

Reporting not directly related to the Technology Strategy has also been developed, providing visibility into some of the more operational aspects of IS/IT.

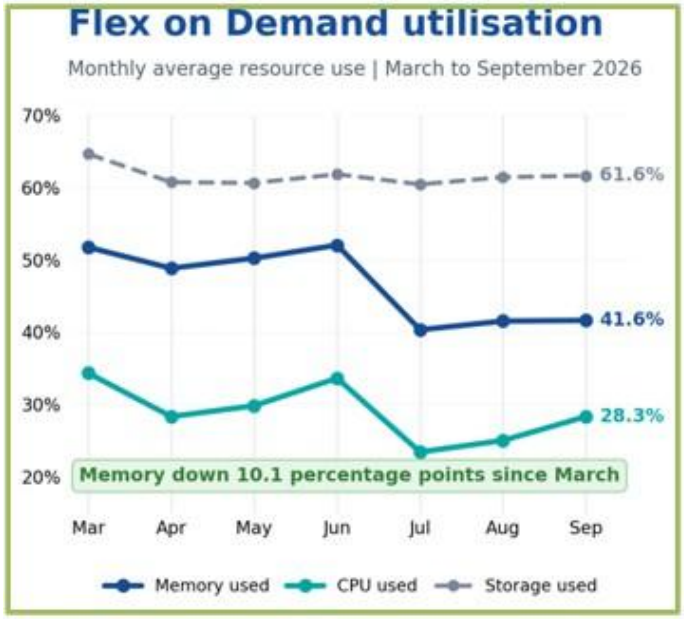
IS Quarterly Update - Metrics (Q1 2026)



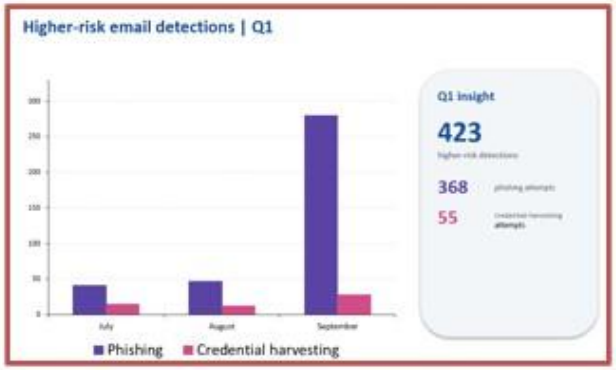
Cybersecurity update
All 19 actions due by 30 September 2026 have been completed, including all the audit's highest-priority actions. The remaining 14 actions are phased for completion by 31 December 2026 and 30 June 2027.



Service Desk Positions
In the first 3 months, 1,183 jobs were created, while 1,111 have been completed. This results in a backlog of 72 jobs for the period.



Dell Flex on Demand utilisation (server):
Average memory utilisation reduced from 51.7% in March to 41.6% in September, while CPU utilisation reduced from 34.3% to 28.3%. The on-demand charge decreased from $1,237 in March to $920 in September. The new practice of shutting down test servers outside business hours is expected to support further reductions in CPU, memory and associated on-demand charges.



Email security: Sept had 73% of Q1 higher-risk detections, driven by a sharp rise in phishing attempts. This was related to what was happening during Q1. Mimecast blocked the threats. Continued staff awareness remains important.

Implications/Risk

Secure and resilient information systems are essential to the delivery of Council services, protection of information, and long-term organisational sustainability.

Key risks include vendor and sector dependencies, the sequencing of system upgrades, organisational capacity for change, and the ongoing cybersecurity threat environment. As systems become more integrated and digital services expand, there is increased reliance on accurate data, effective information management practices, and robust security controls.

These risks are actively managed through staged and prioritised delivery, sector- and vendor-governance, strong cybersecurity controls, and alignment among Information Management, Technology, Finance, and business owners. This approach balances service continuity, affordability, and risk reduction while progressing the Technology Strategy roadmap.

