



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

FINANCE, PERFORMANCE & AUDIT COMMITTEE

9:00 AM, WEDNESDAY 3 JUNE 2026

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

MEMBERS

Vaughan Dennison (Chair)
Karen Naylor (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott
Brent Barrett
Lew Findlay (QSM)
Hayden Fitzgerald
Leonie Hapeta
Lorna Johnson

Bonnie Kuru
Debi Marshall-Lobb
Billy Meehan
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

FINANCE, PERFORMANCE & AUDIT COMMITTEE MEETING

3 June 2026

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.

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|------------|--|----------|
| 6. | Confirmation of Minutes | Page 7 |
| | That the minutes of the Finance, Performance & Audit Committee meeting of 13 May 2026 Part I Public be confirmed as a true and correct record. | |
| 7. | Central Economic Development Agency (CEDA) Final Statement of Intent 2026/27 | Page 11 |
| | Memorandum, presented by David Murphy, General Manager Strategic Planning. | |
| 8. | Adoption of Elected and Appointed Members Expenses and Allowances Policy 2026 | Page 15 |
| | Memorandum, presented by Sarah Claridge, Governance Advisor. | |
| 9. | Draft Naming and Naming Rights Policies - Approval for consultation | Page 55 |
| | Report, presented by Susana Figlioli, Policy Analyst and Peter Ridge, Manager Strategy and Policy. | |
| 10. | Strategic Risk Management Reporting January to March 2026 (Quarter 3) | Page 69 |
| | Memorandum, presented by Stephen Minton, Risk Management Advisor. | |
| 11. | Featherston Street - Options Assessment for Bus and Vehicle Pick-up adjacent to Palmerston North Boys High School | Page 79 |
| | Report, presented by Tyler da Silva, Acting Transport and Development Manager. | |
| 12. | Road Maintenance Contract (six-monthly report on work programme and performance) | Page 93 |
| | Memorandum, presented by Tyler da Silva, Acting Transport and Development Manager and Glen O'Connor, Acting General Manager Infrastructure. | |
| 13. | Committee Work Schedule | Page 105 |

- 14. Wellbeing Report, 1 January to 31 March (Quarter 3)** Page 111
 Memorandum, presented by Connie Roos, Manager Employee Experience and Wayne Wilson, Manager People Operations.

- 15. Health and Safety Report, 1 January to 31 March 2026 (Quarter 3)** Page 117
 Memorandum, presented by Selwyn Ponga-Davis, Health and Safety Manager.

16. Karakia Whakamutunga

17. 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
15.	Health and Safety Report, 1 January to 31 March 2026 (Quarter 3) Confidential Attachment 2	Releasing this information could negatively effect similar confidential information or discourage people from sharing such information; Sharing this information could put someone'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.

PALMERSTON NORTH CITY COUNCIL

Minutes of the Finance, Performance & Audit Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 13 May 2026, commencing at 9.00am

Members Present: Councillors Vaughan Dennison (in the Chair), Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, William Wood and Kaydee Zabelin.

Members Present online: Councillor Orphée Mickalad.

Apologies: The Mayor (Grant Smith) (absent on Council business), Councillor Lew Findlay and Councillor Leonie Hapeta (early departure).

Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

26-26 Apologies

Moved Vaughan Dennison, seconded Karen Naylor.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 26-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

27-26 Confirmation of Minutes

Moved Vaughan Dennison, seconded Karen Naylor.

The COMMITTEE RESOLVED

1. That the minutes of the Finance, Performance & Audit Committee meeting of 1 April 2026 Part I Public be confirmed as a true and correct record.

Clause 27-26 above was carried 12 votes to 0, with 1 abstention, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald,

Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

Abstained:

Councillor Debi Marshall-Lobb.

28-26

Quarterly Performance and Financial Report - period ending 31 March 2026

Memorandum, presented by Scott Mancer, Manager - Finance, Glenn Bunny, Manager - Property and Project Management, Stephanie Velvin, Manager - Organisational Planning and Performance.

Moved Vaughan Dennison, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the report titled 'Quarterly Performance and Financial Report – period ending 31 March 2026', and related attachments, presented to the Finance, Performance & Audit Committee on 13 May 2026.

The **COMMITTEE RECOMMENDS**

2. That Council approve a budget transfer for Internal Water Rates Revenue of \$933K from Organisational Performance to Water.
3. That Council approve a budget transfer for Sludge & Biosolid disposal of \$350K from Resource Recovery to Wastewater.

Clause 28-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

29-26

Treasury Report - Nine months ending 31 March 2026

Memorandum, presented by Steve Paterson, Manager - Financial Strategy.

Moved Vaughan Dennison, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee note the performance of Council's treasury activity for the nine months ending 31 March 2026.

Clause 29-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

30-26

Tamakuku Terrace Six Monthly Update

Memorandum, presented by Glenn Bunny, Manager Property & Project Management and Anna Saunders, Senior Project Manager.

Officers provided the following update to the report:

Stage 1 & 2	Unconditional Revenue (excl. GST)	Total Sales
Sold and Settled	\$14,826,181	51
Unconditional Sales (but still to settle)	\$2,938,186	11
Conditional Sales (direct)	\$0	0

Moved Vaughan Dennison, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled ‘Tamakuku Terrace Six Monthly Update’, presented to the Finance, Performance & Audit Committee on 13 May 2026.

Clause 30-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

31-26

Internal Audit Charter

Memorandum, presented by Emy Bastillo, Internal Auditor / Business Assurance Advisor and Desiree Viggars, Manager Legal Risk and Assurance / Legal Counsel.

Moved Vaughan Dennison, seconded Karen Naylor.

The **COMMITTEE RECOMMENDS**

1. That Council endorse the Internal Audit Charter (the Charter) as enclosed in Attachment 1.

Clause 31-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

32-26

Annual Internal Audit Work Programme

Memorandum, presented by Emy Bastillo, Internal Auditor / Business

Assurance Advisor and Desiree Viggars, Manager Legal Risk and Assurance / Legal Counsel.

A procedural motion was moved to lie the report on the table for further discussion.

Moved Lorna Johnson, seconded William Wood.

The **COMMITTEE RESOLVED**

1. That as per Standing Order 2.4.1(e) the item of business being discussed lie on the table, until Elected Members have had the opportunity to discuss.

Clause 32-26 above was carried 10 votes to 2, with 1 abstention, the voting being as follows:

For:

Councillors Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

Against:

Councillors Vaughan Dennison and Karen Naylor.

Abstained:

Councillor Bonnie Kuru.

33-26 Committee Work Schedule

Moved Vaughan Dennison, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Finance, Performance & Audit Committee receive its Work Schedule dated May 2026.

Clause 33-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Vaughan Dennison, Karen Naylor, Mark Arnott, Brent Barrett, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

Karakia Whakamutunga

Councillor Debi Marshall-Lobb closed the meeting with karakia.

The meeting finished at 10.27am.

Confirmed 3 June 2026

Chair

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Central Economic Development Agency (CEDA) Final Statement of Intent 2026/27

PRESENTED BY: David Murphy, General Manager Strategic Planning

APPROVED BY: Waid Crockett, Chief Executive

RECOMMENDATION(S) TO FINANCE, PERFORMANCE & AUDIT COMMITTEE

1. That the Committee agree the final Statement of Intent 2026/27 (Attachment 1) submitted by the Central Economic Development Agency.
-

1. ISSUE

- 1.1 The Central Economic Development Agency (CEDA) has provided its final Statement of Intent (SOI) for 2026/27. This is included as Attachment 1.

2. BACKGROUND

- 2.1 CEDA provided a draft of its SOI for 2026/27. This was considered by the Finance, Performance & Audit Committee on 1 April 2026 and its proposed direction and content was supported. No significant changes to the draft SOI were sought by the Committee, as the shareholding partner.
- 2.2 During presentation of the draft SOI on 1 April 2026 there were Elected Members questions about comments regarding CEDA's strategic relationship with Massey University and the effectiveness of the Careers Expo.
- 2.3 CEDA has confirmed there has been a connection with the new Vice Chancellor to continue regular quarterly engagement with a focus on pathways to employment, research and innovation. Massey University remains one of CEDA's key strategic partners.
- 2.4 CEDA completed a paper for its Board regarding the Careers Expo that was shared with the Mayor. The paper included the following conclusion:

CEDAs view on the pathway to employment and specifically the Careers Expo is:

1. *The Careers Expo fills a function that is comparable in deliverables to the Sort It Expo. It's not perfect and lacks some of the local connect that Sort It may have delivered but we don't believe this warrants a rethinking of the current approach in the one-off Expo event space.*
2. *CEDA will continue to work with the Careers Expo NZ team to assist with their event.*
3. *We believe that CEDAs multiple other channels to encourage pathways to employment are enabled because we don't have a significant financial and FTE commitment to running a careers expo.*

2.5 The Local Government Act requires that the final version of SOIs adopted by the Boards of council-controlled organisations be delivered to the shareholder by 30 June 2026. CEDA has met that requirement.

2.6 CEDA representatives will attend the meeting to answer any questions on the final SOI.

3. NEXT STEPS


3.1 The SOI will be published on the websites of Council and CEDA.

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?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city	
The recommendations contribute to this plan: 2. Mahere whakawhanake ohaoha 2. Economic Development Plan	

<p>The objective is: We want an innovative, resilient and low carbon city economy, where communities prosper and achieve their goals.</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>CEDA’s SOI directly delivers on the following from the Economic Development Plan:</p> <p>Our city’s economic wellbeing depends on opportunities to improve our standard of living and reduce economic disadvantage. A profitable business sector, knowledge and skills, work, health, environmental amenity, and housing, all contribute to living standards. We will partner with agencies and organisations to improve wellbeing. We will focus on delivering the conditions needed to support economic activity in the city, now and into the future.</p>

ATTACHMENTS

1. CEDA Final Statement of Intent 2026/27 (attached separately) 

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Adoption of Elected and Appointed Members Expenses and Allowances Policy 2026

PRESENTED BY: Sarah Claridge, Governance Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION(S) TO COUNCIL

- 1. That Council approve the Elected and Appointed Members Expenses and Allowances Policy 2026 (Attachment 1) to replace the Elected and Appointed Members Expenses and Allowances Policy 2022, effective 1 July 2026.**
-

1. ISSUES

- 1.1 Elected Members are required by law to adopt an Expenses and Allowances Policy which outlines the reasonable expenses and allowances members can claim whilst performing their duties as elected members.
- 1.2 Officers have reviewed the current Elected and Appointed Members Expenses and Allowances Policy (Attachment 2). This report proposes an amended policy be adopted (Attachment 1) or further direction to be given to progress the work.

2. BACKGROUND

- 2.1 The Policy was last reviewed in December 2022 when adjustments were made to include Appointed Members to the [Policy](#) – specifically covering the costs of training and development.
- 2.2 It is good practice to review the Policy for each new term of Council.
- 2.3 The Office of the Auditor General provides advice on sensitive expenditure for the public service. Sensitive expenditure is regularly reviewed as part of the external annual audit.
- 2.4 An Elected Member workshop was held on 18 February 2026. Elected Members expressed a preference that officers look into what would be needed for Council to include the new security allowance made available by the Remuneration Authority.

Discussion is set out in section 3.20-3.29. There was also a query raised about travel which is addressed in section 4 of this report.

2.5 At the Council meeting of 6-7 May, Council resolved,

“That the Chief Executive review governance and management policies with a view to restricting purchase of alcohol to providing one 'welcome' drink at Council-hosted events, removing reimbursement for the purchase of alcohol by staff or Elected Members and reviewing associated budgets as appropriate.” This new policy direction has been incorporated in the proposed attachment.

Role of the Remuneration Authority

2.6 Under Schedule 7 (6) of the Local Government Act 2002 (LGA), “The Remuneration Authority (the Authority) must determine the remuneration, allowances, and expenses payable to elected members.” The Authority fixes the scale of allowances and provides guidance for what can be remunerated. District Licensing Committee hearing rates are set by the Ministry of Justice.

2.7 Whereas the Remuneration Authority sets the total pool for remuneration, based on council size, which councils must allocate, the Authority does not set a total that must be used for members’ allowances, rather it regulates what Elected Members can claim as an expense or allowance and the maximum amount for each. Councils can choose not to include expenses/ allowances outlined by the Authority and could agree an amount less than the maximum amount set.

2.8 Councils can include in their Policy expenses or allowances not within the limits specified by the Remuneration Authority; however, these must be approved by the Remuneration Authority before the Policy can take effect. Examples of these include the meal allowance or taxi charge card.

Inclusion of Appointed Members

2.9 In 2021, Council agreed to extend parts of the Expenses Policy to include Appointed Members. The Remuneration Authority’s remit does not extend to Appointed Members and their expenses will not be scrutinised by the Authority; Council is not prohibited from including Appointed Members in the Expenses Policy.

2.10 Whilst Council has resolved not to have Appointed Members on its standing committees this term, officers propose that the training section of the Policy continue to apply to Appointed Members, to enable members of the District Licensing Committee to access training opportunities and be compensated for expenses incurred.

2.11 Sections 3.24-3.28 of this memorandum also consider the addition of recompense for time spent in training.

Financial Implications

- 2.12 Members expenses and allowances are separately allocated in the operational budget from the Elected Members Remuneration Pool. As indicated in the Annual Budget deliberations paper of 6 May, the costs for introducing a security allowance have not been budgeted for at this stage.
- 2.13 If the Policy is agreed as drafted, officers will seek to manage the budget for Members Expenses within the 2026/27 Financial Year and include an additional budget in ongoing years. Should all Elected Members apply to use the security allowance, costs could be up to \$88,000 in the 2026/27 Financial Year (costs of installing a security system (\$4,500) at each Member’s house, and monitoring costs (\$1000)), officers will bring an additional request for unbudgeted expense should this arise.

3. REVIEW OF THE EXPENSES AND ALLOWANCES POLICY

- 3.1 Officers have conducted a desktop review which included the following:
 - compared the Council’s Expenses Policy 2022 with the current Remuneration Determination 2025/26 and advice provided on the Remuneration Authority’s website.
 - reviewed against Office of the Auditor General (OAG) advice on sensitive expenditure and other councils’ expenses policies
 - updated the Policy to reflect current rates for fuel recovery and hearings published since July 2025,
 - held a public workshop with Elected Members on 18 February 2026 where several proposals on possible changes to the Policy were discussed.
 - re-formatted the Policy, including incorporating additional expenses allowed for the Mayor and Deputy Mayor into the main body of the document to improve ease of use.
- 3.2 The draft Policy (Attachment 2) contains a lot of changes. Should Elected Members not wish to incorporate any one of these, they would be advised to propose which parts to include/exclude when putting a motion today.
- 3.3 The following changes from the 2022 Policy have been included in the draft:

Section 2: Authentication of Expenses and Allowances

- 3.4 Rewritten and expanded to incorporate the OAG criteria to apply to all approvals, a list of requirements for seeking reimbursement and the flexibility of the Chief Executive to consider reimbursing expenditure which is not specifically listed in the Policy. As long as it meets the OAG criteria listed.

Section 3: Definitions

- 3.5 **Definition of Appointed Member** expanded to include member of the District Licensing Committee, but to exclude Resource Management Commissioners.
- 3.6 The District Licensing Committee implement Council’s responsibilities under the Sale and Supply of Alcohol Act 2012. It is a quasi-judicial, regulatory function that requires knowledge of the licensing regime and expertise of applying good process and practice. As this is not a professional role, the responsibility for ensuring Committee members keep up-to-date with legislation and its application lies with the Secretary of the District Licensing Committee (the Chief Executive), as opposed to RMA Commissioners who are external contractors responsible for their own professional development, and are appointed as subject matter experts.
- 3.7 The proposed change will enable members of the District Licensing Committee (DLC) to access training opportunities and be recompensed accordingly. The DLC is made up of members of the community that have experience relevant to alcohol licensing matters. However, they are not necessarily experts in their field. It is to Council’s benefit to have well-trained Committee members, as decisions can and are be appealed to the Alcohol Regulatory Licensing Authority.

Section 4: Travelling on Council business (Elected Members)

- 3.8 **Inclusion of Rideshare (section 4.2)** – as an option under the taxi section. To acknowledge that in some cases, using an Uber might be a more reasonable option.
- 3.9 (the) **Vehicle mileage allowance (section 4.4)** – has increased in line with the remuneration determination.
- 3.10 **Air Travel (section 4.5)** – tightening up the wording to state that any instances of exceptional circumstances (for the reimbursement of business or first-class flights) are to be agreed by the Chief Executive.
- 3.11 **Meal Expenses (4.8)** – the meal allowance has been increased to up to \$100 per day to align with the staff expenses policy.

The Council resolution to remove the reimbursement of alcoholic drinks from the meal expense aligns the draft Policy with advice from the Office of the Auditor General that:

“there is increasingly an expectation that public organisations not allow the use of public money to purchase alcohol. Where public organisations are still meeting the cost of alcohol, they will need to have a clear justification.”

The draft policy has been updated accordingly.

Section 6: Hosting on Council Business when representing the city in the position of the Mayor

- 3.12 The current Expenses Policy 2022 provides no specific guidance for how discretionary entertainment and hospitality expenditure should be managed but relied on the overarching expectations (in section 2) for how public monies should be managed.
- 3.13 The OAG considers entertainment and hospitality to be sensitive expenditure because of the “opportunity for private benefit and the uncertainty as to what is appropriate”¹. Any entertainment and hospitality expense should have a justifiable business purpose and be moderate and conservative.
- 3.14 Officers have strengthened the draft Policy to align it with the recent OAG advice, the PNCC staff Sensitive Expenditure Policy and the recent decision of Council on alcohol expenditure.
- 3.15 Alcohol provision at Council-hosted events has been restricted to one welcome drink as resolved by Council on 6 May 2026. This will also be reflected in staff policy.
- 3.16 It should be noted that usual organisational processes of approvals by budget-holders with the appropriate financial delegation from the Chief Executive apply to all purchases (including sensitive expenditure) and one-up approval is expected and required for any reimbursement across the organisation, eg. Mayor’s expense claim must be agreed for reimbursement by the Chief Executive.
- 3.17 As all expenditure covered under this Policy could be classed as sensitive, the OAG criteria have also been included in Section 2 of the Policy to apply to all approvals.

6.1: Elected Member Credit Cards

- 3.18 Section 6 includes the Mayor’s and Deputy Mayor’s Entertainment and Hospitality expenses incurred whilst on Council Business. These are expenses made on their credit cards. At present the Deputy Mayor does not hold a council credit card, only the Mayor.
- 3.19 A paragraph has been added outlining what it is inappropriate use of a PNCC credit card eg used for cash advances or purchasing personal items, which aligns with OAG advice.
- 3.20 Current practice is for the Mayor’s credit card expenditure to be reported quarterly to the Finance, Performance and Audit Committee. The monthly credit card statement is signed by the Chair of the Finance, Performance and Audit Committee and is not paid until the Chair has authorised it.

¹ [Controlling sensitive expenditure: Guide for public organisations](#) Refer to Section 3.6-3.9.

- 3.21 During the workshop, Elected Members were interested in tightening the approval process for the credit card statement and for having in general, more oversight over credit card expenditure. The Delegations Manual will be updated so that two positions approve the monthly credit card bill – either the Deputy Mayor, and/or a Chair of a Committee, subject to Council approval on 24 June 2026.

Section 7: Communications Allowance and Provisions for Elected Members

- 3.22 **New section on Stationery and Services (5.2)** Which explains what stationery / office provisions Elected Members can expect from the organisation.

Section 8: Conference and Training Expenses (Elected and Appointed Members)

- 3.23 Officers have clarified the \$2,000 training limit refers to the cost of attending a conference or training course, with associated reasonable travel and accommodation in addition. This \$2000 limit has been in place for several years now. Officers are comfortable with it. We note that although average prices have risen over the period, with many online course offerings now, course costs usually fall just below the limit.
- 3.24 **Training time allowance for Appointed Members (6.4)**– a new section giving Appointed Members the ability to claim for their time spent attending a training course has been included in the draft Policy.
- 3.25 A training time allowance was requested by the chair of the District Licensing Committee (DLC) on behalf of the Committee members. Members of the DLC can currently claim an hourly rate (\$51 members \$78 Chair) for the time spent preparing for and participating in meetings or hearings.
- 3.26 The workload of the DLC has increased in complexity over the last 18 months and it is important that members are properly trained and knowledgeable in the statutory requirements of alcohol licencing. Providing for compensation of their time when training, recognises the value they provide to the organisation and encourages ongoing training, in turn protecting the reputation of the organisation.
- 3.27 In terms of reimbursement, there are two options: (1) Council could pay the current DLC hourly rates (\$51 members \$78 Chair), which is how Auckland City Council recompenses their DLC members, or (2) a fixed rate specified for training could be agreed. A fixed rate recognises that when it comes to training time, time spent and the value of the ‘work’ is the same regardless of whether the individual is a chair or a list member. A fixed rate of \$51 per hour (the rate set for hearings for members) might be a reasonable level. This second option has been included in the drafted Policy.
- 3.28 The training time allowance would only be for Appointed Members and would not extend to Elected Members appointed to the DLC. Despite Elected Members being able to claim for their work on the DLC, Elected Members are already remunerated

for participating in Council Business (which includes attending training course). Excluding Elected Members, there are 7 members on the DLC list, if they all attend one full day training once a year the cost of training time would be \$2,856.

Section 9: Home Security Provision Payment

This is a new provision for Elected Members to consider including in the Policy.

- 3.29 In response to an escalation in online abuse, harassment and other threatening behaviour experienced by elected members, the Authority has decided to extend the home security provisions currently available to Members of Parliament to elected members.
- 3.30 The Authority has allowed for a one-off reimbursement of up to \$4,500 to cover the installation of a security system at an elected member's primary place of residence and an annual \$1000 to cover any costs of monitoring and/or repairs of the system.
- 3.31 At the February workshop, Elected Members showed an interest in having the home security provision included in the Policy. Members suggested the following:
- Make sure the required assessment is not onerous for proving the threat
 - Review the average price of home security systems

Required Assessment is not onerous for proving the threat

- 3.32 The Remuneration Authority requires the completion of a threat and risk assessment before payment is reimbursed. Officers have drafted a Security Threat Assessment form for members to complete (see Attachment 3). The form lists a range of potential threats and requires members to indicate which applies to them and whether these have occurred in the last 3 to 6-months. There is no need to prove the threat exists, as a perceived threat can be just as unsettling as an evidenced threat. Physical threats are also less likely to have evidence available.
- 3.33 The assessment would need to be approved before an Elected Member goes ahead to purchase a system.
- 3.34 The Security Threat Assessment form and Procedure are attached.

Average Price of a Security System

- 3.35 Costs of a Home Security System will depend on the size of house, and the type of system an elected member chooses to install. Prices suggest the following:

System type	Estimated cost (2025) ²	Specifics
Basic DIY alarm kit	\$100 – \$400	Includes basic components like control panel, sensors and siren. While these are an affordable option, they offer limited protection and are not usually accepted by insurers.
Standard professional system	\$600 – \$1,500	Includes control panel, keypad, sensors, siren and backup battery. Ideal for holiday homes that are vacant for long periods or for people who don't use a smart phone.
Advanced system with monitoring	\$1,200 – \$2,500+	Includes advanced sensors, smart home integration, and 24/7 monitoring. Suitable for bigger homes or homes with higher value where extra security is needed.
Next Generation Wireless system	\$2,300 – \$2,500+	Includes wireless control panel, smart apps with video verification, sensors and sirens. A great option for homes that don't have existing wiring, but not suitable for locations without reliable internet or mobile data coverage.
CCTV integration	\$1,499 – \$1,699	Includes installation of security cameras with recording capability and access via app.

3.36 Professional installations costs range from \$500 to 1500 depending on the system and property.

Process for requesting Council subsidy for a Security System

3.37 Instead of Council buying security systems and distributing them to elected members, the draft Policy enables elected members to choose the most suitable security system for their needs, and then seek (upon proof of purchase) reimbursement from Council of up to \$4,500 (or the price of the system whichever is cheaper).

3.38 Council would treat the purchase of the security system as a one-off expense, rather than an annual allowance. Therefore, if a member leaves office or moves house the security system is theirs and there is no expectation to repay Council for its contribution.

² Publicly available estimates (excluding install costs) sourced online from [Hines Security](#).

- 3.39 An annual allowance of up to \$1000 for monitoring and maintenance would be paid to members upon receipts.
- 3.40 The draft Policy enables members to claim for a security system more than once in a term (should they move to a new house), however they can only claim up to a maximum of \$4,500 in any term. So, for example if a member claimed \$3,000 for a system at the beginning of the term, and then moved to a new house 18 months later, the member would be entitled to apply to Council for a contribution of \$1,500 for a second security system. Likewise, members that already have a security system, may seek a Council contribution towards an upgrade or replacement.
- 3.41 Allowing members to claim for up to the full entitlement each term acknowledges that just because a member has moved house or been re-elected does not mean that the threat to their safety had diminished. It should be noted that in each instance an assessment would need to be completed and agreed before reimbursement is claimed.
- 3.42 If members consider that the maximum of \$4,500 is too high, then an alternative amount could be put or an amendment moved.

Section 10: Allowance for Participation in Quasi-Judicial Bodies

- 3.43 Updated for currency: Rates for participating in Resource Management hearings has been increased in line with the most recent Remuneration determination.

Participation in the District Licensing Committee has been re-formatted to improve clarity.

4. OTHER ISSUES INVESTIGATED

Travel from destinations other than Palmerston North

- 4.1 At the workshop, the issue was raised on whether travel on council business had to start and end from Palmerston North, or whether a member could seek travel from another location direct to the council business.
- 4.2 Advice from the OAG on Sensitive Expenditure states that *“Staff [or] members can go on private travel **before, during, or at the end** of travel paid by their organisation, provided there is **no additional cost to the organisation** and the private travel is only incidental to the business purpose of the travel.*

This suggests that Members could travel on council business from other places in New Zealand, provided that the cost of doing so is ‘the same or less’ than what the cost would be from Palmerston North.

See below for examples:

Destination	Travel Costs	Outcome
Scenario 1: Member is holidaying in Queenstown. Is booked to go to a conference in Dunedin.	Cheaper/ the Same Travel from Queenstown to Dunedin cheaper than travel from Palmerston North to Dunedin	<u>Council pays for member to travel</u> from: Queenstown to Dunedin and Dunedin to PN.
Scenario 2: Member is holidaying in Queenstown. Is booked to go to a conference in Whanganui.	More expensive Travel from Queenstown to Whanganui more expensive than travel from Palmerston North to Whanganui (council car)	<u>Council does not pay</u> Member pays for flight back to PN and borrows council car to attend conference. OR Member could choose to pay for direct flight to Whanganui.
Scenario 3: Member is holidaying in Queenstown. Is booked to go to a conference in Auckland.	More expensive Travel from Queenstown to Auckland more expensive than travel from Palmerston North to Auckland	Members pays for direct flight from Queenstown to Auckland. PNCC offer to reimburse the difference in price of the ticket PN to Auckland. Council pays for travel Auckland to Palmerston North.

4.3 Officers are comfortable that where the Policy refers to ‘reasonable’ and ‘justifiable’ that this would include incidental scenarios as allowed for under the OAG advice on sensitive expenditure. No policy amendment is needed.

5. OTHER ALLOWANCES ACCEPTED BY THE REMUNERATION AUTHORITY BUT NOT CURRENTLY INCLUDED IN THE ELECTED MEMBER EXPENSES POLICY

Travel Time Allowance

5.1 **The draft Policy does not include a provision for travel time on Council business to be recompensed.**

The Authority allows for an entitlement of \$41.30 per hour for the time spent travelling while on council business, excluding the first hour of travel. A Mayor is excluded from receiving this allowance, as their role is deemed full time.

