

Q3 2026 Operating Review

The quarter closed with 6 project files in its dated perimeter. The review follows 23 workstreams, their delivery states and the decisions carried into the next period.

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This public edition is generated from dated project, decision and indicator registers. Restricted schedules are omitted. It is not a statutory audit or a solicitation.

Contents

The public edition keeps operating narrative, dated observations and review decisions in one sequence.

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Reading note

Restricted schedules are omitted. Closed projects are excluded unless a historic comparison explicitly includes them. A change in metric direction is not interpreted without its source register.

01 / Overview

The quarter closed with 6 project files in its dated perimeter. The review follows 23 workstreams, their delivery states and the decisions carried into the next period.

2 workstreams were recorded as completed; 2 remained delayed. A target date is not treated as evidence of completion. 5 open workstreams had passed their recorded target at period end.

The carry-forward work is specific. Meridian still has to reconcile the western review with its intervention classifications. Signal Grid has completed its field workflow pilot, while offline synchronisation and the release boundary remain separate decisions. North Axis has released its delivery checklist but continues to resolve catalogue exceptions. The next period begins with those open dependencies, not with a new claim of completion.

The report follows the same project and workstream records as the portfolio. Subsequent changes are retained as later events and do not alter this frozen review. Hypermega capacity and cohort figures remain planning assumptions; they are not counted as delivered capacity or measured operating progress.

02 / Portfolio status

The period-end perimeter comprises Meridian Road Services, North Axis Media, Signal Grid Systems, Verdan Urban Systems, Relay Fleet Services, Hypermega.

Projects registered after this period are not inserted retrospectively. Public operating records and restricted account schedules retain the same period boundary.

Project	Sector	Status at period end	Entry date
Meridian Road Services	Urban Systems	Active	2017-04-03
North Axis Media	Media Infrastructure	Active	2021-02-15
Signal Grid Systems	Applied Software	Active	2022-06-06
Verdan Urban Systems	Urban Systems	Active	2023-01-09
Relay Fleet Services	Urban Systems	Active	2023-09-18
Hypermega	Special Projects	Active	2025-03-17

03 / Changes during the period

Meridian Road Services — Western zone operating review: delayed. The western review remained delayed at Q3 close while source files and intervention classifications were reconciled.

North Axis Media — Delivery acceptance revision: completed. The checklist was released after two test cycles.

Signal Grid Systems — Field workflow pilot: completed. The pilot closed with three carry-forward defects.

Signal Grid Systems — Release 1.0 boundary: under review. Supporting review detail remains in the restricted project record.

Verdan Urban Systems — Study handover index: under review. The index is in review across four study packages.

Verdan Urban Systems — Climate input register: delayed. Two inputs were still outstanding at quarter-end.

Relay Fleet Services — Repeat service review: under review. The first review found eleven cases requiring classification.

Relay Fleet Services — Eighth service zone: paused. Supporting review detail remains in the restricted project record.

Hypermega — Hypermega Factory: under review. The facility programme is being reconciled with the operating and capital plan.

Date	Project	Recorded change	Consequence
2026-09-30	Meridian Road Services	Target review	Approve the historic-record conversion rule.
2026-09-30	Meridian Road Services	timeline delayed	The next review boundary was revised to 28 October 2026; the August target remains in the history.
2026-09-16	Signal Grid Systems	Target review	Decide release 1.0 inclusion after field test four.
2026-09-12	Verdan Urban Systems	Target review	Re-baseline the affected packages after receipt.
2026-08-31	Relay Fleet Services	Target review	Close the manual correction plan.
2026-08-31	Meridian Road Services	priority changed	Lower-priority work remained visible in the register and can return at a later review.
2026-08-26	Verdan Urban Systems	Target review	Approve version 1.0 in August.
2026-08-19	Meridian Road Services	Target review	Confirm whether the western roster requires a second supervisor.
2026-08-17	North Axis Media	Program started	Budget and review boundary recorded.
2026-07-31	Relay Fleet Services	working session held	Actions were recorded against the existing workstream rather than opened as a new program.

04 / Operating indicators

Meridian Road Services — inspections completed: 1840 inspections (preceding record: 1712); open interventions: 63 interventions (preceding record: 71); average closure time: 8.4 days (preceding record: 9.1). Each observation keeps its definition, source register and as-at date. Measures with different units are not combined into a score.

