



**SOUTH WAIRARAPA
DISTRICT COUNCIL**

Kia Reretahi Tātau

AGENDA

Assurance, Risk and Finance Committee Meeting

Wednesday, 26 February 2025

**I hereby give notice that an Assurance, Risk and Finance Committee Meeting will
be held on:**

Date: Wednesday, 26 February 2025

Time: 12:30 pm

**Location: Supper Room, Waihinga Centre, Texas Street
Martinborough**

**Janice Smith
Chief Executive Officer**

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1 KARAKIA TIMATANGA – OPENING

Kia hora te marino
Kia whakapapa pounamu te moana
Hei huarahi mā tātou i te rangi nei
Aroha atu, aroha mai
Tātou i ā tātou katoa
Hui ē! Tāiki ē!

May peace be widespread
May the seas be like greenstone
A pathway for us all this day
Let us show respect for each other
For one another
Bind us all together!

2 APOLOGIES**3 CONFLICTS OF INTEREST****4 ACKNOWLEDGEMENTS AND TRIBUTES****5 PUBLIC PARTICIPATION****6 ACTIONS FROM PUBLIC PARTICIPATION****7 URGENT BUSINESS**

8 CONFIRMATION OF MINUTES

8.1 MINUTES OF THE ASSURANCE, RISK AND FINANCE COMMITTEE MEETING HELD ON 9 OCTOBER 2024

Author: Amy Andersen, Lead Advisor, Democracy and Committees

Authoriser: Paul Gardner, Group Manager, Corporate Services

File Number: N/A

RECOMMENDATIONS

1. That the minutes of the Assurance, Risk and Finance Committee meeting held on 9 October 2024 are confirmed as a true and correct record.

APPENDICES

Appendix 1 Minutes of the Assurance, Risk and Finance Committee Meeting held on 9 October 2024

**MINUTES OF SOUTH WAIRARAPA DISTRICT COUNCIL
ASSURANCE, RISK AND FINANCE COMMITTEE MEETING
HELD AT THE SUPPER ROOM, WAIHINGA CENTRE, TEXAS STREET, MARTINBOROUGH
ON WEDNESDAY, 9 OCTOBER 2024 AT 1:00 PM**

- PRESENT:** Mr Bruce Robertson (Independent Chair) Cr Aaron Woodcock, Cr Kaye McAulay and Cr Martin Bosley.
- APOLOGIES:** Cr Colin Olds, Mayor Martin Connelly (Mayor) and Ms Karen Mikaera.
- IN ATTENDANCE:** Janice Smith (Chief Executive), Rob Thomas (Manager, Stakeholder Relationships), Robyn Ramsden (Community Governance Advisor), Narida Hooper (Pou Māori) and Amy Andersen (Lead Advisor, Democracy and Committees).
- PRESENTERS:** Rebecca Johnston, Michael Wilson and Marina Lina, Shirelle Schubert, Corey Kennedy, May Croft, Mary Biggs, Rachael Fletcher, Rachael Cooper, Lisa Birrell, Lisa Rossiter, Carol Parkinson, Sarah McClintok, Wayne Skipage, Melissa Stockley, Shirly Poutu, Cheryl Watson, Joanna Baldwin, Paul Mason, Jules Austin, Fletcher Kahuma, Kyra-Leigh Kahuma, Rosie Swanson, Joe Howels, Jim Law and Joe Hanson.
- CONDUCT OF BUSINESS:** This meeting was held in the Supper Room, Waihinga Centre, Texas Street, Martinborough and via audio-visual conference. This meeting was live-streamed is available to view on our YouTube channel. The meeting was held in public under the above provisions from 1:00pm to 4:20pm except where expressly noted.

OPEN SECTION

1 KARAKIA TIMATANGA – OPENING

All in attendance opened the meeting with a karakia.

2 APOLOGIES

APOLOGY

COMMITTEE RESOLUTION ARF2024/31

Moved: Mr B Robertson

Seconded: Cr K McAulay

That Assurance, Risk and Finance Committee resolved to accept/not accept apologies from Cr Cr Colin Olds, Mayor Martin Connelly (Mayor) and Ms Karen Mikaera.

CARRIED

3 CONFLICTS OF INTEREST

Cr M Bosley disclosed a financial interest in relation to Country Village Heaven, and stated he would not take part in the discussion or voting on the related application. The reason provided was financial involvement with the organisation.

4 APPLICANTS PRESENTATIONS

The following people spoke to the Committee regarding their grant applications.

Please refer to the agenda for further details relating to all applications considered at today's meeting: <https://swdc.govt.nz/meeting/assurance-risk-and-finance-committee-community-youth-grants-consideration-9-october-2024/>

- RNZSPCA Masterton Centre – Rebecca Johnston
- Access Radio Wairarapa Charitable Trust (Arrow FM) - Michael Wilson and Marina Lina
- Presbyterian Support Central (Family Works Wairarapa) - Shirelle Schubert
- St. Mary's School - Corey Kennedy
- The Social Crust Limited - May Croft
- Booktown - Mary Biggs

Cr Woodcock left at 1:54pm. Meeting adjourned.

Cr Woodcock returned at 1:58pm. Meeting resumed.

Noted we were unable to play the videos supplied by Charlotte Harding in her absence.

- Country Village Heaven Trust - Rachael Fletcher
- Featherston's Own Charitable Trust - Rachael Cooper
- Divine River NZ Trust - Lisa Birrell
- Wairarapa Youth Orchestra - Lisa Rossiter
- Martinborough Squash Club - Carol Parkinson
- Aratoi - Sarah McClintok and Wayne Skipage
- Featherston RSA – Melissa Stockley
- Featherston Bowling Club - Shirly Poutu
- Wellington Free Ambulance - Cheryl Watson

Meeting adjourned at 2:57pm.

Meeting resumed at 3:11pm.

- Featherston Community Centre Charitable Trust – Joanna Baldwin and Paul Mason
- Te Kura o Papatuanuku (Wairarapa Earth School) – Jules Austin, Fletcher and Kyra-Leigh Kahuma, Joanna Baldwin.
- Greytown Sports & Leisure Society - Rosie Swanson
- Aorangi Restoration Trust - Joe Howels, Jim Law and Joe Hanson.

The following applicants/organisations scheduled to present to the Committee today were unable to attend:

- Charlotte Harding

- Kohunui Marae
- Kuranui College
- New Zealand Symphony Orchestra
- Featherston Toy Library.
-

5 DECISION REPORTS FROM CHIEF EXECUTIVE AND STAFF

5.1 COMMUNITY AND YOUTH GRANT REPORT

Members discussed the applications and considered the presentations applications made before allocating funds in line with the council's Grants Policy.

COMMITTEE RESOLUTION ARF2024/32

Moved: Mr B Robertson

Seconded: Cr M Bosley

That the Assurance, Risk and Finance Committee:

1. Receive the Community and Youth Grant Report.
2. Approve the allocation of funding from the Community and Youth Grant 2024-25 to the following groups to the total sum of \$120,000;
 - a. Featherston Community Centre Charitable Trust to the sum of \$7,000.
 - b. Access Radio Wairarapa Charitable Trust to the sum of \$2,000.
 - c. Presbyterian Support Central to the sum of \$9,250.
 - d. St Mary's School to the sum of \$1590.
 - e. Booktown to the sum of \$4,000.
 - f. The Social Crust Limited to the sum of \$15,000.
 - g. Charlotte Harding for the Marty Rural Walk to the sum of \$1,300.
 - h. Country Village Heaven to the sum of \$18,395.50.
 - i. Featherston's Own Charitable Trust to the sum of \$5,000.
 - j. Divine River NZ Trust to the sum of \$2,000.
 - k. Martinborough Squash Club to the sum of \$5,000.
 - l. Aratoi to the sum of \$5,000.
 - m. Featherston Bowling Club to the sum of \$2,800.
 - n. Wairarapa Youth Orchestra to the sum of \$4,400.
 - o. Wellington Free Ambulance to the sum of \$12,114.
 - p. Te Kura o Papatuanuku (Wairarapa Earth School) to the sum of \$5,000.

- q. Kohuni Marae to the sum of \$3,000.
 - r. Aorangi Restoration Trust to the sum of \$10,000.
 - s. Kuranui College to the sum of \$7,150.
- [Items 1-2 read together]

CARRIED

6 KARAKIA WHAKAMUTUNGA – CLOSING

All in attendance closed the meeting with a karakia.
The meeting closed at 4:20pm.

Appendix 1 – Community and Youth Grants Allocations 2024/25

Confirmed as a true and correct record.

..... (Chair)

..... (Date)

..... (Chief Executive)

..... (Date)

8.2 MINUTES OF THE ASSURANCE, RISK AND FINANCE COMMITTEE MEETING HELD ON 17 OCTOBER 2024

Author: Amy Andersen, Lead Advisor, Democracy and Committees

Authoriser: Paul Gardner, Group Manager, Corporate Services

File Number: N/A

RECOMMENDATIONS

1. That the minutes of the Assurance, Risk and Finance Committee meeting held on 17 October 2024 are confirmed as a true and correct record.
2. That the public excluded minutes of the Assurance, Risk and Finance Committee meeting held on 17 October 2024 are confirmed as a true and correct record.

APPENDICES

Appendix 1 Minutes of the Assurance, Risk and Finance Committee meeting held on 17 October 2024

Appendix 2 Public Excluded Minutes of the Assurance, Risk and Finance Committee Meeting held on 17 October 2024

Assurance, Risk and Finance Committee Meeting Minutes

17 October 2024

**MINUTES OF SOUTH WAIRARAPA DISTRICT COUNCIL
ASSURANCE, RISK AND FINANCE COMMITTEE MEETING
HELD AT THE SUPPER ROOM, WAIHINGA CENTRE, TEXAS STREET, MARTINBOROUGH
ON THURSDAY, 17 OCTOBER 2024 AT 2:00 PM**

PRESENT: Mr Bruce Robertson (Chair, Via Teams), Cr Aaron Woodcock (until 4:52pm), Cr Colin Olds, Cr Kaye McAulay, Cr Martin Bosley, Mayor Martin Connelly (Mayor)

APOLOGIES: Ms Karen Mikaera.

IN ATTENDANCE: Janice Smith (Chief Executive) Russell O'Leary (Group Manager, Planning and Regulatory), Andy Finch (Principal Advisor Water Services), Matt Vins (Manager, Customer Support), Sara Edney (Manager, Building Services), Jessica Hughes (Principal Advisor, Legal), James O'Connor (Manager, Infrastructure and Community Operations), Melissa Stockley (Principal Advisor, Project Management) and Amy Andersen (Lead Advisor, Democracy and Committees).

Earl White (Bancorp); Karen Young (Audit NZ) – via Teams.

CONDUCT OF BUSINESS: This meeting was held in the Supper Room, Waihinga Centre, Texas Street, Martinborough and via audio-visual conference. This meeting was live-streamed is available to view on our YouTube channel. The meeting was held in public under the above provisions from 2:00pm to 4:54pm except where expressly noted.

OPEN SECTION

1 KARAKIA TIMATANGA – OPENING

All in attendance opened the meeting.

2 APOLOGIES

APOLOGY

COMMITTEE RESOLUTION ARF2024/33

Moved: Mr B Robertson

Seconded: Cr M Bosley

That Assurance, Risk and Finance Committee resolved to accept apologies from Ms Mikaera.

CARRIED

3 CONFLICTS OF INTEREST

No interests were disclosed relating to items on the agenda or interests not already recorded on a relevant register.

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4 ACKNOWLEDGEMENTS AND TRIBUTES

Cr Olds acknowledged the recent passing of Dick Smith, long-time resident of Featherston and Vietnam War veteran who made many contributions to Featherston.

5 PUBLIC PARTICIPATION

There was no public participation.

6 ACTIONS FROM PUBLIC PARTICIPATION

There was no public participation.

7 URGENT BUSINESS**7.1 URGENT BUSINESS - 2023-2024 DEBENTURE TRUST DEEDS ENGAGEMENT LETTER****COMMITTEE RESOLUTION ARF2024/34**

Moved: Mr B Robertson

Seconded: Mayor M Connelly

To add the 2023-24 Debenture Trust Deed Engagement Letter Report to the agenda as item 10.3.

Reasons for urgent business:

1. The letter was received after the agenda was approved.
2. The DTD audit has to be completed by the 30th November 2024, which is prior to the next scheduled committee.

CARRIED

8 CONFIRMATION OF MINUTES**8.1 MINUTES OF THE ASSURANCE, RISK AND FINANCE COMMITTEE MEETING HELD ON 14 AUGUST 2024****COMMITTEE RESOLUTION ARF2024/35****Moved: Mr B Robertson****Seconded: Mayor M Connelly**

The Assurance, Risk and Finance Committee resolved that the minutes of the Assurance, Risk and Finance Committee meeting held on 14 August 2024 are confirmed as a true and correct record.

CARRIED**9 MATTERS ARISING FROM PREVIOUS MEETINGS**

There were no matters arising.

10 DECISION REPORTS FROM CHIEF EXECUTIVE AND STAFF**10.1 FINANCE REPORT**

Ms Clarke spoke to matters included in the report.

Members queried rates arrears and rebates, and how this was being managed by Finance team; the SUIPS review and when the information was being circulated to members (Ms Clarke noted this would occur in a few weeks); contract work; roading contributions; user levies (rubbish bag sales); Lake Ferry properties; roading; and interest flexibility.

Mr White spoke to matters included in the Treasury report (Appendix 2) and highlighted key issues affecting the economy.

COMMITTEE RESOLUTION ARF2024/36**Moved: Mayor M Connelly****Seconded: Cr M Bosley**

The Assurance, Risk and Finance Committee resolved to:

1. Receive the Finance Report
2. Note that no significant tax risks have been identified.

CARRIED

10.2 AUDIT UPDATE

Ms Clarke provided an update on the audit of the Annual Report 2023-24, noting that the team were expecting to have the audit opinion on time and are planning for the audit on the LTP consultation in February 2025 and final document in May/June 2025.

Ms Young provided the Audit NZ update on audit measurements, SWDC disclosures and the revaluation of council assets.

Members queried assessment of unit prices; asset depreciation (discussions to be held as part of LTP);

Ms Young noted there was some risk they may not be able to make deadlines for the Annual Report.

Mr Robertson passed on thanks to Ms Clarke and Finance team for their work on the audit.

COMMITTEE RESOLUTION ARF2024/37

Moved: Mr B Robertson

Seconded: Cr C Olds

That the Assurance, Risk and Finance Committee resolved to receive the Audit Update report.

CARRIED

10.3 2023-24 DEBENTURE TRUST DEEDS ENGAGEMENT LETTER

Ms Clarke explained the contents of letter, and the need for the approval. Noted that Audit are engaged to check that Council is meeting their responsibilities in all areas indicated in the letter.

COMMITTEE RESOLUTION ARF2024/38

Moved: Mr B Robertson

Seconded: Cr K McAulay

The Assurance, Risk and Finance Committee resolved to authorise the Mayor to sign the engagement letter for the completion of the Tri-partite Debenture Trust Deed audit.

CARRIED

11 INFORMATION REPORTS FROM CHIEF EXECUTIVE AND STAFF**11.1 REVIEW OF ACCOUNTING POLICIES FOR LTP**

Ms Clarke spoke to matters included in the report and provided further updates in relation to the review of Accounting Policies, timeframes and future workshopping of the policies.

11.2 INSURANCE UPDATE OCTOBER 2024

Ms Clarke spoke to matters included in the report and responded to queries from the Committee members including self-insurance.

Mr Robertson highlighted the importance of the quality of cover, reasoning to review insurance and a strategic approach which can take a few years to process.

Ms Clarke was asked to share further thinking to progress discussion regarding possible changes to insurance.

11.3 RISK MANAGEMENT UPDATE

Mr Vins spoke to the report and responded to queries from members including crisis management, risk relating to honouring the Te Tiriti o Waitangi, Pain Farm, how seriously the top ranking risks are taken and the work to show that plans are in place.

Members and staff discussed furthering treatment plans for strategic risks 5 & 6.

Members queried the when the next Residents Perception Survey will be made available – noted this is currently in draft, and will come to a Strategy Working Committee meeting in the future. If there are issues that are raised in SWC that can be referred to the ARF committee for risk management/review, this will be done at a later date.

11.4 SWIMMING POOL AUDIT INSPECTIONS UPDATE

Ms Edney spoke to the matters included in the report and clarified that it was mostly owners of older pools that are non-compliant with inspections. Ms Edney also confirmed that pool audit inspections should take place every three years.

11.5 PEOPLE REPORT

Mr Vins spoke to the report and responded to queries from the Committee members including: changes to staffing levels (FTE) over the past 12 months and roles subsidised by external funding.

Meeting adjourned at 4:02pm.

Meeting resumed at 4:12pm

11.6 HEALTH, SAFETY AND EMERGENCY MANAGEMENT UPDATE

Mr Vins spoke to matters included in the report and noted the driving policy have been successful, speeding has been reduced, proactive health and safety incident reporting including near misses.

11.7 EMERGENCY RESPONSE PROCESS

Mr Vins spoke to matters included in the report and responded to queries from members including: WREMO's role in terms of emergency response and Council's investment in this organisation.

Members noted they haven't seen this level and quality of reporting on response previously, pleased to see that SWDC can respond to events.

11.8 CAPITAL PROJECTS SUMMARY

Mr O'Connor, supported by Ms Stockley, spoke to matters included in the report and responded to queries regarding community operations including: procurement – forecast spend and meeting timeframes.

Mr Finch spoke to matters included in the report, and also noted: the Greytown Drinking Water Supply hearings and deliberations are upcoming; that the Moroa Water consent was put in last Friday to GW to be processed; a leak at Greytown Wastewater Treatment Plant was plugged last night and work will be completed over the next few weeks.

Mr Finch responded to queries regarding water services including: Tauherenikau pipeline timeframes and updates.

Members queried the quality of the information reports from Wellington Water. Mr Finch noted that for efficiency, WWL are looking to provide standard reports across Councils; and whether there were any concerns regarding the Featherston Wastewater Consent methodology.

Also noted – there is an error on the agenda, pages 115-117 are duplicates of pages 109-111.

Cr Woodcock left the meeting at 4:41pm.

11.9 ACTION ITEMS

Members closed action 11.2.

12 CHAIRPERSON REPORTS**12.1 APPOINTMENT OF DEPUTY CHAIR**

Mr Robertson spoke to the report and provide reasoning for the appointment of a deputy chair. Members voted unanimously for Cr Bosley.

