



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

RISK & ASSURANCE COMMITTEE

9:00 AM, WEDNESDAY 11 SEPTEMBER 2024

COUNCIL CHAMBER, FIRST FLOOR
CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Stephen Armstrong (Chair)
Karen Naylor (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott
Brent Barrett
Vaughan Dennison
Leonie Hapeta

Lorna Johnson
Orphée Mickalad
William Wood
Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

pncc.govt.nz | Civic Administration Building, 32 The Square
City Library | Ashhurst Community Library | Linton Library

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

RISK & ASSURANCE COMMITTEE MEETING

11 September 2024

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

4. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

5. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

(NOTE: If the Committee wishes to consider or discuss any issue raised that is not specified on the Agenda, other than to receive the comment made or refer it to the Chief Executive, then a resolution will need to be made.)

6. Confirmation of Minutes

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That the minutes of the Risk & Assurance Committee meeting of 22 May 2024 Part I Public be confirmed as a true and correct record.

7. Health and Safety Report, 1 April to 30 June 2024 (Quarter 4)

Page 11

Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

8. Wellbeing Report, April to June 2024 (Quarter 4)

Page 27

Memorandum, presented by Connie Roos, Manager Employee Experience and Wayne Wilson, Manager People Operations.

9. Strategic Risk Management Reporting April to June 2024 (Quarter 4)

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Memorandum, presented by Stephen Minton, Risk Management Advisor.

10. Committee Work Schedule

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11. Karakia Whakamutunga

12. Exclusion of Public

To be moved:

“That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the

passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
13.	Confirmation of the minutes of the Risk & Assurance Committee meeting of 22 May 2024 Part II Confidential	For the reasons set out in the Risk & Assurance Committee of 22 May 2024, held in public present.	
7.	Health and Safety Report, 1 April to 30 June 2024 (Quarter 4) Confidential Attachment 2	PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar confidential information or discourage people from sharing such information; and ENDANGER THE SAFETY OF A PERSON: Sharing this information could put someone's health and safety at risk	s7(2)(c)(i) and s6(d)
9.	Strategic Risk Management Reporting April to June 2024 (Quarter 4) Confidential Attachment 2	PREVENT DAMAGE TO THE PUBLIC INTEREST: Withholding the information is in the public's best interest	s7(2)(c)(ii)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

[Add Third Parties], because of their knowledge and ability to assist the meeting in speaking to their report/s [or other matters as specified] and answering questions, noting that such person/s will be present at the meeting only for the items that relate to their respective report/s [or matters as specified].

PALMERSTON NORTH CITY COUNCIL

Minutes of the Risk & Assurance Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 22 May 2024, commencing at 1.01pm

Members Present: Stephen Armstrong (in the Chair) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood and Kaydee Zabelin.

Non Members: Councillor Patrick Handcock.

Apologies: The Mayor (Grant Smith) (on Council business).

Karakia Timatanga

Councillor Karen Naylor opened the meeting with karakia.

14-24 Apologies

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies .

Clause 14-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Patrick Handcock.

15-24 Confirmation of Minutes

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the minutes of the Risk & Assurance Committee meeting of 6 March 2024 Part I Public be confirmed as a true and correct record.

Clause 15-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William

Wood, Kaydee Zabelin and Patrick Handcock.

16-24 Health and Safety Report, January to March 2024 (Quarter 3 23/24)

Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Health and Safety Report, January to March 2024 (Quarter 3 23/24)' presented to the Risk & Assurance Committee on 22 May 2024.

Clause 16-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Patrick Handcock.

17-24 Wellbeing Report, January to March 2024 (Quarter 3)

Memorandum, presented by Connie Roos, Employee Experience Manager and Katrina Ives, People Operations Advisor.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Wellbeing Report, January to March 2024 (Quarter 3)' presented to the Risk & Assurance Committee on 22 May 2024.

Clause 17-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Patrick Handcock.

18-24 Strategic Risk Management Reporting January to March 2024 (Quarter 3)

Memorandum, presented by Stephen Minton, Risk Management Advisor and Jason McDowell, Head of Risk and Resilience.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive strategic risk assessments:
 - Strategic Risk 1: Failure to meet Financial Obligations (Attachment 1),
 - Strategic Risk 6: Health, Safety and Wellbeing (Attachment 2);

and the Strategic Risk Dashboard (section 5.2).

Clause 18-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Patrick Handcock.

19-24 Committee Work Schedule

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee receive its Work Schedule dated May 2024.

Clause 19-24 above was carried 11 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Patrick Handcock.