Next Steps

During 2026/27, the team will focus on delivering the approved FMIS programme, progressing IRIS NextGen readiness, implementing cybersecurity improvements arising from the PwC review, strengthening business continuity and disaster recovery capability, and continuing to improve digital services, reporting, information management, and organisational use of AI-enabled technologies.

Future updates to the Finance and Performance Committee will continue to provide visibility of progress, emerging risks, and key decision points requiring governance oversight.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			X
Diverse opportunities to make a living			X
Communities empowered and resilient			X
Communities expressing their diversity			X

Attachments

Nil

9.7 Business Plan Report

Report by: Dominic Rikiti, Special Projects Lead
Approved by: Patrick Ng, General Manager Corporate Services
Report Date: 18 November 2026

Purpose

To provide the Finance and Performance Committee with the 2025/26 quarterly Business Plan performance update for Environment Southland.

Recommendation

It is recommended that the Finance and Performance Committee resolve to:

1 Receive the report - Business Plan Update.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources	x		
Diverse opportunities to make a living	x		
Communities empowered and resilient	x		
Communities expressing their diversity	x		

Attachments

1. 2026 11 Finance and Performance - Business Plan Update September 2026 [**9.7.1** - 10 pages]



Business Plan

September Quarterly Update

Objective Reference: A1601341

Meeting Date: 18 November 2026

environment SOUTHLAND REGIONAL COUNCIL
Te Taiao Tonga

Business Plan Quarterly Review

Overview

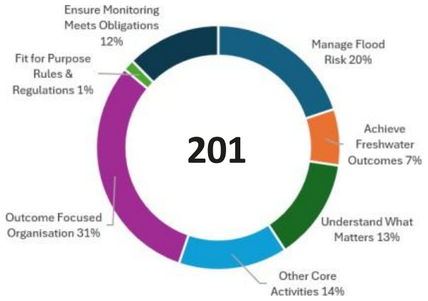
7 Key Focus Areas:

- Manage flood risk
- Achieve freshwater outcomes
- Understand what matters
- Other core activities
- Outcome focused organisation
- Fit for purpose rules & regulations
- Ensure monitoring meets obligations

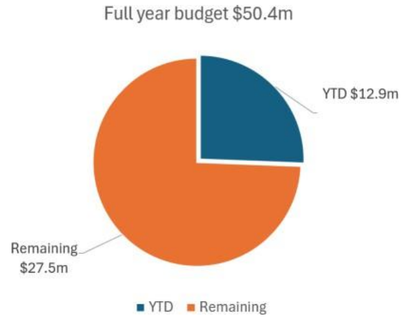
49

Work Programmes

	FY27	FY26
Manage Flood Risk	8	8
Achieve Freshwater Outcomes	3	3
Understand What Matters	3	3
Other Core Activities	11	11
Outcome Focused Organisation	12	13
Fit for Purpose Rules & Regulations	2	3
Ensuring Monitoring Meets Obligations	10	9
Total Work Programmes	**49**	**50**



	FY27	FY26
Manage Flood Risk	40	44
Achieve Freshwater Outcomes	15	17
Understand What Matters	27	28
Other Core Activities	29	35
Outcome Focused Organisation	62	80
Fit for Purpose Rules & Regulations	3	6
Ensuring Monitoring Meets Obligations	25	24
Total Initiatives	**201**	**234**



	FY27	FY26
Manage Flood Risk	$13.8	$12.3
Achieve Freshwater Outcomes	$3.3	$3.3
Understand What Matters	$2.9	$2.8
Other Core Activities	$9.6	$8.7
Outcome Focused Organisation	$17.5	$16.3
Fit for Purpose Rules & Regulations	$0.7	$0.4
Ensuring Monitoring Meets Obligations	$6.6	$6.6
Total Full Year Budget	**$54.4m**	**$50.4m**

Delivering Well

Delivering Well is focused on achieving practical outcomes in areas where coordinated effort across the organisation can accelerate progress. Current areas of focus are flood resilience, the Gore water supply project and the Wetlands Partnership and Toolkit.