North Axis Media — catalogues administered: 26 catalogues (preceding record: 25); open metadata exceptions: 38 records (preceding record: 51); deliveries accepted first pass: 91.2 % (preceding record: 88.6). Each observation keeps its definition, source register and as-at date. Measures with different units are not combined into a score.

Signal Grid Systems — active field users: 146 users (preceding record: 128); open data mappings: 17 mappings (preceding record: 24); work orders synchronised: 96.1 % (preceding record: 94.8). Each observation keeps its definition, source register and as-at date. Measures with different units are not combined into a score.

Verdan Urban Systems — active study packages: 12 packages (preceding record: 11); packages awaiting input: 3 packages (preceding record: 2); handover completeness: 87 % (preceding record: 84). Each observation keeps its definition, source register and as-at date. Measures with different units are not combined into a score.

Relay Fleet Services — fleet units coordinated: 418 vehicles (preceding record: 396); open service exceptions: 22 exceptions (preceding record: 19); parts availability: 93.4 % (preceding record: 92.1). Each observation keeps its definition, source register and as-at date. Measures with different units are not combined into a score.

Indicator	Period value	Recorded at	Review note
Inspections completed	1840 inspections	2026-09-30	Count of signed inspection records in the quarter
Open interventions	63 interventions	2026-09-30	Work orders open at period end; lower values reduce the aged queue
Average closure time	8.4 days	2026-09-30	Mean calendar days from accepted work order to signed closure
Safety incidents	1 recorded incidents	2026-09-30	Recordable operating incidents notified during the quarter
Active operating zones	7 zones	2026-09-30	Zones with inspections and a staffed weekly review
Catalogues administered	26 catalogues	2026-09-30	Catalogues with an active administration schedule
Open metadata exceptions	38 records	2026-09-30	Rights or delivery records held for clarification at period end
Deliveries accepted first pass	91.2 %	2026-09-30	Share of delivery packages accepted without a return
Active field users	146 users	2026-09-30	Users completing at least three field actions in the final month
Open data mappings	17 mappings	2026-09-30	Source fields without an accepted destination definition
Work orders synchronised	96.1 %	2026-09-30	Share of submitted work orders synchronised within 24 hours
Active study packages	12 packages	2026-09-30	Accepted study packages with work recorded in the quarter

05 / Company updates

Meridian Road Services — Meridian Road Services coordinates road inspection, planned maintenance and limited civil works across a network of regional operating units. The common intervention classification entered use in all seven zones. Western zone operating review remains delayed: The western review remained delayed at Q3 close while source files and intervention classifications were reconciled. The next decision is to accept the reconciled western review at the October review boundary. Selene Ibarra retains the file; dependence on a limited number of regional supervisors remains an unresolved exposure.

North Axis Media — North Axis Media provides rights administration, delivery coordination and commercial operations for independent media catalogues. Thirty-eight catalogue records remained held for clarification. Catalogue exception review remains active: Thirty-eight records remain open, down from fifty-one. The next decision is to decide whether fourteen records require external evidence. Idris Vale retains the file; incomplete legacy chain-of-title documentation remains an unresolved exposure.

Signal Grid Systems — Signal Grid Systems develops operational software for teams responsible for distributed assets, field interventions and technical services. The field workflow pilot was completed in May 2026. Release 1.0 boundary remains under review: Supporting review detail remains in the restricted project record. The next decision is to review the outstanding release boundary against the accepted evidence. Mina Harrow retains the file; uneven quality in customer source data remains an unresolved exposure.

Verdan Urban Systems — Verdan Urban Systems coordinates technical studies and project documentation for public-space, climate-adaptation and social-infrastructure programs. The program classification table was revised in April. Study handover index remains under review: The index is in review across four study packages. The next decision is to decide whether photographs are mandatory for all packages. Selene Ibarra retains the file; delayed technical inputs remains an unresolved exposure.