At the workshop on 11 February 2026, members expressed a preference not to include this allowance in the Policy.

Childcare Allowance

5.2 The draft Policy does not include a provision for childcare costs to be claimed by members.

The Authority allows for eligible Elected Members to claim up to \$7,500 per child per year to supplement the cost of childcare whilst engaged on Council business, on the provision of evidence. The allowance is to support members that are parents/ caregivers to participate in Council business.

The limitations set by the Authority are below.

The Elected Member must be:

- engaged on local authority business at the time of the childcare
- the parent or guardian of the child usually has day-to-day responsibility for care of the child, and the child is under 14 years of age.

The childcare must be provided by someone who:

- is not a spouse, civil union partner, or de facto partner of the member
- is not a parent of the child
- does not ordinarily reside with the member or child.

At the workshop on 11 February 2026, members expressed a preference not to include this allowance in the Policy.

6. NEXT STEPS




6.1 If agreed, the draft Expenses and Allowances Policy 2026 (Attachment 1), would be confirmed and commence from 1 July 2026.

7. COMPLIANCE AND ADMINISTRATION

Does the Council 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 actions?		Yes
Are the recommendations inconsistent with any of Council’s policies or plans?		No
The recommendations contribute to Council Goals: Not Applicable		
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirarautanga hihiri 14. Governance and Active Citizenship Plan The objective is: Base our decisions on sound information and advice.		
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This Policy provides a publicly agreed list of expenses and allowances members can claim for. In doing so, members are highlighting fair and transparent governance.	

ATTACHMENTS

1. Draft Elected and Appointed Members' Expenses and Allowances Policy 2026 [↓](#) 
2. Elected and Appointed Members' Expenses and Allowances Policy 2022 (Current Policy) [↓](#) 
3. Procedure for Elected Member applying for Security System Expense [↓](#) 

Elected and Appointed Members’ Expenses and Allowances Policy 2026

Adopted by	Palmerston North City Council on XXX 2026
Previous revision date	December 2022
Next review date	2029 (beginning of Council triennium)
Relevant legislation	Schedule 7(6) Local Government Act 2002
PNCC documents reference	Oasis: 16398660

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DRAFT

1. Introduction

From time to time Elected and Appointed Members incur expenses on the Council's behalf, which need to be reimbursed.

This Policy applies to the Mayor and Councillors as elected members of the Palmerston North City Council, and for the purpose of training, any members the Council may appoint.

Contact person for queries: Hannah White, Manager - Governance, email hannah.white@pncc.govt.nz.

1.1 Role of the Remuneration Authority.

The Remuneration Authority is responsible for setting what expenses and allowances elected members can receive and the maximum amount for each.

However, allowances are entirely at the discretion of individual councils within the limits set by the Remuneration Authority.

The amounts set in this Policy are within the limits set by the Remuneration Authority.

2. Authentication of Expense Reimbursements and Allowances

The fundamental principle underlying this Policy is that the spending of public money should be subject to the standards of probity, transparency and financial prudence that is expected of a public entity.

As expenditure and reimbursements are likely to be scrutinised, these need to pass the test of what is reasonable by community standards.

Costs for expenses must have a justifiable Council Business purpose, be moderate and conservative having regard to the circumstances, and be appropriate in all respects.

Approval for all sensitive expenditure is subject to the following criteria:

- a) **has a justified business purpose;** - the spending supports Council's goals, makes clear sense, supported by evidence of the need for the spending and evidence that a range of options have been considered. And
- b) **Integrity and Transparency** – Open honest and explainable
- c) **Preserves Impartiality** – Based on objective criteria, free from real or perceived conflicts of interest
- d) **Prudent and Cost Effective** – Moderate, reasonable and fiscally prudent
- e) **Compliant** – follows legal, financial (eg appropriate financial delegations) and ethical standards.

Expenditure and/or reimbursement must adhere to the following processes:

- Any expenses to be reimbursed must be on an actual and reasonable basis and in line with this Policy;
- Appropriate form used
- Full original receipts are required; and where requested reasons provided
- Reimbursements will be made electronically via Payroll
- All expenditure that falls under this Policy is approved on the condition that it can be met within relevant budget provisions
- Authorised by role(s) with appropriate delegation

Where an expense has been incurred which is not otherwise covered by this Policy, the Chief Executive will consider it according to the criteria listed above.

3. Definitions

Active Transport means using transport modes that involve physical activity to get to a destination, eg. walking or cycling.

Actual means as evidenced by the original receipt attached to the claim form.

Appointed Member: A non-elected member of a Council Committee or District Licensing Committee who has been appointed by Council for their specific skills or knowledge, to enhance decision making. This does not include Resource Management Commissioner.

Authorised Representative: a Councillor with authority from the Mayor to represent the city at an event.

Council - The elected governing body of Palmerston North City.

Councillor: A member of the Council elected under the Local Electoral Act 2001, excluding the Mayor.

Council Business includes formal Council or committee meetings, workshops, seminars, statutory hearings, training courses, site visits, meetings with staff, meetings with community groups, meetings with members of the public and official events. It does not include events where the primary focus is on social activity or electioneering.

Elected Member: A member of the Council elected under the Local Electoral Act 2001.

Remuneration Authority is an independent body established by the Remuneration Authority Act 1977, with responsibilities under the Local Government Act 2002 to determine remuneration and expense/allowance rules for Elected Members.

4. Travelling on Council Business

Elected Members can claim for the reasonable cost of travelling to and from events when on Council Business outside the Palmerston North City boundary.

For events within Palmerston North, members are encouraged to use active or public transport whenever possible.

It is expected that for Elected Members, the majority of Council Business will be within the Manawatū-Whanganui region. However, on occasion Council Business might involve travelling elsewhere in New Zealand or overseas. Overseas travel must be approved by Council.

Members must always use the most cost effective and reasonable method to travel.

The Mayor will be provided with a vehicle that will also be available for private use. A deduction will be made from their salary as determined by the Remuneration Authority.

4.1 Public Transport and Micro-Mobility vehicles

Council encourages members to use public transport and micro-mobility vehicles to travel around the city.

All Elected Members are entitled to the actual and reasonable costs incurred when using public transport (long distance coach, local bus, train or ferry), micro-mobility vehicles (such as e-bikes and e-scooters) for travel on Council Business outside the City boundary upon the production of receipts or evidence satisfactory to the Manager – Governance.

Use of local buses and micro-mobility can be claimed for travelling to and from Council Business within the City boundary.

4.2 Taxis and Rideshare

Taxis or Uber may be used for Council Business, instead of private vehicles or public transport, for the following reasons:

- Safety/security reasons;
- When Elected Members are on official Council Business; and
- When travelling outside Palmerston North if a taxi is the most appropriate form of transport.

All Elected Members are provided with a Taxi Charge Card, which should be used for planned travel within New Zealand.

4.3 Parking Exemption Cards and Mayoral Car Parks

Palmerston North City Council provides Elected Members with car parking exemption card, for use around the City when on Council Business. The expectation is that these will be used only for Council Business.

The Mayor and Deputy Mayor will receive an assigned car park in the Civic Administration Building in addition to a car parking exemption card.

4.4 Vehicle Mileage Allowance for Councillors

The vehicle mileage allowance is not payable to a member for travel between their place of residence and anywhere within the Palmerston North City Council boundary.

Councillors are expected to use a motor vehicle provided from the PNCC carpool when travelling outside the city on Council Business. If such a vehicle cannot be provided or the arrangements are unsuitable for the Councillor concerned, then the Councillor may be reimbursed upon receipt of an expense claim form.

Vehicle mileage allowance will be assessed as follows:

Vehicle Type	Travel up to 14,000km	Travel over 14,000km
Petrol or diesel vehicle	\$1.04 per km	\$0.35 per km
Petrol hybrid vehicle	\$1.04 per km	\$0.21 per km
Electric vehicle	\$1.04 per km	\$0.12 per km

The Mayor is not able to claim for vehicle mileage.

4.5 Air Travel

Elected Members are entitled to utilise domestic air travel for Council Business, where travel by air is the most cost-effective travel option. Travel will be by economy class except where exceptional circumstances arise. Any instances of exceptional circumstances require the prior agreement of the Chief Executive.

4.6 Travel and Accommodation Arrangements

Travel and accommodation arrangements for members are to be made by staff with the organisation’s preferred travel agents, to ensure the most reasonable cost available at the time of booking. Unless all travel costs are being met privately or by an outside party, staff will consider cost and environmental efficiency of travel when making bookings.

If a member arranges their own travel, they are entitled to be reimbursed at the rate of the most economic cost of travel available to staff, or the actual cost of travel (whichever is lower).

No financial provision is to be made for a partner of a member attending any conference or training opportunity, except for the Mayor’s partner attending a conference in association with the Mayor.

4.7 Costs Not Covered When Travelling

This Policy does not cover the following purchases

- Reimbursement for alcohol

- hotel mini-bars,
- charges for in-room movies,
- newspapers,
- laundry,
- hotel telephone calls and
- other miscellaneous costs.

These expenses will be met by the member concerned.

4.8 Meal Expenses

Members can claim a meal allowance when travelling outside the City on Council Business.

Meal costs incurred will be met with the total cost not expected to exceed \$100 (NZD) per day. Meal costs incurred overseas will be met within reasonable prevailing local charges. Separate meal costs will not be met where a meal has been provided as a part of the training / conference / meeting, etc. unless needed for dietary requirements.

A meal allowance cannot be claimed for alcohol purchase.

4.9 Disclosure on the Gift Register

If travel costs or meals are being paid for by an outside party, members must disclose the provider as a gift on the gift register as soon as practicable.

5. Travel and attendance on Council Business when representing the City in the position of Mayor

This Policy recognises that the position of Mayor requires representing the city at events (Council Business) both within New Zealand and overseas.

When such events happen outside of Palmerston North City, the Mayor (or Authorised Representative) will be entitled to claim the cost of their travel, accommodation and expenses in line with this Policy.

5.1 Attendance of the Mayor's Partner on Council Business

On occasion, it might also be suitable for the Mayor's partner to accompany the Mayor on Council Business. When the partner's involvement directly contributes to a clear business purpose, PNCC will meet the cost of their travel, accommodation and expenses in line with this Policy.

5.2 Prior Approval for Travel

For both the Mayor and the Mayor's Partner, **prior approval for travel** is as follows:

- **Within New Zealand or Australia:** such expenditure will be approved by the Chief Executive.
- **Overseas (excluding Australia):** such expenditure will be approved by the Council.

5.3 Airline Club

Payment of an Air New Zealand Koru Club subscription will be provided to the Mayor, to acknowledge the frequent travel requirements of the role.

6. Hosting on Council Business when representing the City in the position of Mayor

Entertainment and hospitality can cover a range of items from tea, coffee and biscuits to catering, such as meals and alcohol.

Expenditure on entertainment and hospitality is sensitive because of the range of purposes it can serve, the opportunities for private benefit and the wide range of opinions on what is appropriate.

Five business purposes of entertainment and hospitality have been identified:

- Building relationships;
- Representing the Council;
- Reciprocity of hospitality where this has a clear business purpose and is within normal bounds – acceptance of hospitality is expected to be consistent with the principles and guidance for provision of hospitality;
- Recognising significant business achievement; and
- Building revenue.

Alcoholic drinks provided at Council-hosted events is limited to one 'welcome drink'¹. Drinks provided should be of moderate price to avoid any perception of lavishness.

6.1 Credit Cards

A credit card will be provided to both the Mayor and Deputy Mayor to pay directly for any justifiable and moderate entertainment or hospitality expenses incurred while carrying out Council Business. Full receipts and details of the names of parties entertained and reasons for the entertainment are to be provided.

A credit card is not to be used for a cash advance for any purpose, to purchase personal items or for any other inappropriate use. Unauthorised use will require full reimbursement and the removal of future access to a credit card.

6.2 Approval of discretionary entertainment and hospitality expenditure

Entertainment and hospitality expenditure will be pre-approved where practical and always supported by clear documentation. This documentation must identify the date, venue, costs, recipients and benefits derived or reasons for the event.

¹ Council 6 May 2026, clause 55.27-26

7. Communications Allowances and other Provisions for Elected Members

7.1 Communications Allowances

At the beginning of the council term, Palmerston North City Council will provide Elected Members with a mobile phone, mobile phone contract and laptop.

Elected Members who are provided with PNCC approved standard IT equipment will be connected to the network and provided with IT support services.

All equipment is provided for the purpose of work as an elected member and as such must be returned if a member stands down or is not re-elected.

Any equipment provided must be used in accordance with the **Elected Member Information Technology Protocol 2025-28**.

Equipment remains the property of Palmerston North City Council and will be replaced or updated on a regular renewal schedule.

The relevant communications allowance will be paid fortnightly with an Elected Member’s salary, upon the receipt of a claim form issued at the beginning of a Council term. Elected Members should inform Manager Governance if there are changes to the provision of communications equipment immediately as this will affect the communications allowance total.

When members accept a **mobile phone, phone contract and laptop**, members will be eligible for the following allowances annually:

Particular	Amount
Home internet/broadband connection	\$800.00
Multi-functional or other printer	\$50.00
ICT consumables	\$200.00
Total annual allowances for the use of their own equipment or services	\$1,050.00

When members accept a **mobile phone and laptop**, members will be eligible for the following allowances annually:

Particular	Amount
Home internet/broadband connection	\$800.00
Multi-functional or other printer	\$50.00
ICT consumables	\$200.00
Personal telephone plan (mobile plan connection)	\$500.00
Total annual allowances for the use of their own equipment or services	\$1,550.00

If members choose to **use their own phone and/or laptop**, members will be eligible for the following allowances annually:

Particular	Amount
Home internet/broadband connection	\$800.00
Multi-functional or other printer	\$50.00
ICT consumables	\$200.00
Personal telephone plan (mobile plan connection)	\$500.00
Personal computer, tablet or laptop including for any related docking station	\$400.00
Mobile phone (use of mobile)	\$200.00
Total maximum annual allowances for the use of their own equipment or services	\$1,950.00

7.2 Services and Facilities

Elected Members may use the following services for Council Business as determined by the Chief Executive:

- Councillor lounge
- Postage and courier service

Stationery

- Business Cards
- Photocopying
- Information technology advice/assistance for PNCC owned equipment
- Meeting room (on request);

An office will be provided to both the Mayor and Deputy Mayor at the Civic Administration Building. These will include the necessary furniture and equipment to enable the roles to be fulfilled effectively.

In addition, PNCC will pay in full the Mayor's home telephone (landline) and home internet (in full).

7.3 Subscriptions

Expenses in respect of subscriptions to organisations will be reimbursed to or paid on behalf of an Elected Member where, in the opinion of the Chief Executive, membership would assist the Elected Member in carrying out their duties.

8. Conference and Training Expenses (Elected and Appointed Members)

All Elected and Appointed Members are entitled to request attendance of any conference, or training course which contributes to the member's ability to carry out their Council role effectively.

In New Zealand and less than \$2,000

The Mayor and Deputy Mayor or if one of those is unavailable the other acting conjointly with the Manager - Governance, can approve Elected and Appointed Members training courses in New Zealand up to the value of \$2,000, (excluding the costs of travel and accommodation).

Overseas or greater than \$2,000

Council approval is needed for training courses in New Zealand greater than \$2,000, or to attend an in-person training overseas

All members may also claim a meal allowance, accommodation and travel expenditure as set out above.

8.1 Training Time Allowance (Appointed Members only)

Appointed Members who attend training, may be compensated for their time spent. Appointed Members may be reimbursed at the following rate:

- \$51 per hour
- Maximum of \$ 408 per day

Members are to claim by the quarter hour and must submit a valid claim form to the Manager-Governance.

9. Home Security System (Elected Members)

Members can claim to have a home security system installed and monitored at their primary residential property. PNCC will reimburse Members up to a maximum of:

- \$4,500 for installing a home security system in any term of Council; and
- \$1,000 in any year for monitoring, call-outs, and repairs.

Reimbursement of claims for both the security system, and monitoring expenses are subject to the same approvals process as outlined in Section 2 of this Policy.

9.1 Security threat and risk assessment procedure

To claim this expense, Members must submit a completed security threat and risk assessment (Council form) to the Manager- Governance

Upon approval from the Manager- Governance, Elected Members may purchase a security system and then seek reimbursement

9.2 Moving to a new house during the term

Members that have already claimed for a home security system during the term but have moved to a new house; may be eligible to claim from PNCC a contribution towards a second security system., if the Member has not already claimed the maximum \$4,500 entitlement.

Members will need to follow the procedure listed in 9.1. Noting that PNCC will only reimburse the remainder of \$4,500 minus the contribution for the first system.

9.3 Upgrade or replacement of existing home security system.

Members that already have a home security system, are eligible to seek a contribution towards having their system upgraded or replaced. Members will need to follow the procedure listed in 9.1.

9.4 Should a member retire or not be re-elected

Members who retire or are not re-elected do not have to repay the cost of the security system. However, the ability to claim for the annual monitoring/ call-out allowance will stop upon the date the member's position becomes vacant.

10. Allowances for Participation in Quasi-Judicial Bodies

10.1 Allowance for Participating in a Resource Consent or District Plan Hearing Panel

Hearings Commissioners are accredited by completing the Ministry for the Environment's [Making Good Decisions](#) certification programme.

Elected Members who are accredited Hearings Commissioners are entitled to receive additional payments in addition to their annual remuneration for:

- Resource Consent hearings ,
- District Plan hearings, and
- Dog Control hearings under the Dog Control Act 1996

Palmerston North City Council will pay the following hourly rate to Elected Members who participate on a hearing Panel:

Chairperson - \$130 per hour

Hearing member - \$104 per hour

Hearings Commissioners can claim for the time preparing for the hearing, which is paid at the same rate as attending hearings. Preparation could include:

- time for reading,
- attending onsite meetings, or
- attending pre-hearing briefings and meetings.

Hearings Commissioners can also claim for the time taken to attend a site visit.

The Chair of a hearing panel may also be paid for time spent writing the decision or communicating for the purpose of the written decision.

Reimbursement for preparation should be reasonable and proportionate to the length of the hearing.

The Mayor may participate in a hearing if accredited but cannot claim any additional payment for doing so, as the role is deemed as a full-time position.

Members are to claim by the quarter hour and must submit a valid claim form.

10.2 Allowance for Participating in a District Licensing Committee meeting or Hearing

Elected or Appointed Members of the District Licensing Committee are entitled to receive additional payments in addition to their annual remuneration for:

- attending a District Licensing Committee meeting
- Alcohol licensing hearings under the Sale and Supply of Alcohol Act 2012

Palmerston North City Council will pay the following rates to Members who participate in an alcohol licensing hearing or meeting.

Chair	\$78 per hour	maximum of \$624 per day
Member	\$51 per hour	maximum of \$408 per day

Members are to claim by the quarter hour and must submit a valid claim form.

11. Reporting of Expenses

All expenses (including the cost of taxis) claimed by Elected Members will be reported quarterly to the Finance, Performance & Audit Committee (or equivalent committee). This will include all discretionary expenditure of the Mayor and Deputy Mayor, including credit card expenses.²

12. Review of Policy

This Policy applies from **1 July 2026** and will be reviewed at the beginning of every Council triennium.

The amounts payable as an allowance in this Policy shall be adjusted automatically if changes are made by the Remuneration Authority.

² On 16 September 2020, the Finance and Audit Committee resolved that the expenses of the Mayor and Deputy Mayor be reported separately. The Mayor and Deputy Mayor reporting was to address discretionary expenditure, itemised as: hospitality, training, travel, accommodation, gifts, credit card expenditure and the Mayoral Relief and Discretionary funds.

Elected and Appointed Members’ Expenses and Allowances Policy 2022

Adopted by	Palmerston North City Council on 16 November 2022
Previous revision date	2 June 2021
Next review date	December 2025 (beginning of Council triennium)
Relevant legislation	Schedule 7(6) Local Government Act 2002
PNCC documents reference	Oasis: 16398660

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1. Introduction

This policy sets out the expenses and allowances available to Elected and Appointed Members and the rules for the claiming of expenses during members' term of office.

This Policy covers:

- Communications allowance
- Vehicle mileage allowance
- Conference, course and training attendance, professional development and travel
- Any other allowances for members Council agrees

Contact person for queries: Hannah White, Democracy & Governance Manager, email hannah.white@pncc.govt.nz.

The fundamental principle underlying this policy is that the spending of public money should be subject to the standards of probity, transparency and financial prudence that are to be expected of a public entity, and able to withstand public scrutiny.

This policy applies to the Mayor and Councillors as elected members of the Palmerston North City Council, and any members the Council may appoint.

2. Authentication of Expense Reimbursements and Allowances

From time to time Elected and Appointed Members incur expenses on the Council's behalf, which need to be reimbursed. This reimbursement and the use of Council supplied resources apply only to Elected and Appointed Members personally, and only while they are acting in their official capacity as Elected or Appointed Members.

Costs for expenses must have a justifiable Council business purpose, be moderate and conservative having regard to the circumstances, and be appropriate in all respects.

The process for reimbursement of claims includes the following principles:

- Any expenses to be reimbursed must be on an actual and reasonable basis and in line with Council policy;
- Expense claims are approved by the Democracy & Governance Manager. Full original receipts are required; and
- Reimbursements will be made electronically into a nominated bank account.

In the case of one-off expenditure such as travel to conferences, the process and prior approvals required are detailed in this policy.

In the case of vehicle mileage and communications, all limits set in this document will not exceed the Remuneration Authority's Determination. The relevant communications allowance will be paid fortnightly with an Elected Member's salary.

All expenditure that falls under this policy is approved on the condition that it can be met within relevant budget provisions.

3. Definitions

Active transport means using transport modes that involve physical activity to get to a destination, eg. walking or cycling.

Actual means as evidenced by the original receipt attached to the claim form.

Appointed Member: A member of a Council Committee who has been appointed by Council for their specific skills or knowledge, to enhance decision making.

Council business includes formal Council meetings, Committee meetings, workshops, seminars, statutory hearings, training courses, site visits, meetings with staff, meetings with community groups, meetings with members of the public and official events. It does not include events where the primary focus is on social activity or electioneering.

Elected Member: A member of the Council elected under the Local Electoral Act 2001.

Reasonable means that it is within the amount specified by this policy or as deemed reasonable by the Mayor and/or Chief Executive.

Remuneration Authority is an independent body established by the Remuneration Authority Act 1977, with responsibilities under the Local Government Act 2002 to determine remuneration and expense/allowance rules for Local Authority Members.

4. Expenses on Council Business (Elected Members)

Expense or Allowance	Description
<p>Travelling to and from Council Business</p>	<p>Members can claim for the reasonable cost of travelling to and from events when on Council business.</p> <p>For events within Palmerston North, members are encouraged to use active or public transport whenever possible.</p> <p>It is expected that for Elected Members, the majority of Council business will be within the Manawatū- Whanganui region. However, on occasion Council business might involve travelling elsewhere in New Zealand or overseas. Overseas must be approved by Council.</p> <p>Members must always use the most cost effective and reasonable method to travel.</p>
<p>Public Transport and Micro-Mobility vehicles</p>	<p>Council encourages members to use public transport and micro-mobility vehicles to travel around the city.</p> <p>All members are entitled to the actual and reasonable costs incurred when using public transport (long distance coach, local bus, train or ferry), micro-mobility vehicles (such as e-bikes and e-scooters) for travel on council business upon the production of receipts or evidence satisfactory to Council.</p> <p>Public transport and micro-mobility can be claimed for travelling to and from Council business within the City boundary.</p>

Expense or Allowance	Description												
Taxis	<p>Taxis may be used for Council business, instead of private vehicles or public transport, for the following reasons:</p> <ul style="list-style-type: none"> • Safety/security reasons; • When Elected Members are on official Council business; and • When travelling outside Palmerston North if a taxi is the most appropriate form of transport. <p>Taxis may not be used if significant travel distances mean that use of a taxi is not the most cost-effective option.</p> <p>All Elected Members are provided with a Taxi Charge Card, which should be used for planned travel within New Zealand.</p>												
Vehicle Mileage Allowance¹	<p>Elected Members are expected to use a motor vehicle provided from the Council pool when travelling on Council business outside the city. However, if such a vehicle cannot be provided or the arrangements are unsuitable for the Elected Member concerned, then the Elected Member is entitled to be paid a vehicle mileage allowance while undertaking Council business, assessed as follows:</p> <table border="1" data-bbox="469 1032 1315 1162"> <thead> <tr> <th>Vehicle Type</th> <th>Travel up to 14,000km</th> <th>Travel over 14,000km</th> </tr> </thead> <tbody> <tr> <td>Petrol or diesel vehicle</td> <td>\$0.95 per km</td> <td>\$0.34 per km</td> </tr> <tr> <td>Petrol hybrid vehicle</td> <td>\$0.95 per km</td> <td>\$0.20 per km</td> </tr> <tr> <td>Electric vehicle</td> <td>\$0.95 per km</td> <td>\$0.11 per km</td> </tr> </tbody> </table> <p>The vehicle mileage allowance is not payable to a member for travel between their place of residence and anywhere within the Palmerston North City Council boundary.</p> <p>The Mayor is not able to claim for vehicle mileage.</p>	Vehicle Type	Travel up to 14,000km	Travel over 14,000km	Petrol or diesel vehicle	\$0.95 per km	\$0.34 per km	Petrol hybrid vehicle	\$0.95 per km	\$0.20 per km	Electric vehicle	\$0.95 per km	\$0.11 per km
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Electric vehicle	\$0.95 per km	\$0.11 per km											
Air Travel	<p>All Elected Members are entitled to utilise domestic air travel for Council business, where travel by air is the most cost-effective travel option. Travel will be by economy class except where exceptional circumstances arise.</p>												
Parking Expenses	<p>The Council provides Elected Members with car parking exemption cards. The expectation is that these will be used only for Council business.</p>												
Meal Expenses	<p>Members can claim a meal allowance when travelling on Council business.</p> <p>Reasonable meal costs incurred will be met with the total cost not expected to exceed \$75 (NZD) per day. Meal costs incurred overseas will be met within reasonable prevailing local charges. Separate meal costs will not be met where a meal has been provided as a part of the training / conference / meeting, etc. unless needed for dietary requirements.</p>												

¹ Figures updated 1 July 2023

Expense or Allowance	Description
	<p>Council will only pay for two beverages with an evening meal. (alcoholic or non-alcoholic) e.g. two glasses of wine / non-alcoholic beverage, two cans or small bottles of beer. Any drinks outside this guideline are to be met by the member.</p> <p>The meal allowance is not payable for council business conducted within the Palmerston North City Council boundary.</p>

