Waikato DISTRICT COUNCIL
Te Kaunihera aa Takiwaa o Waikato

Agenda for a meeting of the Risk & Assurance Committee of the Waikato District Council to be held in Committee Room 1 & 2, 15 Galileo Street, Ngaaruawaahia on **MONDAY, 11 DECEMBER 2023** commencing at **9.30am**.

The meeting will open with a Karakia.

1. APOLOGIES AND LEAVE OF ABSENCE

2. CONFIRMATION OF STATUS OF AGENDA

Representatives from Audit New Zealand will be in attendance.

3. DISCLOSURES OF INTEREST

4. CONFIRMATION OF MINUTES

Meeting held on Thursday, 31 August 2023 6

Meeting held on Wednesday, 27 September 2023 16

5. ACTIONS REGISTER

Action Register for November/December 2023 19

6. REPORTS – FOR DISCUSSION AND/OR DECISION

6.1. Chief Financial Officer Report 21

RISK

6.2 Strategic Risk Register and Emerging Risks 25

6.3 Risk Management Framework Review 40

6.4 Deep Dive

6.4.1 Workplace Culture and Recruitment & Retention 57

6.5 Internal Audit Programme 73

6.6 Waikato District Council Zero Harm Update 80

7. OTHER

7.1 Final Audit Report (year ended 30 June 2023) 88

8. REPORTS FOR INFORMATION

The following reports will be taken as read:

8.1 Quality & Governance Assurance Update 110

8.2 Capital Project Delivery Report (*Copy of report presented to Infrastructure Committee 8 November2023*) 113

8.3 Long Term Plan Project Report (C*opy of report presented to Performance & Strategy Committee 4 December 2023*) 136

8.4 Future Work Plan Update 143

8.5 Register of Interests – Elected & Appointed Members 145

9. EXCLUSION OF THE PUBLIC

149

The meeting will close with a Karakia.

A Risk & Assurance Zero Harm Site Visit will take place following the meeting at the Papahua Reserve (Raglan Holiday Park) in Raglan.

GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE AND DELEGATION

Reports to:	The Council
Chairperson:	External appointee – Mr Peter Stubbs
Membership:	Deputy Chairperson – Cr Janet Gibb Mayor Jacqui Church (*ex officio*) Deputy Mayor Carolyn Eyre Cr Marlene Raumati Cr Peter Thomson
Meeting frequency:	As required – no less than four times each year.
Quorum:	Four members

Purpose:

The Risk and Assurance Committee is responsible for:

1. Considering and reviewing the adequacy of Council's risk management and internal control frameworks.
2. Monitoring and seeking assurance on the functioning of Council's risk management and internal control frameworks (including systems and processes).
3. Managing the independent auditor (internal and external) expectations and relationships.

Terms of Reference:

To achieve the above purpose the Audit and Risk Committee will:

1. Annually review council's risk management framework to ensure it is effective
2. Ensure the strategic risk register is current and relevant
3. Ensure Council has an effective internal control framework to identify and manage business risk (at the risk portfolio level)
4. Review Council's insurance programme for adequacy of risk mitigation
5. Review the effectiveness of Council's business continuity and disaster recovery planning and testing arrangements
6. Ensure Council has an effective framework in place to prevent, detect and investigate fraud-related issues
7. Ensure Council has an effective Health and Safety/Zero Harm framework in place to prevent, detect and investigate safety-related issues
8. Review the internal audit framework to ensure that appropriate organisational structures, authority, access, and reporting arrangements are in place
9. Approve the annual internal and external audit programme and related plans
10. Consider Council's annual report from a risk perspective, and subject to audit clearance, make recommendations to Council regarding adoption
11. Review audit reports (internal and external) and monitor management's implementation of audit recommendations
12. Keep Council informed on significant risk or audit issues raised and proposed actions
13. Meet regularly with independent auditors to gain assurance on the risk frameworks and the management of them

The Committee is delegated the following recommendatory powers:

1. The committee has no decision-making powers.
2. The committee may make recommendations to the Council and/or the Chief Executive
3. The committee may conduct and monitor special investigations in accordance with Council policy and approved budget, including engaging expert assistance, on matters within its terms of reference.

Administrative arrangements:

Meetings
The committee will meet at least four times each year. An extraordinary meeting may be called to review the annual report. The chairperson is required to call a meeting if requested to do so by the Council, or the Chief Executive.

A meeting plan, including dates and agenda items, will be agreed by the committee each year. The meeting plan will cover all the committee's responsibilities as detailed in these Terms of Reference.

For clarity, the Council's Standing Orders and Code of Conduct will apply to committee meetings and members.

Membership
Members are appointed for an initial term of no more than the three years that aligns with the triennial elections, after which they may be eligible for extension or reappointment.

The Council appoints external members of the committee; the terms of the appointment are to be recorded in a contract.

Attendance at meetings
Meetings can be held in person, by telephone, or by video conference in accordance with Standing Orders.

The Chief Executive, Executive Leadership Team members, and external audit representatives will be invited to attend each meeting, unless requested not to do so by the chairperson of the committee. The committee may also ask other Council employees, or other suitably qualified persons with interest or expertise in special topics, to attend committee meetings or participate for certain agenda items.

The committee will meet separately with both the internal and external auditors at least once a year.

Reporting
The committee will regularly, and at least once a year, report to the Council on its operation and activities during the year.

The report should include:

- a summary of the work the committee performed to fully discharge its responsibilities during the preceding year; and
- a summary of the Waikato District Council's progress in addressing the findings and recommendations made in internal and external audit reports, and the Auditor-General's reports (if applicable).

The committee may, at any time, report to the Chief Executive or the Council on any other matter it deems of sufficient importance to do so. In addition, at any time an individual committee member may request a meeting with the Chief Executive or the Council.

Assessment arrangements
The chairperson of the committee will initiate a review of the performance of the committee at least once every two years and present it to the Council. This will support the committee's philosophy of continuous improvement.

Review of Terms of Reference
The committee will review its Terms of Reference at least once a year. This review will include consultation with the Council.

Any substantive changes to the Terms of Reference will be recommended for approval by the committee to the Council.

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Confirmation of Minutes**
Date:	Thursday, 23 November 2023
Report Author:	Elizabeth Saunders, Senior Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Purpose of the report
Te Take moo te puurongo

To confirm the minutes for meetings of the Risk & Assurance Committee held on:

i. Thursday, 31 August 2023; and

ii. Wednesday, 27 September 2023.

2. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee confirms the minutes as a true and correct record for meetings held on:

i. Thursday, 31 August 2023; and

ii. Wednesday, 27 September 2023.

3. Attachments
Ngaa taapirihanga

Attachment 1 – R&A Minutes – 31 August 2023

Attachment 2 – R&A Minutes – 27 September 2023

Minutes for a meeting of the Risk & Assurance Committee of the Waikato District Council to be held in Council Chambers Galileo Street, Ngaaruawaahia on **THURSDAY, 31 AUGUST 2023** commencing at **9.30am**.

Present:

Mr P Stubbs (Chairperson)
Cr J Gibb (Deputy Chairperson) – *from 9.41am*
Her Worship the Mayor, Mrs JA Church
Cr C Eyre
Cr M Raumati
Cr P Thomson

Attending:

Cr V Reeve

Mr C Susan, Audit NZ
Ms K Maccown, Audit NZ

Mr G Ion (Chief Executive) – *from 10.30am*
Mr G King (Chief Information Officer)
Mr C Morgan (General Manager, Community Growth)
Mr R MacCulloch (General Manager Service Delivery)
Mr K Abbott (Executive Manager, Projects & Innovation)
Mrs L Shirley (Zero Harm Manager) – *from 10.03am*
Mr V Ramduny (Strategic Initiatives & Partnerships Manager)
Mr W Durning (Strategic Mayoral Manager)
Ms A McPhee (Innovation & Improvement Manager)
Ms K Newell (Resilience Manager)
Ms T McDowell (Senior Audit & Assurance Advisor)
Mr N Johnson (Advocacy & Investment Advisor) – *until 10.42am*

Ms E Saunders (Senior Democracy Advisor)

The meeting was opened with a karakia.

Unconfirmed

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Raumati/Eyre)

That the Risk & Assurance Committee accepts the apologies from:

a. **Cr P Thomson for non-attendance.**

CARRIED **R&A2308/01**

CONFIRMATION OF STATUS OF AGENDA

Resolved: (Crs Raumati/Eyre)

THAT the agenda for a meeting of the Risk & Assurance Committee held on Thursday, 31 August 2023 be confirmed:

a. **all items therein be considered in open meeting, with the exception of those items detailed at agenda item 8 which shall be discussed with the public excluded; and**
b. **all reports be received.**

CARRIED **R&A2308/02**

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Her Worship the Mayor, Mrs JA Church/Cr Eyre)

THAT the minutes for a meeting of the Audit & Risk Committee held on Monday, 19 June 2023 be confirmed as a true and correct record.

CARRIED **R&A2308/03**

Unconfirmed

ACTIONS REGISTER

The report was received *[R&A2308/02 refers]* and the following discussion was held:

- Project Delivery reporting to Infrastructure Committee – how often will this report be going to the Infrastructure Committee? It was confirmed that it would be going to every meeting moving forward.

REPORTS

Chief Financial Officer Report
Agenda Item 6.1

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The Chairperson updated the Committee on the ongoing conversations that he had been having with Audit NZ.
- The Chairperson had a very constructive discussion with the Auditor NZ prior to the meeting and it was noted that the Chief Operating Officer; the Chief Financial Officer and the Finance Manager have done a good job mitigating the scale of the increases. The Audit NZ position is the scope of the audit is fixed.
- Audit NZ have committed to an open book exercise at the end of the audit which is a very good initiative, and the increase will be staged in a small way.
- Greater investment in technology – the office of the Auditor General is making a good investment in the coming years – Chair appreciates the input of Audit NZ through this process.
- There is a meeting with the office of the Auditor General on 7 September 2023.

Strategic Risk Register & Emerging Risks
Agenda Item 6.2

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The Executive Manager, Projects & Innovation introduced two (2) new staff members; Mrs Tracey McDowell (Senior Audit & Assurance Advisor) and Mr Gopikrishna Mohanarangam (Senior Risk Advisor).
- There is a risk prioritisation lens being applied to the internal audit programme which the new staff are working through. A commitment has been made to bring this to the meeting in December 2023.
- There had been a request for committee involvement in the prioritisation and it was confirmed that committee members were happy to be part of this and further noted that it was great to see the new recruits on board.

Unconfirmed

- A question was raised in relation to the Residents Satisfaction Survey – have we got enough people on the ground to give effect (measure) the new KPIs for engagement. It was noted that the actual implementation of these is still being worked through, but the project team are engaging with community groups.
- There were further discussions around the Communications Strategy with the departure of the current Executive Manager, Communications & Marketing, however the Chief Operating Officer advised that the Executive Leadership Team were talking to an external consultant who has 30 years of experience in local government communications, and they have already given some interesting insights.
- It was further confirmed that the Communications Consultant is already onboard, and the intention is to have the strategy completed in the coming weeks before the current Executive Manager, Communications & Marketing leaves the organisation.
- A question was raised in relation to Inflationary & Affordability Pressures (page 36 of the agenda) and what impact this would have from an affordability point of view. It was noted that Council are not experts but staff understand this Long-Term Plan (LTP) will be challenging and the consultation that precedes the LTP will encompass known risks.
- It was further noted that one of the unhelpful issues in our LTP cycle is that the first year of the LTP rating term is also the first year the district-wide rating valuations impact rates. This means it is difficult to engage with ratepayers such that they understand the impact of LTP decisions on their rates.

Unconfirmed

Government Policy & Legislative Reform – Deep Dive
Agenda Item 6.3.1

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- It was noted by the Community Growth General Manager that being close to the Government Elections provides some unknowns at this time. The three Government Reform initiatives are: Local Government Reform; Resource Management Act Reform and the Three Waters Reform but we will have to wait and see what happens with these after the election.
- Mr W Durning (Strategic Mayoral Manager) was introduced to the Committee and a brief overview of his role was provided.
- It was noted that whilst it is uncertain times with the election pending, we need to be aware of the changes that are happening and be ready to take advantage of any opportunities that arise along with being aware of any quick changes that may be required.
- It was noted the report stated that total rest is required and it was confirmed that it should read "total reset".
- What does a total reset mean? It was noted that one of the unknowns at this stage is what happens with Three Waters Reform but Council just has to react to whatever happens, likewise with the Local Government Reform and the Resource Management Act reform as a new government, if elected, might have a different view than the current government.

- It was further noted that Council needed to be ready for a coalition government rather than a majority party being in government. There were challenges that any government would face coming in and it would not be prudent to wait too long. Waikato District are geographically situated amongst large economies (both Auckland and Hamilton) and it was advised that Council needed to be geared for growth and then as our political partners come together we are ready to engage and react to any situation.

Business Resilience – Deep Dive
Agenda Item 6.3.2

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The Executive Manager, Projects & Innovation gave a brief overview of the report and outlined what this risk meant.
- It was noted that resourcing and prioritisation is really at the heart of our strategic risks, and it was noted by the Chairperson that he would like to hear from the Executive Manager, People & Capability around recruitment particularly in regards to retention of staff as it was one thing to outline risks but if you haven't not got the people on the floor it is really hard to maintain progress.
- It was noted that a Deep Dive on Recruitment & Retention was planned for March 2024 but could always be brought forward to December 2023 if that was possible.
- A discussion was had regarding the organisational culture within Council which impacts our ability to not only attract staff but also retain the existing staff – it would be worth exploring what our culture is with the Deep Dive in December 2023 too.
- A question was raised in regard to robust testing – what are the methodologies used for this? How do we test this and what information are you hoping to extract from this testing? The Executive Manager, Projects & Innovation spoke to this and provided the Committee with a brief explanation of testing and how this is undertaken.
- A question was raised in relation to the emerging risk that is Artificial Intelligence/Technology and whether as a Council these conversations were happening at all? The Chief Information Officer confirmed that conversations were taking place and a brief outline was given. A further brief update was provided on what is happening within the technology space
- It was noted that the Control Type for a few of the risks listed was "Lack of Planning" – – is this something that the Committee or Council should be worried about? Is this a Systemic problem? The Chairperson noted that it is a systemic problem and if we did not have an internal audit function then we run the risk of things dropping off the radar or work not being prioritised. Staff noted that the reference to 'lack of planning' was simply the description of the risk. These risks were being managed and mitigations were in place.

The meeting adjourned at 10.42am and resumed at 11:57am.

Unconfirmed

WDC Zero Harm Safety Management System (ZHSMS) Review & Waikato District Zero Harm Update
Agenda Item 6.4 and Agenda Item 6.5

The reports were received *[R&A2308/02 refers]* and taken together. The following discussion was held:

- The Zero Harm Manager provided a brief overview of the reports and some key highlights for the Committee.
- A question was raised in relation to the Council Staff Survey – do all Council staff participate in this survey? The survey noted in the report is an internal survey and that 77% of staff took part in this survey.
- It was noted by the Committee that the work-place bullying figures were quite concerning – what strategies or work was being undertaken to look at this issue? It was noted that from an Executive Leadership Team (ELT) perspective they were also very concerned with this theme in the survey. It was also quite surprising to existing staff that this theme came up in the survey. ELT have followed up the general staff survey with a pulse survey to ask more specific questions about key concerns arising from the survey and around 900 quantitative pieces of information has been provided by staff to enable a better understanding of what any actual concerns are.
- It was further advised that an education piece with staff on what bullying was and what it was not was important? A performance management conversation with your manager might be viewed by some staff as bullying for example. Council has robust processes in place to provide staff with support so it was just a matter of reminding staff what those processes and the support mechanisms that were available.
- Row 6.1.2 (page 86) – Implementation of a critical risk framework that has a process in place for monitoring and measuring critical control effectiveness. It was advised that Council had an independent auditor come in to review the Critical Safety Risk Management Framework along with the 'Working With Animals" risk control plan. The Zero Harm manager spoke to the picture on Page 90 and gave the Committee a brief overview of the work that was undertaken.
- It was noted that what Council now have is a very good audit of the critical control risks.
- A concern was raised by the Chairperson that the theory often does not reflect the actual physical job that was done on the ground. The Committee wondered whether the theory that had been conducted actually filters down to the people on the ground doing the job on a daily basis – is it too theory heavy and not practically driven? Staff explained the review was undertaken with the relevant Animal Control staff along with their Team Leader and the benefit of having them involved in the process is that they know all the different risks and hence it is very practical.
- It was further noted that of the 27 different Promapp processes that speak to handling dogs, the control effectiveness testing is undertaken on the job.
- The Zero Harm Manager advised that up until about 3 or 4 months ago there was no documented process for Council staff "managing threatening/abusive or unreasonable customer phone calls". A question was raised as to whether Council really needed a process that says "Hang up if someone is being abusive to me". Staff advised such a process empowers staff and provides them permission to not tolerate behaviour that is threatening or even to start a job if it does not feel safe.

Unconfirmed

- The Zero Harm Manager advised that some of the conversations with front counter staff lately centred around different scenarios like "What to do if a gunman enters the building or library?" Do staff take cover themselves first and foremost or secure the site for other people that may be present? It was asked if these conversations and processes being done in conjunction with the People & Capability team? It was thought that this sort of process would have been done as part of staff induction rather than having a separate process for Zero Harm.
- The Chief Operating Officer gave an example of the Council On-road driving process for staff and what expectations sit with that and why it is relevant to focus on key risks notwithstanding we might expect staff to manage those risks as a matter of course.
- It was noted that what was not in this report was the communication strategy (Page 90 & 91 particularly). Has the opportunity been lost to communicate this focus and expectation to our Community Boards and Committees along with the wider community? Council wanted to keep our staff safe and we should communicate this with our communities so they know what our story is and what our health & safety expectations are.
- It was noted that staff often engage with our communities via events and these events are well publicised and promoted on all the Council communication channels. Hence the messages regarding expectations of staff safety in our communities is important.

ACTION: Communications Strategy required that tells our story to the wider community and community boards or committees so we can bring our people on the journey with us.

- It was also confirmed the Council Procurement Strategy includes a key focus on ensuring suppliers meet Councils health and safety expectations.

Unconfirmed

Risk & Assurance Committee Key Achievements
Agenda Item 7.1

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The Chief Operating Officer provided a brief overview of how this report links to ensuring the committee has delivered on the Terms of Reference.

Risk & Assurance Committee – Performance & Strategy and Infrastructure Committee Updates
Agenda Item 7.2

The Chairperson provided a verbal report on this item and the following discussion was held:

- A brief update on Capital Project Delivery and Long Term Plan risks was provided to the Committee. It was noted that the Chairperson had met with the Chairpersons of Infrastructure and Performance & Strategy Committees along with Audit NZ as it was noted that both Infrastructure and Performance & Strategy Committees have oversight of these activities and projects and hence have oversight of risks in these areas. it was accepted that the reports needed to be broadened to include a more comprehensive risk assessment.

- It was advised that the preference of the Chairperson was that the reporting lines remain as they currently are to those Committees but that the Risk & Assurance Committee be copied into those reports. Given the timing of the respective Committees one of the reports would be circulated via email.
- Audit New Zealand were happy with this arrangement.

Quality & Governance Assurance Update
Agenda Item 8.1

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The Innovation & Improvement Manager provided a brief overview of the report and some key highlights to the Committee. It was noted that there were aspects of this report that were repetitive from other reports and work to refine them has already commenced.
- A question was raised in regard to Innovation Initiatives – how are these celebrations measured? It was noted by the Committee that this was a great result in relation to the efficiency time savings. It was noted that better visibility of the successes is a focus of staff.

Future Work Plan Update
Agenda Item 8.2

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- The sequencing of the deep dives is to be included on the future plan.
- The Committee requested input into the Zero Harm site visits in future. The Chief Operating Officer advised that the December Committee visit was scheduled already but would seek member feedback for next years programme.

ACTION: The Chief Operating Officer will seek suggestions from Committee members for next year's programme of Zero harm site visits..

Register of Interests – Elected & Appointed Members
Agenda Item 8.3

The report was received *[R&A2308/02 refers],* and the following discussion was held:

- Appreciation of the Democracy Manager for reflecting the changes in the spreadsheet – much easier to read when the updates are highlighted.
- Community Boards and Committees – if we are collecting that information then it needs to be up to date. It was noted that this information was currently being updated,

Unconfirmed

EXCLUSION OF THE PUBLIC

Resolved: (Crs Raumati/Gibb)

THAT the Risk & Assurance Committee exclude the public from the following parts of the proceedings of this meeting.

a. **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 the passing of this resolution
Item number PEX 2 Confirmation of Minutes Item PEX 3.1 Fraud Declaration Item PEX 3.2 Register of Interests - Senior Staff Item PEX 3.3 Audit NZ Time with Committee	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

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 relevant part of the proceedings of the meeting in public, as follows:

Unconfirmed

Item No.	Section	Interest
Item PEX 3.1 Fraud Declaration	**7(2)(a)** **7(2)(c)(ii)**	**To protect the privacy of natural persons, including that of deceased natural persons.** **To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—** **(ii) would be likely otherwise to damage the public interest.**
Item PEX 3.2 Register of Members' Interests – Senior Staff	**7(2)(a)**	**Protect the privacy of natural persons, including that of deceased natural persons.**
Item PEX 3.3 Committee Time with Audit New Zealand	**7(2)(c)(ii)**	**To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest.**

b. confirm that Ms Macown and Mr Susan from Audit NZ be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of audit requirements for Waikato District Council. This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant to that matter to inform and advise the Committee members.

CARRIED **R&A2308/04**

Resolutions R&A2308/05 to R&A2308/06 are contained in the public excluded section of these minutes.

The meeting was closed with a karakia.

There being no further business, the meeting was declared closed at 11.58am.

Minutes approved and confirmed this day of ……..2023.

Mr P Stubbs
CHAIRPERSON

Unconfirmed

Minutes for a meeting of the Risk & Assurance Committee of the Waikato District Council to be held in Council Chambers Galileo Street, Ngaruawahia on **WEDNESDAY, 27 SEPTEMBER 2023** commencing at **1.40pm**.

Present:

Her Worship the Mayor, Mrs JA Church
Deputy Mayor, Cr C Eyre
Cr M Raumati
Cr P Thomson

Attending:

Mr C Susan, Audit NZ
Ms K Maccown, Audit NZ

Mr G Ion (Chief Executive)
Mr T Whittaker (Chief Operating Officer)
Ms A Diaz (Chief Financial Officer)
Mr C Bailey (Finance Manager)
Ms N Hubbard (Corporate Planning Team Leader)
Ms E Saunders (Senior Democracy Advisor)

Unconfirmed

APPOINTMENT OF CHAIRPERSON

Due to the absence of both Mr P Stubbs (Chairperson) and Cr J Gibb (Deputy Chairperson) an appointment for a Chairperson for this meeting only is required.

Resolved: (Her Worship the Mayor Mrs JA Church/Cr Eyre)

THAT Cr P Thomson be appointed as the Chairperson for this meeting.

CARRIED **R&A2309/01**

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Crs Eyre/Raumati)

That the Risk & Assurance Committee accepts the apologies from:

a. **Mr Peter Stubbs & Cr J Gibb for non-attendace.**

CARRIED **R&A2309/02**

CONFIRMATION OF STATUS OF AGENDA

Resolved: (Mayor/Cr Eyre)

THAT the agenda for a meeting of the Risk & Assurance Committee held on Wednesday, 27 September 2023 be confirmed and;

a. **agrees all items therein be considered in open meeting, with the exception of those items detailed at agenda item 6 which shall be discussed with the public excluded; and**
b. **all reports be received.**

CARRIED **R&A2309/03**

DISCLOSURES OF INTEREST

There were no disclosures of interest.

Unconfirmed

REPORTS

Annual Report
Agenda Item 5.1

The report was received *[R&A2309/02 refers]*, and the following discussion was held:

- The Chief Financial Officer gave an overview of the report and reiterated the reasons for the report being in front of the Committee. It was further noted that this is the Committee that has the relationship with Audit NZ.
- Audit NZ gave a brief update on the report and confirmed that the onsite audit has now been completed. Audit NZ are still on track to give clearance on the 6th of October although there does remain some uncertainty with government reforms.
- It was noted by Her Worship the Mayor that it is great news to hear Council are on track. It was further noted that whilst there is always room for improvement it was very beneficial to both Council and Audit NZ to be onsite during this time.
- Cr P Thomson noted that he has some questions of the Chief Financial Officer but is wanting to ask these questions off-line.
- It was noted that the Annual Report information will be added to a one page document for our towns in the district to give the bigger picture all in one space.

Resolved: (Her Worship the Mayor, Mrs JA Church; Cr Raumati)

THAT the Risk and Assurance Committee recommends to Council:

a. **the adoption, subject to receiving final clearance from Audit New Zealand, of the 2022/23 Annual Report and Annual Report Summary (as attached to the staff report) from a risk management perspective; and**
b. **that improvements to the Annual Report process (as outlined in the staff report) be captured, with progress on actions being reported to the first Risk and Assurance Committee meeting in 2024.**

CARRIED **R&A2309/04**

There being no further business, the meeting was declared closed at 1.55pm.

Minutes approved and confirmed this day of ……..2023.

Cr P Thomson
CHAIRPERSON

Unconfirmed

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information Only

To	**Rick and Assurance Committee**
Report title	**Actions Register – December 2023**
Date:	11 December 2023
Report Author:	Tony Whittaker, Chief Operating Officer
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report
Te Take moo te puurongo

To update the Risk and Assurance Committee on the actions arising from the previous meeting.

2. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Actions Register for December 2023 be received.

3. Attachments
Ngaa taapirihanga

Attachment 1 – Risk and Assurance Committee Actions Register December 2023.

Risk & Assurance Committee: Action Register – December 2023

#	Action	Owner	Date Assigned	Date Due	Status
1	Committee to receive report once Communications and Community Engagement Strategies have been developed, demonstrating how impact would be measured.	Chief Operating Officer	June 2023	December 2023	**Noted.** The draft strategy will be complete by the end of November followed by a workshop with Council for endorsement. Action plan and measures to be available for the March Committee meeting.
2	An assessment of the EPMO performance to be included in next year's audit plan.	CFO	June 2023	December 2023	**Noted.** This audit is included in the audit programme for the year.
3	Future Internal Audit Programme is driven from an organisation strategic risk assessment.	Executive Manager, Projects & Innovation	June 2023	December 2023	**Noted.** The programme will be available at the December meeting now that the internal audit resource has commenced.
4	Staff to explain implications of non-compliance for the animal control team in the next ComplyWith Legal Compliance Survey report.	General Manager Customer Support	June 2023	February 2024	**Noted.**
5	Future Plan Update – Site Visit Thinking – ELT to discuss this further to determine how site visits will be undertaken in the future and where the Committee go moving forward.	Chief Operating Officer	August 2023	December 2023	**In Progress.** Raglan Camp visit in December. Next years programme in development. Initial suggestions being sought.

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Chief Financial Officer Report**
Date:	11 December 2023
Report Author:	Alison Diaz, Chief Financial Officer.

1. Purpose of the report
Te Take moo te puurongo

This report aims to keep the Risk & Assurance Committee abreast of risks and issues that could impact the council and its stakeholders from a financial perspective.

2. Executive summary
Whakaraapopototanga matua

Coalition Government

The National Party has finalised coalition agreements with both the New Zealand First and ACT parties.

The agreements commit to forming a government that will "provide stability, grow economic prosperity, restore national unity and boost social cohesiveness, alongside the rights and responsibilities of being a New Zealand Citizen." The coalition government's priorities are:

- To rebuild the economy, working towards being an "export powerhouse",
- Improve the quality of government spending and regulation,
- Lower the cost of living,
- Deal to rising crime,
- End race-based policies,
- Introduce competition into social service provision,
- Deliver better health and education,
- Defend freedom and democracy,
- Provide opportunities for all in education, health, employment and infrastructure,
- Improve the lives of seniors.

Both coalition agreements are aligned around the desire to repeal the Natural and Built Environment Act 2023 and the Spatial Planning Act 2023 by Christmas, replace the Freshwater Management Policy Statement, and simplify resource management laws. It is not yet clear what the proposed legislation will be with each party having a slightly different position on the 'how'. Three waters legislation will also be repealed this side of Christmas.

Furthermore, all parties have agreed that they wish to restore the right to local referendum on the establishment or ongoing use of Maaori wards, including requiring a referendum on any wards established without a referendum at the next Local Body elections. This poll would effectively be a mandated cost to our ratepayers if passed into law.

Immediate law reform impact

As with the creation of new law, amendment of existing and repealing of legislation is not fait accompli; it requires a proposed Bill, submission and select committee process allowing for input into final decision-making. All aspects of this process are made publicly available. While media articles have expressed concern around some of the coalition government's proposed way forward, the Council will need to ensure their views are put forward via formal submission. Tight timeframes may require staff to re-prioritise work programmes to accommodate.

ACT Party coalition agreement

In addition to the aforementioned tri-party agreed positions, the following obligations within the National and ACT party coalition agreement either will or could have a direct financial impact (opportunity or challenge) for the council:

- Undertake a comprehensive regulatory review across government,
- Medium density residential standards will now be optional for councils,
- A commitment to consider sharing a portion of GST collected on new residential builds with councils (as a financial incentive for councils to enable more housing),
- Regulatory decisions to be guided by a Regulatory Standards Act,
- Establish a new Government department to assess the quality of new and existing legislation/regulations,
- Rewrite the Credit Contracts and Consumer Finance Act 2003,
- Deliver savings in public sector spending (refers to back office functions at government agencies)
- Repeal the clean car discount,
- Repeal the Fair Pay Agreement regime by Christmas 2023,
- Reform health and safety laws and regulations,
- Expand 90-day trials to apply to all businesses,
- Consider simplifying personal grievances:
    - removing eligibility for remedies where an employee is at fault,
    - setting an income threshold above which a personal grievance could not be pursued,
- Institute long-term city and regional infrastructure deals, allowing Public Private Partnerships, tolling and value capture rating to fund infrastructure,

- Explore allowing home builders to opt out of needing a building consent provided they have long-term insurance for the building work,
- Work to replace fuel excise taxes with electronic road user charging for all vehicles, starting with electric vehicles,
- Reverse speed limit reductions where it is safe to do so,
- Cease implementation of new Significant Natural Areas,
- Consider requiring a liquor licence to sell vapes,
- Immediately issue stop-work notice for Three Waters, with assets returned to council ownership,
- Remove co-governance from the delivery of public services,
- Ensure government contracts are awarded based on value, without racial discrimination,
- Introduce a Treaty Principles Bill based on existing ACT policy and support it to a Select Committee as soon as practicable.

New Zealand First Party coalition agreement

The following obligations within the National and New Zealand First party coalition agreement either will or could have a direct financial impact (opportunity or challenge) for the council:

- Improve the Accredited Employer Work Visa to focus the immigration system on attracting the workers and skills New Zealand needs,
- Commit to moderate increases to the minimum wage every year,
- Establish a National Infrastructure Agency under the direction of relevant Ministers, to coordinate government funding, connect investors with New Zealand infrastructure, and improve funding, procurement, and delivery to:
    - Prioritise regional and national projects of significance,
    - Facilitate or procure funding for regional and national projects of significance.
- Establish a Regional Infrastructure Fund with $1.2 billion in capital funding over the Parliamentary term,
- Commence an urgent review into the implementation of the National Policy Statement on Indigenous Biodiversity before any implementation,
- Establish a fast-track one-stop-shop consenting and permitting process for regional and national projects of significance,
- Amend the Building Act and the Resource Consent system to make it easier to build granny flats or other small structures up to 60sqm requiring only an engineer's report,
- Explore options to build on the Local Government Rates Rebate Scheme for Super Gold Card holders,
- Conduct a comprehensive review of all legislation (except when it is related to, or substantive to, existing full and final Treaty settlements) that includes "The Principles of the Treaty of Waitangi" and replace all such references with specific words relating to the relevance and application of the Treaty or repeal the references.

It should be noted that while other coalition agreement clauses such as those related to health, education, the justice system etc., will likely impact our residents, ratepayers, developers and users of our services, it will not be as a direct result of council activities and hence has not been discussed in this report.

Opportunities and challenges

The main opportunities lie within the signalled additional funding mechanisms; the Regional Infrastructure Fund, possible return to council of GST on residential builds, and long-term city and regional infrastructure deals.

History shows these initiatives will require careful design. Council has previously received government subsidy of up to 80% on wastewater treatment plant infrastructure but due to the one-off nature of the funding the cost to renew, replace and fund ongoing operational costs has been challenging for the relatively small number of connected properties. Therefore, longevity of subsidies beyond the government's term will be critical if the funding is to support sustainable growth and servicing.

In terms of city and regional deals, the upfront cost and time involved in using the existing Infrastructure Funding and Financing Act 2020 (IFF) has meant only a small number of infrastructure projects have been progressed across the country to date. Developers have also shown little support of the IFF mechanisms as the project timing doesn't necessarily fit with market conditions, with developers potentially having to front IFF levies until the land is on-sold. This was an intentional move to speed up the pace of development, which has had limited success.

Consideration of the return of GST on residential builds as an incentive for councils to enable more housing will need some more details before we can understand where the opportunity lies.

The largest challenge will come from inconsistencies between support for housing initiatives without having a long-term three waters solution in place. Three waters infrastructure is necessary to support the provision of housing, and the repeal of legislation is likely to slow down our ability to get projects underway, both in terms of timing and affordability. There is a risk that the council will need to decline resource and/or building consent applications in certain parts of our district. Ideally, the fast-track consenting process for regional projects of significance coupled with a regional deal or infrastructure fund grant will help to mitigate this risk, however, it will depend on how quickly these mechanisms can be established.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the Chief Financial Officers report for December 2023.

4. Attachments
Ngaa taapirihanga

Nil

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk and Assurance Committee**
Report title	**Strategic Risk Register and Emerging Risks December 2023**
Date:	11 December 2023
Report Author:	Senior Risk Advisor, Gopikrishna Mohanarangam
Authorised by:	Chief Operating Officer, Tony Whittaker

1. Purpose of the report
Te Take moo te puurongo

To update the Risk & Assurance Committee ("the Committee") on the current risk activity and strategic and emerging risks.

2. Executive summary
Whakaraapopototanga matua

This report details:

- Strategic Risk Activity Update
- Strategic Risk Projected Treatment Implementation.
- Emerging Risks

In the last quarter, a review of strategic risks and treatments were conducted. The 13 strategic risks reviewed continue to track close to forecast with some minor amendments.

The graphs below represent the agreed risk appetite and initial residual risk agreed upon by the Council. The programme of mitigations to move the residual risk to appetite over time is what the graphs demonstrate. This report shows any variance to the trajectory over time, and since the last meeting of the Committee. The outcome is that some take a slightly different trajectory but deliver on planned risk appetite as initially agreed.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives this Strategic Risk Register and Emerging Risks report for December 2023.