Relay Fleet Services — Relay Fleet Services provides maintenance coordination, parts management and aftersales support for professional vehicle fleets. Workshop reporting moved to a common weekly format. Repeat service review remains under review: The first review found eleven cases requiring classification. The next decision is to assign responsibility for the repeat-service queue. Theo Ardent retains the file; parts availability variance remains an unresolved exposure.

Hypermega — Hypermega is a structured cultural data and production initiative for licensed contemporary-art material used in artificial-intelligence research and training. The programme was organised into acquisition, production and research perimeters. Hypermega Factory remains under review: The facility programme is being reconciled with the operating and capital plan. The next decision is to approve the delivery sequence before construction commitment. Idris Vale retains the file; territory-specific rights and model-training permissions remains an unresolved exposure. The gallery, facility and research cohorts describe proposed programme capacity, not signed participation or completed production.

06 / Research activity

Preservation Begins at Production — Idris Vale, 2026-09-25. The most important archive decisions are often made while a work is still being assembled.

The Versioned City — Maia Lorne, 2026-09-11. A street changes through works, observations and decisions. Its operating record should retain those differences.

Offline First Is an Operating Decision — Mina Harrow, 2026-08-28. A field application must explain what can continue, what must wait and who resolves a conflicting record.

Rights Data Before Distribution — Idris Vale, 2026-08-14. The delivery file is only one part of a media release. Permission must travel with the same precision as the content.

The Waiting-Time Ledger — Selene Ibarra, 2026-07-29. A delay becomes actionable when its cause, owner and consequence can be read together.

The Technical Cost of an Unnamed Exception: Media Infrastructure Note 2026 — Noor Bellamy, 2026-07-12. A dated examination of exception classification in rights and delivery operations, and the operating choices that shape decision quality.

07 / Risk review

Meridian Road Services — Dependence on a limited number of regional supervisors; Inconsistent historic reporting between operating zones; Delays in specialist technical procurement. The response remains tied to an open workstream and a named lead.

North Axis Media — Incomplete legacy chain-of-title documentation; Conflicts between inherited source records; Concentration among specialist delivery staff. The response remains tied to an open workstream and a named lead.

Signal Grid Systems — Uneven quality in customer source data; Dependency on two deployment leads; Offline synchronisation defects. The response remains tied to an open workstream and a named lead.

Verdan Urban Systems — Delayed technical inputs; Changing project definitions; Limited comparability between study programs. The response remains tied to an open workstream and a named lead.

Relay Fleet Services — Parts availability variance; Inconsistent workshop reporting; Service concentration in two zones. The response remains tied to an open workstream and a named lead.

Hypermega — Territory-specific rights and model-training permissions; Consistency of provenance and technical metadata; Facility delivery and operating-cost control. The response remains tied to an open workstream and a named lead.

Project	Principal risk	State
Meridian Road Services	Dependence on a limited number of regional supervisors	Open
Meridian Road Services	Inconsistent historic reporting between operating zones	Open
Meridian Road Services	Delays in specialist technical procurement	Open
North Axis Media	Incomplete legacy chain-of-title documentation	Open
North Axis Media	Conflicts between inherited source records	Open
North Axis Media	Concentration among specialist delivery staff	Open
Signal Grid Systems	Uneven quality in customer source data	Open
Signal Grid Systems	Dependency on two deployment leads	Open
Signal Grid Systems	Offline synchronisation defects	Open
Verdan Urban Systems	Delayed technical inputs	Open
Verdan Urban Systems	Changing project definitions	Open
Verdan Urban Systems	Limited comparability between study programs	Open

08 / Priorities for the next period

Meridian Road Services — Common intervention classification. The target of 2026-09-30 had been reached at period end without recorded completion; a revised date remains to be recorded. Approve the historic-record conversion rule. Responsible lead: Maia Lorne.

North Axis Media — Catalogue exception review. The next target is 2026-10-30. Decide whether fourteen records require external evidence. Responsible lead: Idris Vale.

Signal Grid Systems — Offline synchronisation. The target of 2026-09-16 had been reached at period end without recorded completion; a revised date remains to be recorded. Decide release 1.0 inclusion after field test four. Responsible lead: Mina Harrow.

Verdan Urban Systems — Program classification. The target of 2026-08-26 had been reached at period end without recorded completion; a revised date remains to be recorded. Approve version 1.0 in August. Responsible lead: Selene Ibarra.

