



PALMERSTON NORTH CITY COUNCIL

AGENDA

RISK & ASSURANCE COMMITTEE

9:00 AM, WEDNESDAY 1 OCTOBER 2025

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

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
pncc.govt.nz

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PALMERSTON
NORTH
CITY

RISK & ASSURANCE COMMITTEE MEETING

1 October 2025

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.

6. Confirmation of Minutes Page 7

That the minutes of the Risk & Assurance Committee meeting of 11 June 2025 Part I Public be confirmed as a true and correct record.

7. Adoption of Annual Report 2024/25 Page 13

Memorandum, presented by Scott Mancer, Manager Finance and Debbie Perera, Audit Director.

8. Strategic Risk Management Reporting April to June 2025 (Quarter 4) Page 17

Memorandum, presented by Stephen Minton, Risk Management Advisor.

9. Wellbeing Report, 1 April to 30 June 2025 (Quarter 4) Page 33

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

10. Committee Work Schedule Page 43

11. Health and Safety Report, 1 April to 30 June 2025 (Quarter 4) Page 45

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

12. Karakia Whakamutunga

13. Exclusion of Public

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
14.	Confirmation of the minutes of the Risk & Assurance Committee meeting of 11 June 2025 Part II Confidential	For the reasons set out in the Risk & Assurance Committee meeting of 11 June 2025, held in public.	
11.	Health and Safety Report, 1 April to 30 June 2025 (Quarter 4) Confidential Attachment 2	Releasing this information could discourage Palmerston North City Council employee(s) from sharing such information in future. The sharing of the information supplied could also place the involved employee(s) health and safety at risk.	s7(2)(c)(i) PREJUDICE THE SUPPLY OF SIMILAR INFORMATION: Releasing this information could negatively effect similar confidential information or discourage people from sharing such information and s6(d) ENDANGER THE SAFETY OF A PERSON: the sharing of the information supplied within could also place the involved employee(s) health and safety at risk.

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 11 June 2025, commencing at 9.02am

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

Members Present

Online:

Non Councillor Lew Findlay.

Members:

Apologies: The Mayor (Grant Smith) (absent on Council business), Councillor Brent Barrett (late arrival), Councillor William Wood (early departure).

Councillor Orphée Mickalad left the meeting at 9.19am during consideration of clause 14. He entered the meeting again at 9.40am during consideration of clause 15. He was not present for clause 14.

Councillor William Wood left the meeting at 9.37am after consideration of clause 14. He entered the meeting again at 11.38am after consideration of clause 22. He was not present for clauses 15 to 18 inclusive, and 22.

Councillors Brent Barrett and Debi Marshall-Lobb entered the meeting at 11.20am during consideration of clause 19. They were not present for clauses 12 to 18 inclusive.

Karakia Timatanga

Councillor Kaydee Zabelin opened the meeting with karakia.

12-25 Apologies

Moved Karen Naylor, seconded Kaydee Zabelin.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 12-25 above was carried 10 votes to 0, the voting being as follows:

For:

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

Lew Findlay.

13-25 Confirmation of Minutes

Moved Karen Naylor, seconded Vaughan Dennison.

The COMMITTEE RESOLVED

1. That the minutes of the Risk & Assurance Committee meeting of 12 March 2025 Part I Public be confirmed as a true and correct record.

Clause 13-25 above was carried 10 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin and Lew Findlay.

14-25 Audit New Zealand 2024/25 Financial Year Audit Plan

Memorandum, presented by Scott Mancer, Manager - Finance, Desiree Viggars, Manager - Legal, Risk & Assurance and Debbie Perera, Audit Director - Audit New Zealand.

Councillor Orphée Mickalad left the meeting at 9.19am.

Moved Karen Naylor, seconded Vaughan Dennison.

The COMMITTEE RESOLVED

1. That the Committee receive the Audit Plan for the 2024/25 Financial Year from our appointed auditor – Audit New Zealand, presented to the Risk & Assurance Committee on 11 June 2025.

Clause 14-25 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, William Wood, Kaydee Zabelin and Lew Findlay.

Councillor William Wood left the meeting at 9.37am.

15-25 Business Assurance Accountability Report

Memorandum, presented by Desiree Viggars, Manager Legal Risk & Assurance/Legal Counsel.

Councillor Orphée Mickalad entered the meeting again at 9.40am.

Moved Karen Naylor, seconded Vaughan Dennison.

The COMMITTEE RESOLVED

1. That the Committee receive the memorandum titled 'Business Assurance Accountability Report' and its attachment, presented to the Risk &

Assurance Committee on 11 June 2025.

Clause 15-25 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Lew Findlay.

16-25

Wellbeing Report, 1 January to 31 March 2025 (Quarter 3)

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

Moved Leonie Hapeta, seconded Vaughan Dennison.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Wellbeing Report, 1 January to 31 March 2025 (Quarter 3)' presented to the Risk & Assurance Committee on 11 June 2025.

Clause 16-25 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Lew Findlay.

17-25

Committee Work Schedule

Moved Leonie Hapeta, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee receive its Work Schedule dated June 2025.

Clause 17-25 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Lew Findlay.

EXCLUSION OF PUBLIC

18-25

Recommendation to Exclude Public

Moved Karen Naylor, seconded Vaughan Dennison.

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.	Health and Safety Report, 1 January to 31 March 2025 (Quarter 3) 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)
16.	Presentation - Cyber Security	PREVENT DAMAGE TO THE PUBLIC INTEREST: Withholding information is in the public's best interest.	s7(2)(c)(ii)
17.	Confirmation of the minutes of the Risk & Assurance Committee meeting of 12 March 2025 Part II Confidential	For the reasons set out in the Risk & Assurance Committee of 12 March 2025, held in public present.	

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:

Amit Yadav, Principal Cybersecurity Executive Advisor, Security Operations & Program Management, Verizon Business Group – to co-present Item 16.

Clause 18-25 above was carried 9 votes to 0, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Lew Findlay.

The public part of the meeting adjourned at 10.09am.

The public part of the meeting resumed at 11.37am.

Councillors Brent Barrett and Debi Marshall-Lobb were present when the public part of the meeting resumed.

22-25 Health and Safety Report, 1 January to 31 March 2025 (Quarter 3)
Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

Moved Karen Naylor, seconded Vaughan Dennison.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Health and Safety Report, 1 January to 31 March 2025 (Quarter 3)' presented to the Risk & Assurance Committee on 11 June 2025.

Clause 22-25 above was carried 9 votes to 0, with 2 abstentions, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, Kaydee Zabelin and Lew Findlay.

Abstained:

Councillors Brent Barrett and Debi Marshall-Lobb.

Councillor William Wood entered the meeting again at 11.38am.

23-25 Strategic Risk Management Reporting January to March 2025 (Quarter 3)
Memorandum, presented by Stephen Minton, Risk Management Advisor.

Moved Karen Naylor, seconded Vaughan Dennison.

The **COMMITTEE RESOLVED**

1. That the Committee receive the following strategic risk assessments:
 - Strategic Risk 2: Failure to deliver on key projects and programmes
 - Strategic Risk 6: Major failure of health, safety and wellbeing policies and procedures
 - Strategic Risk 10: Failure to manage critical/strategic assetsand the Strategic Risk Dashboard (section 3.4).

Clause 23.1-25 above was carried 12 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, Lew Findlay and Debi Marshall-Lobb.

Moved Karen Naylor, seconded Vaughan Dennison.

- Strategic Risk 4: Failure to adapt to the effects of climate change

Clause 23.2-25 above was carried 8 votes to 4, the voting being as follows:

For:

Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Vaughan Dennison, Leonie Hapeta, Orphée Mickalad, William Wood and Debi Marshall-Lobb.

Against:

Councillors Brent Barrett, Lorna Johnson, Kaydee Zabelin and Lew Findlay.

The Chair advised the report titled 'Long-Term Plan 2024-2034 Debrief' will be deferred to the Council meeting of 6 August 2025.

Karakia Whakamutunga

Councillor Kaydee Zabelin closed the meeting with karakia.

The meeting finished at 12.11pm

Confirmed 1 October 2025

Chair

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 1 October 2025

TITLE: Adoption of Annual Report 2024/25

PRESENTED BY: Scott Mancer, Manager Finance and Debbie Perera, Audit Director

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION(S) TO COUNCIL

1. That Council adopt the Annual Report 2024/25 and Summary Annual Report 2024/25.
 2. That Council note that the final Auditor's Opinion from Audit New Zealand will be received following the expected adoption by Council on 8 October 2025 and Council signing of the reports.
-

1. ISSUE

- 1.1 Council has a legal obligation to adopt its audited Annual Report by 31 October each year. Adoption of the Annual Report will allow Council to report to the community on Council's performance in the 2024/25 financial year.
- 1.2 The Annual Report is a key part of the Long-Term Plan (LTP) process. The LTP sets the strategic direction for Council and shows the community what Council intended to do in the 2024/25 financial year. The Annual Report provides the community with how well Council did towards meeting the agreed levels of service and performance measures, as well as the financial information for the year.
- 1.3 Having the committee scrutinise the financials and consider the draft auditor's opinion contributes to a robust process on the part of Council, before adoption.
- 1.1 BACKGROUNDThe presentation of the Annual Report is the culmination of the quarterly reports presented to Council, which monitored progress against Year 1 of the 2024-34 Long Term-Plan.
- 1.2 At the time of writing, Audit New Zealand has completed the bulk of their audit of the Annual Report and verbal clearance has been given on 25 September 2025.
- 1.3 As the first year of the new LTP, the 2024/25 Annual Report was revised with a new structure. Plain language principles were applied to make the report user-friendly,

easy to read, and easy to follow, ensuring information is presented clearly and transparently for the community.

- 1.4 The wide-ranging and complex nature of council activities, together with the requirements for disclosures under the Local Government Act 2002 and Public Benefit Entity Accounting Standards, means the full Annual Report is lengthy. This complexity makes the Summary Annual Report an ideal document for those who wish to have an easy read while still understanding Council's activities and financial performance for the year. As with the full document, the summary has also undergone a redesign and simplification process and is attached to this report also.

2. AUDIT

- 2.1 The final audit of Council's 2024/25 Annual Report commenced on 4 August 2025, in line with the Audit Plan that was presented to this committee in June 2025.
- 2.2 There have been some minor presentational updates to financial information, with no material changes to the information presented to the Strategy & Finance Committee on 20 August 2025.
- 2.3 Through the audit process some performance measure outcomes have been altered since the presentation of the quarterly report. One measure has been changed from target met to target not met. Two measures were missing from the quarterly report and have been added to the Annual Report and will be included in the quarterly report moving forward. Of these, one added measure was met with the other not met. The measures that were changed are in the following activities:

- Arts and Heritage – measure 3 was changed from target met to target not met.
- Community Safety and Health – new measure added, target not met.
- Stormwater – new measure added, target met.

- 2.4 In previous years, Council has had qualifications on our audit opinion relating to our statement of service provision. These issues have been resolved for the current year and Council's audit opinion is now clear of these qualifications. This is the first time in five years that Council has not received a qualification on its audit opinion.

3. NEXT STEPS

- 3.1 Once the Annual Report and Summary Annual Report have been adopted by Council and the Auditor's Opinion received, copies of both documents will be made publicly available, via the website and at the City Library and the Customer Service Centre.
- 3.2 Copies will also be sent to the organisations prescribed by legislation and to regular readers according to Council's existing mail/email listing.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
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: Not Applicable	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirautanga hihiri 14. Governance and Active Citizenship Plan The objective is: Oversee Council operations and communicate outcome and decisions to our communities	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Publishing of the Annual Report is a legal requirement of Council and is the main mechanism by which Council shows accountability to the community on how we delivery on our strategic goals, rooted in the four well-beings.

ATTACHMENTS

1. Annual Report 2024/25 (attached separately) 
2. Summary Annual Report 2024/25 (attached separately) 

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 1 October 2025

TITLE: Strategic Risk Management Reporting April to June 2025 (Quarter 4)

PRESENTED BY: Stephen Minton, Risk Management Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION(S) TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the following strategic risk assessments:

- Strategic Risk 1: Failure to Meet Financial Obligations;
 - Strategic Risk 5: Ineffective Relationship Management and Stakeholder Engagement; and
 - Strategic Risk 11: Loss of Public Trust.
-

1. ISSUE

- 1.1 Council agreed on 11 strategic risk statements at the Risk & Assurance Committee on 6 March 2024. All assessments were completed and presented progressively during the calendar year 2024.
- 1.2 Officers will undertake iterative reviews of the strategic risks at least annually.

2. BACKGROUND

- 2.1 Officers have completed an iterative review of Strategic Risks listed in the recommendation above. This review has considered any new or emerging contextual aspects of the risk, and progress on the detailed action plan/considerations articulated in the last assessment. This brings the total strategic risks presented in 2025 to eight.
- 2.2 The 'Conclusion & Action Plan/Considerations' commentaries have been updated. The individual action plans have had a few additions with the notation 'New'. A current update on the action plans has been created and included. Progress of the detailed action plans is within the expected timeframes. Key controls are unchanged

from the last report (apart from a couple of rewordings without contextual change) as Officers still consider these to be current in the existing risk environment.