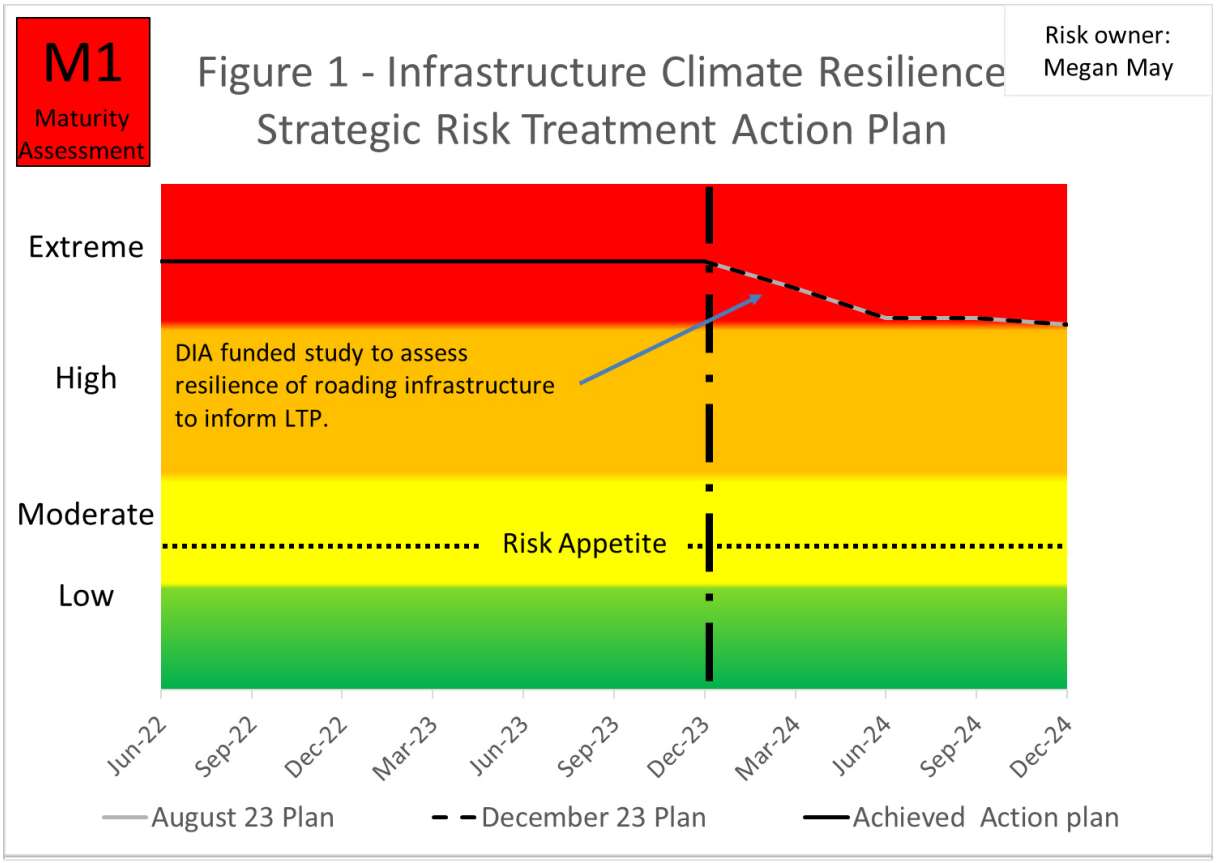
4. Discussion
Matapaki

4.1 Strategic Risk Activity Update

In the last quarter:

- All treatment action plans have either remained on track or moved toward risk appetite outcomes, albeit the trajectory is slightly different.
- Four risk treatment action plans have been re-forecast extending their implementation times however not resulting in a change where we expected to be re appetite. Two have been re-forecasted to accelerate their delivery.
- An annual review of the Risk Management Framework has been completed.
- Deep dives on two strategic risks, Workplace Culture and Recruitment and Retention, have been undertaken.
- A review of the Audit Framework and Programme, including an updated internal audit programme has been completed.
- The Senior Audit and Assurance Advisor has commenced the delivery of internal audits. The audits undertaken are focused on the mitigations that underpin our strategic risk assessments.

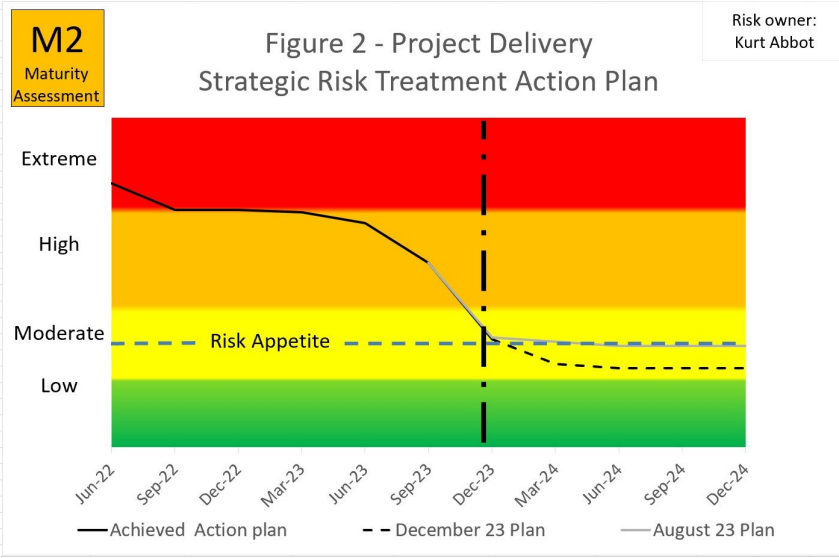
4.2 Treatment Action Plan Timelines



Infrastructure Climate Resilience

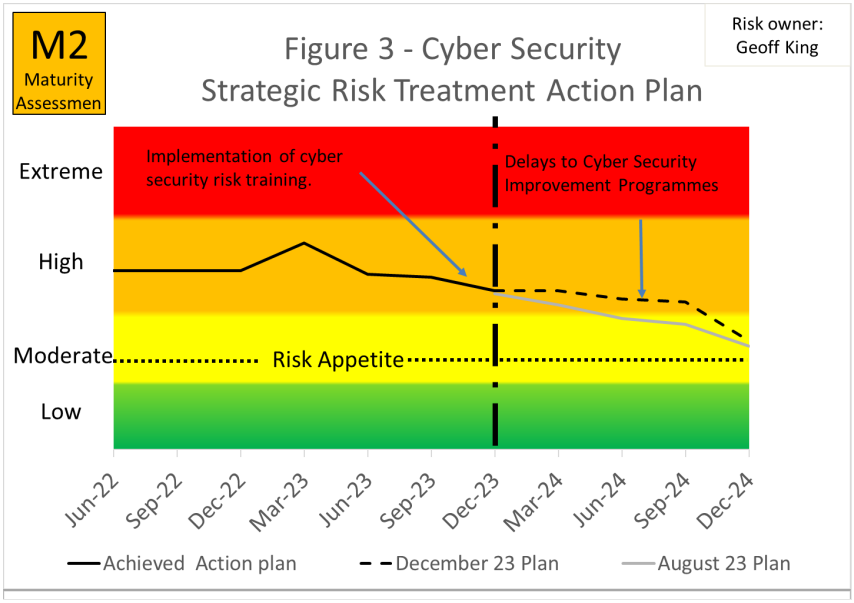
Asset Maintenance - The roading maintenance programme is currently limited by subsidy funding to minimise the impact on rates. This has resulted in maintenance programmes being delayed. This situation will not change unless Waka Kotahi or the Council is able to support additional funding which is unlikely. The Council was expecting the waters reforms to provide resilience and affordability options. This is now uncertain.

Climate Impacts - Additional studies are required to understand the impact of increased climate events on asset effectiveness to determine what Capex investment is required to improve resilience. A deep dive will be presented at the next Committee meeting.



Project Delivery

Several new initiatives have been embedded within the business during the last quarter. The effectiveness of these has exceeded expectations resulting in a lower than projected risk profile. We will continue to test this progress and validate the success over the past few months. Ninety percent of the 2023/24 work programme is planned for delivery which provides assurance for delivery this year. Mitigations are being developed for the remaining programme.

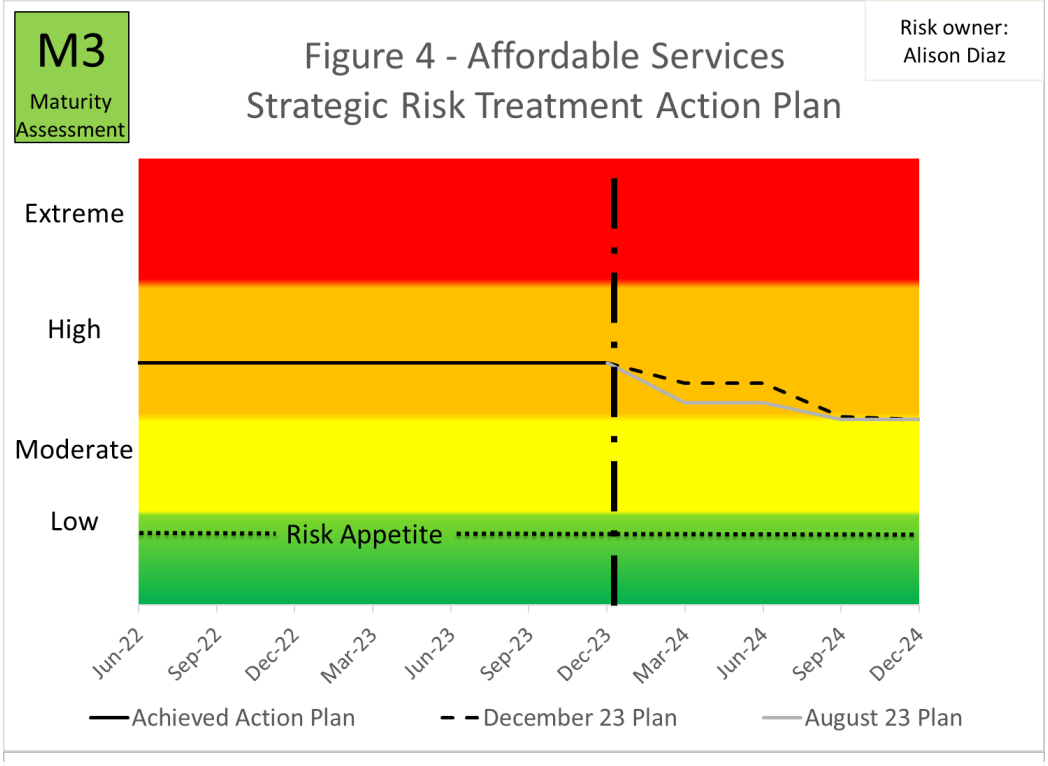


Cyber Security

Cyber Security insurance has been successfully renewed. The insurer has added an exclusion to cover where data is stored in an unencrypted way. During the quarter one action has been closed ahead of schedule and the other two which are linked to the HRIS implementation (due June 2025), the balance will be completed by December.

The revised timeline to close out the remaining 20 audit actions (was 21 last quarter):

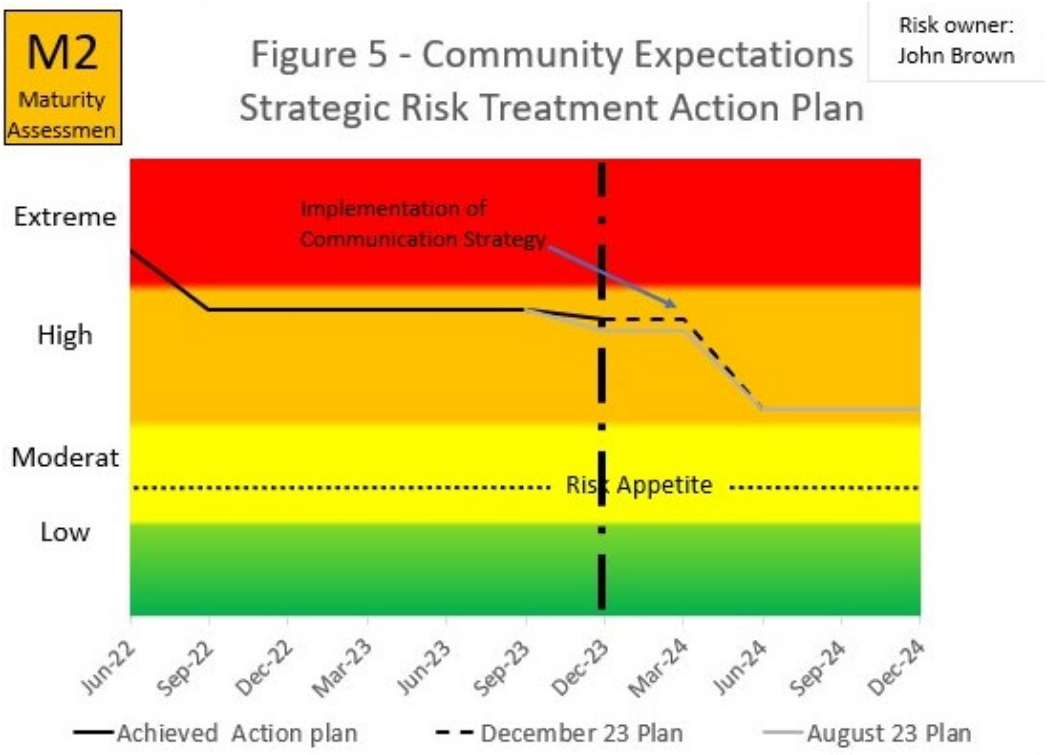
- By Dec-23: 3 Audit Actions
- By June-24: 7 Audit Actions
- By TBC-24: 3 Audit Actions (Records Management)
- By Dec-24: 4 Audit Actions
- By Jun-25: 3 Audit Actions



Affordable Services

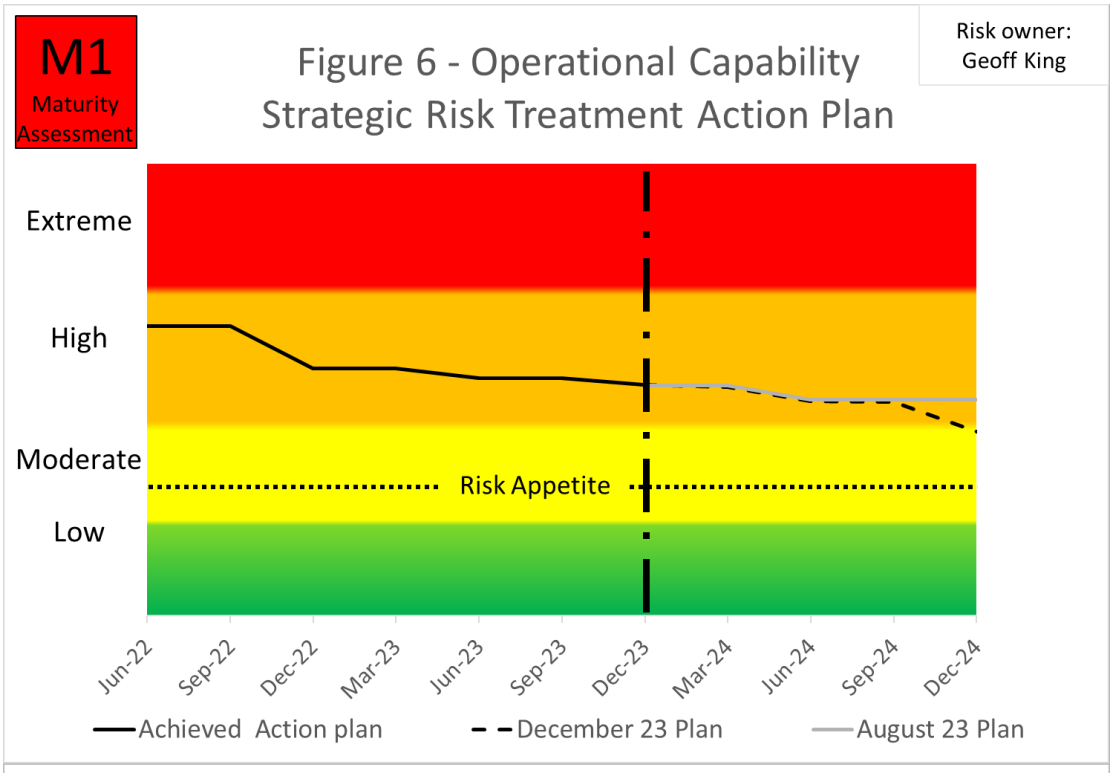
Due to prevailing economic conditions and a desired lift in levels of service (LOS), the 2024-2034 Long Term Plan (LTP) indicative rates increases are above that contained within the current LTP. The repeal of three waters legislation will further impact affordability for urban communities connected to those services.

Financial Strategy limits for rates and debt will serve as the ultimate bookends for the risk treatment action plan (keeping it within moderate-high), with the LTP focus turning to what LOS can be delivered within the overall funding envelope.



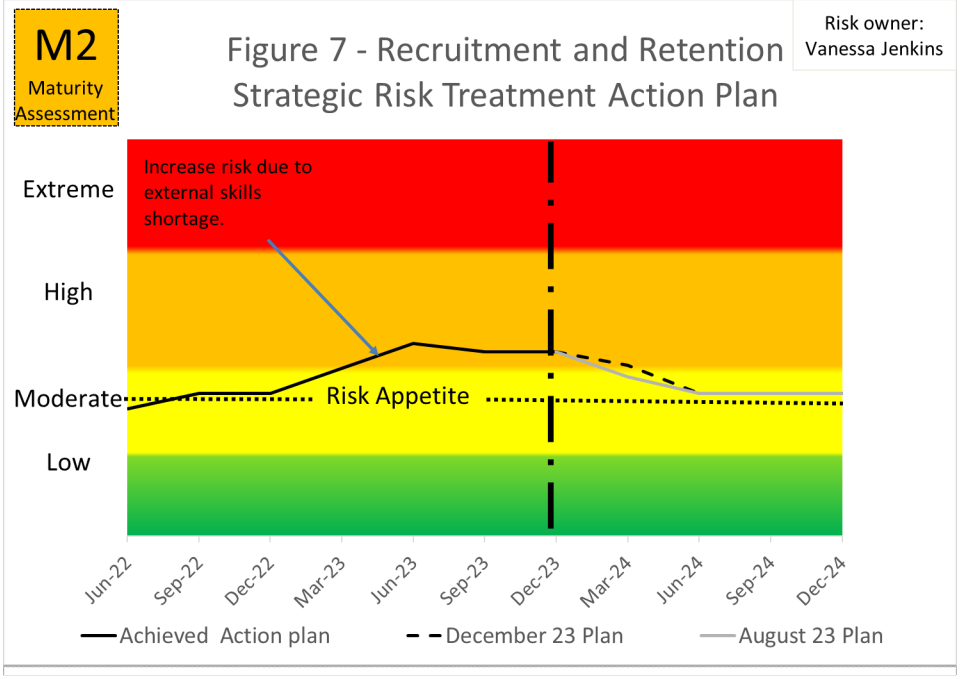
Community Expectations

A draft Communications Strategy has been developed; this includes change for the organisation and is expected to be fully implemented by end of March 2024. Critical controls, remediations and measures will be included in the action plan to provide assurance regarding this strategic risk.



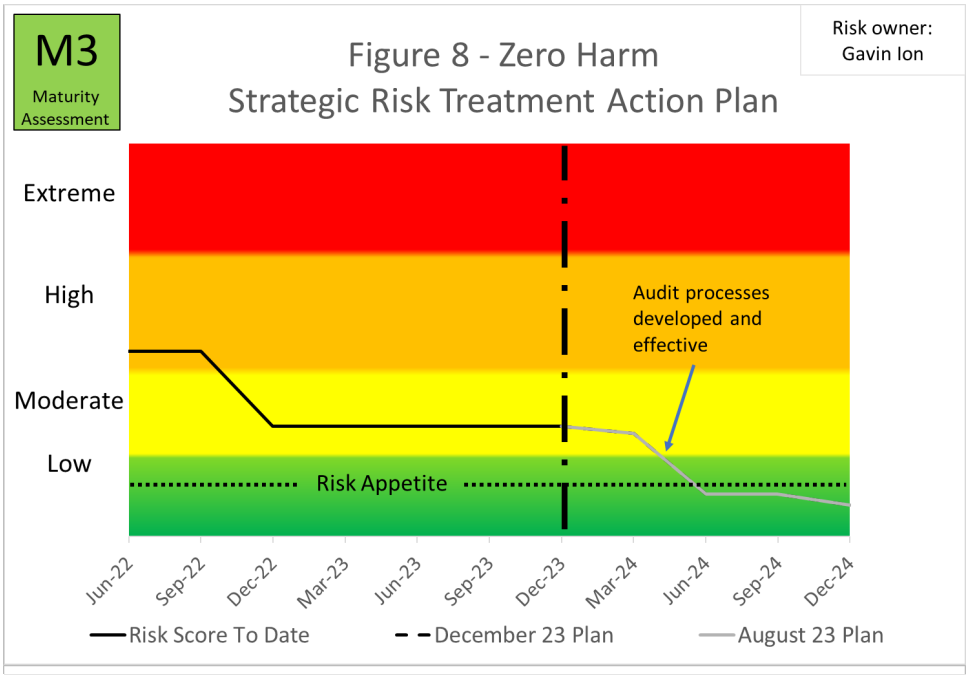
Operational Capability

The existing treatment work programme is expected to reduce the risk to moderate over the next two years with a focus on several people related strategies. Some of these are included in the other people related risks.



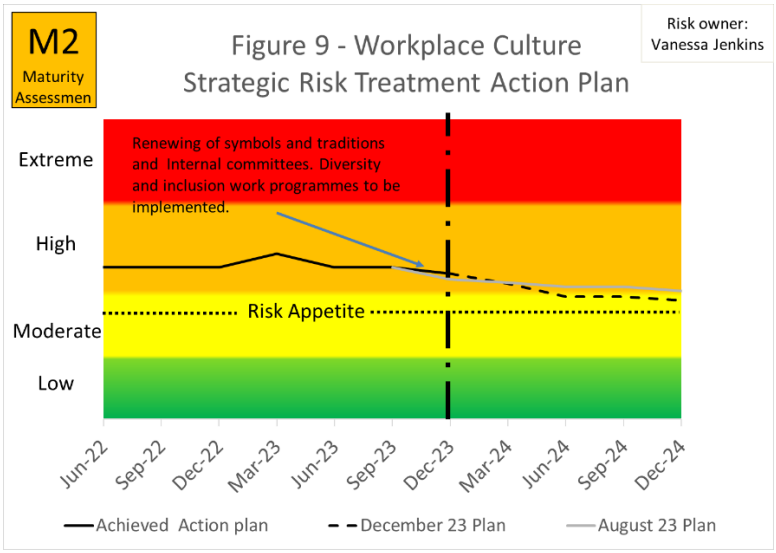
Recruitment and Retention

The recent recruitment of a Talent Acquisition role is focused on developing and implementing an Employee Experience Strategy and programme. An induction programme review has commenced. Significant improvements are anticipated over the next two quarters.



Zero Harm

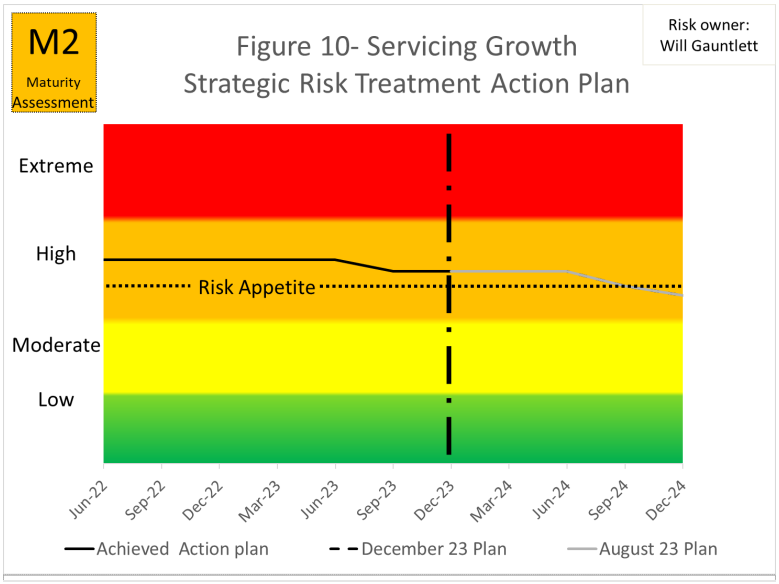
The Zero Harm treatments detailed in the Zero Harm Strategic Improvement Plan are being monitored monthly to ensure expected progress is being met. Improvements to our documented contractor health and safety management procedures are on track for completion by December 2023.



Workplace Culture

A new Learning and Development team has recently been formed including Talent Acquisition and Capability & Wellbeing Advisors. The team is reviewing and implementing several strategies, including Employee Experience, Induction, and Recruitment.

Other tactics also being implemented include closer alignment of ELT with staff, clearer organisational calendars and 'team up' activities like movember, Diwali etc.

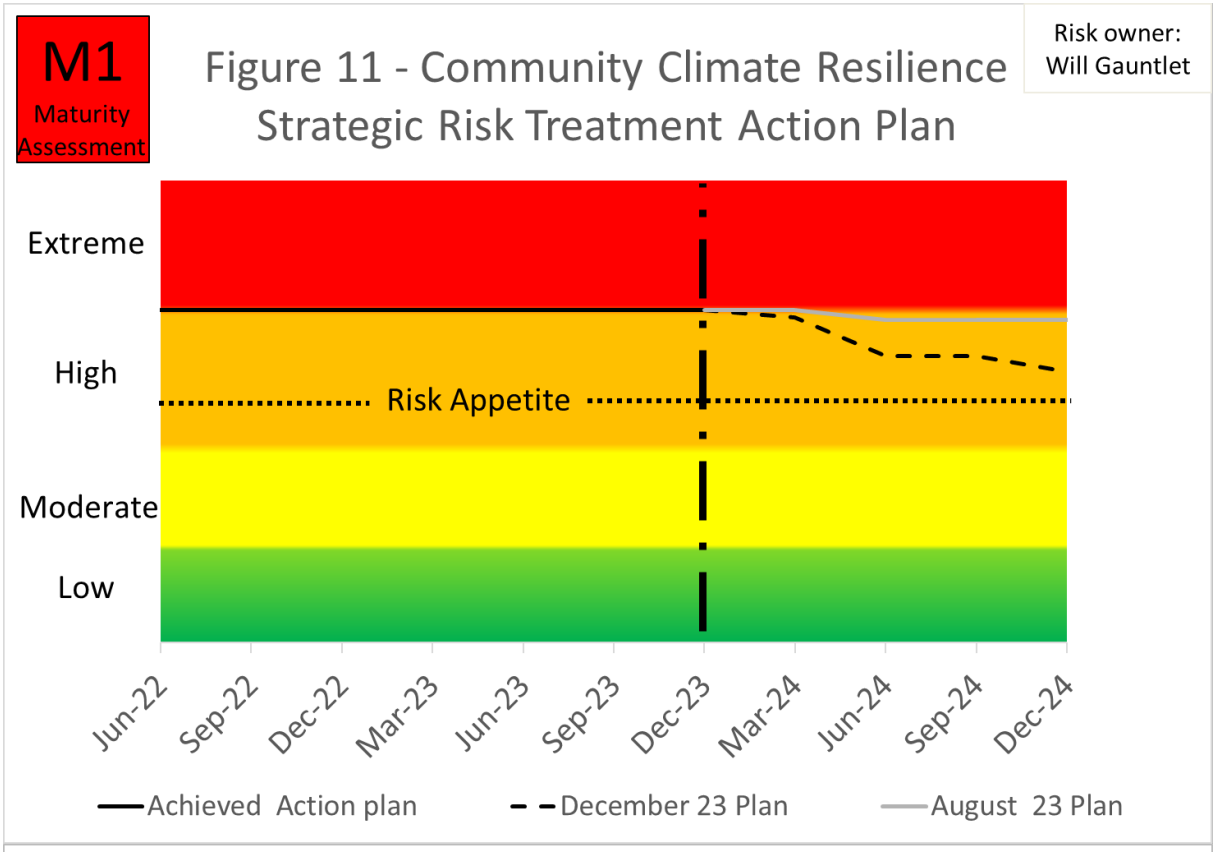


Servicing Growth

The state of our data quality is a key constraint. Investment has recently been made to improve this however, it will take time. Improved data quality will provide significant benefits to the business in its approach to managing growth and the investment in infrastructure.

Additional tools and capability to analyse and provide insights are needed to better use forecasts to inform critical decisions around investment and growth management. Alongside this will be a refresh of the Council's infrastructure and land use planning framework.

Business cases have been presented to the Council as part of the Long Term Plan which acknowledges that investment (time) is needed in data quality and governance prior to further significant investment in the growth of Business Intelligence/Analytics tools. These business cases are pending Council decisions on budgeting and it is acknowledged that the Council may need to manage this risk with limited additional financial or staff resources.



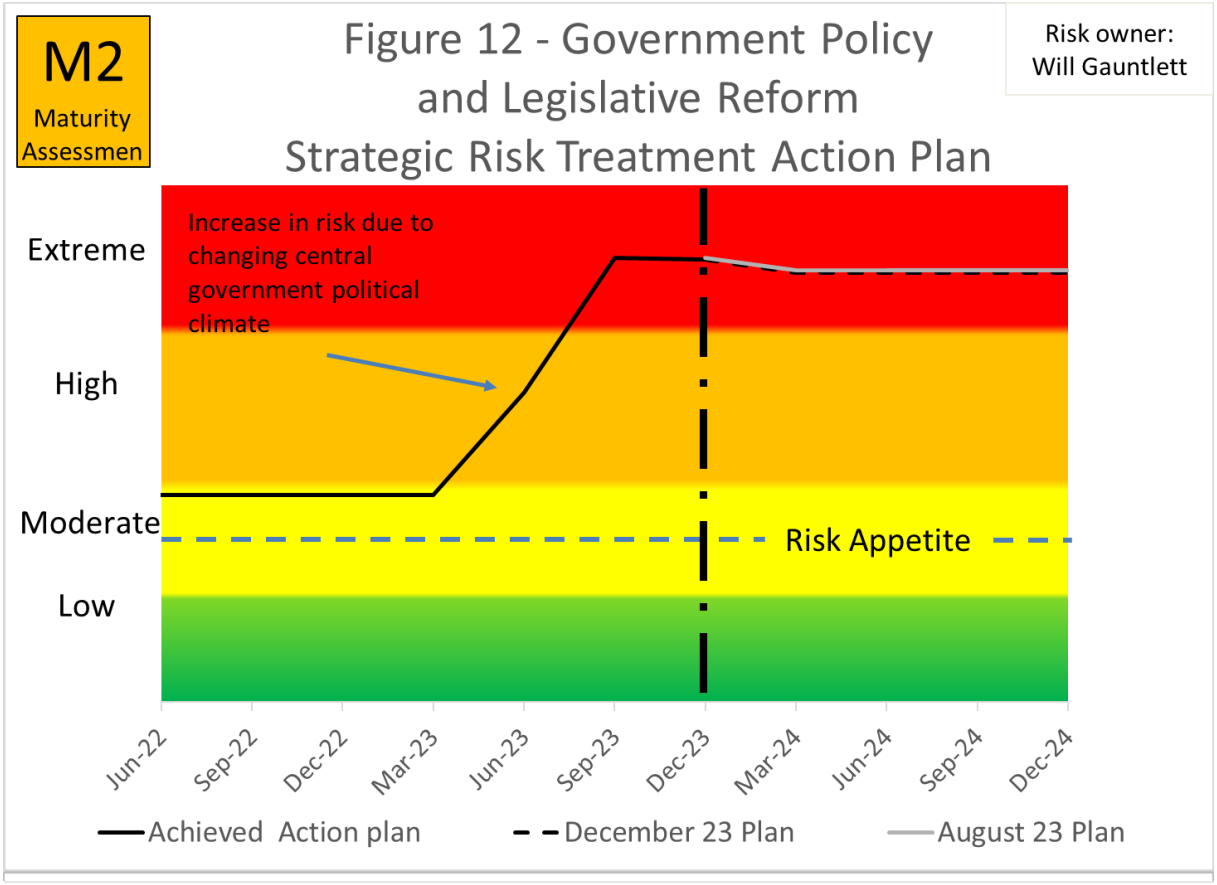
Community Climate Resilience

Climate change and sustainability encompasses, informs and impacts all areas of the organisation and our communities. With the extreme climate change related weather events this year, it is especially timely and critical that Council reassess how it prepares for an increase in severity and duration of future projected events and assesses broader social, environmental, economic and cultural impacts.

Local government is mandated to prepare our communities for the effects of climate change and incorporate climate change into existing frameworks, plans, projects, and standard decision-making procedures (Resource Management Act 1991). In addition, considering community resilience through public education and local planning.

In the last quarter, the Council has approved the Climate Response and Resilience Strategy (CRRS). The CRRS will be delivered by a community climate action plan in 2024. Risk and resilience will be key features.

To achieve community resilience, we need resilient infrastructure and a resilient organisation. We are also actively working with communities to build community resilience and Marae resilience plans. A framework for these plans is being developed to ensure sustainability.



Government Policy and Legislative Reform Strategic Risk

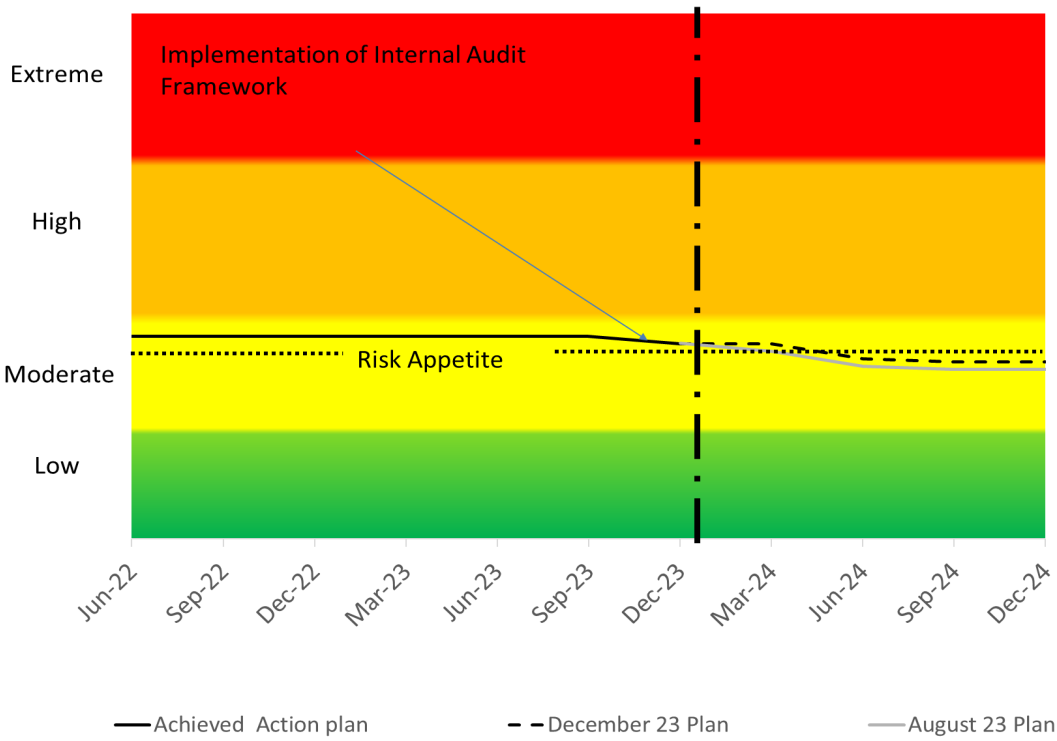
As reported at the Risk and Audit Committee meeting of 31 August 2023 the heightened ('extreme') risk for the government policy and legislative reform strategic risk related to a possible change in government and the potential implications for a suite of legislative reforms i.e., Local Government reform, Resource Management Act reform and Three Waters reform.

The new government have signalled their intention to repeal the way Three Waters reform was progressing and to repeal the RMA reforms initiated by the previous (Labour) government. Hence, this matter is also a 'watching brief' at the time this update has been written.

As previously shared, the new government may also present some opportunities for Council and its Future Proof partners as a key plank of the National Party's election policy has been the intention to establish City and Regional Deals. We need to remain open to possible financial support for a key project (or projects) in our district. Other opportunities may present themselves through other legislative changes or policy directives, but these remain largely unknown at this stage (end November 2023). The strategic risk level therefore remains extreme due to the uncertain legislative and policy environment we are in currently.

Risk owner: Kurt Abbot

Figure 13 - Business Resilience
Strategic Risk Treatment Action Plan



Business Resilience

Within the last quarter the Audit Framework has been revised and approved. As a key component of the program, a total of five internal audits have been successfully concluded, and reports have been provided to Business Managers. The vacant role of business resilience advisor has recently been filled which will also help advance reviews of business continuity plans.