COMMITTEE RESOLUTION ARF2024/39

Moved: Mr B Robertson

Seconded: Cr C Olds

That *the Assurance, Risk and Finance Committee*:

1. appoint Councillor Martin Bosley to the role of deputy chairperson; and
2. note the Terms of Reference will be updated and submitted to the Strategy Working Committee for confirmation at their next scheduled meeting in November 2024.

CARRIED

13 PUBLIC EXCLUDED BUSINESS

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION ARF2024/40

Moved: Mr B Robertson

Seconded: Cr M Bosley

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter 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 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 for the passing of this resolution	Plain English reason for passing this resolution in relation to each matter
<p>13.1 - Public Excluded Minutes of the Assurance, Risk and Finance Committee Meeting held on 14 August 2024</p>	<p>s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>	<p>To protect the Council's IT security and infrastructure.</p>

CARRIED

Cr Woodcock came back at 4:48pm

Cr Woodcock left the meeting at 4:52pm.

14 KARAKIA WHAKAMUTUNGA – CLOSING

All in attendance closed the meeting with a karakia.

The meeting closed at 4:54pm.

Confirmed as a true and correct record.

..... (Chair)

..... (Date)

..... (Chief Executive)

..... (Date)

**MINUTES OF PUBLIC EXCLUDED ASSURANCE, RISK AND FINANCE COMMITTEE MEETING
HELD AT THE SUPPER ROOM, WAIHINGA CENTRE, TEXAS STREET, MARTINBOROUGH
ON THURSDAY, 17 OCTOBER 2024 AT 2:00 PM**

PRESENT: Mr Bruce Robertson (Chair, Via Teams), Cr Aaron Woodcock (until 4:52pm), Cr Colin Olds, Cr Kaye McAulay, Cr Martin Bosley, Mayor Martin Connelly (Mayor)

APOLOGIES: Ms Karen Mikaera.

IN ATTENDANCE: Janice Smith (Chief Executive) and Amy Andersen (Lead Advisor, Democracy and Committees).
Karen Young (Audit NZ)

CONDUCT OF BUSINESS: This meeting was held in the Supper Room, Waihinga Centre, Texas Street, Martinborough and via audio-visual conferencing. The meeting was held under public excluded provisions from 4:48pm to 4:52pm except where expressly noted.

OPEN SECTION

1 KARAKIA TIMATANGA – OPENING

All in attendance opened the meeting.

2 APOLOGIES

<p>APOLOGY</p> <p>COMMITTEE RESOLUTION ARF2024/33</p> <p>Moved: Mr B Robertson</p> <p>Seconded: Cr M Bosley</p> <p>That Assurance, Risk and Finance Committee resolved to accept apologies from Ms Mikaera.</p> <p style="text-align: right;">CARRIED</p>
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3 CONFLICTS OF INTEREST

No interests were disclosed relating to items on the agenda or interests not already recorded on a relevant register.

13 PUBLIC EXCLUDED BUSINESS

13.1 PUBLIC EXCLUDED MINUTES OF THE ASSURANCE, RISK AND FINANCE COMMITTEE MEETING HELD ON 14 AUGUST 2024

COMMITTEE RESOLUTION ARF2024/41PE

Moved: Mr B Robertson

Seconded: Cr M Bosley

- 1. That the Public Excluded minutes of the Assurance, Risk and Finance Committee meeting held on 14 August 2024 are confirmed as a true and correct record.
- 2. That the minutes of 14 August 2024 stay in public excluded until the Chief Executive determines there are no longer any reasons to withhold the information under the Act.

CARRIED

Mr Robertson briefly raised a question regarding SWDC’s insurance provider. This will be further explored and discussed in early 2025.

Cr Woodcock left the meeting at 4:52pm.

14 KARAKIA WHAKAMUTUNGA – CLOSING

All in attendance closed the meeting with a karakia.

The meeting closed at 4:54pm.

Confirmed as a true and correct record.

..... (Chair)

..... (Date)

..... (Chief Executive)

..... (Date)

9 MATTERS ARISING FROM PREVIOUS MEETINGS

10 DECISION REPORTS FROM CHIEF EXECUTIVE AND STAFF

10.1 FINANCE REPORT

Author: Millie Wahome, Lead Accountant

Authoriser: Charly Clarke, Chief Financial Officer

File Number:

PURPOSE

To provide the Committee with a commentary on the year-to-date 31 December 2024 results and to report any financial risks or breaches of policies.

RECOMMENDATIONS

Officers recommend that the Committee:

1. **Receive** the Finance Report
2. **Note** that no significant tax risks have been identified.

APPENDICES

Appendix 1 Finance Report December 2024

Appendix 2 Treasury Report January 2025



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau

**Monthly Financial Statements
For the period ended
31 December 2024**

Contents

1. Executive Summary - Financial Report
2. Statement of Financial Performance
3. Statement of Financial Position
4. Investment and Borrowing Summary
5. Capital Expenditure - Significant Projects
6. Rates Arrears
7. Debtors Arrears

Executive Summary - Financial Report 2024/2025 Year-to-date (YTD) December 2024

Statement of Comprehensive Revenue and Expenses for the Period Ended 31 December 2024									
Actual 2023/2024 \$'000		2024/25 YTD			2024/25 Full Year Budget			2024/25 Forecast	
		Actual YTD \$'000	2024/25 Budget YTD \$'000	Variance YTD \$'000	2024/25 Full Year Budget \$'000	2024/25 Forecast \$'000	Variance		
Operating Revenue									
25,966	Rates	14,514	14,580	(65)	29,749	29,749	-		
6,148	Waka Kotahi Subsidy	3,026	2,454	572	6,041	6,180	139		
2,355	Fees, Licences, Charges	1,354	1,379	(26)	2,485	2,456	(29)		
1,502	Development and Financial Contributions	551	747	(197)	1,506	1,101	(405)		
811	Rental Income	463	391	72	808	827	19		
786	Grants, Subsidies, and Donations	810	941	(131)	1,847	1,159	(688)		
835	Miscellaneous Revenue	446	131	315	270	1,076	806		
618	Finance Revenue	240	-	240	-	299	299		
39,022	Total operating revenue	21,404	20,624	780	42,706	42,846	140		
Operating Costs									
9,168	Community Facilities & Services	5,736	5,881	145	11,737	11,549	(188)		
9,414	Land Transport	5,853	4,356	(1,498)	8,748	10,882	2,134		
4,732	Water Supply	2,829	3,538	710	6,846	5,875	(971)		
3,846	Wastewater	2,592	2,864	272	5,566	5,664	98		
4,594	Planning & Regulatory Services	2,364	2,212	(152)	4,378	4,503	126		
2,203	Governance	1,072	1,077	4	2,276	2,219	(57)		
637	Stormwater Drainage	420	450	30	866	836	(30)		
28	Bad debts	(0)	-	0	-	-	-		
34,624	Total operating costs	20,866	20,377	(489)	40,416	41,529	1,113		
4,398	Total Operating Surplus/(Deficit)	538	246	292	2,290	1,317	(973)		
1,192	Assets Vesting in Council	-	-	-	-	-	-		
461	Other gains and (losses)	-	-	-	454	454	-		
6,051	Total Surplus/(Deficit)	538	246	292	2,744	1,771	(973)		
Comprehensive Revenue and Expense									
48,888	Increase/(decrease) in Revaluation Reserves	-	-	-	-	-	-		
54,939	Total other comprehensive revenue and expense	538	246	292	2,744	1,771	(973)		
Note: Operating costs include the following expenses:									
5,938	Depreciation & Amortisation	3,349	3,224	(125)	6,448	6,448	-		
941	Finance costs	503	605	102	1,210	549	(662)		



Executive Summary

The purpose of this report is to provide Council with a commentary on the YTD 31 December results.

Operating Surplus
Total operating surplus YTD is \$0.5m which is higher than the budgeted YTD surplus of \$0.2m. This surplus is due to a combination of activities explained below under Operating Revenue and Operating Costs.

Operating Revenue
Operating revenue actual is \$21.4m vs budget of \$20.6m, a surplus of \$0.8m.

The increase in revenue is mainly due to the Waka Kotahi emergency works programme and delayed Better Off Funding for desludging work and Local Water Done Well (LWDW) transition. Rates income is slightly less than budget due to increased remissions, but overall is tracking close to budget. Rates income makes up 68% of YTD operating revenue.

Operating Costs
Operating expenditure actual is \$20.9m vs budget of \$20.4m. Land Transport has an overspend of \$1.5m due to emergency works caused by weather events. These overspends have been partially offset by year-to-date underspends in other activities, particularly water activities, leading to an overall overspend of \$0.5m against budget.

Works costs from Wellington Water (WWL) are slightly behind YTD budgets for treatment plant and monitoring but expected to pick up in the coming months. WWL are forecasting the full year programme at 3% underspend. Further commentary on revenue and expenditure is included in the subsequent pages. Budgets have been phased based on last year's actual spend and this will create variances where actuals vs budgets are not aligned, this is referred to as timing differences.

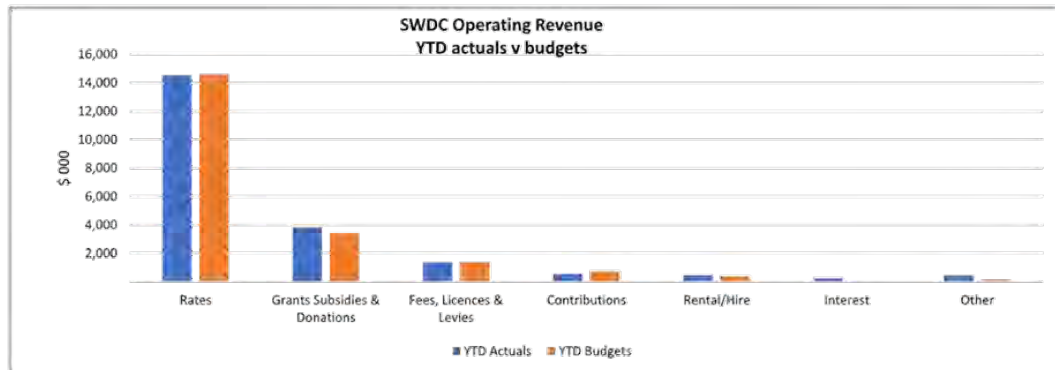
Summary of Unbudgeted Items	Total grant YTD	Act YTD	Balance sheet	Comments
Waste minimisation levy	235,039	33,673	201,366	Includes carryover from 23/24
LWDW transition assistance	144,270	70,000	74,270	Includes carryover from 23/24
Freedom Camping	82,287	-	82,287	Includes carryover from 23/24
Welcoming communities	67,370	24,554	42,816	Includes carryover from 23/24
Youth Coordination & Support	38,969	21,101	17,868	Income received in 22/23.
NZTA unbudgeted	1,523,111	1,238,839	-	Subsidised by 100%, 72% or 52%
Better off funding	171,757	465,208	-	Community wellbeing & desludging
	2,262,803	1,853,375	125,156	



Statement of Financial Performance

Operating Income YTD December 2024

Income	2024/25	2024/25	2024/25	2023/24	2023/24 Full Year Budget	2024/25	Budget	Budget v Foreca
	YTD	YTD	YTD	YTD		Full	Year	
	Actuals	Budgets		\$ % Variance		\$000	\$000	
	December	December	December	December		\$000	\$000	
Grand Total	21,404	20,624	780	-3.8%	-6746309.48	42,706	42,827	140
Rates	14,514	14,580	(65)	(0.4%)	-55338.13	29,749	29,749	-
Waka Kotahi NZTA Subsidies	3,026	2,454	572	23.3%	-5320731.51	6,041	6,180	139
Fees & Licences	900	1,018	(119)	(11.7%)	-684187.18	1,736	1,707	(29)
Grants Subsidies & Donations	810	941	(131)	(13.9%)	-161089.11	1,847	1,159	(688)
Contributions	551	747	(197)	(26.3%)		1,506	1,101	(405)
User Levies	454	361	93	25.7%	-18265.5	749	749	-
Rental/Hire	463	391	15	3.8%	-279032.48	808	827	19
<i>Investment Properties</i>	270	223	47	21.1%		452	452	-
<i>Other Properties</i>	193	168	25	14.8%		356	356	-
Recoveries	428	49	379	100.0%		113	919	806
Interest	240	(0)	240	100.0%	-189965.01	(0)	299	299
Miscellaneous	18	41	(24)	(66.0%)		76	76	-
Commissions	(0)	41	(41)	(100.0%)	-37700.56	81	81	-



Income Summary

Operating income YTD is favourable to budget by \$780k.

Rates
Rates income YTD is 68% of total income and is tracking well against budget YTD.
The second rates instalment for this financial year was issued in October and due in November.

Waka Kotahi NZTA Subsidy
Favourable by \$572k mainly due to emergency works and currently expecting an additional \$139k based on the Waka Kotahi work programme.
This may increase further in alignment with low cost/low risk improvement programmes.

Fees & Licences
Unfavourable by \$119k mainly due to shortfalls from Building and Resource consents.

Grants Subsidies & Donations
Unfavourable by \$131k partially due to delay in funding for Local Water Done Well and Better Off Funding for desludging.
Please refer to the "Summary of Unbudgeted Items" table on Executive Summary page for grants received.

User levies
Favourable by \$93k mainly due to higher than expected rubbish bag sales and Martinborough refuse charges.

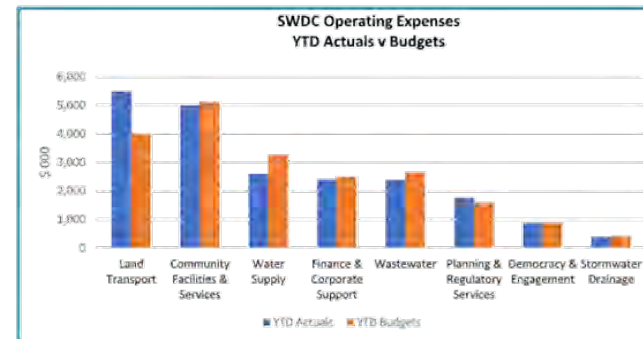
Recoveries
Favourable by \$379k mainly due to Waka Kotahi unbudgeted recoveries of overhead costs, which offset in-house professional services costs.

Interest
Income mainly from investments in BNZ (77%) and ASB (15%)

Statement of Financial Performance YTD December 2024

Operating Expenditure

Expenditure	YTD Actuals December	YTD Budgets December	YTD \$ Variance	YTD % Variance	2024/25 Full Year Budget	2024/25 Full Year Forecast	Budget v forecast variance
	\$000	\$000	\$000		\$000	\$000	\$000
Grand Total	20,866	20,377	(489)	(2.4%)	40,416	41,528	1,112
Land Transport	5,486	3,993	(1,492)	(37.4%)	8,024	10,164	2,141
Community Facilities & Services	5,005	5,124	119	2.3%	10,222	10,049	(173)
Water Supply	2,596	3,260	664	20.4%	6,289	5,323	(966)
Finance & Corporate Support	2,400	2,494	94	3.8%	4,987	4,940	(47)
Wastewater	2,385	2,642	257	9.7%	5,122	5,225	103
Planning & Regulatory Services	1,750	1,593	(158)	(9.9%)	3,139	3,277	138
Democracy & Engagement	860	861	0	0.0%	1,844	1,791	(53)
Stormwater Drainage	384	411	28	6.8%	789	760	(30)



Expenditure Summary

Operating expenditure YTD is unfavourable to budget by \$489k.

Land Transport

Unfavourable by \$1,492k mainly due to unbudgeted emergency works for Cyclone Gabrielle and Cape Palliser. There has been increased activity in sealed pavement maintenance, drainage, and traffic services maintenance due to timing of the work programme. This overspend is slightly offset with delayed maintenance for footpaths and retaining walls, which is expected to resume in the next quarter.

Community Facilities & Services

Favourable by \$119k due to the following:
 Community Buildings are favourable by \$99k due to timing of consultants used for the asset management plan.
 Parks and Reserves are favourable by \$114k partly due to timing of consultants and contractors.
 There is also a delay in routine maintenance for mowing, kerb channel spraying and drainage clearing which will be ongoing with majority of work expected to commence shortly.
 There is a favourable variance of \$184k for Refuse and Recycling due to timing of works costs.
 On the other hand there are unfavourable variances in Community Wellbeing Fund (\$174k) and Swimming pools (\$130k). Both are expected to align with full year budget.

Finance & Corporate Support

Favourable by \$94k due to staff vacancies in Corporate services and lower than expected insurance costs for Corporate facilities. There is also delayed spending in IT Projects. Human Resources and Comms are on track overall.

Planning & Regulatory Services

Unfavourable by \$158k mainly due to higher than expected costs for building contractors and consultants needed to meet statutory timeframes during staff leave. Consultancy costs for Resource Management are slightly unfavourable due to high volume of large developments, which will be recovered through contributions in the coming months. There has also been higher than expected costs for the Combined District plan.

Democracy & Engagement

On track across all activities. Forecasting a \$53k underspend for public consultation costs and meeting fees.

Three Waters & Wellington Water Ltd (WWL)

Water activities are favourable by \$948k. This is partially due to a slow start in monitoring, treatment and investigation works across the three waters. It is also due to timing of Local Water Done Well expenditure and desludging work. Overall 36% of the full year budget for works costs has been spent.

Statement of Financial Position as at 31 December 2024

Statement of Financial Position as at 31 December 2024	
2023/24 Full Year Actual \$000	2024/25 Actual YTD \$000
ASSETS	
Current assets	
3,912 Cash and cash equivalents	1,569
5,891 Investments	8,419
3,183 Debtors and other receivables	4,028
26 Inventories	56
13,012 Total current assets	14,072
Non-current assets	
297 Investments	439
Other financial assets:	
131 Investments in CCOs and other similar entities	131
153 Investments in other entities	153
284 Total other financial assets	284
14,711 Investment properties	14,721
346 Intangible assets	326
625,631 Property, plant, and equipment	627,644
641,269 Total non-current assets	643,414
654,281 TOTAL ASSETS	657,486
LIABILITIES AND EQUITY	
Current liabilities	
5,385 Creditors and other payables	4,942
669 Employee entitlements	779
33 Provisions - current portion	33
15,400 Borrowings - current portion	4,943
21,487 Total current liabilities	10,697
Non-current liabilities	
299 Provisions - non-current portion	299
11,500 Borrowings - non-current portion	24,957
11,799 Total non-current liabilities	25,256
Equity	
174,249 Public equity	174,787
29,480 Restricted reserves and trust funds	29,480
417,266 Asset revaluation reserve	417,266
0 Other reserves	0
620,994 Total equity	621,533
654,281 TOTAL LIABILITIES AND EQUITY	657,486

Financial Statement Summary

Working Capital

Working Capital (current assets divided by current liabilities) which expresses the ability of council to meet its short-term obligations, is acceptable with a ratio of 1.3 times.