5. Communications Allowances (Elected Members)

Expense or Allowance	Description																																						
Communications Allowance	<p>Council will provide Elected Members with a mobile phone, mobile phone contract and laptop. Equipment remains the property of the Council and will be replaced or updated at least every 3 years. The Council will also cover the costs of any consumables required.</p> <p>When members accept a Council phone, mobile phone contract and laptop, members will be eligible for the following allowances annually:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Amount</th> </tr> </thead> <tbody> <tr> <td>Home internet/broadband connection</td> <td style="text-align: right;">\$800.00</td> </tr> <tr> <td>Multi-functional or other printer</td> <td style="text-align: right;">\$50.00</td> </tr> <tr> <td>ICT consumables</td> <td style="text-align: right;">\$200.00</td> </tr> <tr> <td>Total annual allowances for the use of their own equipment or services</td> <td style="text-align: right;">\$1,050.00</td> </tr> </tbody> </table> <p>When members accept a Council phone and laptop, members will be eligible for the following allowances annually:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Amount</th> </tr> </thead> <tbody> <tr> <td>Home internet/broadband connection</td> <td style="text-align: right;">\$800.00</td> </tr> <tr> <td>Multi-functional or other printer</td> <td style="text-align: right;">\$50.00</td> </tr> <tr> <td>ICT consumables</td> <td style="text-align: right;">\$200.00</td> </tr> <tr> <td>Personal telephone plan (mobile plan connection)</td> <td style="text-align: right;">\$500.00</td> </tr> <tr> <td>Total annual allowances for the use of their own equipment or services</td> <td style="text-align: right;">\$1,550.00</td> </tr> </tbody> </table> <p>If members choose to use their own phone and/or laptop, members will be eligible for the following allowances annually:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Particular</th> <th style="text-align: center;">Amount</th> </tr> </thead> <tbody> <tr> <td>Home internet/broadband connection</td> <td style="text-align: right;">\$800.00</td> </tr> <tr> <td>Multi-functional or other printer</td> <td style="text-align: right;">\$50.00</td> </tr> <tr> <td>ICT consumables</td> <td style="text-align: right;">\$200.00</td> </tr> <tr> <td>Personal telephone plan (mobile plan connection)</td> <td style="text-align: right;">\$500.00</td> </tr> <tr> <td>Personal computer, tablet or laptop including for any related docking station</td> <td style="text-align: right;">\$400.00</td> </tr> <tr> <td>Mobile phone (use of mobile)</td> <td style="text-align: right;">\$200.00</td> </tr> <tr> <td>Total maximum annual allowances for the use of their own equipment or services</td> <td style="text-align: right;">\$1,950.00</td> </tr> </tbody> </table>	Particular	Amount	Home internet/broadband connection	\$800.00	Multi-functional or other printer	\$50.00	ICT consumables	\$200.00	Total annual allowances for the use of their own equipment or services	\$1,050.00	Particular	Amount	Home internet/broadband connection	\$800.00	Multi-functional or other printer	\$50.00	ICT consumables	\$200.00	Personal telephone plan (mobile plan connection)	\$500.00	Total annual allowances for the use of their own equipment or services	\$1,550.00	Particular	Amount	Home internet/broadband connection	\$800.00	Multi-functional or other printer	\$50.00	ICT consumables	\$200.00	Personal telephone plan (mobile plan connection)	\$500.00	Personal computer, tablet or laptop including for any related docking station	\$400.00	Mobile phone (use of mobile)	\$200.00	Total maximum annual allowances for the use of their own equipment or services	\$1,950.00
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	Allowances will not exceed the limits set out by the Remuneration Authority.
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6. Conference and Training Expenses (Elected and Appointed Members)

Expense or Allowance	Description
Conferences, Courses, Seminars and Training	<p>All Elected and Appointed Members are entitled to request attendance of any conference, course, seminar or training event which contributes to the member’s ability to carry out their Council role effectively.</p> <p>In New Zealand and less than \$2,000</p> <p>The Mayor and Deputy Mayor or if one of those is unavailable the other acting jointly with the Democracy & Governance Manager, can approve Elected and Appointed Members training in New Zealand up to the value of \$2,000.</p> <p>Overseas or greater than \$2,000</p> <p>Council approval is needed for training courses in New Zealand greater than \$2,000, or overseas.</p> <p>Council has a fixed training budget for Elected and Appointed Members.</p> <p>Travel and accommodation arrangements for Elected and Appointed Members are to be made by Council staff with the Council’s preferred travel agents, at the most economic cost available (when possible) at the time of booking. Unless all travel costs are being met privately or by an outside party, staff will consider cost and environmental efficiency of travel when making bookings.</p> <p>If a member arranges their own travel, they are entitled to be reimbursed at the rate of the most economic cost of travel available to Council staff, or the actual cost of travel (whichever is lower).</p> <p>No financial provision is to be made for a partner of a member attending any conference or training opportunity, other than for the Mayor’s partner attending a conference in association with the Mayor.</p>
Disclosure on the Gift Register	If travel costs are being paid for by an outside party, members must disclose the provider as a gift on the gift register as soon as practicable.
Costs Not Covered When Attending a Training Course	<p>This policy does not cover purchases from:</p> <ul style="list-style-type: none"> • hotel mini-bars, • charges for in-room movies, • newspapers, • laundry, • hotel telephone calls and • other miscellaneous costs. <p>These expenses will be met by the member concerned.</p>

7. Miscellaneous Expenses and Allowances

Vehicle Mileage Allowance for Appointed Members	Appointed Members who live outside of Palmerston North will be recompensed at a rate agreed by contract.
Subscriptions	Expenses in respect of subscriptions to organisations will be reimbursed to or paid on behalf of an Elected Member where, in the opinion of the Chief Executive, membership would assist the Elected Member in carrying out their duties.
Travel Time Allowance	A travel time allowance is not payable to Elected Members.
Childcare Allowance	A childcare allowance is not payable to Elected Members.
Other	Other expenses will be reimbursed to or paid on behalf of Elected Members where in the opinion of the Chief Executive such expenses are justified.

8. Additional Expenses and Allowances for the Mayor

Expense or Allowance	Description
Car and Car Parking	<p>The Mayor will be provided with a vehicle that will also be available for their private use. A deduction will be made from their salary as determined by the Remuneration Authority. The Mayor will not be able to claim for vehicle mileage.</p> <p>Use of an assigned car park in the Civic Administration Building in addition to a car parking exemption card.</p>
Travel and Conferences, Courses and Professional Development	<p>The prior approval of the Chief Executive is required for travel within New Zealand or Australia for: Council business; attendance at conferences/ courses/ training events/ seminars; or other purposes associated with the position of Mayor.</p> <p>Where the Mayor or the Mayor’s authorised representative is accompanied by their partner, the Council will meet the cost of their travel, accommodation and incidental costs in line with this policy.</p> <p>The Chief Executive will authorise such expenditure where the partner’s involvement directly contributes to a clear business purpose.</p> <p>The prior approval of Council is required for:</p> <ul style="list-style-type: none"> • Any travel by the Mayor outside New Zealand or Australia for the purpose of exploring partnerships, initiatives, facilities or operations which may be of benefit to Palmerston North. • Any travel as part of a Sister City Delegation, where the cost of such travel is not wholly covered by the host city, or

Expense or Allowance	Description
	<ul style="list-style-type: none"> The associated travel, accommodation and incidental costs for the Mayor's partner to accompany the Mayor on overseas trips (excluding Australia).
Airline Club	Given frequent travel requirements for the role, payment of an Air New Zealand Koru Club subscription.
Entertainment and Hospitality	<p>The Mayor holds a credit card to pay directly for any entertainment or hospitality expenses incurred while carrying out Council business. Full receipts and details of the names of parties entertained and reasons for the entertainment are to be provided.</p> <p>All expenditure on this card is approved by either the Chair of the Strategy & Finance Committee or the Chair of the Risk & Assurance Committee.</p>
Provision of Equipment/Services	<p>Council will provide the Mayor a:</p> <ul style="list-style-type: none"> Mobile phone; Computer and/or laptop; and An internet connection. <p>In addition, the Council pays in full the Mayor's:</p> <ul style="list-style-type: none"> Home telephone rental, and associated toll charges; Monthly mobile phone based rental, and all associated call charges.

9. Additional Expenses and Allowances for the Deputy Mayor

Expense or Allowance	Description
Car Parking	Use of an assigned car park in the Civic Administration Building in addition to a car parking exemption card.
Entertainment and Hospitality	<p>The Deputy Mayor holds a credit card to pay directly for any entertainment or hospitality expenses incurred while carrying out Council business. Full receipts and details of the names of parties entertained and reasons for the entertainment are to be provided.</p> <p>All expenditure on this card is approved by either the Chair of the Strategy & Finance Committee or the Chair of the Risk & Assurance Committee.</p>
Provision of Equipment/Services	<p>Council will provide the Deputy Mayor a:</p> <ul style="list-style-type: none"> Mobile Phone; Computer and/or laptop; and

Expense or Allowance	Description
	<ul style="list-style-type: none"> An internet connection. <p>In addition, the Council pays in full the Deputy Mayor's:</p> <ul style="list-style-type: none"> Monthly mobile phone based rental, and all associated call charges.

10. Reporting of Expenses

All expenses (including the cost of taxis)² claimed by Elected Members are to be reported annually to the Strategy & Finance Committee (or equivalent committee).³ This will include all discretionary expenditure of the Mayor and Deputy Mayor, including credit card expenses.⁴

11. Review of Policy

This policy applies from 17 November 2022 and will be reviewed at the beginning of every Council triennium. **The amounts payable as an allowance in this policy shall be adjusted automatically if changes are made by the Remuneration Authority.**

12. Remuneration as Determined by the Remuneration Authority

[Local Government Members Determination 2023/24](#)

13 Participation in Hearings Allowance

Expense or Allowance	Description
Allowance for Participating in a Resource Consent or District Plan Hearing	<p>Hearings Commissioners are accredited by completing the <i>Making Good Decisions</i> certification programme.</p> <p>Elected Members who are accredited members of the Hearings Committee are entitled to receive additional payments in addition to their annual remuneration for:</p> <ul style="list-style-type: none"> Resource Consent hearings under the Resource Management Act 1991 (RMA), Resource Consent hearings under the Housing Accords and Special Housing Areas Act 2013 (HASHA), District Plan hearings, and

² Included by resolution of Council 16 November 2022.

³ On 16 September 2020, the Finance and Audit Committee resolved that all expense claims by Elected Members be reported annually.

⁴ Further direction was given at the same meeting that the expenses of the Mayor and Deputy Mayor be reported separately. The Mayor and Deputy Mayor reporting was to address discretionary expenditure, itemised as: hospitality, training, travel, accommodation, gifts, credit card expenditure and the Mayoral Relief and Discretionary funds.

	<ul style="list-style-type: none"> • Dog Control hearings under the Dog Control Act 1996 <p>Council will pay the following hourly rate to Elected Members who participate in a hearing: Chairperson - \$116 per hour Hearing member - \$93 per hour</p> <p>Hearings Commissioners can claim for the time preparing for the hearing, which is paid at the same rate as attending hearings. Preparation could include:</p> <ul style="list-style-type: none"> • time for reading, • attending onsite meetings, or • attending pre-hearing briefings and meetings. <p>Hearings Commissioners can also claim for the time taken to attend a site visit.</p> <p>The Chair of a hearing may also be paid for time spent writing up the decision or communicating for the purpose of the written decision.</p> <p>Reimbursement for preparation should be reasonable and proportionate to the length of the hearing.</p> <p>The Mayor cannot receive fees for participating in resource consent hearings.</p> <p>Members are to claim by the quarter hour, and must submit a valid claim form.</p>
<p>Allowance for Participating in an Alcohol Licensing Hearing and District Licensing Committee meetings</p>	<p>Elected Members who are Appointed Members of the District Licensing Committee are entitled to receive additional payments in addition to their annual remuneration for:</p> <ul style="list-style-type: none"> • Alcohol licensing hearings under the Sale of Liquor Act 2012 <p>Council will pay the following hourly rate to Elected Members who participate in an alcohol licensing hearing or meeting.</p> <p>Chairperson - \$78 per hour Hearing member - \$51 per hour</p> <p>Members are to claim by the quarter hour and must submit a valid claim form.</p>

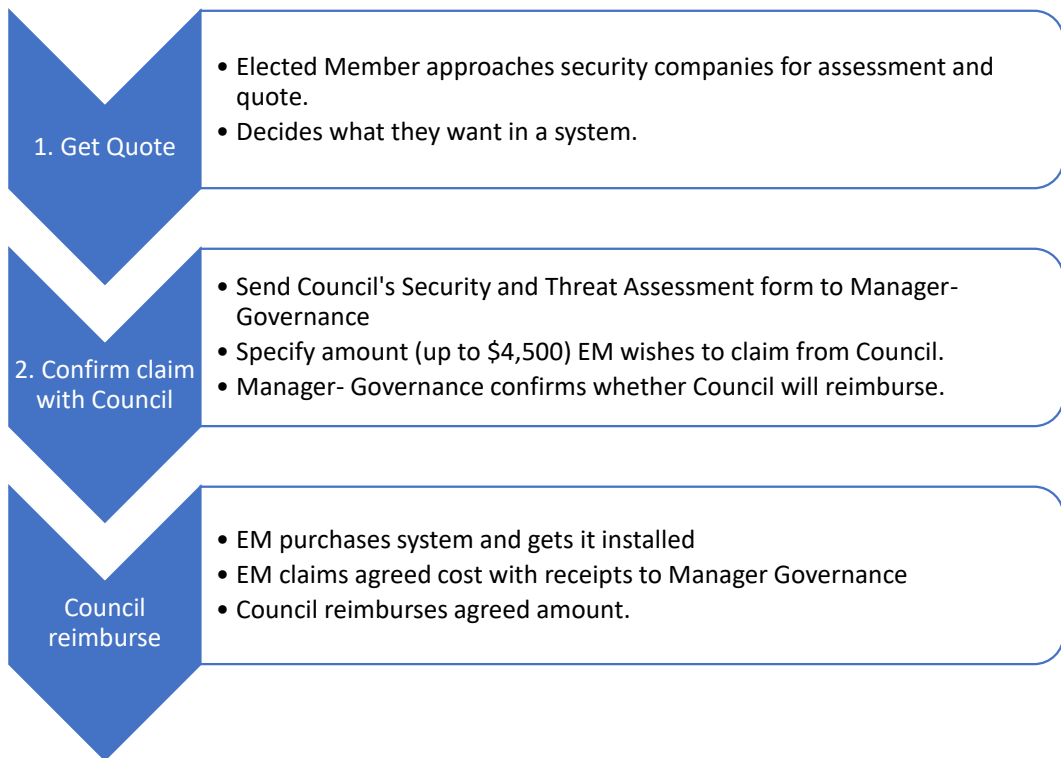
Procedure for Elected Members applying for Security System Expense

The Elected Members Expenses Policy allows for Elected Members to claim for a security system of up to \$4,500 per term + \$1000 per year for call outs/ repairs.

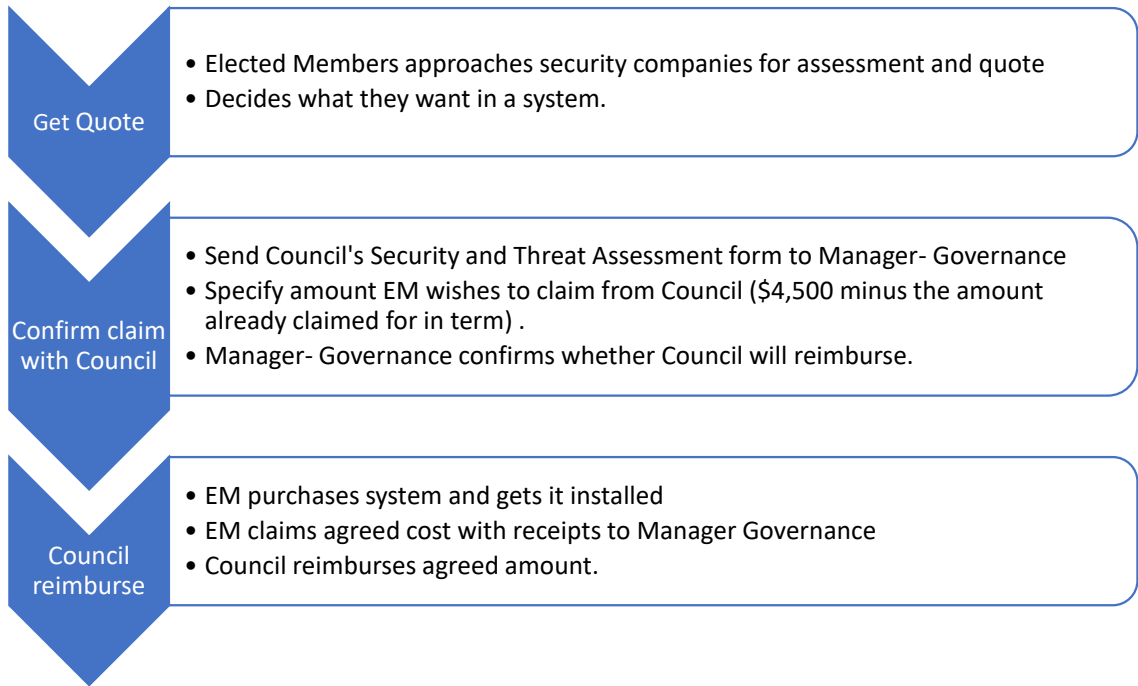
Expenses (for system and call outs) can be claimed via the claim form (with receipts) to the Manager- Governance

The below diagrams set out the procedure for how Elected Members can claim this expense.

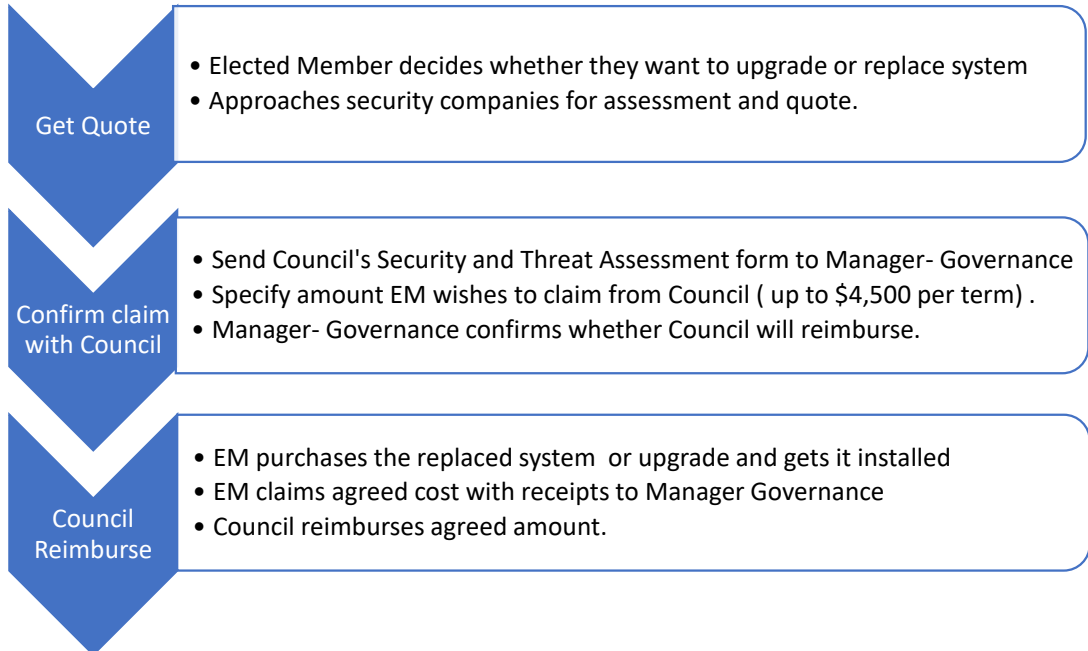
Elected Member applies for first security system.



Elected Member moves house mid-term



Elected Member with existing security system.



Elected Members' Security and Threat Assessment 2025-2028

The Elected Members Expenses Policy 2026 entitles Members to claim to have a home security system installed and monitored at their primary residential property. PNCC will reimburse Members up to a maximum of:

- \$4,500 for installing a home security system (per term); and
- \$1,000 in any year for monitoring, call-outs, and repairs.

Before claiming this expense, the Remuneration Authority requires Members to complete a Security and Threat Assessment form (this form).

Members must present this completed form, to the Manager- Governance.

Upon approval from the Manager- Governance, Elected Members may purchase the security system and seek reimbursement from Council.

Refer to the Expenses Policy 2026 for full details.

* This form will record your name, please fill your name.

1. Within the last six months, what threat(s) or security concerns have you experienced? *

	Not experienced	1 Month	3 month	6 months
Unannounced visits from member(s) of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harassment or intimidation related to council matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protest or demonstration activity near the residence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vandalism or property damage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Escalation of online disputes to in-person contact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. How frequently do you experience these threats? *

	Never	Daily	Weekly	Monthly	Rarely
Unannounced visits from member(s) of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harassment or intimidation related to council matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protest or demonstration activity near the residence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vandalism or property damage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Escalation of online disputes to in-person contact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Are there any other threats or security concerns you would like to raise? and if so how frequently have you experienced it.

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REPORT

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Draft Naming and Naming Rights Policies - Approval for consultation

PRESENTED BY: Susana Figlioli, Policy Analyst and Peter Ridge, Manager Strategy and Policy

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION(S) TO FINANCE, PERFORMANCE & AUDIT COMMITTEE

- 1. That the Committee approve the following draft policies for public consultation:**
 - **draft Naming Policy: Roads, Open Spaces, Council-owned Facilities, and Suburbs (Attachment 1), and**
 - **draft Naming Rights Policy: Council-owned Recreational, Cultural, and Venues and Destination Facilities (Attachment 2).**

SUMMARY OF OPTIONS ANALYSIS FOR

<p>Problem or Opportunity</p>	<p>Officers have concurrently reviewed the Street Naming and Numbering Policy (2012), the Reserve and Walkway Naming Policy (2009), and the Naming Rights for Council-owned Recreational Facilities Policy (2001). The review identified gaps and several areas for improvement within these long-standing policies, including the transition from a fragmented approach to a cohesive naming framework to deliberately promote the city’s identity.</p> <p>In response, officers propose two new policies that integrate core content of the existing policies alongside key strategic improvements.</p>
<p>OPTION 1:</p>	<p>Approve the following draft policies for consultation:</p> <ul style="list-style-type: none"> ▪ Naming Policy: Roads, Open Spaces, Council-owned Facilities, and Suburbs, and ▪ Naming Rights Policy: Council-owned Recreational, Cultural, and Venues and Destination Facilities (the ‘New Naming Policies’)
<p>Community Views</p>	<p>Feedback from early engagement with Rangitāne o Manawatū and several key stakeholders has informed the draft New Naming Policies. Additional stakeholder and wider community views would be gathered through the formal consultation process.</p>
<p>Benefits</p>	<p>Enables the community to provide their views on the proposal, which may further refine the draft New Naming Policies.</p> <p>Ensures the policy review cycle progresses efficiently.</p>
<p>Risks</p>	<p>Should significant changes be recommended following public consultation, the proposal may require further consultation.</p>
<p>Financial</p>	<p>Consultation-related costs are within existing budgets.</p>
<p>OPTION 2:</p>	<p>Do not approve the following draft policies for consultation:</p> <ul style="list-style-type: none"> ▪ Naming Policy: Roads, Open Spaces, Council-owned Facilities, and Suburbs, and ▪ Naming Rights Policy: Council-owned Recreational, Cultural, and Venues and Destination Facilities
<p>Community Views</p>	<p>The community and stakeholders would be unable to provide feedback on the draft New Naming Policies.</p>
<p>Benefits</p>	<p>Should the Committee require specific amendments to the draft New Naming Policies, this option allows Officers to incorporate further</p>

	direction before the policies are open for consultation with the community.
Risks	Postpones the opportunity to modernise the outdated Naming Policies and retains the existing, fragmented framework.
Financial	None identified.

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

1.1 As part of the regular policy review schedule, officers have reviewed the three policies guiding the naming of roads (including private rights-of-way) and public assets in Palmerston North:

- the [Street Naming and Numbering Policy \(2012\)](#), including the [Street Naming Guidelines \(2016\)](#) ('Street Naming Policy');
- the [Reserve and Walkway Naming Policy \(2009\)](#) ('Reserve Naming Policy'); and
- the [Naming Rights for Council-owned Recreational Facilities Policy \(2001\)](#) ('Naming Rights Policy', and collectively, the 'Existing Naming Policies')³.

1.2 Council is responsible for the naming of roads and property numbering under s319(1)(j) and s319B of the Local Government Act 1974. Council also has the power to name reserves vested in it, in accordance with s16(10) of the Reserves Act 1977, and local cemeteries, under s7(2) of the Burial and Cremation Act 1964. The Existing Naming Policies support Council in exercising these powers by providing a decision-making framework.

³ Full links to The Existing Naming Policies:

- **Street Naming and Numbering Policy (2012):**
https://www.pncc.govt.nz/files/assets/public/v/1/documents/council/policies/street_naming_and_numbering_policy_2012.pdf
- **Street Naming Guidelines (2016):**
<https://www.pncc.govt.nz/files/assets/public/v/2/documents/council/policies/street-naming-guidelines-2016-v2.pdf>
- **Reserve and Walkway Naming Policy (2009):**
<https://www.pncc.govt.nz/files/assets/public/v/1/documents/council/policies/reserve-walkway-naming-policy-2009.pdf>
- **Naming Rights for Council-owned Recreational Facilities Policy (2001):**
https://www.pncc.govt.nz/files/assets/public/v/1/documents/council/policies/naming_rights_for_council_owned_recreational_facilities_policy_2001_316579_.pdf

- 1.3 In relation to road addressing, Council must comply with the Australian/New Zealand Standard Rural and Urban Addressing (AS/NZS4819:2011) ('LINZ Standards'), which establishes technical requirements for road naming and numbering.
- 1.4 Overall, the review found that while there are no major issues with the Existing Naming Policies, there are clear gaps and opportunities for improvement. These are detailed in Attachment 3. The findings signal areas for action to systematically and intentionally strengthen the city's identity and cultural recognition through naming and improve policy effectiveness. Focusing on policy guidance, this report does not discuss operational processes and implementation-level gaps, as Officers will address them at the later policy implementation planning stage.
- 1.5 Consequently, officers propose developing two new policies that incorporate the core content of the Existing Naming Policies alongside key improvements:
 - Naming Policy: Roads, Open Spaces, Council-owned Facilities, and Suburbs ('New Naming Policy') (Attachment 1);
 - Naming Rights Policy: Council-owned Recreational, Cultural, and Venue and Destination Facilities ('New Naming Rights Policy', together, the 'New Naming Policies') (Attachment 2).

These proposals are presented in more detail below.

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

- 2.1 The Street Naming Policy was last reviewed in 2012, the Reserve Naming Policy in 2009, and the Naming Rights Policy has not been reviewed since its adoption in 2001. All three policies are overdue for review.
- 2.2 Regarding the Street Naming Policy, in 2009 Council recognised this policy as operational⁴; however, given the significant time elapsed, the extent of this policy review, and the proposed creation of the New Naming Policies, Officers are now presenting this proposal to the Committee.
- 2.3 Officers undertook initial engagement with Rangitāne o Manawatū, several key stakeholders (Safety Advisory Board, Heritage Reference Group, Toitū Te Whenua Land Information New Zealand ('LINZ'), Fire and Emergency New Zealand ('FENZ'), New Zealand Police Nga Pirihimana O Aotearoa ('Police'), and three developers), and THEN: Histories of Pamutana. The Heritage Reference Group provided thorough written feedback on the Existing Naming Policies (see Attachment 4), overall supporting a unified naming policy and the utilisation of the Names Bank.
- 2.4 Rangitāne o Manawatū Settlement Trust has endorsed the approach to Māori naming and mana whenua partnership proposed in the draft New Naming Policy.

⁴ Council decision dated 25 February 2009 adopting a recommendation from the Planning & Policy Committee dated 11 February 2009.