4.3 Top Risk mitigation action monitoring – Reporting by exception

Below are key strategic risk treatment programmes identified as critical to delivering on the agreed trajectory towards risk appetite. Only programmes that are Amber or Red are shown.

Table 1 - Top risk mitigations

Top Risk	Measure/ Action	Status	Tracking indicator	Exec Owner	Status comment
Community Climate resilience	Community adaptive plans & Marae resilience plans	In Progress	A	Will Gauntlet	Both Plan programmes are underway with Marae resilience plans progressing well. Both are new frameworks to council, so momentum is still building. Both plans also rely on LTP resourcing. Programmes timeline implementation will be revisited in line with LTP decisions.
Community Expectation	Community Engagement strategy	In Progress	A	Tony Whittaker	Strategy development has identified significant change opportunities pushing out anticipated implementation dates. However full change team has been assigned to project to ensure effective, timely completion.
Community Expectation	Maaori Engagement Strategy	In progress	A	Tony Whittaker	Maaori engagement strategy awaiting recruitment of Maaori Partnerships executive manager commencing. This is now confirmed as early 2024.

4.4 Emerging Risks

The emerging risks outlined below are areas where considerable change is expected and for which management wishes to keep the Committee abreast of activity:

4.4.1 Local Government in Community Resilience

There is a shift in local government focus from the traditional service delivery model to a wellbeing and community-centric model. This change in direction is driven by the wellbeing focus of the Local Government Act. In response to this, our role in building community resilience will require increased collaboration with other entities, including those that will be servicing at a regional rather than district level.

This increased reliance on external partnerships may expose the organisation to potential risks, such as a misalignment of goals and objectives, increased contract risk with new entities and legal obligations around emergency management. The existing Regional Leadership Group, established in response to COVID-19, presents a good opportunity for the increased collaboration needed to address the complex challenges facing our district.

4.4.2 Trust in Government

Declining voter turnout is evidence of a reduced level of engagement with local government. This brings with it the obvious challenge of how the council can effectively hear the voice of the community and their needs. However, there appears to be a more fundamental issue that is maybe better characterised as increased discontentment, disenfranchisement of the public and in some cases anger and hostility, rather than simply an apathy towards local government. The impacts of increased criminal behaviour and civil unrest within New Zealand are being felt within the Waikato district, and there may be a need to review how communities are being engaged with to address this. Last-minute introduction of bills, such as those aimed at lowering the voting age in Local Government Elections, may negatively impact trust in both central and local government.

4.4.3 Government Reform – Future for Local Government

The Committee is familiar with the central government's lead review of Local Government. The review considered roles, functions, and partnerships; representation and governance; and funding and financing. Elevated levels of uncertainty exist regarding the potential impact on council functions. There is a degree of uncertainty around how enforceable recommendations of the review will be on local government.

We are keeping staff informed as part of our strategy to mitigate the risk of staff movement in this employment climate.

The new government has created uncertainty with the direction that both the 3 waters legislation and RMA changes will be repealed. This will be a challenge for our long-term planning and affordability.

4.4.4 Consent Volume Change

Building companies are scaling down in response to the economic downturn and supply chain issues. The number of building consents granted in 2022/23, at 1634, was 37.6% below the prior year. If consent numbers continue to reduce, and growth reduces below planned levels the revenue generated through processing building consent applications will decrease. Contingency funds may need to be drawn on to support the building unit activities.

4.4.5 Inflationary & Affordability Pressures

The current long-term plan identifies significant cost and inflationary pressures, particularly as the Council is interested in supporting the four wellbeing's in a broader way than previously. This will force the councillors to either refocus some of their strategic priorities or have some really challenging conversations with their communities.

Staff are monitoring ratepayer payments as a test of affordability. The timing of general and water rates is trending below prior years resulting in the remission of penalties being used when ratepayers commit to direct debits or payment arrangements.

We will continue to monitor and work with inflationary pressures. Floating lines and reprioritisation are tools available to the Council.

The combination of inflation, affordability and local government elections is likely to challenge the long-term plan process. Additionally, if inflation impacts last longer than anticipated there may be a significant difference in the demand for council services requiring us to be agile in our responses.

5. Next steps
Ahu whakamua

Planned activities for the next quarter include:

- Deep dive reports, Community Climate Resilience, and Infrastructure Resilience
- Delivery of the Audit programme

6. Attachments
Ngaa taapirihanga

No Attachments

Appendix 1 - 2023 Strategic risk Register.

Risk Title	Infrastructure Climate resilience	Community Climate resilience	Community expectations	Government policy and legislative reform	Business resilience	Project delivery	Workplace culture
Risk Owner	Megan May	Kurt Abbot	Emma Edgar	Clive Morgan	Kurt Abbot	Kurt Abbot	Vanessa Jenkins
Cause	**Due to** • Aging infrastructure with an increased vulnerability due to climate change, • Reduced renewal timeframe and increased design requirements impacting funding when assets need to be replaced, • Insufficient resource to fulfil required maintenance schedules	**Due to** • Increasing climate impacts, • Communities holding council accountable for climate relief, • Diverse and conflicting needs of communities	**Due to** • Communities not understanding the role of local government, • Community apathy and willingness to engage, • Communities not understanding the value of connecting with council, • Council not understanding what is important to our communities and how they want to be engaged with or the role they want to play	**Due to** • Lack of insight, • Inadequate planning, or • Unable to execute plans to adapt (Inadequate adaptability)	**Due to** • Lack of planning, • Unprioritized work programmes, and/or • Untested plans	**Due to** • Lack of capacity, • Lack of capability (Planning and management practices)	**Due to** • Lack of change readiness (Poor leadership and/or ineffective change management), • Poor internal culture within the workforce (Poor hiring or induction)
Risk	**There may be** a lack of resilience in council assets	**Council may be unable to** Support communities to adapt to climate impact	**There may be** a misalignment between the Council and community regarding what is wanted and how engagement occurs	**Council may be** unable to adapt to structural and legislative changes	**There may be** a lack of resilience in council operations	**Council may be** Unable to deliver key services and projects	**There may be** a misalignment of staff to business values, direction, and strategy
Consequence	**Resulting in** • Failure to deliver on LOS, • Zero harm caused to contractors, staff, and communities, • Financial loss/ increased cost to replace assets, • Reputational damage.	**Resulting in** • Significant public scrutiny, Community holding council accountable, • Financial impact - Increased emergency support required.	**Resulting in** • Held to account for things we're not accountable for, • Additional costs from ineffective engagement, • Reduced trust in local government.	**Resulting in** • Council being financially disadvantaged, • Additional resource pressures, • Council experiencing significant disruption.	**Resulting in** • Significant disruption to business function.	**Resulting in** • Time, quality, and cost requirements of project delivery not met.	**Resulting in** • Business outcomes being significantly impacted, • Degradation of internal culture • Reduced productivity, • Zero harm, mental wellbeing.

Risk Title	Recruitment and Retention	Operational Capability	Te Tiriti o Waitangi – On hold for further review	Zero Harm	Cyber Security	Affordable services	Servicing Growth
Risk Owner	Vanessa Jenkins	Geoff King	Gavin Ion	Gavin Ion	Geoff King	Alison Diaz	Clive Morgan
Cause	**Due to** External factors such as: • Industry competition and employment rates and/or, • Being unable to compete with salary expectations. Internal factors such as: • Limited internal development opportunities, • Perceived or actual council culture, • Lack of appropriately supported training, • Inexperienced workforce	**Due to** • Inadequately trained or experienced people, • Ineffectively designed and maintained, systems and processes, • High demand on staff to adopt new systems	**Due to** • Lack of clarity of who the appropriate Mana Whenua is, • Poor partnerships with Iwi/ Mana Whenua and engagement fatigue among Mana Whenua, • Insufficient support (Capability and capacity) internally and within Mana Whenua and Iwi	**Due to** • Poor or inactive health and safety systems, • Non-compliance with legislative requirements, • Inadequate governance/ management of shared health and safety responsibilities with other PCBUs	**Due to** • Cyber-attack or unauthorised assess, • Damage to privileged information, • Reduced data integrity, • Lack of compliance with process, • Inappropriate management of suppliers	**Due to** • Planning assumptions being misaligned with desired or perceived outcomes, • Prevailing economic conditions, • Communities not always considering that rates are the primary source of funding for the services they are requesting	**Due to** • Incorrect use of projections by the business (assumptions and/or limitations not being allowed for), • Forecasting being poor, • Forecasting being limited to "best guess" estimates and unable to predict significant change in trends, • An inability to financially provide for growth infrastructure in time
Risk	**Council may be unable to** recruit or retain suitable resource (Staff or consultants)	**Council may** Lack of operational capability (People, processes, and systems) within the business	**Council may** fail to give effect to Te Tiriti o Waitangi	**Council may be unabl**e to identify and manage hazards to staff and public	**Council may** not have adequate protection of council, staff, and community information	**There may be** a disparity between funding and cost	**There may be** a misalignment between observed growth and how council services it
Consequence	**Resulting in** • Business outcomes being impacted, • Zero harm - mental pressure on teams.	**Resulting in** • Being unable to meet key business needs, ○ Customer engagement, ○ Business resilience, ○ Optimal service level, • Failure to deliver on agreed service levels.	**Resulting in** • Partnership and relationship damage and increased distrust in local government, • Delivery of key projects impacted/ delayed, • Failure to meet legislative and governance obligations, • Failure to meet LOS/ ability to operate (Resource consents not approved).	**Resulting in** • Significant harm is caused to workers, or others, • Financial impact, • Reputational damage, • Business disruption.	**Resulting in** • Significant financial, reputational, and or business impact.	**Resulting in a** • Failure meet LOSs, • Failure to deliver LTP project, • Failure to meet other financial obligations (i.e. contributions towards partners).	**Resulting in** • Failure to meet LOS (Decay in LOS), • Funding allocation becoming unmanageable, • Community disruption from key projects not being prioritised, • Stranded assets (Over investment in lead infrastructure).

Document Set ID: 4364716
Version: 1, Version Date: 01/12/2023

Open – Information only

To	**Risk and Assurance Committee**
Report title	**Risk Management Framework Review**
Date:	11 December 2023
Report Author:	Gopikrishna Mohanarangam, Senior Risk Advisor
Authorised by:	Kurt Abbot, Executive Manager Projects and Innovation

1. Purpose of the report
Te Take moo te puurongo

To inform the Risk and Assurance Committee on the outcome of the annual review of the Risk Management Framework.

2. Executive summary
Whakaraapopototanga matua

Waikato District Council's Risk Management Framework is reviewed annually to ensure it remains current, relevant, and aligned with best practice.

The 2021 review of the Risk Management Framework was a significant overhaul to bring the process into alignment with ISO3100:2018, the previous RMF being based on ISO3100:2009.

Staff consider the updated framework is still effective and the focus remains on implementation and ensuring compliance with the framework. As a result, this review has not generated any significant suggested amendments.

The internal audit programme provides management with compliance assurance regarding the processes underpinning the framework.

The Risk Management Framework is attached for information.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk and Assurance Committee receives the Risk Management Framework Review report.

4. Attachments
Ngaa taapirihanga

Attachment 1 – Risk Management Framework v9.0

Risk Management Framework

Background

The Waikato District Council's vision is to create liveable, thriving, and connected communities. To do this it works in partnership with other councils, local and central government agencies, and a wide range of other organisations as well as with the community. Activities are funded by rates as well as other funding sources and initiatives. Activities include developing and actioning plans, policies, and bylaws to direct and manage resources effectively, and providing a wide range of services and facilities to residents and visitors.

The Waikato District Councils core activities and its operating environment means it is exposed to a wide range of varied risks in pursuit of its objectives. It has large and diverse groups of public and private external stakeholders who scrutinise its performance. The Waikato District Council is committed to proactively addressing its risks to enable it to meet its goals and has adopted a Risk Management Framework to systematically identify, assess, manage, and monitor risks at all levels of organisation.

Contents

1. Introduction
2. Definitions
3. Risk Management Framework Objective
4. Risk Management Strategies
5. Risk Governance
6. Risk Management Processes
   - 6.1. 6.1 Record and Report Risk
   - 6.2. Establish Risk Scope and Context
   - 6.3. Risk Management Criteria
     - 6.3.1. Risk Portfolios
     - 6.3.2. Risk Management Likelihood & Consequence Guide
     - 6.3.3. Risk Appetite
   - 6.4. Risk Profiling
   - 6.5. Risk Assessment
     - 6.5.1. Identify Risks
     - 6.5.2. Analyse Risks
     - 6.5.3. Risk Evaluation
   - 6.6. Risk Treatment
     - 6.6.1. Identify Risk Treatment Options
     - 6.6.2. Prepare Risk Treatment Plans
     - 6.6.3. Determine Residual Risk
     - 6.6.4. Monitor Risks
   - 6.7. Risk Process Notes
7. Risk Resources

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

8. Appendices

Revision History

Action	Approval Body	Date Amended	ECM Set #
Framework developed	ELT, Council	September 2008	546997
Initial Review	ELT	March 2013	
Annual Review	Audit & Risk Committee	September 2018	
Annual Review	Audit & Risk Committee	June 2019	
Annual Review	Nil	June 2020	
Annual Review	Audit & Risk Committee	December 2021	
Annual Review	Risk & Assurance Committee	December 2023	

1.0 Introduction

The purpose of this document is to outline processes that assist the organisation to integrate risk management into all its activities and functions to improve performance, encourage innovation and support the achievement of objectives. The processes provide **an expected standard** of risk management and are designed to support all business units to identify, record, and actively manage risks in their areas of responsibility.

Waikato District Council's approach to risk management, through its Risk Management Framework, is modelled on the International Standard ISO3100:2018. The Risk Management Framework is reviewed annually to assess its performance, to ensure it meets best practice requirements, and to ensure it remains fit for purpose. The Risk Management Framework supports and feeds into Waikato District Councils:

- Risk Appetite Statements
- Organisational Risk Register
- Risk Culture and Maturity Programme

2.0 Definitions

Consequence	The outcome of an event which impacts an objective either positively or negatively. The consequence may be expressed qualitatively or quantitatively.
Council	The Waikato District Council Elected Members.
Inherent Risk	The initial assessment of the risk without considering to treatments (controls).
Likelihood	The probability of occurrence
Operational Risks	Risks connected with internal resources, systems, processes, and employees.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Opportunity	A potential action associated with an existing risk or that could result in new risks
Organisational Risk Register ("ORR")	A risk register containing the key risks faced by the organisation. It is informed by the organisations objectives and supplemented by risk registers developed at the operational and project level.
Project Risks	Risk specific to the scope of a project. They are often unique in nature and usually exist only for the duration of the project.
Promapp	Waikato District Councils central risk repository system.
Residual Risk	The level of risk left after implementing treatments.
Risk	The effect of uncertainty on objectives. Risks can be positive, negative, or both. Risks can address, create, or result in opportunities and threats.
Risk Appetite	The level of risk that the Council is willing to take to achieve its objectives. Risk Appetite is expressed in Risk Appetite Statements.
Risk Assessment	The process of identifying and assessing the potential impact of risks.
Risk Advisor	Waikato District Council role responsible for coordinating the Risk Culture and Maturity Programme and accountable for administration and progression of the ORR.
Risk Culture	Waikato District Councils shared, values, beliefs, knowledge, and understanding of risk management.
Risk Level	Risks are identified and managed at different levels within the organisation; Strategic, Operational and Project.
Risk Management	The process of coordinated activities and structures that are directed towards managing uncertainty.
Risk Owner	A person assigned to manage a risk due to knowledge, accountability, and/or authority.
Risk Portfolio	A risk consequence category aligned with the organisation's objectives.
Risk Register	A document/application containing a record of identified risks and management actions.
Risk Treatment/ Control	A measure that maintains or modifies risk e.g. existing processes, policies, practices, or other actions that act as mitigations or contingencies to minimize negative risks.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Strategic Risks	Risks, caused by external and or internal events, that have potential to have significant impact on the achievement of organisational objectives. These risks are the focus of Council, through its Risk and Assurance Committee.
Waikato District Council ("WDC")	The Waikato District Council as an organisation

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

3.0 Risk Management Framework Objective

The Waikato District Councils objectives for applying effective risk management are to:

1. Identify and manage existing, emerging, and future risks in a planned and coordinated manner.
2. Develop a *"risk aware"* culture that encourages all staff to identify risks and associated opportunities as part of their business-as-usual activities
3. Create a standardised central risk repository that provides transparency of Councils risk management activity
4. Improve achievement of Council's vision, values, and strategies

The Executive Leadership Team ("ELT") is accountable for managing risk. The ELT actively seeks to understand the range and the priority of risks that need to be managed by the organisation.

4.0 Risk Management Strategies

The Waikato District Council takes an integrated approach to risk management using the "Three Lines of Defense" model (Appendix A: Three Lines of Defence). The three lines of defence are described as:

1. Functions managing individual risks e.g. management controls, internal controls
2. Functions overseeing risks e.g., Risk, Compliance and Financial functions
3. Functions providing independent assurance e.g., Internal Audit

Within the three lines of defence there are five control options available:

1. Retain the risk; make a conscious decision to not take any action
2. Mitigate the risk; take some actions to minimize its likelihood and or consequence (using treatments)
3. Transfer the risk; moving the responsibility for the risk to another individual or organisation; for example by outsourcing the activity
4. Finance the risk; insure against it
5. Eliminate the risk; cease to perform the activity or use alternatives to achieve the same outcome.

Examples of controls include policies, processes, strategies, systems, plans, activities, and actions.

5.0 Risk Governance

Managing risk is part of governance and leadership and is fundamental to how the organisation is managed at all levels. The mandate for the Risk Management Framework comes from the ELT and Council, through its Risk and Assurance Committee ("RACC"). ELT and RACC provide continuous engagement and support with the aim to enable successful integration of risk management practices.

The following table (Table 1: Waikato District Councils Risk Management Governance Structure) documents key roles and delegated responsibilities within the structure. These roles and responsibilities ensure ongoing implementation of the risk management framework.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Table 1: Waikato District Councils Risk Management Governance Structure

GROUP / TITLE	ROLE & RESPONSIBILITIES
Council	Governance oversight for risk management and legal compliance at Waikato District Council
Risk & Assurance Committee	Acts as the sponsor for risk management with specific responsibility to provide external, independent perspectives to the risks, issues, and challenges faced by Waikato District Council. This includes but is not limited to: • Determination of organisational Risk Appetite (captured in the Risk Appetite Statement) • Review of organisations risk profile via the organisations risk register (ORR) • Review of risk treatment plans associated with the ORR • Review of how unacceptable risks should be managed including the costs and benefits of treatment plans • Review of the effectiveness of the risk management process
Executive Leadership Team	Demonstrates leadership and commitment by ensuring risk management is integrated into all organisational activities. This includes: • Leading the progression and promotion of an appropriate organisation wide risk culture • Ensuring risk management activity is appropriately resourced • Issuing a policy that establishes a risk management approach • Assigning authority, responsibility, and accountability at appropriate levels • Identifying, assessing, managing, and monitoring strategic risk
Risk Advisor	Champions risk management processes including responsibility for the progression of the Risk Management Framework. Supports the delivery of the Risk Culture and Maturity Programme. Administrates risk management systems and maintenance of the ORR.
Project Sponsors & Project Managers	Responsible for application of the Risk Management Framework at the project level; including proactive escalation and reporting of key project risks to Governance.
People Leaders	Responsible for application of the Risk Management Framework at the operational level; including proactive escalation and reporting of risk to Senior Management and for promoting appropriate risk culture within teams and business units.
All Staff	Responsible for application of the Risk Management Framework at the operational level; including proactive escalation and reporting of risk to People Leaders and for engaging with Waikato District Councils Risk Culture and Maturity Programme initiatives.

6.0 Risk Management Process

The Waikato District Council has implemented processes by which strategic, operational and project risks are identified, assessed, managed, and reported to ELT and to Council through the Risk and Assurance Committee. The processes align with the International Standard: Risk Management – Principles and Guidelines: ISO 31000:2018.

An overview of the risk management components is shown in Appendix B: Risk Management Process, and summarised in sections 6.4 and 6.5 of this document. Detailed process steps and guides are available in Promapp. They are reviewed annually as part of the Waikato District Council's internal audit programme.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Links to the Promapp processes are included in the resources section of this document.

6.1 Record and Report Risk

The Waikato District Council maintains an Organisational Risk Register ("ORR") in Promapp (the organisations central risk repository system). The ORR documents key strategic and operational risks and is informed by the organisation's objectives. It aligns with the risk identification and assessment processes outlined in the Risk Management Framework and is a key tool for integrated business planning. The register is reviewed annually and reported quarterly to the Risk and Assurance Committee.

Project risks are captured in CAMMs Project (the organisations central project management system) and reported monthly to the Waikato District Councils Project Governance Group ("PGG").

People Leaders may also create team-based risks registers to add value, efficiency, and transparency to their daily business activities. These are maintained at the team level and recorded in Waikato District Councils central document storage system ("ECM"). They may be reported to the ELT or the Risk and Assurance Committee as part of assurance exercises or in the event of escalation.

The follow table (Table 2: Risk Reporting Schedules) outlines the periodic communication of risk information:

Table 2: Risk Reporting Schedules

Report to	Period	Content
Council	Annually (start of financial year)	Report to council on **strategic level risks** facing the organisation. Full status report with information on current or revised strategic level risk profile, treatment plans in place, effectiveness of treatment plans, audit history of treatment plans, and risk management tools.
	6 monthly	Report to council on trends of strategic risks, any changes to strategic **risk profile**, management of risk profile, and any emerging risks.
Audit & Risk committee	Quarterly	**Strategic risks**, and **key operational** and **project risks**. Effectiveness of risk treatment plans, risk trends, and emerging risks.
Executive Leadership Team	Monthly	Overview of **strategic risk profile, key operational** and **project risks**. Effectiveness and priority of risk treatment plans, risk trends, new and emerging risks, and organisational risk activity (engagement).
Business Unit Mangers	Monthly	**Operational risks**, management plans, and emerging risks. Risks may be escalated to Senior Management and ELT.
Project Sponsors	Monthly	**Project risks**, management plans, and emerging risks. Risk may be escalated to the PGG.

6.2 Establish Risk Scope and Context

Risks are identified and managed at three levels: Strategic, Operational and Project level. Within the Risk Management process group in Promapp, each level has a corresponding process. An overarching process, called "Identifying Risk" describes how to establish scope and context at each level. Considerations include:

- Objectives and decision-making requirements
- Outcomes sought
- Time, location, and specific inclusions and exclusions

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

- Resources, responsibilities, and record keeping requirements
- Relationships with other activities, processes, and projects
- The operating environment (internal and external)
- Links to Waikato District Councils vision, values, and goals

6.3 Risk Management Criteria

The Waikato District Council takes a consistent approach to evaluating the significance of risk to support decision making. The approach includes defined criteria for categorising and assessing risk and for communicating how much risk the organisation is willing to take. The detailed criteria are recorded in the Risk Management Likelihood and Consequence Guide (Matrix) and in Waikato District Councils Risk Appetite Statements, stored in Promapp. Links can be found in the resources section of this document.

6.3.1 Risk Portfolios

The Waikato District Council has eight risk portfolios with corresponding consequence descriptors:

- Business Continuity
- People
- Financial
- Reputation and Image
- Compliance and Regulatory
- Environmental
- Political and Strategic
- Technical

The portfolios outline risk consequence categories with Waikato District Councils objectives.

6.3.2 Risk Management Likelihood and Consequence Guide

The Waikato District Council Risk Management Likelihood and Consequence Guide includes likelihood (probability) and consequence (impact) ratings. Descriptors are provided to assist users to evaluate identified risks using the ratings. A risk score is determined by multiplying the Likelihood and Consequence ratings using the Risk Matrix included in the guide (Table 3: Risk Matrix).

Table 3: Risk Matrix

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

6.3.3 Risk Appetite

Risk appetite is the conscious decision about which risks, and how much of each, the Waikato District Council is willing to accept to achieve its objectives. It reflects the business model, risk capacity, internal risk management capabilities and the culture of the organisation. Appetite for risk is influenced by several

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

factors including the local, national, and global business environment, internal culture, community needs and wants, business systems, and policies.

Waikato District Councils risk appetite statements provide guidance on the nature and degree of risks that can be taken to achieve desired outcomes at the strategic, operational and project level.

6.4 Risk Profiling

High level risk profiling is used as a first stage filter to identify activities, contracts and or projects that pose the most risk when delivering organisational objectives. Risk profiles of either low, moderate, high, and extreme are established for each activity, contract or project using a risk profile assessment tool; a link to the tool is included in the resources section of this document. Each risk profile has corresponding risk management actions according to the level, as shown below.

ACTION REQUIRED FOR RISK PROFILE	
EXTREME RISK	Escalated to ELT for review against risk appetite. Detailed risk management applied Requires regular risk status reports to ELT
HIGH RISK	Escalated to GM/PGG for review with consideration to risk appetite. Detailed risk management applied Requires regular risk status reports to GM/PPG.
MODERATE RISK	Managed within Business Unit with consideration to risk appetite. Monitored for changes that may affect risk profile triggering the need for escalation
LOW RISK	Managed with consideration to risk appetite through routine procedures.

6.5 Risk Assessment

6.5.1 Identify Risks

The risk assessment process starts by identifying risks that may impact the activity, contract or project that is being undertaken. Once identified, risks are structured into meaningful risk statements and entered into the relevant risk registers. Detailed guidance on how to identify risks is included in Waikato District Councils Risk Management Process: Identify Risk.

6.5.2 Analyse Risks

Risk Analysis is the second step of the process. It includes using Waikato District Council Risk Management Likelihood and Consequence Guide to determine the inherent risk score for each of the identified risk. This is done with consideration to factors including:

- The scope and context of the risk
- It's complexity and connectivity
- Time restraints
- The potential volitivity of the risk
- Assumptions made

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Detailed guidance on how to analyse risks is included in Waikato District Councils Risk Management Processes for Assessing Risk.

6.5.3 Risk Evaluation

The purpose of risk evaluation is to support decision making. It involves comparing the results of the risk analysis to Waikato District Councils risk criteria to determine if control options (treatments) are required. Risks that sit outside of the organisations risk appetite require treatment and become the main risks on the relevant risk registers. Risks that sit within organisational appetite (typically moderate and low risks) are periodically reviewed in case circumstances change, whereby the risk(s) are escalated for treatment planning.

Table 4 (Risk Evaluation Outcomes) shows the comparative levels of risk and potential actions required.

Table 4: Risk Evaluation Outcomes

	ACTION REQUIRED FOR RISK
17-25	**Extreme Risk:** Review the level of risk against the Organisational Risk Appetite. This level of risk may need a detailed risk management plan and require regular risk reporting to be implemented.
11-16	**High Risk**: Review the level of risk against the Organisational Risk Appetite. This level of risk may need a detailed risk management plan and require regular risk reporting to be implemented.
6-10	**Moderate Risk**: Review the level of risk against the Organisational Risk Appetite. This level of risk may need a treatment or monitoring plan. Changes should be reported and appropriate action taken.
1-5	**Low Risk**: Review the level of risk against the Organisational Risk Appetite. These risks can be monitored and need only be managed where changes result in increased risk.

6.6 Risk Treatment

Each main risk on the risk register is subject to risk treatment planning using the Waikato District Councils control options. The purpose of risk treatment is to ensure the risk profile of the activity/contract/project remains within risk appetite. A summary of the process is documented below; detailed guidance on how to identify and implement risk treatments is included in Waikato District Councils Risk Management Processes for Managing Risk.

6.6.1 Identify Risk Treatment Options

There are many ways to identify treatments, for example, seeking advice from subject matter experts, examining historic response strategies to similar risks, researching specific protective measures, or designing contingency plans. Selecting treatment options is not necessarily exclusive or appropriate in all circumstances, and usually involves balancing benefits against cost, effort, resource availability, or disadvantages of implementation.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

When an appropriate treatment is selected, it is documented against the risk it impacts in the relevant risk register. This includes a description of the treatment and the impact it has on controlling the risk.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

6.6.2 Prepare Risk Treatment Plans

Risk Treatment Plans determine how control options will be executed. They contain specific information including:

- Accountability
- Proposed actions
- Resourcing
- Measures and triggers
- Constraints
- Monitoring and reporting expectations
- Timeframes

Treatment plans may be stand alone or integrated into the Waikato District Councils management plans and processes. They may need review and approval if the scope and context of the risks are complex or sensitive.

6.6.3 Determine Residual Risk

Risks are reassessed with consideration to treatments to determine a Residual Risk score. This involves reviewing and assessing the effectiveness of treatment plans. Both qualitative and quantitative assessment may be applied to determine the residual risk ratings using the Risk Management Likelihood and Consequence Guide. A detailed guide to determining inherent and residual risk is available in Promapp: Calculating Risk Scores.

6.6.4 Monitor Risks

Risk is dynamic. Monitoring identified and emerging risk is conducted to ensure risk information and associated actions remain current. The risk level along with specifications outlined in treatment plans and report requirements dictate the monitoring schedule. Details of how to set a monitoring schedule are included in Waikato District Councils Risk Management Process: Monitor and Report on Risks, available in Promapp.

6.7 Risk Process Notes

Each Business Unit will have documented in their team business plans:

1. Risks, both strategic and operational from the Organisational Risk Register that relate to their area
2. Key project risks that the business area is responsible for

An overview of how risk processes interact within the business model is shown in Appendix C.

All newly identified risks should be added to the relevant risk register and managed according to processes outlined in this Risk Management Framework. For transparency and reporting, risks that sit outside of Waikato District Councils risk appetite, risks that are highly complex, have high levels of connectivity or sensitivity, and emerging risks should be notified to the Risk Advisor.

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

7.0 Resources

7.1 Promapp Risk Management Processes Links

- Identify Risk
- Assess & Manage Risk –Operational
- Assess & Manage Risk – Projects
- Assess & Manage Risk – Strategic
- Monitor and Report on Risks

7.2 Risk Management Criteria Links

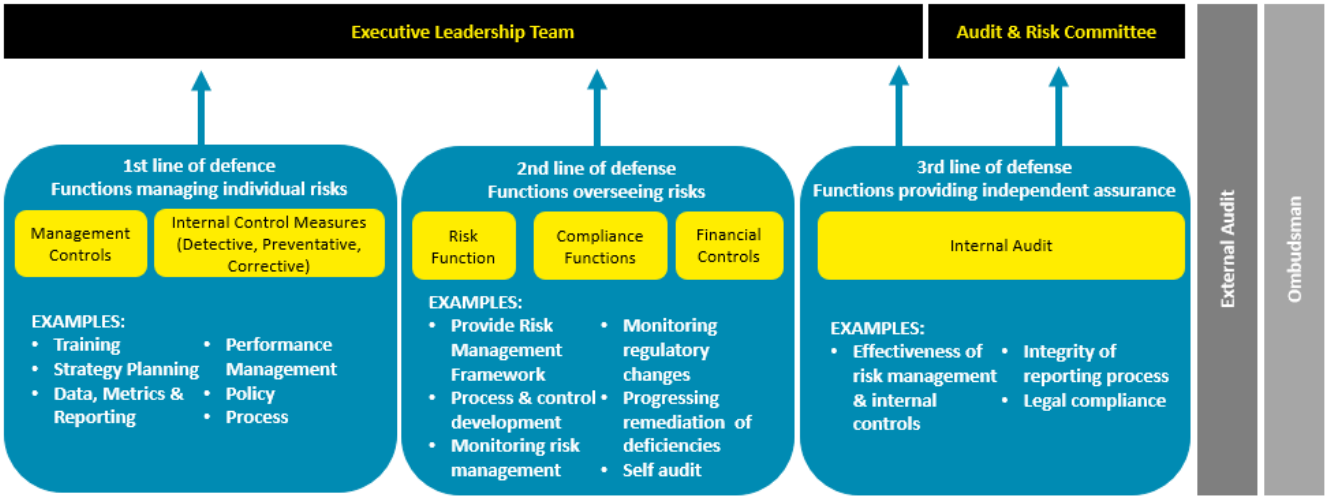
- Waikato District Council Risk Appetite Statements
- Risk Management Likelihood and Consequence Guide (Matrix)

7.3 Risk Profiling Links

- Risk Management Risk Profile Assessment

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

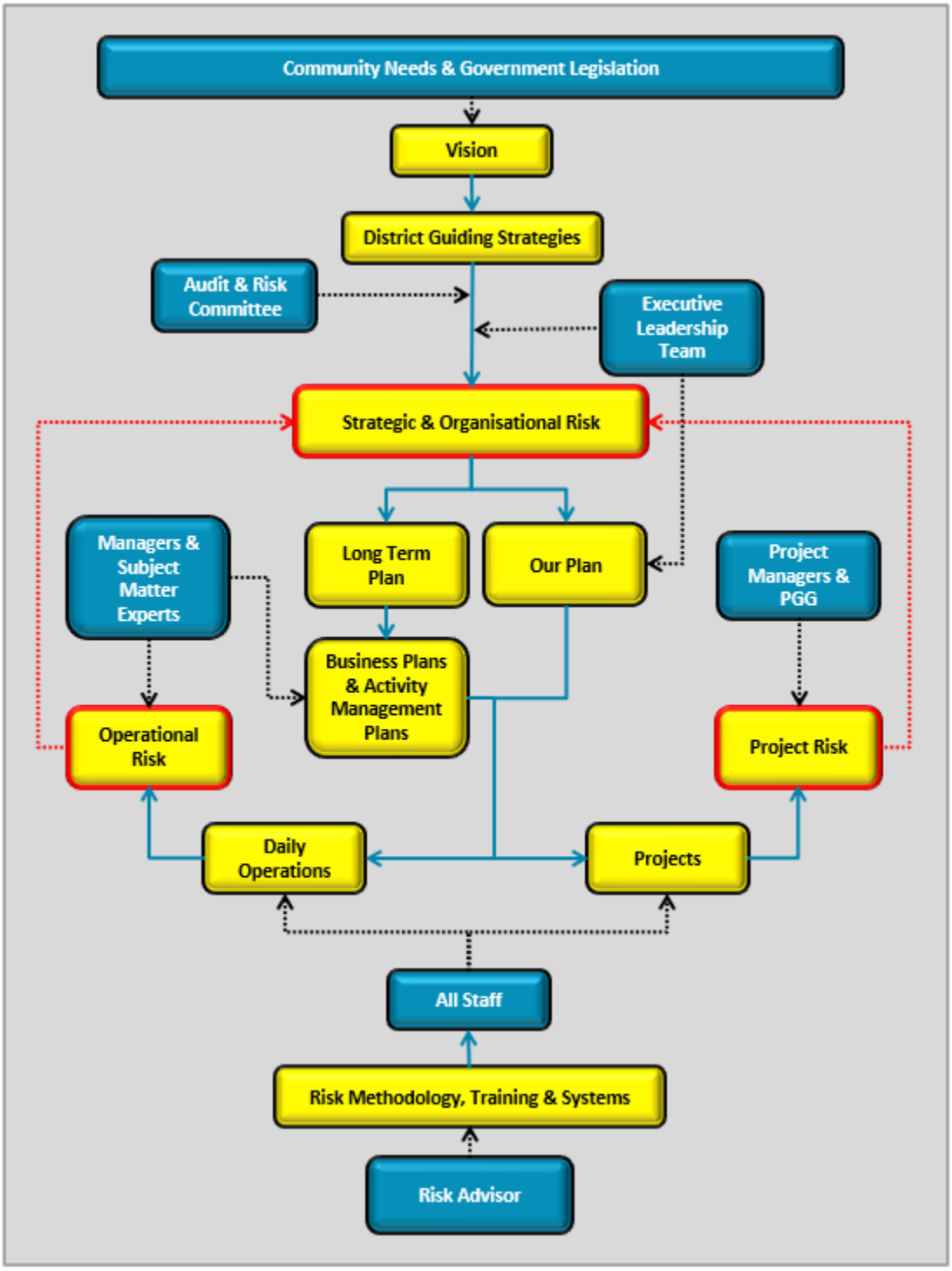
Appendix A: Three Lines of Defence



Appendix B: Risk Management Process

Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Appendix C: Overview of Risk Process Interact with Business Model



Document Set ID: 4368172
Version: 1, Version Date: 04/12/2023

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Strategic Risk Deep Dive Report – Workplace Culture; Recruitment and Retention**
Date	11 December 2023
Report Author	Vanessa Jenkins, Executive Manager People & Capability
Authorised by	Tony Whittaker, Chief Operating Officer

1. Executive summary
Whakaraapopototanga matua

The Deep Dive report aims to provide an opportunity for Governance to gain a true understanding of how Management view risk and to assess Managements control actions and mitigation procedures.