Reform and Transition

Reform and Transition is focused on delivering Environment Southland's responsibilities under the new planning and environmental management system, preparing the organisation and the region for the transition from the Resource Management Act, and responding to local government and other reforms. This includes maintaining effective services and regulatory continuity while the new system is progressively brought into effect.

Future Fit Foundations

Future Fit Foundations is strengthening the systems, information, processes and resilience needed to support reliable delivery now and through future change. Key programmes are progressing to schedule.

Business Plan Quarterly Review

Key Activities by Focus Area (including % of total budget by area)

environment SOUTHLAND REGIONAL COUNCIL Te Taiao Tonga

Manage flood risk

24% ($12.3m)

- Mataura/Oreti infrastructure investment
- Stead St pump station funding
- Lease land maintenance
- Hazard enquiries
- Emergency Management
- Land drainage and river works
- Channel maintenance
- Stop bank inspections
- Structure maintenance
- Fairway spraying
- Flood warning science

Achieve freshwater outcomes

7% ($3.3m)

- Freshwater policy drafting
- FMU strategy and approach
- Regional forum action plan – implementation
- Intensive Winter Grazing programme
- Southland Farm Plans
- Catchment Plans
- Southland riparian restoration programme
- Land management advice
- Enviroschools
- Pollution prevention
- Catchment/Sub-catchment hauora planning

Understand what matters

6% ($2.8m)

- Inter-agency data governance (spatial planning)
- Key relationships
- Engagement framework and approach
- Balance Environment Awards
- Media management
- Digital and channel strategy
- Intranet and website upgrades
- Local government elections
- Council/Committee meeting support
- Environment Southland Community Awards

Other core activities

17% ($8.7m)

- Consents management
- Resource management (compliance) - operations
- Resource management - monitoring and enforcement
- Resource management - technical reviews
- Biosecurity/Biodiversity – management and monitoring
- Rabbit control
- Biosecurity – plants and animals
- Jobs for Nature
- Bluff Haul Out project

Outcome focused organisation

32% ($16.3m)

- IT operations
- Finance operations
- People operations
- Risk operations
- Executive operations
- Information management operations
- Democracy operations
- Transformation programme
- Property (non-lease land)
- Customer programme
- Council members

Fit for purpose rules & regulations

1% ($0.4m)

- Government reform policy & implementation
- Regional policy statement review
- Regional Land Transport planning
- Regional Coastal Plan review – surface water activity

Ensure monitoring meets obligations

13% ($6.6m)

- Coastal and inland waterways operations
- Maritime management and response
- Science evaluation and monitoring
- Air quality measures
- Hydrology monitoring and resources science
- Estuarine and marine science
- Cultural and social sciences
- Tiwai monitoring programme
- Groundwater science

Business Plan Quarterly Review

Key Focus Area: Manage flood risk

Manage flood risk

25% ($13.8m)
23% ($12.3m) FY26

- 9 Work Programmes
- 40 Initiatives
- $3.0m YTD spend (24% full year budget)

Achieve freshwater outcomes
6% ($3.3m)

Understand what matters
5% ($2.9m)

Other core activities
18% ($9.6m)

Outcome focused organisation
32% ($17.5m)

Fit for purpose rules & regulations
1% ($0.7m)

Ensure monitoring meets obligations
12% ($6.6m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Property Management	221	249	29	348	997	924
Emergency Management	284	266	(18)	241	1,085	1,050
River Works and Land Drainage	1,307	1,177	(131)	1,180	5,543	5,315
River Operations Delivery	517	422	(95)	511	1,697	1,496
Technical and Design	450	536	86	233	2,312	1,263
Current Investment - Infrastructure	132	272	140	73	1,901	2,112
Co-funded projects	426	38	(388)	55	153	0
Flood warning and hydrology	7	1	(6)	14	5	23
Hazard Advice and Information	4	10	6	17	110	104
Total	**3,348**	**2,971**	**(377)**	**2,672**	**13,803**	**12,286**