EXCLUSION OF PUBLIC

20-24 Recommendation to Exclude Public

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

“That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
13.	Minutes of the Risk & Assurance Committee meeting - Part II Confidential - 6 March 2024	For the reasons set out in the Risk & Assurance Committee minutes of 6 March 2024, held in public present.	
7.	Health and Safety Report, January to March 2024 (Quarter 3 23/24) Confidential	PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar	s7(2)(c)(i) s6(c) s6(d)

	Attachment 2	confidential information or discourage people from sharing such information MAINTENANCE OF THE LAW: Releasing this information would likely harm law enforcement while carrying out their duties and responsibilities ENDANGER THE SAFETY OF A PERSON: Sharing this information could put someone's health and safety at risk	
14.	Fraud & Whistleblowing Policy Update	PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar confidential information or discourage people from sharing such information	s7(2)(c)(i)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Clause 20-24 above was carried 10 votes to 1, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Patrick Handcock.

Against:

Councillor William Wood.

The public part of the meeting finished at 2.38pm

Confirmed 11 September 2024

Chair

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 11 September 2024

TITLE: Health and Safety Report, 1 April to 30 June 2024 (Quarter 4)

PRESENTED BY: Selwyn Ponga-Davis, Health and Safety Manager

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATIONS TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the memorandum titled 'Health and Safety Report, 1 April to 30 June 2024 (Quarter 4)' presented to the Risk & Assurance Committee on 11 September 2024.
 2. That the Chief Executive release the memorandum and attachments 1 and 3 as soon as is practicable.
-

1. EXECUTIVE SUMMARY

- 1.1 Management continues to prioritise Health and Safety, and encouraging reporting is a key part of that. Regularly highlighting the importance of proactive reporting of events not only helps in addressing issues before they escalate but also fosters a culture of safety and trust. It's vital that our kaimahi are supported and confident in reporting, knowing their efforts and investments demonstrates a commitment to strengthening our safety culture and promoting a safer workplace.
- 1.2 Whilst the number of Frontline Working events has seen a decrease, the approach to managing risks in the Customer and Infrastructure spaces appears effective, with specific strategies like de-escalation training and policy implementation playing crucial roles in maintaining safety and minimising events.
- 1.3 The downward trend in the number of Frontline Working (Critical Risk 1) incidents towards kaimahi continues to drop (20 during the 1 April to 30 June 2024 quarter – refer to the confidential Critical Risks Report Schedule, Attachment 2) when compared with the previous two quarters (25 in January to March 2024 – Quarter 3; 39 in October to December 2023 – Quarter 2).
- 1.4 The close out of actions against the SafePlus report recommendations is ongoing and is unlikely to be progressed until January to March 2025. This is due to the acceptance of the new Safety Framework that has been reviewed by Poutāhū – our cross-council internal reference group.

1.5 Notable highlights over the 1 April to 30 June 2024 quarter:

- Additional Situational Awareness training continues to be developed. Training for Council Chambers, Cleaner and Business Support kaimahi is being delivered over the period August/September 2024 and other councils have shown an interest in our programme.
- A Safety Management Module, as part of our leadership development programme, has been delivered to our people leaders around health and safety considerations.

1.6 Looking ahead:

- A review of Health and Safety reporting systems being used by other councils is being explored as part of our MWLASS (Manawatū-Whanganui Local Area Shared Services) collaboration.
- As a result of the 2024 – 2034 Long Term Plan discussions, the organisation-wide realignment has meant work has needed to be planned within the Health and Safety Management Tool – PeopleSafe – to effect the finalised strategic changes in reporting line structures. This work is ongoing to adopt the finalised structure and foundation group changes within PeopleSafe. We continue to work with this platform.

1.7 Updates on topics reported previously:

- The process to review the Hazard and Risk registers has been completed.
- Update and refresh on the Health and Safety Management Plans for Turitea Water Treatment Plan, and WasteWater Treatment Plant remains ongoing (due to a change in kaimahi movements).
- The update to the Emergency Flip Charts for the organisation, overseen by the Risk and Assurance team, has been completed.
- As advised in section 1.4, the implementation of the SafePlus report recommendations, which encompasses the competency framework and training plans for kaimahi, is still pending completion.

2. HEALTH AND SAFETY REPORT

2.1 This report covers the period 1 April through to 30 June 2024. The information included in Table 1 below is discussed at the Officers and Operations Health and Safety Committee meetings.

A. Hazards, Incidents and Near Misses Reported

Table 1: Hazards, Incidents and Near Misses

Quarter	Mar-23		Jun-23		Sep-23		Dec-23		Mar-24		Jun-24	
	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON
Hazards	19	2	19	4	55	5	28	11	83	4	56	4
Incidents	125	11	99	16	115	11	108	11	80	7	80	19
Near Misses	19	2	10	5	9	1	14	1	7	0	13	7

Key: PNCC = Staff/Kaimahi; CON = Contractor

2.2 Comments:

- **Hazards and Incidents**

- Intermittent issues with a Library lift have resulted in corrective measures (including signage and barriers) being addressed.
- The engagement of contractors not pre-qualified/failing to meet minimum requirements has highlighted contractor safety management concerns. Remedial action (addressing identified corrective actions) is being included in work processes.
- As a result of Materials Recovery Facility (MRF) processes not being adhered to, system refresh training has been implemented with kaimahi at the Awapuni Resource Recovery Park.
- Minor safety improvements have been completed to guide our kaimahi during fire egress via the Civil Administration Building stairwells.
- The Health and Safety Manager has carried out 'ride alongs' with our Parking kaimahi to better understand some of the challenges and opportunities being experienced to mitigate poor public interactions.