Assets

Debtors and other Receivables

Debtors and receivables total \$4.0m, key components are:

- General Debtors \$0.3m (overdue 62%)
- Rates receivables total YTD \$1.4m
- Waka Kotahi NZTA & Fuel Tax Receivable \$1.2m
- Interest receivable \$0.1m

Investments

See investment schedule next page.

Liabilities

Creditors and other payables

Creditors and other payables total \$5m, key components are :

- Sundry creditors \$1.2m
- SWDC rates in advance \$1.3m
- GWRC rates collected not yet paid \$0.2m
- Accrued expenses not yet invoiced \$0.7m
- Income in advance (Three Water Transition, Waste minimisation levy Youth coordination, Welcoming Communities and Better Off funding) \$0.1m
- Levies, bonds currently outstanding \$0.9m.

Total Debt

Total public debt stands at \$29.9m (current portion \$4.9m).

The weighted average fixed interest rate on borrowings is 4.1%.

See loan schedule next page.

Summary Of Investments and Borrowings

Summary of Investments as at 31 December 2024			
\$			
Account	Total Invested	Interest Rate	Maturity date
Westpac Bank			
Call Account	46		
ASB Bank			
Call Account	71,944		
ANZ Bank			
Call Account	267		
BNZ Bank			
Call Account	622,612		
Term deposit	2,000,000	2.50%	3/01/2025
Term deposit	3,000,000	2.85%	2/02/2025
Term deposit	3,000,000	5.70%	12/03/2025
Wairarapa Building Society			
Term deposit	418,721	5.15%	25/08/2025
Total Call Accounts	694,870		
Total Term Deposits	8,418,721	Weighted average of 5.98%	
TOTAL	9,113,591		
BONDS			
LGFA Borrower Bonds	430,000		
FORESTRY			
Plantation - Hurupi Stock	9,305		
SHARES			
Farmlands	1,159		
NZ Local Government Insurance Company	81,434		
Wellington Water Limited	50,000		
TOTAL INVESTMENTS	9,685,489		

Note: Call accounts are considered cash in the balance sheet as they are under 90 days.

Summary of Borrowings as at 31 December 2024			
Drawn Down	Rate	Matures	Principal (\$)
15/04/2020	1.69%	15/04/2025	5,000,000
17/05/2021	1.78%	15/04/2026	1,500,000
17/05/2021	2.72%	15/05/2031	6,700,000
17/04/2023	5.23%	15/04/2026	3,300,000
12/06/2023	5.76%	15/04/2025	2,500,000
1/07/2024	5.80%	17/02/2025	7,900,000
16/10/2024	4.77%	17/02/2025	3,000,000
Total Lending			29,900,000
Weighted Average Interest Rate			4.05%
Lending By Activity			
	(\$)	% of total	
Community Facilities & Services	3,179,247	11%	
Democracy & Engagement	3,361	0%	
Finance & Corporate Support	282,671	1%	
General	300,000	1%	
Land Transport	1,375,840	5%	
Planning & Regulatory Services	465,300	2%	
Wastewater	20,992,320	70%	
Water Supply	3,301,260	11%	
Total	29,900,000	100%	

SOUTH WAIRARAPA DISTRICT COUNCIL					SCHEDULE OF CAPITAL EXPENDITURE					
For the period ended 31 December 2024					YTD Actual Spent	Carried Forward Budget	New Budget Annual Plan	Total Budget Available	Forecast 24/25	% of Budget Spent YTD
Activity	Project/Cost Centre	Category	Funding Source	\$	\$	\$	\$	\$		
Finance & Corporate Services										
	Council offices	Renew	Loan	31,323		309,094	309,094	100,000	10%	
	Intangibles	Improve	Reserves - Depreciation	3,322	20,000	-	20,000	20,000	17%	
	IT hardware	Renew	Reserves - Depreciation	73,620		212,520	212,520	212,520	35%	
	IT software	Renew	Reserves - Depreciation	-		35,420	35,420	35,420	0%	
	Office equipment	Renew	Reserves - Depreciation	3,447		-	-	3,447	0%	
				111,712	20,000	557,034	577,034	371,387	19%	
Land Transport										
	Hinekura - Phase 1 alignment & design	Improve	Loan	53,491		-	-	241,901	0%	
	Reading and Church Street Upgrade	Improve	Reserves - Infrastructure	106,671		-	-	106,671	0%	
	Drainage	Renew	Waka Kotahi & Depreciation Reserve	15,305		369,000	369,000	369,000	4%	
	Footpath additions	Grow	Rates	-		300,000	300,000	300,000	0%	
	Footpath renewals	Renew	Waka Kotahi & Depreciation Reserve	12,051		160,142	160,142	160,142	8%	
	Other minor works	Improve	Waka Kotahi & Depreciation Reserve	24,679		2,220,000	2,220,000	2,220,000	1%	
	Rehabilitation	Renew	Waka Kotahi & Depreciation Reserve	20,058		-	-	-	0%	
	Reseals	Renew	Waka Kotahi & Depreciation Reserve	670,532		2,319,511	2,319,511	2,319,511	29%	
	Road metalling	Renew	Waka Kotahi & Depreciation Reserve	162,483		508,393	508,393	508,393	32%	
	Signs, guardrails, & safety	Improve	Waka Kotahi & Depreciation Reserve	286,783		-	-	-	0%	
	Structures	Renew	Waka Kotahi & Depreciation Reserve	2,410		790,938	790,938	790,938	0%	
	Traffic services	Renew	Waka Kotahi & Depreciation Reserve	28,273		55,296	55,296	55,296	51%	
				1,382,737	-	6,723,280	6,723,280	7,071,852	21%	
Water Supply										
	Consents, models, & plans - Water Supply	Improve	Reserves - Water Races	39,010		253,000	253,000	-	15%	
	Infrastructure upgrades - Water Supply	Improve	Loan	336,087		4,397,400	4,397,400	369,000	8%	
	Infrastructure renewals - Water Supply	Renew	Reserves - Depreciation	318,023		4,701,570	4,701,570	-	7%	
				693,121	-	9,351,970	9,351,970	-	7%	
Wastewater										
	Consents, models, & plans - Wastewater	Improve	Loan	142,634		1,256,400	1,256,400	-	11%	
	Infrastructure upgrades - Wastewater	Improve	Loan	813,518		1,853,190	1,853,190	-	44%	
	Infrastructure renewals - Wastewater	Renew	Reserves - Depreciation	559,191		645,920	645,920	-	87%	
	Wastewater treatment & disposal - Greytown	Improve	Reserves - Infrastructure	-	2,117,377	-	-	2,117,377	0%	
				1,515,344	2,117,377	3,755,510	5,872,887	-	26%	
Stormwater										
	Stormwater renewals	Renew	Reserves - Depreciation	13,571		205,920	205,920	-	7%	
	Water races	Renew	Reserves - Water Races	63,905		-	-	-	0%	
				77,476	-	205,920	205,920	-	38%	

Activity	Project/Cost Centre	Category	Funding Source	YTD Actual Spend \$	Carried Forward Budget \$	New Budget Annual Plan 24/25 \$	Total Budget Available \$	Forecast 24/25 \$	% of Budget Spent YTD
Community Facilities & Services									
Campgrounds	Campgrounds	Renew	Reserves - Depreciation	40,297	5,600	47,115	52,715	52,715	76%
Campgrounds	Lake Ferry compliance upgrades	Improve	Loan	13,780	135,500	-	135,500	209,000	10%
Cemeteries	Cemeteries	Renew	Reserves - Depreciation	-	14,127	50,600	64,727	64,727	0%
Cemeteries	Cemeteries - Natural burials	Improve	Loan	-	-	75,900	75,900	-	0%
Cemeteries	Cemeteries - Greytown extension	Grow	Reserves - Infrastructure	-	-	156,860	156,860	-	0%
Community buildings	Community buildings	Renew	Reserves - Depreciation	11,277	35,000	50,600	85,600	50,600	13%
Community buildings	Greytown sports facility	Improve	Loan	807,767	-	809,600	809,600	807,767	100%
Community buildings	Community buildings - Featherston old Courthouse	Renew	Reserves - Depreciation	1,386	-	23,276	23,276	1,386	6%
Community buildings	Community buildings - Waihinga centre acoustic dampening	Improve	Loan	-	-	40,480	40,480	40,480	0%
Community buildings	Community buildings - Climbing wall Featherston stadium	Improve	Loan	-	-	20,240	20,240	-	0%
Community buildings	Community buildings - Heights access for buildings	Improve	Reserves - Maintenance	-	-	70,840	70,840	70,840	0%
Community buildings	Community buildings - Greytown Town Centre repiling & asbestos	Renew	Reserves - Depreciation	-	-	156,860	156,860	156,860	0%
Community buildings	Community buildings - Anzac Hall access ramp upgrade	Improve	Loan	-	-	50,600	50,600	-	0%
Housing	Housing	Renew	Reserves - Depreciation	48,836	-	50,600	50,600	50,600	97%
Housing	Housing - Westhaven	Renew	Reserves - Depreciation	11,718	-	101,200	101,200	101,200	12%
Library collection	Library collection	Renew	Reserves - Depreciation	117,038	-	125,598	125,598	125,598	93%
Parks & reserves	Parks & reserves	Renew	Reserves - Depreciation	32,447	-	50,600	50,600	-	64%
Parks & reserves	Purchase of land for new open spaces	Grow	Loan	-	-427,000	3,096,720	2,669,720	-	0%
Parks & reserves	Greytown wheels park	Grow	Reserves - Restricted	78,785	427,000	883,193	1,310,193	1,310,193	6%
Parks & reserves	Gateway to the Wairarapa	Improve	Reserves - Depreciation	-	-	116,302	116,302	-	0%
Parks & reserves	Parks & reserves - Car park resurfacing	Renew	Reserves - Depreciation	-	-	101,555	101,555	101,555	0%
Parks & reserves	Parks & reserves - Emergency mgmt resilience upgrades	Improve	Loan	-	-	10,135	10,135	10,135	0%
Parks & reserves	Parks & reserves - Lake ferry paddock subdivision	Improve	Loan	3,552	-	121,440	121,440	3,552	3%
Parks & reserves	Parks & reserves - Carkeek Observatory	Improve	Loan	-	-	81,972	81,972	81,972	0%
Parks & reserves	Parks & reserves - Featherston skatepark lighting	Improve	Loan	-	-	151,800	151,800	90,000	0%
Parks & reserves	Parks & reserves - Martinborough cricket pitch	Improve	Loan	12,979	-	35,420	35,420	35,420	37%
Parks & reserves	Parks & reserves - Otairua Reserve - roading resurface	Renew	Reserves - Depreciation	-	-	267,250	267,250	267,250	0%
Parks & reserves	Parks & reserves - Playground refurb	Improve	Loan	60,280	-	404,800	404,800	404,800	15%
Parks & reserves	Parks & reserves - Farley Ave, Greytown lineal reserve planting and se	Improve	Loan	-	-	50,600	50,600	50,600	0%
Parks & reserves	Parks & reserves - Greytown rugby grounds	Renew	Reserves - Depreciation	-	-	35,420	35,420	35,420	0%
Parks & reserves	Parks & reserves - Recreation trail related infrastructure	Improve	Loan	-	-	101,200	101,200	50,000	0%
Parks & reserves	Parks & reserves - Martinborough square lighting	Improve	Loan	5,177	-	50,600	50,600	50,600	10%
Parks & reserves	Parks & reserves - Waihinga Centre carpark reseal	Renew	Reserves - Depreciation	-	-	80,175	80,175	80,175	0%
Rental properties	Rental properties	Renew	Reserves - Maintenance	18,738	-	50,600	50,600	50,600	37%
Rental properties	Rental properties - Hodderfarm	Renew	Reserves - Depreciation	28,149	48,356	101,200	149,556	149,556	19%
Rental properties	Rental properties - Lake Ferry drainage	Improve	Loan	-	-	88,295	88,295	-	0%
Swimming pools	Swimming pools	Renew	Reserves - Depreciation	96,806	-	50,600	50,600	100,000	191%
Swimming pools	Swimming pools - Greytown changing rooms	Renew	Reserves - Depreciation	114,005	-	155,848	155,848	155,848	73%
Toilets	Toilets	Renew	Reserves - Depreciation	32,376	43,741	50,600	94,341	94,341	34%
Toilets	Toilets - Considene park toilets	Improve	Loan	-	-	303,600	303,600	-	0%
Solid Waste	Solid Waste	Renew	Reserves - Depreciation	-	-	50,600	50,600	50,600	0%
Solid Waste	Solid Waste - Organics kerbside collection bins	Improve	Loan	-	-	50,600	50,600	50,600	0%
Solid Waste	Solid Waste - New hooks for scrap metal	Improve	Loan	-	-	30,360	30,360	30,360	0%
Solid Waste	Solid Waste - Bin sensors	Improve	Loan	-	-	11,638	11,638	11,638	0%
Solid Waste	Solid Waste - Smart bins for rural areas	Improve	Loan	-	-	10,120	10,120	10,120	0%
Transfer stations	Transfer stations	Renew	Reserves - Depreciation	-	-	172,040	172,040	172,040	0%
Total Capital Expenditure				1,535,391	282,324	8,595,652	8,877,976	5,179,148	17%
				5,315,780	1,019,701	29,189,357	31,009,088	12,022,337	17%

**Rates Review
YTD December 2024 (GST inc)**

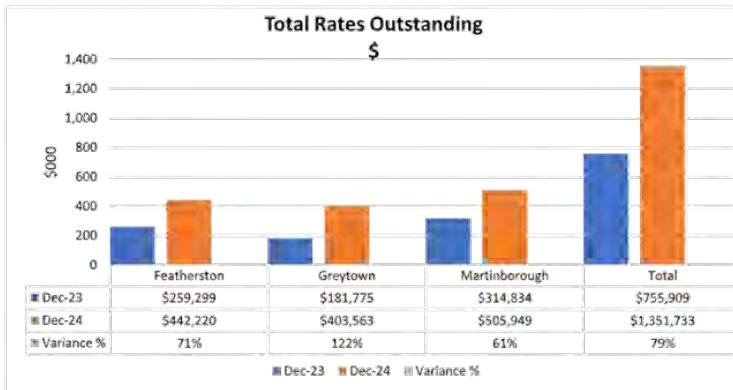
	Rates 2024/25		Quarterly instalments YTD		Total Rates Outstanding	% Owing
SWDC	\$33,526,271					
GWRC	\$7,672,553					
	\$41,198,824		\$20,599,412		\$1,351,733	7%

Total rates owing is \$1,352k which is equivalent to 7% of current year rates invoiced. Instalment 2 was sent in Oct 24 and was due in Nov 24.

Total Rates Outstanding (GST Incl)

Area	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Featherston	\$405,705	\$439,622	\$2,479,473	\$430,742	\$442,220
Greytown	\$298,975	\$292,545	\$2,894,965	\$407,315	\$403,563
Martinborough	\$457,026	\$418,797	\$3,465,270	\$510,549	\$505,949
Total Rates	\$1,161,706	\$1,150,964	\$8,839,707	\$1,348,605	\$1,351,733

Total rates outstanding is \$1,352k. Owing for the current year's rates is \$1,079k of which \$725k (67%) is for the current instalment. There is \$273k in arrears from the previous year.



As the arrears are affected by the quarterly invoicing, a clearer comparison of annual movement is a YTD Comparison. In Dec 24, there has been an increase in rates outstanding of \$596k (79%) compared to Dec 23 with the largest increase being Greytown at 122%.

Rates Outstanding by Number of Rating Units

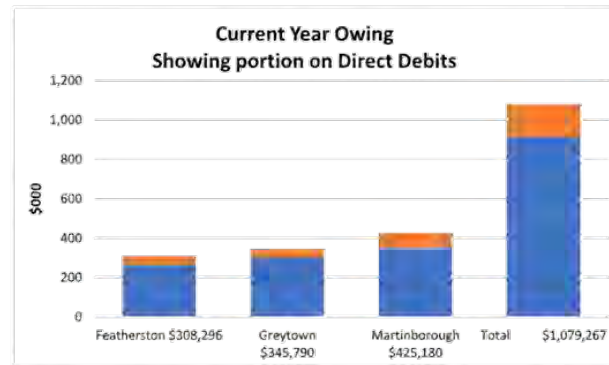
Properties Outstanding	Units Owing			Average Debt	
	Dec-23	Dec-24	% Variance	Dec-23	Dec-24
Featherston	536	353	-34%	484	1,253
Greytown	476	429	-10%	382	941
Martinborough	544	538	-1%	579	940
Total Properties	1,556	1,320	-15%	486	1,024

The average debt owing per unit in Dec 24 is \$1,024k compared with \$486k in Dec 23, a 111% increase which is reflective of the higher rates charges. The actual number of properties with arrears has reduced by 15%.

Direct Debits

	Dec-23	Dec-24
Total rating units	7,443	7,509
#Direct Debit	3,096	3,140
Total % of Direct Debits	42%	42%

The number of all rate payers using Direct Debit has remained constant at 42%. For those rating units that have current rates owing, 61% have a Direct Debit in place.



Arrears Commentary (Rates owing for prior years)

There are 101 rating units that owe rates from prior years (\$273k). Of these, 11 owe less than \$250 each, 3 are for deceased estates, 25 are on repayment plans, 16 are currently with legal and the remaining 46 are with mortgagee final demands.