This report outlines our mitigation focus on positive workforce culture and successful recruitment and retention; where staff feel included, prepared, and can thrive and grow as being critical to our success; and we strive to maintain an effective retention and attraction strategy to position us as an organisation of first choice.

While we are always committed to improving our people environment, we recognise we will need to accept some level of risk to achieve our strategic goals.

This report relates to the strategic risks:

Workplace Culture

Due to	**There may be** a	**Resulting in**
• Lack of change readiness (Poor leadership and/or ineffective change management), • Poor internal culture within the workforce (Poor hiring or induction)	misalignment of staff to business values, direction, and strategy	• Business outcomes being significantly impacted, • Degradation of internal culture • Reduced productivity, • Zero harm, mental wellbeing.

Recruitment and Retention

Due to External factors such as: • Industry competition and employment rates and/or • Being unable to compete with salary expectations. Internal factors such as: • Limited internal development opportunities • Perceived or actual council culture • Lack of appropriately supported training • Inexperienced workforce	**Council may be** unable to recruit or retain suitable resource (Staff or consultants)	**Resulting in** • Business outcomes being impacted, • Zero harm - mental pressure on teams.

The prioritised activities to bring this risk within appetite as part of the People & Capability work programme centre around implementing proactive and targeted interventions. Initiatives focused on change management, skill development, and fostering a positive internal culture are crucial. Regular communication, training programs, and employee engagement strategies can enhance adaptability and performance.

Much of this paper explains the risk and mitigations, including frameworks and people recently put in place to manage these risks now and into the future. We have recently completed recruitment into the People & Capability team to deliver on the strategy approved a year ago. This resource is directly related to these two risks. Managing these risks proactively will contribute to a resilient workforce and improved business results. The detailed actions and timeline commitments are included in the two attachments (one for each risk). As per the attachments several initiatives are already in place with the remainder due by June 2024. Of note is the fact all the high-risk mitigations are either in place or will be by the end of March.

2. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk and Assurance Committee receives Strategic Risk Deep Dive Report – Workplace Culture, Recruitment and Retention report.

3. Background
Koorero whaimaarama

Workplace Culture

Culture is a system of values, beliefs and behaviours that shape how things get done within Council. Corporate culture is set by the "tone at the top" and it is critical for Council leadership, including Elected Members, to demonstrate commitment to a positive culture. A sound corporate culture should permeate the entire organisation.

Culture is important as a strong, positive corporate culture provides a framework for risk mitigation and short and long-term value creation. It aligns values, goals, behaviours, and systems throughout the organisation in ways that will have positive impacts, both internally (for example, through positive employee engagement, or by facilitating optimal performance, or a strong zero harm record) and externally (through positive branding, reputation, and talent attraction).

Alternatively, a damaged or broken culture will lead to dysfunction within the organisation and create risk to critical assets, including brand reputation, intellectual property, and talent.

Recruitment and Retention

It is important for Council to maintain the ability to function at times where it is recognised that local government in general has experienced higher than normal labour turnover *(Taituara report 5 September 2023).*

The future of local government (and the changes and uncertainty this brings) means our commitment to a flexible, resilient working model is essential to attract and retain talent from the perspective of:

- People's individual capacity to cope with constant change internally and externally (change fatigue). *The pace of change now is the fastest it's ever been and the slowest it will ever be in the future (Taituara Conference 2023).*
- The impact of staff turnover.
- The impact of mental health and wellbeing from workload, change and home stressors.
- The potential impact on our existing workplace culture; and
- Our people leader's capability and skill to manage performance.

This risk should be considered in conjunction with the organisation's responsibility to:

- Meet Council's own Zero Harm commitments including mental health.
- Implement government's legislative changes.

It must also be balanced with consideration to change related opportunities including:

- Organisational resilience (capacity to adapt and recover)
- Remaining competitive in the employment market (flexibility in work)

The interdependency between the two strategic risks

Organisation culture can be defined by all the things you think about a great place to work – a supportive boss, friendly colleagues, transparent executive leadership, growth opportunities, and work-life balance.

Organisational culture matters – employees are more likely to be engaged at work when they feel connected to culture. That connection also increases retention. The connection between organisational culture and recruiting processes is key for us, so we develop hiring strategies that attract and retain the right people for every role.

4. Definitions
Whakamaarama

Internal Culture:	Describes the organisation's leadership, values, beliefs, interactions, behaviours, and attitudes that contribute to the work environment. Key principles: • Our Values - Do it Right (Represent the District, Geared for Growth, Here to Serve, Team Up). • Our Vision - Liveable, Thriving and Connected Communities.
Change Readiness:	Is the extent to which those involved in change are ready to engage with it. Low change readiness can hinder the ability to reach goals, whereas individuals ready for change are more likely to exert greater effort, persist against setbacks, and cooperate with others to achieve their aims. This gives a much greater chance of sustaining change in the long term.

5. Discussion
Matapaki

5.1 Areas of focus

2023 Employee Engagement Survey

The Council's June 2023 staff survey results show a reduction in the engagement score relative to the previous year's significant improvement. The independent assessment of workplace culture is via a key culture indicator, being the annual staff engagement survey *(conducted by askyourteam, an independent survey organisation)*.

Waikato District Council	Engagement score	Benchmark (all LG surveys)
Annual staff survey 2023	64%	64%
Annual staff survey 2022	70%	64%
Pulse survey (March 2022)	79%	64%
Annual staff survey 2021	66%	64%
Annual staff survey 2020	64%	64%
Annual staff survey 2019	65%	64%

The executive team responded to the results by initiating a deep dive of them. Focus groups of various staff have been interviewed to enable a better understanding of what staff are telling us with the benefit of it being in real time; such that focussed interventions can be implemented. In response, new initiatives in place include:

- An online opening and closing Karakia for each week, led by the Chief Executive, where some key 'goings on' for the week in advance and in review are also shared.
- Key Executive Team mahi is shared on a weekly basis in our staff update newsletter.
- Executive members have turns at writing a weekly blog which has both business and personal relevance.
- Commencing in 2024 each executive member will have a weekly 'coffee date' with a member of staff. This is to facilitate getting to know each other on a personal basis which staff have raised as something to improve.
- Planning for key 'Team Up' event early in 2024.
- Continuing with ongoing regular focus group sessions, open to all, to ensure the survey actions are having impact on engagement.

It is considered the above initiatives are already having an impact due to:

- The large number of applications for Council's leadership programme (Takitaki).
- Roles in the new staff engagement committee being quickly filled.
- Engagement and attendance at Council's whole of organisation connection (Chamber Chat).
- Excellent engagement with new staff-led events, such as Diwali and Movember.

Another key indicator used is the retention rates of new starters; being the number of new starters retained in their first year of employment. As of October 2023, our levels were 86.61% compared with Local Government Professional Aotearoa (Taituara) statistics of 81.2%.

People and Capability team

Recent recruitment in the People & Capability team means the team is now fully resourced, with all vacancies having been filled.

Our Talent Acquisition Advisor has recently been recruited and has immediately commenced with reviews of our recruitment and induction programme.

Our Capability team, who focus on learning and development, are currently reviewing and implementing our employee experience strategy, with significant improvements anticipated over the next two quarters.

Change Readiness

Change readiness is a key aspect to understand the delivery on Our Plan (our internal Corporate Plan) and our Council Vision of Liveable, Thriving and Connected Communities. Our people are impacted by change in so many ways – an active Project Management Office, continuous improvement of team structure and resourcing and general change management. Poor employee culture can affect the ability of the organisation to cope with and embrace change.

It is also important that culture is set such that openness and transparency is supported for staff to raise concerns and feel safe in raising uncomfortable things. This benefits mental health but also leads to trust and respect e.g., embracing failure and learning from it.

In 2023, we have seen a focus on employee well-being, remote work and flexibility, diverse and inclusive cultures, skills development, and the use of AI and automation. Council needs to continue to prioritise these to be best positioned for success in the future.

Employee well-being

Employee wellbeing has been one of the more important elements of workplace culture we have focused on in 2023. We have focused on the importance of creating a healthy and supportive environment for our people and their wellbeing. We are working through the creation of a comprehensive Zero Harm bowtie for employee wellbeing, including both physical and psychological support. This includes initiatives such as a dedicated Wellbeing Advisor embedded within the Capability Team, a supported committee for employee involvement and engagement, regular team connections, flexible working principles and mental health support.

We also have an increasing focus on promoting diversity and inclusion; this includes making sure all employees feel safe, respected, and valued regardless of age, gender identity, race, sexual orientation, or any other factors. Our staff are demonstrating the success we are having in these areas with their self-drive for initiatives such as the recent Matariki, Diwali and Movember initiatives. There is a commitment to building on this inclusive culture by investing in and supporting social initiatives that allow all our people to participate in organisational events and creating connections that matter.

Flexible working

Flexible working arrangements have become increasingly important at Council in 2023. As an employer, we recognise the need to accommodate different lifestyle needs and promote a more balanced work-life balance for our employees. Flexible working for us takes many forms, such as remote working, job-sharing, part-time hours, or flexitime, and it has been shown to have positive benefits for our employees.

From an employee perspective, flexible working can provide much needed relief from the cost, time and fuel emissions from long commutes around our district and offer the right place to be doing concentrated focused work or working preferences that align with neurodiversity. We have also reduced staff turnover, evidenced in our staff surveys which state flexible working as a reason why employees join the council and a key reason why the council is a great place to work.

Flexible working is an attractive option for the council, due to cost reduction by eliminating the need for physical office space for all employees – who we cannot accommodate in our current head office.

Learning and Development

Learning and development (L&D) is an essential part of workplace culture. Prioritising L&D initiatives have shown to improve employee engagement, job satisfaction, and overall performance.

This past year has brought a whole host of changes and innovations to the sector and to council. There has been a rise in virtual classrooms, microlearning capabilities, interactive content, and real-time analytics technology; all of which can be planned into sophisticated learning architectures.

L&D initiatives take many forms, such as providing access to online or instructor-led courses, creating formal mentor, and coaching partnerships, offering team workshops on specific topics related to the industry, or even encouraging staff members to self-lead their learning and providing access to learning material. Regardless of the method being utilised, giving our employees opportunities to learn new skills is beneficial both in boosting morale and performance.

Over the last year, we have stood up a Capability team, supported the formation of CoLab Learning in the Waikato (and beyond) and graduated our third cohort of Takitaki leaders.

Future of Local Government

With the recent change of government in New Zealand, the future of local government is likely to involve increased emphasis on community engagement, sustainable development, and responsive governance. Efforts will continue to be directed towards leveraging technology for efficient service delivery, fostering local innovation, and addressing unique regional challenges. Collaborative approaches with communities and a commitment to environmental and social considerations are expected to play a significant role in shaping the future landscape of local government in New Zealand. With this in mind, we need to be preparing our people to cope with the change in direction and have the skills to respond confidently.

Future Actions

- Approval of a specialist role within the Capability team, to support development of training across the organisation, focusing on our critical systems and processes. This role is currently under consideration as part of the 2024 Long Term Plan.
- Approval of a specialist analyst role within the Information Management team that will have responsibility for our Human Resources Information System (HRIS). Approval of this role will assist in the management of both strategic risks.

- A programme of work is underway to support the enhancement of employee experience across the organisation, with a closer link to our Iwi and Partnerships team. This will be bolstered by the appointment of our new Executive Manager – Maaori Partnerships.
- The review of Our Plan is underway with new key focus areas. This includes the people chapter. This is expected to be in place in early 2024.
- The new communications strategy captures key initiatives that will support employee engagement. These include but are not limited to Executive Team connection with staff, and understanding of the organisation and its activities in a timely manner.
- As of February 2024, we will have a fully resourced People & Capability team who hold the key responsibility for many of the previously discussed initiatives.

5.2 Strategic Risks Cause and Consequence

The following information outlines the causes and consequences associated with these strategic risks:

Workplace Culture

Cause/ Consequence	Description	Associated Treatment Title (See Appendix One)
Cause**:** Lack of change readiness (poor leadership and/or ineffective change management)	Change readiness is a key aspect to understand to deliver on Our Plan and our vision, liveable thriving and connected communities. Poor employee culture can affect the ability of the organisation to cope with and embrace change.	Learning organisation Policy – code of conduct Te Tiriti obligations – awareness and skills Takitaki leadership programme Coaching culture Understanding change readiness The future for local government People and Capacity resourcing
Cause**:** Poor internal culture within the workforce (Poor hiring or induction)	Poor internal culture could result in a misalignment of staff to business values, direction, and strategy, therefore leading to poor business outcomes.	Employee experience strategy – includes induction and recruitment. Design of work – reasonable work process Diversity and inclusion work programme Symbols and traditions Values Zero Harm Internal committees i.e., zero harm. Connection cadence and communication strategy

		Staff survey – information gathering and testing of culture Flexible working framework
Consequence: Business outcomes being significantly impacted**.**	If Council does not prioritise internal culture, our workforce will not be positioned for success in the future.	N/A
Consequence: Degradation of internal culture	A degradation of internal culture could occur if values, goals, behaviours, and systems are not consistently applied throughout the organisation, resulting in unfavourable impacts, both internally and externally.	N/A
Consequence*:* Reduced productivity.	Reduced productivity in workplace culture can be due to our people, teams, or the organisation not performing at their optimal level, leading to a decline in the quantity and/or quality of work output. This can happen in various ways and may be influenced by a combination of factors related to work environment, management practices, employee engagement, and external influences. We recognise the need to accommodate different lifestyle needs and promote a more balanced work-life balance for our employees	N/A
Consequence*:* Zero harm, mental wellbeing.	If culture is not set so that openness and transparency is supported for staff to raise concerns and feel safe in raising uncomfortable things, then there are impacts employee wellbeing and mental health. This could also lead to employees not feeling trusted or respected.	N/A

Recruitment & Retention

Cause/ Consequence	**Description**	**Associated Treatment Title (See appendix xx)**
Cause: Industry competition and employment rates	Attraction of top talent in the labour market, we limit ourselves to the talent we attract by not being a desirable workplace or offering competitive salaries.	Recruitment Strategy
Cause: Being unable to compete with salary expectations.	The ability of the council to compete with the private sector is influenced by challenges such as budget constraints, revenue sources and public accountability.	Maintenance of peripheral workforce Recruitment Strategy
Cause: Limited internal development opportunities	If internal development is not prioritised within our workforce, there is a significant impact on our ability to retain staff in key positions.	People Strategy – includes leadership development to enable the growth of their reports Individual Learning and Development Plans Internal recruitment policy
Cause: Perceived or actual council culture	Employees are more likely to leave an organisation with a poor culture leading to higher turnover leading to unfavourable reputational impacts internally (retention) and externally (recruitment).	People chapter of our plan – actions to ensure alignment. Workplace culture change programme Employee experience strategy
Cause: Lack of appropriately supported training	A lack of learning and development initiatives is proven to result in low employee engagement, low job satisfaction, and a negative impact on performance.	Learning and Development Plan
Cause: Inexperienced workforce	An inexperienced workforce can pose several risks to recruitment and retention, including productivity, performance, employee turnover and recruitment challenges.	Recruitment Strategy Employee Experience - Induction
Consequence: Business outcomes being impacted	Heightened risks of diminished employee engagement, decreased productivity, elevated turnover rates, reduced organisational competitiveness, and overall compromised business effectiveness, which result in our business outcomes being negatively impacted.	N/A
Consequence: Zero harm - mental pressure on teams	High turnover or inability to appropriately recruit due to identified causes creates higher mental stress in the organisation.	N/A

5.3 Direct and In-direct Risks.

In addition to the above causes and consequences a number of direct and indirect risks have been identified and considered as part of the risk assessment process.

Risk Portfolio	Risk Description
Political	• Change of leadership (Central Government) are likely to change direction of the business. • Future of Local Government – Significant impact on behaviour • Impact of individual's personal political opinions conflicting with council work
Environmental	• Apathetic/ disengaged people not adequately completing critical work that mitigates environmental damage
Compliance/ Regulatory	• Health and Safety at Work Act – mental wellbeing. • Employment Relations Act. • People not understanding roles or able to grow leading to failure to comply with regulatory requirements.
Financial	• Cost of high labour turnover • Recruitment costs • Mistakes and errors from poor work culture • Personal grievances impacting the quality of work. • Cost of consultants to make up the difference. • Loss of intellectual property. • Trauma support. • Cost of mediation.
Reputation/ Image	• Media exposure to poor workplace culture. • Poor storytelling from unhappy employees. • Reputational damage leading to poor outcomes from our work. • Poor reputation impacting relationships of employees within their communities.
Business Continuity	• Succession planning. • Resourcing • Poor change management leading to impacts to delivery. • Unable to recruit. • Putting in place systems to measure the impact of past business challenges to know how ready our people are to take on new challenges.

5.4 Interconnected Strategic Risks.

Associated strategic risks that may have an impact or be impacted by this strategic risk have been considered as part of the risk assessment process.

Interconnect Risk Title	Association
All risk portfolios	Our ability to recruit and retain people in across our workforce, particularly in key positions, could mean that our services may not be delivered.

5.5 Risk Assessment

With consideration of the above discussion, the following Likelihoods and Consequences have been assessed:

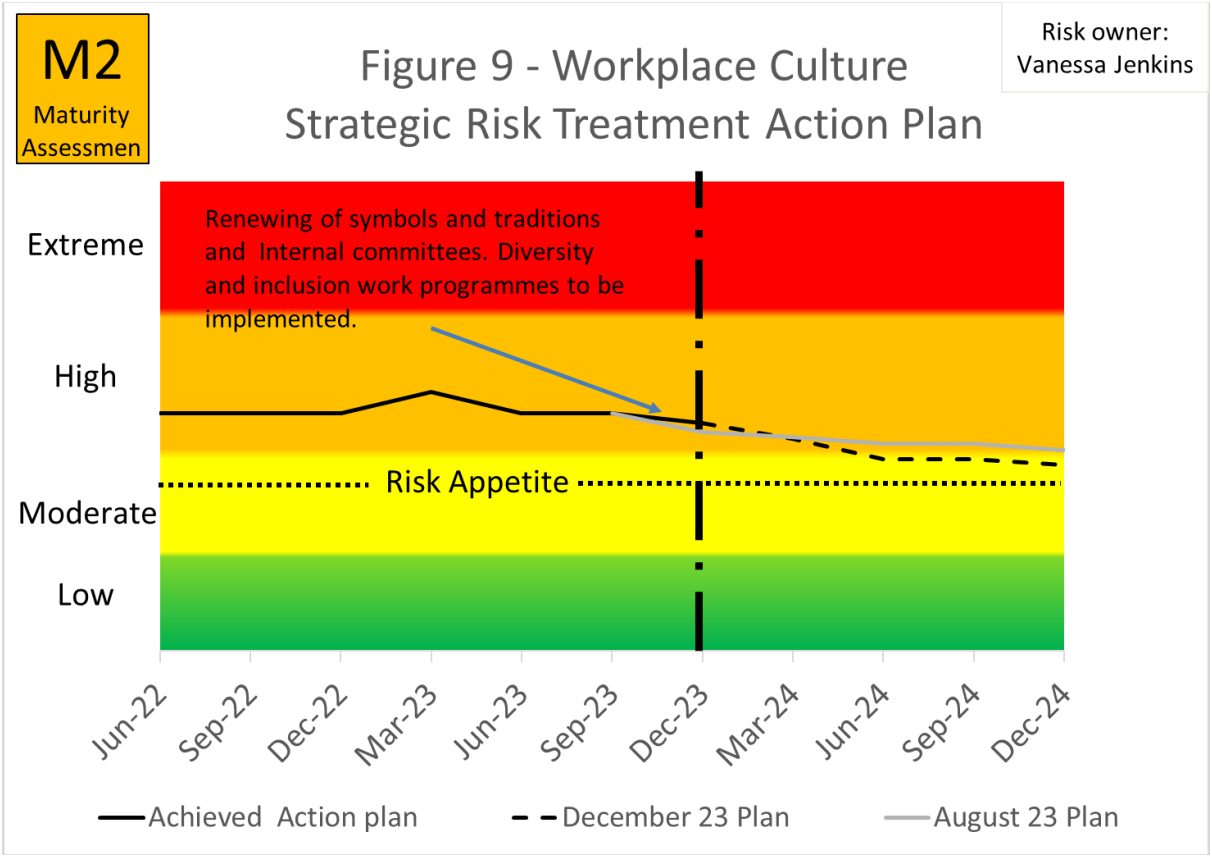
Workplace Culture

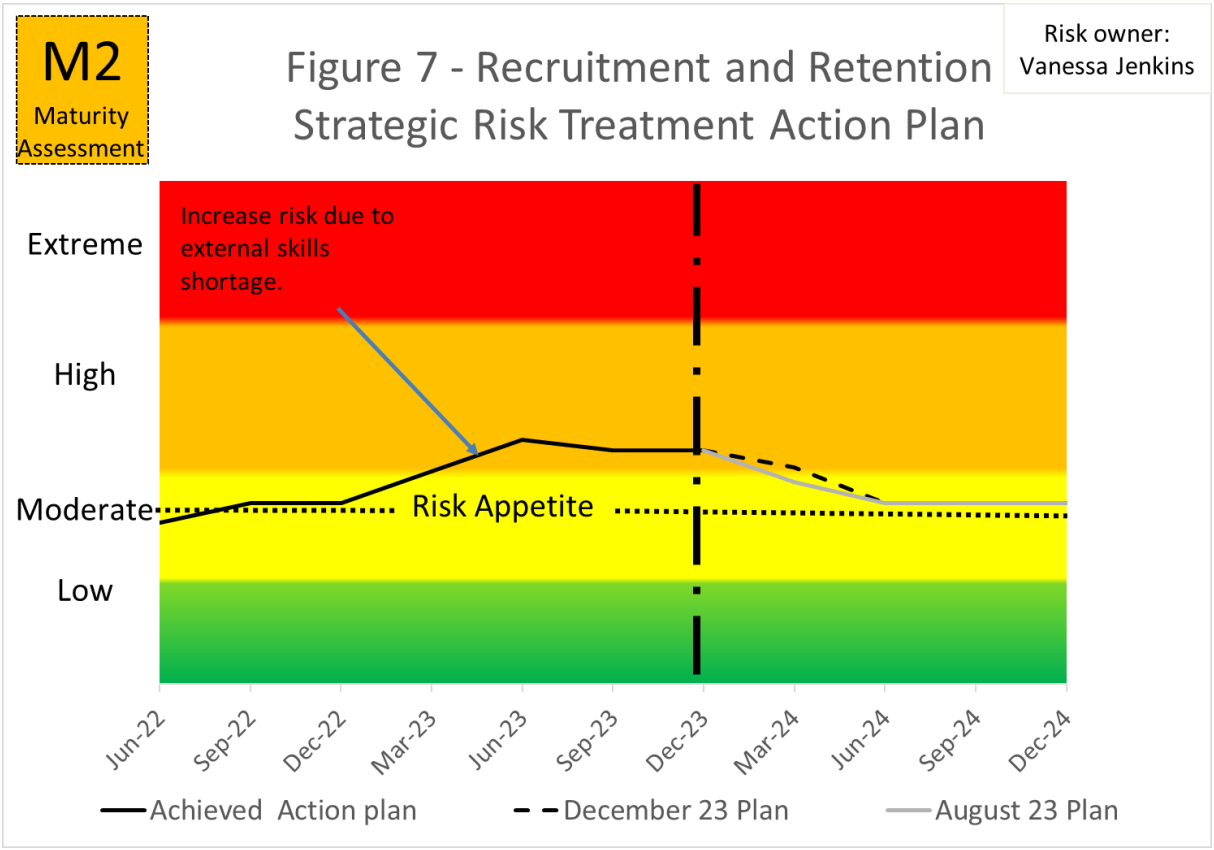
Risk Assessment	Likelihood	Consequence	Risk Score
Inherent Risk (Without Treatments)	Strong probability of occurrence in the foreseeable future / History of frequent occurrence	Major but short-term resourcing deficit (trained/skilled specialist roles).	High
Residual Risk (With Treatments)	Feasible; a possibility of occurrence / History of casual occurrence	Major but short-term resourcing deficit (trained/skilled specialist roles).	High
Risk Appetite			Moderate

Recruitment and Retention

Risk Assessment	Likelihood	Consequence	Risk Score
Inherent Risk (Without Treatments)	Strong probability of occurrence in the foreseeable future / History of frequent occurrence	Major but short-term resourcing deficit (trained/skilled specialist roles).	High
Residual Risk (With Treatments)	Strong probability of occurrence in the foreseeable future / History of frequent occurrence	Moderate and short term resourcing deficit (trained/skilled specialist roles).	High
Risk Appetite			Moderate

Many high impact effectiveness treatments have been delivered or will be by March 2024. Staff are comfortable with this progress and hence do not consider further investment or priority is necessary. The focus will be on bedding in the initiatives. This is why there is a lag between the delivery of the initiatives and the reflection in residual risk.


M2
Maturity
Assessmen
Risk owner:
Vanessa Jenkins
Figure 9 - Workplace Culture
Strategic Risk Treatment Action Plan
Renewing of symbols and traditions and Internal committees. Diversity and inclusion work programmes to be implemented.
Extreme
High
Moderate
Low
Risk Appetite
Jun-22
Sep-22
Dec-22
Mar-23
Jun-23
Sep-23
Dec-23
Mar-24
Jun-24
Sep-24
Dec-24
Achieved Action plan
December 23 Plan
August 23 Plan


M2
Maturity
Assessment
Risk owner:
Vanessa Jenkins
Figure 7 - Recruitment and Retention
Strategic Risk Treatment Action Plan
Increase risk due to external skills shortage.
Extreme
High
Moderate
Low
Risk Appetite
Jun-22
Sep-22
Dec-22
Mar-23
Jun-23
Sep-23
Dec-23
Mar-24
Jun-24
Sep-24
Dec-24
Achieved Action plan
December 23 Plan
August 23 Plan

6. Consideration
Ahu whakamua

As noted above most high impact effectiveness interventions have been delivered or will be by March 2024. Staff are comfortable with this progress and hence do not consider further investment or priority is necessary. The focus will be on bedding in the initiatives. This is why there is a lag between the delivery of the initiatives and the reflection in residual risk. Support for this by the Committee is sought.

That the committee notes the current treatments and initiatives planned to bring this risk into appetite. Also noted is the dependency of support through the long-term (2plan for an internal systems and data trainer.

7. Conclusion
Whakamutunga

It is considered that Council has the correct risk treatments in place and planned to have a culture and employee experience that attracts a high calibre of employee and increases the retention of staff. Several of the treatments have responded to the recent staff engagement survey and have the endorsement of staff. This also includes mechanisms for meaningful staff feedback such as staff surveys, exit interviews, focus groups, employee forums and employee lead monthly conversations with their people leader.

The newly resourced Capability team will enable the ability to support a learning and development programme that targets future skill requirements and enables staff to grow in the areas that we need them to. This reduces risk of the reliance of sourcing staff externally.

The strategic workforce planning to identify resourcing required through the Long-Term Plan enables funding to be available to have an attractive employee value proposition and fund learning and development. A high quality and comprehensive orientation and induction for all new staff and elected members is key to employee experience along with our diversity, equity and inclusion work programme.

We expect the completion of key projects such as the communication strategy and data remediation work will also have a significant impact on employee satisfaction and having a direct impact on workplace culture and recruitment and retention.

The attachments show the mitigations in place and the timing of those upcoming. These will be monitored as part of the continued reporting of residual risk status against appetite to the Committee.

8. Attachments
Ngaa taapirihanga

Attachment One – Workplace Culture – Strategic Risk Control Plan Tool

Attachment Two – Recruitment and Retention - Strategic Risk Register.

Workplace Culture - Strategic Risk Control Plan Tool

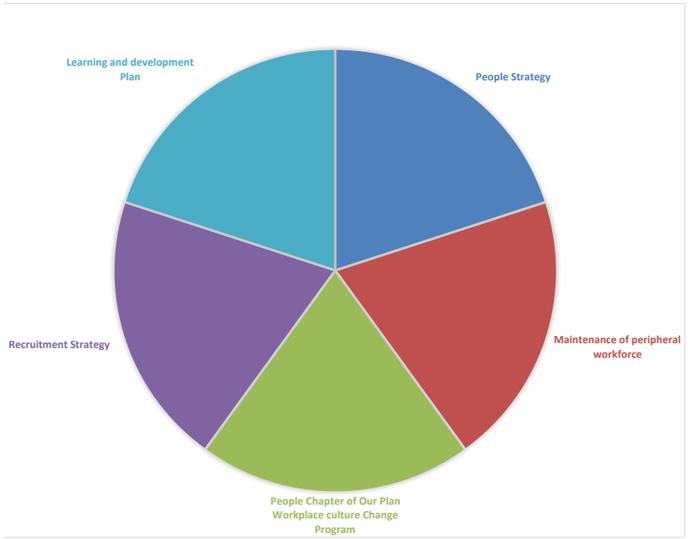
Risk						Treatment						
Cause	Risk	Consequence	Inherent Risk				Recommended Treatment		Treatment Effectiveness			
Because of	There might be...	Resulting in ...	Likelihood	Consequence	Factor	Treatment Title	Treatment Description	Treatment importance (10/5/2)	Treatment Effectiveness	Rationale for Treatment Effectiveness	Status	Estimated Timeframe for Implementation
Due to • Lack of change readiness (Poor leadership and/or ineffective change management), • Poor internal culture within the workforce (Poor hiring or induction)	**There may be** a misalignment of staff to business values, direction, and strategy	**Resulting in** • Business outcomes being significantly impacted, • Degradation of internal culture • Reduced productivity, • Zero harm, mental wellbeing.	4	4	High		**Specific** - Clearly define the plan, aligning it to the identified risk. Make it meaningful and appropriate to achieve a desired outcome.	Treatment is/ has: Critical and essential - 10 Signifcant role- 5 Minimal impact - 2	High - H Medium - M Low - L			Timely: Expected date to be Inplace and Maximum score.

		185				
Pay Performance and Recognition project	A project focused on responding to employee feedback about our performance review framework and updating our pay system in conjunction with our unions.	10	H	Future risk of being out paced by the market and being unable meet employee feedback	In Place	
Employee experience project	A focus on an employees journey at Council and the moments that matter	10	M	Improvements shown in the staff survey of engagement with team leaders as a result of monthly catchups.	Partially In Place	Jun-24
Diversity and inclusion work programme	A focus on employees being their authentic self at work, recognising biases and forming a committee to champion diversity	10	M	Programme completed and approved.	Partially In Place	Dec-24
Te Tiriti obligations	We will equip and support our people to effectively engage with our Iwi partners and incorporate the principles of Te Tiriti o Waitangi into all that we do. - Te tiriti Workshops - Cultural inductions	10	L	Workshops underway for staff. Cultural induction programme being developed for new staff. TO be rolled out for existing employees.	Partially In Place	
People and Capacity resourcing	A recommendation to review the P&C team has been supported by the Executive team to ensure fit for purpose resourcing including change management and wellbeing responsibilities.	10	H	Additional resource into PnC team and more focused.	Partially In Place	Mar-24
Zero Harm	Council has in place several wellbeing support services including; •Vitae; a national provider of workplace wellness and support services. •Councils Wellbeing Collective; whose purpose is facilitating, leading and promoting workplace wellbeing initiatives •Tracksuit Inc.; a wellbeing partner providing an electronic platform with health and wellbeing information	10	M	Wellbeing collective will be up and running. Capability and Wellbeing advisor appointed.	In Place	
Employee Value Proposition	Council has focused on its Employee Value Proposition (our unique set of values and offerings used to attract candidates) - Show casing what we have to offer – we can't compete on salary but we can offer other incentives and benefits.	10	L		Partially In Place	Jun-24
Learning organisation	Mindtools, 80/20/10 rule, internal promotion focus, self-led learning.	10	M	Internal promotion foucs is one of key KPIs. Poterntial work to be done on measuring and capturing progress of staff in learning.	Partially In Place	Jun-24
Internal committees	Staff engagement group, wellbeing collective, safety action team, unions, social club.	10	H	Mix of highs and mediums. Staff engagement group has been restood up with support from the unions.	Partially In Place	Mar-24
Policy – code of conduct	The policy provides clear expectations of acceptable behaviours and outlining consequences should breaches be identified.	10	H	Under review	Partially In Place	Mar-24
Symbols and traditions	Street tour, golden thread, long service celebrations	10	H	Watered down by high levels of staff turnover and hybrid working. People leaders not understanding the way council culture works.	in place	
Takitaki leadership programme	Development programme for 30 employees annually – now includes Alumni and connection to ELT	10	M		In place	
The future for local government	Respond and be resilient to government change eg Three waters, local government reform etc	10	M	High focus due to high potentual of disruption to people. Appropriate levels of comms have been given out. Wait and see approach to change in policy.	In Place	
Understanding change readiness	Focus on elevating hot or upcoming issues to an ELT level.	5	m	Cature hot spots or teams that have significant impacts on their ability to adapt to change.	In Place	
Connection cadence	Team up, Team talks, Chamber chat, team plan sharing, people leader connections	10	H	Comms plans are updating in implementing improvements as required.	In place	
Values	Employee codesigned values 'Do it RIGHT'	10	H	Increased emphasis on Te reo and Climate change in values and Our Plan following counillors feedback, internal busines direction and future of local government expected direction. Constant reivew required.	In place	
Coaching culture	People leaders are trained in coaching skills. My plan discussions.	10	H	Coaching trainnig run every quarter. Checks required to work out new people leaders than need to go through training. High awerness, work to be done to improve others.	In place	
Flexible working	Flexible working principals	10	h	Effectiveness is being reviewed as part of the layout plans.	In place	
Staff survey	The annual staff survey aims to measure staff engagement.	10	H	Tactics have been developed in response to survey.	In place	

Document Set ID: 4368170
Version: 1, Version Date: 04/12/2023

Recruitment and Retention - Strategic Risk Control Plan Tool

Risk						Treatment						
Cause	Risk	Consequence	Inherent Risk				Recommended Treatment		Treatment Effectiveness			
Because of	There might be...	Resulting in ...	Likelihood	Consequence	Factor	Treatment Title	Treatment Description	Treatment importance (10/5/2)	Treatment Effectiveness	Rationale for Treatment Effectiveness	Status	Estimated Timeframe for Implementation
Due to External factors such as: •Industry competition and employment rates and/or •Being unable to compete with salary expectations. Internal factors such as: •Limited internal development opportunities •Perceived or actual council culture •Lack of appropriately supported training •Inexperienced workforce	**Council may be** unable to recruit or retain suitable resource (Staff or consultants)	**Resulting in** •Business outcomes being impacted, •Zero harm - mental pressure on teams.	4	4	High		**Specific** - Clearly define the plan, aligning it to the identified risk. Make it meaningful and appropriate to achieve a desired outcome.	Treatment is/ has: Critical and essential - 10 Signifcant role- 5 Minimal impact - 2	High - H Medium - M Low - L			Timely: Expected date to be Inplace and Maximum score.