B. Critical Risks

2.3 The table below has been included to provide clarity on the number of Critical Risk events and the Story Type category each event relates to. For more information on the individual events please refer to the confidential Critical Risks Report schedule (Attachment 2).

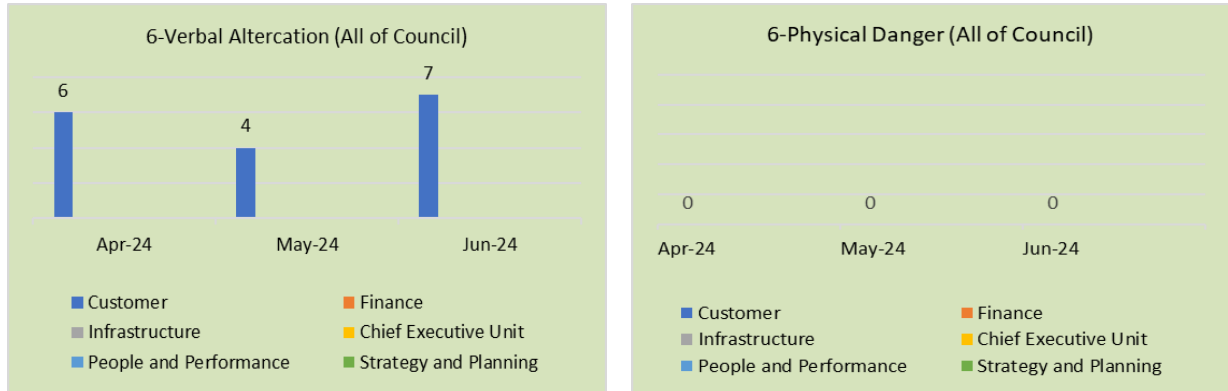
Table 2: Critical Risks

No.	Critical Risk	Near Miss	Incident
1	Frontline Working	5	22
2	Work Environment		1
3	Working at Height		1
4	Breaking Ground	1	
5	Confined Space		
6	Working with Mobile Plant	4	1
7	Driving	1	1
8	Lone Worker		
9	Working Around Water		
10	Hazardous Substances	3	
11	Use of Power Handtools / Plant	3	
12	Asset Failure	3	

2.4 Comments:

- Referring to the list of Other Incidents of Interest (page 4 within the confidential Critical Risks Report schedule – Attachment 2), incident number 14 has been included within the CR7 Incident column above (an investigated event by Police).
- Furthermore, under Other Incidents of Interest, incident number 26 involving Working with Mobile Plant was deemed notifiable and therefore investigated. It has been included within the CR6 Incident column.
- Police support to Council continues. During Quarter 4, six notifications relating to Critical Risks were made to Police (noticeably down on Quarter 3 – 13).
- Two Trespass Notices have been actioned during Quarter 4 (down on Quarter 3 – 8).
- The graphs below identify Critical Risks involving Verbal Altercation (VA) and/or Physical Danger (PD) when kaimahi are Frontline Working.
 - Customer has recorded 17 VA incidents (up on Quarter 3 – 14) and nil PD incidents (down on Quarter 3 – 1) for Quarter 4;
 - For the rest of the Council groups, nil VA and PD incidents were recorded during Quarter 4;
 - The details of the incidents are included within the confidential Critical Risks Report schedule (Attachment 2).

Table 3: CR1 – Frontline Working



C. Manual Handling

- 2.5 A number of proactive Manual Handling measures continue to be applied across Council.
- Manual Handling education (stretching, warm-up/cool-down), which is covered during a kaimahi's onboarding process – workstation set-up and onboarding induction; the early reporting of discomfort and pain and injury is also covered during Health and Safety inductions.
 - Move at Work/Manual Handling training occurs annually with refresher training every three years (next occurrence is August 2025). There is also an online self-booking manual handling course available via The Sauce.
 - Monitoring – Manual Handling incidents are reviewed, and additional training/supervision initiated as needed.
 - A refresh on Manual Handling training options used over recent years (onsite via an external provider, internally, and virtually) is being considered.

D. Investigations

- 2.6 WorkSafe investigation information remains on the report for 12 months or until actions are completed.