Achievements/Highlights:

- The Kānoa funded flood resilience projects continue to progress well. Physical works at Dipton West and Mataura are expected to resume in the coming weeks following the winter break.
- The Asset Management, Regional Infrastructure Fund and River Operations teams are finalising an integrated work programme for the coming construction season, informed by the recently completed annual inspections of flood protection assets. This will support clearer coordination and sequencing of planned works across the region.
- The annual LAWA data refresh has been completed, including site information, validation and quality assurance. Climate data for 100 Southland towns has also been extracted and converted into tables for future use by Environment Southland and stakeholders.

Discussion Points:

- Budgeting misalignment for year to date salary expenses are a key contributor to unfavourable variances
- Adjusting for the co-funded projects the year to date expenditure is in line with budget
- At the 3-month mark utilised 24% of FY budget. September LY utilised 22%

Business Plan Quarterly Review

Key Focus Area: Achieve freshwater outcomes

Achieve freshwater outcomes
6% ($3.3m)
7% ($3.2m) FY26

- 3 Work Programmes
- 15 Initiatives
- $0.9m YTD spend (28% full year budget)

Understand what matters
5% ($2.9m)

Other core activities
18% ($9.6m)

Outcome focused organisation
32% ($17.5m)

Fit for purpose rules & regulations
1% ($0.7m)

Ensure monitoring meets obligations
12% ($6.6m)

Manage flood risk
25% ($13.8m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Land Sustainability	771	456	(315)	445	2,080	2,171
Freshwater Farm Plans	127	152	25	134	612	608
Regional Plans	50	119	69	180	637	443
Total	**948**	**727**	**(221)**	**760**	**3,325**	**3,221**

Achievements/Highlights:

- The Catchment Improvement Fund is supporting nine projects with a combined value of approximately $273,000, including around $66,000 approved to date. Riparian planting and fencing remain the most sought after mitigations. Targeted work is also progressing in the Waihopai catchment, where staff are engaging priority landowners, undertaking property visits and coordinating input from science, biodiversity, GIS, mana whenua and community partners.
- The freshwater team is actively supporting 264 farmers and 30 operators of Environment Southland owned land, with 336 referrals now received from Resource Management since the creation of the team last year.
- The legislation underpinning the new planning and environmental management system was enacted on 30 September. The focus has therefore moved from analysing proposed legislation to implementing the new system and planning the transition from current arrangements.

Discussion Points:

- Land Sustainability unfavourable variance is primarily relates to $340k Thriving Southland contribution which is timing related and will correct during the year
- At the 3-month mark utilised 28% of FY budget. September LY utilised 24%

Business Plan Quarterly Review

Key Focus Area: Understand what matters

Understand what matters
5% ($2.9m)
6% ($2.8m) FY26

- 3 Work Programmes
- 27 Initiatives
- $0.7m YTD spend (24% full year budget)

Other core activities
18% ($9.6m)

Outcome focused organisation
32% ($17.5m)

Fit for purpose rules & regulations
1% ($0.7m)

Ensure monitoring meets obligations
12% ($6.6m)

Manage flood risk
25% ($13.8m)

Achieve freshwater outcomes
6% ($3.3m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Communications Programme	537	413	(124)	506	1,861	1,841
Stakeholder and Partnerships	175	151	(24)	94	865	845
Regional Spatial Strategy	0	34	34	0	209	105
Total	**712**	**598**	**(114)**	**600**	**2,935**	**2,791**

Achievements/Highlights:

- Preparatory work is progressing with Southland's councils on the regional spatial plan required under the new system. The immediate focus is on establishing coordinated programme support, confirming the work programme and governance pathway, preparing for a joint council workshop on 8 December, and progressing early engagement with Te Ao Mārama Inc, rūnanga and Ngāi Tahu.