3. STRATEGIC RISK DASHBOARD

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

3.2 Since the last report in June, there have been no changes in the residual risk ratings.

STRATEGIC RISK DASHBOARD			
AS AT SEPTEMBER 2025			
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: Failure to adapt to the effects of climate change	Extreme	Medium	Medium
Risk 5: Ineffective relationship and stakeholder engagement	Very High	Medium	Medium
Risk 6: Major failure of health, safety and wellbeing policies and procedures	Extreme	Low	Low
Risk 7: Failure to attract and retain staff	Very High	Medium	Medium
Risk 8: Failure to meet legal obligations	Extreme	High	Medium
Risk 9: Significant disruption to Council's continuity and/or lifeline utility disruption	Extreme	Very High	Medium
Risk 10: Failure to manage critical/strategic assets	Extreme	High	Medium
Risk 11: Loss of public trust	Very High	High	Medium

4. NEXT STEPS

- 4.1 Further Strategic Risks will be assessed and presented to the Committee going forward, with a focus on those risks deemed to have changes in the control/mitigation scene or new/emerging changes to the risk context.
- 4.2 The Committee is reminded that reviews may also be triggered if there is a significant change in one of the following parameters:
- 4.2.1 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).
 - 4.2.2 Major risk event that is deemed to have an influence on the strategic risk.
 - 4.2.3 Substantial control or mitigation failure.

5. 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: Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirautanga hihiri 14. Governance and Active Citizenship Plan The objective is: Oversee Council operations and communicate outcomes and decisions to our communities.	
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.
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ATTACHMENTS

1. Legend [↓](#) 
2. Strategic Risk 1: Failure to Meet Financial Obligations [↓](#) 
3. Strategic Risk 5: Ineffective Relationship Management and Stakeholder Engagement [↓](#) 
4. Strategic Risk 11: Loss of Public Trust [↓](#) 
5. Red/Green Pen Changes [↓](#) 

Legend

Risk Ratings	Definition
Raw Risk	The initial assessment of a risk without any controls or mitigation. Sometimes referred to as gross or inherent risk.
Residual Risk	Risk remaining after implementation of risk treatment (through mitigation or controls). The treatment might include avoiding, modifying or sharing the risk. Considers control effectiveness and reliance.
Target Risk	Assessed residual risk if all controls are operating effectively and/or new controls or improvements to controls are implemented.
Risk Tolerance	The level of risk-taking acceptable to achieve a specific objective or manage a category of risk.

Effectiveness Rating	Level of protection/mitigation
Effective	The control environment should provide management with a reasonable level of assurance that objectives will be achieved. Control practices are embedded in business processes. There may be some minor control weakness or system improvements that management can make to improve controls and/or efficiency.
Partially Effective	The control environment is only partially effective at mitigating risks, with either gaps or weaknesses in control identified where control practices are not fully embedded in business-as-usual processes yet. Significant process changes may be required.
Ineffective	The control environment does not mitigate identified risks, is inefficient or ineffective (i.e. controls are yet to be implemented, not implemented effectively and/or additional controls are needed). Control breaches are common. Objectives are likely not to be achieved.
Non-existent	The effectiveness of controls has not been adequately determined or is unknown, or there are no identified or planned controls.

Reliance Rating	Description
Very High	Operation of this control is critical to the management of risk. Without this control this risk would revert to its raw state.
High	This control plays a key role in the management of the risk. The presence of other controls (significant or routine) means that the management of the risk is not totally dependent on this control.
Medium	This control provides comfort that a component of the risk is managed, e.g. the likelihood or the impact has been reduced.
Low	Control could be considered important were it not for the presence of other controls. The absence of this control would not change the classification of the risk.

Risk Matrix

		CONSEQUENCE				
		Minor (1)	Moderate (2)	Serious (3)	Major (4)	Severe (5)
LIKELIHOOD	Almost Certain (5)	Medium 5	High 10	Very High 15	Extreme 20	Extreme 25
	Likely (4)	Medium 4	High 8	Very High 12	Very High 16	Extreme 20
	Possible (3)	Low 3	Medium 6	High 9	Very High 12	Very High 15
	Unlikely (2)	Low 2	Medium 4	Medium 6	High 8	High 10
	Rare (1)	Low 1	Low 2	Low 3	Medium 4	Medium 5

Strategic Risk No. 1: Failure to Meet Financial Obligations

Date: 18/08/25

Unit Chief Owner: General Manager Corporate Services / Chief Financial Officer

Raw Risk: Extreme

Current Residual Risk: Medium

Target Residual Risk: Medium

Control Rating: Partially Effective

Control Reliance: High

Risk Tolerance: Medium

Overview

Description: The inability to source sufficient funding will have detrimental long-term effects on the city. Council is expected to provide services, facilities and infrastructure to residents in line with legislation and public expectations. These require funding through various mechanisms, including rates, fees/charges, debt, government and other funding sources.

Implications: Council may not be able to fund our required services and infrastructure, including appropriate maintenance, without the requisite funds. Meeting required and expected delivery could place the organisation into an unsustainable financial position with an unaffordable repayment burden. Both scenarios could lead to widespread public discontent.

Control Environment: There are a series of measures (controls/mitigations) that could be taken to mitigate funding risks. Under the current legislative framework, apart from significantly raising rates, most other methods will ultimately require increased repayments from city residents. Council also has the option to reduce service levels and/or defer works. Each of these actions may provide some solutions but also result in negative impacts and public criticism.

Conclusion & Action Plan/Considerations

Conclusion: While the measures currently available may provide a degree of short-term relief, the extent to which this is sufficient in an ever-increasing cost environment continues to be a challenge. Factors such as requirements for higher capital investment and maintenance spending, rising fixed costs and meeting increasing regulatory standards and service levels expectations will require prioritisation in decision making. The challenges are also evidenced in the recent credit rating lowering of the institutional framework assessment for local government. Council's latest Long-Term Plan received a qualified audit opinion on the basis of uncertainty on its external funding assumptions and the impact it would have on the LTP if the assumptions are not achieved. The planned formation of a joint Water Services CCO (which will assume assets, debt and future investment needs for the three waters) should provide a mechanism by which appropriate funding of these activities (including the Nature Calls wastewater programme) is achievable. It should also help provide the Council with greater headroom to finance remaining activities. At the time of this assessment, the Council continues to meet its financial obligations.

Action Plan: Many of the action plans are iterative in nature and at each cycle there is an expectation that they should become more robust. Officers will need to consider this as they go into each cycle, as well as picking up from any past lessons learned. Some of this activity is also actioned when there aren't financial challenges but as part of prudent financial management and should be continued.

Key Controls and Mitigations Summary

Category	Key Controls	Control Rating	Control Reliance	Action Plan/Considerations
Rating capability and capacity	Under legislation, Council has the power to set rates each year at a level that Elected Members deem affordable and necessary to meet levels of service.	Effective	Very High	➤ Annual review of adjustments to rates distribution and makeup to ensure equitability and affordability is applied where possible. E ➤ Review rating against capital value to provide adjusted allocation options. E
NZLGFA debt raising	In terms of principal debt raising, Council can raise long term debt through the agency. This has historically met the majority of our financing requirements.	Effective	Very High	➤ Continue with Agency as the most efficient, cost effective mechanism for raising long term debt. E ➤ Review debt limit and other covenants to ensure funding flexibility remains available. E
Programme deferral (including resizing)	Over the long term this is likely to result in escalated costs or significant failures to assets, resulting in service level disruptions. However, for short term (one to two years) deferrals, benefits can be significant for certain programmes.	Effective	Medium	➤ Perform ongoing reviews of potential deferrals, however, it should be kept in mind that long term this will potentially result in higher costs for those programmes deemed necessary. E
Debt raising capability –Off-balance sheet	While this may be an effective mechanism for raising funding outside constraints of financial covenants, ultimately the repayment burden remains. There is often more expensive funding attributed to these debt methods.	Effective	High	➤ There has been little activity in this area so far, however Council will be exploring opportunities that may be provided through the Government Infrastructure Funding & Financing Special Purpose Vehicle for significant infrastructure investments, such as Nature Calls or City Growth. Repayment obligations remain against the ratepayers of the city. (Refocus of action in next version with respect to water services CCO establishment) E
Infrastructure Deliveries Cancellations	This can provide significant short-term relief given the size of some programmes. However, in the medium to long term significant detrimental outcomes are likely to accrue, particularly in the ability to provide essential services. This is also more likely to result in increasing public disquiet around non-essential infrastructure.	Effective	Medium	➤ For non-essential programmes, this provides some financial relief, however assessment of cost/benefit of not progressing is required. Reasoned rationale for cancellations is required, including other alternatives that may be provided without the same financial burden. E
Levels of Service	Reductions in Levels of Service we provide can, reduce financial requirements. However, if continual underinvestment in some levels of service could lead to unintended consequences and/or failures of these services. Reducing the Levels of Service could result in public criticism and dissatisfaction from those who value the service.	Partially Effective	Medium	➤ On-going review of minimum acceptable Levels of Service across the organisation is required, along with the potential negative implications of any reductions. E ➤ Review that all Services provided are appropriate as part of 2027 LTP – consideration must be given to whether or not a service needs to be continued to be provided by Council. E
Commercialisation of assets and services	Requires long term planning with limited apparent opportunities on the immediate horizon.	Partially Effective	Low	➤ The Long-Term Plan needs to explore potential opportunities with asset owners for generating long-term income streams and/or reducing our asset portfolio and therefore reducing ongoing maintenance requirements to maintain assets. E
Increased fees and charges	Aims to achieve the funding in line with expectations of the Revenue and Financing Policy, and maximising returns where charges are based on a commercial nature	Effective	Medium	➤ Review of potential fees and charges increases that user fees achieve expected policy outcomes. E
Co-Funding	Multiple sources, particularly for roading costs (NZTA). Other areas provide limited, relatively small amounts. While some are well signposted, many are opportunistic as well.	Partially Effective	High	➤ Long term assessment and planning toward making use of realistic, periodic opportunities for co-funding is required, in conjunction with balance between our actual needs and ability to deliver (NB: This activity is often beyond control of Council). E
Interest rate hedging	An effective interest rate hedging strategy and regime provides the ability to appropriately manage finance costs.	Effective	Medium	➤ Periodic, proactive review of hedging framework required with active hedging based on current market positions and outlook. E
Uncollected Rates and Receivables	Council can, under legislation, attach claims against properties for unpaid rates. credit control and collection resources and processes in place for overdue amounts, including non-rates income.	Effective	Low	➤ Processes are mature and well managed. Ongoing monitoring for lengthening of outstanding amounts, particularly during periods of economic downturn. E

E: Existing / N: New

Strategic Risk No. 1: Failure to Meet Financial Obligations

Category	Action Plan/Considerations	Current Update	Due Date
Rating capability and capacity	1. Annual review of adjustments to rates distribution and makeup to ensure equitability and affordability is applied where possible. 2. Review rating against capital value to provide adjusted allocation options.	1. Distributions for 2025/26 are impacted by several factors including the new three yearly rating valuations, stage 2 implementation of the portion of rates based on capital value and revised fixed charges for services. Council has reviewed options to moderate impacts on ratepayers. Now complete. Next cycle is budget 2026/27. 2. See 1. Above.	7/26 7/26
NZLGFA debt raising	3. Continue with Agency as the most efficient, cost-effective mechanism for raising long term debt. 4. Review debt limit and other covenants to ensure funding flexibility remains available.	3. LGFA continues to be the most cost-effective option. 4. Debt limits were revised through the adoption of the 2024/34 LTP. To be reviewed at next LTP point.	BAU BAU
Programme deferral (including sizing)	5. Perform ongoing reviews of potential deferrals, however, it should be kept in mind that long term this will potentially result in higher costs for those programmes deemed necessary.	5. On-going reviews as part of the development of the 2025/26 Annual Budget.	BAU
Debt raising capability –Off-balance sheet	6. There has been little activity in this area so far, however Council will be exploring opportunities that may be provided through the Government Infrastructure Funding & Financing Special Purpose Vehicle for significant infrastructure investments, such as Nature Calls or City Growth. Repayment obligations remain against the ratepayers of the city.	6. With the Council decision to create a joint council Water Services CCO, this in effect creates a quasi-off-balance sheet funding structure detached from the Council's other core funding activities.	3/26
Infrastructure Deliveries Cancellations	7. For non-essential programmes, this provides some financial relief, however assessment of cost/benefit of not progressing is required. Reasoned rationale for cancellations is required, including other alternatives that may be provided without the same financial burden.	7. On-going review. Development of the 2026/27 Annual Budget will be the next check point. Considered BAU with next check point set.	BAU
Levels of Service	8. On-going review of minimum acceptable Levels of Service across the organisation is required, along with the potential negative implications of any reductions. 9. Continually review that all Services provided are appropriate – consideration must be given to whether or not a service needs to be continued to be provided by Council.	8. This was addressed and formed part of the discussion in finalising the 2025/26 Annual Budget. Will be further reviewed during the development of the 2026/27 Annual Budget. 9. See 8 above ad set as part of next LTP.	7/26 Next LTP
Commercialisation of assets and services	10. Our Long-Term Plan needs to explore potential opportunities with asset owners for generating long-term income streams and/or reducing our asset portfolio and therefore reducing ongoing maintenance requirements to maintain assets	10. Commercialisation reviews completed or underway include Arena, Contact Centre, Property and Materials Recovery.	Next LTP
Increased fees and charges	11. Review of potential fees and charges increases that user fees achieve expected policy outcomes.	11. Fees and charges have been reviewed for 2025/26. Development Contribution Policy, recently approved, looks to move more towards fuller recovery. Next check point is Annual Budget 2026/27.	7/26
Co-Funding	12. Long term assessment and planning toward making use of realistic, periodic opportunities for co-funding is required, in conjunction with balance between our actual needs and ability to deliver.	12. External funding applications are guided by the funding assumptions in the LTP, with opportunities explored where appropriate.	Next LTP
Interest rate hedging	13. Periodic, proactive review of hedging framework required with active hedging based on current market positions and outlook.	13. Hedging policy is contained in Treasury Policy. Opportunities, in line with strategy, are reviewed each month in conjunction with specialist treasury advisory.	BAU
Uncollected Rates and Receivables	14. Processes are mature and well managed. Ongoing monitoring for lengthening of outstanding amounts, particularly during periods of economic downturn.	14. A better reporting system has recently been developed and this will streamline monitoring and follow-up of outstanding rates and receivables. Considered BAU with continuous monitoring.	BAU