Table 4: Investigations

Investigations occurred this quarter	1 ¹
Previous Investigations (last 12 months)	
Number of remedial actions required	0
Number of remedial actions completed	0

¹ Refer to incident number 26 (page 5) within the confidential Critical Risks Report schedule – Attachment 2.

2.7 Comments:

- During the period being reported on, PN City Council classified one incident as 'notifiable'.
- The regulator met with PN City Council to discuss the notifiable event which related to a vehicle roll-over. The regulator was satisfied with our processes and findings, and the matter was closed.

E. Training

2.8 Summary information on Health and Safety training undertaken in the last 12 months is shown below as reported in PeopleSafe and delivered internally by Health and Safety – there may be some miniscule lag due to information being filtered through our systems on time. For more expansive information on training for Quarter 4, please refer to the Training Update schedule (Attachment 3).

Table 5: Training

Date	Sep-23	Dec-23	Mar-24	Jun-24
Number of events	35	35	15	16
Staff/Kaimahi attending	187	210	204	104

2.9 Comments:

- As noted under section 1.2, Situational Awareness and De-escalation training remains crucial and we continue to gather feedback from our kaimahi on what has been found helpful and what could be improved. Training will increase with four programmes aimed for delivery during August/September 2024.
- The Safety Management Module (noted under section 1.2), has been rolled out to people leaders around health and safety considerations.
- Further to bullet point three under section 2.2, MRF safety system refresh training on lock out/tag out isolations are being progressed. Selected staff have been trained on a newly created procedure (lock out/tag out) – all staff have also been advised of this procedure during multiple toolbox meetings.

3. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	Yes
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	No
Are the recommendations inconsistent with any of Council's policies or plans?	No
<p>The recommendations contribute to:</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumarū</p> <p>Goal 3: A connected and safe community</p> <p>The recommendations contribute to the achievement of objective/objectives in:</p> <p>9. Mahere haumarū hapori, hauora hapori</p> <p>9. Community Safety and Health Plan</p> <p>The objective is: Co-ordinate and support community safety and harm reduction</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding health and safety.

ATTACHMENTS

1. Health & Safety Dashboard report, Q4 2024 [↓](#) 
2. Health & Safety Critical Risks report, Q4 2024 - **Confidential**
3. Training Update for Q4 2024 [↓](#) 

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 11 September 2024

TITLE: Wellbeing Report, April to June 2024 (Quarter 4)

PRESENTED BY: Connie Roos, Manager Employee Experience and Wayne Wilson, Manager People Operations

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the memorandum titled 'Wellbeing Report, April to June 2024 (Quarter 4)' presented to the Risk & Assurance Committee on 11 September 2024.
-

1. ISSUE

- 1.1 Wellbeing continues to be a focus area for leadership at all levels of Council and is core to our Employee Experience.
- 1.2 As a result of feedback from the Risk & Assurance Committee, this report has been adjusted to align with our wellbeing programme. These three components, Prevent Harm, Provide Support and Enhance Wellbeing are a holistic approach to wellbeing. Support relating to each of these components will be found under each section. When applicable, comparative data is included for context.
- 1.3 As requested by the Risk & Assurance Committee, offboarding data is included in this report. Due to feedback from the Risk & Assurance Committee the format for this has changed.
- 1.4 Employee initiated turnover and lost time is included in this report.

Prevent Harm

- 1.5 People Operations and Employee Experience coordinated a flu vaccination rollout, with support from the depot team. A total of 203 flu vaccinations were completed.

Quarter 4 Wellbeing Report – Prevent Harm	Q4 2024	YTD	Average Quarter for 2022/23 FY	
Wellness space usage	1497	6146	1418	The comparative data shows that wellness space usage has improved compared to the previous average. The inclusion of Piringa Āio – Peaceful Haven has changed this metric to wellness space usage rather than gym usage.
Biennial health / eye check	35	106	20	Biennial Health and Eye Check information is sent directly to staff members on their even birthdays, e.g. age 38. This quarter had an increase compared to the previous quarter (16). This year the approach has changed so that all staff who are turning an even birth number will be eligible for that whole year to be more flexible.

Provide Support

Quarter 4 Wellbeing Report - Provide Support	Q4 2024	YTD	Average Quarter for 2022/23 FY	
Vitae – On-site services	240	896	324	On-site services involve Vitae Officers visiting sites to conduct informal wellbeing check-ins. Front facing roles, dealing with the public directly, have reported to Vitae that these visits are appreciated.
Reflect and Learn sessions	10	47	18	Sessions are designed to assist staff to deal constructively with high conflict incidents in front facing customer roles.