		50				
People Strategy	The People Strategy guides the direction of Councils people management including but not limited to; - Succession, recruitment and workforce planning - Initiatives - Support requirements (inc technology, market analytics and metrics) This treatment impacts the likelihood by providing the structure to implement pro-active	10	**M**	Increase in market rates. Current state is ok, but going forwards we're likely to fall behind or become less competetive.	**In Place**	Jun-24
Maintenance of peripheral workforce	Council's business groups maintain relationships with key consultancy practices for the purpose of employing specialist services and/or for providing resources where personnel vacancies exist or where it is identified that supplementary personnel are required in addition to the permanent workforce. This treatment impacts the consequence of the risk by providing options for temporarily filling vacancies facilitating time for recruitment whilst maintaining business as usual.	10	**H**	Same.	**In Place**	Mar-24
People Chapter of Our Plan Workplace culture Change Program	Initatives in place to drive culture to where we want it to be. Refer to Workplace Culture Strategic risk. An organisational change program has been implemented to deliver initiatives associated with improved workplace culture and leadership. The program comprises a number of project work-streams championed by the Executive Leadership Team. The program is overseen and led by the PnC Team.	10	**M**	Change managers not in position with the PGG or connected to the ELT to effectviely implement the required change.	**Partially In Place**	Mar-24
Recruitment Strategy	Council actively reviews and updates it's recruitment strategy to meet employment market requirements. This treatment impacts the likelihood of the risk by ensuring a current and effective approach to employment and retention of employees.	10	**M**	Waiting on full time resources as per PnC team review to make it "H" effective.	**In Place**	Jun-24
Learning and development Plan	INC. -Takitaki leadership programme - Selection process testing IT skills - WaiSite upgrade - ELearning and development component. Support Microsoft learning pathways for office 365.	10	**L**	Elearning going live in Feb. Focus on key technologies.	**Partially In Place**	Jun-24

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk and Assurance Committee**
Report title	**Internal Audit Framework and Programme Update**
Date:	11 December 2023
Report Author:	Gopikrishna Mohanarangam, Senior Risk Advisor
Authorised by:	Kurt Abbot, Executive Manager Projects and Innovation

1. Purpose of the report
Te Take moo te puurongo

To inform the Risk and Assurance Committee of the changes to the Internal Audit Framework and Programme.

2. Executive summary
Whakaraapopototanga matua

The Internal Audit Framework and Programme is based on activity considered to have an impact on the Council's key strategic risks, those risks determined as capable of undermining the Council's strategy.

The review of the Internal Audit Framework has confirmed it remains fit for purpose; however, an additional detailed and risk-based audit programme has been developed to support a greater focus on higher-risk areas.

The internal audit programme has been developed to provide assurance of the remediations that we have put in place to mitigate our strategic risks. There is an opportunity for the Committee to provide direction on areas that audit should be focussed.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk and Assurance Committee receives the Internal Audit Framework and Programme update report.

4. Background
Koorero whaimaarama

Waikato District Council's Internal Audit Framework was reviewed and adopted by the Risk and Assurance Committee in June 2022. The framework was designed to support the creation of an Internal Audit Programme and was developed in consultation with the Executive Leadership Team. The Framework and programme of work considers essential business requirements, including strategic planning, risk management, and community outcomes, as well as assisting in understanding the balance between risk and reward (protection and enhancement).

In August 2023 council employed a Senior Risk and Audit & Assurance Advisors to focus on the development of the framework and deliver a risk-based approach to the existing audit programme. Since the recruitment of the role, an audit programme has been created, focusing on the implementation and effectiveness of the remediations of our strategic risks. The addition of the programme will enhance the existing framework and planned audit engagements.

5. Discussion
Matapaki

The internal audit framework and programme provides assurance that the Council is taking a systematic and planned approach to evaluate and improve the effectiveness of our risk mitigations; a framework designed to provide assurance that the key strategic risks are managed with appropriate controls in place and recommendations for improvement.

Following the appointment of the Senior Audit and Assurance Advisor, the internal audit programme has been developed focusing on the mitigations identified as addressing the Council's strategic risks.

The programme focuses on the remediations of our strategic risks, each of which have been rigorously examined and prioritised. There is a greater prioritisation on the high-risk mitigations that could significantly impact the organisation's objectives. This proposed approach will ensure that audit resources are allocated efficiently, addressing the most critical areas first.

The approach is based on an evolutionary design which takes the audit program from being reactive to proactive to minimise and mitigate the strategic risks and focuses on diligence, efficiency, and innovation/improvement.

The audit programme will be reviewed every 3 to 6 months focusing on the risks which are sitting outside of Council's risk appetite and take into consideration the organisation's goals, strategies, and operational objectives.

The audit programme will be delivered in two phases. The first phase seeks to ensure the remediations/controls that have been identified against each strategic risk are implemented or are being implemented.

Phase two will seek to identify the effectiveness of the remediations/controls once they have been determined as in place, are actively being delivered or addressed and data can be obtained for use to measure the effectiveness of the remediation.

The following workflow process will be applied to each audit within the programme:

- Initial Planning.
- Understand the business.
- Assess the risk.
- Evaluate existing internal controls.
- Finalise the audit approach.
- Gather audit evidence.
- Propose new / revised controls based on audit evidence.
- Conclude and report.

The audit will prioritise the communication between business unit managers and the Resilience Team regarding any present/future issues or risks that may impact the council's strategies and deliveries. Any opportunities for improvement that are identified can be supported by the Innovation and Improvement Team.

It should be noted that the attached audit programme only demonstrates the critical controls that will be audited, not all controls related to the associated strategic risks.

At present, we have one Senior Audit and Assurance Advisor who oversees the execution of phases one and two. However, due to the increased demands of the audit program, the implementation of the complete framework is restricted.

The findings of the audits will be reported quarterly in the Quality and Governance Assurance report.

6. Next steps
Ahu whakamua

The primary emphasis of the audit will be on diligence and efficiency. The audit team will present their recommendations to the business owners for review prior to the publication of the final report. This process is undertaken to ensure that the findings of the Audit are effectively communicated to the business unit.

The first stage of the audit plan is currently underway, with an emphasis on executing the necessary corrective actions within the designated timeframe. The evaluation of the effectiveness of the remediation measures will be conducted by analysing the data gathered from the existing controls and remediation actions. Phase two is programmed to commence approximately 4-6 months after confirmation of the implementation of the remediation measures.

The risks that have been identified during the audits will be evaluated and classified based on their severity and impact. This information will then be incorporated into operational risk registers for monitoring purposes.

7. Attachments
Ngaa taapirihanga

Attachment 1 – Internal Audit Framework Review 2023
Attachment 2 – Internal Audit Programme 2023

DRAFT

Internal Audit Framework

NOVEMBER 2023

Document Set ID: 4357760
Version: 1, Version Date: 27/11/2023

Internal Audit Framework

Purpose

Waikato District Council's Internal Audit Framework is designed to support the creation of a three-year Internal Audit Programme. The Framework, developed in consultation with the Executive Leadership Team, considers essential business requirements, including strategic planning, risk management, and community outcomes, and assists in understanding the balance between risk and reward (protection and enhancement).

The Internal Audit Framework provides a consistent approach for developing a relevant Internal Audit Programme. Implementing the Internal Audit Programme offers opportunities for improvement in the delivery of Waikato District Council's vision of liveable, thriving, and connected communities, and provides confidence that strategic risks are being appropriately managed.

The Internal Audit Framework includes four components:

1. A Protection and Enhancement Structure which demonstrates business areas that will gain most benefit from an Internal Audit.
2. A Key Stakeholders List which outlines consultation requirements to determine and prioritize proposed Internal Audit areas.
3. An Internal Audit Programme that documents timeframes and focus for Internal Audits, and links Internal Audit to key strategies, risks, and or identified vulnerabilities, and,
4. An Internal Audit History that records previous Internal Audits conducted.

Protection and Enhancement Structure

The Protection and Enhancement Structure outlines the key areas of the business that benefit from Internal Audit and how they provide value to the organisation.

Diagram 1: Protection and Enhancement Structure

Key Stakeholders

Engaging with Key Stakeholders helps to gain insight into areas of the organisation that would benefit from Internal Audit to achieve maximum value from the Audit process. The following stakeholders are consulted on Audit focus areas prior to updating or amending the Schedule:

- Waikato District Council's Audit and Risk Committee
- Waikato District Council's Senior Risk Advisor
- The Executive Leadership Team
- Risk Experts e.g., KPMG, Deloitte (where appropriate)
- A representative for Waikato District Council's Incident Management Team

Internal Audit Programme

The Internal Audit Programme provides a high-level audit plan. The schedule includes:

- Links to Waikato District Council's strategic risks
- The relevant audit area Sponsor
- The risk treatment
- An outline of the high-level audit scope
- Treatment Rating

To ensure the Internal Audit Programme remains relevant, it is reviewed annually in consultation with the key stakeholders.

The programme will remain dynamic, adaptable, and flexible to respond to potential changes in our business and the local government environment. Shifts in priority areas, initiatives or disruptions may impact the planned programme activities.

The Audit will primarily concentrate on diligence, efficiency, and innovation. It will prioritise the communication between business unit managers and the Resilience Team regarding any present/future issues or risks that may impact the council's strategies and deliveries. Any opportunities for improvement that are identified can be supported by the Innovation and Improvement Team.

DRAFT

Strategic Risk	Sponsor	Risk Treatment	Audit Scope	Treatment Rating
Affordable Services	Alison Diaz	Integrated planning processes across Council	Effectiveness and efficiency of current processes and policies	Critical
		Project Management Framework	Effectiveness and efficiency of current processes and policies	Critical
		Enterprise project management Office (EPMO)	Effectiveness of EPMO Process	Critical
		Revenue and Financing, Treasury Risk Management Framework - Council has in place a revenue and financing Policy which outlines all available funding streams	Effectiveness and efficiency of current processes and policies	Critical
Business Resilience	Kurt Abbot	Business Continuity Planning	Robust testing of essential and high priority services	Critical
		Cyber Security	Continuity plan sets out risk mitigation and preventative activities, which minimise the impacts of an IT disruption	Critical
		Risk Management Framework	Effectiveness and efficiency of current processes and policies	Critical
Community Climate Resilience	Will Gauntlett	Community Adaptive management plan - Regional resilience project	Effectiveness and efficiency of current processes and policies	Critical
		Emergency Management Plans - Group and Local plans. Welfare groups. Get ready, Get through. REAP	Effectiveness and efficiency of current processes and policies	Critical
		Climate Response & Resilience Strategy	Effectiveness and efficiency mitigation Strategy including statutory requirements, prepare and adapt to climate change	Critical
Community Expectations	Kurt Abbot	Community Engagement Strategy/ Framework	Effectiveness and efficiency of engagement practices, including public meetings, are conducted to provide public engagement opportunities	Critical
Cybersecurity	Geoff King	Cyber Security Improvement Programme	Effectiveness and efficiency initiatives made to improve cyber security programme	Critical
		Cyber Security Education	Effectiveness and efficiency initiatives to increase awareness of cyber threats and educate staff on how to avoid threats and or respond in the event of an incident	Critical
Infrastructure Climate Resilience	Megan May	Infrastructure Strategy	Effectiveness of Strategy and alignment with our strategic objectives	Critical
		Asset management	Effectiveness and efficiency of the programme	Critical
Operational Capability	Geoff King	Employee Experience Strategy/ Programme	Effectiveness and efficiency of the programme	Critical
		Innovation Plan (Our Plan)	Effectiveness and efficiency of the programme	Critical
Project Delivery	Kurt Abbot	Procurement	Effective procurement of processes and policies to assist with project delivery	Critical
		Contract Management	Effectiveness and efficiency of current processes and policies	Critical
Recruitment and Retention	Vanessa Jenkins	Recruitment Strategy	Effectiveness and efficiency of current processes and policies	Critical
		People Strategy - The People Strategy guides the direction of Councils people management	Effectiveness and efficiency of current processes and policies	Critical
Servicing Growth	Will Gauntlett	Data Quality	Effectiveness and efficiency of current data validation practices	Critical
		Establish a growth monitoring programme	Effectiveness and efficiency of the programme	Critical
Workplace Culture	Vanessa Jenkins	Diversity and inclusion work programme	Effectiveness and efficiency of the programme	Critical
		Te Tiriti obligations	Effectiveness and efficiency of the programme	Critical
		Zero Harm - Council Staff Wellbeing support services	Effectiveness and efficiency of the programme	Critical
Zero Harm	Gavin Ion	Management Framework	Effectiveness and efficiency of the framework	Critical
		Risk Identification Process	Effectiveness and efficiency of current processes and policies	Critical
		Training and Competence	Effectiveness and efficiency of current processes and policies	Critical
		Emergency Preparedness and Response	Effectiveness and efficiency of current processes and policies	Critical
		Incident, Nonconformity and Corrective Action Process	Effectiveness and efficiency of current processes and policies	Critical

Document Set ID: 4357759
Version: 1, Version Date: 27/11/2023

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Waikato District Council Zero Harm Report**
Date:	24 November 2023
Report Author:	Lynn Shirley, Zero Harm Manager
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report
Te Take moo te puurongo

To inform the Risk & Assurance Committee on the progress of initiatives underway to improve health, safety, and wellbeing, as well as current key performance indicators covering the period August to November 2023.

2. Executive summary
Whakaraapopototanga matua

- While attempting to pole an aggressive dog in the road reserve, an Animal Control Officer (ACO) tripped and fell. The dog took this opportunity to rush at the ACO causing a puncture wound to the ACOs thigh.

- We have engaged an external consultant to undertake another independent review and risk assessment of our security control measures for managing the critical risk of workplace violence.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the Zero Harm report for December 2023.

4. Background
Koorero whaimaarama

Council is committed to pursuing a culture of Zero Harm by eliminating or managing health, safety, and wellbeing risks. This report provides commentary and a range of indicators on the performance of health, safety and wellbeing systems and programmes at the Council. The intention of this report is to provide assurance to governance on the adequacy and functioning of the Council's health, safety and wellbeing risk management system and associated programmes.

5. Discussion
Matapaki

Zero Harm Strategic Improvement Plan FY23/24 Progress

A quarterly update on the delivery of activities detailed in our FY23/24 Zero Harm Strategic Improvement Plan was recently shared with the Executive Leadership Team (ELT) and Safety Action Team (SAT).

All activity planned for Quarter 1 (Q1) has either been completed or is underway. Refer to Attachment 1.

Figure 1. Zero Harm Strategic Improvement Focus 2024

Our People

Worker Engagement, Participation and Consultation

The Safety Action Team (SAT) continues to meet monthly. Key areas of focus for the SAT are currently:

- Supporting the organisation of Work Safe Home Safe 2024 (WSHS 2024)
- Developing tools to support SAT representative engagement and involvement
- Supporting the development of a digital fieldwork risk assessment tool

Training continues for our SAT representatives with the following number of workers being trained to date in 2023.

Training course delivered	Number of workers trained
Health & Safety Rep Stage 1: Introduction to the HSR role	11
Health & Safety Rep Stage 2: Risk Assessment and Incident Investigation	7
Health & Safety Rep Stage 3: Workplace H&S Culture and Communication	4
Incident Causation Analysis Method (ICAM) Investigation Techniques	1

Effective Systems

Performance Reporting

Council's zero harm performance across several health and safety metrics for September and October 2023 are shown below. The results for the period July 2022 to June 2023 are included for comparison.

Measures	**July 22 to June 23**	**September and October 23** *(Annualised)*	Commentary
Events reported in BWare Safety Manager *(Lead)*	218	72 *(216)*	
Total Recordable Injuries (TRIs) e.g., Lost Time Injury, Restricted Work Injury or Medical Treatment Injury *(Lag)*	4	3	We had targeted a 50% reduction on the FY22/23 result. The TRIs were associated with the following activities • Slip and fall causing strain to the knee while using public facilities in Auckland (Medical Treatment Injury) • Strain to achilles while crouching to restrain a dog for the vet (Medical Treatment Injury) • Poling aggressive dogs in public (Lost Time Injury)
WorkSafe NZ Notifiable Events *(Lag)*	0	0	
First Aid Injury events *(Lag)*	18	9 *(27)*	3 minor first aid injuries associated with office equipment were reported. One first aid injury associated with slip and fall on uneven ground while undertaking monitoring activity.
Serious Near Miss events *(Lead)*	3	0	
Near Miss events *(Lead)*	77	17 *(51)*	A slight reduction in near miss reporting has been noticed over the last couple of months. The Zero Harm team has and will continue to message the importance of reporting.
New Hazards *(Lead)*	81	35 *(105)*	24 new hazards identified during September and October
Zero Harm Engagement Conversations *(Lead) KPI is >162 conversations per month or 1944 annually*	2066	834 *(2502)*	The positive trend in the number of Zero Harm Engagement conversations being undertaken has continued in September and October.

The Lost Time Injury (LTI) recorded during October was associated with the critical risk of Working with Animals. While attempting to pole an aggressive dog in the road reserve, an Animal Control Officer (ACO) tripped and fell. The dog took this opportunity to rush at the ACO and latch onto them. The ACO sustained a puncture wound to their thigh. First aid support was provided, and Police assistance was requested to assist with capturing the dog. The ACO sought external medical treatment and was certified unfit for work for one day. A Learning Team was formed, and an incident review was undertaken. Corrective actions and opportunities for improvement have been identified and loaded into BWare Safety Manager for tracking to completion.

The attached Zero Harm Dashboard (Attachment 2) illustrates safety performance for September and October 2023.

Auditing and Assurance

An audit of the recovery controls detailed in the On Road Driving critical risk control plan was completed last month by the Audit & Assurance Advisor. Three recommendations for improvement were identified and these are in the process of being implemented.

We are continuing to support the Animal Control team with the implementation of improvement actions identified in the recent Critical Control Verification Assessment for the critical risk of Working with Animals. This internal assessment will be undertaken six monthly, with a full external assurance audit planned for every two years. The next step is to create verification criteria for the remaining non-safety critical controls and undertake an internal assessment of them.

Critical Safety Risk Management Framework

Working on the Road or Roadside

We are continuing to progress the implementation and review of controls to manage the risk of working on the road or roadside with a number of operational teams including Monitoring and Open Spaces. This includes 17 staff attending Temporary Traffic Management (TTM) Inspector training.

Workplace Violence

The review of the control plan for managing the critical risk of Workplace Violence is continuing. We have also engaged an external consultant to undertake another independent review of our security control measures for managing this risk. This may include but is not limited to:

- External security, front counter/foyer security and office layout and access control
- Closed-circuit television (CCTV) and alarm systems
- Mail handling and relevant emergency procedures
- Staff training

This work is planned to be undertaken across eleven of our library sites/offices in early December.

In late October we also had an incident at the Ngaaruawaahia Office that involved a member of the public seeking refuge in our premises from another member of the public who was being physically aggressive towards them. Given the behaviour of the aggressor, the site was locked down and emergency services were called. A debrief was conducted and a few improvement opportunities were identified for the Ngaaruawaahia Office Lockdown procedure. Additional training on lockdown procedures is being planned for all library sites/offices during WSHS 2024.

Mental Wellbeing at Work

The People and Capability and Zero Harm teams continue to meet on a fortnightly basis to progress the development of the Mental Wellbeing critical risk control plan. The team is progressing through identifying any other required controls for the following identified threats (hazards) that can create exposure to toxic work.

Potential threats (hazards) of a psychosocial nature to worker mental wellbeing *(reference: ISO 45003 Psychological health and safety at work)*		
Job security and precarious work	Working hours and working schedule	Organisational change management
Job specific demands	Job control and autonomy	Workload
Roles and expectations	Remote and isolated work	Working in extreme conditions
Interpersonal relationships	Work/life balance	Career development
Support	Recognition and reward	Equipment to complete tasks
Leadership	Supervision	Workplace conditions
Tools and other resources	Bullying, harassment, or victimisation	Organisational/workgroup culture

On Road Driving

Work has commenced on reviewing the risk control plan for the critical risk of On Road Driving. The review will consider changes to our vehicle fleet including the introduction of electric vehicles (EVs) and the purchasing of ANCAP (Australasian New Car Assessment Programme) 5 star rated vehicles.

6. Attachments
Ngaa taapirihanga

Attachment 1 – Zero Harm Strategic Improvement Plan FY23/24 Version 2

Attachment 2 – Zero Harm Performance Dashboard October 2023

Date: V2 24th October 2023	Zero Harm *"Mahi Tika Kaainga ora"* Strategic Plan 2023/2024	Lead: Gavin Ion and Lynn Shirley Support: Kylie Anderson, Jo McArthur, Rasharn Neil

Vision *(Mission)*

Mahi Tika Kaainga ora "Work Safe Home Safe"

We are committed to pursuing a culture of Zero Harm by eliminating or managing health, safety and wellbeing risks. We believe that:

- By looking after ourselves and others we will return home safe every day
- Health and safety is everyone's non-negotiable responsibility
- Work should only start when all safety critical controls are in place

KEY: Activities carried over from the previous financial year are highlighted in "Blue" Text
Activities identified from recent external ISO45001 audit recommendations are highlighted in "Green"

Planned
Completed
Underway
Not started

Our Strategic Areas of Focus

- Our people are the solution to developing a healthy, safe and resilient workplace
- We will increase our leaders' health, safety and wellbeing capability to enable them to champion a strong health and safety culture across all areas of the organisation
- Our people and others will be supported to do their job safely every day
- We will have a continuous improvement mindset where we actively seek to learn and improve our culture, performance, systems and tools
- We will focus on what matters most and target risks which have the greatest potential to affect our people
- We will improve our understanding of our organisation's risk profile

"Work Safe, Home Safe " 2022/20223*(Team Tactics)*

Area of Focus	We will	Plan	Do	Check	Q1 July - Sept	Q2 Oct– Dec	Q3 Jan - Mar	Q4 Apr - June
Our People - Safety Leadership and Culture	Understand the health, safety and wellbeing needs of our People Leaders and provide them training and support to champion a strong health and safety culture	Develop and undertake Safety Leadership Survey with all People Leaders						
Our People - Safety Leadership and Culture	Embed a Positive Safety Leadership Training programme to enable People Leaders to better manage health, safety and wellbeing in their teams		Develop and commence delivery of Safety Leadership Training Programme					
Our People - Worker Engagement and participation	Empower our people to take responsibility for their health and safety, and to identify where improvements are required		Develop and deliver Work Safe, Home Safe 2024 event to the organisation					
Our People - Worker Engagement and participation	Empower our Safety Action Team (H&S) Representatives by enhancing the role and support provided	Develop SAT Rep Working Group to determine needs and consultation requirements of reps						
Effective Systems	Improve access to quality health, safety and wellbeing guidance, focussing on areas of highest risk		Continue to develop and update our Zero Harm Waisite content					
Effective Systems	Improve access to quality health, safety and wellbeing guidance, focussing on areas of highest risk		Continue to develop and implement our ZHSMS to meet the requirements of ISO45001					
Effective Systems	Improve access to quality health, safety and wellbeing guidance, focussing on areas of highest risk		Deliver emergency response training to all identified roles detailed in ERPs					
Effective Systems	Improve access to quality health, safety and wellbeing guidance, focussing on areas of highest risk		Develop and implement approved evacuation schemes for all Halls					
Effective Systems	Embed updated tools to support our people to record and manage incidents and risks		Implement and transition our people to using the updated version of BWare Safety Manager					
Effective Systems	Embed updated tools to support our people to record and manage incidents and risks			Review all Workgroup Hazard and Risk Registers				

Document Set ID: 4363073
Version: 1, Version Date: 30/11/2023

Zero Harm *"Work Safe, Home Safe"* Strategic Plan 2023/2024
And Key Performance Indicators (KPIs)

"Work Safe, Home Safe " 2023/2024*(Team Tactics)*

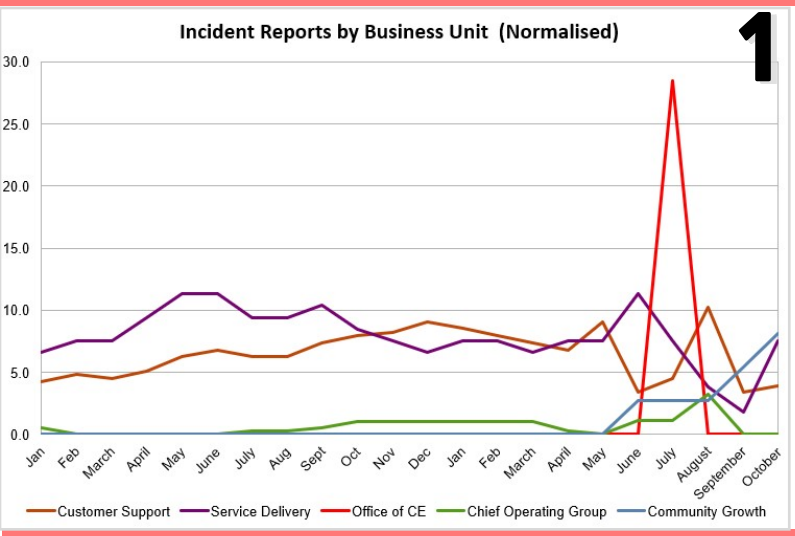
Area of Focus	We will	Plan	Do	Check	Q1	Q2	Q3	Q4
Effective Systems	Provide guidance and support to our contract managers and external contractors to assist them to identify and manage risks		Revise and implement Contractor H&S management standard and associated tools					
Effective Systems	Empower our people to own health, safety and wellbeing processes , resources and the going improvement of these		Review existing Standard Operating Procedures and embed the use of SOPs					
Managed Risks	Improve our management of risks related to hazardous substances, workplace violence, on road driving, asbestos and working with animals.		Implement remaining Bowtie Controls for Hazardous Substances, Workplace Violence, Asbestos, On Road Driving and Working with Animals Critical Risks					
Managed Risks	Improve our management of risks related to working on the road or roadside		Implement Critical Risk Standard and Bowtie for Working on the Road or Roadside					
Managed Risks	Equip and support our people to manage the causes and consequences of fatigue, stress and other psychosocial hazards	Develop Critical Risk Standard and Bowtie for Mental Wellbeing at Work						
Managed Risks	Improve visibility of those risks that are critical, to ensure they are effectively controlled and the health, safety and wellbeing of our people and others within our workplace is protected.	Develop Critical Risk Assurance Framework for Safety Critical Controls						
Our Plan	Improve understanding of the Te Tiriti o Waitangi and our role as a partner of the treaty		All ZH team to attend Te Tiriti o Waitangi training					
Our Plan	Improve our focus on obtaining quality health and safety data to support our risk management activities.	Review and update existing data reporting to inform decision making once transition to new Bware platform is completed						

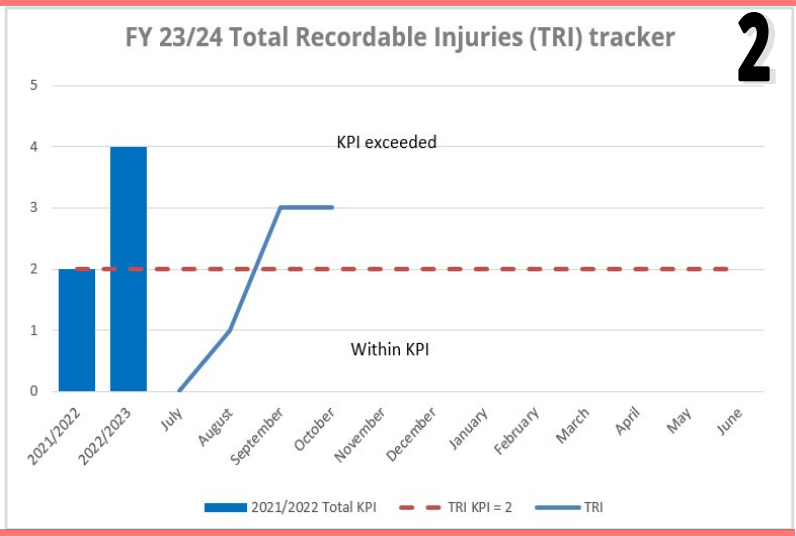
Our Measures	Target (+/- 15%)	Unit	Deadline	Status
Events reported in BWare Safety Manager *(Lead)*	> 180	Events reported	30th June 2024	
Total Recordable Injuries (TRIs) e.g., Lost Time Injury, Restricted Work Injury or Medical Treatment Injury *(Lag)*	< 2	TRI events	30th June 2024	Two confirmed TRI events (MTI CG and LTI Customer Support)
WorkSafe NZ Notifiable Events *(Lag)*	0	Events reported	30th June 2024	
First Aid Injury Events *(Lag)*	< 18	Events reported	30th June 2024	
Near Miss Events *(Lead)*	> 90	Events reported	30th June 2024	
New Hazards *(Lead)*	> 50	Hazards reported	30th June 2024	
Safety Engagement Conversations *(Lead)*	> 1950	Conversations recorded	30th June 2024	
ISO 45000 Internal Safety Management System Audit (*Lead)*	Compliant	ISO 45001 Audit Standards	30th June 2025	

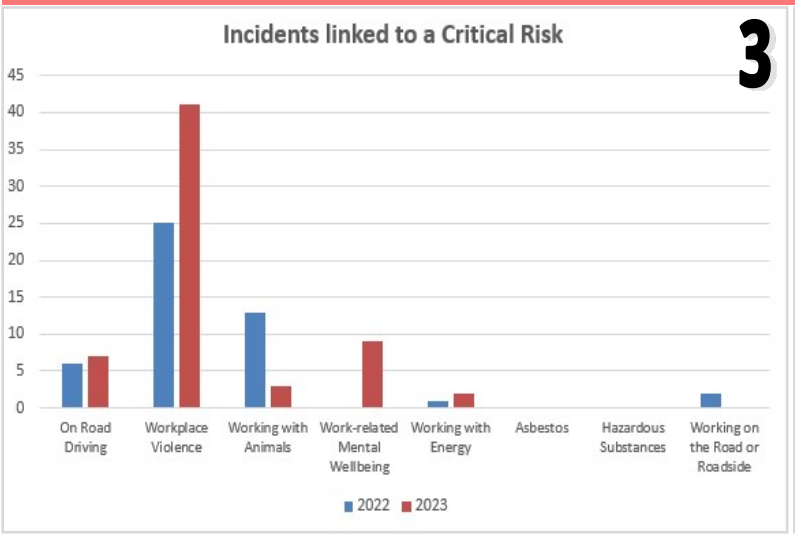
Document Set ID: 4363673
Version: 1, Version Date: 30/11/2023

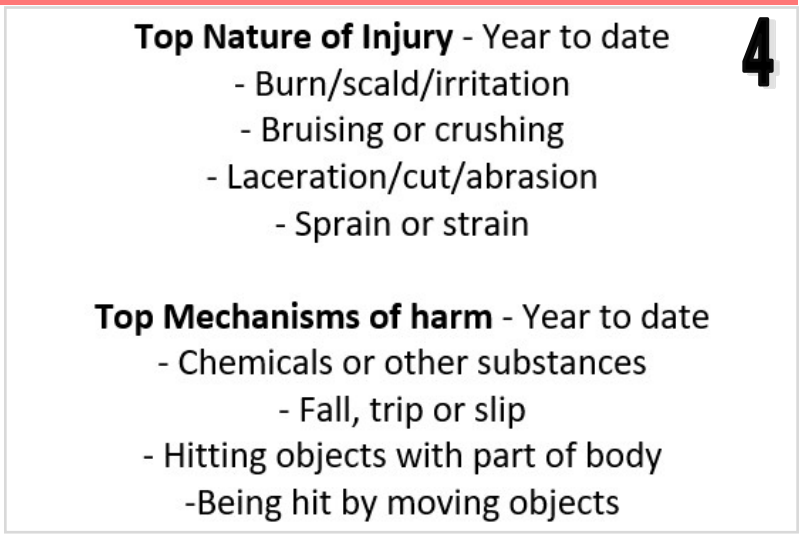
Zero Harm Performance Dashboard October 2023

Incident Management

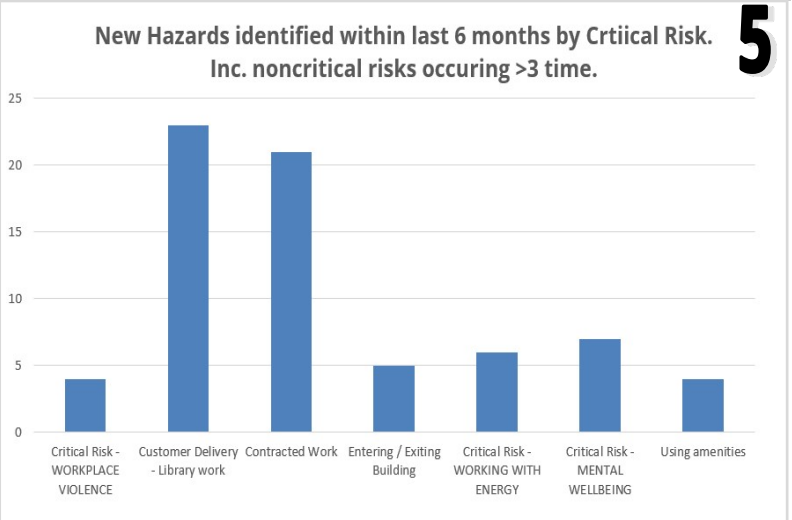




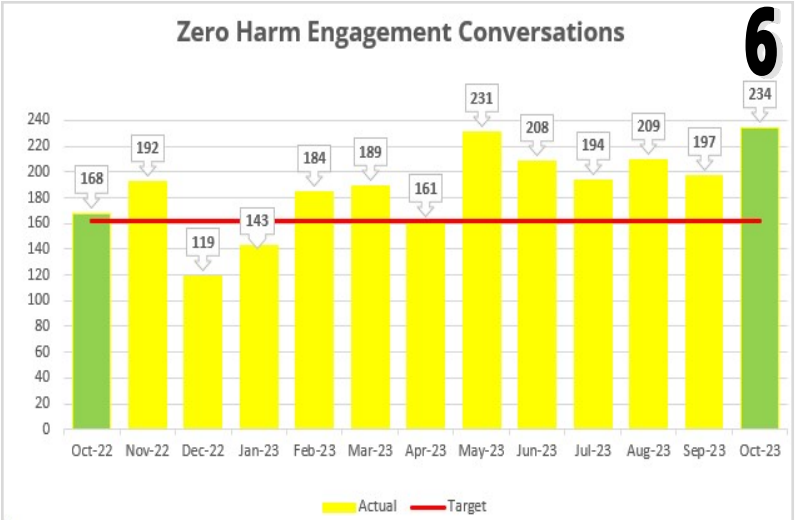




Hazard & Risk Management



Safety Leadership & Culture



Commentary

Graph 1 shows the volume of incidents (normalized) being reported in Bware Safety Manager by each business unit each month. A positive trend is noticed in the Community Growth business unit over the past three months.

Graph 2 shows the number of Total Recordable Injuries being recorded against our KPI target. Two injuries requiring medical treatment (physiotherapy) and one lost time injury have been record in the last two months.

Graph 6 shows a positive trend over the last six months, with an average of 212 Zero Harm Engagement Conversations being recorded each month.

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Final Audit Report for the year ended 30 June 2023**
Date:	11 December 2023
Report Author:	Colin Bailey, Finance Manager
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report
Te Take moo te puurongo

The attached report discusses the issues that arose during the Annual Report audit and related recommendations. This audit was undertaken by our independent auditors, Audit New Zealand (Audit NZ).

2. Executive summary
Whakaraapopototanga matua

Following the final audit, Audit NZ produced an audit management report that outlines the audit findings, highlighting both areas where the Council are doing well and areas for improvement. This report is in addition to the report received following the interim audit work undertaken prior to the financial year end. Management provides comment on each of the issues specified, based on the understanding of the issues and whether they require further action or have already been addressed.

The report raised one urgent issue about improving the annual report and audit process. Management welcomes Audit NZ's willingness to work with the Council to improve efficiency. There are five issues raised in the report as necessary and where required, management has either put in place procedures to address the issue or has indicated that the recommendation made by Audit NZ will be considered. Audit NZ have confirmed progress with prior year items and closed some out. Actions are in place to resolve all outstanding items.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the Final Audit report for the year ended 30 June 2023.