Debtors Summary

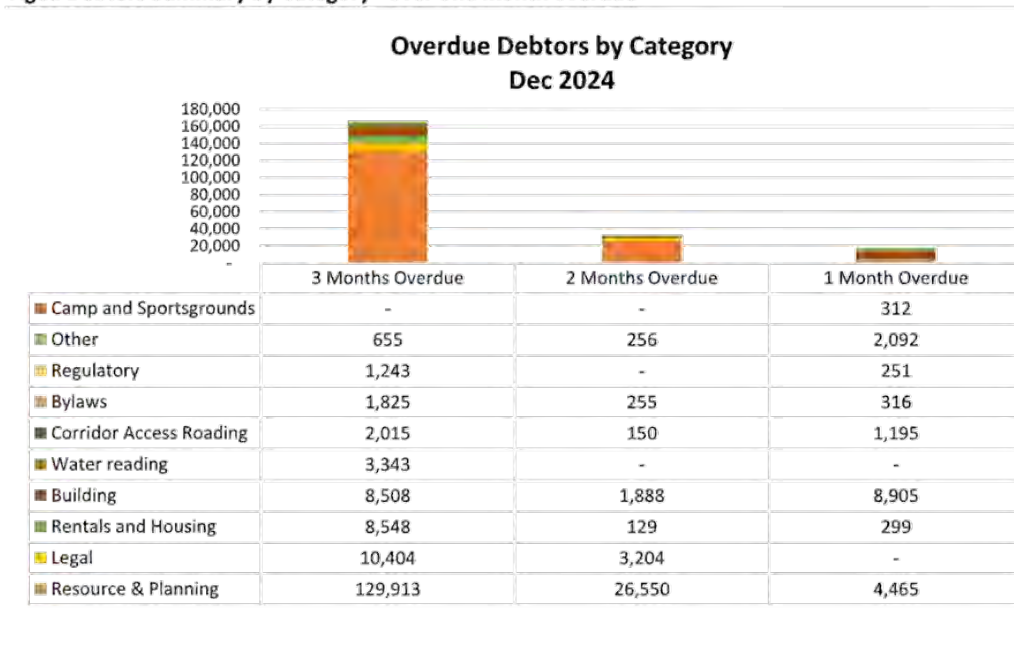
As at 31 Dec 2024

Aged Debtor report

3 Months Overdue	2 Months Overdue	1 Month Overdue	Current Owing	Total Owing	Number of Debtors
\$166,454	\$32,433	\$17,835	\$130,094	\$346,815	258

A total of \$347k is owed by 258 debtors. However, this amount includes prepayments of \$15k from 58 residents. Therefore the actual amount owed is \$362k by 200 debtors. Of these debtors, 3 owe more than \$20k each with the highest being \$129k. Total overdue is \$217k (103 debtors) of which \$166k (61 debtors) is owed for 3 months or more.

Aged Debtors Summary by Category - over one month overdue



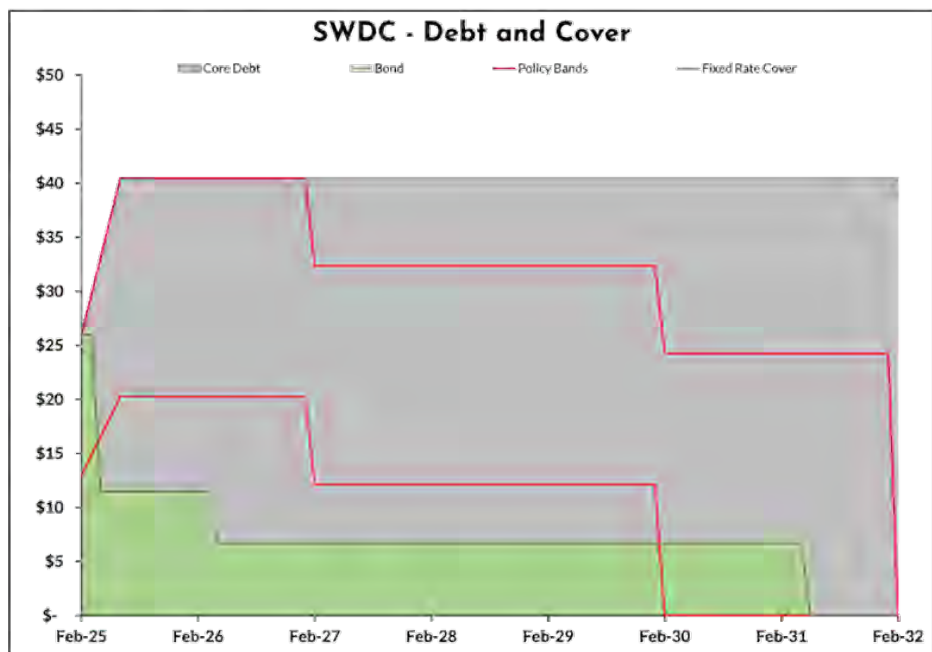
Resource Planning has the largest overdue balance (\$161k), 74% of total overdue. Of this, \$129k is owed by one debtor while another owes \$27k.

MONTHLY TREASURY REPORT – SOUTH WAIRARAPA DISTRICT COUNCIL
For January 2025
EXECUTIVE SUMMARY AND POLICY COMPLIANCE

On 31 January, South Wairarapa District Council (“SWDC”) had \$29.9 million of external debt (LGFA loans in place. \$10.9 million of this debt matures on 17 February and \$3.9 million of this will be repaid from cash sources. The \$7.0 million balance to be rolled to 15 April to align with the \$7.5 million of existing debt that matures on that date. Of the \$5.5 million of working capital balances in place at 31 January. \$3.9 million will be used on 17 February to meet the planned debt repayment.

There is also a \$3.0 million bank TD in place that matures in March and that will assist in funding any new capital expenditure over the balance of 2024/2005.

The chart below shows the implied hedging profile for SWDC on 17 February after the proposed debt repayment. This assumes that net debt will be \$40.5 million on 30 June 2025. We have used the current June 2025 debt projection given that Council is developing a 2025-2034 LTP, to be adopted in June 2025.



While the chart implies that there will policy driven (minimum levels of hedging) requirements over coming months we note that current debt levels are within the CEO’s hedging discretion that states that until net debt exceeds \$30.0M (treasury policy section 39) any hedging is at the CEO’s discretion.

At this stage the decision has been made to maintain hedging at levels below those implied by the policy using this discretion. The Reserve Bank of New Zealand (“RBNZ”) is in full easing mode with a 0.50% cut (to 3.75%) priced in when it meets on 19 February with this followed by a 0.25% cut (to 3.50%) on 9 April. Taking this into account we remain comfortable with, and support, the current profile.

We do note that the overall strategy framework in place is to use the debt maturity on 15 April to take advantage of the rate declines expected and use this maturity to add to fixed hedging.



EXTERNAL DEBT

The table below shows gross external debt as at 31 January.

Funder	Principal	Orig Term (years)	Rate	Start date	Maturity
LGFA	5,000,000	5.00	1.690%	15-Apr-20	15-Apr-25
LGFA	2,500,000	1.84	5.760%	12-Jun-23	15-Apr-25
LGFA	1,500,000	4.92	1.780%	17-May-21	15-Apr-26
LGFA	3,300,000	3.00	5.230%	17-Apr-23	15-Apr-26
LGFA	6,700,000	10.00	2.720%	17-May-21	15-May-31
LGFA *	7,900,000	0.63	5.795%	1-Jul-24	17-Feb-25
LGFA	3,000,000	0.34	4.770%	16-Oct-24	17-Feb-25
	29,900,000		Weighted Ave Debt Cost		4.05%

**\$3.9 million to be repaid*

EXTERNAL INVESTMENTS

The table below shows working capital and 'reserve funds', and also short-term deposits to be used to meet capex requirements/repay debt.

Counterparty	Rating	Face Value	Int Rate	Mat Date	Term Left Days
TDs for debt repayment					
BNZ	AA-	3,000,000	5.70%	12-Mar-25	40
		<u>3,000,000</u>			
Working Capital and Trust Funds					
BNZ-Call	AA-	2,041,960	0.10%	3-Feb-25	3
ASB/ANZ/WBC- Call	AA-	72,486	0.00%	3-Feb-25	3
BNZ	AA-	3,000,000	2.85%	2-Feb-25	2
Wairarapa BS	N/A	418,721	5.15%	25-Aug-25	206
		<u>5,533,167</u>			

COUNTERPARTY CREDIT RISK – POLICY COMPLIANCE 31 JANUARY

The Council policy states that it can only invest with New Zealand registered banks with a long-term S&P Global Ratings (or equivalent Fitch or Moody's rating) credit rating of A+ or with other counterparties specifically approved by Council. We believe WBS is so approved, and this means that **all current investments are within policy.**

MARKET COMMENTARY AND OUTLOOK

Market moves since last report (mid rates)	Market moves since last report			Market moves last 12 months		
	31-Jan-25	31-Dec-24	Change	31-Jan-25	31-Jan-24	Change
NZD/USD	0.5635	0.5594	0.73%	0.5635	0.6115	-7.85%
NZD/AUD	0.9075	0.9040	0.39%	0.9075	0.9315	-2.58%
NZD/CNH	4.1265	4.1033	0.57%	4.1265	4.3965	-6.14%
3 month Rate	3.93%	4.17%	-0.24%	3.93%	5.67%	-1.74%
3 year swap	3.50%	3.37%	0.13%	3.50%	4.45%	-0.95%
5 year swap	3.68%	3.51%	0.17%	3.68%	4.25%	-0.57%
S&P500 Equity Index	6,041	5,882	2.70%	6,041	4,846	24.66%
US 10 year bond	4.54%	4.57%	-0.03%	4.54%	3.93%	-0.61%
Brent Crude	76.77	74.83	2.59%	76.77	77.49	-0.93%

FINANCIAL MARKETS BACKGROUND

The start of 2025 has been all about the latest tariff announcement from President Trump, but more importantly what announcements will actually be followed through with an actual imposition of tariffs. Early in the month there was some confidence that blanket tariffs might be avoided as Trump seemed to defer the application of tariffs to allow time for review and negotiation. However, on the last day of the month President Trump seemed to lose patience signing orders that confirmed a 25% general tariff on Canadian and Mexican exports. With Trump's orders including a retaliation clause in the case of tit for tat responses, there is a real risk that we will see a spiralling trade war.

There was some relief when, at the last minute, Mexican and Canadian concessions around border security saw a one-month delay. At this stage bond markets are looking through tariff moves as the US 10-year bond yield consolidates around 4.50%. It is a different story for FX though with the US dollar index surging to 109.80 after the tariff announcements, before plunging to 107.80 on the postponement.

The US Federal Reserve ("Fed"), as expected, left the cash rate unchanged when it was reviewed in late January but left the door open for further cuts this cycle. Financial markets are now only pricing in two more 0.25% cuts this cycle, the first in June. In contrast, market pricing has the Reserve Bank of New Zealand ("RBNZ") cutting by a further 1.25% this year (to 3.00%) with a 0.50% cut in February (to 3.75%) 100% priced in. Recent economic data for Australia shows that the economy is slowing, with markets now pricing in a 0.25% cut on 18 February and two more 0.25% cuts (to 3.60%) by the end of the year.

While lower rates from the RBNZ will help pull the New Zealand economy out of recession and continue to support the export sector through a 'cheap' exchange rate (at least in historical terms) this lower exchange rate is already having an impact on import costs, and this may ultimately be a factor that the RBNZ will have to consider.

INTEREST RATE OUTLOOK

Markets are projecting a 3.25% OCR by the 4th quarter 2025 and a 50/50 chance of one more 0.25% (to 3.00%) this cycle. This would take the OCR within the RBNZ's neutral cash rate (not supporting expansion or contraction) range of 2.50% to 3.50% in line with the RBNZ's view that it will not need to push the OCR below its neutral rate, this cycle.

SWDC has a sizable portion of its core debt maturing in the first half of this year and is well placed to take advantage of ongoing declines in the OCR. By maintaining an appropriate balance between fixed and floating rate debt we believe that SWDC will continue to achieve a weighted average all-up cost of debt over the medium term of around 4.00%.

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11 INFORMATION REPORTS FROM CHIEF EXECUTIVE AND STAFF

11.1 RISK MANAGEMENT UPDATE

Author: Amy Andersen, Lead Advisor, Democracy and Committees

Authoriser: Paul Gardner, Group Manager, Corporate Services

File Number: N/A

PURPOSE

To provide members with updates to risk management since the last meeting of the Committee.

EXECUTIVE SUMMARY

Robust risk management is essential to South Wairarapa District Council to support the achievement of its strategic objectives.

The systematic management of risk is important for any organisation and in particular to a business as large and diverse as Council. Ensuring an appropriate risk management framework is in place is an important function of the Assurance, Risk and Finance Committee.

This report outlines initiatives that in staff's view should provide members of the Committee with confidence that risks, and statutory compliance are being well managed across the organisation and there is continuous improvement in the management of risk at Council. This formal reporting sits alongside the less formal Chief Executive and Strategic Leadership Team risk discussions, and the discussions that generally take place at each meeting of the Committee.

BACKGROUND

This report been developed in line with Council's current Risk Policy and Risk Management Framework and feedback from previous Committee meetings.

The key purpose of the report is to provide a base for discussion and to trigger effective risk conversations by the Committee. The report provides the Committee with the results of the quarterly review of risks including significant risk trends and any emerging risks.

The Strategic Leadership Team also conducts a quarterly review of the report in the lead-in to the Assurance, Finance and Risk Committee review.

The evolution of risk management reporting will continue as mechanisms for gathering the necessary data are developed, and the organisation continues to mature in its' risk management practices. Staff welcome feedback and ideas from this Committee to improve the usefulness of the information provided.

DISCUSSION

1. Summary and key insights

The risk register has been updated with additional information relating to treatment plans since the last meeting of the Committee to ensure that members have a full picture of actions that council officers are taking in relation to each significant risk.

There are no changes to the scoring noted for this quarter.

Key changes to the register this quarter:

SR1: Cultural Risks

- Risk and impact description updated to align with the engagement framework.

SR5- Financial Accountability

- Risk type changed from *reputational* to *operational* risk.

OR3- Swimming Pool Audits

- This risk has been removed from the register following confirmation from the Committee that they are happy with where things are currently sitting.

OR2- Critical Asset Failure

- Further details on treatment plans and Infrastructure Strategy are to be determined.

SR8- Economic Uncertainty

- This risk was previously named *Economic Shock* Although inflation and interests rates are coming down this remains high.
- Noted that council officers are aware of global economic impacts and this has been added to the monitor and review column in the risk register cover sheet.
- Further work is to be completed on updating the risk and impact description.

Noted that Treatment plans have been updated for SR3, 4 & 10.

The register now includes ten strategic risks (SR) and two operational risks (OR) at this time, as recorded in table 1 below:

ID	Risk Theme	Residual Scoring	Residual Risk
OR1	IT System Failure	4	Medium
OR2	Critical Asset Failure	12	High
SR1	Relationship with iwi, hapū, Māori	3	Medium
SR2	Climate Change	12	High
SR3	Crisis Management and Response	8	High
SR4	Financial accountability	2	Low
SR5	Government reforms	8	High
SR6	Social Licence to Operate and Reputation	4	Medium
SR7	Economic Uncertainty	8	High
SR8	Regional alignment	8	High
SR9	Health and safety	4	Medium

In terms of the scoring, table 2 shows where the highest risks are sitting after mitigations have been applied:

ID	Risk Theme	Residual Scoring	Residual Risk
OR2	Critical Asset Failure	12	High
SR2	Climate Change	12	High
SR3	Crisis Management and Response	8	High
SR5	Government reforms	8	High
SR7	Economic Uncertainty	8	High
SR8	Regional alignment	8	High
OR1	IT System Failure	4	Medium
SR6	Social Licence to Operate and Reputation	4	Medium
SR9	Health and safety	4	Medium
SR1	Relationship with iwi, hapū, Māori	3	Medium
SR4	Financial accountability	2	Low

There have been no significant changes to the high levels of residual risk which indicate the current volatility within the environment.

The full significant risk register including treatment plans and updates can be found attached to this report as Appendix 1, along with the guidance material for the risk scores and key terminology used in the register.

The risk framework for Council can be viewed on our website: <https://swdc.govt.nz/wp-content/uploads/Risk-Management-Framework-Feb24-1.pdf>

2. Treatment Plans

Overall, the treatments included in the significant risk register involve the reduction of risk.

Council officers suggest prioritisation of identified risks and treatments is considered to ensure that implementation and adjustments are being made where required.

Current treatments are being monitored and reviewed on a regular basis by the Strategic Leadership Team. Please refer to Appendix 1 for more information.

3. Legislative compliance

Appendix 2 outlines information that in staff's view should provide the Assurance, Risk and Finance Committee confidence that statutory compliance is being monitored and well-managed.

The key areas for the statutory compliance that this report covers are: building consents, resource consents, LIMS, water, official information requests, Ombudsman's investigations and privacy.

The report provides an opportunity for the Committee to raise any questions about current statutory compliance and to discuss any areas for improvement.