BAU: Business as usual although periodically monitor ongoing effectiveness on action

Strategic Risk No. 5: Ineffective Relationship Management and Stakeholder Engagement

Date: 22/08/25

Owner: Chief Executive

Raw Risk: Extreme

Current Residual Risk: Medium

Target Residual Risk: Medium

Control Rating: Partially Effective

Control Reliance: High

Risk Tolerance: Medium

Overview

Risk Description: Breakdown in relationship principles and engagement with key strategic partnerships to extent it influences the ability to work together and have positive outcomes for the city and its goals. This can be caused by a lack of understanding of their requirements/ expectations, or not communicating /operating within the Council's values. It can also arise due to inadequate resource capability/ capacity.

Implications: Council not engaging effectively with key stakeholders can lead to a limitation in ability to achieve strategic objectives. It can also cause significant reputational damage to both the Council and the wider city community, and wider local government sector.

Control Environment: In many cases the management of key relationships is built around an innate competency of officers and elected members. While this provides a strong base for management of relationships with key stakeholders, documented structure can provide a more robust, consistent approach to this activity. In many cases the framework for this exists although consistent application across the arena would improve the effectiveness of the control environment.

Conclusion & Action Plan/Considerations

Conclusion: Overall, the management of key stakeholders is working relatively well, with some arrangements in a more mature state than others. Officers have a good grasp of the important issues. In most cases there is a clear understanding for whom the accountability rests. It is recognised that a little more rigor and process would ensure matters are kept on track and/or create incremental improvements to relationships and management should continue to build this out.

Action Plan: Officers are committed to ongoing development and improvement to management of key relationships. The identified actions require specific actions to improve the activities while there is a theme across much of the arena that is focused iterative reviews and arrangements. Some of the responsibilities also fall on to Elected Members (e.g. peer engagement, cultural training, application of hierarchy of engagement). Management would be well placed to ensure that formalisation of process is clear going forward.

Key Controls and Mitigations Summary

Category	Key Controls	Control Rating	Control Reliance	Action Plan/Considerations
Communication and Engagement	➤ Clear description of key messages, how or when stakeholder can influence /level of participation, and timely provision of information. ➤ Effective communication channels. ➤ Understanding of partners' priorities and their expectations of Council. ➤ Unambiguous authority as to whom may speak/communicate on behalf of the Council. ➤ Significance and Engagement Policy.	Partially Effective	High	➤ Clear communications strategy (including stakeholder engagement plans) formally documented for key stakeholders. E ➤ "Cheat Sheets" for clear, consistent, strategic scene setting. E
Culture and Values	➤ Cultural safety and inclusion. ➤ Cultural responsiveness. ➤ Cultural training of officers, leaders and Elected Members. ➤ Respectful and relevant approaches to recognising cultural values. ➤ Application of organisational Values (Whanaungatanga, Pono and Kai Maia).	Partially Effective	High	➤ Continue training of officers, leaders and Elected Members in cultural protocols. E
Relationship Management (Business leaders and community groups/Sector Leads)	➤ Identification of key partners and stakeholders and clear terms of reference. ➤ Scheduled, regular engagement with key stakeholders (e.g. presentation to Committees). ➤ Leadership assignment for relationship management (understanding for partners about who to go to). ➤ Relationship protocols that elevate the relationship for both parties. ➤ Relationship/partnership agreements/MOU to formalise relations. ➤ Creation of opportunities for mutual benefit realisation through relationships.	Partially Effective	Very High	➤ Ensure clear allocation of relationship management responsibilities. E ➤ Ensure there is a clear hierarchy for engagement. ➤ Succession planning and development of handover protocols. E ➤ Build-out understanding of who/what can and can't be committed to. E
Central Government Advocacy	➤ Proactively implement advocacy strategies on Government (and its agencies) proposals that affect the city, including access to Government investment. ➤ Developing relationships with Government officials and opposition politicians with a view to extending Council's influence on matters that affect the Council, the sector and City. ➤ Accelerate '35 Plan (Horizons led with Te Utanganui Project Director).	Partially Effective	Low	➤ Consideration for budget allocation for advocacy. E
Council Controlled Organisations ("CCO")	➤ Clear Statement of Expectation. ➤ Clear Statement of Intent. ➤ Regular engagement between Mayor/CE and boards (Governance to Governance). ➤ Clear allocation of relationship management and separation of analysis /advice responsibilities.	Effective	Medium	➤ Ensure there is consistent approach to dealing with Council Controlled Organisations. E
Iwi Engagement	➤ Internal Māori Advisory function and Kairaukaha role. ➤ Partnership agreement. ➤ Te Whiri Kōkō monthly. ➤ Regular Governance to Governance hui and the Rangitāne o Manawatū Committee	Effective	High	➤ Specific training for staff that work with Iwi. E ➤ Ongoing application of relationship management principles and protocols. E ➤ Expectation of engagement with Te Whiri Kōkō, Kairaukaha and Māori Advisory. E
Other Local Authorities	➤ Regular engagement between peers. ➤ Active involvement in joint fora.	Effective	Medium	➤ Regular review of LGNZ membership. E ➤ Communications to all Elected Members. E ➤ Embed mechanisms for development of water services CCO. N

Version 2.0

E: Existing / N: New

Strategic Risk No. 5: Ineffective Relationship Management and Stakeholder

Category	Action Plan/Considerations	Current Update	Due Date
Communication and Engagement	1. Clear communications strategy (including stakeholder engagement plans) formally documented for key stakeholders. 2. "Cheat Sheets" for clear, consistent, strategic scene setting.	1. Clear allocation required along with development of template. 2. Forms part of 1 above.	6/26 6/26
Cultural and Values	3. Continue training of officers, leaders and Elected Members in cultural protocols.	3. Learning module courses developed for tikanga Māori for launch to officers. Māori for Professionals trialled. Further rollout to be considered. Induction for Elected Members in new triennium.	12/25
Relationship Management (Business leaders and community groups)	4. Ensure clear allocation of relationship management responsibilities. 5. Ensure there is a clear hierarchy for engagement. 6. Succession planning and development of handover protocols. 7. Build-out understanding of who/what can and can't be committed to.	4. See 1 above. 5. Forms part of engagement plans. 6. Forms part of engagement plans. 7. Forms part of engagement plans.	6/26 6/26 6/26 6/26
Central Government Advocacy	8. Consideration for budget allocation for advocacy.	8. The newly created role, Manager Organisational Planning & Performance, has been assigned responsibility for central government advocacy. Build out of function underway.	6/26
Council Controlled Organisations	9. Ensure there is consistent approach to dealing with Council Controlled Organisations.	9. Mechanisms for consistent management of relationships with CCOs are considered to be working effectively, efficiently and consistently. Continue monitoring.	BAU
Iwi Engagement	10. Specific training for staff that work with Iwi. 11. Ongoing application of relationship management principles and protocols. 12. Expectation of engagement with Te Whiri Kōkō, Kairaukaha and Māori Advisory.	10. Training collateral being prepared by Māori Advisory and Employee Experience. Rollout expected soon. 11. Reinforced through Te Whiri Kōkō. Partnership Agreement in place with relationship settings. Scheduled meetings between Iwi, management and Elected Members. Ongoing monitoring. 12. See 11 above.	12/25 BAU BAU 6/26
Other Local Authorities	13. Regular review of LGNZ membership. 14. Communications to all Elected Members. 15. Embed mechanisms for development of water services CCO.	13. To be revisited as part of LTP. 14. Communication in place and considered to be working as required. Included as part of Communications Strategy. 15. Build out of engagement ongoing, including unified water delivery plans.	6/27 BAU 6/27

BAU: Business as usual although periodically monitor ongoing effectiveness on action

Strategic Risk No. 11: Loss of Public Trust in Council

Date: 22/08/25

Group Owner: Chief Executive

Raw Risk: Extreme

Current Residual Risk: High

Target Residual Risk: Medium

Control Rating: Partially Effective

Control Reliance: High

Risk Tolerance: Medium

Overview

Risk Description: Inadequate delivery of community/public expectations results in a reduction or loss of trust from the public.

Implications: Council will be subject to public disquiet and negative views of it and the services provided, rightly or wrongly. There could be a reduction in engagement from residents, including in the democratic processes. Conversely, there could be a rise in negative engagement and protests, as well as “sovereign citizen” activities. Central Government and media scrutiny would likely increase, and other organisations may be less willing to have joint projects with the Council, or reduction in events in Palmerston North. It could also result in the Council being viewed as an undesirable employer of choice.

Control Environment: There is a mix of controls that deal with both the internal activities as well as interactions with the public. Internally focused controls tend to be more effective at reducing risk if operated correctly. Externally focused controls tend to be fraught with downfalls, often beyond the control of the organisation, particularly in dealing with general mood and external context of the populace. The control environment in PNCC is working relatively well, comparatively to the external context and its peers, although there is still some work to do to improve outcomes for the organisation’s relationship with the city residents.

Conclusion & Action Plan/Considerations

Conclusion: Government organisations, including local government, will often attract unwarranted negative attention manifesting in loss of trust from the public. This is challenging to remove from the external context however there is an arguable proposition in place that reduces the risk of loss of public trust to lower levels, albeit not necessarily to the most desirable levels. Reduction of likelihoods and consequences stemming from the internal context is more achievable however the possibility remains that the Council is not always able to satisfy all sectors of the public at once with resultant loss of some trust. Loss of public trust can also be significantly influenced by failures/risk events under the other ten defined strategic risks.

Action Plan: There continues to be an extensive list of actions that improve the public trust. A number of these are well in train and require ongoing iterative reviews and actions, or ongoing business as usual activities. Management has identified an extensive list of actions where some work is required although it should be emphasised that there is no individual panacea to ensure the public always has trust in the Council.