4. Attachments
Ngaa taapirihanga

Attachment 1 – Report to the Council on the audit of Waikato District Council for the year ended 30 June 2023

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Report to the Council on the audit of

Waikato District Council

For the year ended 30 June 2023

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Contents

Key messages 3

1 Recommendations 5

2 Our audit report 7

3 Matters raised in the Audit Plan 10

4 Other matters identified during the audit 15

5 Public sector audit 16

Appendix 1: Status of previous recommendations 17

Appendix 2: Disclosures 19

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Key messages

We have completed the audit of Waikato District Council (the District Council) for the year ended 30 June 2023. This report sets out our findings from the audit and draws attention to areas where the District Council is doing well and where we have made recommendations for improvement.

Audit opinion

We issued an unmodified audit report on 24 October 2023. Without modifying our opinion, we included two emphasis of matter paragraphs drawing attention to the disclosures in the financial statements about the impact of the Government's three waters reform on the District Council and the inherent uncertainties in the measurement of greenhouse gas emissions.

This means that we were satisfied that the financial statements and statement of service performance present fairly the District Council's activity for the year and its financial position at the end of the year.

Matters identified during the audit

Quality and timeliness of information provided to audit

The audit process did not go as smoothly as anticipated that created additional challenges to both management and us in completing the audit. We identified a number of misstatements in the Annual Report, there were delays in information that impacted the quality of the first draft of the annual report and the quality of some supporting documentation was insufficient for us to be able to complete our audit work. This meant that we spent additional time and costs to complete the audit. Looking forward we will work with management to determine how to improve the efficiency of the annual report and audit process.

Asset valuations

An area of audit focus was the valuations of infrastructure assets. We reviewed the valuations to confirm that they were soundly based and had been correctly accounted for. We are satisfied that the valuations were correctly recorded in the District Council's financial statements.

Prior year recommendations

We also followed up on the status of issues outstanding from previous audits. These issues are discussed further in Appendix 1.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Thank you

We would like to thank the Council, management, and staff for their continued assistance during the audit process. We appreciate the co-operation we received, and the way management worked with us during what was a challenging period for everyone.

Clarence Susan
Appointed Auditor
22 November 2023

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

1 Recommendations

Our recommendations for improvement and their priority are based on our assessment of how far short current practice is from a standard that is appropriate for the size, nature, and complexity of your business. We use the following priority ratings for our recommended improvements.

Priority	Explanation
Urgent	**Needs to be addressed *urgently*** These recommendations relate to a significant deficiency that exposes the District Council to significant risk or for any other reason need to be addressed without delay.
Necessary	**Address at the earliest reasonable opportunity, *generally within six months*** These recommendations relate to deficiencies that need to be addressed to meet expected standards of best practice. These include any control weakness that could undermine the system of internal control.
Beneficial	**Address, *generally within six to 12 months*** These recommendations relate to areas where the District Council is falling short of best practice. In our view it is beneficial for management to address these, provided the benefits outweigh the costs.

1.1 New recommendations

The following table summarises our recommendations and their priority.

Recommendation	Reference	Priority
As we strive for improvement in the annual report and audit process, we will work with management to determine how to improve the efficiency of the annual report and audit process.	2.4	Urgent
Implement a robust process to ensure that asset information provided to the valuers is based on the District Council's asset management systems as at the date of the valuation performed.	3.1.1	Necessary
Consider whether it is necessary to perform an annual valuation of its infrastructure assets and potentially value these assets on a rotational cyclical basis.	3.1.2	Necessary

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Recommendation	Reference	Priority
The District Council consider including trend data in the annual report to ensure full compliance with PBE FRS 48 *Service Performance Reporting*.	3.5	Necessary
Perform an impairment assessment for all assets that are held at cost and fair value.	3.6	Necessary
The District Council ensure all costs are capitalised before the asset is classified as an asset held for sale to ensure compliance with PBE IFRS 5 *Non-current assets held for sale and Discontinued Operations*.	4.1	Necessary

1.2 Status of previous recommendations

Set out below is a summary of the action taken against previous recommendations. Appendix 2 sets out the status of previous recommendations in detail.

Priority	Priority			
	Urgent	Necessary	Beneficial	Total
Open	-	2	-	**2**
Implemented or closed	1	1	-	**2**
Total	**1**	**3**	**0**	**4**

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

2 Our audit report

2.1 We issued an unmodified audit report

We issued an unmodified audit report on 24 October 2023. Without modifying the audit opinion, we included two emphasis of matter paragraphs in our audit report to draw attention to the disclosures in the financial statements about the impact of Government's three waters reform on the District Council, and the inherent uncertainties in the measurement of greenhouse gas emissions.

This means we were satisfied that the financial statements and statement of service performance present fairly the District Council's activity for the year and its financial position at the end of the year.

In forming our audit opinion, we considered the following matters.

2.1.1 Impact of the water services reform programme

The Water Services Entities Act 2022, as amended by the Water Services Entities Amendment Act 2023 on 23 August 2023 and the Water Services Legislation Act 2023 on 31 August 2023, establishes ten publicly owned water services entities to carry out responsibilities for the delivery of three waters services and related assets and liabilities currently controlled by local authorities. Water services entities' establishment dates are staggered, with all the water services entities becoming operational between 1 July 2024 and 1 July 2026.

For the financial statements of 30 June 2023, the District Council continues to recognise its three waters assets. There has been no adjustment in the 2022/23 financial statements to reflect the expected future transfer of assets to the new water entity.

As further details are established this may require adjustments to the District Council's three water assets either in respect of disclosure or measurement. The District Council has included disclosure in the annual report about the impact of the three waters reform and the uncertainty this creates in relation to the future operation of the three waters services. Given the significant impact the reform is likely to have on the District Council, we have included an emphasis of matter paragraph in our audit report to draw a reader's attention to this disclosure.

2.1.2 Inherent uncertainties in the measurement of greenhouse gas emissions

The District Council's 2021-31 Long Term Plan included a measure and target to reduce greenhouse gas (GHG) emissions. The release of impending reporting and auditing standards, and public interest in greenhouse gas emissions reporting has resulted in emissions reporting being a material area of focus for many public entities this year.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

We considered whether the performance measure was a material measure for the District Council. It was determined that it was not a material performance measure as the emissions reported is an extremely small subset of the District Council's overall emissions.

The District Council has included disclosure in the annual report about their emissions. Due to the inherent uncertainties in the measurement of its greenhouse gas emissions we have included an emphasis of matter paragraph in the audit opinion to highlight the disclosures made by the District Council in the annual report. We reviewed the disclosures included in the annual report and are satisfied the disclosures adequately disclose the emissions reported.

2.2 Uncorrected misstatements

The financial statements are free from material misstatements, including omissions. During the audit, we have discussed with management any misstatements that we found, other than those which were clearly trivial. There were no significant misstatements identified during the audit that required correcting.

2.3 Corrected misstatements

We also identified misstatements that were corrected by management. A list of these misstatements has been supplied separately to management.

2.4 Quality and timeliness of information provided for audit

Management is required to provide information for audit relating to the annual report of the District Council. This includes the draft annual report with supporting workpapers. AuditDashboard was used again in 2022 that provided a list of the information and the dates we required the information to be provided to us. Discussions were also held with management throughout the entire process around audit expectations and timing.

The audit process did not go as smoothly as anticipated that created additional challenges to both management and us in completing the audit. We identified a number of misstatements in the Annual Report, there were delays in information that impacted the quality of the first draft of the annual report as a number of disclosures were missing from the initial draft and the quality of some supporting documentation was insufficient for us to be able to complete our audit work. This meant that we spent additional time and costs to complete the audit. There were also delays from our side in terms of clearing misstatements that impacted the timing of completing the audit.

An effective and efficient annual audit process relies on close monitoring of delivery. In case of delays, some contingency could be built into the process to allow for the management of these.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

As we strive for improvement in the annual report and audit process, we will work with management to determine how to improve the efficiency of the annual report and audit process.

Management comment

Delays in receiving final asset valuation reports from asset managers and the independent valuers resulted in first drafts not being as complete as expected. In addition the system move from on premise to the Cloud resulted in some delay in accessing data and providing reports in the expected format. This was exacerbated by requests for information earlier than indicated in the audit plan. The issues with the valuation data are now resolved and processes put in place to avoid similar situations in the future. The move from on premise to the Cloud was a one-off issue.

This was the first annual report that required the PBE FRS 48 Service Performance Reporting standard to be applied to non-financial information. A component of this standard is to "disclose those judgements that have the most significant effect on the selection, measurement, aggregation and presentation of service performance information" (including performance measures). This was a substantial piece of work which required guidance from Audit NZ to ensure the new standard was met. Going forward, this process will be more efficient as staff now have a baseline to work from.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

3 Matters raised in the Audit Plan

In our Audit Plan of 8 June 2023, we identified the following matters as the main audit risks and issues:

3.1 Valuation of operational, infrastructure and restricted property, plant and equipment held at fair value

PBE IPSAS 17 *Property, plant and equipment* requires that valuations are carried out with sufficient regularity to ensure that the carrying amount does not differ materially from fair value.

The District Council engaged independent valuers to value their infrastructure assets. The valuations were performed as at 30 June 2023, for recognition in the 2022/23 financial year.

To gain assurance over the valuation of property, plant and equipment we:

- assessed the external valuer's expertise and objectivity, and obtained representations from the valuers that the valuations were conducted in accordance with accepted professional valuation standards;
- reviewed the valuation and peer review reports and made enquiries of the valuers to obtain an understanding of the valuation methodologies used;
- assessed whether the valuation movements were reasonable and consistent with our expectations; and
- assessed the reliability of source data and the reasonableness of assumptions used. This included reviewing the basis of unit rates against recent contract information to ensure these were soundly based on current costs.

Our review found that the valuation adopted by the District Council was supportable and valuation movements were consistent with our expectations. However, we noted the following areas for improvement or consideration.

3.1.1 Improvement in the valuation processes and procedures

The audit of the valuations for roading and three waters assets did not go as smoothly as anticipated. This was a result of errors identified in how the valuations were processed that created additional challenges to both management and us in completing the audit of the valuations.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Recommendation

We recommend that the District Council implements a robust process to ensure that asset information provided to the valuers is based on the District Council's asset management systems as at the date of the valuation performed.

Management comment

The Three Waters, Roading and Bridges asset valuation processes were adversely affected due to correcting errors in the prior year valuations not picked up at that time. The causes of the errors are now clearly understood, and processes are in place to avoid similar situations in future.

3.1.2 Timing of valuations

The District Council revalues its infrastructure assets on an annual basis. We understand these assets are valued annually to minimise the impact of rate increases to fund depreciation of these assets. The District Council's accounting policy states that assets are valued at least every three years which is common practice across the local government sector and complies with PBE IPSAS 17 *Property, plant and equipment.*

Performing a valuation is a time-consuming process for both District Council staff and us. It also has a significant impact on costs for both the District Council and the audit fee to complete this work annually.

Recommendation

We recommend the District Council considers whether it is necessary to perform an annual valuation of its infrastructure assets and potentially value these assets on a rotational cyclical basis.

Management comment

Management will consider whether it is necessary to perform an annual valuation of infrastructure assets.

3.2 Fair value of property, plant and equipment (non-revaluation year)

The District Council's land and buildings were last valued as at 30 June 2022. Management prepared a fair value assessment to consider the unrecognised valuation movements to 30 June 2023.

Our review of the assumptions used and the resulting calculation did not indicate a material difference between the current carrying value and approximate fair value at that date for land and buildings.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

3.3 Drinking water quality performance measures

Providing safe drinking water is a core function of the council and reporting how the District Council has performed in respect of this function in the annual report is important performance information.

The regulatory regime in place over the safety of drinking water transitioned in the financial year from the Drinking Water Quality Standards (DWS) to the new Drinking Water Quality Assurance Rules (DWQARs) which came into effect on 14 November 2022.

Performance measures about compliance with the DWS are currently mandated by the Department of Internal Affairs who have issued mandatory performance measures that are required to be reported against in the District Council's annual report.

There are currently no similar performance measures with respect to the new DWQARs. Despite this it is important that the District Council included appropriate performance information about their compliance with the new DWQARs.

Given these changes, the District Council engaged WaiComply to provide assurance that the District Council has complied with the DWS and the DWQAR. We reviewed the processes and procedures used by the external consultant and are satisfied that they are suitably qualified and experienced.

The District Council has reported their compliance with both the DWS and DWQAR in the annual report. We have reviewed disclosures and are satisfied that the performance result is fairly stated and includes appropriate information about the District Council's compliance with both the DWS and the new DWQARs.

3.4 The risk of management override of internal controls

Management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Although the level of risk of management override of controls will vary from entity to entity, the risk is nevertheless present in all entities. Due to the unpredictable way in which such override can occur, it results in an inherent risk of a material misstatement due to fraud, which audit standards require us to consider in every audit.

To address the risk of management override, we carried out substantive audit procedures. These included reviewing journal entries, accounting estimates and significant transactions that were outside the normal course of business.

We did identify any matters of concern to bring to your attention.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

3.5 New accounting standards – adoption of PBE FRS 48 *Service Performance Reporting*

PBE FRS 48 *Service Performance Reporting* replaced that part of PBE IPSAS 1 *Presentation of Financial Statements* that deals with service performance reporting requirements and is effective for annual reporting periods beginning on or after 1 January 2022, that is, for the District Council, it was for the year ended 30 June 2023.

The objective of the standard is "to establish principles and requirements for an entity to present service performance information that is useful for accountability and decision-making purposes in a general-purpose financial report". PBE FRS-48 required an appropriate and meaningful mix of performance measures and/or descriptions, including, where appropriate, measures of both the goods and services provided and of what has been achieved in the District Council's areas of responsibility.

In addition, PBE FRS 48 imposed additional disclosure obligations on entities. For example, paragraph 44 requires an entity to "disclose those judgements that have the most significant effect on the selection, measurement, aggregation and presentation of service performance information reported in accordance with this Standard that are relevant to an understanding of the entity's service performance information". Further, if the District Council changes what it reports as service performance information compared to the previous year, then PBE FRS 48 requires the District Council to explain the nature of the changes and their effect.

The District Council adopted the new accounting standard PBE FRS 48 *Service Performance Reporting* for the financial statements for the year ended 30 June 2023. We reviewed the District Council's compliance with the new standard and are satisfied the District Council's disclosures are appropriate and meet the minimum requirements of PBE FRS 48.

To ensure full compliance with PBE FRS 48, paragraph 14 of the standard requires the District Council to provide information that relates to previous periods or future periods (such as trend data) to provide further context of how the District Council is progressing towards its long-term objectives.

Recommendation

The District Council consider including trend data in the annual report to ensure full compliance with PBE FRS 48.

Management comment

Management will consider including trend data in the annual report.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

3.6 Asset impairment considerations

PBE IPSAS 21, *Impairment of Non-Cash-Generating Assets* and PBE IPSAS 26 *Impairment of Cash-Generating Assets*, requires at each reporting date management must assess whether there is any indication that an asset may be impaired. If management identifies any indication of an impairment, then they must estimate the recoverable service amount of the asset.

We reviewed management's impairment assessment to determine whether there is any indication that property, plant and equipment and intangible assets (including work in progress) were impaired. While management indicated that there was no impairment for the year, we noted that this assessment was only performed for operational assets held at cost. The assessment did not include land, buildings and infrastructure assets as the assets are valued annually or a fair value assessment is performed.

PBE IPSAS 21.26-27 states that the District Council is required to assess at each reporting date whether there is any indication that an asset may be impaired with reference to both external and internal sources of information. A fair value assessment is performed to determine if there is a material movement from balance date to the date of the last valuation performed to determine if a valuation is required. It does not assess whether an asset has been impaired.

Recommendation

The District Council performs an impairment assessment for all assets that are held at cost and fair value.

Management comment

Management will perform an impairment assessment for all assets that are held at cost and fair value.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

4 Other matters identified during the audit

In this section, we comment on any other mattes that were identified during the audit that need to be brought to your attention.

4.1 Accounting treatment of non-current assets held for sale

Paragraph 7 of PBE IFRS 5 *Non-current Assets Held for Sale and Discontinued Operations* states that for an asset to be classified as held for sale, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets and its sale must be highly probable.

Paragraph 15 of the standard also states that an entity shall measure a non-current asset classified as held for sale at the lower of its carrying amount and fair value less costs to sell.

We noted that the District Council had capitalised costs after the assets were classified as held for sale. This accounting treatment is inconsistent with PBE IFRS 5 as the asset must be available for sale in its present condition and measured at lower of its carrying amount and fair value less costs to sell when it has been classified as a non-current asset held for sale.

Recommendation

The District Council ensure all costs are capitalised before the asset is classified as an asset held for sale to ensure compliance with PBE IFRS 5.

Management comment

Management considers this to be a one off instance and unlikely to reoccur.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

5 Public sector audit

The District Council is accountable to their local community and to the public for its use of public resources. Everyone who pays taxes or rates has a right to know that the money is being spent wisely and in the way the District Council said it would be spent.

As such, public sector audits have a broader scope than private sector audits. As part of our audit, we have considered if the District Council has fairly reflected the results of its activities in its financial statements and non-financial information.

We also consider if there is any indication of issues relevant to the audit with:

- compliance with its statutory obligations that are relevant to the annual report;
- the District Council carrying out its activities effectively and efficiently;
- waste being incurred as a result of any act or failure to act by the District Council;
- any sign or appearance of a lack of probity as a result of any act or omission, either by the District Council or by one or more of its members, office holders, or employees; and
- any sign or appearance of a lack of financial prudence as a result of any act or omission by the District Council or by one or more of its members, office holders, or employees.

No concerns were identified from our review of the District Council's transactions that need to be brought to your attention.

Appendix 1: Status of previous recommendations

Open recommendations

Recommendation	First raised	Status
Necessary		
IT change management		
Change management procedures are implemented and all changes are logged and approved before they are made to live systems.	2014/15	Formal change management policies and processes are not in place for the IT network, infrastructure, and software changes. We recommend the District Council establish formal process with a change approval board. **Management comment** *Management will consider establishing a formal process.*
Business continuity and IT Disaster Recovery planning		
Develop and test organisational business continuity plans. This planning should drive the development of an IT Disaster Recovery Plan. Plans should also be tested on a regular basis to ensure they are still meeting the organisations objectives for acceptable risk and levels of services to its customers.	2011/12	The Incident Management Team (IMT) have completed a review of the District Council's business continuity plan, including Team Plans. Associated documents have been updated however have not yet been formally approved by ELT. The IM Disaster Recovery Plan project was prioritised by PGG for commencement in the 2023/24 years. This plan is scheduled to be completed by 30 June 2024. **Management comment** *The IM Disaster Recovery Plan project was prioritised by PGG for commencement in the 2023/24 years. This plan is scheduled to be completed by 30 June 2024.*

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Implemented or closed recommendations

Recommendation	First raised	Status
Urgent		
Greenhouse gas emissions (GHG) disclosures in the annual report		
The District Council improve their greenhouse gas emissions (GHG) disclosure in the annual report to include, at a minimum, the following: • clearly state which sources of emissions have been measured and what significant sources of emissions have not been measured and reported; • provide sufficient information on the recognised standard or standards that were used as a basis for measuring GHG emissions, the consolidation approach applied, summary of specific exclusions of sources, facilities and/or operations, the methodologies and significant assumptions used to calculate or estimate GHG emissions; and • describe the significant uncertainties relevant to the District Council's quantification of its GHG.	2021/22	The District Council have improved their disclosures in the annual report to reflect what they are measuring and what standards are being used to measure GHG. **Matter closed.**
Necessary		
Regular review of network users are not being performed		
Regular reviews and reporting be carried out on the network, and within applications, to ensure that only current, approved users have access. These reviews could include automated weekly reports of users who have not logged in for a period of time.	2018/19	The District Council has commenced the implementation of an HRIS (using TechOne HRP) which enables the permanent control to be implemented. **Matter closed.**

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Appendix 2: Disclosures

Area	Key messages
Our responsibilities in conducting the audit	We carried out this audit on behalf of the Controller and Auditor-General. We are responsible for expressing an independent opinion on the financial statements and performance information and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001. The audit of the financial statements does not relieve management or the Council of their responsibilities. Our Audit Engagement Letter contains a detailed explanation of the respective responsibilities of the auditor and the Council.
Auditing standards	We carried out our audit in accordance with the Auditor-General's Auditing Standards. The audit cannot and should not be relied upon to detect all instances of misstatement, fraud, irregularity or inefficiency that are immaterial to your financial statements. The Council and management are responsible for implementing and maintaining your systems of controls for detecting these matters.
Auditor independence	We are independent of the District Council in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners,* issued by New Zealand Auditing and Assurance Standards Board. In addition to our audit and our report on the disclosure requirements, we have performed a limited assurance engagement related to the District Council's debenture trust deed, and assurance engagements in relation to procurement of significant contracts, which are compatible with those independence requirements. Other than these engagements, we have no relationship with or interests in the District Council or its subsidiaries and controlled entities.
Fees	The audit fee for the year is $251,014, as detailed in our Audit Proposal Letter. Other fees charged in the period are $41,251, for review of the District Council's debenture trust deed, and reviews of selected procurement arrangements.
Other relationships	We are not aware of any situations where a spouse or close relative of a staff member involved in the audit occupies a position with the District Council or its subsidiaries that is significant to the audit. We are not aware of any situations where a staff member of Audit New Zealand has accepted a position of employment with the District Council or its subsidiaries during or since the end of the financial year.

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

PO Box 256
Waikato Mail Centre
Hamilton 3240
Phone: 04 496 3099

www.auditnz.parliament.nz

Document Set ID: 4359550
Version: 1, Version Date: 28/11/2023

Open – Information only

To	**Risk and Assurance Committee**
Report title	**Quality and Governance Assurance**
Date:	11 December 2023
Report Author:	Gopikrishna Mohanarangam, Senior Risk Advisor
Authorised by:	Kurt Abbot, Executive Manager Projects and Innovation

1. Purpose of the report
Te Take moo te puurongo

The purpose of this report is to update the Risk & Assurance Committee on the status of those activities within the programmes designed to provide quality improvement and assurance at the Council.

2. Executive summary
Whakaraapopototanga matua

This report focuses on providing the committee with an overview on current internal audit and assurance activities.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the quality and governance assurance update report for December 2023.

4. Discussion
Matapaki

4.1 Internal Audit Programme Update

Date	Risk	Business Unit	Activity	Recommendations
18 August 2023	Operational	Building Quality	Swimming Pool Inspections	4
13 October 2023	Te Tiriti o Waitangi	Iwi and Community Partnerships	Internal Audit Iwi Partnerships	0
16 October 2023	Cyber Security	IT Cyber Audit 630	TREATMENT MC00630 Cyber Security Education	2
19 October 2023	Zero Harm	Zero Harm	Internal On-Road Driving	3
1 November 2023	Project Delivery	Procurement	Electronic Purchase Orders (EPO)	3

None of the recommendations provided in the completed audits have been found to be non-conformances. The recommendations have been provided to the business owners for integration into their improvement programmes.

4.2 Independent External Audit Activities

The activities outlined below provide an overview of the independent external audits completed by individual business units, the identification of major non-conformances and their status.

Audit New Zealand – Council issued an unmodified audit report on 24 October 2023. Only one urgent recommendation was made which was to improve the annual report and audit process between Audit New Zealand and Council.

A detailed findings report is included in the December 2023 Risk and Assurance Committee agenda.

Zero Harm – The external audit of the Zero Harm Safety Management System (ZHSMS) continues to have eight major or minor non-conformances outstanding. The status of audit outcomes is included in the December 2023 Risk and Assurance Committee agenda. The report is titled 'Waikato District Council Zero Harm Update'.

Probity – Probity audits are undertaken regularly on projects over $1M. The audits maintain the integrity of a project or the procurement process, ensuring that it is conducted ethically, transparently, and in compliance with relevant policies and processes. Two probity audits were conducted with neither having identified any major non-conformances.

Emergency Management (October 2023) – The Council participated in a regional after-action review for North Island weather events. No major non-conformances were found, however, there were many recommendations for improvements. The Waikato Civil Defence Emergency Management Group will be working collaboratively to prioritise the recommendations.

4.3 Policy Reviews

Status	Current		Under review		Revoked or to be revoked		Out of date	
Month	Aug 23	Nov 23	Aug 23	Nov 23	Aug 23	Nov 23	Aug 23	Nov 23
TOTAL	68	68	23	21	3	3	0	2

Two policies are currently out of date, and not under active review.

The first is the Te Kaupapa Here o Ngaa Tohu Reorua - Bilingual Signage Policy. This policy is not being reviewed as it will be developed alongside the implementation of the Te Reo Maaori Policy which has been awaiting the appointment of a Maaori Partnerships Manager. The appointment has now been confirmed and will commence in early 2024.

The second is the Sponsorship of and Advertising on Council Properties and Assets Policy. This policy review is on hold awaiting the Communications Strategy review. There is also some work being done to see if it can be incorporated or linked to the new Use of Council Land Policy.

In the new calendar year, we will be working to align policy review with operational risks. This will give policy owners guidance on the criticality of reviews and the ability for the business to prioritise effectively.

5. Attachments
Ngaa taapirihanga

There are no attachments for this report.

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Infrastructure Committee**
Report title	**Capital Project Delivery Portfolio Update**
Date:	8 November 2023
Report Author:	Kirsty Wellington, Enterprise Project Management Office Manager Kurt Abbot, Executive Manager, Projects & Innovation
Authorised by:	Megan May, General Manager Service Delivery

1. Purpose of the report
Te Take moo te puurongo

To inform the Infrastructure Committee of delivery progress against the Capital Projects of Waikato District Council (WDC) and advise of actions taken to improve delivery of this work.

This report also introduces oversight of project delivery risk and its relevant control plan. This information has previously been reported to Audit & Assurance committee but will now sit within Infrastructure Committee reports.

COPY

2. Executive summary
Whakaraapopototanga matua

The year has started well with project spend significantly ahead of previous years. The Project Delivery teams are highly engaged and excited to get into the physical delivery phase of their projects.

Quality project data, including up to date accurate information continues to be a primary focus for the EPMO governance & quality team to ensure early indicators of project issues, risks, budget and schedule issues are visible and transparent to the EPMO Lead Team, Business Owners and Sponsors for early intervention and remediation. The team is providing ongoing support for the project managers and engineers throughout the project lifecycle from initiate, design, and procurement, contract management into delivery, then handover to the Service Delivery team as they close out the projects.

No significant business decisions are required of the committee within this report. The Portfolio has two Red Issues, no action is required from the committee, issue details are documented below.

3. Staff recommendations
Tuutohu-aa-kaimahi

That the Risk & Assurance Committee receives the Capital Project Delivery report considered by the Infrastructure Committee on 8 November 2023.

4. Discussion and analysis
Taataritanga me ngaa tohutohu

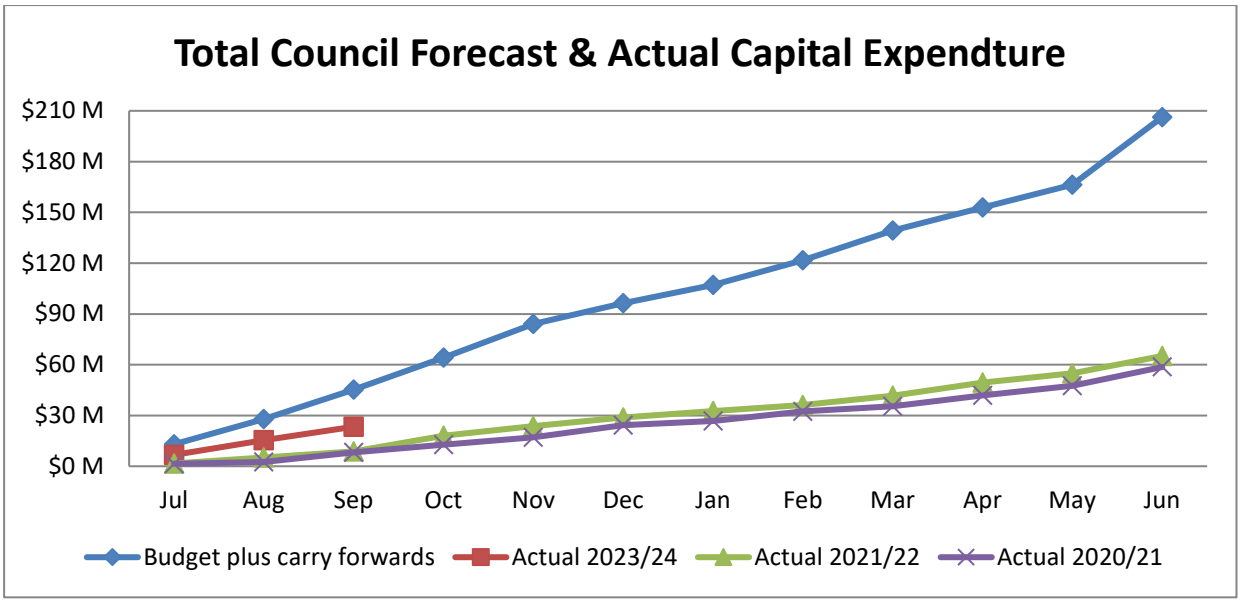
4.1 Capital Projects Financials

Capital Portfolio budgets and actuals as at 30 September 2023. To be included in the next Infrastructure Committee report:

- Forecast spend to 30 June 2024 (not included in this report due to timing of financial report)
- EPMO vs Service Delivery budgets and actuals.

	Annual Plan Budget 23/24	Carry Forward Budgets 22/23	Total Budgets 23/24	Actual Spend to 30 Sept 2023
COMCONN (Community Connections)	$14,754,821	$24,740,285	$39,495,106	$2,226,561
CONPART (Roading)	$19,595,453	$29,936,810	$49,532,263	$5,298,938
STRATPROP (Strategic Property)	$2,562,692	$5,923,748	$8,486,440	$2,399,189
SWASTE (Solid Waste)	$295,899	$3,200,157	$3,496,056	$167,617
Total (Excl Waters)	**$37,208,865**	**$63,801,000**	**$101,009,865**	**$10,092,305**

COPY



4.2 Capital Projects Portfolio

There are currently 108 projects displaying as underway in CAMMS (WDC Project Management tool). Details of in-flight projects and their delivery phase within the Capital Delivery portfolio. *Capital Projects Portfolio Dashboard - Attachment 2.*

Red Issues

PR-21257 Pookeno Road Bridge, Footpath and Road Widening (Pookeno Road Resilience Improvements)

A change of scope has been necessitated due to a Waters project on the same site. The project has been rescoped and detailed design, based on the new scope, will be completed this financial year with physical works planned for 24/25 year.

PR-21287 Buckland Rd Minor Improvements

1. The assigned budget is insufficient to deliver the Buckland & George Roundabout.

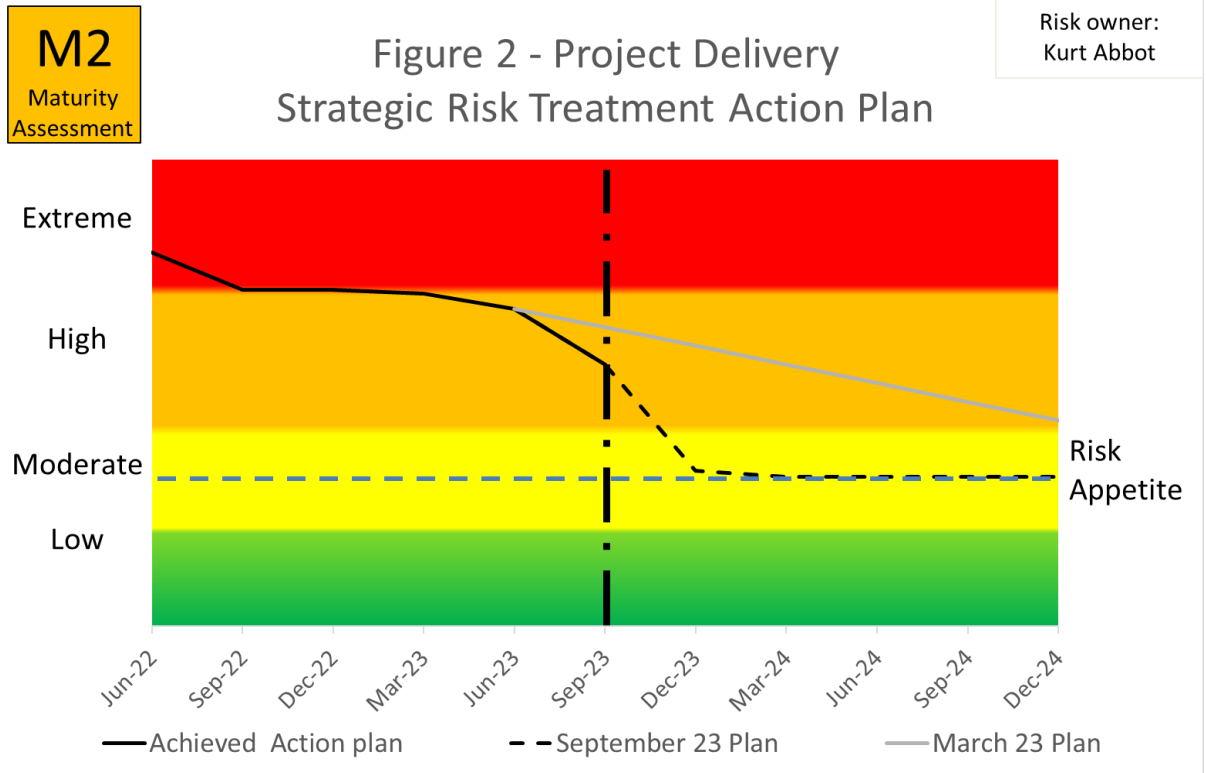
2. A water main upgrade project is planned within the same vicinity.

The projects will be coordinated to ensure both projects can commence construction simultaneously, budget dependent work will commence in 24/25.

Project updates from September Report

- CCTV project has initiated design planning in anticipation of a signed MOU with Hamilton City Council.
- North Waikato Resource Recovery Centre project – EPMO has been engaged to manage the project, this ensures synergies, cost efficiencies and collaboration with the Tuakau Dog Pound project as they manage the builds and operations on the same site.

4.3 Risk & Assurance



Project Delivery - Within the last quarter a number of new initiatives for Project Delivery have been embedded within the business. The effectiveness of these appears to have exceed expectations resulting in a lower than projected risk profile. Time will still be needed to test this progress and prove the success of the last few months. The graph is forecast to move substantially further towards appetite over the coming months as the final key mitigations are implemented.

Key actions achieved past period

- Contract Management - Working together with the contract management improvement programme. This includes the accounts payable automation improvements which has completed user acceptance testing and will have roll on benefits to capital projects.

Key actions next period

- Project estimation - Work is currently underway to undertake this analysis for the upcoming LTP.
- Review of operating structure of EPMO – 12-month review of EPMO against expectations from organisational restructure.
- Utilisation/embedment of new project financial reporting tool

Risk control plan

A more detailed risk control plan is attached as an Appendix. The risk control plan captures the substantive treatment options that when in place and operating effectively will bring the risk back into appetite. Risk treatments can vary in complexity from significant improvement projects to recruitment and retention of appropriate staff.

Emerging risks

Weather

Inclement weather will always pose a risk to many of our infrastructure projects. Current predictions are that this summer/construction season will be dry and hot. This will be advantageous for delivery of planned work programmes.

Change in Government Policy

Change in Government Policy may impact our ability to forward plan projects with certainty. While this will not impact the current financial year delivery, it may impact projects that are currently being planned for delivery in year one of the 2024/34 LTP. However, mitigations are currently in place to create an agile project management system that will give council best chance of adapting if change occurs.