- 2.5 There were two workshops with Elected Members on this topic, dated 21 August 2024 and 11 March 2026:
- 1) The 2024 workshop gathered initial views early in the process. There was strong support for unifying the Street Naming and the Reserve Naming Policies and utilising the Names Bank. Elected Members generally supported the current developer-led street naming process. They suggested refining the naming criteria. A lack of clarity in the existing Naming Rights Policy was also highlighted.
 - 2) The 2026 workshop focused on improvement proposals developed following the internal review and stakeholder initial engagement. Key discussions included:
 - Integrating facilities and suburbs into a unified framework for permanent naming;
 - Emphasising diversity and multiculturalism as core elements of the city’s identity;
 - Developing mechanisms to ensure meaningful and significant naming outcomes;
 - Expanding the Naming Rights Policy to include philanthropic funding, ensuring fair-value agreements, and protecting the identity of facilities.

Elected Members expressed differing views regarding Council’s approach to sponsorship and requested that Officers present a refreshed draft framework and recommendation to the Committee for consideration.

3. PROPOSED NEW NAMING POLICIES

- 3.1 Based on the review findings, officers propose replacing the Existing Naming Policies with two new policies:
- New Naming Policy (Roads, Open Spaces, Council-owned Facilities, and Suburbs - as defined in the draft policy -); and
 - New Naming Rights Policy (Council-owned Recreational, Cultural, and Venue and Destination Facilities - as defined in the draft policy -).

The proposed New Naming Policy for Roads, Open Spaces, Council-owned Facilities, and Suburbs (permanent naming)

- 3.2 The proposed New Naming Policy aims to establish a single, cohesive framework for the permanent naming of roads (including private rights-of-way), certain Council assets and public spaces. This unified approach will result in greater consistency, efficiency, and clarity for both Council and the community.
- 3.3 While the core content of the Street Naming and Reserve Naming Policies is retained in the New Naming Policy, some sections have been deleted or replaced with references to the LINZ Standards. Additionally, the wording and style has been updated to align with the current Council policy template and improve readability.

Proposed key changes to the Street Naming Policy and Reserve Naming Policy

3.4 The New Naming Policy proposes the following key changes to the Street Naming Policy and Reserve Naming Policy:

- **Unified policy:** Combines the Street Naming and Reserve Naming Policies into a single, cohesive document to strengthen the strategic mandate.
- **Strengthened principles and objectives:** Explicitly defines core principles and adds equity and accountability as new objectives.
- **Scope expansion:** Incorporates Council-owned facilities, suburbs, and water bodies. For facilities managed by Council Controlled Organisations (CCOs) or other entities, the proposal delegates decision-making for internal areas to those entities, while Council retains naming powers for the entire facility.
- **Criteria expansion and refinement:** Incorporates *cultural and social diversity* into the existing criteria, which include: (i) Māori naming; (ii) historical significance; (iii) community contribution; (iv) natural features; and (v) established themes. It clarifies that names must meet at least one criterion and introduces additional guidelines on prioritisation.
- **Combination and refinement of the General Guidelines:** Consolidates guidelines from the existing policies, strengthens the ‘local connection’ requirement, and prohibits naming assets after living persons or operating businesses.
- **Unified Names Bank:** Establishes a single Names Bank for all asset types as a key tool to enable community participation and assist developers and decision-makers in name selection.
- **Iwi engagement:** Requires early engagement with Rangitāne o Manawatū in all cases to identify areas or assets of significance and confirm their interest in the process. This reflects appropriate practices under Te Tiriti commitments and the Local Government Act 2002. Additionally, Rāngitane o Manawatū advice will be sought to assist in name assessments and the development of the Names Bank.
- **Heritage Reference Group advice:** Proposes seeking expert advice from the Heritage Reference Group to support naming processes and the development of the Names Bank. They have expressed interest in the proposal.

For further detail, Attachment 5 provides a summary of items retained, modified, or removed from the Existing Naming Policies and identifies the corresponding sections in the New Naming Policy. Additionally, the draft consultation document explaining the proposal is included as Attachment 6.

Naming criteria hierarchy

3.5 The Existing Naming Policies do not contain a formal priority order for naming criteria. While the Reserve Naming Policy utilises a 'criteria matrix' to evaluate

suggestions, it does not designate a preferred category. Although this scoring tool provides an objective methodology, a high numerical score does not necessarily guarantee a meaningful or deep connection to the specific area or asset.

- 3.6 At the workshop held in March 2026, Elected Members requested that Officers analyse options for establishing a priority order among the different criteria. In developing these alternatives, Officers reviewed naming policies from nine other councils: Christchurch, Dunedin, Hamilton, Horowhenua, Kāpiti, Manawatū, Tauranga, Waikato, and Wellington.
- 3.7 While all these policies have naming criteria, their prioritisation is not uniform across councils. Generally, where a hierarchy exists, te reo Māori naming is prioritised. Approaches range from having no formal priority order (Manawatū, Horowhenua, Hamilton, Kāpiti, and Dunedin) to establishing a fixed hierarchy (for example, Tauranga, which prioritises Māori local identity). In between, Wellington adopts a balanced approach by setting a priority order that is subject to a holistic assessment on criteria compliance and relative importance depending on the context. In Christchurch and Waikato, the priority shifts based on the type, size, or function of the asset.
- 3.8 After analysing three options - (i) no hierarchy (status quo), (ii) a flexible approach, and (iii) a fixed hierarchy - Officers propose a flexible, case-by-case approach to naming preferences in the New Naming Policy. Section 7.4 of the draft policy states:

“7.4. Additional guidance on preference: Council will assess and approve name options for each particular case according to this Policy, while having regard to the local narrative of the specific location of the Road, Open Space, Facility or Suburb to be named. Although this Policy does not establish a fixed hierarchy, this section provides additional guidance to policy users, particularly Council Officers, on what types of names will be preferred in specific circumstances.

7.4.1. Sites of significance for Iwi: Where a site has historical or cultural significance for Rangitāne o Manawatū, any name gifted by Rangitāne o Manawatū Settlement Trust (criterion 7.2.1.) will be given primary consideration.

If Rangitāne o Manawatū Settlement Trust determines that gifting a name or using a Māori name is not appropriate for that specific site, alternative te reo Māori names will not be explored in that case.

7.4.2. Space or asset significance: Spaces and assets with city-wide significance (such as arterial or primary collector roads, key Open Spaces, Major Facilities or Suburbs) should prioritise names with high and enduring historical and cultural relevance to Palmerston North as a whole (criteria 7.2.1 - subject to 7.4.1 -, 7.2.2, 7.2.3, or 7.2.4).

7.4.3. Functional and asset alignment: The intended use and character of an Open Space or Facility should inform the selection of its name. Council will prefer names that create a meaningful link between the name and the primary purpose of the Open Space or Facility. For example:

- **Open Spaces:** Priority may be given to names reflecting natural features, conservation efforts, or local recreation history (Criteria 7.2.4 or 7.2.5).
- **Facilities:** Names for arts or cultural facilities should ideally reflect the city’s creative heritage or social diversity (Criteria 7.2.2, 7.2.3, or 7.2.4).

This alignment ensures the name reinforces the identity of the asset and enhances public understanding of the site.”

- 3.9 This suggested approach provides greater clarity on Council’s priorities in specific contexts, such as sites of significance to Rangitāne o Manawatū or variations based on asset significance or type. Additionally, it requires decision-makers to consider the local narrative of the specific location of the road, open space, facility or suburb to be named.
- 3.10 While these additional guidelines offer clearer boundaries for assessment, the draft framework retains the flexibility needed to make appropriate decisions for each unique case. Advantages of the proposed approach are:
- Prioritises Māori naming where Iwi considers it appropriate. This reflects respectful partnership practices, honouring Rangitāne o Manawatū connections to the land and their self-determination regarding cultural significance.
 - Provides clearer direction for significant cases while allowing broader discretion for minor assets (e.g., a standard cul-de-sac in an area not of significance to Iwi). This maintains consistency with established practices with developers, while still ensuring that the new mandatory naming criteria provide a baseline for appropriateness.
 - Establishes a more consistent path toward equitable outcomes by clarifying what matters most in specific cases and ensuring the local narrative is central to the assessment of name options.

The proposed New Naming Rights Policy for Council-owned Recreational, Cultural, and Venue and Destination facilities (temporary naming and commercial focus)

- 3.11 As stated in the proposed New Naming Rights Policy, naming rights can be defined as “the right granted to a Naming Rights Holder [sponsor] to name a [Council-owned] Facility in exchange for a financial or in-kind contribution, under a formal agreement”. Due to their distinct temporary and commercial nature, Officers propose to treat naming rights separately from permanent naming of roads and other public assets.
- 3.12 The proposal involves updating the Naming Rights Policy to align with Council’s current strategic direction and best practices for naming rights agreements, particularly by establishing a clear baseline for naming rights holders’ suitability. This will provide Officers, naming-rights holders, and the community with transparent guidelines.

- 3.13 Overall, the proposed New Naming Rights Policy establishes a decision-making framework to evaluate opportunities for granting naming rights to Council-owned facilities. Due to the uniqueness of each case, the existing case-by-case approach is maintained. The New Naming Rights Policy acknowledges the importance of revenue generation while protecting the identity of the Council, the facility and the city, as well as ensuring value-for-money agreements.
- 3.14 Although the granting of naming rights has been an infrequent event for Council, having a modern, principle-oriented policy to guide sustainable naming rights opportunities is particularly relevant under the current socio-economic and political climate, providing for alternative revenue streams and resources capable of offsetting costs for users and ratepayers. Moreover, the New Naming Rights Policy complements the New Naming Policy, providing a more cohesive governance framework.
- 3.15 The New Naming Rights Policy incorporates substantial additions and adopts the current Council policy template. Due to the extent of these changes, it is presented as a replacement for the existing Naming Rights Policy.

Proposed key changes to the Existing Naming Rights Policy

- 3.16 The key changes proposed are as follows:
 - **Updated scope:** Remains focused on naming rights agreements while incorporating Council-owned cultural and arts, and venue and destination facilities (terms defined in the policy). It also introduces philanthropic naming rights, expanding the current policy’s exclusive focus on commercial naming rights.
 - **Strengthened strategic direction:** Establishes a robust set of principles - including mutual benefits, collaboration, and protection of public interest- and objectives focused on financial sustainability, strategic partnerships, community value and accountability.
 - **Updated criteria:** Extends and clarifies the criteria to balance the interests of Council, naming rights holders, and the community. This includes ensuring fair commercial value, alignment with Council policy, and explicit exclusions for alcohol, tobacco, vaping, or weapons business, and political or religious entities. It also adopts a strategic approach for multi-space facilities and encourages partnerships with local entities.
 - **Reinforcement of temporary nature:** Clarifies that all naming rights agreements must be for a fixed term.
 - **Updated delegations:** Reflects current Council delegations to the Chief Executive by referring to the Delegations Manual. It maintains current decision-making delegations for CCOs in consultation with Council, while clarifying that in all other cases, the decision is made by Council.

Attachment 5 provides a summary of items retained, modified, or removed from the Naming Rights Policy and identifies the corresponding sections in the New Naming Rights Policy. Further information can be found in the draft consultation document (Attachment 6).

General advantages of the New Naming Policies proposal

3.17 Officers have identified the following strategic benefits of the proposed framework:

- Provides a comprehensive framework that describes Council’s approach to:
 - a) the permanent naming of different types of public assets and spaces: roads (including rights-of-way), open spaces (including parks, reserves, specific features, and water bodies), Council-owned facilities, and suburbs; and
 - b) the temporary naming of certain types of Council-owned facilities through the granting of naming rights under formal naming rights agreements.
- Increases consistency across Council’s strategic direction and practices, providing clarity for policy users and the community on how naming decisions are made.
- Improves efficiency by consolidating the governance framework for permanent naming and creating a clear interrelation between the two policies.
- Allows for future flexibility. Should Council prefer a more comprehensive sponsorship policy in the future, the New Naming Rights Policy could be reviewed independently.
- Enables holistic oversight by offering greater opportunity for consistent review of the New Naming Policies to ensure responsiveness to Council and community needs and expectations.
- Enhances community outcomes by ensuring the naming process is more responsive to community identity and cultural heritage. This contributes to achieving the core objectives of the naming framework more effectively.

4. DESCRIPTION OF OPTIONS

4.1 Option 1: Approve the draft New Naming Policies for consultation (recommended).

This option represents the next step in the policy review process. It enables Iwi, stakeholders and the wider community to provide feedback on the proposed draft New Naming Policies, ensuring that the final drafts for Elected Member deliberations are well-informed by public and stakeholder perspectives.

4.2 Option 2: Do not approve the draft New Naming Policies for consultation. Council may take this course of action either to:

- (i) conclude the review process and retain the Existing Naming Policies until the next scheduled review, or
- (ii) seek further amendments before consultation is undertaken. If significant changes are sought, additional work may be required before the draft New Naming Policies are presented back to the Committee for approval to consult.

5. ANALYSIS OF OPTIONS

Option 1: Approve the draft New Naming Policies for consultation (recommended).

- 5.1 This option enables stakeholders and the community to have their say on the Council's proposal. While initial engagement was undertaken with several key stakeholders, views from the broader community and interested groups, such as managing or lessee entities of Council-owned facilities, could identify additional issues or suggest improvements not captured during the review to date.
- 5.2 Public consultation on the draft New Naming Policy represents progress in the policy review process, which aims to develop an up to date, robust, and coherent naming governance framework for Palmerston North.
- 5.3 Officers have not identified significant risks associated with consulting on the proposal. Should significant changes be suggested following public consultation, the proposal may require further consultation.

Option 2: Do not approve the draft New Naming Policies for consultation.

- 5.4 If the Committee decides not to approve the draft New Naming Policies for consultation and instead directs additional refinements, this option allows Officers to analyse and integrate that direction before the policies are published for consultation with the community.
- 5.5 Since the Existing Naming Policies are not statutory requirements, there are no significant risks associated with this option. However, it would postpone or miss the opportunity to modernise the outdated Existing Naming Policies and would result in retaining the current fragmented framework, meaning the issues and opportunities already identified would remain unaddressed.

6. CONCLUSION

- 6.1 Officers recommend that the Committee approve the draft New Naming Policies for consultation. This would enable the community to provide Elected Members with their views, which would contribute to the final stages of development of the New Naming Policies.

7. NEXT ACTIONS

7.1 If the Committee approves the draft New Naming Policies for public consultation, the consultation period will start on 25 June 2026. The written submission period will close on 30 July 2026. The hearing of submissions is planned for the 2 September Committee meeting. Officers will present a deliberations report with advice and recommendations on the points raised by submitters to the Committee at the 14 October 2026 meeting.

8. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS







- 8.1 A consultation plan has been developed and will be implemented. Key activities include:
- **Public availability:** The proposed New Naming Policies and a consultation document will be available digitally on the Council website, with printed copies at the Customer Service Centre and libraries. Both printed and online submission forms will be provided.
 - **Stakeholder engagement:** Direct notification will be sent to stakeholders and relevant community groups, including those involved in early engagement.
 - **Te Tiriti Partnership:** Further discussion of the proposal with Rangitāne o Manawatū.
 - **Public sessions:** Drop-in sessions to facilitate community feedback.
 - **Promotion:** The consultation process will be promoted through a range of communication channels.

9. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
<p>The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city</p>	

<p>Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community</p>	
<p>The recommendations contribute to this plan:</p> <p>1. Mahere hoahoa tāone</p> <p>1. Urban Design Plan</p> <p>The objectives are:</p> <ul style="list-style-type: none"> ▪ Maintain and promote a connected and well-designed urban environment ▪ Provide and promote connected, sustainable, accessible, safe, interesting, and playful public spaces <p>4. Mahere taonga tuku iho</p> <p>4. Heritage Plan</p> <p>The objectives are:</p> <ul style="list-style-type: none"> ▪ Support Rangitāne o Manawatū in its role as kaitiaki of their historic heritage places ▪ Promote, protect, celebrate, and share knowledge of local history 	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The proposed draft New Naming Policies supports the efforts of the Council to achieve its strategic goals, particularly those related to honouring the city’s identity, celebrating its heritage, telling community’s stories, being a vibrant city and promoting recreational opportunities.</p>

ATTACHMENTS

1. Draft Naming Policy - Roads, Open Spaces, Council-owned Facilities and Suburbs (2026) (attached separately) 
2. Draft Naming Rights Policy - Council-owned Recreational, Cultural, and Venue and Destination Facilities (2026) (attached separately) 
3. Overall review findings (attached separately) 
4. Early engagement feedback from the Heritage Reference Group (attached separately) 
5. Summary of items retained, modified, or removed from the Existing Naming Policies (by section) (attached separately) 
6. Draft Consultation Document (attached separately) 

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Strategic Risk Management Reporting January to March 2026 (Quarter 3)

PRESENTED BY: Stephen Minton, Risk Management Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION(S) TO FINANCE, PERFORMANCE & AUDIT COMMITTEE

1. That the Committee receive the following strategic risk assessments:
 - Strategic Risk 2: Failure to deliver on key projects and programmes.
-

1. ISSUE

- 1.1 Council agreed on 11 Strategic Risk statements at the Risk & Assurance Committee on 6 March 2024 and all assessments have been presented to committee at least once since then.
- 1.2 Officers will undertake iterative reviews of the strategic risks periodically.

2. BACKGROUND

- 2.1 Officers have completed an iterative review of the Strategic Risk listed in the recommendation above. The reviews have considered any new or emerging contextual aspects of the risk, and progress on the detailed action plan/considerations articulated in the last assessment.
- 2.2 Control ('effectiveness') Rating is an assessment of the effectiveness of the control, not the effectiveness of the design of the control, the former considering whether the control is functioning as intended while the latter dealing with whether the control addresses the risk. With bad design, perfect execution won't manage the risk. Risk assessment process intrinsically consider control design as part of the exercise.
- 2.3 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. 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.

STRATEGIC RISK DASHBOARD		AS AT JUNE 2026	
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	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, and at least annually.




4.2 The Committee is reminded that reviews may also be triggered if there is a significant change in one of the following parameters:

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

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 the achievement of objective/objectives in: 14. Mahere mana urungi, kirirarautanga 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.

ATTACHMENTS

1. Strategic Risk 2: Failure to deliver on key projects and programmes [↓](#) 
2. Red/Green Changes [↓](#) 
3. Legend [↓](#) 

Strategic Risk No. 2: Failure to deliver on key projects and programmes

Date: 04/05/26

Group Owner: General Manager Infrastructure

Raw Risk: Extreme
Current Residual Risk: Medium
Target Residual Risk: Medium
Control Rating: Partially
Control Reliance: High
Risk Tolerance: Medium

Overview

Risk Description: Inadequate ability to or ineffectual delivery of infrastructure for the long-term (30+ years) needs of the city, constraining delivery of essential services and ultimately multi-faceted failure of the goals of the city.

Implications: Council failure to deliver major infrastructure for the city will have significant long-term negative implications on essential (public good) levels of service and facilities for the residents. This may lead to significant public disquiet and reputational damage. In serious scenarios, breaches of legislated requirements are likely and worst-case, appointment of Commissioners. Remediation can also cause financial escalations.

Control Environment: The capital delivery environment is subject to both internal and external factors which impact the deliverability of the capital works programme. External constraints and risks may often be mitigated through internal controls to ensure successful delivery of the works programme. There are occasions when this is not possible, and the risk outcome will need to be accepted. Energy and price escalating cost environment making assessment requirements difficult is an example of this. There continues to be a need to lift maturity over some of the controls.

Conclusion & Action Plan/Considerations

Conclusion: As having a full end-to-end knowledge is a key for successful project delivery, so too is the need for robust, effective processes, procedures and standards along with the asset data attributes. The latter deficiencies are well understood, albeit remediation continues to be a significant time and resource hurdle. There remain areas where maturity could be improved, particularly in the planning area where external matters with developers and external funds may not come to planned fruition affecting timeliness and hence reportable delivery progress. Water delivery and focus on such will bring new risks over the next year. Current under-delivery has moved the residual risk very close to being rated "High". This is recognised and management are ensuring that measures are in place to avoid a repetition; this should be monitored closely.

Action Plan: Management have identified areas where improvements are needed to ensure a more robust programme and project delivery regime is achieved. These centre principally around understanding asset data and its management, and the application of industry standards and robust, best practises processes and procedures. Management continue to undertake constructive activities around continuous improvement programmes and thoroughness of processes. Lifting maturity needs to also be a cornerstone of this.

Key Controls and Mitigations Summary

Category	Key Controls	Control Rating	Control Reliance	Action Plan/Considerations
Project Management	<ul style="list-style-type: none"> ➤ Adequately resourced Project Management Office ("PMO"). Other officers undertaking project management provided adequate training and tools. ➤ Tools for identifying and managing risks, contracts, information and projects. ➤ End to end processes, including lessons learnt reviews, for project management. All meeting best practise from inception to completion. 	Partially Effective	Very High	<ul style="list-style-type: none"> ➤ Completion of Service Now Project Management Tool implementation and PMO improvement plan. Effective variation and changed management processes. E ➤ Forward programming and right sizing delivery expectations prior to commencement of projects. E ➤ Realignment of "project management" activities from Contract Management into Project Management Office and Procurement. E
Design Panel	<ul style="list-style-type: none"> ➤ Dedicated technical expertise within formalised Design Panel. ➤ Peer reviews and technical assurance. ➤ Robust procedures, including technical hold sign off points. 	Effective	High	<ul style="list-style-type: none"> ➤ Realistic design timelines established early in the project to avoid a clash with construction budgets and delays in planned construction. E ➤ Project management practices and principles used for design projects or phases to ensure they are managed appropriately and delivered on time, within budget and with benefits realisation. E ➤ Post implementation plan of designs review process and quantity survey and engineering standards. E
Contract Management	<ul style="list-style-type: none"> ➤ Engineering requirements managed under contract, as well as change, cost and time implications, technical specifications and testing and quality requirements. Practical and Final Completion Certificate and Retention Release Certificate management. ➤ Application of contract management principles end to end. 	Partially Effective	High	<ul style="list-style-type: none"> ➤ Ongoing development/adoption/rollout of NZS documents, management thereof and library. E ➤ Risk based approach is taken to establish key roles within a contract including, for example, Independent Certifier, Contract Administrator and Project Manager. E ➤ Improvements to project claims processes to ensure contract obligations are being met. E
Infrastructure Strategy and Asset Management Plans	<ul style="list-style-type: none"> ➤ Infrastructure Strategy and Palmerston North Integrated Transport Initiative with 30-year time horizon driven by growth forecasts and changing societal needs. ➤ Asset Management Plans driven by requirements for supporting growth, levels of service and capacity, managing deteriorating condition of assets. ➤ Future Development Strategy providing direction on future growth and infrastructure. 	Partially Effective	Very High	<ul style="list-style-type: none"> ➤ Ongoing improvement in asset management practise delivery under Asset Management Improvement Plan. E ➤ Improve business case process, including through AMPs to drive programme justification. E ➤ Improving alignment between AMP and project objectives. E
Asset Data	<ul style="list-style-type: none"> ➤ Dedicated industry standard asset management platforms ➤ Data rules, quality standards/specifications and definitions ➤ Multi-year, iterative Asset Management Improvement Plan. 	Partially Effective	High	<ul style="list-style-type: none"> ➤ Ongoing Asset Management Improvement Plan actions. E ➤ Data checks, audits and cleansing. E
Completion Information	<ul style="list-style-type: none"> ➤ Completion documentation, including application of engineering standards with life expectancy, warranties, operations and maintenance manuals and as-built plans. 	Partially Effective	Medium	<ul style="list-style-type: none"> ➤ Increase rigor around closing of all completion information/documentation. E ➤ Monitoring asset data (completion data) workflows. E
Procurement	<ul style="list-style-type: none"> ➤ Dedicated procurement tools, processes and guidelines, all managed through procurement portal. ➤ Open, transparent, broad tendering processes, including through NZ Government Electronic Tender Service (GETS). 	Partially Effective	High	<ul style="list-style-type: none"> ➤ Ongoing training and compliance. Quality assurance programme development. E ➤ Procurement planning completed in advance of projects, driven by required construction start dates. Procurement plans to consider type of procurement, contractor lead in time and whether a council report is required. Include Procurement Strategy development. E ➤ Improve alignment with NZTA to ensure funding conditions precedent compliance.
Engineering Standards	<ul style="list-style-type: none"> ➤ Application of PNCC Engineering Standards for Land Development and its supplements 	Effective	High	<ul style="list-style-type: none"> ➤ Completion information process improvement. E
Changing External Context (Increasing Costs, Contractor Availability)	<ul style="list-style-type: none"> ➤ Contingencies built into budgets, including higher contingencies in price escalating environment. ➤ Supplier relationship management and overall supply chain strategy. 	Partially Effective	High	<ul style="list-style-type: none"> ➤ Build out processes for lessons learnt. E ➤ Rules based contingencies. E ➤ Ongoing management of supplier relationships in line with supplier strategy. E
Growth Forecasting	<ul style="list-style-type: none"> ➤ Long term population growth forecasting, including household size, ethnicity. ➤ Household and business needs assessments. 	Effective	High	<ul style="list-style-type: none"> ➤ On-going three yearly iterative reviews. Use planning mechanisms from outputs for programme prioritisation. E
Financial Forecast Governance and Oversight	<ul style="list-style-type: none"> ➤ Contingencies built into budgets. ➤ Timely, periodic forecasting. ➤ Regular programme governance with Infrastructure leadership and Finance. 	Partially Effective	High	<ul style="list-style-type: none"> ➤ Completion of Service Now Project Management Tool. E ➤ Capital Programme Delivery Plan. E ➤ Intrusive oversight through Infrastructure Governance Group. E ➤ Risk management practices undertaken for projects in project planning phase. E