Key Controls and Mitigations Summary

Category	Key Controls	Control Rating	Control Reliance	Action Plan/Considerations
Public Consultation and Engagement (Legal)	- Consistent consultation and engagement processes (with thoughtful agility). - Application of legislative requirements (including LG principles for consultation) and the International Association of Public Participation Code of Ethics. - Significance and Engagement Policy and good practise guidelines. - Engagement register (for major infrastructure projects).	Partially Effective	High	- Ensure processes are applied consistently organisationally wide. E - Ensure clarity exists when consulting verse engaging and the implications of the difference. E - Streamline opportunities for consultation to avoid overload. E - Avoid un-signalled changes in direction with clear communication. E
Code of Conduct	- Code of Conduct for officers and Elected Members. - Chamber Charter.	Effective	Low	- Ongoing compliance and training/familiarisation. E - Update officers’ Code of Conduct. N
Well Informed Decision Making	- Officers proficient in effective reporting writing and presentation, and impartial, diligent and evidence-based advice. Advice on unknown information and implications. - Elected and Appointed Members Development and Training Policy. - Refer Strategic Risk No. 5 (Key Relationship Management). - Elected Members’ connections with constituents.	Effective	Low	- Ongoing officer training and benchmarking of policy advice and standards. E - Elected Members’ professional development according to need. E
Conflict of Interest Policy and Management	- Employee Conflict of Interest Policy - Council Standing Orders - Register of pecuniary interests for Elected Members	Effective	Low	- Induction training. E - Declarations by SLT. N - Conflict of interest declarations during procurement activity. N
Communication with the Public	- Media and social media interaction protocols. - Media training for designated officers and Elected Members. Elected Members’ Media & Social Media Protocol 2022. - Application of plain language principles. - Channels strategy for communication with residents. - Public Relations Institution Code of Ethics.	Partially Effective	High	- Review and update officers’ Media Policy and officers’ Social Media Policy. E - Ensure alignment of channels protocols across the Council. E - Publication of data in simple form. E - More use of quantifiable data in storytelling. E - Pilot email newsletter to public. N
Levels of Service (“LoS”)	- Application of SMART principles in determining LoS. - LoS classified by Strategic, Activities & Infrastructure, and tested through LTP consultation.	Partially Effective	Very High	LTP Business Assurance process review to be completed. E
Feedback Mechanisms	- Resident survey as a tool and focus on areas of tension. - Multiple communications for two-way feedback.	Partially Effective	Medium	- Continue investigations into sentiment tracking. E - Undertake discovery around community views tool/platform. E
Customer Service and Interactions	- Customer Experience Strategy and Customer Charter. - Documented, publicly available customer complaints process.	Partially Effective	Very High	- Complete operational strategy and charter (currently in final draft). E - Implement customer complaint process and procedures and publicise. E
Privacy Protocols	Application of Privacy Act requirements, including privacy statements and protection protocols.	Partially Effective	Medium	- Ongoing vigilance and improvements (officer training). E - Update/refresh Privacy Policy. N
Understanding the Role of Council	- Demonstratable value for money for programmes and projects. - Advocacy to national media and Central Government. - Communicate the role of Council, as well as what Council doesn’t do.	Partially Effective	Medium	- Promotion of “What Council Does” material. E - Ongoing advocacy. E

Version 2.0

E: Existing / N: New

Strategic Risk No. 11: Loss of Public Trust in Council

Category	Action Plan/Considerations	Current Update	Due Date
Public Consultation and Engagement (Legal)	1. Ensure processes are applied consistently organisationally wide. 2. Ensure clarity exists when consulting verse engaging and the implications of the difference. 3. Streamline opportunities for consultation to avoid overload. 4. Avoid un-signalled changes in direction with clear communication.	1. Determine centralised lead within Strategic Planning (To be determined). 2. Communications Division is leads at start of process ensuring correct application of process. 3. Consultation calendar in place to improve workload smoothing. 4. Ongoing awareness requirement with signalling.	6/26 BAU BAU BAU
Code of Conduct	5. Ongoing compliance and training/familiarisation. 6. Update officers' Code of Conduct.	5. Officers undertake induction training. Elected Members to undergo training in next triennium. 6. Officers' Code of Conduct refresh underway.	3/26 3/26
Well Informed Decision Making	7. Ongoing officer training and benchmarking of policy advice and standards. 8. Elected Members' professional development according to need.	7. Ongoing training and coaching of officers. 8. To be refreshed as part of new triennium.	BAU 3/26
Conflict of Interest Policy and Management	9. Induction training. 10. Declarations by SLT. 11. Conflict of interest declarations during procurement activity.	9. Officers undertake training as part of induction. Elected Members to undergo training in next triennium. Management policy requires updating. 10. Undertaken annually. 11. Undertaken a time of procurement.	3/26 BAU BAU
Communication with the Public	12. Review and update officers' Media Policy and officers' Social Media Policy. 13. Ensure alignment of channels protocols across the Council. 14. Publication of data in simple form. 15. More use of quantifiable data in storytelling. 16. Pilot email newsletter to public.	12. Work in progress. 13. Social media/channels/website rules completed and rolled out. Continue to monitor correct application. 14. In operation. Ongoing monitoring 15. In operation. Ongoing monitoring. 16. To be developed and rolled out this financial year.	6/26 BAU BAU BAU 6/26
Levels of Service ("LoS")	17. LTP Business Assurance process review to be completed.	17. The review has been completed and presented to Council in August 2025. Next LTP to review and confirm LoS.	6/27
Feedback Mechanisms	18. Continue investigations into sentiment tracking. 19. Undertake discovery around community views tool/platform.	18. Deferred/de-prioritisation. To be picked up in later quarters. 19. See 16 above/	12/26 12/26
Customer Service and Interactions	20. Complete operational strategy and charter (currently in final draft). 21. Implement customer complaint process and procedures and publicise.	20. Strategy completed. Charter to be rolled out in current quarter. 21. Under preparation and subsequent rollout.	11/25 6/26
Privacy Protocols	22. Ongoing vigilance and improvements (officer training). 23. Update/refresh Privacy Policy	22. Period training, refreshers, Privacy Week, Inductions etc. 23. Rewrite to be undertaken as part of periodic refresh process.	BAU 12/25
Understanding the Role of Council	24. Promotion of "What Council Does" material. 25. Ongoing advocacy.	24. Undertaken. On-going monitoring. 25. The newly created role, Manager Organisational Planning & Performance, has been assigned responsibility for central government advocacy. Build out of function underway.	BAU 6/26

BAU: Business as usual although periodically monitor ongoing effectiveness on action

Red/Green Pen Changes from Previous Version

Removed Inserted

Strategic Risk No. 1: Failure to Meet Financial Obligations	
26/3/24	18/08/25
Conclusion: While the measures we have currently available to us may provide a degree of short-term relief, the extent to which this is sufficient in an ever-increasing cost environment is becoming a challenge. Factors such as requirements for higher maintenance spending, rising fixed costs and meeting increasing regulatory standards and service levels will require decisions that parts of the community may find unpalatable. However, in the face of unsustainable financial burdens and current restrictions on the extent to which funding can be raised a critical review of needs verse wants may apply some degree of alleviation.	Conclusion: While the measures currently available may provide a degree of short-term relief, the extent to which this is sufficient in an ever-increasing cost environment continues to be a challenge. Factors such as requirements for higher capital investment and maintenance spending, rising fixed costs and meeting increasing regulatory standards and service levels expectations will require prioritisation in decision making. The challenges are also evidenced in the recent credit rating lowering of the institutional framework assessment for local government. Council's latest Long-Term Plan received a qualified audit opinion on the basis of uncertainty on its external funding assumptions and the impact it would have on the LTP if the assumptions are not achieved. The planned formation of a joint Water Services CCO (which will assume assets, debt and future investment needs for the three waters) should provide a mechanism by which appropriate funding of these activities (including the Nature Calls wastewater programme) is achievable. It should also help provide the Council with greater headroom to finance remaining activities. At the time of this assessment, the Council continues to meet its financial obligations.
Action Plan: Develop a plan of individual actions which are assigned to owners with milestones set for each individual item. Consider implementing ongoing iterative reviews to monitor progress in each area. Some of this activity is also actioned when there aren't financial challenges but as part of prudent financial management.	Action Plan: Many of the action plans are iterative in nature and at each cycle there is an expectation that they should become more robust. Officers will need to consider this as they go into each cycle, as well as picking up from any past lessons learned. Some of this activity is also actioned when there aren't financial challenges but as part of prudent financial management and should be continued.

Strategic Risk No. 5: Ineffective Relationship Management and Stakeholder Engagement	
27/11/24	22/08/25
Conclusion: Overall, the management of key stakeholders is working relatively well, with some arrangements in a more mature state than others. Officers have a good grasp of the important issues. In most cases there is a clear understanding for whom the accountability rests. It is recognised that a little more rigor and process would ensure matters are kept on track and/or create incremental improvements to relationships.	Conclusion: Overall, the management of key stakeholders is working relatively well, with some arrangements in a more mature state than others. Officers have a good grasp of the important issues. In most cases there is a clear understanding for whom the accountability rests. It is recognised that a little more rigor and process would ensure matters are kept on track and/or create incremental improvements to relationships and management should continue to build this out.
Action Plan: Officers are committed to ongoing development and improvement to management of key relationships. The identified actions require specific actions to improve the activities while there is a theme across much of the arena that is focused iterative reviews and arrangements. Some of the responsibilities also fall on to Elected Members (e.g. peer engagement, cultural training, application of hierarchy of engagement).	Action Plan: Officers are committed to ongoing development and improvement to management of key relationships. The identified actions require specific actions to improve the activities while there is a theme across much of the arena that is focused iterative reviews and arrangements. Some of the responsibilities also fall on to Elected Members (e.g. peer engagement, cultural training, application of hierarchy of engagement). Management would be well placed to ensure that formalisation of process is clear going forward.

Strategic Risk No. 11: Loss of Public Trust in Council	
27/11/24	22/08/25
Conclusion: Government organisations, including local government, will often attract unwarranted negative attention manifesting in loss of trust from the public. This is challenging to remove from the external context however there is an arguable proposition in place that reduces the risk of loss of public trust to lower levels, albeit not necessarily to the most desirable levels. Reduction of likelihoods and consequences stemming from the internal context is more achievable however the possibility remains that the Council is not always able to satisfy all sectors of the public at once with resultant loss of some trust. Loss of public trust can also be significantly influenced by failures/risk events under the other ten defined strategic risks.	Conclusion: Government organisations, including local government, will often attract unwarranted negative attention manifesting in loss of trust from the public. This is challenging to remove from the external context however there is an arguable proposition in place that reduces the risk of loss of public trust to lower levels, albeit not necessarily to the most desirable levels. Reduction of likelihoods and consequences stemming from the internal context is more achievable however the possibility remains that the Council is not always able to satisfy all sectors of the public at once with resultant loss of some trust. Loss of public trust can also be significantly influenced by failures/risk events under the other ten defined strategic risks.
Action Plan: There remains an extensive list of actions that collectively improve the public trust. A number of these are well in train and require ongoing iterative reviews and actions. Management has identified an extensive list of action where some work is required although it should be emphasised that there is no individual panacea to ensure the public always has trust in the Council.	Action Plan: There continues to be an extensive list of actions that improve the public trust. A number of these are well in train and require ongoing iterative reviews and actions, or ongoing business as usual activities. Management has identified an extensive list of actions where some work is required although it should be emphasised that there is no individual panacea to ensure the public always has trust in the Council.

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 1 October 2025

TITLE: Wellbeing Report, 1 April to 30 June 2025 (Quarter 4)

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

APPROVED BY: Sarah Morris, General Manager People & Capability

RECOMMENDATION(S) TO RISK & ASSURANCE COMMITTEE

1. That the Committee receive the memorandum titled 'Wellbeing Report, 1 April to 30 June 2025 (Quarter 4)' presented to the Risk & Assurance Committee on 1 October 2025.

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 Employee initiated turnover and lost time is included in this report.

Prevent Harm

- 1.3 Following on from World Hearing Week (3-7 March) free hearing checks have continued to be offered to kaimahi, at several of our sites. This will continue until August.
- 1.4 People Operations and Employee Experience coordinated a flu vaccination rollout, with support from the depot team. A total of 233 flu vaccinations were completed.

Quarter 4 Wellbeing Report – Prevent Harm	Q4 2025	YTD	Average Quarter for 2023/24 FY	
Wellness space usage	1663	6948	1536	The comparative data shows continuous and active utilisation of

Quarter 4 Wellbeing Report – Prevent Harm	Q4 2025	YTD	Average Quarter for 2023/24 FY	
				the wellness spaces.
Biennial health / eye check	15	58	26	There has been a slight increase from 13 to 15 checks this quarter. The criteria for these checks have now changed to anyone that hasn't had one in the last 24 months. People Operations are exploring avenues to make this process less administratively heavy.

Provide Support

Quarter 4 Wellbeing Report - Provide Support	Q4 2025	YTD	Average Quarter for 2023/24 FY	
Vitae – On-site services	240	799	224	On-site services involve Vitae Officers visiting sites to conduct informal wellbeing check-ins.
Reflect and Learn sessions	5	28	11	Sessions are designed to assist staff to deal constructively with high conflict incidents in front facing customer roles. The Employee Experience team has been working with specific teams to offer individual sessions rather than group sessions as an individual approach may be more appropriate for some services.