Enhance Wellbeing

Quarter 4 2024	Year to date Number of attendees	Target to be completed by end of FY 23/24	
Creating Respectful Workplaces (attendees)	38	60	This training encourages positive workplace relationships by addressing unacceptable behaviours such as bullying and harassment that could create internal and unhealthy conflict. The service provider was unable to present this workshop during Q2, leading to a lower attendance. Target has not been completed.
Challenging Conversations & Resilience (attendees)	43	30	This workshop is designed to provide employees with practical information and frameworks to deal successfully with situations evoking strong emotional responses. Target has been completed.
Tools for Change (attendees)	392	150	This training helps employees to identify thinking styles, recognise thinking traps and manage responses to change. Both Tools for Change and Leading Through Change are internal courses run by Principal Advisor Change Management. Target has been completed.
Manager Completion of Leading Through Change (Manager attendees)	119	70	One way to support employees' wellbeing is to provide managers with a toolset to lead their team through changing environments. Target has been completed.
Manager completion of Understanding Mental Health in the Workplace (Manager attendees)	9	20	This training programme has been assessed and will not progress in the next financial year. An Unmind manager module and Ways of Leading training will be launched to support managers to navigate meaningful conversations in the workplace.

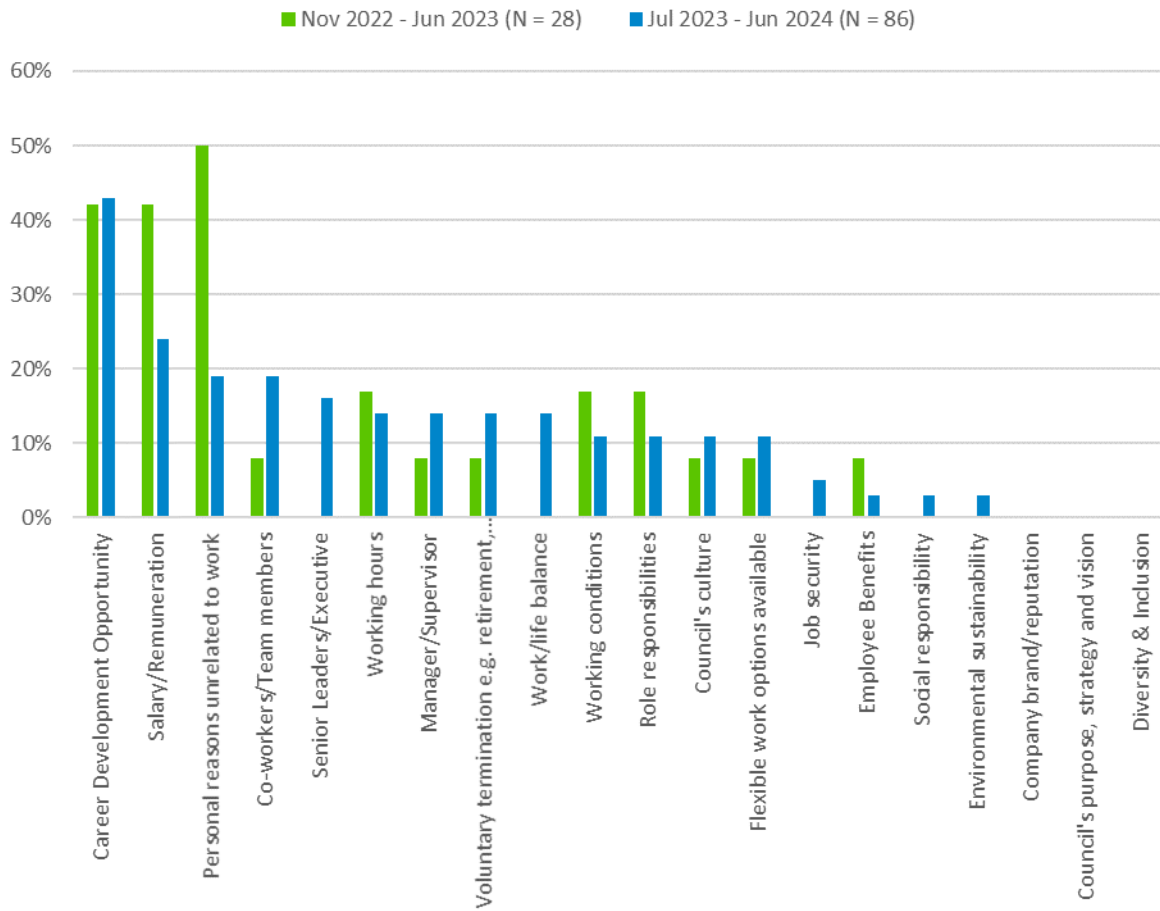
Quarter 4 2024	Year to date Number of attendees	Target to be completed by end of FY 23/24	
Wellbeing Presentation (attendees)	117/145 (81% of new starters)	90% of new starters	This presentation helps to orient new starters to the wellbeing support available here at Council. This presentation was first created in February 2023 and is presented to all staff who attend Orientation Day. Target has not been completed.