APPENDICES

Appendix 1 Significant Risk Register February 2025

Appendix 2 Legislative compliance 1 Jul 2024 to 31 Jan 2025

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Key updates - treatment plans (February 2025)	Monitoring and review
SR1	Relationship with iwi, hapū, Māori	Cultural Risks	Updated: Where Council fails to meet its obligations under Te Tiriti o Waitangī which leads to negative impacts to our marae, hapū and Māori. Where Council fails to ensure adequate resourcing is provided to the organisation for cultural uplift of te reo māori, tikanga, Te Tiriti training and development of Strategic Frameworks that build Kotahitanga. Where Council fails to demonstrate the commitment to build Kotahitanga. If Council does not engage appropriately it can result in loss of trust, a claim to the Waitangī Tribunal, financial loss and reputational damage.	CE	GM CS Pou Māori	3	Medium	Māori Engagement Model underway, seeking approval before the end of year.	Quarterly at Assurance, Risk and Finance Committee meetings
SR2	Climate Change	Climatic Risks	Failing to adapt to the impacts of climate change on our environment and failing to mitigate council's contributions to greenhouse gas emissions may result from the complexity of processes and dependencies that may not adequately consider climate impacts. There may be impacts on the environment, health and safety or wellbeing of staff and the community, reputation, operations and finance and strategic goals may not be delivered.	CE	SLT Manager, Stakeholder Relationships Climate Change Advisor	12	High	Review of the Ruamāhanga Climate Change Strategy and Action Plan - internal review underway. Progress is also being made in key external initiatives/projects in the region, including the Food Strategy.	Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.
SR3	Crisis Management and Response (local)	People Risks	Risk relates to any event that disrupts or has the potential to impact the health and safety or wellbeing of staff and the community and service delivery and resulting in financial loss. Required response is managed in-house.	CE	GM CS Manager Corporate Support Lead Advisor HSW & EM	6	Medium	Working through plans for communities vulnerable to isolation.	Quarterly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Key updates - treatment plans (February 2025)	Monitoring and review
SR4	Emergency Management and Response	People Risks	Risk relates to a strategic natural or human-induced disaster event impacting the health and safety or wellbeing of staff and the community across a significant geography, and service delivery resulting in financial loss. Response requires support from neighbouring councils and/or partner agencies	CE	GM CS Manager Corporate Support Lead Advisor HSW & EM	4	Medium	Continued capability uplift for council staff working in EOC through ongoing training. Planning is underway for the first emergency response exercise of 2025 which will enabled the practice of response process, embedded training and strengthened connections with partner organisations. Monitoring the Highly Pathogenic Avian Influenza arrival in NZ. Planning session for WREMO annual plan.	Quarterly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings. Monthly meetings with EM leads from SWDC, CDC & MDC with WREMO. Six weekly engagements with EM leads from Wellington Region Councils and WREMO.
OR1	IT System Failure	Operational Risks	Levels of investment in our IT architecture have not kept pace with technological advancements and the evolving needs of our organisation.	CE	GM CS Manager Corporate Support	4	Medium	Publicly excluded under LGOIMA section 7(2)(j) - to prevent the disclosure or use of official information for improper gain or improper advantage.	Monthly at SLT meetings and bi-annually at Assurance, Risk and Finance Committee meetings (public excluded sessions).
SR5	Financial accountability	Operational Risks	Risk of over-committing Council to work programmes, excess unbudgeted expenditure, fraud, inaccurate modelling, or financial shock. This may impact Council reputation, financial stability and sustainability, legal compliance, and ability to deliver strategic goals or meet service levels.	CE and GMCS	SLT Chief Financial Officer	2	Low	Risk type changed from reputational to operational risk.	Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Key updates - treatment plans (February 2025)	Monitoring and review
SR6	Government reforms	Legislative/Governance/Regulatory Risks	There are number of significant government reforms including changes to climate change, resource management, three waters reform and the future of local government review. These changes may impact council's strategic direction and community confidence and may raise challenges in terms of change preparedness. There may be misalignment between government and Council's strategic goals and failure to adapt to changes may affect community wellbeing.	CE	GM I&CO GM P&R GM CS Principal Advisor - Waters	8	High	Regional entity to deliver water services under investigation - in progress	Fortnightly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.
SR7	Social Licence to Operate and Reputation	Reputational Risks	<p>This risk involves ongoing failure to effectively communicate or engage with the community on strategic, governance or operational matters, and includes risks associated with an ineffective media relationship.</p> <p>This may impact the ability to meet community outcomes and strategic goals, loss of trust and confidence, council reputation and operational delivery. Significant and ongoing failure may undermine Council's purpose and impact participation in, or effective conduct of, local democracy.</p> <p>This risk involves a failure to implement council's strategic direction; to monitor Council's performance against community outcomes; and to work effectively and cohesively at a governance level resulting in poor decision-making and failure to meet strategic goals. It also includes working effectively with Community Boards. This may impact Council reputation, trust and confidence and the ability to deliver strategic goals or meet service levels. There is a genuine desire to be transparent, open and honest.</p>	CE	SLT Manager, Stakeholder Relationships	4	Medium	<p>Data integrity exercise (in progress - September/October 2024). Results to be confirmed.</p> <p>Noted that Audit NZ were unable to issue their opinion until 20 November. A media statement was issued.</p> <p>New community engagement platform being launched called Engagement HQ to support consultation processes.</p> <p>Proactive media releases issued including the results of the Resident Satisfaction Survey.</p>	Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.
OR2	Critical Asset Failure	Asset failure (Infrastructure) Risks	There is a risk of operational failure that has a material impact on service delivery, including failure of critical assets (e.g. roads, drinking and wastewater treatment plants) and Council's ability to operate. This may impact health and safety or wellbeing of staff and the community, council reputation, loss of trust and confidence, not meeting service levels, strategic goals, regulatory or legal	CE	GM I&CO	12	High	<p>We have improved the quality of our Infrastructure Strategy.</p> <p>We have increased our knowledge of our asset condition through network</p>	Fortnightly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Key updates - treatment plans (February 2025)	Monitoring and review
			requirements and increased costs long term.				High	inspection, critical asset reports. Network and capacity studies for our major assets are underpinning investment for growth.	
SR8	Economic Uncertainty	Reputational Risks	<p>Updated: Economic uncertainty in New Zealand significantly impacts council, which plays a crucial role in community development and service delivery. The current economic climate, characterized by high interest rates and inflation, poses challenges for council in managing budgets and funding essential services. Council faces increased costs for infrastructure projects, maintenance, and public services due to rising prices and supply chain disruptions. Additionally, reduced consumer spending and business activity can lead to lower revenue from rates and other local taxes. This financial strain may force council to prioritize spending, delay projects, or seek alternative funding sources. Despite these challenges, council can develop resilience and adaptability. By fostering collaboration with central government, iwi, and community organizations, council can navigate economic uncertainty and continue to support their communities. Innovative approaches, such as leveraging technology and improving operational efficiency, are essential for maintaining service delivery and promoting local economic recovery.</p>	CE	SLT	8		<p>Although inflation and interests rates are coming down, this risk remains high.</p> <p>The degree of flex built into programmes allows us to be fluid. We also have awareness of what is happening globally.</p>	<p>Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.</p> <p>The outcome of the US election, insurance costs and economic indicators.</p>

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Key updates - treatment plans (February 2025)	Monitoring and review
SR9	Regional alignment	Reputational and financial risks	Ability to deliver on the outcomes as outlined through SWDC strategic planning process and the financial and reputational implications associated with direction being dictated by external shared services arrangements.	CE	SLT	8	High	Council Forums are being attended; discussions underway for water services delivery - in progress.	Risk identified in March and assessed 30 April 2024. Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings. Combined Council Forum scheduled meetings: 29 May, 28 August, 6 November 2024
SR10	Health and safety	Legislative and Reputational	Provision of a safe and healthy workplace. Provision of services and facilities to the community that are free of risk to health and safety. Compliance with Health and Safety at Work Act 2015 and associated regulations and guidance from the regulator. Inappropriately managed risk to H&S can lead to: Harm to a person or people, direct impacts to the family of the person and wider community, potential for prosecution, sites being temporarily shut down while the regulator investigates, damage to public reception and community moral, insurance premiums impacted, impact on staff morale and retention, impacted public role modelling	CE	SLT Lead Advisor HSW & EM	4	Medium	Ongoing developments and initiatives to support staff health, safety and wellbeing, including trainings and information. Budget requested in upcoming LTP for further asbestos testing across building portfolio.	Monthly at SLT meetings and quarterly at Assurance, Risk and Finance Committee meetings.

Strategic Risk 1				
Risk Theme	Relationship with iwi, hapū, Māori		Risk owner	Chief Executive
Risk Description and Impact				
<p>Council decisions and processes do not fulfil our obligations under Te Tiriti o Waitangi, The Treaty of Waitangi, respectful of tikanga and iwi, hapū, te ao Māori, Māori world view.</p> <p>External or internal events may have a material impact on the quality of the relationship the SWDC has with iwi, hapū, Māori.</p> <p>The understanding of the SWDC role under Te Tiriti o Waitangi, The Treaty of Waitangi is developing and requires resourcing. If the SWDC does not respond adequately, it could result in decreasing trust, a claim under the Waitangi Tribunal, financial loss, and reputational damage.</p>				
Type	Cultural		Risk appetite	TBC
Risk Drivers				
<p>Lack of or inadequate:</p> <ul style="list-style-type: none"> •Partnership Policy and outdated Māori Policy/Significance and Engagement Policy •Staff and elected official cultural competence •Sharing of relationship insights across council •Sufficient resources •Lack of a full and appropriate process of engagement or consulting with Mana whenua in identifying areas of significance to Māori/Mana Whenua 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Inherent risk rating	Score	8	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Established role of Pou Māori (Principal Advisor Māori) •Maintenance and support of the Māori Standing Committee this includes ensuring and maintaining full mana whenua representation •Relationships held between marae committees, Iwi entities, the CE, the and the Mayor •Collaborations with other councils to align engagement with iwi on some projects (e.g. climate change) •Cultural competence training for all staff and elected officials (in progress) •Developing the role of Pou Māori to engage broadly internally and externally to better advise on the Councils obligations under Te Tiriti o Waitangi with Iwi, hapū •Coordinated collaboration with other councils to align engagement with iwi •Representation review includes iwi, hapū, and marae from the outset towards a partnership approach (Māori Ward) •Te Ao Māori and Te Reo opportunities for staff. 				
Residual risk assessment	Likelihood	Probable(3)	Consequence	Minor(1)
Residual risk rating	Score	3	Result	Moderate
Responsible manager(s)		GM Corporate Services	Risk treatment option	Reduce
Treatment Plans				

Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Māori Engagement Model	Pou Māori / Manager Stakeholder Relationships	In progress	Discussed with SLT in October 2024.	N/A
Māori Policy Significance and Engagement Policy review	Pou Māori / Manager Stakeholder Relationships	In progress	Officers to seek approval of Māori Policy November 2024.	N/A
Te Ao Māori and Te Reo training for elected officials	Pou Māori	Pending	This will be included in the Māori Engagement Model.	N/A

Strategic Risk 2				
Risk Theme	Climate Change		Risk owner	Chief Executive Officer
Risk Description and Impact				
Failing to adapt to the impacts of climate change on our environment and failing to mitigate council's contributions to greenhouse gas emissions may result from the complexity of processes and dependencies that may not adequately consider climate impacts. There may be impacts on the environment, health and safety or wellbeing of staff and the community, reputation, operations and finance and strategic goals may not be delivered.				
Type	Climatic		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: <ul style="list-style-type: none"> •Preparedness •Coordination across services (planning, roading, finance, etc) •Connection to emergency management •Investment •Training of staff (understanding of issues, roles, and responsibilities) •Leadership •Communication internally, with key stakeholders, or the public 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Extreme (4)
Inherent risk rating	Score	16	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Appointment to role of Climate Change Advisor to lead this work • Ruamāhanga Climate Change Strategy and Action Plan •Completion of Regional Emissions Reduction Plan and the Regional Climate Change Impacts Assessment through the Wellington Regional Leadership Committee. (The Regional Adaptation Plan is now underway through this Committee). •Contingency built into LTP budgets •Energy audits •Community self-assessment kits •Climate Change Resilience and Risk Strategy (further detailed mitigations) •Council's updated procurement policy supports sustainability 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Residual risk rating	Score	12	Result	High
Responsible manager(s)	SLT / Climate Change Advisor		Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update

Advancing planning measures including coastal retreat into our District Plan	GM P&R	In progress	Climate Change and Resilience' added as a key strategic matter.	
Involvement in Regional Climate Change Impacts Assessment and Adaptation Plan, Emissions Reduction Strategy, and Food Systems Strategy projects under the Wellington Regional Leadership Committee which will provide regional and district specific actionable documents	Climate Change Advisor	In progress	The Climate Change Impacts Assessment and the Emissions Reduction Plan projects are both finished. Final reports are available the WRLC website. The Food System Strategy is ongoing, and the Adaptation Plan is currently underway now.	
Review of the Ruamāhanga Climate Change Strategy and Action Plan	Climate Change Advisor / Manager, Stakeholder Relationships	In progress	An internal review is currently underway (aim for completion by Feb 2025), with work with councillors and community engagement paused until after LTP consultation.	
Focused work on climate change specific KPIs (as per Audit request).	Climate Change Advisor	In progress	Climate Change Advisor has linked in with Cr Gray and Masterton DC.	

Strategic Risk 3					
Risk Theme	Crisis Management and Response (Local)		Risk owner	Chief Executive Officer	
Risk Description and Impact					
Risk relates to any event that disrupts or has the potential to impact the health and safety or wellbeing of staff and the community and service delivery and resulting in financial loss. Required response is managed in-house.					
Type	People		Risk appetite	TBC	
Risk Drivers					
Lack of or inadequate: <ul style="list-style-type: none"> •Preparedness •Investment •Training of staff (understanding of issues, roles, and responsibilities) •Leadership •Communication internally, with key stakeholders, or the public •Governance capability in leading an emergency response. 					
Inherent risk assessment	Likelihood	Probable (3)	Consequence	Major (3)	
Inherent risk rating	Score	9	Result	High	
Existing Mitigations					
<ul style="list-style-type: none"> • Crisis Management Plan developed, reviewed annually and CIMS framework adopted for management of crisis situations •Business Continuity Plan developed, reviewed annually 					
Residual risk assessment	Likelihood	Probable (3)	Consequence	Moderate (2)	
Residual risk rating	Score	6	Result	Medium	
Responsible manager(s)		GM Corporate Services	Risk treatment option	Reduce	
Treatment Plans					
Plan action/task and target resolution date		Owner	Status	Previous update	Latest Update
•Debrief and review in-house crisis response.		Manager, Corporate Support Lead Advisor, HSW &	In-Progress	Debrief and review of Martinborough ATM/café incident to improve	

	Emergency Management		internal response:	
<ul style="list-style-type: none"> •Working with WREMO on coastal community resilience and response plan. 	Lead Advisor, HSW & Emergency Management	In Progress	Draft plan underway in collaboration with partner agencies.	Working through plans for communities vulnerable to isolation.

Strategic Risk 4				
Risk Theme	Emergency management and response		Risk owner	Chief Executive Officer
Risk Description and Impact				
Risk relates to a strategic natural or human-induced disaster event impacting the health and safety or wellbeing of staff and the community across a significant geography, and service delivery resulting in financial loss. Response requires support from neighbouring councils and/or partner agencies.				
Type	People	Risk appetite	TBC	
Risk Drivers				
Lack of or inadequate: <ul style="list-style-type: none"> •Preparedness •Investment •Training of staff (understanding of issues, roles, and responsibilities) •Leadership •Communication internally, with key stakeholders, or the public •Governance capability in leading an emergency response. 				
Inherent risk assessment	Likelihood	Rare(1)	Consequence	Extreme(4)
Inherent risk rating	Score	4	Result	Medium
Existing Mitigations				
<ul style="list-style-type: none"> •Participation in Wellington Region Civil Defence Emergency Management Group •Contracted activities to Wellington Region Emergency Management Office, including 24/7 duty officer system. •Participation in the Joint Committee, Coordinating Executives Group, and Local Government Emergency Management Collective. •Participation in the Wairarapa Emergency Operation Centre (EOC) •Some degree of response built into the 2024-25 Annual Plan •Engage the community boards and rural communities to participate in the Community Emergency Hubs. 				
Residual risk assessment	Likelihood	Rare(1)	Consequence	Extreme(4)
Residual risk rating	Score	4	Result	Medium
Responsible manager(s)	GM Corporate Services		Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Wairarapa needs review, partnership work	Manager, Corporate Support Lead Advisor, HSW & Emergency Management	In progress	The first part of workforce planning is complete; undertaking assessment of	Ongoing work through shared EM resource. Annual Wairarapa EM Capability Assessment

			our emergency risk landscape.	released to public. This self-assessment highlighted opportunities for continued growth and improvement. Ongoing staff training.
Training pathways	Lead Advisor, HSW & Emergency Management	In Progress	Significant uplift in number of staff trained in CIMS. Exercise Rū Whenua a Rohe on Nov 7th enabled the practice of response process, embedded training and strengthened connections with partner organisations. Post-exercise feedback gave opportunities for improvement.	Continued advancements in SWDC staff training and capability for EM response. Planning underway for May EOC exercise.
Working with Wairarapa Recovery Office and WREMO on coastal community tsunami response awareness.	Lead Advisor, HSW & Emergency Management (Recovery Manager)	In progress	Engagement & resource container delivered to Tora. Engagement planning underway for Ngawi and Lake Ferry	Tora community handover in mid Feb. Successful initial meetings with Pirinoa/Lake Ferry and Ngawi communities. Lake Ferry container location chosen, still exploring locations for Ngawi. Ongoing discussions around community connection and preparedness.
Potential for Highly Pathogenic Avian Influenza to escalate, requiring response from Emergency Management	Lead Advisor, HSW & Emergency Management	New	Monitoring the Highly Pathogenic Avian Influenza arrival in NZ in collaboration with Environmental Health team. MPI is lead agency.	Continuing to monitor HPAI situation. BAU for EH team working collaboratively with GWRC. EM in watching brief.

Strategic Risk 5				
Risk Theme	Financial accountability		Risk owner	Chief Executive Officer
Risk of over-committing Council to work programmes, excess unbudgeted expenditure, fraud, inaccurate modelling, or financial shock. This may impact Council reputation, financial stability and sustainability, legal compliance, and ability to deliver strategic goals or meet service levels.				
Type	Reputational		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: <ul style="list-style-type: none"> •Financial policies and procedures •Leadership •Training of staff (understanding of issues, roles, and responsibilities) •Code(s) of Conduct 				
Inherent risk assessment	Likelihood	Possible (2)	Consequence	Major (3)
Inherent risk rating	Score	6	Result	Medium
Existing Mitigations				
<ul style="list-style-type: none"> •Financial policies and financial delegations •Reporting to Assurance, Risk and Finance Committee •Code(s) of Conduct reviewed and updated •Staff training and elected member induction •Conflict of Interest Register. 				
Residual risk assessment	Likelihood	Rare (1)	Consequence	Moderate (2)
Residual risk rating	Score	2	Result	Low
Responsible manager(s)		SLT	Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Implementation of new rating modelling platform	Chief Financial Officer	Completed	N/A	30/06/2024

Strategic Risk 6				
Risk Theme	Government reforms		Risk owner	Chief Executive Officer
<p>There are number of significant government reforms including changes to climate change, resource management, three waters reform and the future of local government review. These changes may impact council's strategic direction and community confidence and may raise challenges in terms of change preparedness. There may be misalignment between government and Council's strategic goals and failure to adapt to changes may affect community wellbeing.</p>				
Type	Legislative / Regulatory		Risk appetite	TBC
Risk Drivers				
<p>Lack of or inadequate:</p> <ul style="list-style-type: none"> •Preparedness •Investment •Leadership (regional integration and coherence) •Communication internally, with key stakeholders, or the public 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Principal Advisor Water Transition role established •Participation in external forums on multiple levels •WWLASC coordinated strategic approach for transition management planning and delivery •Monthly updates and forward planning reports provided •Appointment to Pou Māori role •Participation by CE in external forums •Agenda item on Executive Leadership fortnightly meetings •Membership of LGNZ and Taituarā • decision to move from an LTP to an Enhanced AP in February 2024. • CE update report to Strategy Working Committee (legislative changes and updates). 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Residual risk rating	Score	8	Result	High
Responsible manager(s)		SLT	Risk treatment option	Reduce

Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Regional entity to deliver water services under investigation	GM I&CO Principal Advisor - Waters	In progress	Workshops underway, final reports due to be presented in a public workshop on 17 October.	On 18 December 2024, Council resolved to agree that until the full update in February 2025, work to develop the Wairarapa + Tararua water services delivery option continues.
Water services built into AP and LTP	SLT	Pending	Relies on the outcomes of the plan above.	