E: Existing / N: New

Strategic Risk No. 2: Failure to deliver on key projects and programmes

Category	Action Plan/Considerations	Current Update	Due Date
Project Management	<ol style="list-style-type: none"> 1. Completion of Service Now Project Management Tool implementation and PMO improvement plan. Effective variation and change management processes. 2. Forward programming and right sizing delivery expectations prior to commencement of projects. 3. Realignment of "project management" activities from Contract Management into Project Management Office and Procurement. 	<ol style="list-style-type: none"> 1. Implementation complete. Ongoing enhancements as part of BAU. Work on PMO Improvement Plan continues. 2. To be picked up as part of LTP processes. Also work on PMO Improvement Plan will enhance outcomes. 3. Realignment has been implemented. Fully embedded with Commercial, Procurement & Contracts division. 	<p>6/27 6/27 BAU</p>
Design Panel	<ol style="list-style-type: none"> 4. Realistic design timelines established early in the project to avoid a clash with construction budgets and delays in planned construction. 5. Project management practices and principles used for design projects or phases to ensure they are managed appropriately and delivered on time, within budget and with benefits realisation. 6. Post implementation plan of designs review process and quantity survey and engineering standards. 	<ol style="list-style-type: none"> 4. Projects are broken down before start of financial year. Underway for FY26/27. 5. Implementation of new PMO Manual with best practises has been approved. Considered fully embedded. Iterative review for build out of granularity. 6. Lesson learnt and design reviews are now part of BAU and included within PMO Manual. 	<p>BAU BAU BAU</p>
Contract Management	<ol style="list-style-type: none"> 7. Ongoing development/adoption/rollout of NZS documents, management thereof and library. 8. Risk based approach is taken to establish key roles within a contract including, for example, Independent Certifier, Contract Administrator and Principals Representative. 9. Improvements to project claims processes to ensure contract obligations are being met. 	<ol style="list-style-type: none"> 7. Centralisation of Procurement and Contracts team has been completed. Additional work required of creation of fit for purpose user guides, in part the Legal Framework (Refer Strategic Risk 8) assists in setting the scene to take this forward. 8. Ongoing and subject to complexity of contract being entered into. 9. Updated buyer created invoicing with improved efficiency has been embedded into activities. 	<p>6/27 BAU BAU</p>
Infrastructure Strategy and Asset Management Plans	<ol style="list-style-type: none"> 10. Ongoing improvement in asset management practise delivery under Asset Management Improvement Plan. 11. Improve business case process, including through AMPs to drive programme justification. 12. Improving alignment between AMP and project objectives. 	<ol style="list-style-type: none"> 10. Plan updated on a six-month basis, with maturity continuing to improve although iterative in perpetuity. While BAU, will continue in line of sight. 11. Implementation of tool for programme entry in progress. UAT underway and will be in place for LTP. 12. Work to commence. To be picked up as part of LTP in its entirety. Ultimately will be part of BAU on a continuous basis. 	<p>BAU 12/26 12/26</p>
Asset Data	<ol style="list-style-type: none"> 13. Ongoing Asset Management Improvement Plan actions. 14. Data checks, audits and cleansing. 	<ol style="list-style-type: none"> 13. See 10 above. 14. Data gap analysis in progress. One of four blocks complete with full completion of analysis by 12/26. Audit and cleansing to start thereafter which will be a significant piece of work. 	<p>BAU 12/26</p>
Completion Information	<ol style="list-style-type: none"> 15. Increase rigor around closing of all completion information/documentation. 16. Monitoring asset data (completion data) workflows. 	<ol style="list-style-type: none"> 15. New Project Management tool allows for milestone reporting of completion information. Enhancements required to Project Management Tool to help building proficiency and maturity, which continues to be a challenge. 16. Monitoring completion information received versus projects completed through PPM. Increased maturity would be helpful. 	<p>12/26 12/26</p>
Procurement	<ol style="list-style-type: none"> 17. Ongoing training and compliance. Quality assurance programme development. 18. Procurement planning completed in advance of projects, driven by required construction start dates. Procurement plans to consider type of procurement, contractor lead in time and whether a council report is required. Include Procurement Strategy development. 19. Improve alignment with NZTA to ensure funding conditions precedent compliance. 	<ol style="list-style-type: none"> 17. Training ongoing. Periodic assurance of procurement plans still to be rolled out. Assurance beyond this to be developed. 18. Undertaken to varying levels. Further growth in maturity required. Multi-project procurement plans still to be developed for next FY. Action under 17 will influence current state. 19. Audit recommendations being implemented to ensure compliance. Improvement plan under development. 	<p>9/26 12/26 6/27</p>
Engineering Standards	<ol style="list-style-type: none"> 20. Completion information process improvement. 	<ol style="list-style-type: none"> 20. See 16 above. Compliance with standards in completion information needs to be lifted. 	<p>12/26</p>
Changing External Context (Increasing Costs, Contractor Availability)	<ol style="list-style-type: none"> 21. Build out processes for lessons learnt. 22. Rules based contingencies. 23. Ongoing management of supplier relationships in line with supplier strategy (Procurement Framework). 	<ol style="list-style-type: none"> 21. Covered in the approved PMO Manual. Maturity continues to be lifted. Consider moving to BAU status with ongoing iterative reviews. 22. Currently based on risk and uncertainty. Maturity levels continue to need lifting. 23. Embedding procurement activities require additional work and rollout. Timeframes yet to be determined. 	<p>BAU 6/27 TBA</p>
Growth Forecasting	<ol style="list-style-type: none"> 24. On-going three yearly iterative reviews. Use planning mechanisms from outputs for programme prioritisation. 	<ol style="list-style-type: none"> 24. (a) Undertaken as part of LTP and forecasting. Effectively BAU. (b) Sequential planning improvements. 	<p>6/27 6/27</p>
Financial Forecast Governance and Oversight	<ol style="list-style-type: none"> 25. Completion of Service Now Project Management Tool. 26. Capital Programme Delivery Plan. 27. Intrusive oversight through Infrastructure Governance Group. 28. Risk management practices undertaken for projects in project planning phase. 	<ol style="list-style-type: none"> 25. Implementation and movement to BAU continues. Growing proficiency of tool use. See 1 above. 26. In draft in April. Part of Year 3 of LTP. Awaiting endorsement from SLT. 27. Meeting on monthly basis. Considered to be working well. 28. Undertaken throughout all project phases. Reported on monthly basis. Differing qualities of output and effectiveness with maturity continuing to be variably lifted. Some improvement since last reporting however still work to do. 	<p>BAU 6/27 BAU 6/27</p>

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

Red/Green Pen Changes from Previous Version

Removed Inserted

Strategic Risk No. 2: Failure to deliver on key projects and programmes	
29/04/25	04/05/26
<p>Implications: Council failure to deliver major infrastructure for the city will have significant long-term negative implications on essential (public good) levels of service and facilities for the residents. This will lead to significant public disquiet and reputational damage. In serious scenarios, breaches of legislated requirements are likely and worst-case, appointment of Commissioners.</p>	<p>Implications: Council failure to deliver major infrastructure for the city will have significant long-term negative implications on essential (public good) levels of service and facilities for the residents. This may lead to significant public disquiet and reputational damage. In serious scenarios, breaches of legislated requirements are likely and worst-case, appointment of Commissioners. Remediation can also cause financial escalations.</p>
<p>Control Environment: The capital delivery environment is subject to both internal and external factors which impact the deliverability of the capital works programme. Most external constraints and risks can be mitigated, either wholly or partly, through internal controls to ensure successful continued delivery of the works programme.</p>	<p>Control Environment: The capital delivery environment is subject to both internal and external factors which impact the deliverability of the capital works programme. External constraints and risks may often be mitigated through internal controls to ensure successful delivery of the works programme. There are occasions when this is not possible, and the risk outcome will need to be accepted. Energy and price escalating cost environment making assessment requirements difficult is an example of this. There continues to be a need to lift maturity over some of the controls.</p>
<p>Conclusion: Delivery of infrastructure programmes and projects can be a fraught where many events can quickly result in best laid plans unravelling. While not having full end-to-end knowledge can be a cause of an event, programme management relies significantly on knowledge of assets attributes as well as robust processes, procedures and standards. These are reasonably well understood and exhibited however it is recognised that there remain areas where maturity and effectiveness should be improved. There continues to be some way to go to achieve best practice industry standards although the journey is well underway.</p>	<p>Conclusion: As having a full end-to-end knowledge is a key for successful project delivery, so too is the need for robust, effective processes, procedures and standards along with the asset data attributes. The latter deficiencies are well understood, albeit remediation continues to be a significant time and resource hurdle. There remain areas where maturity could be improved, particularly in the planning area where external matters with developers and external funds may not come to planned fruition affecting timeliness and hence reportable delivery progress. Water delivery and focus on such will bring new risks over the next year. Current under-delivery has moved the residual risk very close to being rated “High”. This is recognised and management are ensuring that measures are in place to avoid a repetition; this should be monitored closely.</p>
<p>Action Plan: Management have identified areas where improvements are needed to ensure a more robust programme and project delivery regime is</p>	<p>Action Plan: Management have identified areas where improvements are needed to ensure a more robust programme and project delivery regime is</p>

achieved. These centre principally around understanding asset data and its management, and the application of industry standards and robust, best practises processes and procedures. Management continue to undertake constructive activities around continuous improvement programmes and thoroughness of processes.

achieved. These centre principally around understanding asset data and its management, and the application of industry standards and robust, best practises processes and procedures. Management continue to undertake constructive activities around continuous improvement programmes and thoroughness of processes. [Lifting maturity needs to also be a cornerstone of this.](#)

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

REPORT

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Featherston Street - Options Assessment for Bus and Vehicle Pick-up adjacent to Palmerston North Boys High School

PRESENTED BY: Tyler da Silva, Acting Transport and Development Manager

APPROVED BY: Glen O'Connor, Acting General Manager Infrastructure
Cameron McKay, General Manager Corporate Services

RECOMMENDATION(S) TO COMMITTEE:

- 1. That ONE of the following options be progressed:**
 - a. That the Committee retain the current parking arrangement (Option 1 – Status quo/no change); or**
 - b. That the Committee approve Option 2 – Construction of parallel car parking in the road reserve, and refer a new capital programme to the 27/28 Long-term Plan process of \$780,000 to support delivery; or**
 - c. That the Committee approve Option 3 – Construction of parallel car and bus parking in the road reserve, and refer a new capital programme to the 27/28 Long-term Plan process of \$780,000 to support delivery; or**
 - d. That Council approve Option 4 – Optimisation of bus and car parking on North Street, being the partial re-marking of North Street to convert under-utilised bus parks to car parks, while maintaining adequate provision for bus parking, completed within the existing 26/27 operational budgets.**

SUMMARY OF OPTIONS ANALYSIS

Problem or Opportunity	This report has been prepared in response to a Council resolution of 14 May 2025 to investigate options for bus and vehicle pick-up and drop-off in the green space road reserve on Featherston Street, opposite Palmerston North Boys' High School (PNBHS). The issue to be addressed is whether there are feasible, safe, and cost-effective options that could better manage bus and vehicle movements and parking at peak times.
OPTION 1:	No Change (status quo)
Community Views	Feedback received indicates that some users experience ongoing inconvenience under the current arrangement. Current parking constraints impact customer access to businesses and PNBHS, particularly during peak periods.
Benefits	This option avoids adding new traffic conflict points and maintains the current layout.
Risks	Existing parking constraints during peak periods would remain, with ongoing user feedback regarding limited availability likely.
Financial	No additional cost.
OPTION 2:	Construction of Parallel Car Parking in the Road Reserve
Community Views	Feedback indicates modest support.
Benefits	Adds approximately 13 carparks.
Risks	Introduces factors including new conflict points, sight-line constraints and queuing risks. Vehicles moving in and out of parking spaces may further obstruct traffic and adversely affect traffic light phasing at the nearby Rangitikei/Featherston Street intersection. The number of spaces created may have limited impact on user experience relative to current demand.
Financial	Delivery is an estimated capital cost of \$780,000, requiring new capital funding outside existing programmes. This would be referred to the 27/28 Long-term Plan process for consideration.
OPTION 3:	Construction of Parallel Car and Bus Parking in the Road Reserve
Community Views:	This option is seen as offering limited benefit in addressing broader parking demand.
Benefits	Increases available parking capacity by four carparks and three bus parks.

	Supports both short stay parking and bus activity.
Risks	Introduces factors including new conflict points, sight-line constraints and queuing risks. Vehicles moving in and out of spaces may further obstruct traffic and adversely affect traffic light phasing at the nearby Rangitikei/Featherston Street intersection. The number of spaces created may have limited impact on user experience relative to current demand.
Financial	Delivery is an estimated capital cost of \$780,000, requiring new capital funding outside existing programmes. This would be referred to the 27/28 Long-term Plan process for consideration.
OPTION 4:	Optimisation of Parking on North Street
Community Views	Feedback supports this option to utilise the road reserve. Some concerns have been raised regarding 300m walking distance to the PNBHS auditorium.
Benefits	Would allow bus parking and adds approximately 26 carparks to the area which can be of mixed time restriction tailored to users, uses under-utilised space effectively.
Risks	Potential dissatisfaction for some users with the 300m (approximately four minute) walk to PNBHS auditorium.
Financial	The cost to implement this re-marking and signage could be covered under the existing operational budgets for 26/27.

1. ISSUE

- 1.1 There are ongoing challenges with availability of short-stay parking and bus drop-off activity on Featherston Street in the vicinity of Palmerston North Boys' High School (PNBHS) and Mitre10. The traffic pressures are most evident during school pick-up and drop-off times and during events at the auditorium.
- 1.2 There is demand for improved management of vehicle and bus pick-up and drop-off activity in the area, and an opportunity to consider how adjacent road reserve may be utilised more effectively to support this demand.

2. BACKGROUND

- 2.1 Council resolved on 14 May 2025:

“That Council create a new operating programme of \$90,000 for the investigation of bus and vehicle pick-ups and drop-offs off-road zone and other options in large green space-road reserve on Featherston Street

opposite Boys High and direct the Chief Executive to report back on the findings of the investigations and potential options to inform future annual budgets.”

3. ANALYSIS OF OPTIONS

Option 1: No Change (status quo)

- 3.1 This option maintains the current arrangement on Featherston Street, offering a zero-cost approach. However, it does not address the parking requests, meaning current parking pressures are likely to continue.

Option 2: Construction of parallel car parking in the road reserve

- 3.2 This option consists of constructing approximately 13 parallel car parks with separation from the live traffic lane. It would move the cycle lane off the road into a shared path. The layout is illustrated in Attachment 1.
- 3.3 This option provides additional parking capacity within the road reserve; however, it introduces safety and operational risks. These include increased conflict points between cyclists, pedestrians, and vehicles, as well as risks to sightline constraints and queuing on a busy arterial route. The primary risk is in reduction to network efficiency, as vehicles turning into and out of the parking bays can interrupt traffic flow.
- 3.4 This option was discussed with the Wellington Transport Operations Centre (WTOC) as part of the assessment process. WTOC manages and monitors the operation of the state highway traffic signal network across the lower North Island and provides specialist expertise in traffic signal performance and network operations. WTOC expressed concern that the proposal may place additional pressure on the Rangitikei Street and Featherston Street intersection and could adversely affect traffic signal phasing and intersection efficiency.
- 3.5 The overall increase in parking supply that this option offers may not relieve peak demand pressures. The estimated capital cost for this option is \$780,000 which would be new funding outside existing capital programmes. This would be referred to the 27/28 Long-term Plan process for consideration

Option 3: Construction of parallel car and bus parking in the road reserve

- 3.6 This option is identical to Option 2 except for line marking catering to a combination of cars and buses. The layout is illustrated in Attachment 2. The estimated capital cost for this option is \$780,000 which would be new funding outside existing capital programmes. This would be referred to the 27/28 Long-term Plan process for consideration.

- 3.7 This option would provide four carparks and three bus spaces. This option has the same risks as Option 2, however also serves bus-related activity, with fewer benefits for general parking demand.
- 3.8 Feedback suggests the option does not fully align with PNBHS needs due to the bus parks being on the opposite side of the road in relation to the auditorium. Mitre10 have indicated limited support, as their private carpark is affected by car parking rather than bus activity. Consequently, the option is seen as offering limited benefit in addressing broader parking demand.

Option 4: Optimisation of existing bus parking on North Street

- 3.9 Recent changes by the Ministry of Education to school bus services have resulted in a reduction in the number of buses operating. As a result, the existing bus parks on North Street are now underutilised. Both the Ministry of Education and Horizons Regional Council have confirmed that bus service frequency is not expected to increase in the foreseeable future.
- 3.10 This option would involve re-marking existing bus parking spaces on North Street to convert under-utilised bus areas into approximately 26 car parks, improving utilisation of an area that currently experiences lower bus demand. Approximately eight bus parks would be retained to facilitate normal bus movements. On average regular drop-off and pick-up activities require two to three spaces; the remaining five spaces will serve as overflow for PNBHS and Queen Elizabeth College type events.
- 3.11 Feedback from PNBHS, Queen Elizabeth College, and Mitre10 supports this allocation of the road reserve to car parks. Some concerns have been raised regarding the 300m (approximate four minute) walking distance for visitors to the PNBHS auditorium. While residents have not yet been consulted on this option, residents typically support additional on-street parking in their streets.
- 3.12 This option Increases available parking capacity without altering Featherston Street and redistributes parking activity onto a side street. This maintains the current Featherston Street layout and its existing operating conditions and maintains a safe pedestrian environment for the short walk to the auditorium with no road crossings on this pedestrian route. Buses would still be able to serve events as needed.
- 3.13 This option can be completed within existing 26/27 operational budgets.

4. COST ESTIMATES

- 4.1 Officers note that the cost estimates include a 20% contingency to account for increases in fuel and other petroleum-based products commonly used in roading construction. This allowance will be refined depending on market conditions at the time of implementation.

5. CONCLUSION

5.1 This report provides options for addressing bus and vehicle pick-up and drop-off activity and peak period parking demand in the vicinity of Palmerston North Boys’ High School and Mitre10.

5.2 Officers have not identified a preferred option and provide these options for Council to consider.





6. NEXT ACTIONS

6.1 That Council determine whether to progress any of the options for inclusion in future work programmes and/or budget considerations.

7. 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: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city	
The recommendations contribute to this plan: 3. Mahere tūnuku 3. Transport Plan The objective is: Develop, maintain, operate, and renew the active and public transport network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Investigating safety and utilisation of local roads is a key delivery vehicle towards having safer, well maintained, and well utilised transport network.

ATTACHMENTS

- Option 2 - Car parking in road reserve  
- Option 3 - Car and bus parking in road reserve  

- 3. Option 4 - North Street parking optimisation  

- NOTES:
1. Construction to comply with PNCC Engineering Standards for Land Development, March 2025.
 2. The Contractor is to give 48 hrs notice to all service authorities & to confirm with the relevant authority the location of their service positions prior to the commencement of any excavations.
 3. It is the Contractors responsibility to confirm all dimensions on site.
 4. Residents to be given 48 hrs notice prior to vehicle access being restricted.
 5. All existing service connections are to be reconnected to the proposed pipework. All consumers are to be notified prior to any disruption to water supplies. A minimum of 24 hrs notice is required for any shutdown longer than 1 hour.
 6. All trenching work shall be carried out to the standards stated in SNZ HB 2002:2003 Code of Practice for Working in the Road.
 7. All existing road markings to be reinstated within 48 hours of sealing.
 8. Distances to all fixtures and laterals to be recorded by the Contractor for "As Built" information.

REV	AMENDMENTS	INITIAL	DATE
B	CONCEPT	K.L	11.05.26
A	CONCEPT	K.L	15.02.26



PROGRAMME PROJECT
 JOB TITLE
FEATHERSTON STREET CARPARK OPTIONEERING

DRAWING TITLE
ROAD LAYOUT PLAN OPTION 2 INDENTED PARRALLEL PARKING

	NAME	SIGNED	DATE
DESIGNED	K.L	K.L.	15.01.26
DES. REVIEW	A.G	A.G.	15.01.26
DRAWN	K.L	K.L.	15.01.26
DRW. CHECK	A.G	A.G.	15.01.26

APPROVED FOR TENDER

DATE	SIGNED
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FOR CONSTRUCTION

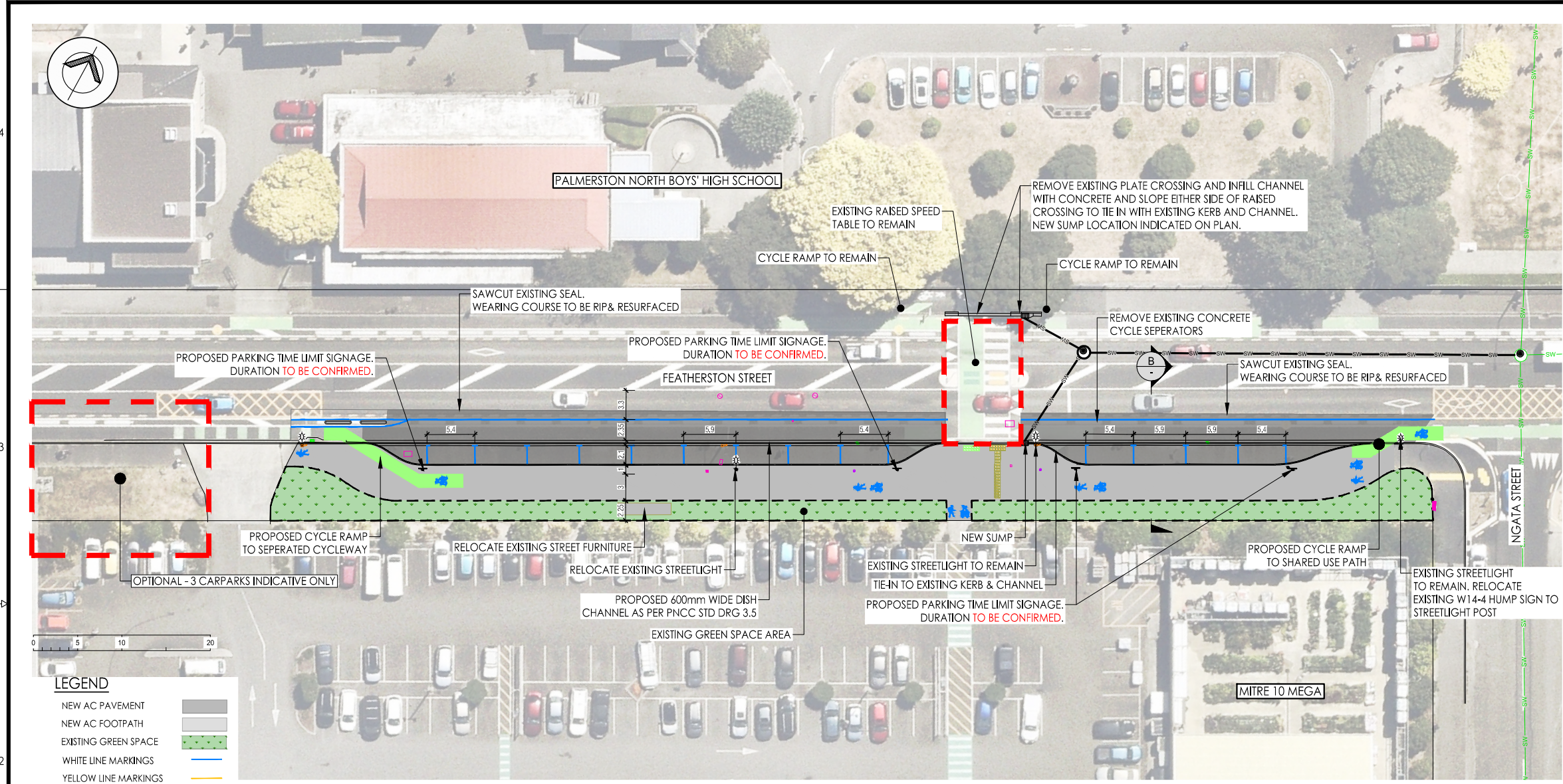
DATE	SIGNED
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PARTH SHESHODIA - ACTIVITIES MANAGER - TRANSPORT
 STUART CARTWRIGHT - CHIEF ENGINEER - APPROVED

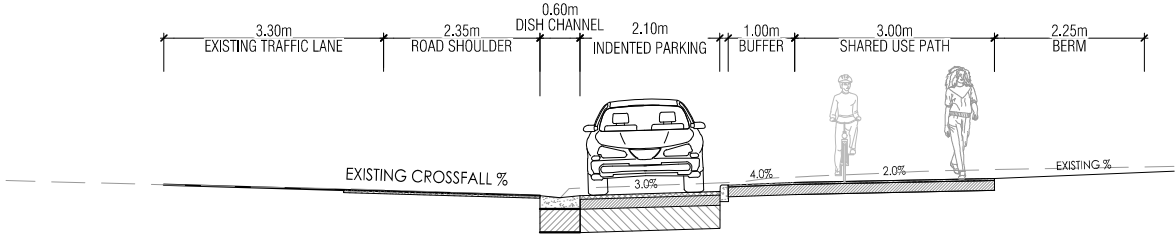
SCALES	A1 1:250	A3 1:500
PNCC No.	6365	
CONSULTANT No.	5-P1569.DD	
DATE	DRAWING No.	REVISION
15.01.26	C20	B

NOT FOR CONSTRUCTION

FOR INFORMATION ONLY



LAYOUT PLAN
 Scale 1:250 A1



TYPICAL SECTION B
 Scale 1:50 A1

LEGEND

NEW AC PAVEMENT	[Symbol]
NEW AC FOOTPATH	[Symbol]
EXISTING GREEN SPACE	[Symbol]
WHITE LINE MARKINGS	[Symbol]
YELLOW LINE MARKINGS	[Symbol]
CYCLE LANE (Apple Green)	[Symbol]
PEDESTRIAN MARKINGS	[Symbol]
CYCLE SEPARATORS (EXISTING)	[Symbol]
PROPOSED SIGN	[Symbol]
RELOCATED STREETLIGHT	[Symbol]

Standard Symbols

	Existing	Proposed
Manhole	[Symbol]	[Symbol]
Sump	[Symbol]	[Symbol]
Valve	[Symbol]	[Symbol]
Hydrant	[Symbol]	[Symbol]
Toby	[Symbol]	[Symbol]
Water Meter	[Symbol]	[Symbol]
Swabbing Point	[Symbol]	[Symbol]
Sewer	[Symbol]	[Symbol]
Stormwater	[Symbol]	[Symbol]
Water	[Symbol]	[Symbol]
Power	[Symbol]	[Symbol]
Com's	[Symbol]	[Symbol]
Gas	[Symbol]	[Symbol]

- NOTES:
1. Construction to comply with PNCC Engineering Standards for Land Development, March 2025.
 2. The Contractor is to give 48 hrs notice to all service authorities & to confirm with the relevant authority the location of their service positions prior to the commencement of any excavations.
 3. It is the Contractors responsibility to confirm all dimensions on site.
 4. Residents to be given 48 hrs notice prior to vehicle access being restricted.
 5. All existing service connections are to be reconnected to the proposed pipework. All consumers are to be notified prior to any disruption to water supplies. A minimum of 24 hrs notice is required for any shutdown longer than 1 hour.
 6. All trenching work shall be carried out to the standards stated in SNZ HB 2002:2003 Code of Practice for Working in the Road.
 7. All existing road markings to be reinstated within 48 hours of sealing.
 8. Distances to all fixtures and laterals to be recorded by the Contractor for "As Built" information.