Enhance Wellbeing

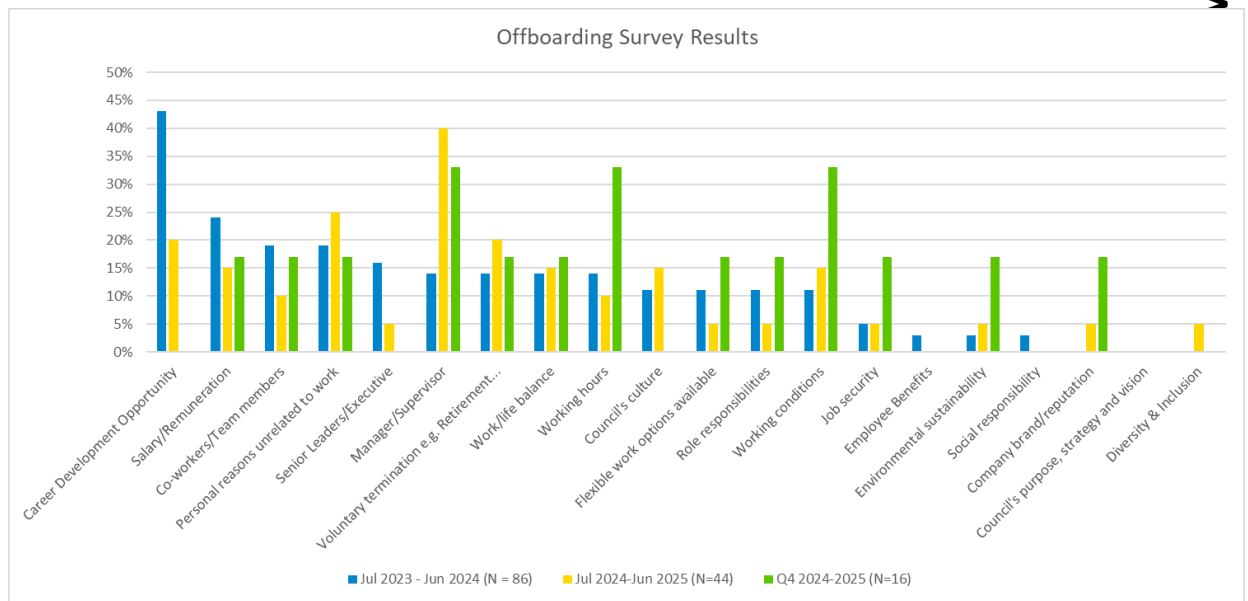
Quarter 4 Wellbeing Report – Enhance Wellbeing	Year to date Number of attendees	Target to be completed by end of FY 24/25	
Creating Cultures of Respect (attendees)	35	45	In the previous year this training was known as Creating Respectful Workplaces. It has received a revamp by the provider with an increased focus on creating positive and respectful organisational culture. This training encourages positive workplace relationships by addressing unacceptable behaviours such as bullying and harassment that could create internal and unhealthy conflict.
Challenging Conversations & Resilience (attendees)	33	30	This workshop is designed to provide employees with practical information and frameworks to deal successfully with situations evoking strong emotional responses.
Tools for Change (attendees)	10	30	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. This training has been presented to 61% of all staff.
Change Ready: Implementer Essentials	35	N/A	While only 10 staff attended Tools for Change in FY24-25, over the year we shifted focus to delivering Change Ready – Implementer Essentials, a more practical, role-specific workshop aligned with Council's new change framework. The new workshop better supports wellbeing and psychological safety upstream, with 35 participants completing it in Q4.
Manager Completion of Leading Through	11	15	One way to support employees' wellbeing is to provide managers with a toolset to lead their team through

Change (Manager attendees)			changing environments. Due to the significant number (97%) of People Leaders that have attended this training, both the occurrence of this training and the target will decrease compared to previous FY.
Situational Awareness and De-escalation training	113	50	Situational Awareness and De-escalation training is an offering developed by the Health and Safety team. This training package aims to provide our people with all the key information and skills when working on the frontline to keep them safe.
Wellbeing Presentation (attendees)	73/81 (90% of new starters)	90% of new starters	This presentation helps to orient new starters to the wellbeing support available here at Council. This presentation is presented to all staff who attend Orientation Day.

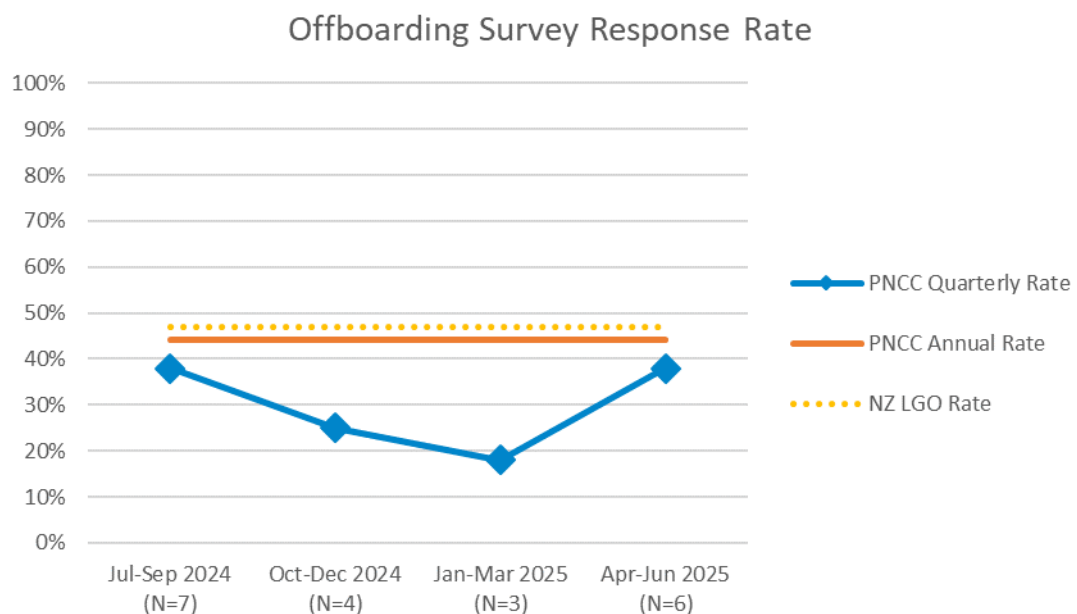
- 1.5 Unmind is a tool that takes a proactive, preventative approach to mental health. This includes wellbeing and mood trackers, courses and short videos focused on wellbeing. Unmind has a total uptake of 45%. The benchmark compared to similarly sized organisations is 33-39%. Top completed Unmind Shorts in April to June are: (a) Love Your Spine (a yoga session), (b) Infinite (a sleep tool) and (c) Building Resilience (a short about building resilience). Single sign on has now been enabled which has led to increased accessibility to Unmind.

Offboarding Data

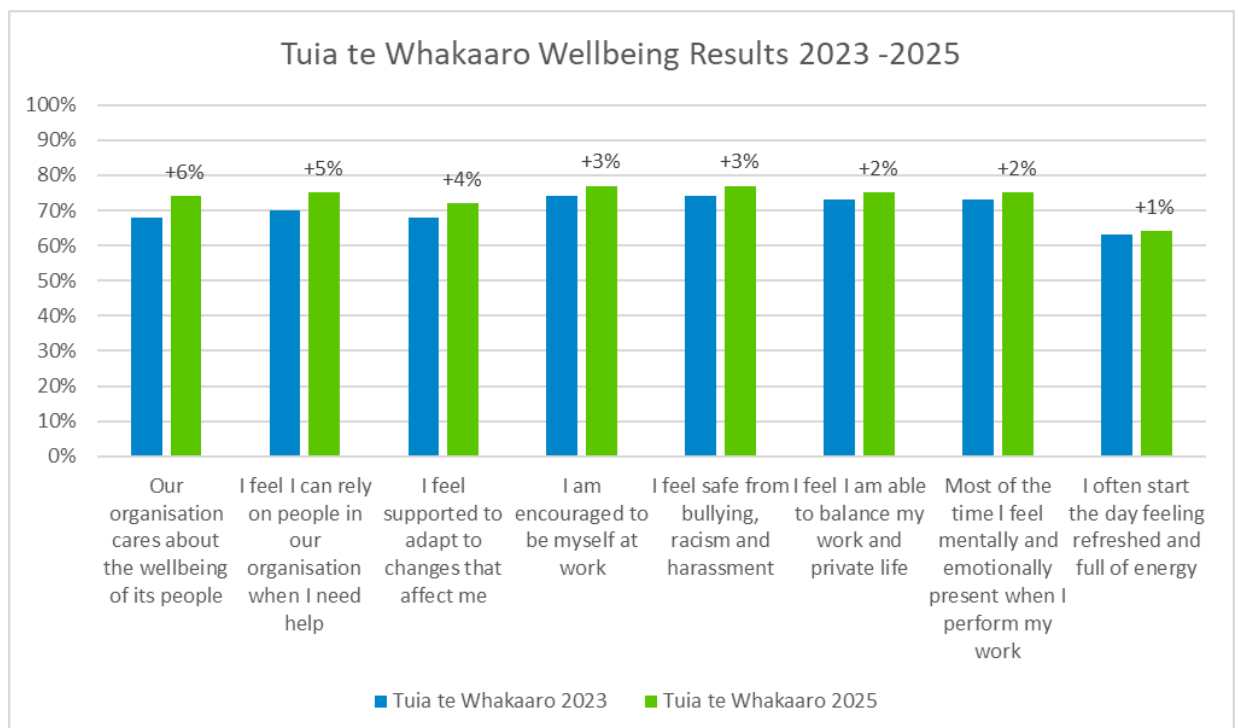
- 1.6 The offboarding data represents the number of people that have completed the survey, not the number of people who have left.



- 1.7 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 16 reasons recorded in the above graph over the quarter there has been 6 completed offboarding surveys (as detailed in the Offboarding Survey Response Rate graph below). For the last financial year, the most common reason for someone to leave Council was Career Development Opportunity. This financial year, the most common reason for someone to leave Council is Manager/Supervisor, followed by personal reasons unrelated to work, career development opportunity and voluntary termination. Please note that the scale of the graph has been limited to 50% to enhance readability.



- 1.8 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 38% in the offboarding survey. We are aiming to reach the NZ local government rate of at least 47%. Participation rate has now increased, and it is noted that of the 16 eligible terminated staff during this quarter 5 (31%) did not receive the survey in time, and of the 11 that did receive the survey 6 completed it. The Employee Experience team will continue to follow up with kaimahi with the offboarding survey. Maintaining this level of participation remains being time-intensive as long as the process is not automated.
- 1.9 In April, we shared the Tuia te Whakaaro – Staff Engagement Survey with all staff. The survey was designed to assess our current position against the six key factors of the Employee Experience Framework, one of which is Health, Safety and Wellbeing. The following graph includes a comparison of the Tuia te Whakaaro 2023 Wellbeing results compared to the Tuia te Whakaaro 2025 Wellbeing results. It is noted that all wellbeing items have increased by 1-6% compared to 2023. For an organisation the size of Council **3% is noted as a significant difference**. The Tuia te Whakaaro results represent a single moment in time.



Turnover

Year	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Employee Initiated	67	85	120	123	114	95	62
%	12.0%	14.1%	20.9%	19.8%	18.8%	14.6%	9.2%
Other				13	8	14	8
%				2.1%	1.3%	2.1%	1.2%

Month	Employee Initiated 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	8	105	16.9%
Nov 23	7	104	16.7%
Dec 23	9	105	16.4%
Jan 24	8	99	15.7%

Feb 24	10	100	15.9%
Mar 24	4	95	15.2%
Apr 24	11	95	14.7%
May 24	7	95	14.5%
Jun 24	8	95	14.6%
Jul 24	6	91	14.2%
Aug 24	8	91	14.2%
Sep 24	4	90	14.1%
Oct 24	8	90	13.7%
Nov 24	6	89	13.4%
Dec 24	3	83	12.5%
Jan 25	8	83	12.5%
Feb 25	2	75	11.4%
Mar 25	6	77	11.7%
Apr 25	5	71	10.9%
May 25	1	65	9.7%
Jun 25	5	62	9.2%
Jul 25	4	60	8.9%
Aug 25	6	58	8.6%

Turnover by Group (12 months to Dec 2024)

Corporate	6	12.5%
Customer & Community	20	10.8%
Development & Regulatory	11	12.9%
Infrastructure	18	6.6%
People & Capability	3	6.1%
Strategy & Planning	4	14.8%
Headquarters	0	0

- 1.10 Turnover has continued to decrease since February 2023. If the trend continues for an extended period of time our low turnover could become a cause for concern. Because we had a period of high turnover this is not an issue currently.

ACC Lost Time (Days)

Period	2020 Ave/Qtr	2021 Ave/Qtr	2022 Ave/Qtr	2023 Ave/Qtr	2024 Ave/Qtr		Mar 25	Jun 25
Work				145.4	116.3		134.5	162
Non-Work				116.1	230.7		138.7	140
Total	233.6	379.6	325.8	261.5	347.0		273.2	302

- 1.11 The number of days lost due to work accidents is 162 or 53.6% of all lost time due to accidents.
- 1.12 There were 15 work related accidents in the quarter resulting in 55 lost days.
- 1.13 The other 107 days were for injuries that occurred prior to the quarter.
- 1.14 The 6 non-work accidents resulted in 140 lost days.

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 In the next quarter Employee Experience will be organising free blood pressure checks across the organisation. This initiative is part of the Heart Foundation's Workplace Winter Wellness Campaign, raising awareness of high blood pressure and promoting simple checks that can make a difference.