Discussion Points:

- Budgeting misalignment for year to date salary expenses are a key contributor to the Communications Programme unfavourable variance
- Stakeholder and Partnerships unfavourable variance expected to be timing related
- At the 3-month mark utilised 24% of FY budget. September LY utilised 21%

Business Plan Quarterly Review

Key Focus Area: Other core activities

Other core activities

18% ($9.6m)

17% ($8.7m) FY26

- 14 Work Programmes
- 29 Initiatives
- $2.1m YTD spend (18% full year budget)

Outcome focused organisation
32% ($17.5m)

Fit for purpose rules & regulations
1% ($0.7m)

Ensure monitoring meets obligations
12% ($6.6m)

Manage flood risk
25% ($13.8m)

Achieve freshwater outcomes
6% ($3.3m)

Understand what matters
5% ($2.9m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Biodiversity programme	38	92	54	1	560	551
Biosecurity programme	309	359	50	387	1,705	1,489
Marine Biosecurity and Biodiversity	32	163	131	41	651	636
Rabbit Control	35	74	39	55	295	289
Waituna and Reimagining Mataura	100	46	(54)	0	186	186
Bluff Haul Out Facility	4	20	16	0	82	80
RPMP 2029	60	23	(37)	2	93	91
Biosecurity Strategy	0	32	32	4	129	126
Wetlands and Learning from the Land	0	0	0	0	0	100
Government Funded - J4N	72	0	(72)	38	0	0
Consent Programme	450	514	64	512	2,372	2,468
Compliance Programme	844	742	(102)	817	2,985	2,640
Pollution Prevention	31	26	(5)	25	106	103
Regional Programmes	148	132	(16)	0	446	0
Total	**2,123**	**2,223**	**100**	**1,881**	**9,610**	**8,757**

Achievements/Highlights:

- Staff have scoped a wetlands toolkit and partnership framework to support landowners to protect, enhance and construct wetlands. This work responds to the Regional Forum's recommendations for greater support for wetland protection, restoration and construction, including practical guidance, coordinated assistance and stronger collaboration with landowners, mana whenua, communities and partner organisations.
- The Biodiversity Community Group fund is fully allocated. Two Key Native Ecosystem sites have signed management plans and funding, with four further sites in progress.
- Regulatory activity remains steady. Nineteen consent applications were processed between 26 August and 17 September, all within statutory timeframes. Of 35 intensive winter grazing incidents recorded this season, only one remained under investigation at the time of reporting.
- Biosecurity work has included preparedness for Highly Pathogenic Avian Influenza, progression of the Fiordland Pathway Plan review, regional marine biosecurity activity and development of the business case for the proposed Stage 2 Bluff haul-out capability.

Discussion Points:

- Budgeting misalignment for year to date salary expenses are a key contributor to the unfavourable variances
- Waituna and Reimagining Mataura unfavourable variance relates to the annual $100k contribution and is timing related
- Adjusting for the Government Funding J4N projects the year to date expenditure is in line with budget
- At the 3-month mark utilised 18% of FY budget. September LY utilised 21%

Business Plan Quarterly Review

Key Focus Area: Outcome focused organisation

Outcome focused organisation
32% ($17.5m)
34% ($16.3m) FY25

- 13 Work Programmes
- 62 Initiatives
- $4.3m YTD spend (32% full year budget)

Fit for purpose rules & regulations
1% ($0.7m)

Ensure monitoring meets obligations
12% ($6.6m)

Manage flood risk
25% ($13.8m)

Achieve freshwater outcomes
6% ($3.3m)

Understand what matters
5% ($2.9m)

Other core activities
18% ($9.6m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Customer Services	154	167	13	103	672	714
Information & Technology	1,264	1,295	31	1,072	4,853	4,572
Finance Programme	588	675	88	477	3,030	2,375
Funds mgmt & Debt Collection	117	228	111	123	433	124
Organisational Development	105	61	(44)	46	299	371
Executive	954	828	(126)	1,453	3,453	3,178
People Programme	230	256	26	228	1,027	979
Health and safety programme	97	72	(25)	61	314	291
Risk Programme	112	163	51	112	655	623
ES Carbon Net Zero Project	0	0	0	24	0	54
Customer Programme	0	28	28	41	110	258
Council Members	267	299	33	340	1,197	1,248
Statutory and Corporate Planning	401	316	(85)	274	1,464	1,550
Total	**4,289**	**4,388**	**101**	**4,356**	**17,507**	**16,336**