1.6 Unmind is a tool that takes a proactive, preventative approach to mental health. This includes wellbeing and mood trackers, courses and short videos focused on wellbeing. Unmind has a total uptake of 38%. The benchmark compared to similarly sized organisations is 30-36%. Top completed Unmind Shorts in April to June are: (a) Morning Goal Setting, (b) Winter Lake (a sleep tool) and (c) Back to Now (awareness and meditation tool).

Offboarding Data

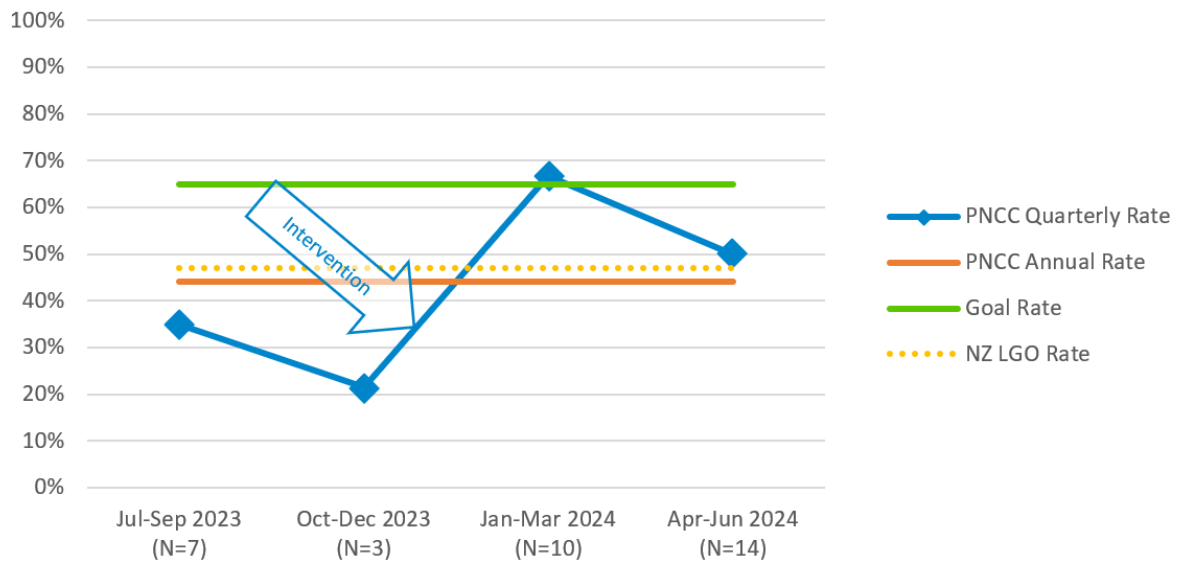
1.7 Due to feedback from the Risk & Assurance committee this section has seen some changes, made below. The offboarding data represents the number of people that have completed the survey, not the number of people who have left.

Offboarding Survey Results



1.8 The Offboarding Survey Results graph presents the reasons that people choose to leave Council. People may choose more than one reason for leaving in the survey and these reasons are included in the first graph above. For example, while there is a total of 86 reasons recorded in the above graph over the last year, there has only been 34 completed offboarding surveys (as detailed in the Offboarding Survey Response Rate graph below). The most common reason for someone to leave Council over the last 12 months is Career Development Opportunity, followed by Salary/Renumeration.

Offboarding Survey Response Rate



1.9 The Offboarding Survey Response rate above presents the quarterly response rate, as well as the total number of responses received each quarter. This graph also includes both the New Zealand Local Government (LGO) response rate for exit surveys and our Council goal response rate. The graph above indicates that over the last quarter there was a response rate of 50% in the offboarding survey. While this is a decrease from the previous quarter it is still higher than the New Zealand Local Governance average response rate for exit surveys of 47%. The intervention mentioned in the above graph was initiated when it was identified that the response rate was low and involved restructuring the process so that leavers would receive the survey in a timelier manner and not miss the opportunity to share feedback.

Turnover – Employee initiated

Year	18/19	19/20	20/21	21/22	22/23	23/24
Number	67	85	120	123	114	95
%	12.0%	14.1%	20.9%	19.8%	18.8%	14.6%

Month	Turnover for Month	Turnover Previous 12 Months	Percentage (annual)
Jan 23	14	127	20.0%
Feb 23	9	130	20.6%
Mar 23	9	128	20.3%
Apr 23	11	126	19.9%
May 23	7	119	18.8%
Jun 23	8	114	18.0%
Jul 23	10	112	17.7%
Aug 23	8	112	17.7%
Sep 23	5	105	16.6%
Oct 23	10	107	16.9%
Nov 23	8	107	16.7%
Dec 23	9	108	16.4%
Jan 24	9	103	15.7%
Feb 24	10	104	15.9%
Mar 24	4	99	15.2%
Apr 24	11	94	14.7%
May 24	7	94	14.5%
Jun 24	9	95	14.6%
Jul 24	6	91	14.0%

Turnover by Unit (12 months to March 2024)

Chief Executive Unit	4	12.9%
Customer	32	13.3%
Finance	6	17.6%
Infrastructure	45	17.3%
People & Performance	5	7.8%
Strategy & Planning	2	9.8%
Headquarters	1	25%

- 1.10 Turnover has continued to decrease since February 2023.
- 1.11 Our trends show that the highest turnover occurs in the first 12 months of employment. This is standard globally and we are not unique in this instance.