REV	AMENDMENTS	INITIAL	DATE
B	CONCEPT	T.L.	11.05.26
A	CONCEPT	T.L.	20.02.26



PROGRAMME PROJECT
JOB TITLE
FEATHERSTON STREET CARPARK OPTIONEERING

DRAWING TITLE
ROAD LAYOUT PLAN OPTION 3 - BUS STOPS INDENTED PARRALLEL PARKING

	NAME	SIGNED	DATE
DESIGNED	T.L.	T.L.	18.02.26
DES. REVIEW	A.G.	A.G.	18.02.26
DRAWN	T.L.	T.L.	18.02.26
DRW. CHECK	A.G.	A.G.	18.02.26

APPROVED FOR TENDER
DATE SIGNED

FOR CONSTRUCTION
DATE SIGNED

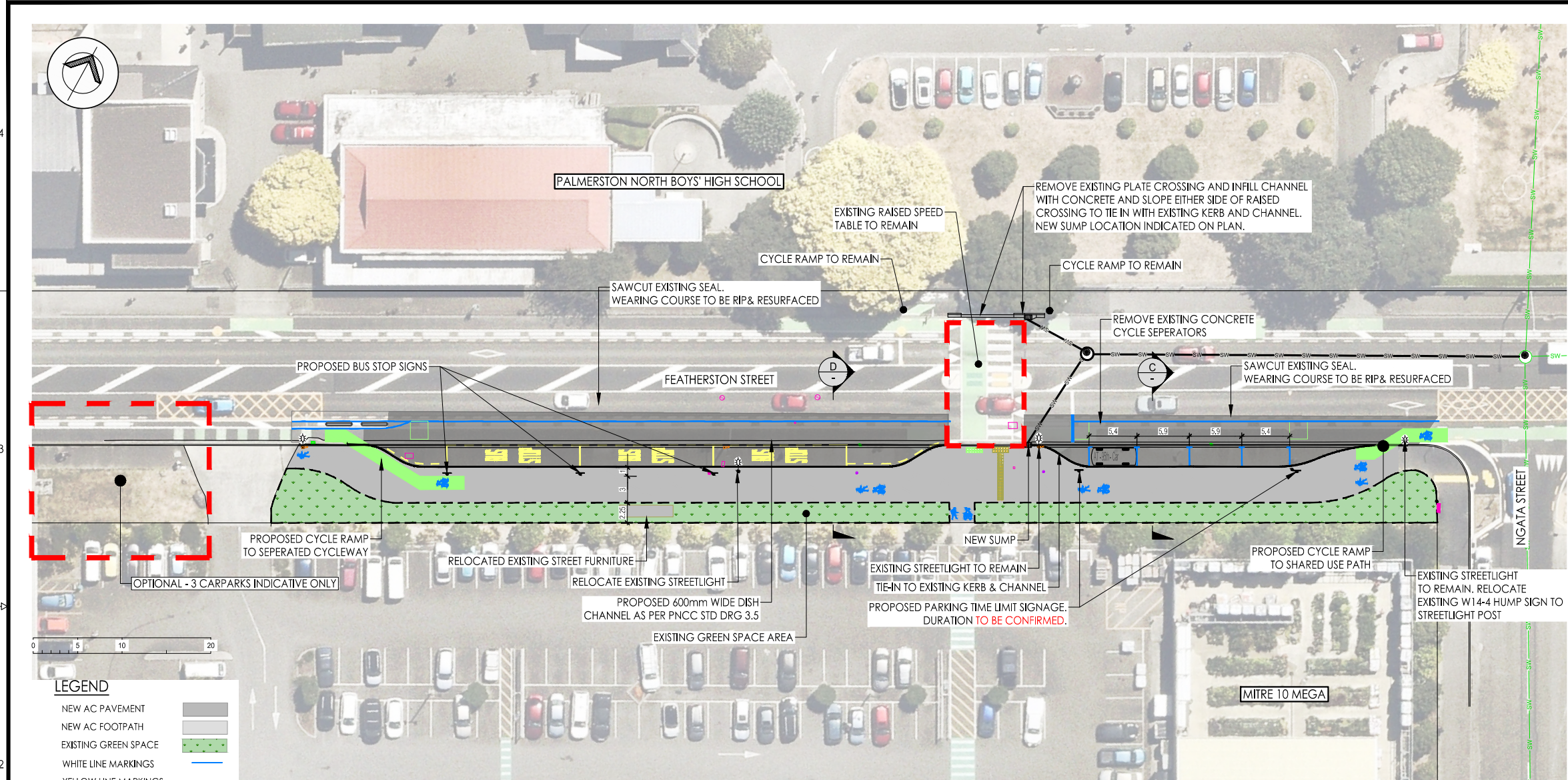
PARTH SHESHODIA - ACTIVITIES MANAGER - TRANSPORT

STUART CARTWRIGHT - CHIEF ENGINEER - APPROVED

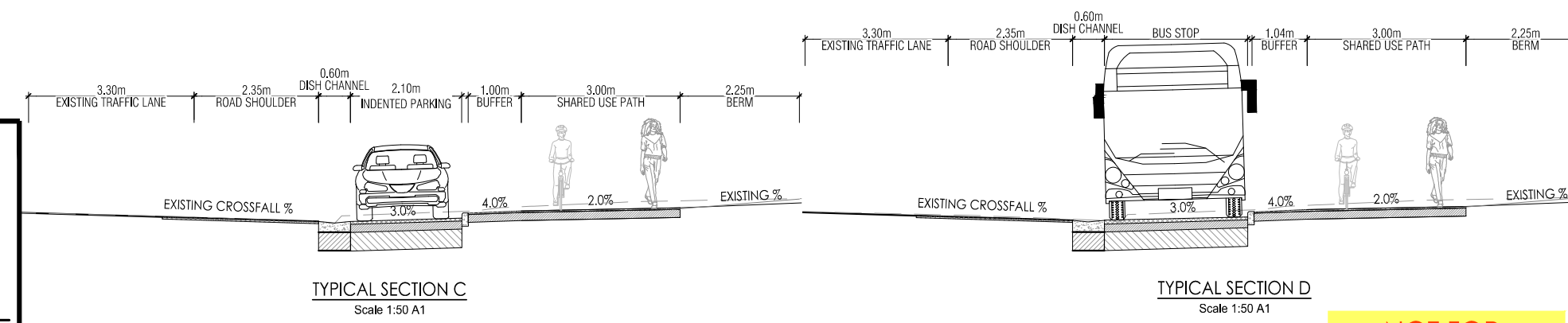
SCALES A1 1:250 A3 1:500
PNCC No. 6365

CONSULTANT No. 5-P1569.DD

DATE	DRAWING No.	REVISION
20.02.26	C21	B



LAYOUT PLAN Scale 1:250 A1



TYPICAL SECTION C Scale 1:50 A1

TYPICAL SECTION D Scale 1:50 A1

NOT FOR CONSTRUCTION

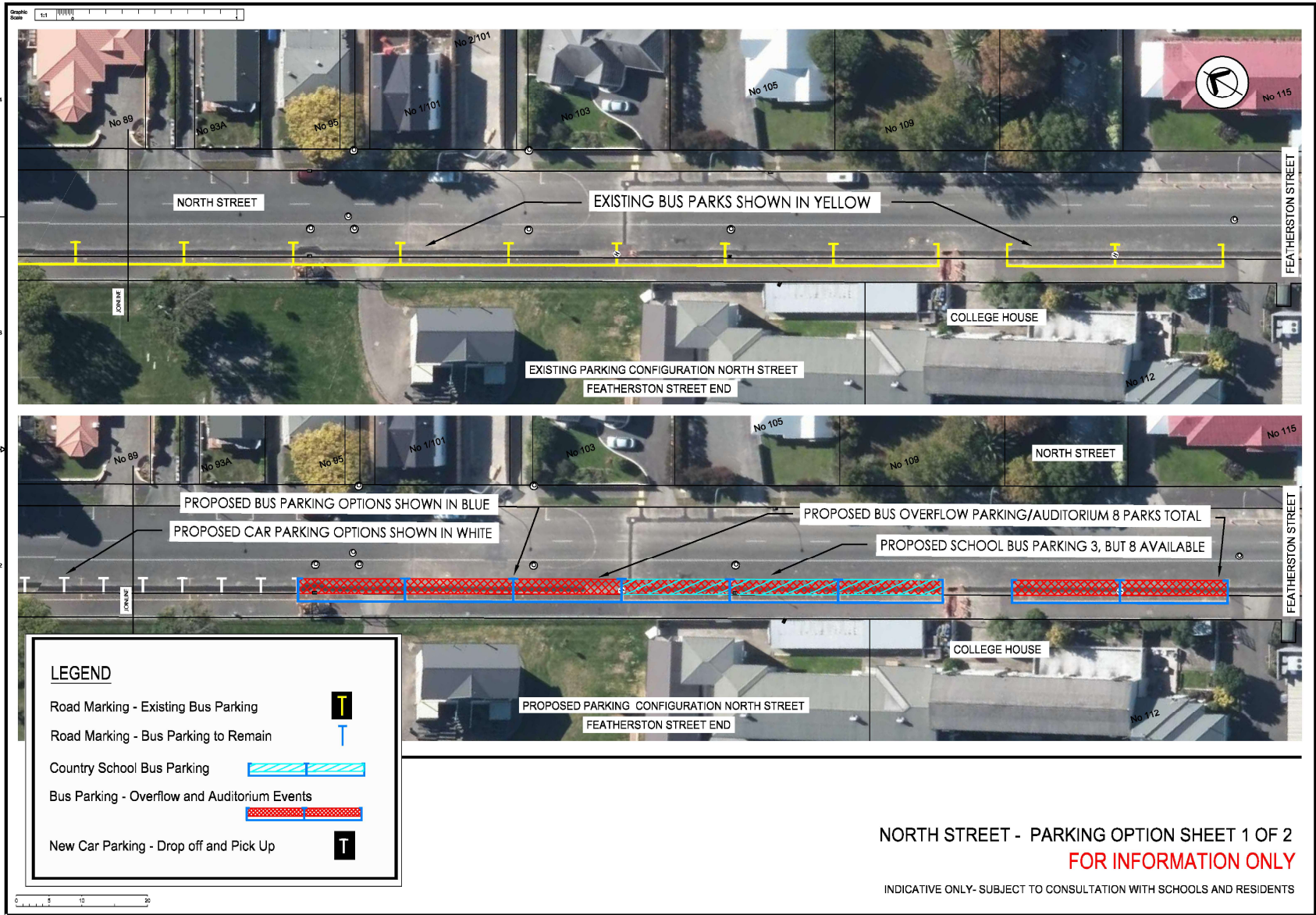
FOR INFORMATION ONLY

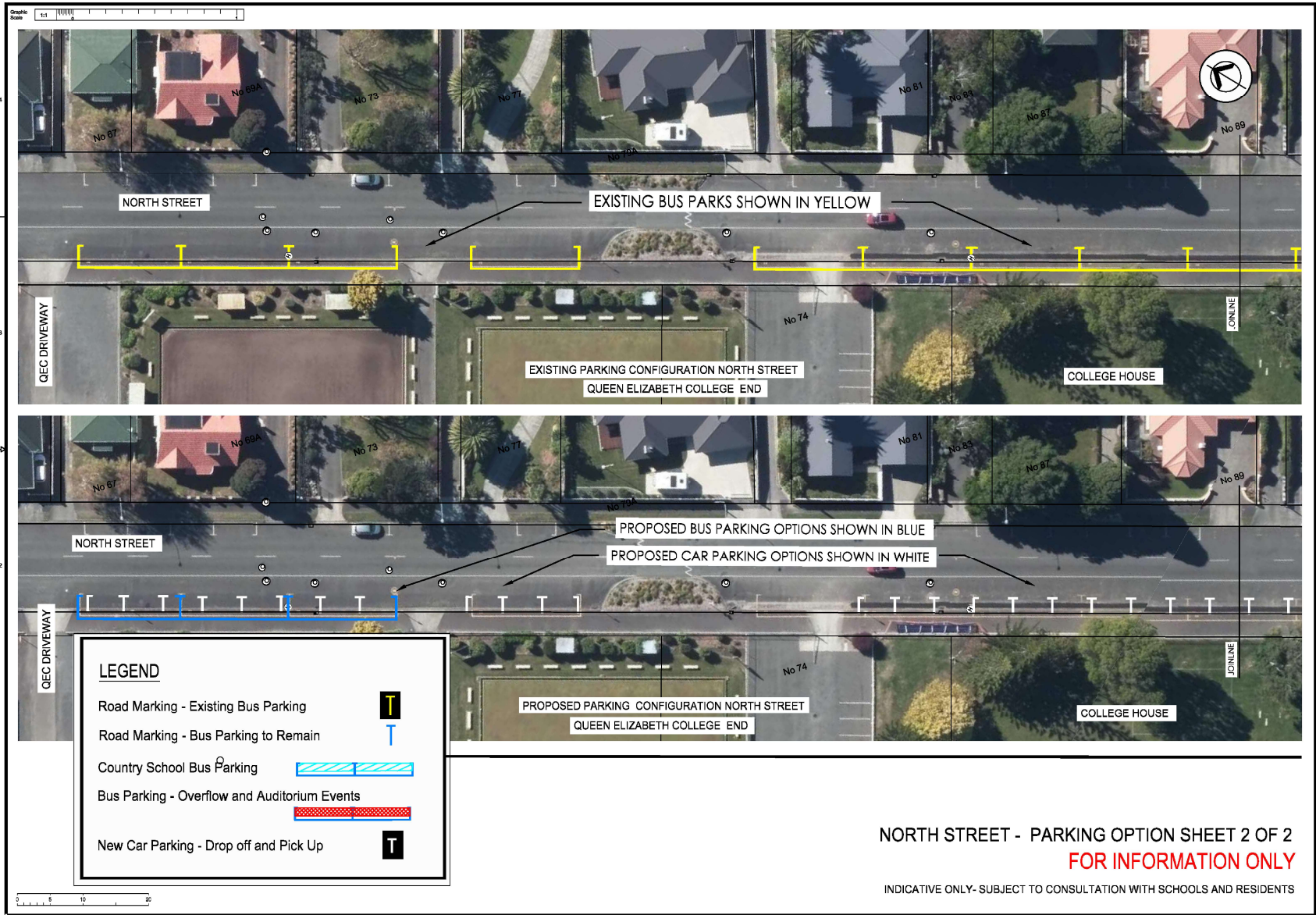
LEGEND

- NEW AC PAVEMENT
- NEW AC FOOTPATH
- EXISTING GREEN SPACE
- WHITE LINE MARKINGS
- YELLOW LINE MARKINGS
- CYCLE LANE (Apple Green)
- PEDESTRIAN MARKINGS
- CYCLE SEPARATORS (EXISTING)
- PROPOSED SIGN
- RELOCATED STREETLIGHT

Standard Symbols

	Existing	Proposed
Manhole	⊙	⊙
Sump	■	■
Valve	⊗	⊗
Hydrant	⊕	⊕
Toby	⊠	⊠
Water Meter	⊞	⊞
Swabbing Point	●	●
Sewer	S	S
Stormwater	SW	SW
Water	W	W
Power	P	P
Com's	T	T
Gas	GAS	GAS





NORTH STREET - PARKING OPTION SHEET 2 OF 2
FOR INFORMATION ONLY

INDICATIVE ONLY- SUBJECT TO CONSULTATION WITH SCHOOLS AND RESIDENTS

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Road Maintenance Contract (six-monthly report on work programme and performance)

PRESENTED BY: Tyler da Silva, Acting Transport and Development Manager and Glen O'Connor, Acting General Manager Infrastructure

APPROVED BY: Glen O'Connor, Acting General Manager Infrastructure

RECOMMENDATION TO FINANCE, PERFORMANCE & AUDIT COMMITTEE:

1. That the Committee receive the memorandum titled 'Road Maintenance Contract (six-monthly report on work programme and performance)' presented to the Finance, Performance & Audit Committee on 3 June 2026.
-

1. ISSUE

- 1.1 In March 2022, the report titled 'Road Maintenance Contract Update' was presented to the Infrastructure Committee, where the Committee resolved:

'to receive further six-monthly reports on the work programme and performance of the road maintenance contract.'

- 1.2 This report provides the latest update on the work programme and performance of the road maintenance contract up to the end of April 2026.

2. BACKGROUND

Road Maintenance Contract

- 2.1 Council entered Contract 3938 Road Maintenance, Renewal, and Capital Improvement Services (Road Maintenance Contract) with Fulton Hogan, commencing 1 July 2021 with an initial term of three years, with two right of renewals for three years each.
- 2.2 In May 2024, Council approved entering the first three-year renewal term of the Contract with Fulton Hogan from 1 July 2024 through to 30 June 2027. As part of this process, Council renewed the street lighting and street sweeping components of this contract for an initial one-year term. Further renewals of these two contract

components were contingent on Fulton Hogan meeting key performance indicators around these services.

- 2.3 In March 2025, Council approved renewing the street lighting and street sweeping components of this contract for two further years until 30 June 2027, as Fulton Hogan had met the key performance indicators for these services.

Contract Works

- 2.4 Works delivered by the road maintenance contract can be split into operations/maintenance and renewals/capital spend areas, with each funding stream having key deliverables.

Operations and maintenance include:

- Footpaths
- Road surface repairs
- Drainage channel maintenance
- Traffic Services, i.e. signals, street lighting, sweeping, etc.

Renewals and capital include:

- Road pavement reseals (chip seal and asphalt)
- Road pavement rehabilitations/replacements
- Drainage
- Footpaths
- Structural items such as bridges and large culverts

3. WORK PROGRAMME UPDATE

- 3.1 The past six months have been characterised by the impacts of multiple severe weather events and ongoing volatility in fuel and bitumen prices.
- 3.2 Weather conditions have affected the regional and local transport network, extending and altering work requirements, delivery timeframes and costs. In addition, an operational incident involving widespread tar-like debris on the network required urgent action and was addressed through sweeping operations.
- 3.3 These unplanned activities have placed increased pressure on budgets and staff, whilst delaying other planned works. Fulton Hogan have remained responsive and adaptable in managing these unplanned activities and adjusting service delivery as required.

Operations and Maintenance Work

Footpaths

- 3.4 City-wide footpath maintenance has continued during the reporting period. Delivery of the planned works for the current financial year will be completed as planned.

Road Repairs

- 3.5 The pre-seal programme was completed prior to the summer resealing programme within the planned timeframe. Road repair works at bus stops are ongoing, with works completed at locations such as Holdsworth Avenue and Virtue Place.

Pothole Repairs

- 3.6 The programme of repairs and reactive maintenance across the city's roading network is ongoing, with defects such as potholes being addressed as part of routine operations.

Road Sweeping

- 3.7 The routine drainage maintenance programme continued during the reporting period. The high leaf programme commenced over the Easter break, resulting in an increased frequency of sweeping and the introduction of back channel hand cleaning in areas not accessible by machinery.
- 3.8 Prior to and during the recent storm events increased road sweeping was undertaken to minimise the impact of heavy rainfall events.
- 3.9 Officers continue to undertake routine audits of completed sweeping areas, with no material quality issues identified.
- 3.10 Officers note that road sweeping and associated funding requirements will be revisited as part of future Long-term Plan (LTP)/Regional Land Transport Plan (RLTP) discussions.

Sump Clearing

- 3.11 The sump maintenance cycle, which ensures debris is removed from sumps, is ongoing. Prior to and during recent storm events, our contractors operated on an ongoing on-call basis to clear sumps and respond to customer service requests as required. This has increased pressure on this budget.

Road Markings

- 3.12 The road marking programme which aims to improve traffic flow and safety, highlight hazards and support compliance with road rules is ongoing. Raised traffic and lane splitter islands will be remarked subject to available budget.

Streetlights

- 3.13 The initial night survey of our city to inspect the functioning of our approximately 10,000 streetlights was undertaken in July 2024. Ongoing streetlight night audits are now being undertaken on a four-monthly basis. The most recent audit in March showed the street light network is 98% lit.

Powerco

- 3.14 Powerco is responsible for resolving network-related street light faults and they have advised that some repairs have been delayed due to a nationwide shortage of relay components. Officers continue to seek regular updates from Powerco while awaiting resolution.
- 3.15 Officers are meeting with Powerco regularly to discuss how improvements and efficiencies can be achieved across the multiple parties involved with the streetlighting assets. This includes how a quicker resolution to network faults can be achieved.

Traffic Lights

- 3.16 Intersection cameras have been installed at the intersections of Tremaine Ave/Ruahine St, Main St/Pitt St and Pioneer Highway/Amberley Ave to support traffic flow and safety monitoring, including Boy Racer type issues. Further installations are planned for additional locations in the next financial year, with priorities being confirmed in coordination with Police.

Capital Works

Pavement Reseals

- 3.17 The resealing programme for the season is largely complete. The programme scope was reduced due to increased costs in order to remain within budget, due to increased fuel and bitumen costs.

Pavement Rehabilitations

- 3.18 Rehabilitation works near the intersection of Main Street and The Square have been continue. Works are being scheduled to minimise disruption to surrounding businesses and the transport network. Further works are planned in this area prior to the opening of the Safari hotel development in October 2026.
- 3.19 The Dutton Street pavement rehabilitation in Bunnythorpe is complete.
- 3.20 Vogel Street road rehabilitation stages one and two are complete. Stage three is planned for either the 2026/27 or 20027/28 financial years, depending on priorities across the transport network.

- 3.21 Funding for pavement rehabilitation remains constrained, and this will need to be considered through the upcoming Long-Term Plan process to manage ongoing network condition.
- 3.22 The Bunnythorpe roundabout surface layer was renewed. These works were undertaken in conjunction with KiwiRail’s planned level crossing upgrade at the same location.
- 3.23 Due to increased fuel and bitumen costs the programme scope for pavement rehabilitations was reduced due to increased costs in order to remain within budget.

Drainage

- 3.24 The drainage renewal programme is progressing as planned.

Bridges and Large Culverts

- 3.25 Routine maintenance activities across bridges and large culverts within the network are ongoing to support asset condition and operational performance.

4. CONTRACT PERFORMANCE UPDATE

4.1 The road maintenance contract includes a set of Key Performance Indicators (KPIs) used to monitor and assess contractor performance across key service areas. The KPI framework continues to evolve as the contract matures. These KPIs are grouped into five categories:

- Safety: Focuses on worker and public safety and is measured through joint site audits completed each month.
- Value for money: Assesses programme delivery, quality of documentation, and the accuracy and timeliness of data submission.
- Network needs: Covers service delivery outcomes across the network, including street lighting performance, street sweeping, and pothole management.
- Customer response: Measures the consistency and timeliness of responses to customer requests.
- People: Relates to the contractor’s organisational structure and capability.

4.2 Attachment 1 provides an overview of the KPIs, including an average score for the six-month period. Scores are colour coded as follows: orange (below expectations), yellow (meets expectations), and green (exceeds expectations). Trend arrows indicate whether performance has improved, declined, or remained stable compared with the previous six-month period.

4.3 In summary, out of the five categories of performance measures, three are meeting expectations and two are exceeding expectations. The key focus areas for the coming quarters are Safety and Value for Money. In the area of Safety, the focus will be on increasing the number of formal joint safety audits undertaken by PNCC and Fulton Hogan staff to strengthen joint oversight of the works undertaken. Within Value for Money improvement efforts will include strengthening work programming.

4.4 The intention of these KPIs is to provide clarity and transparency regarding contractual performance. The measures have continued to evolve and mature throughout the contract term and are expected to further develop to support continuous improvement and effective service delivery

5. SUMMARY

5.1 In summary, the Road Maintenance Contract continues to deliver operations, maintenance, and capital works across the network, with programmes progressed over the past six months alongside responses to unplanned events.

5.2 Fulton Hogan demonstrates a strong understanding of the network and continues to work collaboratively with Council officers. This collaborative partnership is actively maintained, with a shared focus on delivering agreed programme outcomes in a cost-effective manner.

5.3 Some challenges have been experienced during the reporting period, including changes in staff on both the contractor and Council sides, the impacts of severe weather events, and the need to operate within available budgets. Unplanned activities, including storm response and incident management have also contributed to pressure on programme delivery.

5.4 The contract is now more than halfway through the first three-year right of renewal period, currently in year five of the overall contract term.

6. NEXT STEPS

6.1 Officers will continue to monitor contract performance and deliver the remaining programmed works, while responding to network needs as they arise.

6.2 Officers will continue to work with the contractor to plan and prioritise future maintenance and renewal works within available budgets.

7. 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 actions?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
<p>The recommendations contribute to:</p> <p>Whāinga 1: He tāone auaha, he tāone tiputipu</p> <p>Goal 1: An innovative and growing city</p>	
<p>The recommendations contribute to the achievement of objective/objectives in:</p> <p>3. Mahere tūnuku</p> <p>3. Transport Plan</p> <p>The objective is: Develop, maintain, operate, and renew the active and public transport network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport.</p>	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being.	The road maintenance contract is a key delivery vehicle towards having safer, well maintained, and well utilised transport network.

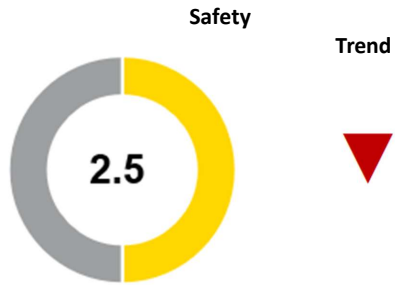
ATTACHMENTS

- Attachment 1: Contract Performance Overview (Oct-March) [↓](#) 

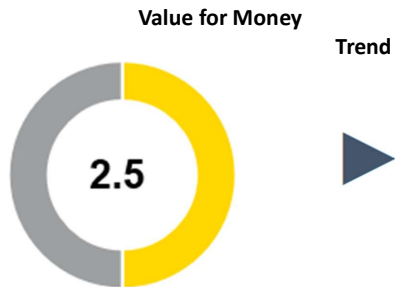
Performance Results Overview Road Maintenance Contract

Result Period
October - March

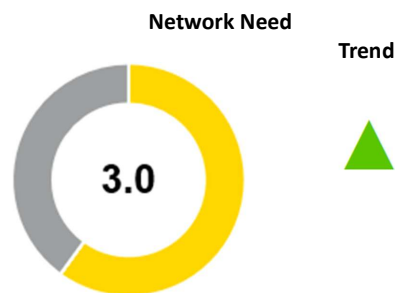
Performance Year
25/26



Commentary:
The average score of 2.5 indicates that the frequency of joint audits and resulting actions is meeting expectations over the six-month period; however, this reflects a declining trend. There will be a focus on this in the next quarter.

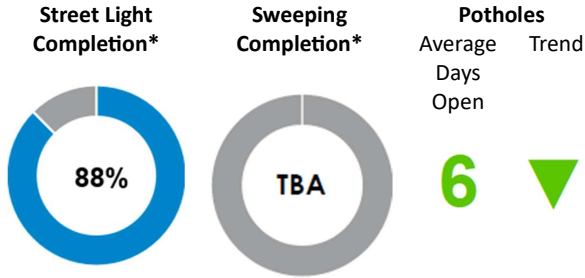


Commentary:
The average score of 2.5 indicates that the amount of the program achieved, the quality management and asset management outcomes of the contract are meeting expectations in the 6-month period. This is a stable trend.



Commentary:
The average score of 3 indicates service delivery outcomes including street sweeping, pothole management and street lighting performance are meeting expectations. This is an improving trend.

Operational Performance Measures Overview



*Tracked against annual targets

*Reported Annually in June

Commentary:
Street light completion is tracked against an annual target, the score reflects the ongoing work being completed as per the programme. Sweeping completion is reported annually in June, completion is in alignment with annual measures.

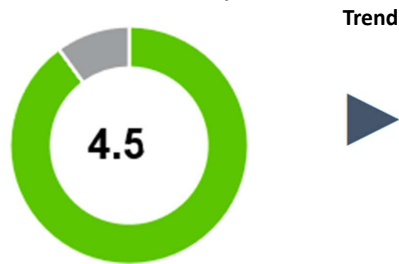
The score of 6 indicates potholes are being attended and made safe within contractual expectations. Urgent potholes are typically actioned within 48h.

Customer Response



Commentary:
The average score of 5 indicates the consistency and timeliness of responses to customer requests is above expectations. This is an increasing trend.

People



Commentary:
The average score of 4.5 indicates the contractor's organisational structure and capability is above expectations. This is a stable trend. Both parties maintain a strong focus in collaboration and the positive relationship required to deliver the contract.