New Financial System

The new system will offer clear enhancements and visibility of financials for project delivery. However, the bedding in period may offer some risk as staff become more proficient with the tools and practices and processes are embedded.

5. Next Steps
Ahu Whakamua

Ongoing close monitoring of the delivery of the infrastructure portfolio to ensure we deliver our programme within the cost constraints and timeframes of our capital projects programme.

Update Project forecasting to reflect the projected spend profile against confirmed project budgets for 23/24 Capital Portfolio.

There will be continued support of the EPMO project delivery teams to ensure up to date project data for project transparency, communications and engagement.

Programme reporting dashboards developed to deliver “at a glance” visibility at a programme level.

Working closely with Business Owners to identify project synergies, minimise cost inefficiencies and ongoing support of the business for timely decision making to mitigate time, scope and budget risks to projects.

6. Attachments
Ngaa taapirihanga

Attachment 1 - Risk control plan tool

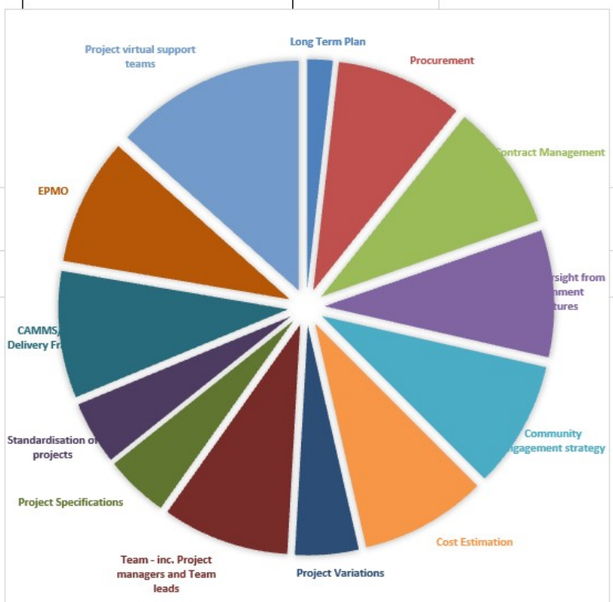
Attachment 2 - Capital Projects Portfolio Dashboard

COPY

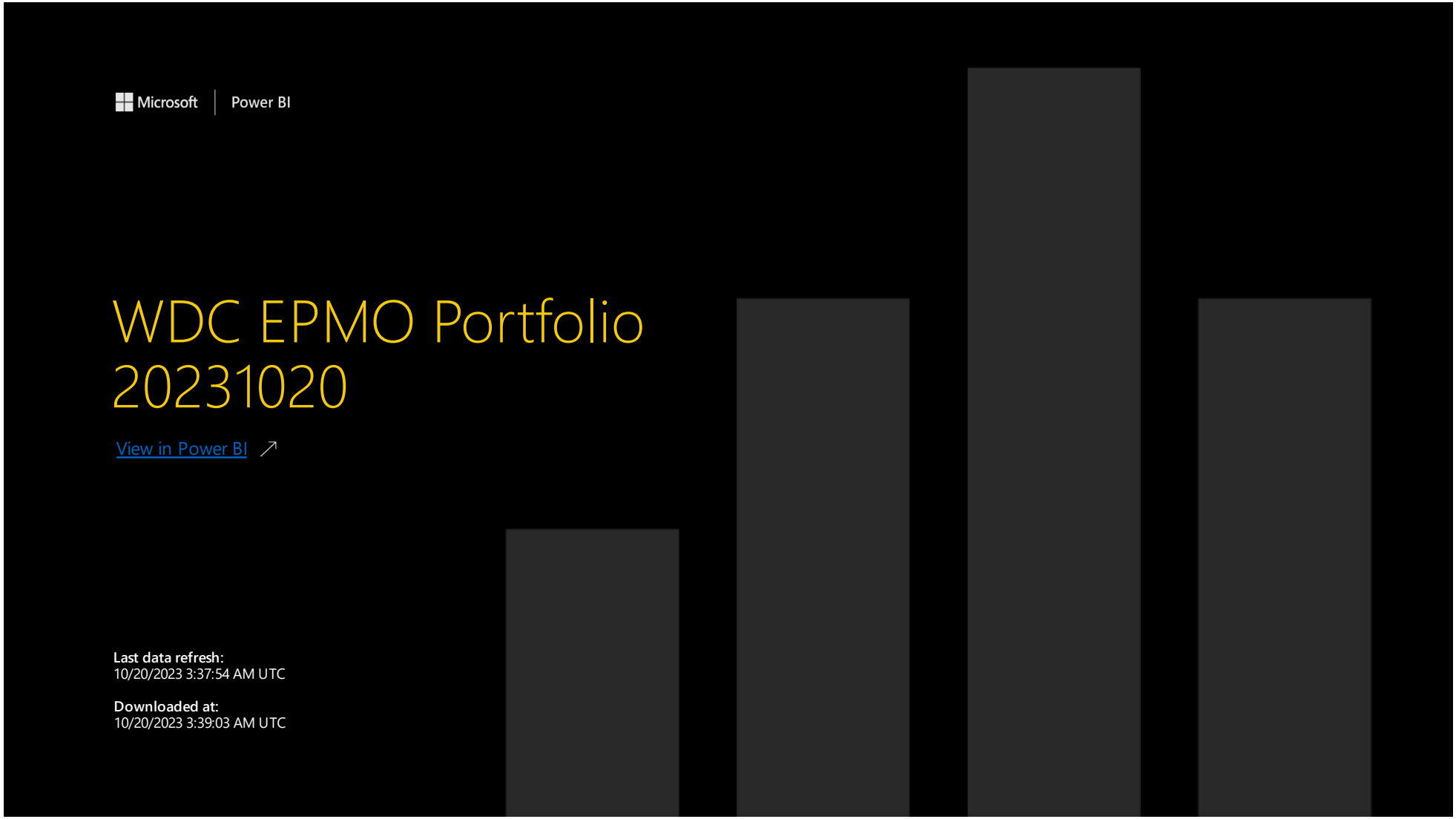
Attachment 1 - Risk control plan tool

Project Delivery - Strategic Risk Control Plan Tool

Risk ID	Risk			Treatment								
	Cause	Risk	Consequence		Recommended Treatment			Treatment Effectiveness				
	Because of	There might be...	Resulting in ...	Treatment Title	Treatment Description	Treatment importance (10/5/2)	Weight of treatment importance (%)	Treatment Effectiveness	Rationale for Treatment Effectiveness	Status	Estimated Timeframe for Implementation	
	Due to •Lack of capacity. •Lack of capability (Planning and management practices)	Council may be Unable to deliver key services and projects	Resulting in Time, quality, and cost requirements of project delivery not met.		**Specific** - Clearly define the plan, aligning it to the identified risk. Make it meaningful and appropriate to achieve a desired outcome.	Treatment is/ has: Critical and essential - 10 Signifcant role- 5 Minimal impact - 2		High - H Medium - M Low - L			Timely: Expected date to be Inplace and Maximum score.	Remaining Risk Score
						112						**2.34**
	Management practices - Lack of management practices resulting in failure to deliver projects successfully due to ineffective internal systems			Long Term Plan	**Long Term Plan** Every three years Council creates Long Term Plan (LTP) works streams that capture programmed works scheduled to deliver the LTP commitments. These work streams include annual Activity Management Plans (AMPs) that dictate which programmes will be undertaken (through projects and initiatives) for the subsequent period. The LTP is also used to re-set community expectations by re-forecasting historic LTP projects. This allows periodic re-consideration of projects and appropriate re-allocation of budgets. The LTP has also bee updated to reflect the additional pressures and complexities resulting from Covid-19. This treatment impacts the likelihood of the risk by detailing and	2	0.017857143	H		In Place		
				Procurement	**Procurement** Procurement analysts in place for the effective procurement of processes and policies to assist with project delivery.	10	0.089285714	M	Still working to align consistency alongside project delivery timeline	In Place	Dec-23	
				Contract Management	Contracts team to deliver effective and efficient processes and polcies.	10	0.089285714	M	Working alongside contract management improvement	In Place	Dec-23	
				PGG - Oversight from Government Structures	**Oversite from Governance structures** CAPEX projects - Capital Projects Tracking Governance Group reviews and agrees CAPEX works programmes with Roading alliance. The governance structure improves connection between delivery and senior leadership to assist in resolving issues and streamlining delivery. It also creates visibility for GM and PMO of roading portfolio projects. (GM level group). Water governance board established to serve a similar function in for water projects.	10	0.089285714	H	High level of fluctuation. Currently working well.	In Place		
				Community engagement strategy	**Community engagement strategy** Each project is set up with a communitcation plan and steering group to	10	0.089285714	M	Templates and guidelines developed. Not fully implemented	Partially In Place	Dec-23	
	Exceeding budget estimations due to poor management of scope definition and project planning			Cost Estimation	**Cost estimations.** LTP covers the cost estimations for project management resource estimated	10	0.089285714	H	New project framework is ensuring budgets are adequte and	Partially In Place	Dec-23	
	Scope change during project			Project Variations	**Project variations.** Managing of project variations is entirly reliant on project managers directly	5	0.044642857	H	New operating model and process ensure well defined scope	In Place		
	Quality - Poor quality works not fit for purpose due to inappropriate spec and poor quality control			Team - inc. Project managers and Team leads	**Team leaders** Recruitment of quality team leads and development of quality project	10	0.089285714	H		In Place		
				Project Specifications	**Project Specifications** Contract documents identifying specifications for projects to follow.	5	0.044642857	M	Opportunity to quality check standards against design	In Place	Mar-24	
				Standardisation of projects	**Standardisation of projects** Standard and repetative projects types, such as toilets blocks and	5	0.044642857	M	Opportunities exist to improve in the future but has been fully	In Place	Mar-24	
	Management practices - Lack of management practices resulting in failure to deliver projects successfully due to			CAMMS/ Project Delivery Framework.	**CAMMS/ Project Delivery Framework.** Developed to provide an expectation and direction for project managers.	10	0.089285714	H	Lessons learnt reporsitory not yet in place. Final small	In Place		
				EPMO	**EPMO** PMO developed updates for CAMM and providing training sessions and 1on1 support for users.	10	0.089285714	H		In Place		
				Project virtual support teams	Regular meetings between EPMO, procurement teams, zero harm, legal and contracts teams to provide planning, guidance and consistence. Improved	15	0.133928571	H		In Place		
				Insert Above to Add New Treatment								



Attachment 2 – Capital Projects Portfolio Dashboard



CAPITAL PORTOLIO DASHBOARD @ 20/10/23

Project Status: All | Ward: All | Portfolio: All | Program: All

In Flight Projects	2023 Budget
108	$101.0M

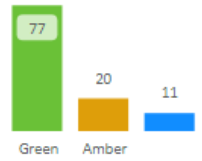
Projects by Program and Phase

Program	CLOSE	DELIVER	INITIATE	PLAN & DESIGN	Total
Council Facilities	1	4	3	9	17
Open Spaces	6	12	5	22	45
Roading	4	8	3	21	36
Solid Waste		1	2		3
Strategic Property		1		1	2
Venues and Events	1	2		2	5
Total	12	28	13	55	108

Projects in Defect Period

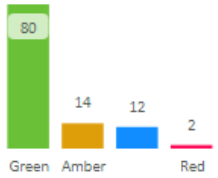
Project Code	Project Name	Status	#
PR-21327	Te Kohanga Playground	Defect Period	1
PR-21331	Pokeno Tennis court and deck	Defect Period	1
PR-21332	Huntly Tennis courts	Defect Period	1
PR-21337	Maraetai Playground	Defect Period	1
Total			4

RISK RAG STATUS - RED



Project Code	Project Name	Risk

ISSUE RAG STATUS - RED

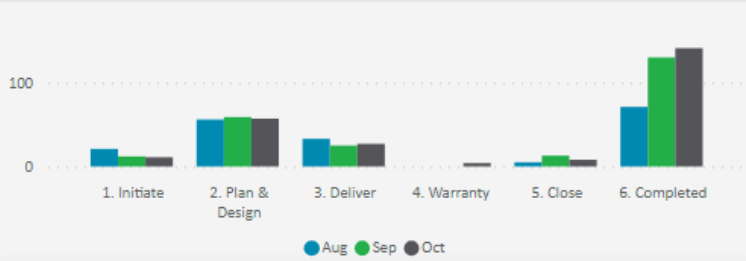


Project Code	Project Name	Issues
PR-21257	Pokeno road resilience improvements	
PR-21287	Buckland Rd minor improvements 2024	
Total		

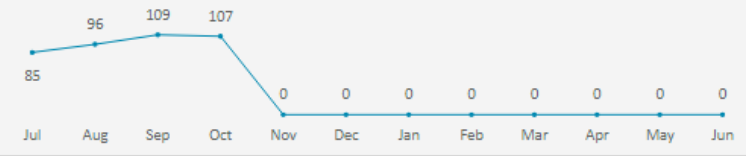
2023 YTD Service Delivery Budget $M

Group	Annual Plan	Carry Fwds	Total Budget	Forecast	Actuals	Variance
1. Community Connections	$14.8M	$24.7M	$39.5M	$8.4M	$2.2M	$37.3M
2. Strategic Property	$2.6M	$5.9M	$8.5M	$4.1M	$2.4M	$6.1M
3. Solid Waste	$0.3M	$3.2M	$3.5M	$0.3M	$0.2M	$3.3M
4. Roading	$19.6M	$29.9M	$49.5M	$11M	$5.3M	$44.2M
Total	$37.3M	$63.7M	$101M	$23.8M	$10.1M	$90.9M

Three Month Comparison



Total Projects by Month



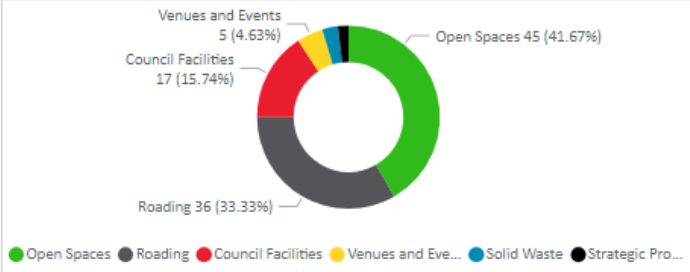
Tai Runga Takiwaa Wards

Maori Ward	#
Tai Runga Takiwaa	44
Newcastle-	21
Horotiu	1
Horsham Downs	2
Ngaruawahia	12
Rotokauri	1
Taupiri	1
Te Kowhai	2
Whatawhata	2
Ngaruawahia	2
Ngaruawahia	2
Tamahere-Woodlands	8
Gordonton	5
Tamahere	3
Waerenga-Whitikahu	2
Taupiri	1
Whitikahu	1
Western Districts	2
Te Akau	2
Whaaingaroa	9
Raglan	9
Total	44

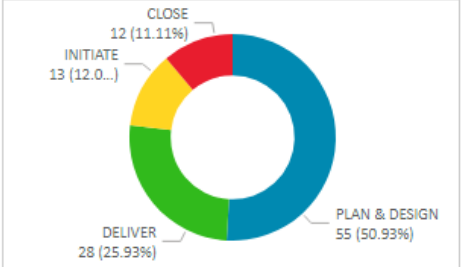
Tai Raro Takiwaa Wards

Maori Ward	#
Tai Raro Takiwaa	56
Awaroa-Maramarua	4
Aka Aka	1
Kariotahi	1
Mangatangi	1
Mangatawhiri	1
Huntly	11
Huntly	11
Tuakau-Pokeno	28
Pokeno	15
Tuakau	13
Tuakau-Pookeno	2
Pookeno	1
Tuakau	1
Waerenga-Whitikahu	3
Tahuna	1
Te Kauwhata	2
Western Districts	7
Onewhero	1
Port Waikato	2
Pukekawa	2
Ruawaro	1
Te Kohanga	1
Whaaingaroa	1
Raglan	1
Total	56

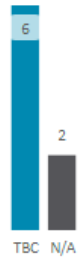
Projects by Program



Projects by Phase



Wards TBC



CAPITAL - INITIATE @ 20/10/23

Overall Progres... All | Ward All | Portfolio All | Phase INITIATE

Projects 13

Phase	Portfolio	Project Code	Project Name	Town	% Complete	Forecast Finish	Project Status	Risk	Issues	Scope & Quality	Schedule	Overall Status	#
INITIATE	Community Connections	PR-21105	Greenslade Road Reserve Playground	Raglan	38	04-24	Ongoing	▲	▲	▲	▲	●	1
INITIATE	Community Connections	PR-21107	Hukanui Playground	Taupiri	22	05-24	In Progress	▲	●	●	◆	●	1
INITIATE	Community Connections	PR-21184	Council Facilities / Public Toilets / Pokeno Toilet Replacement	Pokeno	0	06-21	Not Started	▲	▲	●	◆	●	1
INITIATE	Community Connections	PR-21188	Te Kauwhata CCTV Installation and Monitoring	District	26	03-24	In Progress	●	●	▲	▲	▲	1
INITIATE	Community Connections	PR-21194	Council Facilities / Fleet management / Fleet replacement / New vehicles & Sold vehicles	Council	0	06-21	Not Started				◆		1
INITIATE	Community Connections	PR-22053	Open Spaces / Sports and Recreation / Carparks / Kariotahi Hall Car Park	Kariotahi	0	01-23	Not Started				◆		1
INITIATE	Community Connections	PR-22060	Open Spaces / Sports and Recreation / Carparks / Huntly - Tumate Mahuta Drive	Huntly	0	01-23	Not Started				◆		1
INITIATE	Community Connections	PR-22071	Open Spaces / Sports and Recreation / Car parks / Gordonton Tennis Club Carpark	Gordonton	36	05-24	In Progress				●		1
INITIATE	Contracts and Partnering	PR-21112	North Waikato Resource Recovery Centre	District	65	06-23	In Progress	●	●	●	◆	●	1
INITIATE	Contracts and Partnering	PR-21248	Pokeno road minor improvements and Pedestrians Bridge	Pokeno	35	02-24	In Progress	▲	▲	●	▲	●	1
INITIATE	Contracts and Partnering	PR-21278	Whitikahu road bridge	Whitikahu	74	07-23	In Progress	▲	▲	▲	◆	▲	1
INITIATE	Contracts and Partnering	PR-21360	Waste Assessment, WMMP and Services review	Council	43	06-25	In Progress	●	●	●	▲	●	1
INITIATE	Contracts and Partnering	PR-21389	Pokeno Market Square Development	Pokeno	0	07-28	Not Started				●	●	1
Total													**13**

CAPITAL - PLAN & DESIGN @ 20/10/23

Overall Progres... All | Ward All | Portfolio Community Connections | Phase PLAN & DESIGN

Projects 33

Phase	Portfolio	Project Code	Project Name	Town	% Complete	Forecast Finish	Risk	Issues	Scope & Quality	Schedule	Overall Status	#
PLAN & DESIGN	Community Connections	PR-1628	Tuakau aquatic centre	Tuakau	91	12-23						1
PLAN & DESIGN	Community Connections	PR-1663	Paterson Park & Huntly West Sports Complex Lighting Upgrade	Huntly	76	05-24						1
PLAN & DESIGN	Community Connections	PR-1669	Sunset Beach Toilet - Port Waikato	Port Waikato	43	10-23						1
PLAN & DESIGN	Community Connections	PR-21106	Buckland Road Sports Field and Playground	Tuakau	47	03-24						1
PLAN & DESIGN	Community Connections	PR-21113	The Point, Ngaruawahia	Ngaruawahia	0	06-24						1
PLAN & DESIGN	Community Connections	PR-21116	Council Facilities / Aquatic Centres / Huntly / Boiler replacement	Huntly	10	08-23						1
PLAN & DESIGN	Community Connections	PR-21118	Council Offices / Ngaruawahia / Exterior Cladding	Ngaruawahia	43	06-24						1
PLAN & DESIGN	Community Connections	PR-21162	Lake Kainui Drainage Management	Horsham Downs	64	01-24						1
PLAN & DESIGN	Community Connections	PR-21177	Rotokauri walkway	Ngaruawahia	84	04-24						1
PLAN & DESIGN	Community Connections	PR-21182	Ngaruawahia Aquatic Centre New entrance	Ngaruawahia	31	12-23						1
PLAN & DESIGN	Community Connections	PR-21185	Woodlands Lighting and Security Upgrade	Taupiri	18	04-25						1
PLAN & DESIGN	Community Connections	PR-21187	Tuakau Dog Pound New Build	Tuakau	68	05-24						1
PLAN & DESIGN	Community Connections	PR-21195	Ngaruawahia Hall Improvements	Ngaruawahia	69	12-23						1
PLAN & DESIGN	Community Connections	PR-21322	Opuatia Court Renewal	Pukekawa	83	02-24						1
PLAN & DESIGN	Community Connections	PR-21324	Pukekawa Tennis Court Renewal	Pukekawa	89	06-24						1
PLAN & DESIGN	Community Connections	PR-21329	Dr John Lightbody Court Renewal	Tuakau	68	04-24						1
PLAN & DESIGN	Community Connections	PR-22010	District Wide toilets - Te Kowhai	Te Kowhai	46	12-23						1
PLAN & DESIGN	Community Connections	PR-22041	Raglan Beacon Replacement	Raglan	52	11-23						1
PLAN & DESIGN	Community Connections	PR-22048	Tumate Mahuta Carpark Upgrade	Huntly	57	05-24						1
PLAN & DESIGN	Community Connections	PR-22055	Aka Aka - The Elbow Boat Ramp Carpark Upgrade	Aka Aka	15	11-24						1
PLAN & DESIGN	Community Connections	PR-22056	Tuakau - West Street Carpark Upgrade	Tuakau	12	06-24						1
PLAN & DESIGN	Community Connections	PR-22058	Matangi – Jack Foster Reserve Carpark Upgrade	Tamahere	64	04-24						1
PLAN & DESIGN	Community Connections	PR-22067	Raglan - Papahua Recreation Reserve Carpark Upgrade	Raglan	45	06-24						1
PLAN & DESIGN	Community Connections	PR-22068	Te Kowhai Hall Carpark Upgrade	Te Kowhai	51	06-24						1
PLAN & DESIGN	Community Connections	PR-22069	Tuakau - St Stephens Avenue Carpark Upgrade	Tuakau	18	06-24						1
PLAN & DESIGN	Community Connections	PR-22070	Ngaruawahia - Paterson Park Carpark Upgrade	Ngaruawahia	15	12-24						1
PLAN & DESIGN	Community Connections	PR-22073	Open Spaces / Sports and Recreation / Carparks / Raglan - Wainui Beach Carpark	Raglan	9	06-24						1
PLAN & DESIGN	Community Connections	PR-22075	Raglan Art Centre Carpark	Raglan	42	12-23						1
PLAN & DESIGN	Community Connections	PR-22157	Te Kauwhata Domain walkway	Te Kauwhata	70	02-24						1
PLAN & DESIGN	Community Connections	PR-22158	Woodlands Carpark & Gardeners Compound Upgrade	Gordonton	42	06-24						1
PLAN & DESIGN	Community Connections	PR-22184	Paterson Park Playground	Ngaruawahia	14	08-24						1
PLAN & DESIGN	Community Connections	PR-22190	Wi Neera Walkway - Sea Wall repair and Path upgrade	Raglan	18	12-24						1
Total												33

CAPITAL - PLAN & DESIGN cont @ 20/10/23

Overall Progres... All | Ward All | Portfolio Multiple selections | Phase PLAN & DESIGN

Projects 22

Phase	Portfolio	Project Code	Project Name	Town	% Complete	Forecast Finish	Risk	Issues	Scope & Quality	Schedule	Overall Status	#
PLAN & DESIGN	Contracts and Partnering	PR-21215	Harrisville Road Bridge Replacements	Tuakau	16	07-26	▲	●	●	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21222	Huia road resilience improvements	Tuakau	36	04-24	●	●	●	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21223	Munro Road Resilience and Footpath	Pokeno	29	06-24	▲	●	●	◆	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21225	Bus shelters 2022	District	50	09-22	●	●	▲	◆	▲	1
PLAN & DESIGN	Contracts and Partnering	PR-21228	Pokeno Main Street	Pokeno	77	06-24	▲	▲	●	●	▲	1
PLAN & DESIGN	Contracts and Partnering	PR-21229	Pookeno Rd resilience - Bridge to Munro Rd	Pokeno	34	06-25	●	▲	▲	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21239	Te Akau road 4490 bridge	Te Akau	54	10-23	●	●	●	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21243	Fullerton road bridge	Rotokauri	57	10-23	●	●	●	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21246	Helenslee road minor improvements	Pokeno	66	06-24	▲	▲	●	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21249	Great South Road and Pokeno Road Intersection Upgrade	Pokeno	41	06-24	▲	▲	●	▲	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21257	Pokeno road resilience improvements	Pokeno	39	05-24	▲	◆	●	●	▲	1
PLAN & DESIGN	Contracts and Partnering	PR-21264	Dean road/great south road intersection upgrade	Pokeno	73	10-24	▲	▲	●	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21279	Tahuna road minor improvements 2024	Tahuna	66	12-23	●	●	●	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21280	Whitikahu road minor improvements	Gordonton	70	05-24	●	●	●	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21282	Hakarimata road minor improvements - unsubsidised	Ngaruawahia	72	11-23	●	●	●	●	◆	1
PLAN & DESIGN	Contracts and Partnering	PR-21380	District wide footpaths - unsubsidised program	District	58	05-23	▲	▲	▲	◆	●	1
PLAN & DESIGN	Contracts and Partnering	PR-21388	Intersection (Roundabout) Upgrade Munro/Pokeno	Pokeno	59	08-24	●	●	●	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-22007	River Road and Lake Road Roundabout	Ngaruawahia	56	06-24	▲	▲	●	●	▲	1
PLAN & DESIGN	Contracts and Partnering	PR-22014	Horotiu Link Road	Horotiu	61	09-24	▲	▲	▲	●	●	1
PLAN & DESIGN	Contracts and Partnering	PR-22018	Te Akau road 4490 bridge	Te Akau	62	06-23				◆		1
PLAN & DESIGN	Contracts and Partnering	PR-22130	Ngaruawahia - Festival Way (between Galbraith and Old Taupiri Rd)	Ngaruawahia	7	12-25	●	●	●	◆	◆	1
PLAN & DESIGN	Property and Assets	PR-22144	Property General / District wide / Land Purchase / Tregoweth Lane	Huntly	63	02-23				◆		1
Total												**22**

CAPITAL - DELIVER @ 20/10/23

Overall Status: All | Ward: All | Portfolio: All | Phase: DELIVER

Projects: 28

Phase	Portfolio	Project Code	Project Name	Town	% Complete	Financial Year	Risk	Issues	Scope & Quality	Schedule	Overall Status	#
DELIVER	Community Connections	PR-1673	District Wide toilets - Tamahere	Tamahere	50	20/21	●	▲	▲	▲	▲	1
DELIVER	Community Connections	PR-1686	Huntly Historic Rail Station – Building Relocation	Huntly	75	21/22	●	●	●		●	1
DELIVER	Community Connections	PR-21114	Open Spaces / Council controlled project in Pokeno / Sports Park / SP-1a	Pokeno	76	21/22	●	●	●		●	1
DELIVER	Community Connections	PR-21117	Open Spaces / Walkway / Tamahere Walkways	Tamahere	0	22/23				◆		1
DELIVER	Community Connections	PR-21122	Tuakau Hall Refurbishment	Tuakau	90	22/23	●	●	●		●	1
DELIVER	Community Connections	PR-21149	Open Spaces / Historic Reserve / Pukeiahua Signage and Carvings	Ngaruawahia	0	21/22				◆		1
DELIVER	Community Connections	PR-21169	Dr John Lightbody Carpark Upgrade	Tuakau	75	21/22	●	●	●		▲	1
DELIVER	Community Connections	PR-21192	Raglan Wharf	Raglan	94	21/22	●	●	●		●	1
DELIVER	Community Connections	PR-21361	Ruawaro Tennis Club	Ruawaro	80	21/22	●	●	●		●	1
DELIVER	Community Connections	PR-21370	Puriri Seawall Boat Ramp Renewal	Raglan	51	22/23	●	●	●	▲	●	1
DELIVER	Community Connections	PR-21407	Open Spaces / Ngaruawahia Heritage / Pukeiahua Pa	Ngaruawahia	0	21/22				◆		1
DELIVER	Community Connections	PR-22057	Ngaruawahia - Panthers League Ground Carpark Upgrade	Ngaruawahia	56		●	●	●		●	1
DELIVER	Community Connections	PR-22061	Onewhero -Sports Domain Carpark Upgrade	Onewhero	43		▲	●	●		●	1
DELIVER	Community Connections	PR-22064	Tuakau - Henderson Hall Street Carpark Upgrade	Tuakau	79		●	●	●		●	1
DELIVER	Community Connections	PR-22155	Raglan Sports Pavilion (Changing Rooms) Painting	Raglan	64	22/23	●	●	●	▲	●	1
DELIVER	Community Connections	PR-22182	Venues and Events / Campgrounds / Raglan Holiday Park Papahua	Raglan	10	23/24	●	●	●		●	1
DELIVER	Community Connections	PR-22185	Te Awa Walkway Erosion Repairs	District	64	23/24	●	●	●		●	1
DELIVER	Community Connections	PR-22218	Lake Hakanoa Motor Camp Safety and Security upgrades	Huntly	49	23/24	●	●	●	▲	●	1
DELIVER	Contracts and Partnering	PR-21103	Huntly transfer station Hard Stand of unpaved areas	Huntly	85	21/22	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21221	Gordonton road improvements	Gordonton	95	21/22	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21233	Harrisville road safety network improvements 2023	Tuakau	73	22/23	▲	●	●		●	1
DELIVER	Contracts and Partnering	PR-21247	Mangatangi road minor improvements	Mangatangi	88	22/23	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21256	Highway 22 resilience improvements	Tuakau	84	22/23	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21268	Ridge Road Pokeno Road Safety Network Improvements	Pokeno	62	23/24	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21285	Mangatawhiri road minor improvements	Mangatawhiri	92	23/24	●	●	●		●	1
DELIVER	Contracts and Partnering	PR-21287	Buckland Rd minor improvements 2024	Tuakau	44	23/24	▲	◆	▲		▲	1
DELIVER	Contracts and Partnering	PR-21292	Huntly rail amenities stage1B	Huntly	96	23/24	▲	▲	●		●	1
DELIVER	Property and Assets	PR-22148	Strategic Projects / District Wide / Land Purchase / Strategic Enabler	District	71					◆		1
Total												**28**

CAPITAL - CLOSE @ 20/10/23

Overall Status: All | Ward: All | Portfolio: All | Phase: CLOSE

Projects: 12

Phase	Portfolio	Project Code	Project Name	Town	% Complete	Forecast Finish	Risk	Issues	Scope & Quality	Schedule	Overall Status	#
CLOSE	Community Connections	PR-1236	CF2017 Whatawhata Community Facility	Whatawhata	93	11-23						1
CLOSE	Community Connections	PR-21191	Venues and Events / Campground / Hakanoa Campground Improvements	Huntly	100	10-22						1
CLOSE	Community Connections	PR-21327	Te Kohanga Playground	Te Kohanga	100	09-23						1
CLOSE	Community Connections	PR-21331	Pokeno Tennis court and deck	Pokeno	100	09-23						1
CLOSE	Community Connections	PR-21332	Huntly Tennis courts	Huntly	100	10-23						1
CLOSE	Community Connections	PR-21335	Te Kauwhata Playground	Te Kauwhata	100	11-23						1
CLOSE	Community Connections	PR-21337	Maraetai Playground	Port Waikato	100	10-23						1
CLOSE	Community Connections	PR-22052	Open Spaces / Sports and Recreation / Carparks / Whatawhata Reserve Car Park	Whatawhata	100	06-23						1
CLOSE	Contracts and Partnering	PR-1480	Horsham Downs Link Road	Horsham Downs	100	05-23						1
CLOSE	Contracts and Partnering	PR-21232	Piako road safety network improvements	Gordonton	100	02-24						1
CLOSE	Contracts and Partnering	PR-21250	River road minor improvements 2023	Ngaruawahia	98	01-24						1
CLOSE	Contracts and Partnering	PR-21269	Bankier road safety network improvements	Pokeno	100	09-23						1
Total												**12**

CAPITAL - TUAKAU-POKENO WARD @ 20/10/23

Phase: All | Overall Progres...: All | Ward: Tuakau-Pokeno | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	LTP Project	INITIATE	Not Started	PR-21184	Council Facilities / Public Toilets / Pokeno Toilet Replacement	0	06-21	▲	▲	▲	●	◆	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	CLOSE	Completed	PR-21269	Bankier road safety network improvements	100	09-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	DELIVER	In Progress	PR-21268	Ridge Road Pokeno Road Safety Network Improvements	62	06-24	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	INITIATE	In Progress	PR-21248	Pokeno road minor improvements and Pedestrians Bridge	35	02-24	▲	▲	▲	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	PLAN & DESIGN	In Progress	PR-21228	Pokeno Main Street	77	06-24	●	▲	▲	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	PLAN & DESIGN	In Progress	PR-21246	Helenslee road minor improvements	66	06-24	▲	▲	▲	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	PLAN & DESIGN	In Progress	PR-21249	Great South Road and Pokeno Road Intersection Upgrade	41	06-24	▲	▲	▲	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	PLAN & DESIGN	In Progress	PR-21257	Pokeno road resilience improvements	39	05-24	●	▲	◆	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDA Managed	PLAN & DESIGN	In Progress	PR-21388	Intersection (Roundabout) Upgrade Munro/Pokeno	59	08-24	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	CLOSE	Completed	PR-21331	Pokeno Tennis court and deck	100	09-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	DELIVER	In Progress	PR-21114	Open Spaces / Council controlled project in Pokeno / Sports Park / SP-1a	76	12-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	INITIATE	Not Started	PR-21389	Pokeno Market Square Development	0	07-28	▲				●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	PLAN & DESIGN	In Progress	PR-21223	Munro Road Resilience and Footpath	29	06-24	▲	▲	●	●	◆	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	PLAN & DESIGN	In Progress	PR-21229	Pookeno Rd resilience - Bridge to Munro Rd	34	06-25	▲	●	▲	▲	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Pokeno	WDC Managed	PLAN & DESIGN	In Progress	PR-21264	Dean road/great south road intersection upgrade	73	10-24	▲	▲	▲	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDA Managed	DELIVER	In Progress	PR-21233	Harrisville road safety network improvements 2023	73	08-24	▲	▲	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDA Managed	DELIVER	In Progress	PR-21256	Highway 22 resilience improvements	84	10-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDA Managed	DELIVER	In Progress	PR-21287	Buckland Rd minor improvements 2024	44	10-24	●	▲	◆	▲	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	DELIVER	In Progress	PR-21122	Tuakau Hall Refurbishment	90	10-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	DELIVER	In Progress	PR-22064	Tuakau - Henderson Hall Street Carpark Upgrade	79	11-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-1628	Tuakau aquatic centre	91	12-23	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-21106	Buckland Road Sports Field and Playground	47	03-24	▲	●	●	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-21187	Tuakau Dog Pound New Build	68	05-24	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-21215	Harrisville Road Bridge Replacements	16	07-26	▲	▲	●	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-21222	Huia road resilience improvements	36	04-24	▲	●	●	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-21329	Dr John Lightbody Court Renewal	68	04-24	▲	●	●	●	●	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-22056	Tuakau - West Street Carpark Upgrade	12	06-24	▲	●	●	●	▲	1
Tai Raro Takiwaa	Tuakau-Pokeno	Tuakau	WDC Managed	PLAN & DESIGN	In Progress	PR-22069	Tuakau - St Stephens Avenue Carpark Upgrade	18	06-24	▲	●	●	●	●	1
Total															**28**