Lost Time (Days)

2020 Ave/Qtr	2021 Ave/Qtr	2022 Ave/Qtr	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun 24
233.6	379.6	325.8	257	263	358	180.53	257.7	405.2

- 1.12 The above lost time includes non-work injuries. The number of days lost due to work accidents is 115.3 or 35.9% of all lost time due to accidents.
- 1.13 The number of lost days is significantly higher in this quarter, due to non-work related accidents.
- 1.14 Recruitment continues to improve compared to the previous 2-3 years as the employment market favours employers.

2. BACKGROUND

- 2.1 Wellbeing is interconnected with a variety of individual and systemic factors which makes it a difficult area to report on. The above metrics have been recorded with that in mind.
- 2.2 The Employee Experience team continue to review the provision of Mental Health/Resilience training to identify opportunities and improvements to capture our workforce and equip our people with skills and tools.

3. NEXT STEPS

- 3.1 Explore opportunities in the wellbeing space to prevent harm, provide support and enhance wellbeing.
- 3.2 Further review of appropriate wellbeing spaces at different Council sites will be undertaken over the next quarter. This information will be provided to General Manager Customer & Community.
- 3.3 As the next report to Risk & Assurance Committee will cover the start of a new financial year, the Employee Experience and People Operations teams will take the opportunity to further develop the report to provide meaningful information to the Risk & Assurance Committee.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	No
Are the recommendations inconsistent with any of Council's policies or plans?	No
<p>The recommendations contribute to the achievement of objective/objectives in:</p> <p>14. Mahere mana urungi, kirirarautanga hihiri</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is: N/A</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding wellbeing. The wellbeing of our kaimahi (staff) directly relates to how the strategic direction is implemented.

ATTACHMENTS

Nil

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 11 September 2024

TITLE: Strategic Risk Management Reporting April to June 2024 (Quarter 4)

PRESENTED BY: Stephen Minton, Risk Management Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATIONS TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the following strategic risk assessments:
 - Strategic Risk 2: Failure to deliver on key projects and programmes
 - Strategic Risk 3: Failure to manage and protect Council information (Confidential)
 - Strategic Risk 4: Climate change effects and adaptation
 - Strategic Risk 7: Failure to attract and retain staffand the Strategic Risk Dashboard (section 7.2).
-

1. ISSUE

- 1.1 The Council agreed the eleven strategic risk statements presented to the Risk & Assurance Committee on 6 March 2024. The assessments of the first two strategic risks were presented to the Committee on 22 May 2024. This memorandum presents the next four as prepared by Officers.

2. BACKGROUND

- 2.1 Officers have prepared assessments of the strategic risks on the basis laid down in the Risk Management Framework. This includes an assessment of the risk rating against the approved risk tolerance along with determination of control effectiveness and reliance (as defined in the attachment and Risk Management Framework).
- 2.2 Officers have articulated principal controls for the strategic risks. Where Officers deem the need for changes, improvements or realignment to controls/mitigation, summary actions are described.
- 2.3 General Managers, as the risk owner, have agreed individual strategic risk assessments and Senior Leadership Team have collectively agreed to the strategic risk assessments.

3. STRATEGIC RISK 2: FAILURE TO DELIVER ON KEY PROJECTS AND PROGRAMMES

3.1 The assessment of this strategic risk is attached as Attachment 1.

4. STRATEGIC RISK 3: FAILURE TO MANAGE AND PROTECT COUNCIL INFORMATION (CONFIDENTIAL)

4.1 The assessment of this strategic risk is attached as Attachment 2.

5. STRATEGIC RISK 4: CLIMATE CHANGE EFFECTS AND ADAPTATION

5.1 The assessment of this strategic risk is attached as Attachment 3.

5.2 Previous articulation of risk description has been changed to exclude non-climate change related matters, which will be dealt with under asset management risks (Strategic Risk 10) and disruption to Council's continuity of services (Strategic Risk 9).

6. STRATEGIC RISK 7: FAILURE TO ATTRACT AND RETAIN STAFF

6.1 The assessment of this strategic risk is attached as Attachment 4.

7. STRATEGIC RISK DASHBOARD

7.1 The strategic risk dashboard is set out below. The risk ratings have been determined on the basis of the current risk environment and consequences of the risk event, the controls and their effectiveness, and the reliance on the individual controls.