Relay Fleet Services — Workshop reporting standard. The target of 2026-08-31 had been reached at period end without recorded completion; a revised date remains to be recorded. Close the manual correction plan. Responsible lead: Maia Lorne.

Hypermega — Neural Interface Research. The next target is 2027-09-30. Complete legal, ethics and participant-consent review. Responsible lead: Elias Corven.

09 / Definitions and revisions

A workstream is completed only when its state and completion record agree. Delayed work retains its earlier target and its unresolved dependency.

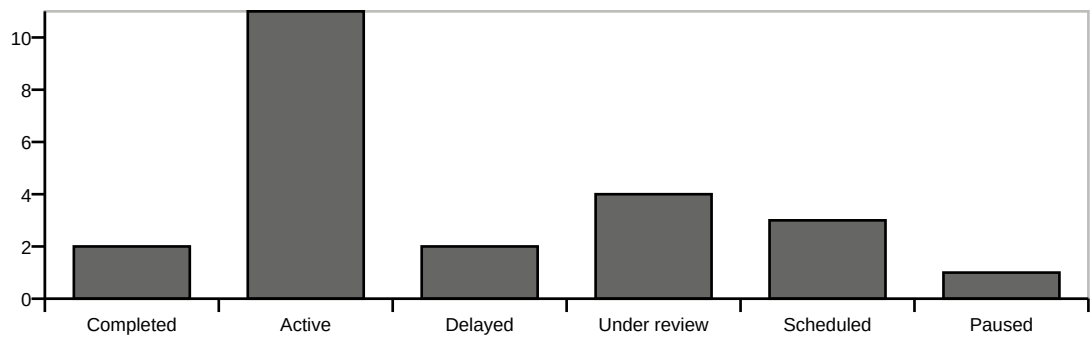
An indicator is a dated observation with a definition and unit. A lower queue, higher throughput or shorter interval is interpreted alongside classification changes and unavailable records.

This issue is frozen from the project register at the stated period end. Revisions preserve the preceding document and record the reason for the change. The chart of delivery states counts workstreams; the exception chart compares the same three definitions across two observations.

Appendix A / Operating series

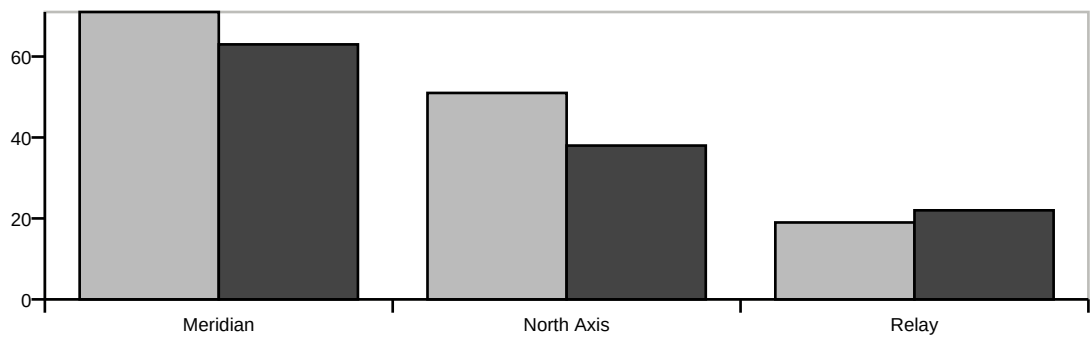
Each series uses its stated unit and period. A prior observation is shown only where the definition is comparable. Workstream states are counted without weights; unlike operating units are not combined into a score.

Workstream delivery state



Unit: workstreams · Source: Period-end workstream register · 2026-09-30

Open operating exceptions



Unit: open records · Source: Dated intervention, metadata and service queues · 2026-09-30 · Light: preceding observation; dark: period close.

Appendix B / Project chronology

Chronology is ordered from the latest recorded event. Target dates remain visible beside later delay or completion records.