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
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirautanga hihiri 14. Governance and Active Citizenship Plan The objective is: N/A	
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

COMMITTEE WORK SCHEDULE

TO: Risk & Assurance Committee

MEETING DATE: 1 October 2025

TITLE: Committee Work Schedule

RECOMMENDATION(S) TO RISK & ASSURANCE COMMITTEE

1. That the Risk & Assurance Committee receive its Work Schedule dated October 2025.

COMMITTEE WORK SCHEDULE – OCTOBER 2025				
1-October 2025	Health and Safety Quarterly Update Q4-April to June 2025	General Manager People & Capability		
1-October 2025	Wellbeing Quarterly Update Q4-April to June 2025	General Manager People & Capability		
1-October 2025	Strategic Risk Management Reporting	General Manager Corporate Services		Terms of Reference
1-October 2025	Review Annual Report	General Manager Corporate Services		Terms of Reference
2026	Review of Cyber Security	General Manager Corporate Services	Overview of Cyber Security status was provided at June meeting; an audit to be scoped once Internal Auditor/ Assurance	6 March 2024 Clause 11-24

			Adviser role is filled	
	Review of Contract Management Framework	General Manager Corporate Services	To be actioned once Internal Auditor/ Assurance Adviser role is filled	26 April 2023 Clause 2-23
2026	Review of Legal Services Framework	General Manager Corporate Services	Framework implemented Q2 2025, review to be actioned once Internal Auditor/ Assurance Adviser role is filled	26 April 2023 Clause 2-23
2026	Business Assurance six-monthly accountability report	General Manager Corporate Services		Finance & Audit Committee 16 December 2020 Clause 68.2
2026	Annual review of Council's Risk Management Appetite and Tolerance Levels	General Manager Corporate Services		6 March 2024 Clause 4-24
As required	Fraud and Whistleblowing Policy Quarterly Update	General Manager Corporate Services		26 April 2023 Clause 12-23
TBC	Local Water Done Well - Assets and Liability Assessment	General Manager Corporate Services	Pending regional CCO investigation	

MEMORANDUM

TO: Risk & Assurance Committee

MEETING DATE: 1 October 2025

TITLE: Health and Safety Report, 1 April to 30 June 2025 (Quarter 4)

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

APPROVED BY: Sarah Morris, General Manager People & Capability

RECOMMENDATION(S) TO COUNCIL

1. That the Committee receive the memorandum titled 'Health and Safety Report, 1 April to 30 June 2025 (Quarter 4)' presented to the Risk and Assurance Committee on 1 October 2025.
-

1. EXECUTIVE SUMMARY

- 1.1 Although the previous quarter (Quarter 3) reflected a strong foundation of proactive safety measures, with several key developments and ongoing challenges, Quarter 4 highlights a significant increase in incident volume and a continued focus on managing **Critical Risk 1 – Frontline Working**. This report builds on previous initiatives and introduces new measures to address emerging risks, particularly those involving public interactions.
- 1.2 Notable events over Quarter 4 period:
 - Support at this year's **Manawatu Workers' Memorial Day** (28 April).
 - **Critical Risk Assurance program** implemented in April – monitoring critical risks across PN City Council will occur monthly.
 - Increased **Frontline Awareness Safety training** (Resource Recovery).
 - Review of **SafeZone lone worker system**.
 - Installation of four **AEDs** across parks and Council facilities.
- 1.3 Current activities:
 - A new **Health and Safety platform** is being scoped for implementation in quarters 2 and 3 this year; platform will provide data capture, reporting, and insights and be desktop and mobile friendly.
 - **Safety Management Framework** undergoing final edits for embedding from November.
 - **Drug and Alcohol Policy**. It is aimed to have the framework embedded during the second half of 2025.

- The **Customer Code of Conduct for frontline workers** is being reviewed and refined.
- Review of **lone worker procedures**, part of our risk assurance program across PN City Council is underway.

1.4 **Next priorities** include the management of high activity areas such as:

- The **ways of working** for the external toilets (at iSite);
- **Engagement of security contractors** to conduct mobile patrols / site visits between iSite, Front of House, Youth Space, and City Central Library;
- Induction / training on our **trespass procedures** will also be conducted in relation to Frontline Working (Critical Risk 1).

2. HEALTH AND SAFETY REPORT

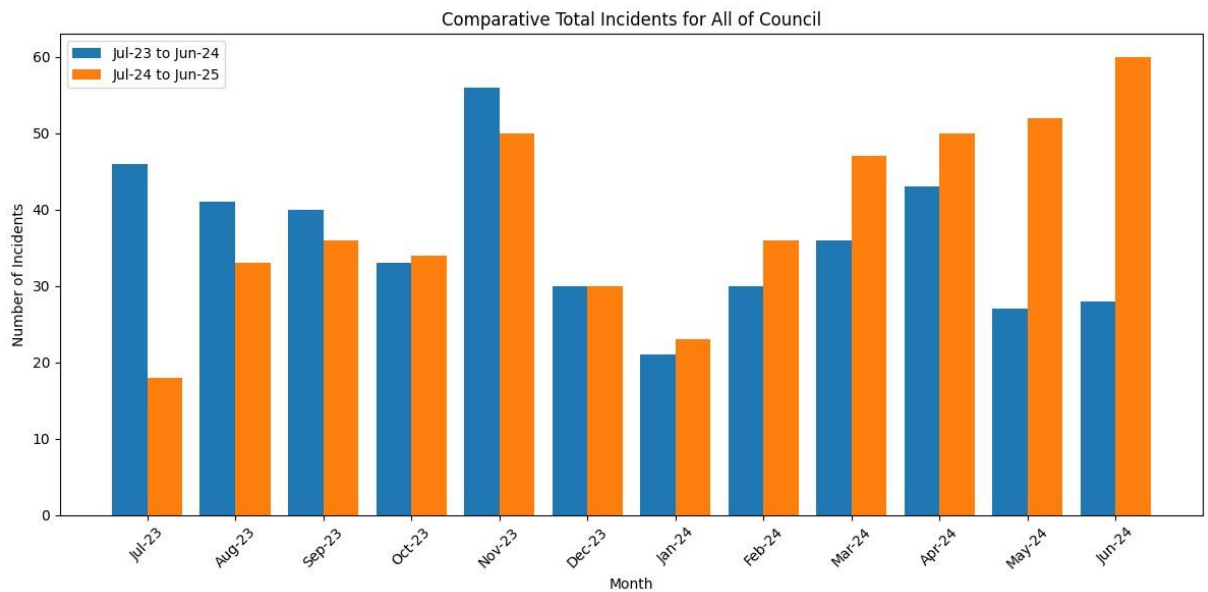
2.1 This report includes year on year comparative data, as well as Quarter 4 2024 / 2025 standalone data. **Hazards** – anything that can cause harm (this includes a person's behaviour); **Incidents** – any unplanned event / occurrence resulting or having the potential for an injury, ill-health, damage or other loss; incidents that almost cause an injury or fatality, ill-health, damage or other loss are labelled as **Near Misses**. Some incidents can also be notifiable.

A. Hazards, Incidents and Near Misses Reported

Table 1: Hazards, Incidents and Near Misses

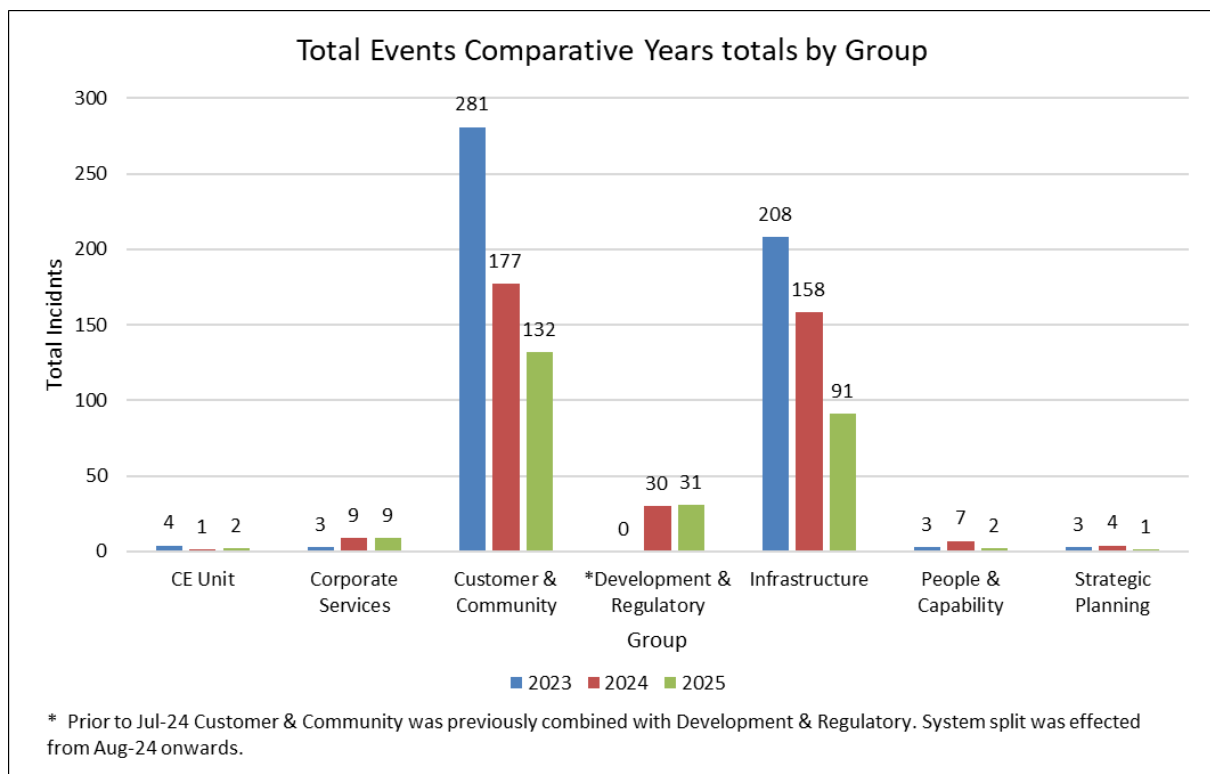
Quarter	Jun-24		Sep-24		Dec-24		Mar-25		Jun-25	
	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON
Hazards	56	4	57	0	73	7	69	7	94	1
Incidents	80	19	78	9	108	6	97	9	156	6
Near Misses	13	7	16	2	17	1	16	2	33	2

Key: PNCC = Staff / Kaimahi; CON = Contractor

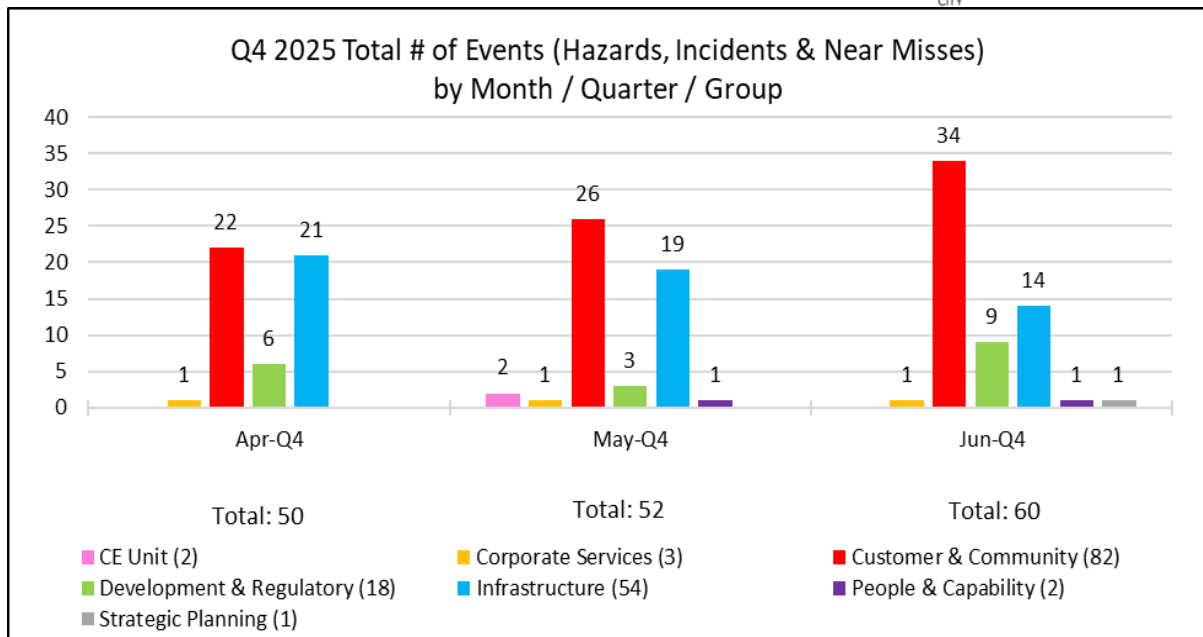


1.

- **Total Incidents (12 Months)** is reflected in the below graph by month and business group.



- The number of incidents by month / quarter and group is graphed below – provides visibility on the events reported during Quarter 4 2025, categorised by business group.