7.2 The dashboard includes only those strategic risks for which a full assessment has been completed. Unrated strategic risks are work in progress and will be progressively reported to the Committee.

STRATEGIC RISK DASHBOARD		AS AT 11 SEPTEMBER 2024	
Risk Name	Raw Risk	Residual Risk	Target Risk
Risk 1: Failure to meet financial obligations	Extreme	Medium	Medium
Risk 2: Failure to deliver on key projects and programmes	Extreme	Medium	Medium
Risk 3: Failure to manage and protect Council information	Extreme	High	Medium
Risk 4: Climate change effects and adaptation	Extreme	High	Medium
Risk 5: Ineffective relationship and stakeholder engagement	Not Rated Yet	Not Rated Yet	Medium
Risk 6: Major failure of health, safety and wellbeing policies and procedures	Extreme	Medium	Low
Risk 7: Failure to attract and retain staff	Very High	Medium	Medium
Risk 8: Legislative non-compliance	Not Rated Yet	Not Rated Yet	Medium
Risk 9: Significant disruption to Council's continuity and/or lifeline utility disruption	Not Rated Yet	Not Rated Yet	Medium
Risk 10: Failure to manage critical/strategic assets	Not Rated Yet	Not Rated Yet	Medium
Risk 11: Loss of public trust	Not Rated Yet	Not Rated Yet	Medium

8. NEXT STEPS




- 8.1 Remaining strategic risks will be assessed and presented to the Committee as they are completed and as scheduling permits.
- 8.2 All strategic risks are subject to iterative reviews. Outcomes of reviews will be presented to the Committee.
- 8.3 Reviews may also be triggered if there is a significant change in one of the following parameters:

- Significant change in the internal or external context, including major organisational or process changes (Reference Risk Management Framework, Section 4.3.1 for external and internal context descriptors).
- Major risk event that is deemed to have an influence on the strategic risk.
- Substantial control or mitigation failure.

9. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to:	
All goals	
The recommendations contribute to the achievement of objective/objectives in:	
(Not applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The risk management objectives cover all aspects of Council, including strategy, tactics, operations and compliance. The Risk Management Framework sets out the basis for managing risk across Council and a large part of this is culminated through the creation of risk registers and the strategic risk assessments.

ATTACHMENTS

1. Strategic Risk 2: Failure to deliver on key projects and programmes [↓](#) 
2. Strategic Risk 3: Failure to manage and protect Council information - **Confidential**
3. Strategic Risk 4: Climate change effects and adaptation [↓](#) 
4. Strategic Risk 7: Failure to attract and retain staff [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Risk & Assurance Committee

MEETING DATE: 11 September 2024

TITLE: Committee Work Schedule

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. That the Risk & Assurance Committee receive its Work Schedule dated September 2024.

COMMITTEE WORK SCHEDULE – SEPTEMBER 2024				
September 2024	Fraud and Whistleblowing Policy Quarterly Update {Q4 April to June 2024}	General Manager Corporate Services	Nothing to report	26 April 2023 Clause 12-23
September 2024	Strategic Risk Management Reporting {Q4 April to June 2024}	General Manager Corporate Services		Terms of Reference
September 2024	Health & Safety Quarterly Update {Q4 April to June 2024}	General Manager People & Capability		
September 2024	Wellbeing Quarterly Update {Q4 April to June 2024}	General Manager People & Capability		
October 2024	Review Annual Report	General Manager Corporate Services		Terms of Reference

November 2024	Fraud and Whistleblowing Policy Quarterly Update (Q1 July to September 2024)	General Manager Corporate Services		26 April 2023 Clause 12-23
November 2024	Business Assurance six-monthly accountability report	General Manager Corporate Services		Finance and Audit Committee 16 December 2020 Clause 68.2
November 2024	Review of Contract Management Framework	General Manager Corporate Services		26 April 2023 Clause 2-23
November 2024	Health & Safety Quarterly Update (Q1 July to September 2024)	General Manager People & Capability		
November 2024	Wellbeing Quarterly Update (Q1 July to September 2024)	General Manager People & Capability		
TBC	Local Water Done Well 3 Waters Transition - Assets and Liability Assessment	General Manager Corporate Services	Pending regional CCO investigation	
Feb/March 2025	Annual review of Council's Risk Management Appetite and Tolerance Levels	General Manager Corporate Services		6 March 2024 Clause 4-24
2025	Review of Legal Compliance Framework	General Manager Corporate Services		26 April 2023 Clause 2-23

2025	LTP Debrief	General Manager Corporate Services		6 March 2024 Clause 11-24
2025	Review of Health & Safety Framework	General Manager Corporate Services		6 March 2024 Clause 11-24
2025	Review of Cyber Security	General Manager Corporate Services		6 March 2024 Clause 11-24

Proactive Release of Confidential Decisions

All [released confidential decisions](#) can be found on Council's website.