Achievements/Highlights:

- The Financial Management Information System programme remains on track for go-live on 1 July 2027, with the chart of accounts substantially complete and detailed work now under way on system configuration, data migration, testing and integration.
- The Human Resources Information Management programme is also progressing to schedule, with configuration and data work under way ahead of the planned early 2027 implementation.
- Business continuity and disruption management arrangements are also being strengthened. Updated documentation has been developed, with the current focus on confirming roles, response arrangements and the practical steps needed to maintain essential services during a significant disruption.
- Health and safety work has included a new framework and strategic plan, a prioritised plan for outstanding audit actions and improved Executive reporting using lead and lag indicators.

Discussion Points:

- Budgeting misalignment for year to date salary expenses are a key contributor to the unfavourable variances
- At the 3-month mark utilised 32% of FY budget. June LY utilised 27%

Business Plan Quarterly Review

Key Focus Area: Fit for purpose rules and regulations

Fit for purpose rules & regulations
1% ($0.7m)
1% ($0.4m) FY25

- 3 Work Programmes
- 3 Initiatives
- $0.05m YTD spend (8% full year budget)

Ensure monitoring meets obligations
12% ($6.6m)

Manage flood risk
25% ($13.8m)

Achieve freshwater outcomes
6% ($3.3m)

Understand what matters
5% ($2.9m)

Other core activities
18% ($9.6m)

Outcome focused organisation
32% ($17.5m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Government Reform	10	113	104	23	543	131
Regional Policy Statement	0	0	0	5	0	0
Regional Land Transport Planning	40	27	(13)	67	107	105
Coastal Plan Review	0	0	0	24	0	180
Total	**50**	**140**	**91**	**119**	**650**	**416**

Achievements/Highlights:

- Updated agreements for Bluff Port Zone discharges have been completed with South Port New Zealand Limited and New Zealand Aluminium Smelter. The agreements include requirements to develop and implement environmental management plans.
- Following the Government's decision to defer decisions on individual Head Start proposals until after the general election, current activity is focused on the Local Government Commission's Southland investigation and practical work that will be useful regardless of the eventual structure. The Commission is completing its detailed assessment and financial modelling of the one and two unitary council options, with a decision expected in November on whether to proceed to a draft reorganisation plan.

Discussion Points:

- At the 3-month mark utilised 8% of FY budget. September LY utilised 29%

Business Plan Quarterly Review

Key Focus Area: Ensuring monitoring meets obligations

Ensure monitoring meets obligations
12% ($6.6m)
13% ($6.6m) FY26

- 8 Work Programmes
- 25 Initiatives
- $1.4m YTD spend (21% full year budget)

Manage flood risk
25% ($13.8m)

Achieve freshwater outcomes
6% ($3.3m)

Understand what matters
5% ($2.9m)

Other core activities
18% ($9.6m)

Outcome focused organisation
32% ($17.5m)

Fit for purpose rules & regulations
1% ($0.7m)

Work Programme	YTD $000's				FY Budget	
	Actual	Budget	Variance	LY Actual	FY27	FY26
Science Integration & Reporting	327	337	10	197	1,697	1,790
Water and Land Science (SS)	809	920	112	755	3,919	3,428
Estuaries, Coast & Marine Science	77	49	(29)	1	195	317
Climate & Hazard Adaption Science	0	0	0	5	0	182
Air Quality Programme	2	8	6	17	32	41
Climate Change Strategy	0	0	0	0	0	0
Coast and Marine Operations	157	163	6	149	679	696
Tiwai	0	8	8	0	31	136
Total	**1,372**	**1,485**	**112**	**1,123**	**6,553**	**6,590**