Date	Project	Type	Recorded consequence
2026-09-30	Meridian Road Services	Target review	Approve the historic-record conversion rule.
2026-09-30	Meridian Road Services	timeline delayed	The next review boundary was revised to 28 October 2026; the August target remains in the history.
2026-09-16	Signal Grid Systems	Target review	Decide release 1.0 inclusion after field test four.
2026-09-12	Verdan Urban Systems	Target review	Re-baseline the affected packages after receipt.
2026-08-31	Relay Fleet Services	Target review	Close the manual correction plan.
2026-08-31	Meridian Road Services	priority changed	Lower-priority work remained visible in the register and can return at a later review.
2026-08-26	Verdan Urban Systems	Target review	Approve version 1.0 in August.
2026-08-19	Meridian Road Services	Target review	Confirm whether the western roster requires a second supervisor.
2026-08-17	North Axis Media	Program started	Budget and review boundary recorded.
2026-07-31	Relay Fleet Services	working session held	Actions were recorded against the existing workstream rather than opened as a new program.
2026-07-31	Hypermega	reporting method revised	The earlier method version remains available and the next comparison is qualified until the revised series has a complete period.
2026-06-30	North Axis Media	review completed	Completed observations moved to the period record; unresolved items remained in the exception queue.
2026-05-31	Meridian Road Services	Delayed	Confirm whether the western roster requires a second supervisor.
2026-05-31	North Axis Media	Completed	Measure the first full quarter of first-pass acceptance.
2026-05-31	Signal Grid Systems	Completed	Accept the pilot closure memorandum.
2026-05-31	Signal Grid Systems	Target review	Accept the pilot closure memorandum.
2026-05-31	Verdan Urban Systems	Under review	Decide whether photographs are mandatory for all packages.
2026-05-31	Verdan Urban Systems	Delayed	Re-baseline the affected packages after receipt.

Appendix C / Decision log

A decision remains open until its outcome and next review date are recorded.

Date	Committee	Subject	Outcome	Next review
2026-09-30	Public project record	Target review	Approve the historic-record conversion rule.	See project record
2026-09-30	Public project record	Western review carried into Q4	The next review boundary was revised to 28 October 2026; the August target remains in the history.	See project record
2026-09-16	Public project record	Target review	Decide release 1.0 inclusion after field test four.	See project record
2026-09-12	Public project record	Target review	Re-baseline the affected packages after receipt.	See project record
2026-08-31	Public project record	Target review	Close the manual correction plan.	See project record
2026-08-31	Public project record	Priority Changed	Lower-priority work remained visible in the register and can return at a later review.	See project record
2026-08-26	Public project record	Target review	Approve version 1.0 in August.	See project record
2026-08-19	Public project record	Target review	Confirm whether the western roster requires a second supervisor.	See project record
2026-08-17	Public project record	Program started	Budget and review boundary recorded.	See project record
2026-07-31	Public project record	Working Session Held	Actions were recorded against the existing workstream rather than opened as a new program.	See project record
2026-07-31	Public project record	Reporting Method Revised	The earlier method version remains available and the next comparison is qualified until the revised series has a complete period.	See project record
2026-06-30	Public project record	Review Completed	Completed observations moved to the period record; unresolved items remained in the exception queue.	See project record

Methodology

The review is generated from dated project, workstream, event and indicator records. Delivery states are counted without weights. Exception series retain their individual definitions; a comparison does not establish causality. Later registrations are excluded. Document revisions preserve the preceding issue.

Appendix D / Definitions and revision history

Term	Definition
Project perimeter	Positions included at the stated period end.
Recorded	Supported by the named project, event or indicator register.
Method version	The definition and collection method applied to an observation.
Open	Public edition with restricted schedules omitted.
Unavailable	Source evidence was insufficient; no value was imputed.

Version	Date	Change
1.0	2026-10-12	Initial dated report generated from the master registers.
1.1	2026-10-16	Reconciled the western review to its delayed state and replaced age/count illustrations with workstream states and operating exception comparisons.
1.2	2026-10-16	Reconciled delivery dates, excluded Hypermega planning parameters from operating observations and retained period-end overdue work explicitly.
1.3	2026-10-16	Expanded company narratives from the same dated workstream evidence; retained operating/planning separation and reconciled PDF contents pagination.
1.4	2026-10-16	Expanded dated company narratives; restricted-source text excluded from public prose; PDF tables frozen to the same evidence and contents pagination reconciled.

End of document