2.2 Comments:

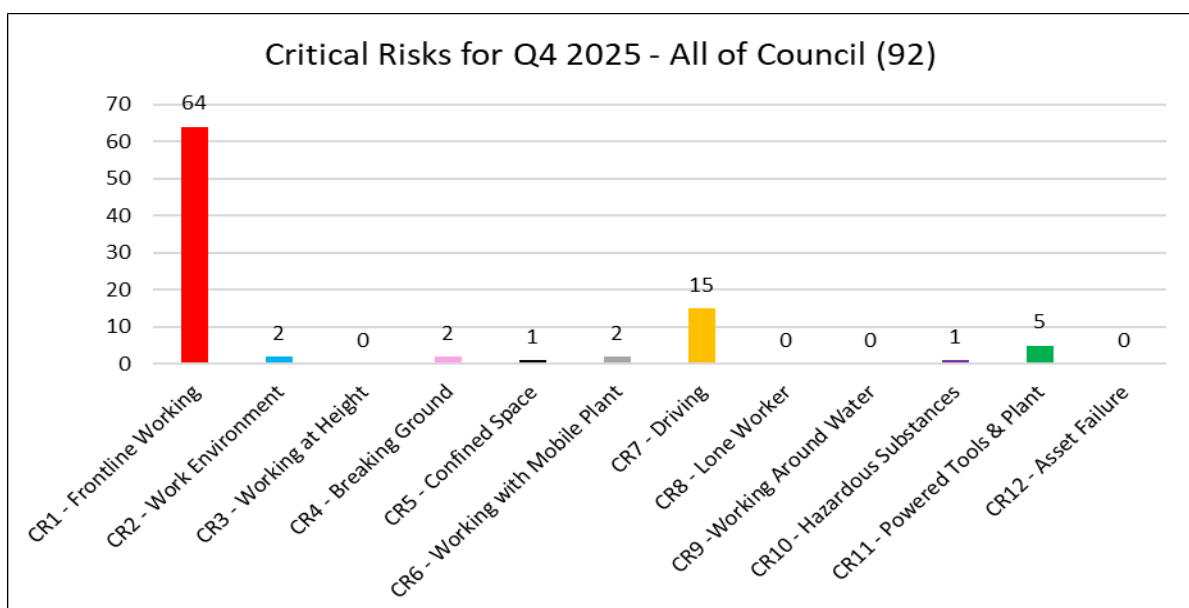
- **Frontline Working** (Critical Risk 1) consistently reflects challenges in managing public interactions, particularly in frontline roles such as libraries, parking enforcement, and customer service. The highest incident volume for the quarter can be attributed to the City Central Library and Front of House due to the Customer & Community group's extensive public engagement.
- **Continued investment** in training, safety equipment, and mental health support for kaimahi in high-risk roles is paramount; along with strengthened incident monitoring, facility improvements, and collaboration with external agencies to manage recurring public behaviour issues to address mitigation measures.
- **Hazards and Incidents** – during the 1 April to 30 June 2025 period the following risks were identified and addressed:
 - *Frontline Working (Critical Risk 1)*
 - People moving through **Awapuni Recycling Centre** to access neighbouring business. People identified have been redirected to proper drop-off sites for material.
 - **Shot clock's** fixings / brackets failing at height with risk of people being hit by falling material. Corrective action – All goal mounted shot clocks removed, and brackets inspected and re-engineered as needed.
 - **Conference & Function Centre** emergency stairwell being repeatedly occupied by homeless persons and animals. Corrective action – Kaimahi are to use the alternative front door to egress rather than the emergency stairwell and consideration to remove access to the applicable fire exit is pending.

- High-risk and ongoing **threatening behaviour** and verbal threats to frontline staff. Corrective action – Safety plan for kaimahi to remove any branded kakahu (uniforms) when traversing the Square has been established; mobile security contractors have also been engaged, along with an increased Police presence.
- **Logic Connect lone worker system** went offline during the quarter and old activations were triggered when the system was back online. Corrective action – Kaimahi to conduct regular checks to ensure the system is online.
- Unlawful entry of **Caccia Birch House** through a window. Corrective action – New locks were installed, and a review of the lone worker communications / security carried out.
- Continued disturbances at **Ashurst campgrounds**. Corrective action – Trespass Notice was issued for person acting in a verbally aggressive and obstructive manner towards a worker.
- *Work Environment (Critical Risk 2)*
 - Impact on staff due to continual and excessive barking from dogs at the **animal shelter**. Corrective action – Decibel tests undertaken, desk relocation made as necessary, noise cancelling headphones were made mandatory for staff experiencing noise impacts.
- *Breaking Ground (Critical Risk 4)*
 - **Gas lateral was damaged** during toby work. Gas service was on the plan, but not marked by the gas location service. Corrective action - A '5 Whys' investigation carried out and further training on SOPs would occur, including a Safety Alert.
 - Police **vehicle chase through a worksite** (installing a manhole) breached road closures. Corrective action – (Taken at the time of the incident) Kaimahi to wait in the manhole and excavator bucket was placed in front of the Public Road excavation site as a precaution.
- *Working with Mobile Plant (Critical Risk 6)*
 - **Work vehicle rolled backwards** a few meters due to worker taking handbrake off. Corrective action – (Taken at the time of the incident) Kaimahi quickly jumped into vehicle and applied pull the handbrake; serious incident avoided.
- *Driving (Critical Risk 7)*
 - **Hydro vac vehicle, reversed over a blue locating box** while backing up next to a trench with spotters. Corrective action – Further 'Spotter' training delivered to effective communications and hand signals between both parties.

- *Hazardous Substances (Critical Risk 10)*
 - **Emulsion leaching into nearby stream** and stormwater system due to runoff from newly completed pavement section. Corrective action – Full investigation report is pending from the contractor.
- *Powered Tools and Plant (Critical Risk 11)*
 - **Incorrect PPE** when working within Recycling Facilities. Corrective action – Kaimahi and contractors have been reminded of PPE requirements; management will review current SOPs.
 - **Mechanical equipment start button pushed** whilst contractor was on-site measuring fine-screen magnet bel. Corrective action - '5 Whys' investigation carried out; Mitigations included review of Lock Out Tag Out training / retraining, contractor and sub-contractor obligation reminders, and internal reporting processes reiterated at Toolboxes.
 - **Lifting sling** unserviceable and without a test tag at the Depot. Corrective action – Sling removed from service.

B. Critical Risks

- **Critical Risk – Frontline Working (CR1)** – remains the top risk category with 64 of 92 total events. 29 Police notifications and 8 Trespass notices were issued in Quarter 4, an increase of 20 notifications on the previous quarter (Quarter 3). Some events fall under multiple CR categories; however, they have only been counted once.
- 23 events involved frontline worker Verbal Altercation (VA) and / or Physical Danger (PD).



- For more information on the individual events please refer to the confidential Critical Risks report (Attachment 2).

C. Investigations

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

Table 3: Investigations

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

D. Training

- 2.4 Intentional additional focus on training has meant more was provided in Quarter 4 than previous quarters. Training courses delivered inhouse by the Health and Safety team and delivered by external providers is shown below. For more expansive information on training for Quarter 4, please refer to the Training Update schedule (Attachment 3).

- Training delivered in-house over Quarter 4 includes:
 - De-escalation and conflict management training;
 - Mental health and substance abuse awareness;
 - Trespass and incident response protocols;
 - Safety plan and duress alarm system reviews;
 - Body worn camera (BWC) usage training;
 - Online abuse and digital safety protocols;
 - Event coordination and public interaction protocols; and
 - Incident debriefs and peer support
- Training by external providers over Quarter 4 includes:
 - Assessor Workplace training;
 - Cherry Picker;
 - Confined Space and Gas Detection;
 - Fire Equipment Handling;
 - First Aid Certificate;
 - GrowSafe;
 - Hazardous Substance Assessment;
 - Height Safety Advanced;

- Health and Safety Representative;
- National Certificate Infrastructure Works – Single Site Supervision;
- NEEBOSH Certificate in H&S Leadership Excellence;
- Noise Risk Assessment
- For more expansive information on training for Quarter 4, please refer to the training update schedule (Attachment 3).

Table 4: Training

Date / Quarter	Sep-24	Dec-24	Mar-25	Jun-25
Number of courses	16	15	12	26
Staff / Kaimahi attending	133	52	227	215

3. COMPLIANCE AND ADMINISTRATION

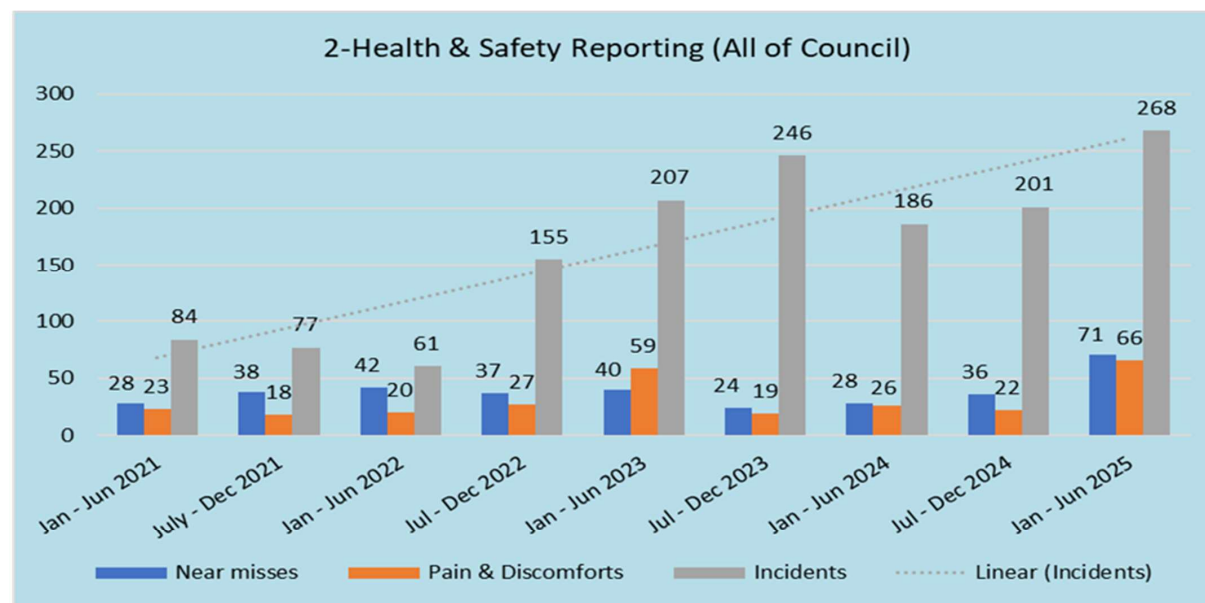
Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	Yes
Does this decision require consultation through the Special Consultative procedure?	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
The recommendations contribute to: Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community	
The recommendations contribute to this plan: 9. Mahere haumarū hapori, hauora hapori	
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

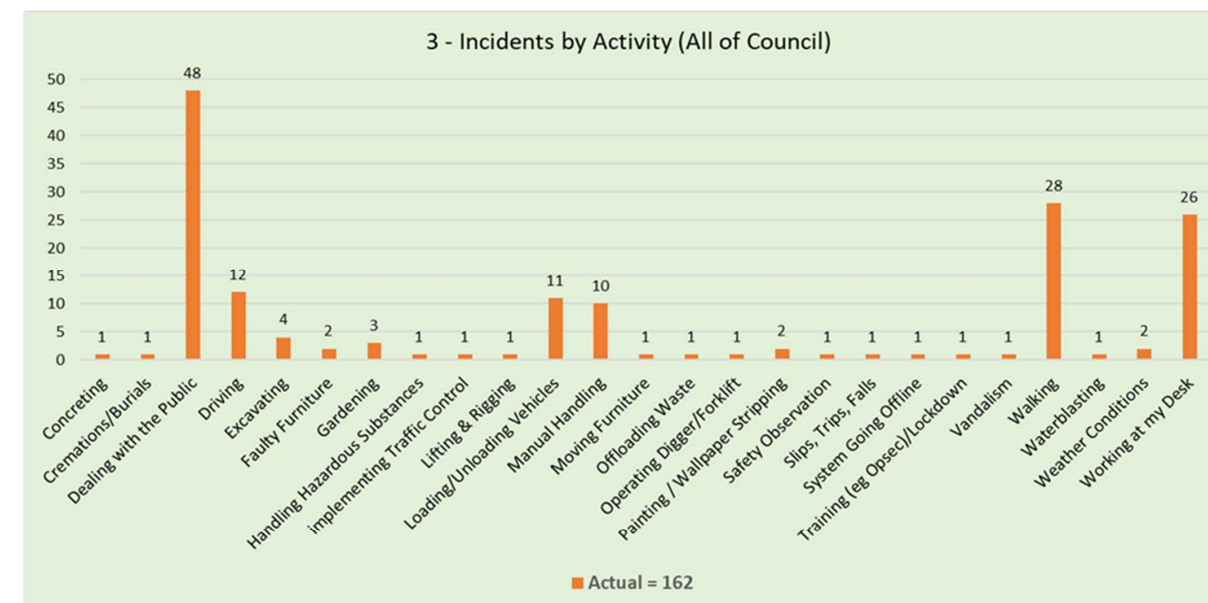
1. Health & Safety Dashboard report, Q4 2025 [↓](#) 
2. Health & Safety Critical Risks report, Q4 2025 - **Confidential**
3. Training Update for Q4 2025 [↓](#) 