Achievements/Highlights:

- Work continues with Otago Regional Council to finalise a harbour management memorandum of understanding. Automatic Identification System equipment has also been procured for three Fiordland sites, with installation planned over summer, subject to weather.
- In-house level 2 tsunami inundation modelling is underway with GIS and Emergency Management Southland to support revised evacuation zones. Work is also progressing on coastal flood modelling and consideration of a regional active fault hazards database.
- Work is also beginning on the scope of a regional environmental evidence programme. The proposed work is intended to strengthen Environment Southland's readiness for the new resource management system, regional spatial planning and future national direction on environmental limits, while ensuring alignment with existing science and state of the environment work.

Discussion Points:

- Budgeting misalignment for year to date salary expenses are a key contributor to the unfavourable variances
- At the 3-month mark utilised 21% of FY budget. September LY utilised 17%

9.8 Update Councillor Questions

Report by: Patrick Ng, General Manager Corporate Services
Report Date: 11 November 2026

Purpose

This report captures Councillor requests and actions that have occurred during Finance and Performance Committee meetings and provides an update on how these are being responded to and /or their status.

Councillor Requests

Item	Councillor Request
1	**Action 1: 9.3 Financial Report** 1. A question about how much the October 2025 wind event cost in terms of clean up and impact on ICM works budget? Rebekah to explain where Lucy has responded to this. 2. A question was raised if the financial report could be summarised into a one-to-two-page document that could be given to the public and uploaded to the Environment Southland website. Mr Ng will work with the finance and communications teams to get this done. ** 3. A question was raised by Cr Rose subsequent to the F&P Committee concerning eRoad information. A report has been included in Public Excluded.
2	**Action 2: 9.4 Kanoa Report** 1. The GM Corporate Services indicated that a operating expenditure, capital expenditure and cashflow forecast would be built into the report. The first draft of this has been completed and is in the Kanoa Report for this month.

**** Summary of Environment Southland's 2025/26 Financial Performance**

I have drafted the following messages. If the Finance & Performance Committee are comfortable with this messaging I will work with our Communications Team to fine tune the message and we will load it onto our website and make it available to you to share with constituents and others as required.

Explanation #1

We have investments to ensure we have cash to back our reserves, and our investments did very well.

Environment Southland maintains investments so that there is cash backing available for our reserves. We maintain reserves for a number of reasons, for example, so that we can respond to disasters, or so that we can depreciate assets such as vehicles, allowing us to replace them when they reach the end of their useful lives. Unrealised gains in the value of these investments, otherwise known as 'capital gains' are reported as gains in our Statement of Comprehensive Revenue and Expense.

Our investments have performed very well in the last few years, mostly because a proportion of these investments are in shares (equities), which have benefited from growth in the value of shares associated with technologies such as artificial intelligence. On the one hand, our investments have grown in value

significantly, on the other hand we budget for the increase in value of these investments conservatively, because it is also possible that these shares could lose a significant proportion of their value (for example, as occurred during the dot.com bubble).

Because our investments performed so well, our net income (income minus expenditure) was $5.5m more favourable than anticipated. This favourable impact is being used to build up our reserves, so that we some protection in years when our investments do not perform so well.

Explanation # 2

Once *investment* performance is removed from our results, our underlying results are much closer to what we had budgeted for. Our underlying results reflect the income we expect to receive to fund our normal operational activities, and the expenditure we expect to spend on those activities. The net income (income minus expenditure) for our normal operational results was only $0.3m greater than budget, on $54.3m of budgeted income and $51.4 of budgeted expenditure.

Overall Explanation

When these two results are taken together, our results were favourable to what we had planned by $5.8m, but as noted earlier, almost all of this ($5.5m) was due to the exceptional performance of our investments, and this is being reinvested to ensure our reserves remain secure if our investments perform poorly in future years. The underlying income and expenditure for all other (non-investing activities) was $0.3m favourable on $54.3m of budgeted income and $51.4m of budgeted expenditure. I.e. much closer to what we had planned.