Strategic Risk 7				
Risk Theme	Social Licence to Operate and Reputation		Risk owner	Chief Executive Officer
Risk Description and Impact				
<p>This risk involves ongoing failure to effectively communicate or engage with the community on strategic, governance or operational matters, and includes risks associated with an ineffective media relationship. This may impact the ability to meet community outcomes and strategic goals, loss of trust and confidence, council reputation and operational delivery. Significant and ongoing failure may undermine Council's purpose and impact participation in, or effective conduct of, local democracy.</p> <p>This risk involves a failure to implement council's strategic direction; to monitor Council's performance against community outcomes; and to work effectively and cohesively at a governance level resulting in poor decision-making and failure to meet strategic goals. It also includes working effectively with Community Boards. This may impact Council reputation, trust and confidence and the ability to deliver strategic goals or meet service levels. There is a genuine desire to be transparent, open and honest.</p>				
Type	Reputational		Risk appetite	TBC
Risk Drivers				
<p>Lack of or inadequate:</p> <ul style="list-style-type: none"> •Preparedness •Investment •Leadership •Communication internally, with key stakeholders, or the public •Communications & Engagement Strategy 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Inherent risk rating	Score	8	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Timely, fact based responses to media enquiries •Proactive information sharing and media releases via website, social media, and print media •Regular general communications on relevant topics using multiple channels •Improved connection between service delivery teams and comms team •Improved website content •Elected member e.g. drop in sessions, community forums etc •Proactive Release Policy for LGOIMA implemented and website content being built •LGOIMA process streamlined 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Minor (1)
Residual risk rating	Score	4	Result	Medium
Responsible manager(s)		SLT	Risk treatment option	Reduce
Treatment Plans				

Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Due to the number of complaints regarding rates increases we are carrying out a data integrity exercise.	GM Corporate Services	In programmes	Property inspections commenced week of 16/09	Data is still being gathered. Anticipated all information will be made available by end of FY.
Development of Communications and Engagement Strategy	Manager, Stakeholder Relationships	Scope	A workshop was held with the Communications Team to start scoping the plan	
Improvements to engagement practices and processes e.g. Internal capability	Manager, Stakeholder Relationships	In progress	The intranet was launched.	
Digital communications approach	Manager, Stakeholder Relationships	Scope	Bi-weekly meetings with Customer Services and Communications to identify service improvements along with digital communications	
Improved governance transparency.	Manager, Stakeholder Relationships	TBC	For the first time, a proactive media release was issued with the results of the Resident Satisfaction Survey	

Strategic Risk 8				
Risk Theme	Economic uncertainty		Risk owner	Chief Executive Officer
Risk Description and Impact				
<p>New Zealand has been on the tip of experiencing a recession with growth at or below 1% through 2023, known as a stagflationary recession. Inflation is at its highest rate since the 1980s. There is a shortage of resources including human and materials in the country and this impacts on potential development and infrastructure, particularly water and roading. We propose an ambitious capital works programme in the LTP and Audit NZ has identified the risk of non-delivery. The impacts would be on council reputation, loss of trust and confidence, not meeting service levels, strategic goals or regulatory requirements and increased costs long term.</p>				
Type	Operational		Risk appetite	TBC
Risk Drivers				
<p>Lack of or inadequate:</p> <ul style="list-style-type: none"> •Preparedness and understanding of economic climate •Leadership and decision-making •Policies and procedures 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Inherent risk rating	Score	8	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Planning – annual plan, long term plan, project planning •Membership of LGNZ and Taituara •Quarterly review of financial position to Assurance, Risk and Finance Committee 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Residual risk rating	Score	8	Result	High
Responsible manager(s)		SLT	Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
•Develop contingency plans for constrained resources	TBC			
•Prioritisation framework	TBC	Scope	LTP workshop to discuss Economic Development	

			performance framework	
<ul style="list-style-type: none"> •Collaboration with community response and support organisations. 	<p>Manager, Stakeholder Relationships</p>	<p>In progress</p>	<p>LTP workshop to discuss long term funding of partners</p>	<p>A meeting was held in Sept 2024 with MSD to discuss unemployment in Wairarapa; noted that unemployment has increased by over 100 compared to the same time last year. These figures are being included into the Environmental Scan for the Long Term Plan.</p>

Strategic Risk 9				
Risk Theme	Regional alignment		Risk owner	Chief Executive Officer
Risk Description and Impact				
Ability to deliver on the outcomes as outlined through SWDC strategic planning process and the financial and reputational implications associated with direction being dictated by external shared services arrangements.				
Type	Financial / Reputational		Risk appetite	TBC
Risk Drivers				
Lack of (or in)adequate: <ul style="list-style-type: none"> • consistency of design for shared services arrangements • alignment of political view between Wairarapa councils. • communication • alignment in policy design. 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> • Combined Council Forum - opportunities to discuss areas of commonality. Make best possible use of joint policy working groups. • Regular catch ups between Chief Executives. • Managers involved in discussions about integrated services. 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Moderate (2)
Residual risk rating	Score	8	Result	High
Responsible manager(s)		SLT	Risk treatment option	Share
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
<ul style="list-style-type: none"> • Discussions underway to identify areas for improvement for shared and integrated service opportunities. 	GM Corporate Services	In Progress	Combined Council Forum held in August 2024. Next in November.	

<ul style="list-style-type: none">• Discussions underway for water services delivery	Principal Advisor, 3 Waters	In progress	Public workshop held 17 October on final reports.	Consultation document scheduled for adoption 5 March.
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Strategic Risk 10				
Risk Theme	Health & safety		Risk owner	Chief Executive Officer
Risk Description and Impact				
Provision of a safe and healthy workplace. Provision of services and facilities to the community that are free of risk to health and safety. Compliance with Health and Safety at Work Act 2015 and associated regulations and guidance from the regulator. Inappropriately managed risk to H&S can lead to: Harm to a person or people, direct impacts to the family of the person and wider community, potential for prosecution, sites being temporarily shut down while the regulator investigates, damage to public reception and community moral, insurance premiums impacted, impact on staff morale and retention, impacted public role modelling				
Type	Legislative / Reputational		Risk appetite	TBC
Risk Drivers				
Lack of adequate: <ul style="list-style-type: none"> • Staff resourcing to ensure safe methods are not discounted at the expense of workload and time constraints. • Funding budgeted to procure appropriate equipment. • Funding to enable H&S aspects to be prioritised in procurement. • Championing of staff value in the face of public negativity. 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
H&S management system including risk management, contractor management, staff wellbeing provisions.				
Residual risk assessment	Likelihood	Possible (2)	Consequence	Moderate (2)
Residual risk rating	Score	4	Result	Medium
Responsible manager(s)	SLT		Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update

Continuous improvement approach to H&S.	SLT	Ongoing	Regular meetings, updates and opportunities for staff to engage in H&S conversations, development and courses.	Regular meetings, updates and opportunities for staff to engage in H&S conversations, development and courses.
Office Accommodation Improvements	SLT	Ongoing	Review of SWDC Office Accommodation and options to Elected Members to resolve historic and ongoing H&S risks.	Working through best options for Kitchener St security improvements. Budget requested in upcoming LTP for further asbestos testing across building portfolio.

Operational Risk 1				
Risk Theme	IT System Failure	Risk owner	Chief Executive	
Risk Description and Impact				
Risk description: Levels of investment in our IT architecture have not kept pace with technological advancements and the evolving needs of our organisation.				
Type	Operational	Risk appetite	TBC	
Risk Drivers				
Lack of or inadequate: <ul style="list-style-type: none"> •Protection against external cyber-attack e.g. ransomware •Planning •Understanding of the key issues •Policies and processes to support good practice •Training of staff (understanding of issues, roles, and responsibilities) •System architecture and software •Disaster recovery, business continuity and backups •IT transition (migration) •System resilience testing 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Extreme (4)
Inherent risk rating	Score	16	Result	High
Existing mitigations				
<ul style="list-style-type: none"> •Ongoing updates for staff and regular updates on how to identify and respond to threats. •Annual testing of system resilience •Audit conducted of security measures and disaster recovery needs. •Appointment of Lead Advisor Information Management •Review and update of IT service contracts •Development of ICT and Information rolling 3 year Strategic Plan 				
Residual risk assessment	Likelihood	Possible (2)	Consequence	Moderate (2)
Residual risk rating	Score	4	Result	Medium
Responsible manager(s)	GM Corporate Services	Risk treatment option		
Treatment Plans				

Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Publicly excluded under LGOIMA section 7(2)(j) as per summary page.	Manager, Customer Services	Pending	Feb-24	N/A

Operational Risk 2				
Risk Theme	Critical Asset Failure		Risk owner	Chief Executive Officer
Risk Description and Impact				
There is a risk of operational failure that has a material impact on service delivery, including failure of critical assets (e.g. roads, drinking and wastewater treatment plants) and Council's ability to operate. This may impact health and safety or wellbeing of staff and the community, council reputation, loss of trust and confidence, not meeting service levels, strategic goals, regulatory or legal requirements and increased costs long term.				
Type	Asset failure (infrastructure)		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: <ul style="list-style-type: none"> •Investment •Asset management programme •Leadership 				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
<ul style="list-style-type: none"> •Revised Infrastructure Strategy for LTP •Budget for asset planning, condition assessments and maintenance •Wellington Water Delivery Manager •Improved monitoring and control systems for early warning •Improved supply contingency capabilities for water •Improved communications with stakeholders •Improved governance 				
Residual risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Residual risk rating	Score	12	Result	High
Responsible manager(s)	GM Infrastructure and Community Operations		Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Increase resourcing to be examined as part of the LTP process	GM Infrastructure and Community Operations	In progress	N/A	TBC

Develop business continuity plan and improve reporting	GM Infrastructure and Community Operations	In progress	N/A	We have increased our knowledge of our asset condition through network inspection, critical asset reports.
Infrastructure Strategy	GM Infrastructure and Community Operations	In progress	N/A	We have improved the quality of our Infrastructure Strategy. Network and capacity studies for our major assets are underpinning investment for growth.

Risk Assessment and Scoring Matrix

Likelihood Title	Description
Rare	It has not occurred before in these circumstances, but it is not impossible. Probability < 10%
Possible	It is not expected to occur, but it has been known to occur in a similar or related context. Probability between 10 and 40%.
Probably	There is some expectation that it may occur and is common in this context. Probability between 40 and 70%.
Likely	It is expected to occur, because it occurs frequently or is a well-documented expectation in this context. Probability > 70%.

Categories	Consequence			
	Minor	Moderate	Major	Extreme
Financial	<ul style="list-style-type: none"> < \$5,000 pa impact to Council operating expenditure; or < \$10,000 impact to Council capital expenditure; or < 0.04 rates increase. 	<ul style="list-style-type: none"> < \$10,000 pa impact to Council operating expenditure; or < \$100,000 impact to Council capital expenditure; or < 0.4% rates increase. 	<ul style="list-style-type: none"> < \$250,000 pa impact to Council operating expenditure; or < \$1,000,000 impact to Council capital expenditure; or < 1% rates increase. 	<ul style="list-style-type: none"> ≥ \$250,000 pa impact to Council operating expenditure; or ≥ \$1,000,000 impact to Council capital expenditure; or ≥ 1% rates increase.
Reputation	<ul style="list-style-type: none"> External reputation minimally affected, little effort or expense required to recover; and Minimal loss of stakeholder trust & confidence at local level; and No presence in local media; and Negligible impact on staff, < 5% turnover per annum. 	<ul style="list-style-type: none"> External reputation slightly affected, minor effort or expense required to recover, with < 1 year to re-establish confidence; and/or Loss of stakeholder trust & confidence at local level; and/or Presence in local media only; and/or Elevated impact on staff, < 10% staff turnover per annum. 	<ul style="list-style-type: none"> External reputation damaged, effort and expense is required to recover, with 1-2 years to re-establish confidence; and/or Loss of regional trust & confidence including iwi, funding partners and elected members; and/or Presence in regional/local media only; and/or Critical staff roles impacted, 10 - 15% staff turnover per annum. 	<ul style="list-style-type: none"> External reputation severely damaged, considerable effort and expense required to recover, with 2-5 years to re-establish confidence; and/or Loss of national trust & confidence including government; and/or Trending presence in national and international media; and/or Major staff impact including critical roles, > 15% staff turnover per annum.

Compliance / Legal	<ul style="list-style-type: none"> • Council challenge or threat of litigation, but are compliant or have the appetite to tolerate non-compliance costs; and • Contractor do not express concerns, or retract prior concerns. 	<ul style="list-style-type: none"> • Council get challenged and are found to be non-compliant with fines, penalties or legal exposure < \$100,000; and/or • Contractor expresses concern and/or give verbal advice that, if breaches continue a default notice may be issued. 	<ul style="list-style-type: none"> • Council get challenged and are found to be non-compliant with fines, penalties or legal exposure < \$250,000; and/or • Contractor give written notice threatening termination if not rectified. 	<ul style="list-style-type: none"> • Council get challenged and are found to be non-compliant with legal exposure in excess of \$500,000; and/or • Criminal conviction; and/or • Appointment of a commissioner under the LGA. • Contractor terminates contract (breach / default etc.)
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Likelihood	Value	Consequence	Value
Rare	1	Minor	1
Possible	2	Moderate	2
Probable	3	Major	3
Likely	4	Extreme	4

Risk Rating	Min Score	Max Score
Low	0	2.9999
Medium	3	6.9999
High	7	7 - 16

Note: Consequence of finance, reputation, legal is recorded as the highest of any of those categories.

Note: Definitions of operational and strategic risk.

		LIKELIHOOD				
		Rare	Possible	Probable	Likely	
		1	2	3	4	
CONSEQUENCE	Extreme	4	Medium	High	High	High
	Major	3	Medium	Medium	High	High
	Moderate	2	Low	Medium	Medium	High
	Minor	1	Low	Low	Medium	Medium

Legislative Compliance Update

1 July 2024 – 31 January 2025

1. All Building consents

On track

Total consents granted	Total granted under 20 days	Average clock days	% processed under 20 days
187	186	14	99%

Commentary for those compliance performance measures not meeting target YTD:

One consent was processed in 22 days.

2. All Resource consent applications and notices

On track

Total applications	Total decisions	Target met	Average days utilised (incl extended days)	% issued within statutory timeframe
81	81	yes	14.41	100%

Land use consents: on track

Total applications	Total decisions	Average days utilised (incl. extended days)	% within stat timeframes (incl S37)
24	28	14.75	100%

Subdivision consents: on track

Total applications	Total decisions	Average days utilised (incl. extended days)	% within stat timeframes (incl s37)
37	36	16.00	100%

3. Boundary Activity

On track

1.	Total notices (application and decision)	Average days utilised	% notices under 10 days
	3	2	100%

4. Marginal/Temporary Activity

On track

Total notices (application and decision)	Average days utilised	% notices under 20 days
1	1	100%

5. LIMS processed within timeframes

On track

Count LIMS	LIMS within timeframes	% non-urgent LIMS	% urgent LIMS
138	138	64%	36%

6. Local Government Information and Meetings Act (LGOIMA) Requests

On track

Total requests recorded	% requests within timeframes	Cancelled by requestor	Extended
112	100%	1	1

The most frequently requested information sits within Corporate Services (Finance / Stakeholder Relationships teams), with a slight increase in roading related topics noted in the latter part of 2024.

Key topics/items being requested are: rating information, committee and council decisions, and requests for reports, statistics / data and correspondence on a variety of issues.

7. Ombudsman's Investigations

There are no investigations recorded between 1 July 2024 and 31 January 2025.

8. Privacy

There was one privacy breach recorded between 1 July 2024 and 31 January 2025. This did not reach the threshold for reporting to the Privacy Commissioner.

9. Water compliance

Water Type	GIA #	Performance Measure	Target	Q1 25 Result	Q2 25 Result	Variance Explanation
Water supply	1A	The extent to which the local authority's drinking water supply complies with the following parts of the drinking water quality assurance rules for each water treatment plant: <ul style="list-style-type: none"> T3 Bacterial Rules (GWRC WTPs) Part H - Martinborough, Featherston, Greytown T1 Treatment Rules (Part A) - Pirinoa T3 Protozoal Rules (GWRC WTPs) Part I - Martinborough, Featherston, Greytown plants D3 Distribution (Microbiological Monitoring) Rules (Part J) - Martinborough, Featherston, Greytown networks D3 Distribution (Microbiological Monitoring) Rules (Part B) - Pirinoa 	As below.	As below.	As below.	Note - Rules A-G relate to small and medium sized water supplies and therefore do not apply to the Featherston, Greytown or Martinborough Schemes. Rules A&B apply to the Pirinoa as a small supply.
		Featherston Scheme	100%	Compliant	Compliant	
		Greytown Scheme	100%	Compliant	Compliant	
		Martinborough Scheme	100%	Compliant	Compliant	
		Pirinoa Scheme	100%	Compliant	Compliant	
Water supply	2	The percentage of real water loss from the local authority's networked reticulation system	<30%	N/A Annual target and result	N/A Annual target and result	
Water supply	3A	Median response time to attend urgent call-outs	<60 mins	347 mins	37 mins	
Water supply	3B	Median response time to resolve urgent call-outs	<2 hours	15.6 hours	1.3 hours	
Water supply	3C	Median response time to attend non-urgent call-outs	<2 working days	3 working days	3 working days	Target was missed this quarter, although it remains relatively static.
Water supply	3D	Median response time to resolve non-urgent call-outs	<5 working days	4 working days	2 working days	
Water supply	4	The total number of complaints received about drinking water taste, clarity, odour, water pressure or flow, continuity of supply or the response to any of these issues - expressed per 1000 connections	<65	42	64	Target is an annual target for all complaints.
Water supply	5	Average consumption of drinking water per day per resident	<400L	600L	604	
Water supply	LTP	Compliance with resource consent conditions to "mainly complying" or better	100%	Annual Measure	Annual Measure	This measure relates to the annual compliance report from the regulator and will be updated when a new report is available.
Water supply	LTP	Ratepayers and residents satisfied with level of service for water	80%	Not WWL	Not WWL	
Water supply	LTP	Attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site in <1 hour	80%	0%	87%	
Water supply	LTP	Resolution of urgent callouts: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption in <8 hours	90%	0%	87%	There was one urgent job this quarter which occurred after-hours. The crew did not fill out the time sheet until the next morning resulting in an incorrect attendance and resolution time. We are exploring ways to verify a correct result.
Water supply	LTP	Attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site in <2 working days	80%	17%	56%	See commentary for median response times.
Water supply	LTP	Resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption in <5 working days	80%	67%	55%	See commentary for median response times.
Water supply	LTP	Fire hydrants tested annually that meet NZ Fire Service Code of Practice	20%	20%		

Water Type	DIA #	Performance Measure	Target	Q1 25 Result	Q2 25 Result	Variance Explanation
Wastewater	1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 connections	<10	0.0	0.2	Target is an annual target for all complaints.
Wastewater	2A	Number of abatement notices received in relation to the resource consents for discharge from sewerage systems	0	1	0	
Wastewater	2B	Number of infringement notices received in relation to the resource consents for discharge from sewerage systems	0	1	0	
Wastewater	2C	Number of enforcement orders received in relation to the resource consents for discharge from sewerage systems	0	0	0	
Wastewater	2D	Number of successful prosecutions in relation to the resource consents for discharge from sewerage systems	0	0	0	
Wastewater	3A	Median response time to attend a sewage overflow resulting from a blockage or other fault in the sewerage system	<60 mins	42 mins	73 mins	There is a low volume of jobs which can lead to fluctuations quarter-to-quarter with the timing, location, and complexity of works. This has meant response times improved on the prior financial year while the resolution time fell outside target this quarter.
Wastewater	3B	Median response time to resolve a sewage overflow resulting from a blockage or other fault in the sewerage system	<4 hours	5.1 hours	5.1 hours	There is a low volume of jobs which can lead to fluctuations quarter-to-quarter with the timing, location and complexity of works. This has meant response times improved on the prior financial year while the resolution time fell outside target this quarter.
Wastewater	4	The total number of complaints received about sewerage odour, sewerage system faults, sewerage system blockages and the response to any of these issues; expressed per 1000 connections	<60	7.1	6.27	Target is an annual target for all complaints.
Wastewater	LTP	Number of blockages per 1000 connections	<10	5.8	3.67	Target is an annual target. While the quarterly results will result in the annual target being exceeded, it is not unusual for sewerage pipes to block because of root intrusion or foreign objects (such as wet wipes) being introduced to the system, and the result is not unexpected given this. It is worth noting that the number of wastewater overflows remains within target – so that while there are blockages these do not always result in an overflow.
Wastewater	LTP	Ratepayers and residents satisfaction with waste water services	60%	Not WWL	Not WWL	
Wastewater	LTP	Attendance time: from notification to arrival on site in <1 hour	85%	67%	67%	See commentary for median response times.
Wastewater	LTP	Resolution time: from notification to resolution of fault in <4 hours	90%	33%	83%	See commentary for median response times.
Wastewater	LTP	% of resource consent conditions complied with to mainly complying or better	90%	Annual Measure	Annual Measure	This measure relates to the annual compliance report from the regulator and will be updated when a new report is available.
Wastewater	LTP	Proportion of urgent wastewater service requests responded to within 6 hours of notification	95%	80%	83%	See commentary for median response times.