COMMITTEE WORK SCHEDULE

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Committee Work Schedule

RECOMMENDATION(S) TO FINANCE, PERFORMANCE & AUDIT COMMITTEE

1. That the Finance, Performance & Audit Committee receive its Work Schedule dated June 2026.

SUMMARY

COMMITTEE WORK SCHEDULE – JUNE 2026					
	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction
1.	3 June 2026	Featherston Street – Investigate options for bus and vehicle pick-ups in green road reserve outside PNBHS	General Manager Infrastructure	Further stakeholder feedback required	Council 14 May 2025 Clause 78.10
2.	3 June 2026	CEDA – Final Statement of Intent for 2026-2029	General Manager Strategic Planning		Terms of Reference
3.	3 June 2026 2 December 2026	Road Maintenance Contract (six monthly report on work programme and performance)	General Manager Infrastructure		16 March 2022 Clause 4-22

4.	<p>3 June 2026</p> <p>2 September 2026</p> <p>2 December 2026</p>	<p>Strategic Risk Management Reporting</p> <p>Q3 January to March 2026</p> <p>Q4 April to June 2026</p> <p>Q1 July to September 2026</p>	<p>General Manager Corporate Services</p>		<p>Terms of Reference</p>
5.	<p>3 June 2026</p> <p>2 September 2026</p> <p>2 December 2026</p>	<p>Health and Safety Quarterly Update</p> <p>Q3 January to March 2026</p> <p>Q4 April to June 2026</p> <p>Q1 July to September 2026</p>	<p>General Manager People & Capability</p>	<p>Alignment with Committee schedule</p>	
6.	<p>3 June 2026</p> <p>2 September 2026</p> <p>2 December 2026</p>	<p>Wellbeing Quarterly Update</p> <p>Q3 January to March 2026</p> <p>Q4 April to June 2026</p> <p>Q1 July to September 2026</p>	<p>General Manager People & Capability</p>	<p>Alignment with Committee schedule</p>	
7.	<p>3 June 2026</p>	<p>Palmerston North Airport Ltd - Final Statement of Intent for 2026-2029</p>	<p>General Manager Corporate Services</p>	<p>Council 24 June</p>	<p>Terms of Reference</p>
8.	<p>3 June 2026</p>	<p>Economic Report</p> <p>Q3 January-March 2026</p>	<p>General Manager Strategic Planning</p>	<p>Council 24 June</p> <p>Timing of the meeting is inconsistent with the release of data</p>	<p>Terms of Reference</p>

9.	3 June 2026 5 August 2026	Economic Profile: Agri-food (3 yearly)	General Manager Strategic Planning	Continuing to work with CEDA to finalise this work	30 August 2023 Clause 35-23
10.	3 June 2026 5 August 2026	Additional lease or MaaS options to the PN City Council fleet	General Manager Corporate Services	To enable additional time to assess any further options	20 August 2025 Clause 38
11.	3 June 2026 5 August 2026	City Economic Structure Report (annually)	General Manager Strategic Planning	More time required to enable development, design and publication, along with review of economic research reports on website	
12.	5 August 2026 4 November 2026	Quarterly Performance Report Q4 April to June 2026 Q1 July to September 2026	General Manager Corporate Services		Terms of Reference Council 5 June 2024 Clause 104-24
13.	5 August 2026 4 November 2026	Quarterly Treasury Report Q4 April to June 2026 Q1 July to September 2026	General Manager Corporate Services		Terms of Reference
14.	5 August 2026	Review of cyber security	General Manager Corporate Services	Overview of Cyber Security status was provided at June 2025 meeting; an audit to be scoped in 2026	6 March 2024 Clause 11-24

15.	5 August 2026	International Relations and Education Activities – six monthly update	General Manager Strategic Planning	Alignment with Committee schedule	Terms of Reference Council Clause 203-23
16.	5 August 2026	Business Assurance six monthly accountability report	General Manager Corporate Services	Alignment with Committee schedule	16 December 2020 Clause 68.2
17.	5 August 2026	Review of Legal Compliance Framework	General Manager Corporate Services		26 April 2023 Clause 2-23
18.	5 August 2026	2026-2027 Annual Plan – International Relations Activity	General Manager Strategic Planning		Council 5 June 2024 Clause 102-24
19.	5 August 2026	Report back on Investment options for Palmerston North Airport Ltd	General Manager Corporate Services		6 December 2023 Clause 197-23
20.	2 September 2026	Review Annual Report	General Manager Corporate Services		Terms of Reference
21.	2 September 2026 2 December 2026	Economic Report Q4 April-June 2026 Q1 July to September 2026	General Manager Strategic Planning		Terms of Reference
22.	7 October 2026	Palmerston North Airport Ltd – Annual Report 2025/26	General Manager Corporate Services		Terms of Reference

23.	7 October 2026	Revenue & Finance Policy review	General Manager Corporate Services		
24.	7 October 2026	Delegation Manual – Fees & Charges review	General Manager Corporate Services	Review alongside the Revenue and Financing Policy	8 May 2024 Clause 24
25.	7 October 2026	Review of Procurement and Investment Policies - ethical investing	General Manager Corporate Services		Council 3 September 2025 Clause 133-25
26.	7 October 2026	CEDA – Annual Report 2025/26	General Manager Strategic Planning		Terms of Reference
27.	3 June 2026 4 November 2026	City Central Indicative Business Case (CCIBC) Update	General Manager Strategic Planning	No active work with resources directed to Ring Road business case	19 June 2024 Clause 42-24
28.	4 November 2026	Tamakuku Terrace six monthly update	General Manager Infrastructure		Terms of Reference
29.	4 November 2026	Prioritisation of school zone infrastructure requests	General Manager Infrastructure		1 April 2026 Clause 18-26
30.	2 December 2026	CEDA - Statement of Expectations 2027-2030	General Manager Strategic Planning		30 August 2023 Clause 37-23
31.	2 December 2026	Economic Profile: For purpose organisations (5 yearly)	General Manager Strategic Planning		30 August 2023 Clause 35-23

32.	TBC	Ratepayer Assistance Scheme - Progress of implementation	General Manager Corporate Services	Awaiting Minister decisions on business case	6 August 2025 Clause
33.	As required	Fraud and Whistleblowing Policy quarterly update	General Manager Corporate Services	When new matters arise	26 April 2023 Clause 12-23
34.	TBC	Review of Contract Management Framework	General Manager Corporate Services	To be reviewed with Business Assurance work plan	26 April 2023 Clause 2-23
35.	TBC	City Centre (Streets for People) 6 monthly update	General Manager Infrastructure	Paused until Steering Group reconvenes	Terms of Reference 28 February 2024 Clause 18-24
36.	TBC	Annual presentation: The Factory			

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

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

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

APPROVED BY: Sarah Morris, General Manager People & Capability

RECOMMENDATION(S) TO FINANCE, PERFORMANCE & AUDIT COMMITTEE

1. That the Committee receive the memorandum titled 'Wellbeing Report, 1 January to 31 March (Quarter 3)' presented to the Finance, Performance & Audit Committee on 3 June 2026.
-

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 is included in this report.

Wellbeing Framework reporting

- 1.3 This section includes information that provides insight to the uptake and effectiveness of the Wellbeing Framework.

Prevent Harm

- 1.4 A proposed approach for psychosocial risk assessments has been developed and is continuing to be piloted.

Provide Support

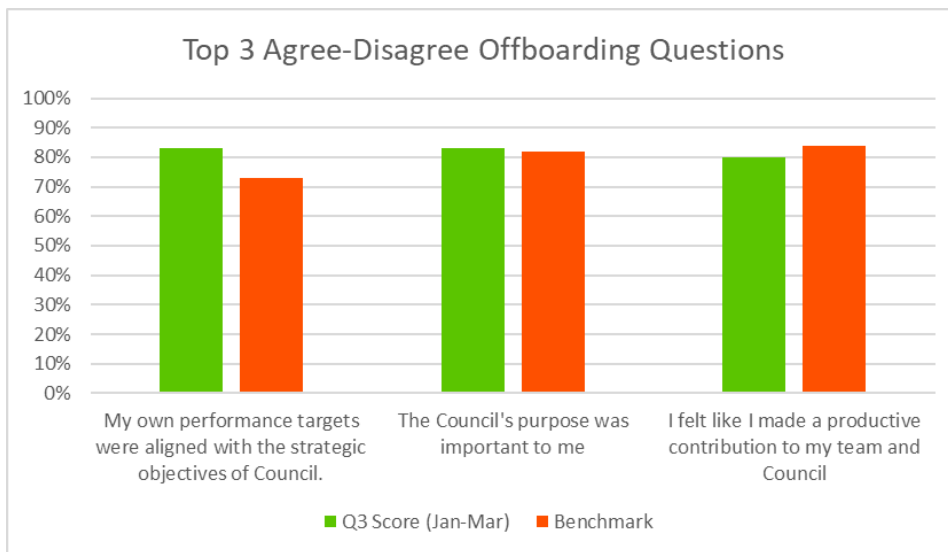
- 1.5 There has been a change of the Vitae on-site support person at Depot and Awapuni due to their availability. Additionally, Vitae on-site support was reinstated at the City Library.
- 1.6 The level of wellbeing and mental health support accessed through external employee assistant services remains consistent.

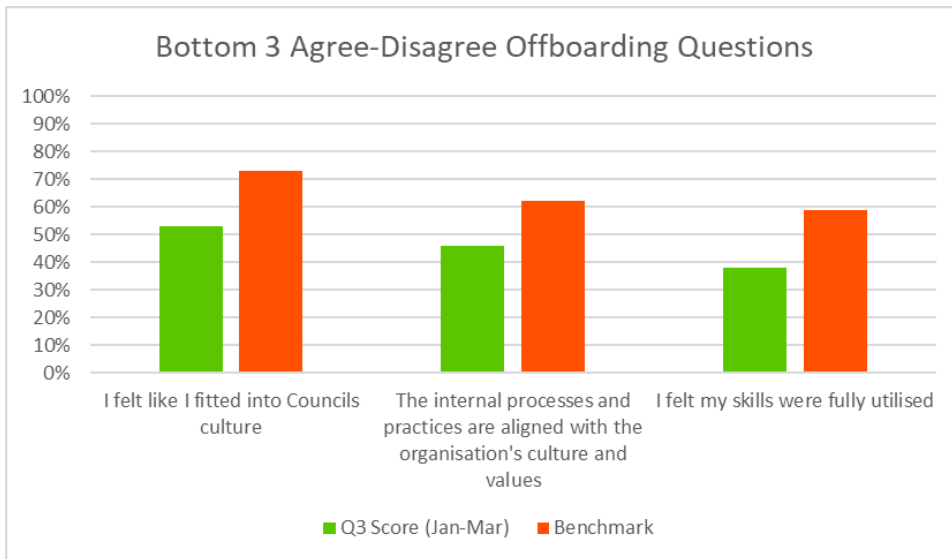
Enhance Wellbeing

- 1.7 The Employee Experience Team piloted a new training offering, ‘Enhance – Tools for your Wellbeing Kete’ designed to provide individuals and teams with context-specific stress-reduction strategies to understand the sources, symptoms and ‘psychology of stress’ as well as help sustain day-to-day and overall wellbeing. Feedback was positive and this training will become a standard offering.
- 1.8 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 activity themes in this quarter are in managing energy at work, growing personal potential and overcoming stress.

Offboarding Data

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





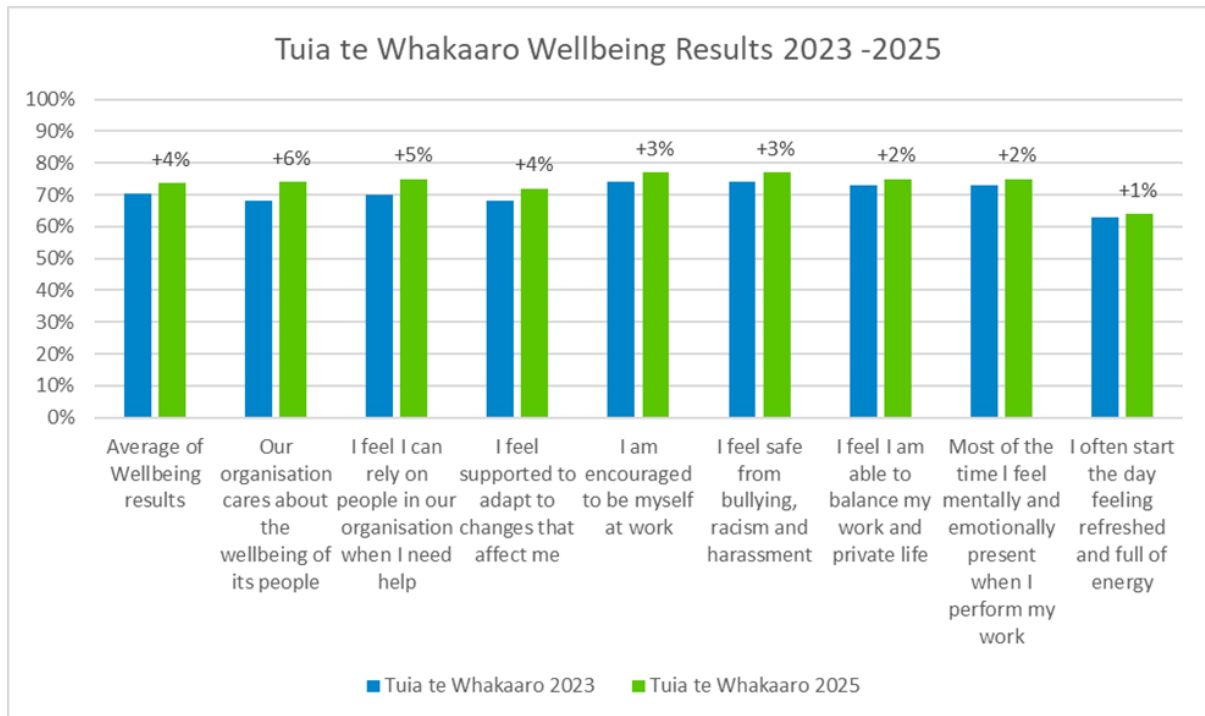
1.10 The above graphs present the top three and bottom three rated agree/disagree questions in the offboarding survey and compares them to the benchmarked Local Government average. Employee Experience is progressing an organisational skills-based programme of works. It is anticipated to be for this programme to develop over a three-year timeline, pending resources and SLT approval. Ongoing internal work has been undertaken to develop and embed our organisational values, and this effort will continue through providing people leaders with tools to have these conversations within their teams.

1.11 The Offboarding Response rate below presents the quarterly response rate, as well as the total number of responses received each quarter. This table also includes both the Ask Your Team New Zealand Local Government (LGO) response rate for exit surveys and our Council goal response rate. Participation rate increased compared to Q2, and it is noted that of the 25 eligible terminated staff during this quarter 5 (26%) did not receive the survey in time for them to complete it. Please note that the proximity to the end of the year break may have affected completion rate. The average participation rate for this type of survey in local government is 49% and this is our target rate.

Offboard survey participation	Number of responses	Response Rate
Q1	11	55%
Q2	7	28%
Q3	8	42%
Previous FY	20	32.8%

1.12 Quarter 2 open-ended responses reflect a mixed sentiment profile, with strong positive feedback regarding team experience, available support and flexibility, alongside negative sentiment concentrated around leadership capability, workplace culture in specific areas, and organisational structure. Note that sentiment expressed is from a small number (8) of exiting employees.

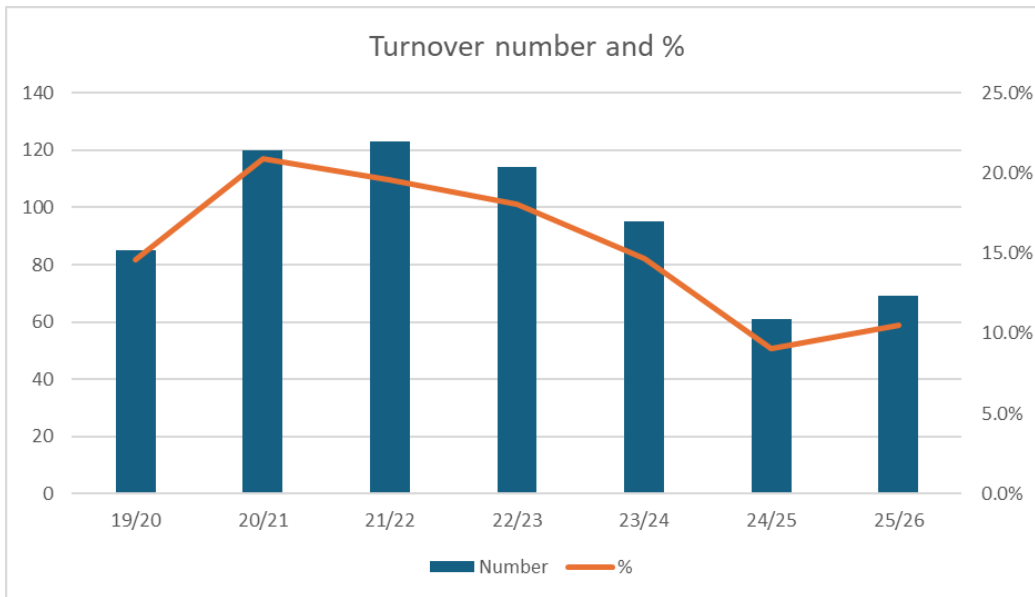
1.13 Our staff engagement survey - Tuia te Whakaaro – includes a measure of Health Safety and Wellbeing. All wellbeing items have increased by 1-6% from 2023 to 2025 (3% is noted as a significant difference). The participation rate for Tuia te Whakaaro 2025 was 90% and this participation rate represents a valid overall opinion of employee experience.



Turnover

1.14 The projected turnover for 25/26 is 69 if the current trend is maintained. To the end of March 52 staff have left by way of resignation or retirement and 7 staff for other reasons. As reported previously the current employment market favours employers and therefore turnover is lower.

1.15 A Massey University student is commencing a study for us in July to explore reasons for higher turnover for employees who have been with the organisation for 1-2 years.



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.

3. NEXT STEPS

- 3.1 Explore opportunities in the wellbeing space to prevent harm, provide support and enhance wellbeing.
- 3.2 Flu vaccinations will be offered to kaimahi at both the CAB and Depot sites in April, with vouchers provided to kaimahi unable to make those times.
- 3.3 Pink Shirt Day is on Friday 15 May. This year the approach is a light touch, with kaimahi being encouraged to mark the day in a way that works for them.
- 3.4 In April 2026 Tuia te Whakaaro will run again leading to further insights into wellbeing for kaimahi at Council and where this has changed compared to 2025.

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	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding wellbeing. The wellbeing of our kaimahi (staff) directly relates to how the strategic direction is implemented.

ATTACHMENTS

Nil

MEMORANDUM

TO: Finance, Performance & Audit Committee

MEETING DATE: 3 June 2026

TITLE: Health and Safety Report, 1 January to 31 March 2026 (Quarter 3)

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 January to 31 March 2026 (Quarter 3)' presented to the Finance, Performance & Audit Committee on 3 June 2026.
-

1. EXECUTIVE SUMMARY

- 1.1 The organisation's critical risk profile remains broadly stable. Frontline Working continues to represent the most significant exposure, particularly within Customer & Community and Infrastructure, with no new high-risk categories emerging. Improvements in reporting culture and security controls have strengthened visibility and governance.
- 1.2 Council-wide incident volumes increased significantly from 2024 to 2025, driven largely by Customer & Community. Early 2026 year-to-date data indicates stabilisation and a lower trajectory compared with 2025, although seasonal factors require continued monitoring through Quarter 4. Increased incident volumes continue to reflect improved reporting rather than deteriorating performance.
- 1.3 Frontline Working often intersects with multiple risk categories. Asset-related failures are a secondary driver, reinforcing the need for system-level and safety-in-design controls.
- 1.4 Incident reporting timeliness is strong and reflects a maturing safety culture. Management review completion remains inconsistent, particularly in high-volume groups, presenting a key governance focus to ensure learnings are acted on and controls are closed out.
- 1.5 During Quarter 3, the Safety Management Framework was approved by Senior Leadership Team (SLT), strengthening organisational assurance. Protective security actions are progressing, including the appointment of a Security Advisor

(commenced May 2026). ServiceNow development continues as the preferred health and safety reporting platform, targeted for implementation in 2026.

- 1.6 Ongoing governance attention is required to confirm sustained stabilisation of incident trends, improve management review discipline, and validate that strengthened controls are reducing repeat frontline risk exposure.
- 1.7 Total incidents for Quarter 3 (January-March 2026) decreased to 174, compared with 189 recorded in Quarter 2 (October-December 2025).

2. NOTABLE EVENTS OVER THE QUARTER 3 PERIOD

- 2.1 Institute of Directors Advanced Health & Safety Governance training for Elected Members and Senior Leadership Team members (February 2026).

Current activities:

- 2.2 **Security enhancements** are progressing, driven by the external audit recommendations arising from protective security findings and the recruitment of a Security Advisor.
- 2.3 **Safety Management Framework** underwent final SLT consideration in March and was approved.
- 2.4 Health and Safety support at the 2026 Workers' Memorial Day in late April.

Next priorities:

- 2.5 Development of the Safety Management Framework implementation programme during 2026.

3. HEALTH AND SAFETY REPORT

- 3.1 This report includes year on year comparative data, as well as Quarter 3 2026 standalone data. **Hazards** – anything that can cause harm (this includes a person's behaviour); **Incidents** – any unplanned event/occurrence resulting in 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.

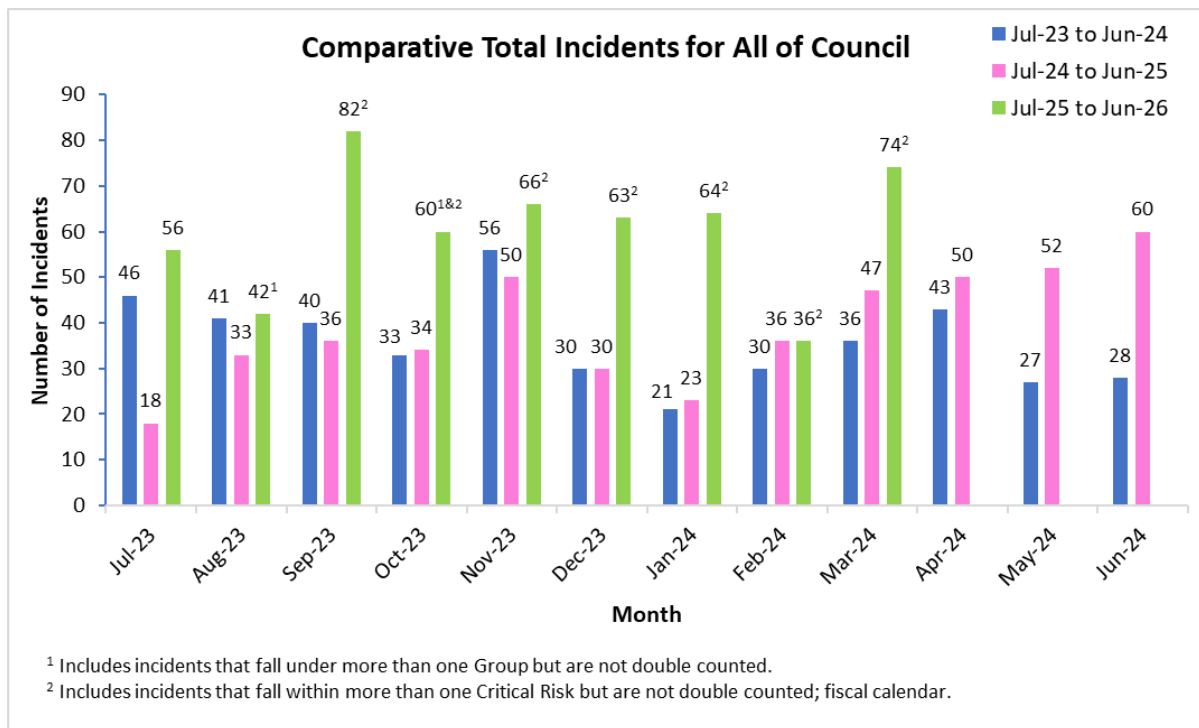
Hazards, Incidents and Near Misses Reported

Table 1: Hazards, Incidents and Near Misses

Quarter	Jun-25		Sep-25		Dec-25		Mar-26	
	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON
Hazards ⁵	94	1	66	2	80	4	168	23
Incidents ⁶	156	6	166	14	170	19	154	20
Near Misses	33	2	20	3	32	8	26	7

Key: PNCC = Staff / Kaimahi; CON = Contractor

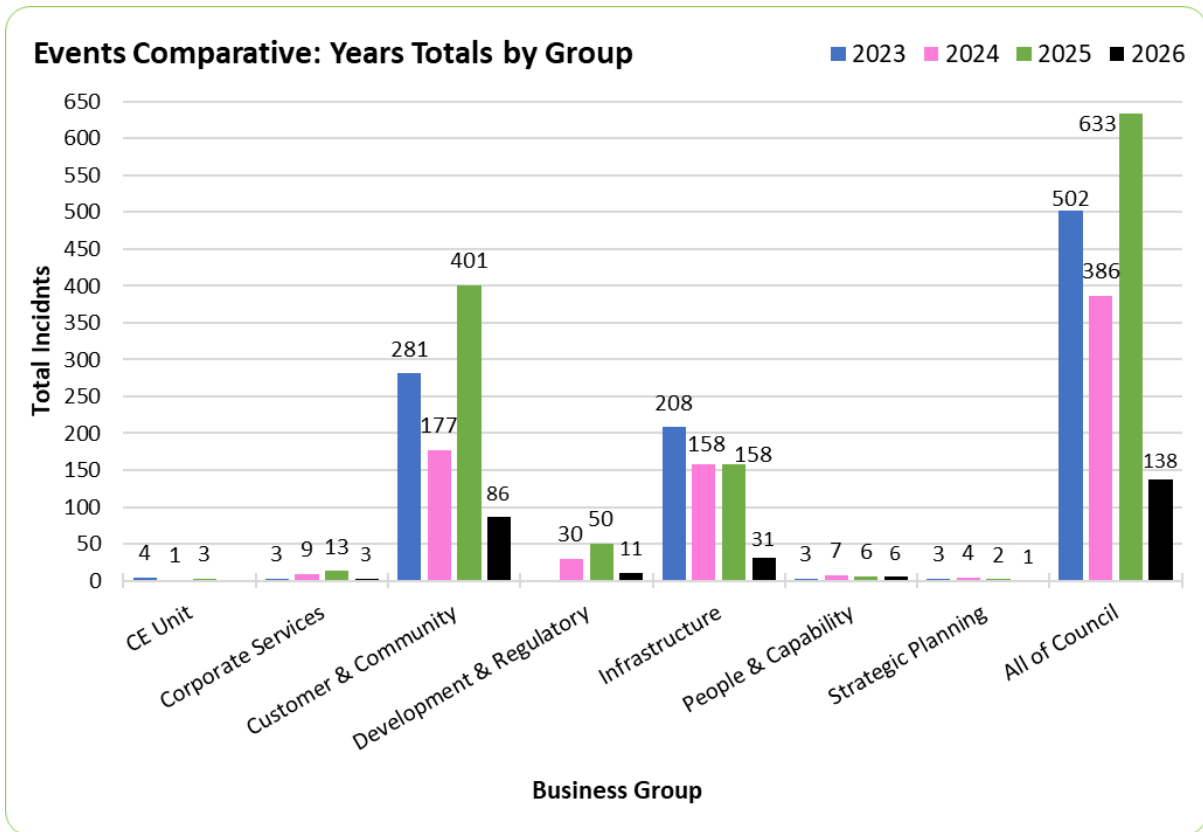
3.2 The **Total Incidents (12 months)** is reflected in the below graphs (Graph 1 and Graph 2) by month and business group.