CAPITAL - AWAROA-MARAMARUA WARD @ 20/10/23

Phase: All | Overall Status: All | Ward: Awaroa-Maramarua | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Raro Takiwaa	Awaroa-Maramarua	Aka Aka	WDC Managed	PLAN & DESIGN	In Progress	PR-22055	Aka Aka - The Elbow Boat Ramp Carpark Upgrade	15	11-24						1
Tai Raro Takiwaa	Awaroa-Maramarua	Kariotahi	WDA Managed	INITIATE	Not Started	PR-22053	Open Spaces / Sports and Recreation / Carparks / Kariotahi Hall Car Park	0	01-23						1
Tai Raro Takiwaa	Awaroa-Maramarua	Mangatangi	WDC Managed	DELIVER	In Progress	PR-21247	Mangatangi road minor improvements	88	03-24						1
Tai Raro Takiwaa	Awaroa-Maramarua	Mangatawhiri	WDC Managed	DELIVER	In Progress	PR-21285	Mangatawhiri road minor improvements	92	10-23						1
Total															**4**

CAPITAL - HUNTLY WARD @ 20/10/23

Phase: All | Overall Status: All | Ward: Huntly | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	PLAN & DESIGN	In Progress	PR-22144	Property General / District wide / Land Purchase / Tregoweth Lane	63	02-23					◆	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	PLAN & DESIGN	In Progress	PR-1663	Paterson Park & Huntly West Sports Complex Lighting Upgrade	76	05-24	●	●	●	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	PLAN & DESIGN	In Progress	PR-22048	Tumate Mahuta Carpark Upgrade	57	05-24	●	●	●	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	PLAN & DESIGN	In Progress	PR-21116	Council Facilities / Aquatic Centres / Huntly / Boiler replacement	10	08-23	●	●	●	●	◆	1
Tai Raro Takiwaa	Huntly	Huntly	WDA Managed	INITIATE	Not Started	PR-22060	Open Spaces / Sports and Recreation / Carparks / Huntly - Tumate Mahuta Drive	0	01-23					◆	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	DELIVER	In Progress	PR-1686	Huntly Historic Rail Station – Building Relocation	75	01-24	●	●	●	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	DELIVER	In Progress	PR-21103	Huntly transfer station Hard Stand of unpaved areas	85	06-24	●	●	●	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	DELIVER	In Progress	PR-22218	Lake Hakanoa Motor Camp Safety and Security upgrades	49	10-23	●	●	●	●	▲	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	DELIVER	In Progress	PR-21292	Huntly rail amenities stage1B	96	11-23	●	▲	▲	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	CLOSE	Completed	PR-21191	Venues and Events / Campground / Hakanoa Campground Improvements	100	10-22	●	●	●	●	●	1
Tai Raro Takiwaa	Huntly	Huntly	WDC Managed	CLOSE	Completed	PR-21332	Huntly Tennis courts	100	10-23	●	●	●	●	●	1
Total															**11**

CAPITAL - NEWCASTLE-NGARUAWAHIA WARD @ 20/10/23

Phase: All | Overall Status: All | Ward: Newcastle-Ngaruaw... | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Horotiu		PLAN & DESIGN	In Progress	PR-22014	Horotiu Link Road	61	09-24	●	▲	▲	▲	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Horsham Downs	WDC Managed	PLAN & DESIGN	In Progress	PR-21162	Lake Kainui Drainage Management	64	01-24	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-21118	Council Offices / Ngaruawahia / Exterior Cladding	43	06-24	●	●	●	●	▲	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-21177	Rotokauri walkway	84	04-24	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-21182	Ngaruawahia Aquatic Centre New entrance	31	12-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-21195	Ngaruawahia Hall Improvements	69	12-23	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-22007	River Road and Lake Road Roundabout	56	06-24	▲	▲	▲	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-22070	Ngaruawahia - Paterson Park Carpark Upgrade	15	12-24	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-22130	Ngaruawahia - Festival Way (between Galbraith and Old Taupiri Rd)	7	12-25	◆	●	●	●	◆	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	In Progress	PR-22184	Paterson Park Playground	14	08-24	●	●	●	●	▲	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	PLAN & DESIGN	Not Started	PR-21113	The Point, Ngaruawahia	0	06-24	●	●	●	●	◆	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Rotokauri	WDA Managed	PLAN & DESIGN	In Progress	PR-21243	Fullerton road bridge	57	10-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Te Kowhai	WDC Managed	PLAN & DESIGN	In Progress	PR-22010	District Wide toilets - Te Kowhai	46	12-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Te Kowhai	WDC Managed	PLAN & DESIGN	In Progress	PR-22068	Te Kowhai Hall Carpark Upgrade	51	06-24	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Taupiri	WDC Managed	INITIATE	In Progress	PR-21107	Hukanui Playground	22	05-24	●	▲	●	●	◆	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	DELIVER	In Progress	PR-22057	Ngaruawahia - Panthers League Ground Carpark Upgrade	56	12-23	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDC Managed	DELIVER	Not Started	PR-21407	Open Spaces / Ngaruawahia Heritage / Pukeiahua Pa	0	04-22					◆	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Horsham Downs	WDC Managed	CLOSE	Completed	PR-1480	Horsham Downs Link Road	100	05-23	●	●		●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Ngaruawahia	WDA Managed	CLOSE	In Progress	PR-21250	River road minor improvements 2023	98	01-24	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Whatawhata	WDA Managed	CLOSE	Completed	PR-22052	Open Spaces / Sports and Recreation / Carparks / Whatawhata Reserve Car Park	100	06-23	●	●	●	●	●	1
Tai Runga Takiwaa	Newcastle-Ngaruawahia	Whatawhata	WDC Managed	CLOSE	In Progress	PR-1236	CF2017 Whatawhata Community Facility	93	11-23	●	●	●	●	●	1
Total															**21**

CAPITAL - TAMAHERE-WOODLANDS WARD @ 20/10/23

Phase: All | Overall Status: All | Ward: Tamahere-Woodlands | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Runga Takiwaa	Tamahere-Woodlands	Gordonton	WDC Managed	PLAN & DESIGN	In Progress	PR-21280	Whitikahu road minor improvements	70	05-24	●	●	●	●	●	1
Tai Runga Takiwaa	Tamahere-Woodlands	Gordonton	WDC Managed	PLAN & DESIGN	In Progress	PR-22158	Woodlands Carpark & Gardeners Compound Upgrade	42	06-24	●	●	●	●	●	1
Tai Runga Takiwaa	Tamahere-Woodlands	Tamahere	WDC Managed	PLAN & DESIGN	In Progress	PR-22058	Matangi – Jack Foster Reserve Carpark Upgrade	64	04-24	●	▲	●	●	●	1
Tai Runga Takiwaa	Tamahere-Woodlands	Gordonton	WDC Managed	INITIATE	In Progress	PR-22071	Open Spaces / Sports and Recreation / Car parks / Gordonton Tennis Club Carpark	36	05-24					●	1
Tai Runga Takiwaa	Tamahere-Woodlands	Gordonton	WDA Managed	DELIVER	In Progress	PR-21221	Gordonton road improvements	95	04-24	●	●	●	●	●	1
Tai Runga Takiwaa	Tamahere-Woodlands	Tamahere	WDC Managed	DELIVER	In Progress	PR-1673	District Wide toilets - Tamahere	50	12-23	▲	●	▲	▲	▲	1
Tai Runga Takiwaa	Tamahere-Woodlands	Tamahere	WDC Managed	DELIVER	Not Started	PR-21117	Open Spaces / Walkway / Tamahere Walkways	0	08-23					◆	1
Tai Runga Takiwaa	Tamahere-Woodlands	Gordonton	WDA Managed	CLOSE	Completed	PR-21232	Piako road safety network improvements	100	02-24	●	●	●	●	●	1
Total															**8**

CAPITAL - WHAAINGAROA WARD @ 20/10/23

Phase: All | Overall Status: All | Ward: Whaaingaroa | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDA Managed	PLAN & DESIGN	In Progress	PR-22073	Open Spaces / Sports and Recreation / Carparks / Raglan - Wainui Beach Carpark	9	06-24	●	●	●	●	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	PLAN & DESIGN	In Progress	PR-22041	Raglan Beacon Replacement	52	11-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	PLAN & DESIGN	In Progress	PR-22067	Raglan - Papahua Recreation Reserve Carpark Upgrade	45	06-24	●	●	●	●	●	1
Tai Raro Takiwaa	Whaaingaroa	Raglan	WDC Managed	PLAN & DESIGN	In Progress	PR-22075	Raglan Art Centre Carpark	42	12-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	PLAN & DESIGN	In Progress	PR-22190	Wi Neera Walkway - Sea Wall repair and Path upgrade	18	12-24	●	●	●	●	●	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	INITIATE	Ongoing	PR-21105	Greenslade Road Reserve Playground	38	04-24	●	▲	▲	▲	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	DELIVER	In Progress	PR-21192	Raglan Wharf	94	03-24	●	●	●	●	●	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	DELIVER	In Progress	PR-21370	Puriri Seawall Boat Ramp Renewal	51	12-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	DELIVER	In Progress	PR-22155	Raglan Sports Pavilion (Changing Rooms) Painting	64	11-23	●	●	●	●	▲	1
Tai Runga Takiwaa	Whaaingaroa	Raglan	WDC Managed	DELIVER	In Progress	PR-22182	Venues and Events / Campgrounds / Raglan Holiday Park Papahua	10	11-28	●	●	●	●	●	1
Total															**10**

Tai Raro Takiwaa - Waerenga-Whitikahu & Western Districts @ 20/10/23

Phase: All | Overall Status: All | Ward: All | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Raro Takiwaa	Waerenga-Whitikahu	Tahuna	WDC Managed	PLAN & DESIGN	In Progress	PR-21279	Tahuna road minor improvements 2024	66	12-23	●	●	●	●	●	1
Tai Raro Takiwaa	Waerenga-Whitikahu	Te Kauwhata	WDC Managed	CLOSE	Completed	PR-21335	Te Kauwhata Playground	100	11-23	●	●	●	●	●	1
Tai Raro Takiwaa	Waerenga-Whitikahu	Te Kauwhata	WDC Managed	PLAN & DESIGN	In Progress	PR-22157	Te Kauwhata Domain walkway	70	02-24	●	●	●	●	●	1
Tai Raro Takiwaa	Western Districts	Onewhero	WDC Managed	DELIVER	In Progress	PR-22061	Onewhero -Sports Domain Carpark Upgrade	43	06-24	●	▲	●	●	●	1
Tai Raro Takiwaa	Western Districts	Port Waikato	WDC Managed	CLOSE	Completed	PR-21337	Maraetai Playground	100	10-23	●	●	●	●	●	1
Tai Raro Takiwaa	Western Districts	Port Waikato	WDC Managed	PLAN & DESIGN	In Progress	PR-1669	Sunset Beach Toilet - Port Waikato	43	10-23	●	●	●	●	▲	1
Tai Raro Takiwaa	Western Districts	Pukekawa	WDC Managed	PLAN & DESIGN	In Progress	PR-21322	Opuatia Court Renewal	83	02-24	●	●	●	●	●	1
Tai Raro Takiwaa	Western Districts	Pukekawa	WDC Managed	PLAN & DESIGN	In Progress	PR-21324	Pukekawa Tennis Court Renewal	89	06-24	●	●	●	●	●	1
Tai Raro Takiwaa	Western Districts	Ruawaro	WDC Managed	DELIVER	In Progress	PR-21361	Ruawaro Tennis Club	80	10-23	●	●	●	●	●	1
Tai Raro Takiwaa	Western Districts	Te Kohanga	WDC Managed	CLOSE	Completed	PR-21327	Te Kohanga Playground	100	09-23	●	●	●	●	●	1
Total															**10**

Tai Runga Takiwaa - Waerenga-Whitikahu & Western Districts @ 20/10/23

Phase: All | Overall Status: All | Ward: All | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
Tai Runga Takiwaa	Waerenga-Whitikahu	Taupiri	WDC Managed	PLAN & DESIGN	In Progress	PR-21185	Woodlands Lighting and Security Upgrade	18	04-25	●	●	●	●	▲	1
Tai Runga Takiwaa	Waerenga-Whitikahu	Whitikahu	WDA Managed	INITIATE	In Progress	PR-21278	Whitikahu road bridge	74	07-23	▲	▲	▲	▲	◆	1
Tai Runga Takiwaa	Western Districts	Te Akau	WDA Managed	PLAN & DESIGN	In Progress	PR-22018	Te Akau road 4490 bridge	62	06-23					◆	1
Tai Runga Takiwaa	Western Districts	Te Akau	WDC Managed	PLAN & DESIGN	In Progress	PR-21239	Te Akau road 4490 bridge	54	10-23	●	●	●	●	▲	1
Total															**4**

DISTRICT WIDE @ 20/10/23

Ward: All | Phase: All | Overall Status: All | Ward: District | Portfolio: All | Program: All

Maori Ward	Ward	Town	Delivery Category	Phase	Project Status	Code	Project Name	% Complete	Forecast Finish	Overall Status	Risk	Issues	Scope & Quality	Schedule	#
TBC	District	District	WDA Managed	PLAN & DESIGN	In Progress	PR-21380	District wide footpaths - unsubsidised program	58	05-23	●	▲	▲	▲	◆	1
TBC	District	District	WDC Managed	PLAN & DESIGN	In Progress	PR-21225	Bus shelters 2022	50	09-22	▲	●	●	▲	◆	1
TBC	District	District	WDC Managed	INITIATE	In Progress	PR-21112	North Waikato Resource Recovery Centre	65	06-23	●	●	●	●	◆	1
TBC	District	District	WDC Managed	INITIATE	In Progress	PR-21188	Te Kauwhata CCTV Installation and Monitoring	26	03-24	▲	●	●	▲	▲	1
TBC	District	District	WDC Managed	DELIVER	In Progress	PR-22148	Strategic Projects / District Wide / Land Purchase / Strategic Enabler	71	02-23					◆	1
TBC	District	District	WDC Managed	DELIVER	In Progress	PR-22185	Te Awa Walkway Erosion Repairs	64	12-23	●	●	●	●	●	1
Total															**6**

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Performance and Strategy Committee**
Report title	**2024-2034 Long-Term Plan Work Programme Update**
Date:	04 December 2023
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

COPY OF R&S REPORT

1. Purpose of the report
Te Take moo te puurongo

1.1 The purpose of this report is to provide the Performance and Strategy Committee with an update on progress in the Long-Term Plan (LTP) work programme, as well as information about what's coming up for elected members in the next six weeks.

2. Executive summary
Whakaraapopototanga matua

2.1 The report provides an update about the work programme for the 2024-2034 LTP under the 11 key building blocks that make up the LTP. The updates include timeframes (where these are known), as well as how elected members can expect to be involved.

3. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the Long-Term Plan Work Programme Update report.

4. Background
Koorero whaimaarama

4.1 Elected members were provided with an overview of the LGA planning and reporting process and the requirements and work programme for the 2024-2034 Long Term Plan at the Performance and Strategy Committee meeting on 27 March 2023, and since then have received an update at each meeting on the building blocks progress.

Objectives

4.2 The key project management objectives for the 2024-2034 LTP project are:

- to create, and effectively consult on, an LTP Consultation Document;
- to deliver a final 2024-2034 Long Term Plan by 30 June 2024 that meets statutory requirements and receives an unmodified audit opinion; and
- to ensure that the final LTP is a document that has buy-in from, and can be relied on, by staff, elected members and the community.

Work programme update

4.3 The LTP project involves many process and content pieces, many of which overlap or are dependent on each other, before getting to the final LTP document that is adopted at the very end.

4.4 Updates about each of the key building blocks for the LTP are in the table below.

Key Building Blocks		Where it's at/what's the plan	Status
1	**Community Outcomes and Strategic Direction setting**	Community Outcomes and Strategic Priorities were adopted by Council on 7 June 2023. These will be used to provide direction to staff when planning work programmes and will be included in the LTP proper.	**Completed**
2	**Groups of Activities Structure**	The Groups of Activities (GOA) structure has been endorsed by ELT. Information on how activities fit within the structure was presented to Council through the Activity Management Plan workshops. The GOA structure will be formally adopted in early 2024.	**On track**
3	**Significant Forecasting Assumptions**	The significant forecasting assumptions were workshopped with Council on 15 May 2023 to enable staff to use them in their upcoming planning and budgeting.	**On track**

COPY OF P&S REPORT

Key Building Blocks		Where it's at/what's the plan	Status
		A light review of the assumptions and a risk assessment were completed during September to ensure the assumptions are as up to date as possible leading into budgeting workshops and identify those that are most likely to change when Government is formed. Another review will be done in early 2024 to retest and confirm the assumptions	
4	**Significance and Engagement Policy**	This policy determines how to assess the level of significance of decisions that Council makes, and also sets out how and when communities can expect to be engaged with. Staff have done a high-level review of the document and at this point no changes have been identified. The policy was endorsed by the Policy and Regulatory committee on 14 November, and will go to the next council meeting for adoption.	**On Track**
5	**Budgeting Process**	The budgeting process will set CAPEX and OPEX for each of the 10 years of the LTP. Budget managers have now start inputting budgets which are expected to be completed by 30 November. Elected members have fed into the budgeting process through the asset and activity management plans workshops and will receive full budget information in early 2024. The team are working with a new budget system which may place additional timing pressure on delivery.	**Monitor**
6	**Financial and Funding Policies**	There are various financial and funding policies that will be reviewed through the LTP project. These include a review of Council's fees and charges, the Revenue and Financing Policy and several rates remission policies. A workshop was held with Council on 30 May 2023; further work will continue throughout the LTP process. Engagement on Councils Fees and Changes commenced from September 2023. The review is anticipated to be completed by early December 2023.	**On track**

COPY OF F&S REPORT

Key Building Blocks		Where it's at/what's the plan	Status
		The individual survey on the Revenue and Financing Policy was circulated to councillors in September 2023 and a council workshop was held on 9 October 2023.	
7	**Financial Strategy**	The financial strategy describes the significant factors impacting the council that have influenced the strategy (e.g. changes in population and land use, and expected capital expenditure needed to maintain levels of service). It also sets out limits on rates increases and borrowing. The review of the financial strategy has begun, and elected members had their first opportunity to input into this at a workshop on 15 May 2023, alongside the infrastructure strategy. Based on the current Annual Plan process, delivering existing levels of service will cost more than anticipated (due to inflation, increased in asset values etc.).	**On track**
8	**Infrastructure Strategy**	The infrastructure strategy is a synthesis of the significant infrastructural issues that are likely to arise over the next 30 years, including their financial and non-financial consequences, and the principal options for managing them. The review of the infrastructure strategy by the community asset team is nearly completed, and elected members had their first opportunity to input into this at a workshop on 15 May 2023, alongside the financial strategy. Capital and operating expenditure relating to the infrastructure assets is currently being collated.	**On track**
9	**Development contributions policy**	The development contributions policy (DCP) enables the council to set charges for new developments to contribute to the growth-related costs of building infrastructure to support the increased demand.	**On track**

COPY OF P&S REPORT

Key Building Blocks		Where it's at/what's the plan	Status
		The DCP is not a policy required to be reviewed as part of the LTP process, however it is included here as the review will occur alongside the LTP development. The LTP will set in place the CAPEX for the upcoming 10 years, so the DCP levies have strong interdependencies with the LTP. Following the approval of the scope of the review in August 2023 by the P&R committee, the team have researched these matters and presented a workshop with the Development Agreements Committee in October 2023. Two of the three matters were supported, with a request for some further clarification on the deferral of the timing of payment of DCs for retirement villas. A paper is being taken to the Development Agreement Committee on 27 November to discuss this, anticipating support from the committee for inclusion in the Policy. The draft Policy is being prepared now with the milestone of the drafted policy commencing external legal review prior to Christmas 2023.	
10	**Activity and Asset Planning**	Activity management plans describe the activities, services and outcomes Council is delivering to the community. Asset management plans focus on the physical assets, covering condition, lifespan, resources needed to manage the assets, cost of replacing the assets. Several council workshops have been held on asset and activities. Staff are now completing *Part C: Budgets and work programmes and levels of service.* The full budget will be brought to Council in the new year.	**On track**

COPY OF P&S REPORT

Key Building Blocks		Where it's at/what's the plan	Status
11	**Consultation and Engagement**	**Formal Consultation** Formal consultation on the LTP's consultation document will be undertaken in March-April 2024. Alongside this Council will also consult on the Development Contributions Policy and Fees and Charges, with subsequent hearings and deliberations to be during May 2024.	**On track**

Key project risks

Risk description	Mitigation
Government Elections - There is a risk that due to the change in government there could a change in policy direction as indicated by the National Party pre-election; for example, the 3 waters reform, transport policies, and planning directives might not proceed or may change.	Three waters: Activity and Asset Management Plans for Waters Activities are being prepared which will support Council to make decisions about what is included in the 2024-2034 LTP if the current assumption of waters activities transferring to an external entity changes. Resource Management reforms and transport policy changes: No alternative options are being developed at this stage, staff are keeping a watching brief on these matters and will respond once a government has been formed and policy direction has been confirmed.
District Rating Valuations District valuations due in March 2024 are likely to result in individual property general rate increases to vary from the average used for consultation, i.e., the overall rates income does not change while the apportionment changes according to property values.	- Communications team are working on early general comms. - The consultation document will include reference examples of how individual property rates change depending on value changes. - Ratepayers be provided with summary proposed rates before and after the valuation changes.

COPY OF P&S REPORT

5. Next steps
Ahu whakamua

At the time of preparing this update, elected members are scheduled for a Development Contributions Policy Review workshop on 27 November.

Looking ahead to the new year, a Council workshop is planned for 31 January 2024, to review the full budget details and levels of service.

Staff will continue to report on the progress of the 2024-2034 Long-Term Plan (LTP) at each Performance and Strategy meeting, focusing on the key building blocks.

COPY OF P&S REPORT

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open

To	**Risk and Assurance Committee**
Report title	**Future Work Plan Update**
Date:	11 December 2023
Report Author:	Ashleigh Fairhead, Executive Assistant
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report
Te Take moo te puurongo

To provide the Committee's work programme for information. Please note a Zero Harm site visit will accompany each committee day.

2. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk and Assurance Committee receives the Future Work Plan Update for December 2023.

3. Attachments
Ngaa taapirihanga

Attachment 1 – Risk & Assurance Future Work Programme 2023.

Risk & Assurance Committee: Future Work Plan

	December 2023	March 2024	June 2024	September 2023	Standing items for all meetings
Risk	**Risk Management Framework review**	**Risk Assessment of Council Controlled Organisation's Statements of Intent**	**Strategic Risk Register Review (workshop April)** **Annual Risk Appetite Review (workshop April)**	**Health & Safety Framework Review** ▪	▪ **Chief Financial Officer Report** Update on risks and issues that could impact council and its stakeholders from a financial perspective, including insurance and procurement matters. ▪ **Strategic Risk Register and Emerging Risks** Update on key strategic risks and associated management actions, including trajectory of risk assessment. Opportunity to discuss emerging risks with potential for strategic impact. ▪ **Strategic Risk Deep Dive** Detailed inspection of a key risk for the purpose of assurance. ▪ **Zero Harm Update** Health & Safety performance update against agreed targets, systemic issues identified which can be fed into the risk control framework. To include monthly statistics. ▪ **Quality Governance and Assurance** Progress against audit issues and rolling review of bylaw & policies: - Anti-fraud and corruption framework (and related policies) - Health & Safety Policy - Risk Management Policy - Treasury Risk Management Policy ▪ **Post Implementation Reviews and/or Incident Debrief Reports** Post project appraisals on key investments. ▪ **Zero Harm Site Visits** Six monthly and separate day to meeting
Strategic Risk Deep Dives	**Recruitment and Retention** **Workplace Culture**	**Climate Resilience** **Infrastructure Resilience**	**Te Tiriti O Waitangi Relationships**	**Community Climate Resilience** **Government Policy & Legislative Reform** **Community Expectations**	
Internal Audit	**Internal Audit Programme**	**Internal Audit (Waka Kotahi Audit)**	**Internal Audit Framework & Internal Audit Programme Review**	**Internal Audit (included in Health and Safety Framework Review)**	
Insurance		**Insurance Policy / Premium Confirmation**			
Annual Report		**Annual Report Risk Assessment** **Final Audit Management Report (one off timing due to Audit NZ delays)**	**Annual Report Plan**		
Other	**Fraud and corruption risk management update**	**Committee Performance Evaluation Survey Results**	**Committee Terms of Reference review**	**Risk & Assurance Committee Key Achievements** Review of Committee performance against Terms of Reference	

Deep Dives Received by Other Council Committees

- Zero Harm
- Cyber Security
- Project Delivery

Deep Dives Received by Risk & Assurance

- Affordable Services
- Operational Capability
- Business Resilience
- Servicing Growth
- Infrastructure Resilience
- Recruitment and Retention

- Workplace Culture
- Te Tiriti O Waitangi Relationships
- Community Climate Resiliences
- Government Policy & Legislative Reform
- Community Expectations

Document Set ID: 4364748
Version: 1, Version Date: 01/12/2023

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open – Information only

To	**Risk & Assurance Committee**
Report title	**Register of Interests – Council**
Date:	Thursday, 23 November 2023
Report Author:	Gaylene Kanawa, Democracy Manager
Authorised by:	Gavin Ion, Chief Executive

1. Purpose of the report
Te Take moo te puurongo

The purpose of this report is to provide a summary of interests declared by elected and appointed members of Council and independent members of committees.

We have received some minor updates from Her Worship the Mayor, Mrs JA Church this quarter along with an update from Cr Vern Reeve who has advised of his resignation from the Tuakau Business Association. All changes are reflected in red on Attachment B and Tuakau Business Association has been removed from Cr Reeves interests.

2. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee receives the Council Register of Interests for November 2023.

3. Attachments
Ngaa taapirihanga

A Financial Interests – Statement Reference

B Register of Elected Members Interests

Financial Interests	
Statement Reference	
1	I am, or my spouse or partner is, a party to a contract with Waikato District Council
2	I, or my spouse or partner, individually or together own(s) 10% or more of the shares in a **contracting company** or **controlling company**.
3	I am, or my spouse or partner is, a shareholder in a **contracting company** or **controlling company, AND** either I am, or my spouse/partner is, also a shareholder of the **controlling company.**
4	I am, or my spouse or partner is, a managing director or a general manager of a **contracting company AND** either I am, or spouse/partner is, also a shareholder of the **controlling company.**
5	I, or my spouse or partner, individually or together,has/have an **indirect concern or interest in a contract** with Waikato District Council not already disclosed above.
6	If you answered 'Yes' to any of questions 1 to 5, does the total value of all contracts listed above, exceed $25,000 (including GST) for the current financial year.

Register of Elected Members Interests											
	Financial Interests Please refer to Statement Reference here.			Non - Financial Interests							
COUNCIL	1 to 6	With the exception of	Companies		Employment/Paid Positions	Other Organisations		Property	Gifts (received since October 2022)	Payments for activities and services (since October 2022)	Debts
			Director/Manager	Financial Interests		Trustee/Beneficiary	Other Bodies				
Crystal Beavis	No	N/A	*Bridger Beavis & Associates Ltd (Management & Marketing Consultancy) *Strategic Lighting Partners Ltd (Lighting Management Consultancy)	*Apple Inc (Consumer Electronics, Software) *BLIS Technologies (Biotech Company marketing oral pro-biotics) *Fisher & Paykel Healthcare (Manufactures products for respitary care) *SmartPay Holdings (EFTPOS machines & payment solutions provider) *Summerset Group Holidings (Retirement Village Operator) *Tesla Inc (Electric Vehicle & Battery Storage Manufactorer) *Xero Ltd (Accounting Software Supplier)	• RMA Commissioner	*BBA Family Trust *CJB Trust	*St Stephens Anglican Church, Tamahere (Hosts the Tamahere Country Market)	*Tamahere (Family Residence)		N/A	N/A
Mayor Jacqui Church			Great Goods Ltd (Director - Wholesale Food Service Distribution);			South West Trust	*Member - Pukekohe Lions Club *Member - Port Waikato Pink Breakfast Committee (Chair) *Member - Tuakau Cleanup & Planting Group (Chair) *Justice of the Peace (Franklin Branch) *Judicial Justice - Pukekohe/Papakura Courts	*Port Waikato (Family Residence) *Pukekohe (Commercial Property - Trust - South West)	*1x Ticket - Balance Farm Awards ($70) *1x Gift from Yashili ($50 value) ***Rally Dinner (NZ Association of Women in Aviation ($150 value)** ***FIFA World Cup Ticket ($200 value)** ***Formal Dinner - Turangawaewae Marae ($150 value)** ***Rugby Tickets - Steelers vs Manawatu & Black Ferns vs Samoa - Counties Energy ($150 value)** ***Conference - Future Roads ($1,800 value)**	N/A	N/A
Carolyn Eyre	No	N/A	• Pepepe Investments (Farming)	• Pepepe Investments (Farming)	• Pepepe Investments Ltd (Director) • RMA Commissioner	• SM Eyre Trust (Beneficiary) • Gillings Family Trust (Beneficiary)	• Business + Professional Women NZ (Member) • Rural Women NZ (Member) • Arbitrators & Mediators Institute of NZ (Associate Member) * National Animal Welfare Advisory Committee - Member (From August 2023)	• Huntly - farm, forestry block, x3 residential dwellings (Beneficiary) • 1x Pareroa (Beneficiary)	*Sport NZ paid for flights Hamilton to Wellington for Sports NZ Conference (13th/14th March) •One ticket to Ballance Farm Environment Awards (worth $70) *1x Gift from Yashili ($50 value)	N/A	N/A
Janet Gibb	No	N/A	• JMG Ltd (Rental Properties) • Ede Investments Ltd (Farming)	N/A	• Ede Investments Ltd (Farming) • JMG Ltd (Rental Properties) • RMA Commissioner	• Janet Gibb Family Trust (Trustee/Settlor/Beneficiary) • Rarangi Trust (Trustee/Beneficiary) • Mangatokatoka Trust (Trustee/Beneficiary) * Taraheke Paa Charitable Trust (Non-Financial Trustee)	*Buisness Professional Women NZ (President) *NZ Institute of Directors *Australia and NZ Institute of Accountants *Justices of the Peace NZ (JP)	• 2x Taupiri (Owner) • 1x Hamilton (Beneficiary)		N/A	N/A
Mike Keir			*JRK Ltd (Civil Consultancy, Teaching Service) *KLS Ltd (Structural Landscape Services)	*Aeronavics Ltd (Drone Development Business) * MDJFK Ltd (Early Childcare Centre)	*JFK Ltd (Civil Consultancy & Teaching Service) *RMA Commissioner (2nd June 2023)		*Keir Landscaping & Structures Ltd (Supplies landscaping & civil services to Waikato District Council)	• 1x Raglan (Owner) *1x Tamahere (Owner - Vacant Land) • 2x Putaruru (Owner - 1x vacant land) • 1x Ohakune (Owner)		• 20% interest in KLS Ltd which contracts to WDC to provide services above $25,000 PA	N/A
Paaniora Matatahi-Poutapu	No	N/A		N/A	N/A	N/A	N/A	N/A		N/A	N/A

Register of Elected Members Interests											
	Financial Interests Please refer to Statement Reference here.			Non - Financial Interests							
COUNCIL	1 to 6	With the exception of	Companies Director/Manager	Companies Financial Interests	Employment/Paid Positions	Other Organisations Trustee/Beneficiary	Other Organisations Other Bodies	Property	Gifts (received since October 2022)	Payments for activities and services (since October 2022)	Debts
Kandi Ngataki	No	N/A		N/A	• RMA Commissioner	N/A	N/A	N/A		N/A	N/A
Eugene Patterson	No	N/A	*Cobrah Ltd (Painting Services)	N/A	*Cobrah Ltd (Painting Services) - Partner		*President - Ngaruawahia Rugby League Club *Committee Member - Ngaruawahia Bowling Club	*2x Ngaruawahia (Owner)	N/A	N/A	N/A
Marlene Raumati	No	N/A			•Tuuhono Maaori Mediators Collective (Cultural Mediator and Member) •Te Pae Oranga NZ Police (Panel Member) •Laidlaw Law and Consultants (Consultant and Advisor) •Resolution Institute (Consultant)	• Ngaa Muka o Ngaa Harakeke Trust * Waikato Tainui - Beneficiary	•Te Kauwhata Volunteer Firebrigade (Member) * Taniwha-Tangoao Marae - for Te Whakakitenga (Tribal Parliament for Waikato) - Alternate Member	•1x Okarea (Land)		N/A	N/A
Vern Reeve			• VL Reeve Property Ltd	*VL Reeve T/A Kartel Marketing (Real Estate Sales in Ray White)	*Contracted Real Estate Sales with Southern Corridor Realty T/A Ray White Pukekohe	• The Reeve Family Trust • The Ski Trust *Tuakau Emergency Services	• Tuakau Rotary Club • Tuaku Emergency Services Charitable Trust	1x Tuakau (Owner)		N/A	N/A
Lisa Thomson	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A
Peter Thomson			P&A Thomson Ltd (Farming)	P&A Thomson Ltd (Farming)	P&A Thomson Ltd (Director)		N/A	1x Farm at Maramarua(Owner)		N/A	N/A
Tilly Turner			• Mighty Fine Products/Taana Mussel Fritters (Director) • Power Up Ltd (Director)	• Mighty Fine Products/Taana Mussel Fritters (Director) • Power Up Ltd (Director)	• Waikato Raupatu Lands Trust • Te Puni Kokiri	• Waikato Raupatu Lands Trust • Hone & Miriama Turner Whanau Trust • Rawiri Whanau Trust		1x (Beneficiary) - location not specified		N/A	N/A
David Whyte	No	N/A	*Whyte Professional Property Ltd (professional property management)	*Whyte Professional Property Ltd (professional property management) *Zestos (Investigative Research & Reporting; Organic Orchards & Food Forrest; Residential Rental Property)			*Huntly Arts *NZ Tree Crops Association *Waikato Tree Crops	2x Ohinewai (Owner) *2x Huntly (Owner) *1x Ngaruawahia (Owner)			

Waikato District Council
Te Kaunihera aa Takiwaa o Waikato

Open

To	**Risk & Assurance Committee**
Report title	**Exclusion of the Public**
Date:	Monday, 4 December 2023
Report Author:	Elizabeth Saunders, Senior Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Staff recommendations
Tuutohu-aa-kaimahi

THAT the Risk & Assurance Committee:

a. exclude the public from the following parts of the proceedings of this meeting.

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 the passing of this resolution
Item number PEX 2 **Confirmation of Minutes** **Item PEX 3.1** **Fraud Corruption Risk Management update** **Item PEX 3.2** **Fraud Declaration** **Item PEX 3.3** **Register of Interests - Senior Staff** **Item PEX 3.4** **Audit NZ Time with Committee** **Item PEX 3.5** **Legal Compliance Survey Results**	**Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987**	**Section 48(1)(a)**

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 relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 1 Minutes from Meeting held on Thursday, 31 August 2023	**Refer to the previous Public Excluded reason in the agenda for this meeting.**	
Item PEX 3.1 Fraud Declaration	**7(2)(a)** **7(2)(c)(ii)**	**To protect the privacy of natural persons, including that of deceased natural persons.** **To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority f any enactment, where the making available of the information –** **ii. would be likely otherwise to damage the public interest**
Item PEX 3.2 Register of Members' Interests – Senior Staff	**7(2)(a)**	**Protect the privacy of natural persons, including that of deceased natural persons.**
Item PEX 3.3 Committee Time with Audit New Zealand	**7(2)(c)(ii)**	**To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest.**

Item No.	Section	Interest
Item PEX 3.4 Legal Compliance Survey Results	**7(2)(a)**	**To protect the privacy of natural persons, including that of deceased natural persons.**

b. THAT Ms Macown and Mr Susan from Audit NZ be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of audit requirements for Waikato District Council. This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant to that matter to inform and advise the Committee members.

2. Attachments
Ngaa taapirihanga

There are no attachments for this report.