Water Type	DIA #	Performance Measure	Target	Q1 25 Result	Q2 25 Result	Variance Explanation
Stormwater	1A	The number of flooding events that occurred throughout the year	0	0	0	
Stormwater	1B	For each flooding event, the number of habitable floors affected; expressed per 1000 connections	0	N/A – No flooding events	N/A – No flooding events	
Stormwater	2A	Number of abatement notices received in relation to the resource consents for discharge from stormwater systems	0	0		
Stormwater	2B	Number of infringement notices received in relation to the resource consents for discharge from stormwater systems	0	0		
Stormwater	2C	Number of enforcement orders received in relation to the resource consents for discharge from stormwater systems	0	0		
Stormwater	2D	Number of successful prosecutions in relation to the resource consents for discharge from stormwater systems	0	0		
Stormwater	3	Median response time to attend a flooding event	<3 hours	N/A – No flooding events	N/A – No flooding events	
Stormwater	4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 connections	0	N/A	N/A	
Stormwater	LTP	% of ratepayers and residents satisfied with stormwater drains	60%	Not WWL	Not WWL	
Stormwater		% of urgent (any blockage causing extensive flooding of buildings or other serious flooding) requests for service responded to within 5 hours	95%	N/A – No flooding events	N/A – No flooding events	

11.2 PEOPLE REPORT

Author: Mai Griffiths, Lead Advisor, People & Culture
Authoriser: Paul Gardner, Group Manager, Corporate Services
File Number: N/A

PURPOSE

To provide councillors an overview of strategic people matters.

EXECUTIVE SUMMARY

Council has a duty of care to its people, the primary employer of which is the Chief Executive. In turn, The Chief Executive is employed by Councillors.

This report provides an overview of ongoing people related risks, and the associated actions and mitigations that are being used to manage them.

This report also includes the Monthly People Dashboard, which provides a snapshot of workforce data, highlighting key trends.

BACKGROUND

People related risks to Council as a legal entity may originate from various sources and tied to one or more of those factors. Our workforce obligations are clearly defined through legislation. These serve a purpose of acting as standards to which both employers (and by extension those that lead and set priorities) and its employees should all adhere.

Any updates to legislation will be captured and reported to the Assurance, Risk and Finance Committee as part of this paper on a quarterly basis. Matters relating to the Health and Safety at Work Act 2015 will be reported against separately.

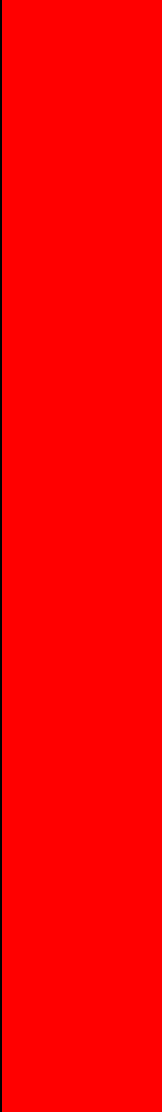

DISCUSSION

Workforce risk should be defined as any workforce-related threat to an organisation's operational, financial, and reputational outcomes, including, but not limited to, such factors as: Skills and talent availability. Ability to address changing workforce expectations (such as social responsibility).

The most critical people related risks are outlines below:

Risk Description	Risk Cause	Impact	Initial Risk Rating	Risk Controls	Residual Risk Rating
Length of Service	<ul style="list-style-type: none"> • More than half of our workforce has 2 years or less Council service. • Length of service is generally on a downwards trend in NZ and various industries. 	<ul style="list-style-type: none"> • Mass exit at a similar time putting significant strain on the remaining staff members. • Increased staff attrition. • Significant increases in financial costs in terms of opportunity loss and recruitment (time to hire). • Poor 'perceived' employee brand, with high recruitment • Rapid turnover can lead to lack of Council knowledge. • Team Cohesion - frequent changes disrupt team dynamics and can hinder collaboration. 	High	<ul style="list-style-type: none"> • Improved employee experience • Onboarding and induction processes • Development opportunities • Professional development and training opportunities • Inclusive workforce culture. • Work-life balance • Engagement survey 	Moderate
Conditions of employment (physical environment, cultural and contracted terms)	<ul style="list-style-type: none"> • Contractual conditions of employment being challengeable. • Unhealthy levels of physical and psychological safety • Poor working environment. • Inappropriate behaviour 	<ul style="list-style-type: none"> • Critical roles being left vacant. • Significant strain on remaining staff members • Legal challenge • Increased staff attrition • Increases in sickness levels. • Significant increases in financial costs in terms of opportunity loss, recruitment (time to hire) 	High	<ul style="list-style-type: none"> • Well-formed policies, standard procedures • Development of a culture of continuous improvement • Embedding of the Performance Management framework • Abusive incident response processes • Staff & EM Code of Conduct • Onboarding and induction processes 	Moderate

		<ul style="list-style-type: none"> Poor employer brand 		<ul style="list-style-type: none"> Support mechanisms i.e. EAP Collective Agreement terms Regular reviews of salaries and benefits Employee recognition programmes Assignment of appropriate delegations 	
Knowledge Transfer for Critical Roles	<ul style="list-style-type: none"> Aging workforce of key technical staff Lack of maturity in business processes 	<ul style="list-style-type: none"> Loss of institutional knowledge amongst team members Inability to deliver against service and service level expectations. Over reliance on contractors to maintain technical insights. 	High	<ul style="list-style-type: none"> Succession planning Pathway to retirement plans Cross functional roles Mentoring responsibilities woven into expectations of senior staff. Skills and knowledge mapping 	Moderate
Leave liability	<ul style="list-style-type: none"> Annual leave balances are excessive due to an actual or perceived inability to take leave. Sick leave levels escalate too problematic 	<ul style="list-style-type: none"> Leave liability resides on the balance sheet. The potential for significant wellbeing issues arising for staff members. Levels of sick leave impact upon organisational performance. 	High	<ul style="list-style-type: none"> Management leave management plans. SLT monitoring of sick and annual leave. People and Culture monitoring excessive AL leave balances and providing additional oversight and guidance to managers. H&S reporting Management application of Managed Sick Leave policy 	Moderate
Automation, AI and the	<ul style="list-style-type: none"> Impacts of technology and AI on how services are delivered. 	<ul style="list-style-type: none"> Council fails to harness the opportunities as presented by AI to deliver quality 	High	<ul style="list-style-type: none"> Knowledge and Information Management framework 	Moderate

<p>future of work</p>	<ul style="list-style-type: none"> The skills held by our workforce don't align with community expectations of our organisation. 	<p>timely services and better outcomes to our communities.</p> <ul style="list-style-type: none"> Council fails to understand its purpose and positioning in the Community. Loss of trust in Council operations and delivery. 		<ul style="list-style-type: none"> Providing future skills focused training through personal development planning. Dispensing clear guidelines on generative AI use. Improving messaging about job security. Stay informed of emerging technology and provide training. Train leadership to be more human centered. Communications and engagement planning Introduce strategic workforce planning with a multi-year outlook. Leverage IT and other tools to promote team connectedness. Analyse skill gaps in your workforce and offer reskilling and upskilling. Hire for skills, not role. Review our physical work environment and how teams are formed. Apply learnings/findings from the Future of Local Government report 2023. 	
<p>Form following function</p>	<ul style="list-style-type: none"> The size, shape and resourcing of the organisation must 	<ul style="list-style-type: none"> Community services and priority expectations of the Council are not met. 	<p>Critical</p>	<ul style="list-style-type: none"> Organisational design reviews 	<p>Low</p>

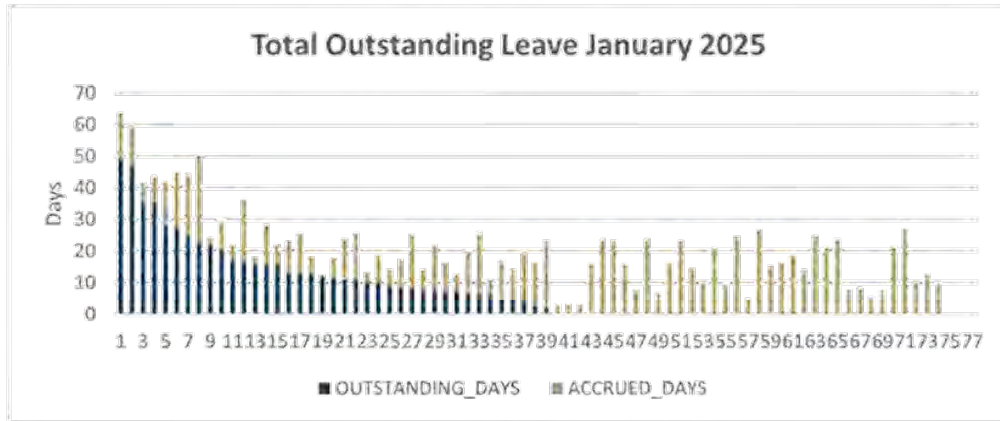
	<p>reflect the outcomes and services that the organisation is mandated to deliver to.</p>	<ul style="list-style-type: none"> • Community trust diminishes. • The relationship between EM's and Officers erodes. 		<ul style="list-style-type: none"> • Strategic workforce planning across all tiers of the organisation. • Review of role expectations as vacancies arise. • Review of delegations • IT architecture is fit for purpose. • Development of cross functional teams. • Ongoing review of our physical workspace to support greater collaboration and high-quality outcomes. 	
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APPENDICES

Appendix 1 People Dashboard Jan 25

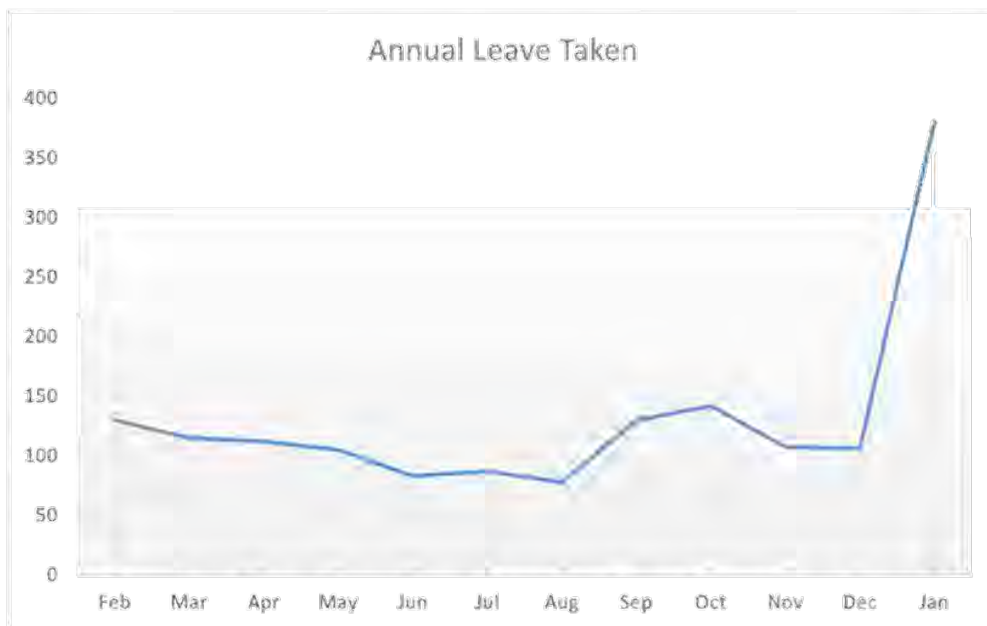
SLT Monthly People Dashboard (as per information being reported to ARF)

- Current number of vacancies = **3**
- Staff attrition for period 1/7/2023 - 30/6/2024 = **12**
- Staff attrition for period 1/7/2024 - 30/6/2025 = **5**

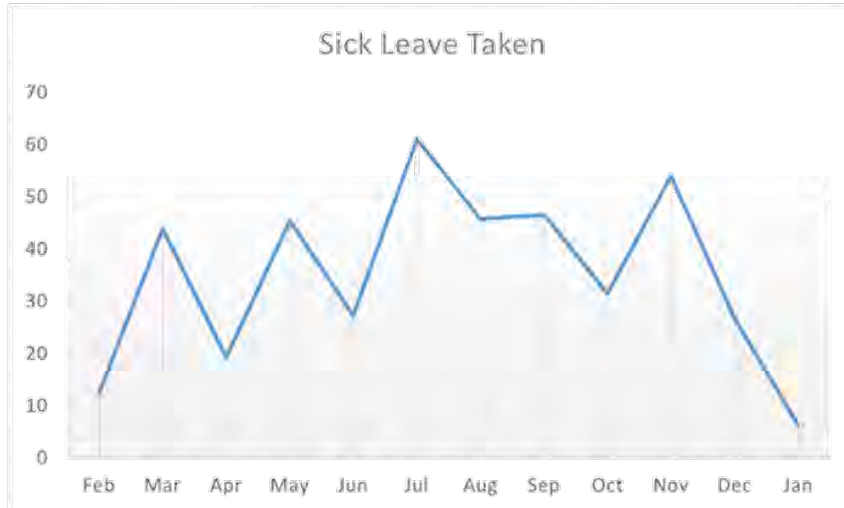


Please note Casual Employees do not accrue leave so are not represented on this chart.

- **Total Annual Leave Taken in each month (Days) to 31 January 2025**



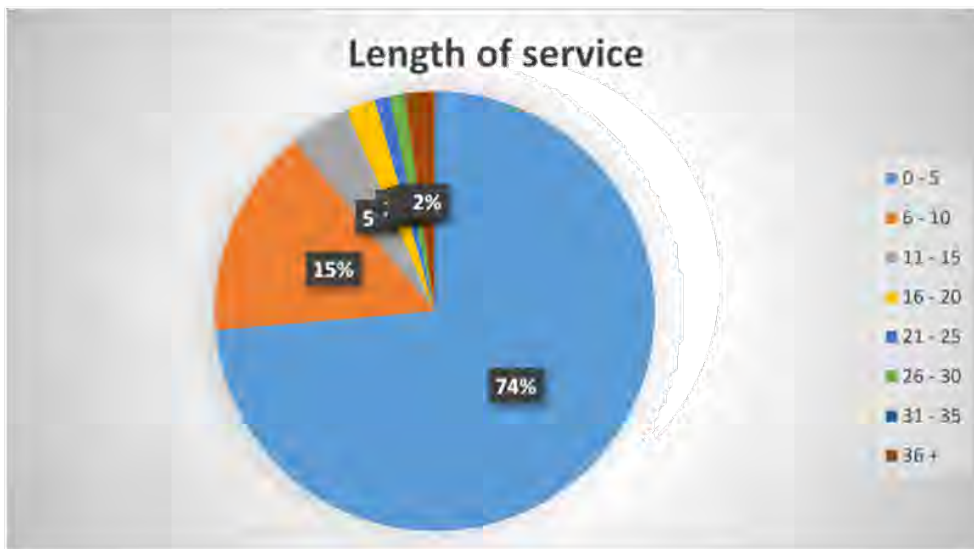
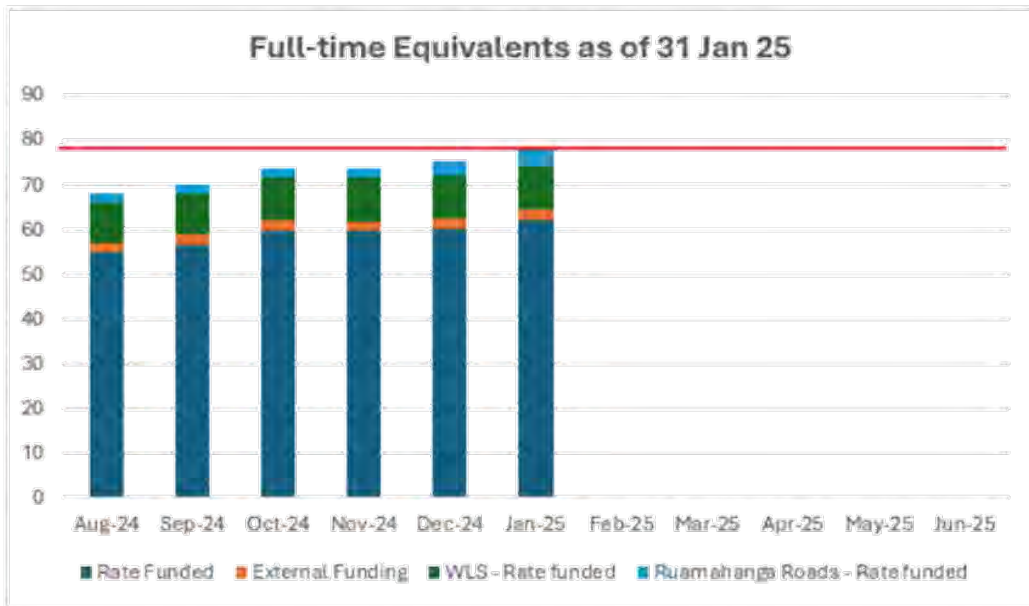
- **Total Sick Leave Taken in each month (Days) to 31 January 2025**