Recommendation

It is recommended that the Finance & Performance Committee resolve to:

1 Receive the report - Councillor Requests from August 2026 Meeting.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			
Diverse opportunities to make a living			
Communities empowered and resilient			
Communities expressing their diversity			

Attachments

Nil

9.9 Annual Activity Report

Report by: Patrick Ng, General Manager Corporate Services
Report Date: 18 November 2026

Purpose

This paper serves as a cover note for the Annual Activity report, which is attached.

Summary

The Annual Activity Report sets out the regular reporting that the Committee can expect to see in the meetings that have been scheduled for the year.

Recommendation

It is recommended that the Finance & Performance Committee resolve to:

1 Receive the Annual Activity Report.

Fit with strategic framework

OUTCOME	CONTRIBUTES	DETRACTS	NOT APPLICABLE
Managed access to quality natural resources			x
Diverse opportunities to make a living			x
Communities empowered and resilient			x
Communities expressing their diversity			x

Attachments

1. Finance Performance Annual Activity Plan [**9.9.1** - 2 pages]

Finance & Performance Activity Report Timetable 2026						
	Report Writer	Report / Item	19-March	28-May	19-Aug	18-Nov
Quarterly Reporting	Jody	Financial Report (all sections – cash flow, debtors)	✓	✓	✓	✓
	Cameron (PX)	Bad debt write-off	✓	✓	✓	✓
	Dom	Business Plan Update	✓	✓	✓	✓
	Marcus	LTP Performance reporting	✓	✓	✓	✓
	Jane C	Information Systems Technology Management Report	✓	✓	✓	✓
Updates	Patrick & Amy	Financial Delegations Review (annually)				✓
Fleet Management	Patrick	Fleet Management & Annual Vehicle Report (TBC)		✓		
CCO / other Reports	Cameron	RSHL				
	Cameron	Civic Financial Services	✓	✓		½ YR
	Cameron	Great South			SOI	
	Cameron	LGFA	✓	✓		AR
	Patrick	Business Case to upgrade or replace Financial Management Information System (FMIS)		✓		
General	GM/EA	Annual Activity Report	✓	✓	✓	✓
	Patrick	Review of Committee Terms of Reference	✓			

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Forward Planning/To be developed								
	2021	2022	2023	2024	2025	2026	2027	2028
Finance & Performance								
Policy review (SIPO, Rates & Remission, Treasury, Revenue & Finance etc.) Triennially Note: Reviewed for the 2021-2031 Long-term Plan			✓	✓				Done within LTP
Statutory Reporting and Reviews Programme and Performance								
S17A Review (due 2023)			✓					
Representation Review (Rachael)				✓				
4 Well Beings Report - Rachael			✓					
Triennial Agreement (due March 2023)			✓					
Iwi Charter of Understanding review (due 2022)		✓						

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10 Extraordinary/urgent business I Panui autia hei totoia pakihi

11 Public excluded business I He hui pakihi e hara mo te iwi

In accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest/s protected by section 7 of that act, that the public be excluded from the following parts of the proceedings of this meeting, namely:

- **Confirmation of public excluded minutes from the Finance and Performance Committee meeting – 19 August 2026.**

The general subject matters to be considered while the public is being excluded, the reason for this resolution in relation to the matter, and the specific grounds for excluding the public, as specified by Section 48(1) of the Local Government Official Information and Meetings Act 1987 are set out below:

GENERAL SUBJECT MATTER	REASON FOR PASSING THE RESOLUTION	GROUNDS UNDERS S.48(1)
Confirmation of public excluded minutes – Finance & Performance Committee 19 August 2026.	To prevent the disclosure or use of official information for improper gain or advantage	S.7(2)(j)
E-Roads Report	To protect the privacy of natural persons, including that of deceased natural persons.	S.7(2)(a)