Graph 1

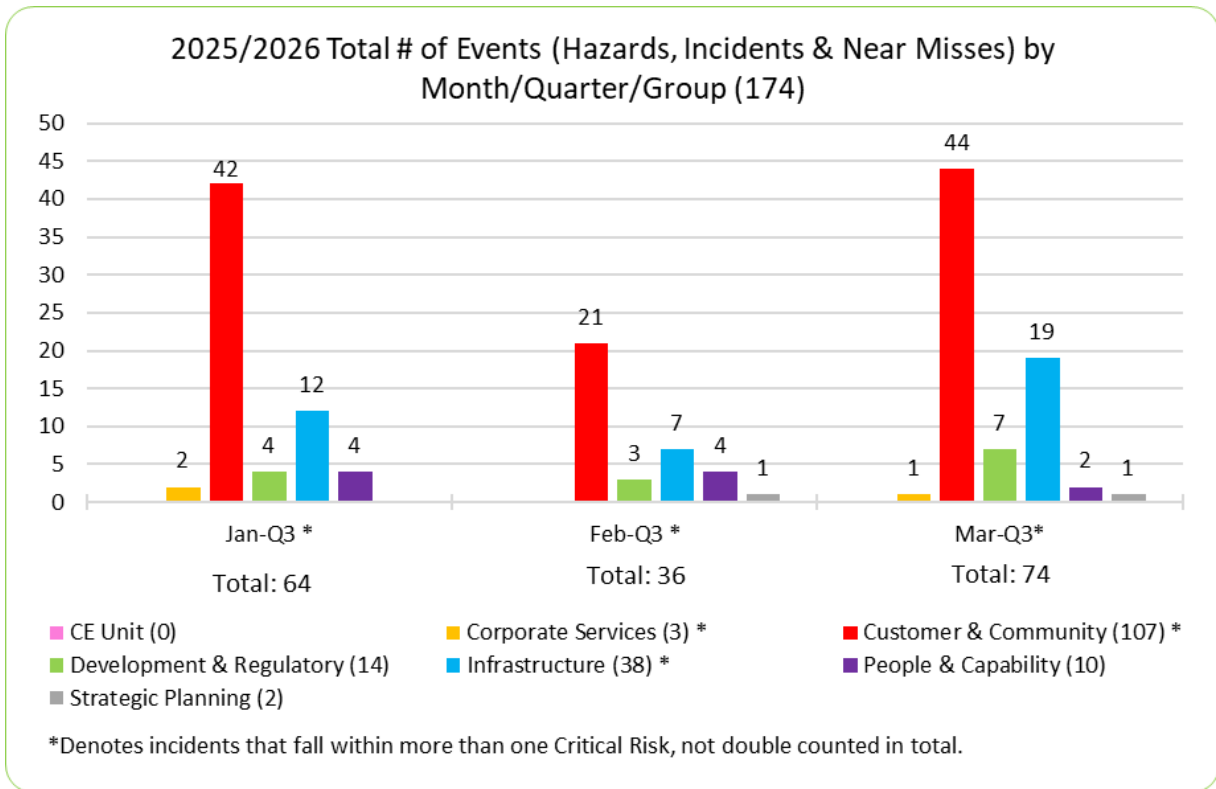
⁵ Includes PeopleSafe mobile app hazards identified during the quarter also.

⁶ includes incidents that fall under more than one Story Type/Group/Critical Risk, not double counted in totals.



Graph 2

3.3 The number of incidents by month/quarter and group is graphed below (Graph 3) – provides visibility on the events reported during Quarter 3 2026, categorised by business group.



Graph 3

- 3.4 The 12 Critical Health and Safety Risks have recently undergone a review, restricted to numbering classification changes only. The revised numbering will take effect in the next reporting quarter, Quarter 4 (April-June 2026).
- 3.5 **Hazards and Incidents** – During the 1 January to 31 March 2026 period the following risks were identified and addressed.

Frontline Working (Critical Risk 1)

- 3.6 **Secured gate found wide open** to water treatment facility at a park. Public could enter compound, possibly break into facility and/or severely burn themselves if they gained access to the ultraviolet unit.
- 3.7 *Corrective Action:* Installing a stronger gate and latching system ensures the gate closes properly, remains secure, and is less likely to be forced open or left unsecured. The addition of a wall or secondary barrier provides an extra level of protection, preventing unauthorised access to hazardous equipment even if the gate is not properly closed.

Members of the public on site in breach of trespass notices

3.8 *Corrective Action:* **Police** were notified but did not attend all incidents. Sites have taken kaimahi through duress processes; body cameras have been suggested; safety protocol refreshes will occur.

Anti-social behaviour directed at PN City Council staff wearing ID

3.9 *Corrective Action:* Staff have been reminded about situational awareness when in public spaces and to not have PN City Council identification visible where possible.

Possible drug dealing occurring within Isite / Square, along with bad behaviour and damage to property

3.10 *Corrective Action:* **Police** were notified (high profile policing presence was established to support the community during the period); risk reported to Security Manager.

Verbal abuse directed at staff after being advised motorcycling was prohibited within parks

3.11 *Corrective Action:* **Police** were notified but did not attend; videoed license plate reported to Police.

Vandalism (steel sump grates removed, monument damaged) creating unsafe conditions in pathway around a park pool

3.12 *Corrective Action:* Management organised for gratings to be bolted down to prevent any future vandalism; inspections and prompt hazard mitigation will occur.

Heightened risk when an **international delegation** is in Chamber

3.13 *Corrective Action:* Implement briefings for SLT and associated staff, outlining risks, indicators, and response expectations; conduct regular lockdown and scenario-based exercises (including suspect parcel response) to build response capability; and review and update procedures (suspect parcel) to align with guidance (emergency procedures flip chart) and ensure clarity for staff.

Electrical mains box during event set up had a live power line attached

3.14 *Corrective Action:* Contractor to utilise smaller hatchet door whilst running cords to main stage, and lock/secure main power box door as per intended use.

Breaking Ground (*Critical Risk 4*)

3.15 At 1.2m depth worker discovered asbestos whilst trenching.

3.16 *Corrective Action:* Work was ceased and assessed; asbestos specialist was engaged, and a report supplied.

Working with Mobile Plant (*Critical Risk 6*)

Damage to hearing / distraction of excavator operators. No hearing protection worn by Contractor workers, smoking whilst operating machinery; no designated area confirmed on site

- 3.17 *Corrective Action:* Workshop and review of contractor’s H&S processes conducted; site managers to ensure correct PPE is worn, operators are not distracted; allow designated smoke / vape area near site during breaks.

Sudden stopping of equipment could cause harm to operator as a result of momentum

- 3.18 *Corrective Action:* Paint a line at the boundary of the pad; kaimahi have been reminded about being aware of where aggregate has been dropped and pushing it up on a diagonal rather than straight on.

Resurfacing without a hard hat being carried out by a Contractor

- 3.19 *Corrective Action:* PPE reminder (within 5m of working excavator) provided.

Incorrect use / failure to check equipment before use (saw blade, magnet chute, unsecured loads)

- 3.20 *Corrective Action:* Pre-start checks and reinforcing Standard Operating Procedure compliances reiterated and progressed.

Control of mower lost, and it reversed at speed – stuck in reverse

- 3.21 *Corrective Action:* Incident was investigated; vehicle temporarily removed from fleet – checked and fixed.

Hazardous Substances (*Critical Risk 10*)

Person inhaling a substance from a can after accessing an events venue external doorway

- 3.22 *Corrective Action:* The area was open to the public but on Council land. Police were called but did not arrive before the person left of their own accord.

Breathing in asbestos or touching can cause asbestosis. Store kaimahi are not trained to handle asbestos

- 3.23 *Corrective Action:* Equipment needs to be cleaned down before leaving site and returning to storage; Standard Operating Procedures are being updated and processes reviewed.

Concrete saw returned **without cleaning after cutting asbestos**

3.24 *Corrective Action:* Saw kit tagged – identified as asbestos and isolated behind locked gate (to ensure no one else took it out before it was cleaned); new saw for asbestos purchased; SOP for cleaning in development.

Rubber bollard bases (containing formaldehyde) causing symptoms associated with inhaling toxic fumes

3.25 *Corrective Action:* Need to store elsewhere / decontaminate in a way that makes them benign or replaced without a rubber base (old bollards – no issues – had a plastic base).

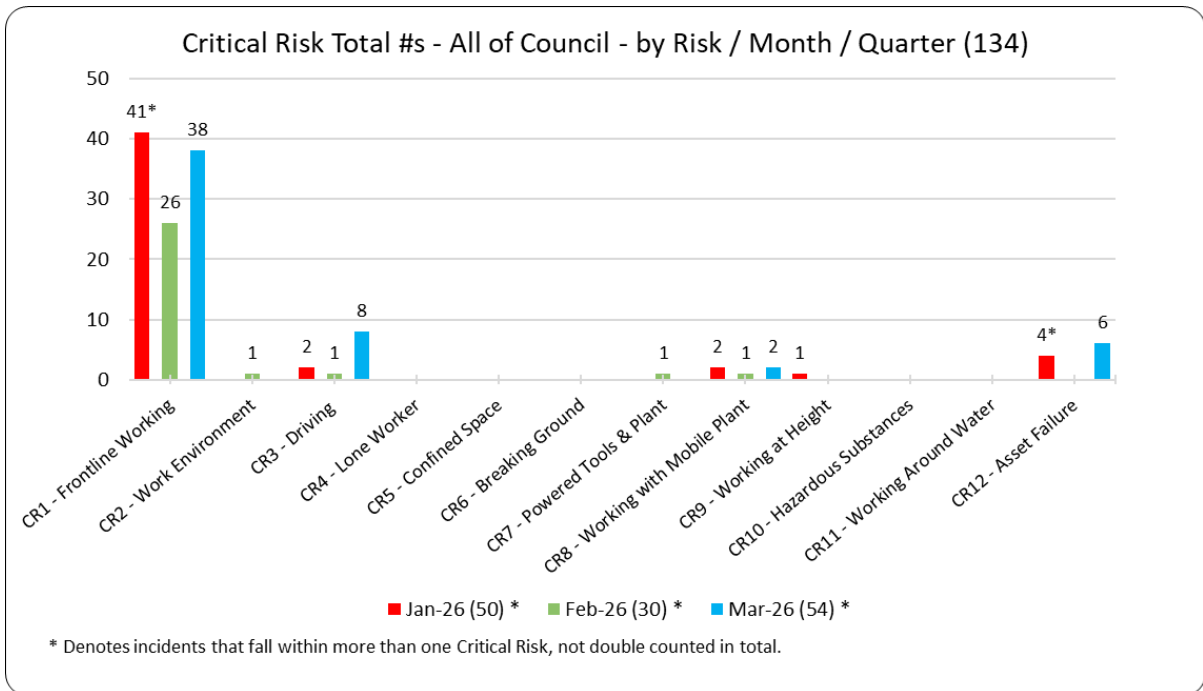
Contamination via equipment piercing through Personal Protective Equipment (gloves) and splashing

3.26 *Corrective Action:* Better PPE gloves and facial shield (although visibility may be impaired).

4. CRITICAL RISKS

4.1 **Critical Risk 1 – Frontline Working** remained the most dominant and persistent risk throughout Quarter 3, with elevated exposure across public-facing environments where staff engagement with the public was complex and volatile. This quarter reflects 134 events, down 18 on Q2 (152) total Critical Risk events reported. 47 Police notifications and 20 Trespass notices were issued in Q3, a notification increase on the previous quarter (Q2 – 24).

4.2 67 events involved frontline worker Verbal Altercation (VA) and / or Physical Danger (PD).



Graph 4

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

5. INVESTIGATIONS

5.1 During 1 January to 31 March (Q3) 2026 PN City Council classified nil incidents as 'notifiable'. WorkSafe investigation information remains on the report for 12 months or until actions are completed.

Table 2: Investigations

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

6. TRAINING

6.1 Quarter 3 2026 group performance trends show variability likely driven by seasonal or cyclical influences, including training gaps that occur at different points in the year; there was little to no organisation-wide training recorded within February.

Training Course/s delivered Internally – Q3 # of Courses: 6

- Basic Site Safety 1
- CTO Excavator 1
- Duress Alarm training 15
- Efficient Compaction Operators course 49
- Safety Induction 1
- Site Inspection 3

Training Course/s delivered Externally – Q3 # of Courses: 3

- First Aid Certificate 14
- Height Safety – Introduction⁷ 39
- Mask Fit Testing⁸ 17

For more expansive information on training for Quarter 3, please refer to the Training Update schedule (Attachment 3) appended separately.

Table 3: Training

Date / Quarter	Jun-25	Sep-25	Dec-25	Mar-26
Number of Courses	26	34	15	9
Staff / Kaimahi attending	215	161	143	140



⁷ Three Waters kaimahi have completed field-critical competencies training to address updates in legislative guidance.

⁸ Arising from an asbestos job investigation.

7. COMPLIANCE AND ADMINISTRATION

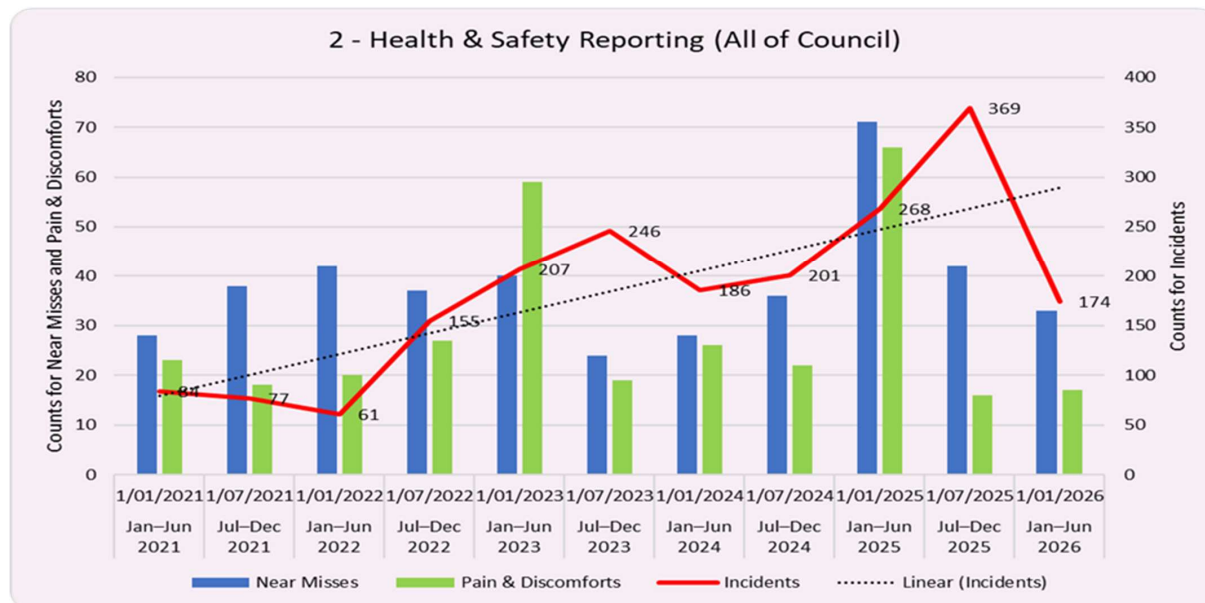
Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	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: 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 9. Community Safety and Health Plan	
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

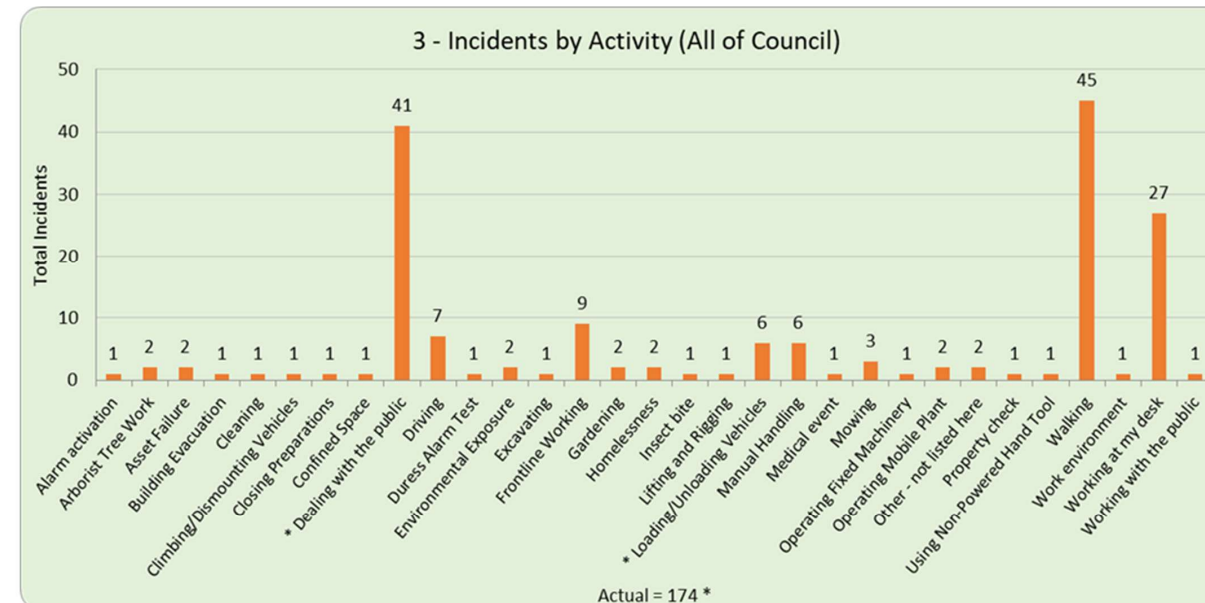
1. Health & Safety Dashboard report, Q3 2026 [↓](#) 
2. Health & Safety Critical Risks report, Q3 2026 - **Confidential**
3. Training Update for Q3 2026 [↓](#) 

Health and Safety Quarterly Dashboard Report: 1 January to 31 March 2026 (Q3 2026)

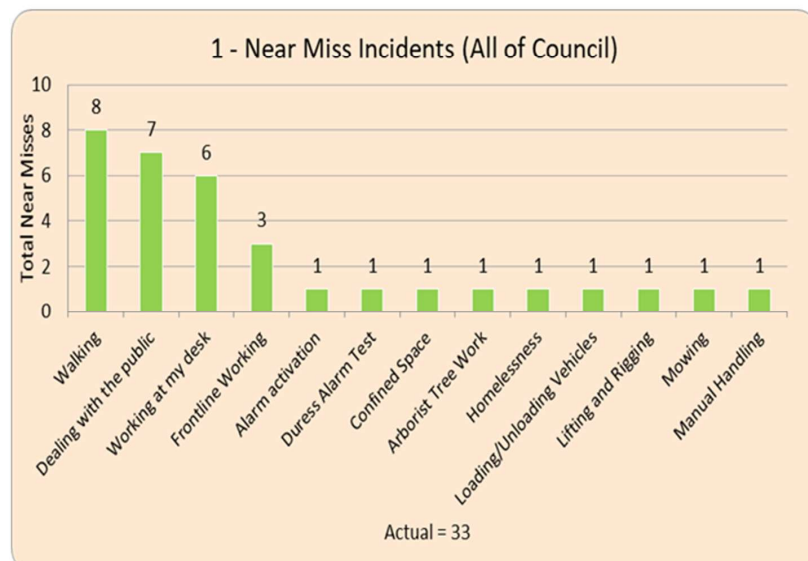
ALL OF COUNCIL



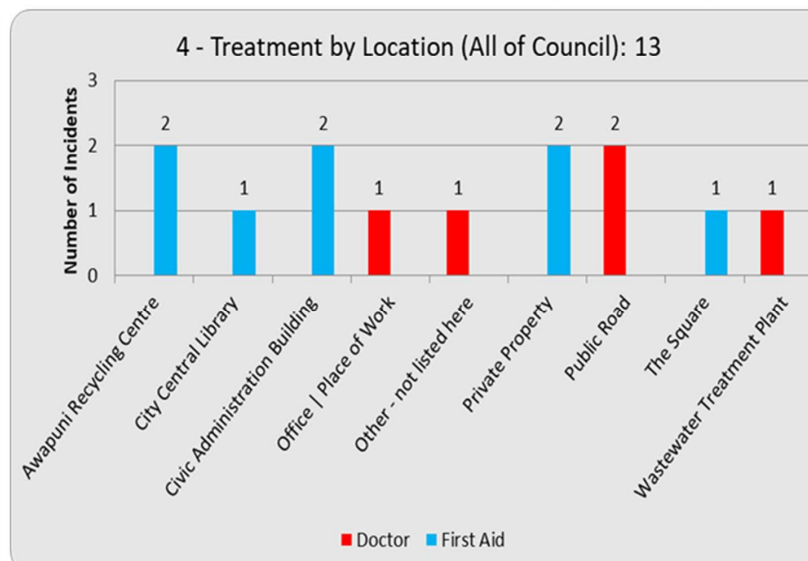
2 – The Health & Safety Reporting graph gets refreshed every six months to enhance the visibility of trends. The January to March 2026 quarter is reported on within the partially complete January to June 2026 period. The July to December 2025 period recorded the highest incidents count over the last five years.



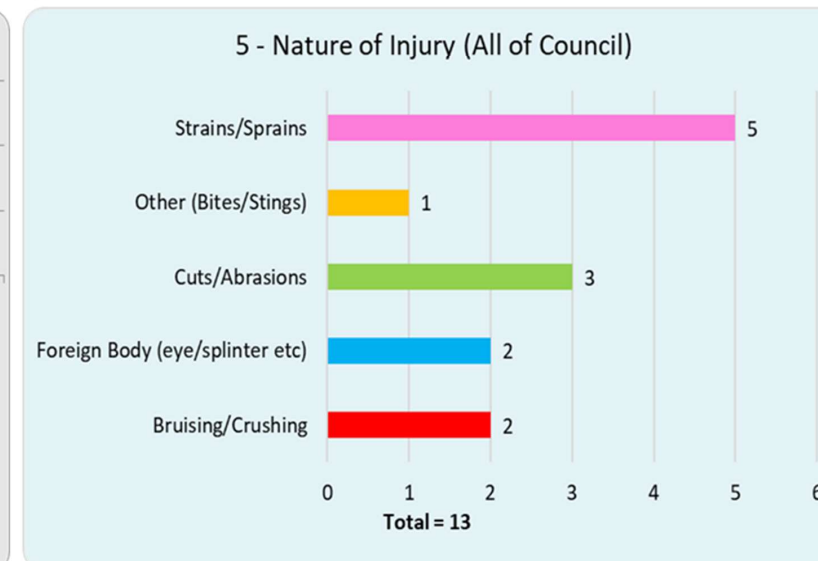
3 – Incidents by Activity: Top Activities account for 66%. The Activities of note are: Dealing with the Public (24%); Walking (26%); and Working at my Desk (16%). Relevant details are included in the **confidential** Critical Risks report schedule (Attachment 2).



1 – Near Miss by Activity: Quarter 3 (33) down on Q2 (40). Walking (24%); Dealing with the Public (21%); and Working at my Desk (18%) record the highest incidents of note (63%).



4 – Treatment by Location data reflects work-related injuries and where they occur. Q3 totals 13 - up on Q2 (11); being situationally aware and mindful of manual handling reiterated. Reviews are held regularly.



5 – Nature of Injury graph is reflective of being situationally aware whilst working and manual handling still. Injuries overall resulted in strains / sprains, cuts / abrasions.

* Graph 3 – Incidents by Activity: Denotes incidents that fall within more than one Critical Risk category.

Attachment 3 – 1 January to 31 March 2026 (Quarter 3): Training undertaken¹

Event	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Accident and Event Investigation				10	
Asbestos Awareness Training					
Assessor Workplace 4098 Infrastructure		1			
Auditing Awareness					
Basic Site Safety	4		4	1	1
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			6		
Chemical training /handling					
Cherry Picker		8			
Concrete Saw Usage and Basic Safety					
Confined Space and Gas Detection		29	10	11	
Confined Space Entry					
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					1
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			1		
Driver's License – Class 1R (Restricted)					

¹ Sourced from Health & Safety and PeopleSafe training resources.

Event	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Driver's License – Class 1 (Car License)					
Driver's License – Class 2L (Learners)					
Driver's License – Class 2 (Medium Rigid Vehicle)			4		
Driver's License – Class 3 (Medium Combination)			1		
Driver's License – Class 4L (Learners)					
Driver's License – Class 4 (Heavy Rigid)			5		
Driver's License – Class 5 (Heavy Combination)			1		
Driver's License – Class 6 (Motorcycle)					
Drug and Alcohol					
DSE Workstation Risk Assessment					
Duress Alarm Training		22	15	11	15
Efficient Compaction Operators Course					49
Electrofusion Certificate					
Electrofusion Jointing PE Pipe				9	
Elevated Working Platform (Scissor Lift and Boom)	2				
Emergency Medical Response Revalidation					
Endorsement (D) Dangerous Goods					
Endorsement (F) Forklift	3		1		
Endorsement (R) Roller			1		
Endorsement (T) Tracks			1		
Endorsement (W) Wheeled Special Type			1		
Endorsements: R, T and W				12	
Environmental Impact Assessment Essentials	1				
Evac Chair					
Evac Chair – Certified In-House Trainer Certificate					
FAST ² (Situational Awareness – 2hrs)	67	10	8		
Fire Equipment Handling		36			
Fire Extinguisher Training and Competency			62		
Fire Risk Assessment			1		
Fire Safety					
Fire Warden Training					
First Aid Certificate	30	17	18	19	14
First Aid – Stop the Bleed – Certificate	37			34	
Floor Warden – In House - Training			4		
Forklift OSH Certificate					

² Frontline Awareness and Safety Training.

Event	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Forklift (F) Endorsement					
Front End Loader					
Gantry Crane Training					
Grow-safe		27			
Harassment Prevention and Awareness – Managers workshop					
Hazard and Risk Management				5	
Hazardous Substance Assessment		1			
Hazardous Substances in the Workplace					
Hazardous Substance Training General			9		
H&S Refresher Annual Induction		3			
Height Safety Introduction	3			1	39
Height Safety Advanced		1			
Height Safety Advanced Latest					
Height Safety and Fall Arrest					
Health and Safety Representative: Hazard & Risk Management training			1		
Health and Safety Representative Initial		6			
Health and Safety Representative Stage 1		12	2		
H&S Site Induction	2		1		
Higgins Gas Toolbox Discussion					
Horticulture Level 3 (no exp)					
How to: Tell Your Story			1		
ICAM Investigation					
Improving H&S Culture Essentials				1	
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			
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					
ISO 45001 H&S Management System Lead Auditor			1		
IVO Power Brush XL – Cleaners					

Event	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
JSA Risk Assessment & Thought Process					
Kerbside Collection Traffic Leader KCTL (was WCTL)					
Liquor Control Qualifications (LCQ)					
Low Level Scaffolding & Inspection					
Management and Handling of Hazardous Substance					
Managing Mental Ill Health in the Workplace Essentials				1	
Manual Handling					
Manual Handling Awareness					
Manual Handling Online					
Mask Fit Testing	5				17
Move at Work (Manual Handling)					
NC Horticulture Level 4			1		
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 Workshop	72			21	
PeopleSafe Training					
PeopleSafe Dashboard Reporting					
PeopleSafe for Managers/Supervisors					
PeopleSafe Standard User Training					
PeopleSafe & The Law – Notifiable Events					
Permit to Work training Issuer/Receiver				1	
Plan Reading Basics					
Playground Safety Inspections (Level 2)				6	
Quality Management System Training (3 Waters)					
Risk Assessment Awareness					
Road Saw Operation					

Event	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Safety Induction (CAB)					1
Safety 'n Action – Construction Site Access Course					
Safety Plans					
Safe Work Zones					
Safety in Trenches					
Site Induction (eg Depot, Collections)			1		
Site Induction Training: MRF					
Site inspection (eg D&R Planning induction)					3
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					
Tools for Change					
Trenching and Excavation					
Truck Loader Crane / HI AB					
Twintec TTB 1840 Battery Compact - Cleaners					
Understanding NZS3910 – Conditions of Contract (v2013)					
Wheels Tracks and Rollers Course		6			
Would You Do It?					
Total Number of Events	12	26	34	15	9
Total Number of Staff Attending	227	215	161	143	140