Health and Safety Quarterly Dashboard Report: 1 April to 30 June 2025 (Q4 2025)

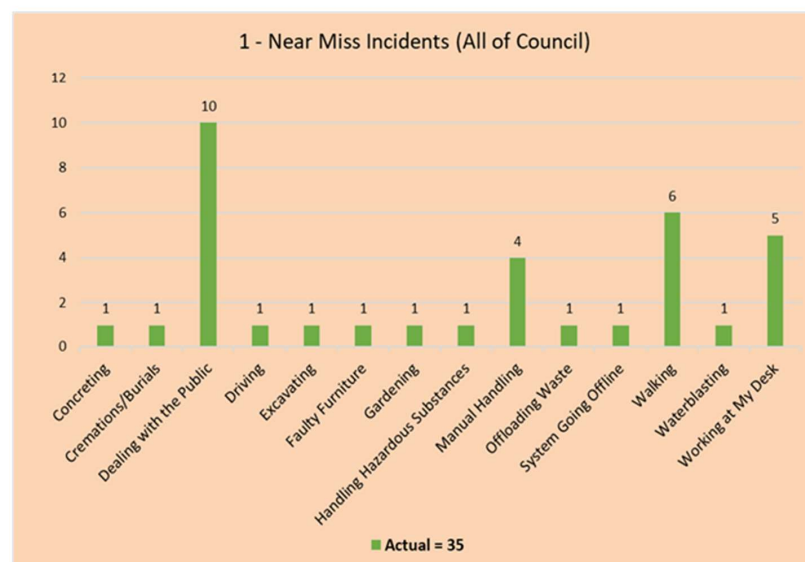
ALL OF COUNCIL



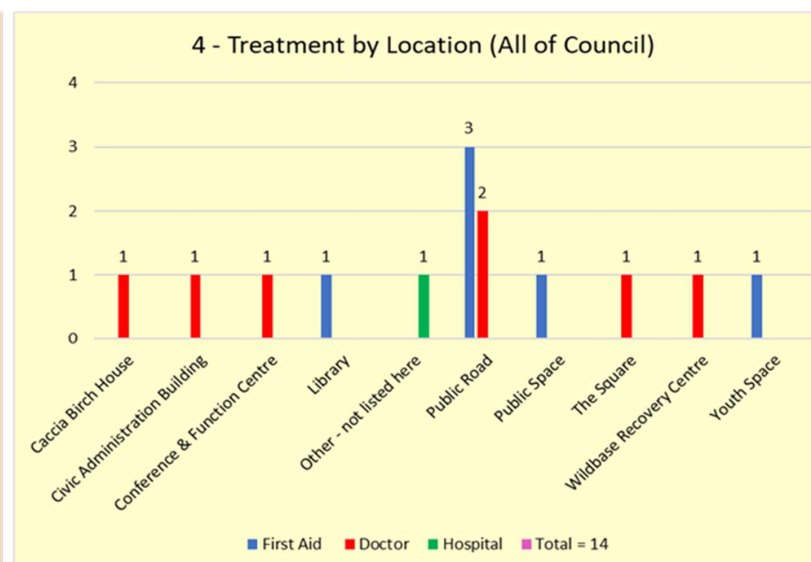
2 – The Health & Safety Reporting graph gets refreshed every six months to enhance the visibility of trends. The next update (during the first half of 2026) will cover the July to December 2025 period. The current period is higher than previously reported.



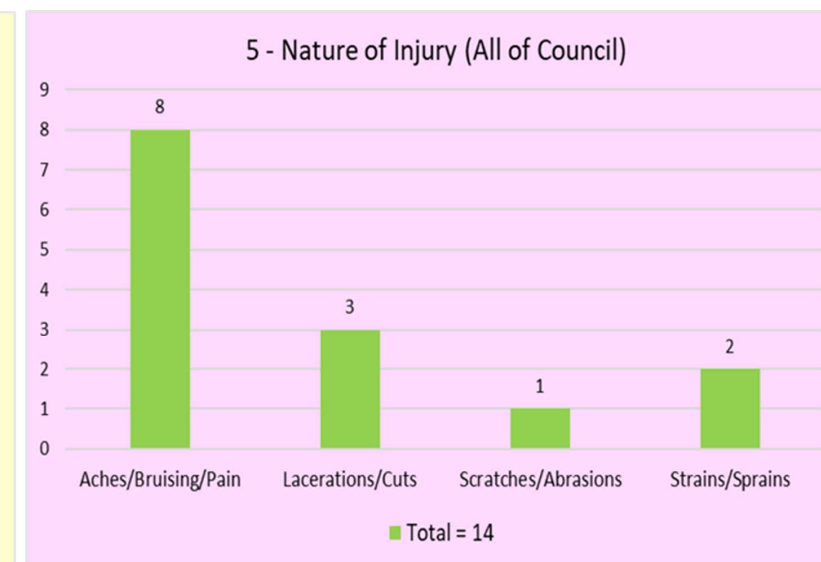
3 – Incidents by Activity: Top Activities account for 63%. The Activities of note are: Dealing with the Public (30%), Walking (17%) and Working at my Desk (16%). Relevant details are included in the confidential Critical Risks report schedule (Attachment 2).



1 – Near Miss by Activity: Quarter 4 up on Quarter 3 (18). Highest incidents of note account for 71%: Dealing with the Public (29%), Manual Handling (11%), Walking (17%) and Working at My Desk (14%).



4 – Treatment by Location data reflects work-related injuries and where they have occurred. Q4 totals 14 – down on Q3 (19). Medical care required for: A kaimahi who experienced dizziness and fell backwards whilst descending a step ladder. Reviews are being held regularly.



5 – Nature of Injury graph is reflective of Painting / Wallpapering (the kaimahi who fell whilst descending a step ladder), and slipping whilst Walking. The injuries overall resulted in aches/bruising, strains/sprains, and cuts and scratches.

Attachment 3 – 1 April to 30 June 2025 (Quarter 4): Training undertaken¹

Event	Sep-24	Dec-24	Mar-25	Jun-25
Asbestos Awareness Training				
Assessor Workplace 4098 Infrastructure				1
Auditing Awareness		1		
Basic Site Safety		7	4	
Behavior Safety Observed training				
Breathing Apparatus				
Business (First Line Management) L4				
Butt Welding Course				
Certified Handler Preparation Online (CHOP)				
Certified Handlers (Hazardous Substances)				
Chainsaw Training		2		
Chemical training /handling				
Cherry Picker				8
Concrete Saw Usage and Basic Safety	36			
Confined Space and Gas Detection	1			29
Confined Space Entry	1			
Contractor All-In Induction sessions				
CTO Class 1 Vehicle				
CTO Class 2 Crew Cab				
CTO Class 4				
CTO Class 5				
CTO Concrete Saw				
CTO Excavator				
CTO Hiab Truck Operation				
CTO Loader				
CTO New Transport Trailer				
CTO Road Saw				
Dangerous Goods (DG)				
De-escalation Awareness				1
Driver Assessment Training				
Driver's License – Class 1 Motor Vehicle				
Driver's License – Class 1R (Restricted)				
Driver's License – Class 1 (Car License)				

¹ Sourced from Health & Safety and PeopleSafe training resources.

Event	Sep-24	Dec-24	Mar-25	Jun-25
Driver's License – Class 2L (Learners)				
Driver's License – Class 2 (Medium Rigid Vehicle)		2		
Driver's License – Class 3 (Medium Combination)				
Driver's License – Class 4L (Learners)				
Driver's License – Class 4 (Heavy Rigid)				
Driver's License – Class 5 (Heavy Combination)				
Driver's License – Class 6 (Motorcycle)				
Drug and Alcohol				
DSE Workstation Risk Assessment		1		
Duress Alarm Training				22
Efficient Compaction Operators Course				
Electrofusion Certificate				
Electrofusion Jointing PE Pipe				
Elevated Working Platform (Scissor Lift and Boom)	8		2	
Emergency Medical Response Revalidation				
Endorsement (D) Dangerous Goods				
Endorsement (F) Forklift			3	
Endorsement (R) Roller				
Endorsement (T) Tracks				
Endorsement (W) Wheeled Special Type				
Endorsement R				
Endorsement T				
Endorsement W				
Environmental Impact Assessment Essentials			1	
Evac Chair	4			
Evac Chair – Certified In-House Trainer Certificate	6			
FAST ² (Operations Situational Awareness 2hr)			67	10
Fire Equipment Handling				36
Fire Safety				
Fire Warden Training	1			
First Aid Certificate	29	27	30	17
First Aid – Stop the Bleed – Certificate			37	
Floor Warden – In House - Training				
Forklift OSH Certificate	6	1		
Forklift (F) Endorsement				

² Frontline Awareness and Safety Training.

Event	Sep-24	Dec-24	Mar-25	Jun-25
Front End Loader				
Gantry Crane Training				
Grow-safe	11			27
Harassment Prevention and Awareness – Managers workshop				
Hazardous Substance Assessment				1
Hazardous Substances in the Workplace				
Hazardous Substance Training General				
H&S Refresher Annual Induction		4		3
Height Safety Introduction			3	
Height Safety Advanced				1
Height Safety Advanced Latest				
Height Safety and Fall Arrest				
Health and Safety Representative Initial				6
Health and Safety Representative Stage 1				12
H&S Site Induction – Awapuni Resource Recovery	2	1	2	
Higgins Gas Toolbox Discussion				
Horticulture Level 3 (no exp)		1		
How to: Tell Your Story				
ICAM Investigation				
Internal Training – Basic Asbestos				
Internal SWP – LEV Rear Packer Collection Vehicle				1
Internal SWP – LEV Rubbish Collection Vehicle				
Internal SWP – Street Bins Collection Vehicle		1		1
Internal Training LEV Glass Collection Vehicle				
Internal Training Side Load Collection Vehicle				
Internal Training – Forklift SOP				
Internal Training – Manual Handling				
Internal Training – Safe Entry & Exit from Cab				
Isolations Lockout etc				
ISO 9001 Quality Management Systems				
IVO Power Brush XL – Cleaners				
JSA Risk Assessment & Thought Process	15			
Kerbside Collection Traffic Leader KCTL (was WCTL)	5			
Liquor Control Qualifications (LCQ)				
Low Level Scaffolding & Inspection				
Management and Handling of Hazardous Substance				

Event	Sep-24	Dec-24	Mar-25	Jun-25
Manual Handling				
Manual Handling Awareness		1		
Manual Handling Online				
Mask Fit Testing			5	
Move at Work (Manual Handling)		13		
NC Horticulture Level 4				
NC Infrastructure Works (Single Site Supervision) Level 4				1
NC Sewer Level 3				
NC Utilities Maintenance L4 (water)				
NC WasteWater Retic Service Person Level 3				
NC Water Reticulation & WasteWater Level 3				
NC Water Reticulation Level 3				
NC Water Reticulation Supervisor Level 4				
NEEBOSH International General Certificate in Occupational Health and Safety			1	
NEEBOSH Certificate in Health & Safety Leadership Excellence				1
NZ Certificate in Infrastructure Level 2				
NZ Certificate in Infrastructure Level 3				
Noise Risk Assessment				1
OPSEC Situational Safety		1	72	
PeopleSafe Training				
PeopleSafe Dashboard Reporting				
PeopleSafe for Managers/Supervisors				
PeopleSafe Standard User Training				
PeopleSafe & The Law – Notifiable Events				
Permit Issuer				
Permit to Work				
Plan Reading Basics				
Playground Safety Inspections				
Quality Management System Training (3 Waters)				
Risk Assessment Awareness		1		
Road Saw Operation				
Safety Induction (CAB)				
Safety 'n Action – Construction Site Access Course				
Safety Plans				
Safe Work Zones				
Safety in Trenches	1			

Event	Sep-24	Dec-24	Mar-25	Jun-25
Site Induction (Depot, Collections)				
Site Induction Training: MRF				
Site Safe Foundation Passport				
Site Specific Safety Plan				
Situational Awareness De-escalation Training (H&S)				30
Slinging Regular Loads				
Spill Management				
SOP Compost Op G/Waste Shredder				
STMS Level 1 – Site Traffic Management				
TC1 – Basic Traffic Controller Level 1				
T1 Tennant Battery Floor Scrubber - Cleaners				
TC Refresher				
Tele Handler # 23637	5			
Tools for Change				
Trenching and Excavation				
Truck Loader Crane / HI AB				
Twintec TTB 1840 Battery Compact - Cleaners				
Understanding NZS3910 – Conditions of Contract (v2013)	3			
Wheels Tracks and Rollers Course				6
Would You Do It?				
Total Number of Events	16	15	12	26
Total Number of Staff Attending	133	52	227	215