Organisational makeup (as of 31 January 2025)



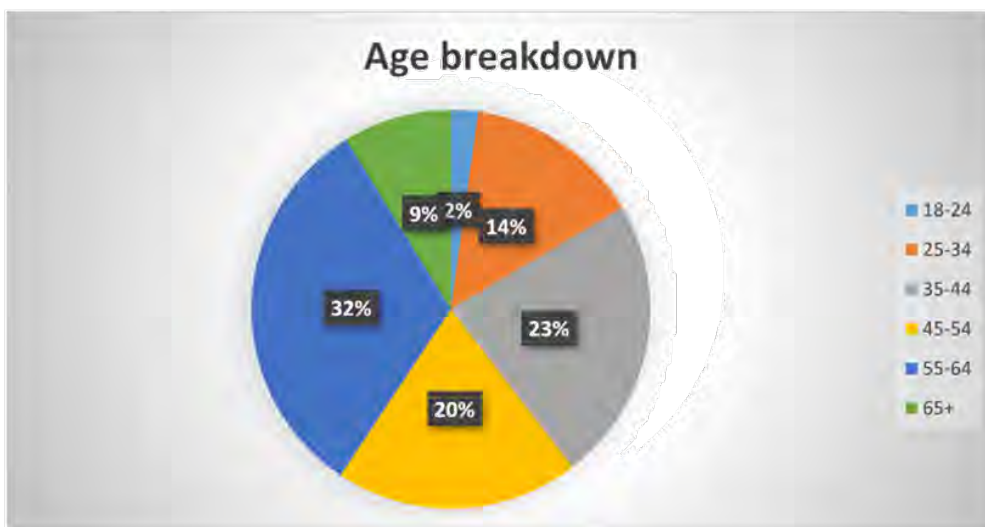
Employment type	Number of staff
Casual	5
Full-time	64
Part-time	18
Fixed Term	4
Total Staff	91



Length of Service	No. of employees
0 - 5	67
6 - 10	14
11 - 15	4
16 - 20	2
21 - 25	1
26 - 30	1
31 - 35	0
36 +	2
Total Staff:	91



Gender Count	
Female	64
Male	27
Other	0
Total Staff	91



Age	No. of employees
18-24	2
25-34	13
35-44	21
45-54	18
55-64	29
65+	8
Total Staff	91



11.3 HEALTH, SAFETY AND EMERGENCY MANAGEMENT UPDATE**Author:** Nigel Carter, Lead Advisor, Health, Safety and Emergency Management**Authoriser:** Paul Gardner, Group Manager, Corporate Services**File Number:** N/A**PURPOSE**

To inform members with an overview of health, safety and emergency management matters by way of the Health & Safety Report for the period 29 July to 23 September 2024.

EXECUTIVE SUMMARY

- The Health and Safety at Work Act 2015 includes due diligence requirements for 'Officers' to proactively engage in health and safety matters. Officers includes Councillors and the Chief Executive.
- The Civil Defence Emergency Management Act 2002 requires territorial authorities to provide Emergency Management for their districts, and to be part of the region's Emergency Management Group.
- Quarterly H&S reporting will update Elected Members on matters pertaining to Health, Safety & Wellbeing performance, and Emergency Management performance, to provide assurance that SWDC is managing risks appropriately.
- Section 1 of this report refers to H&S matters and risks. Section 2 refers to Emergency Management

BACKGROUND

Please refer to the discussion section of this report.

DISCUSSION**Section 1: Health and Safety*****Health and Safety Critical Risk Summary***

Risk Description	Risk Cause	Impact	Initial Risk Rating	Risk Controls	Residual Risk Rating
Inappropriate behaviour directed towards staff	Abusive, threatening, rude, or inappropriate behaviour directed towards staff. Sources: members of public, media,	Psycho-social harm, potential for physical harm, traumatic psychological injury, staff attrition, reduced productivity	Critical	Policies, standard procedures and protocols De-escalation training Abusive incident response process Staff & EM Code of Conduct Leadership & EM's consistently providing	Moderate

Risk Description	Risk Cause	Impact	Initial Risk Rating	Risk Controls	Residual Risk Rating
	EMs, other staff.			support and encouragement to staff New employee H&S inductions EAP Lone worker and vehicle location monitoring protocols Body cameras Duress mechanisms Some separation of staff and public areas Security review of Kitchener St Reception	
Working with other PCBU's	Work carried out on our behalf by other companies without direct employment management of workers, work arrangements, safety plans and culture.	Potential for harm: fatalities, injuries, near miss Noncompliance with HSW Act: working with other PCBU's, notifiable events, risk management. Damage to public/council property, damage to reputation. Public reputation Inadequate insurance	Critical	Procedures for engaging contractors align with WorkSafe guidelines and Unit Standard 17595 Ongoing roll out of SiteWise prequalification platform Ongoing training with officers who regularly engage contractors on best practice, risk identification, pre-qualification & selection, onboarding, monitoring and review. Review of safety plans for all high risk work for direct-hire contractors Assistance offered for completion of safety plans for lower risk work Review of performance reports, and safety plans as needed, for Service Level Agreement contractors.	Moderate
Vehicles, Driving, Roads	Staff driving behaviour Very limited control of	Vehicular accident: fatality, serious	Critical	Driving policy & associated protocols: vehicle procurement standards, licence checks, etc.	Moderate

Risk Description	Risk Cause	Impact	Initial Risk Rating	Risk Controls	Residual Risk Rating
	<p>other road user behaviour</p> <p>Vehicle safety aspects</p> <p>Limited mobile reception in areas of district</p> <p>High driving hours in specific teams</p> <p>Largest geographic district in Wellington region</p> <p>Fatigue, impairment</p>	<p>injury, property damage</p> <p>Worker isolation: breakdown, accident, violence in areas without mobile reception</p> <p>Reputational damage</p> <p>Climate impact</p>		<p>Argus vehicle tracking: location, speed, behaviour monitoring. Garmin GPS devices</p> <p>Vehicle safety checks</p> <p>Corridor access training</p>	
Work at Height	<p>Lack of physical equipment for heights access throughout property portfolio (e.g. ladder brackets, anchor points)</p> <p>Added expense for contractors using appropriate methods</p> <p>Increased staff resource to ensure appropriate methods</p>	<p>Fall from heights: fatality, serious injury</p> <p>Items dropped: bystander impact</p> <p>Prosecution for risk management failure/ failure to adhere to safe working practices</p> <p>Reputational damage</p>	Critical	<p>Policies, standard procedures</p> <p>Contractor engagement protocols</p> <p>Heights work designated as high risk requiring confirmation of safety plans</p> <p>Heights access equipment (ladder brackets and anchor points) included in budget, not yet installed</p>	Moderate

General Risk Monitoring***Safety reports***

For the period 24th September 2024 to 11th February 2025 there were 10 internal H&S reports. See appendix 1 for metrics.

Four of these reports were near miss. A further five reports related to the potential for psychosocial stemming from public behaviour directed towards council workers. The remaining report was a first aid injury.

The remediation work at 19 Kitchener St to remove the identified mould has been completed. This office location had a reduced number of toilets five-month period. The remediation was signed off as being successful through a report by a certified mould assessor.

Further work has been carried out to identify the presence of asbestos containing materials across parts of SWDC's buildings. An asbestos management plan has been drafted with the Community Operations team to ensure the risk of exposure is controlled.

Security upgrades are still being planned for 19 Kitchener St. Strategy Working Committee agreeing to progressing the exploration of options.

Contractors

SWDC officers continue to work with external PCBUs where we have overlapping duties to ensure the duties are being met, and to assist in upskilling the PCBUs as required.

The use of the contractor prequalification is continuing to grow with more contractors added this quarter. The assessment scores of SWDC contractors continue to be above the average of all contractors in the system, indicating sound H&S practices.

Service Level Agreement Contractors continue to provide regular H&S reporting. While most reports within this quarter were relatively minor in nature, a Notifiable Event was reported to WorkSafe in early February. This involved a roading contractor worker. The contractor company has provided updates as it progresses its investigation. The final investigation is pending.

Section 2: Emergency Management

District Emergency Management Critical Risk Summary

Risk Description	Risk Cause	Impact	Initial Risk Rating	Risk Controls	Residual Risk Rating
Knowledge of localised risks	A lack of understanding of the Emergency and resilience landscape for the Wairarapa	Inability to plan strategically for where to dedicate resources.	High	Project underway to undertake analysis and compile risk landscape, Initial findings shared with CEs.	Medium

South Wairarapa District Council works collaboratively with Wellington Region Emergency Management Office (WREMO), The Wairarapa Recovery Office, other Wellington & Wairarapa councils, iwi, support agencies and communities to manage emergency Reduction, Readiness, Response and Recovery (the “4 R’s”).

Reduction and Readiness

- All three councils have agreed to a review of end-to-end emergency management for the Wairarapa. This review includes workforce planning, the combined identification of emergency management risk across the region and clearer links between Wellington Regional Emergency Management Office (WREMO) resilience activities and council long-term plans. In addition, the review will assess the role and value of WREMO across the three councils and develop a shared operating model for emergency management. Initial findings have been shared with council CE’s with the intention of a final report being available by April 2025.
- Work to further clarify the risk landscape for the Wairarapa, and each district, is ongoing, with a key part of this, the Wairarapa Engineering Lifelines Association’s regional risk project having been delayed and is expected to be available later in February.
- SWDC is continuing to support the South Wairarapa marae in emergency planning, and where possible in identifying potential funding opportunities to enhance their capacity for assisting the public. Hau Ariki Marae and Kohunui Marae were assisted in successful applications to the Community Wellbeing Fund for improvements that increase their emergency resilience and ability to look after people in need. Cooperation is being offered to Te Puni Kōkiri for further potential funding for these marae to continue building resilience.

- Further funding was successfully supported for Wellington Free Ambulance and East Coast Rural Support Trust. Wellington Free Ambulance will be able to install four Automatic External Defibrillators (AED) in South Wairarapa. This includes two replacement units and two new installations. East Coast Rural Support Trust were able to host a rural community wellbeing event.
- The Martinborough Community Emergency Hub community practice day was held in late September 2024 and had a good turnout of engaged local people.
- Working with the Wairarapa Recovery Office, three Community Emergency Resource Containers are being gifted to the communities of Ngawi, Lake Ferry and Tora. These come with an initial supply of tools and other equipment to help these communities in the first 3-7 days after an emergency event. The Tora container is in place, with a handover ceremony happening on February 15th. An initial meeting with the Pirinoa/Lake Ferry community was successful in identifying a location for the container that is acceptable to the community. An initial meeting with Ngawi community identified some potential locations with further discussions to be had between community members & organisations. These two engagements with Ngawi and Pirinoa/Lake Ferry also included discussion about how the concepts of Community Emergency Hubs could assist in their community resilience, with feedback from both being that they would like to progress with using the concepts and becoming unofficial or official Community Emergency Hubs.
- Wairarapa Recovery Office continues to offer a series of Psychological First Aid Courses across the Wairarapa. The courses are delivered by Red Cross and provide a 'best practice' approach to providing initial emotional and practical support to someone who has experienced a traumatic event. The course can also be seen as the mental and emotional equivalent of medical First Aid and is provided to both lay and professional helpers. It builds organisational and community resilience and there are 5 more courses before 30 June 2025. One of the courses is being delivered specifically to Rangitāne o Wairarapa Inc at their premises. Overall feedback has been positive from a wide range of participants.
- In the past quarter the DIA sponsored solar panel and battery backup installation has been completed at Hau Ariki Marae. This will enable the marae power to continue to operate if grid power is unavailable during or following an emergency event. As a potential Emergency Assistance Centre, this marae could take in members of public who have been displaced, or had access to their home disrupted.
- Five sites in South Wairarapa have been planned to have Wiz Wireless functionality upgraded (using MPI grant funding) to include solar/battery backup, enabling continued internet connectivity during a power cut. All sites are in isolated Wairarapa communities, with a further five across Carterton and Masterton districts. The Wairarapa Recovery Office are working with Wiz Wireless to complete these upgrades.

Response

- On 7 November 2024, the SWDC participated in the Rū Whenua Rohe- Alpine Fault Earthquake scenario with other councils in the region. The objectives of this half yearly exercise for Wairarapa included;

1. Activating the Emergency Operations Centre,

2. Handover between two distinct shifts,
3. Induct new people into the EOC (50% of total resourcing),
4. Open an Emergency Assistance Centre in Anzac Hall, Featherson, to train new resources, and,
6. Develop Controller capability (3 new controllers taking lead roles).

In addition, we had the SWDC mayor, CE and another mayor present to both observe and participate in the exercise, along with representatives from Public Health, MPI and Wellington Free Ambulance. The exercise achieved the above objectives and provided additional focus for subsequent exercises. The next exercise will be held on Thursday 17 May 2025.

SWDC's recent increase in staff members trained to work in the Emergency Operations Centre resulted in a marked increase our representation at the exercise, having 80% more staff practicing compared to the other councils. With so many new people in the exercise, some valuable feedback was gained and room for future improvements identified.

- Regionally, two new people have applied to be Controllers and they are being expedited through training in preparation for the May exercise. This will increase those available for regular on-call duty from 3 to 5 with a further 3 available during an EOC activation (limited capacity).
- Since July 2024, Wairarapa Emergency Management has formalised an on-call duty roster to ensure at least one person is available to respond to real and potential threat events. The most common example during winter includes heavy rain causing flooding across the region or within a specific council area. An example is increased river flows in the north of Wairarapa can take 6-8 hours to reach the south coast, increasing river heights to 5+ metres, causing flooding and road closures. This is monitored by Greater Wellington Regional Council and picked up by the Wairarapa Controller if flooding impacts people and property.
- In October SWDC participated in the National Shake Out to practice our earthquake response.

Recovery - Two Year Anniversary of Cyclone Gabrielle

It is now 24 months since the North Island Weather Events (NIWE) of February 2023 which, while most heavily affecting Masterton District in the Wairarapa Region, also adversely affected parts of South Wairarapa's rural areas and communities. The focus of the Wairarapa Recovery Office (WRO) has evolved from administering funding grants to managing the final reporting for community resilience initiatives, implementing the Future of Severely Affected Locations (FOSAL) Voluntary Buy-out and Relocation Programme in Tinui (Masterton District), through to office closure on 30 June 2025.

The Wairarapa Recovery Office supports the three Wairarapa district councils, enabling a regional collaborative recovery and resilience approach utilising shared resources. This has proved highly effective in progressing recovery efforts for each council and the Wairarapa as a whole.

While much of the grant funding opportunities has ceased, the Wairarapa Recovery Office is still actively involved with facilitating agencies to respond to the identified needs of the community.

Where needs are unable to be met, the WRO is lobbying potential funders and those who can influence.

The focus for the month of February is a public campaign to acknowledge the impact of Cyclones Hale and Gabrielle, particularly for those still directly impacted, and highlighting the resilience work undertaken with remote communities.

The Wairarapa Recovery Office is planning a programme of communication activities in conjunction with the two-year anniversary of Cyclone Gabrielle in mid-February 2025. The purpose of these activities is to:

- mark the anniversary and acknowledge the impact the cyclone (and Cyclone Hale) had on the Wairarapa
- recognise the council teams, partner organisations and community agencies that have been involved in the recovery effort
- highlight the progress made in the recovery process while indicating that overall recovery will still take some years to achieve
- showcase some of the key recovery activities and how funding has supported and provided ongoing benefits to impacted whānau and communities.

The two-year milestone also provides an opportunity to share information about developments to emergency management practices across the Wairarapa district councils following the adverse weather events of early 2023.

Wairarapa EM Annual Assessment

In October 2024, the first assessment of the Wairarapa Emergency Management system capability was completed (Appendix 2). The review established baseline data that will enable ongoing monitoring and mitigation of risks, and priorities for development.

Overall, the current EM system was assessed to be at a “Basic” level of maturity which

is generally characterised by the following criteria:

- **Maturity Scale:** Basic documented and repeatable processes; some training and awareness programmes in place; response is more coordinated but may lack consistency; established protocols for communication, resource allocation, and control structure; after-action reviews are conducted informally.
- **Achievement Scale:** Some progress, but without systematic policy and/or organisational commitment in some areas.
- **Arrangements Scale:** Some work completed but requires further work to develop, test, verify and/or embed.

The key areas identified as system strengths for Wairarapa include:

- **Community preparedness** - 76% of people in the Wairarapa have heard of the key life safety message – “If it is long or strong – get gone”, 80% of survey respondents indicated they had enough food to last for seven days in an emergency, and 76% of

survey respondents indicated they had enough supplies to keep warm and dry if they could no longer stay in their homes.

- Exercising, Welfare planning and arrangements, and elements of Recovery. The Government funded Recovery efforts underway in the Wairarapa because of Cyclone Gabrielle and have supported progress across several elements of the Recovery portfolio.
- Organisational commitment, solid relationships and a willingness to work together in Wairarapa to continue to mature the EM system. A number of dedicated people across local government, partner agencies, central government, business, iwi and community work hard to reduce risk and prepare for emergencies in the Wairarapa.

Key areas of risk or weakness in the system include:

- Limited capability and capacity to develop and implement strategies, activities and work programmes designed to lift the levels of maturity across the EM system.
- An increasing dependency on official warnings if people experience a “long or strong” earthquake. 49.5% of survey respondents expect a text alert which could put these people at risk if they are near the coast and a tsunami has been generated by the earthquake offshore.
- Levels of community preparedness across water storage (35% have not stored water), emergency toilet arrangements (32% do not have a means), household planning (48% do not have a plan to reconnect with their households in an emergency) and awareness of Community Emergency Hubs (59% of people do not know where their nearest Hub is located) are likely to create demands on the official system in an emergency that the system cannot currently meet.
- Reduction activities in Wairarapa were identified as the most immature aspect of the local EM system currently operating at an ad hoc level.

The following areas were assessed at an ad hoc level:

Viable risk reduction options are identified, evaluated, and used to inform planning	3.0	Ad hoc
Implementation of risk reduction programmes is inclusive and coordinated	3.0	Ad hoc
Hazards, vulnerabilities, and risks are monitored on an ongoing basis	3.0	Ad hoc

Across Readiness and Response, the following areas were assessed as being at an ad hoc to basic level:

Emergency Operation Centres (EOC/ECC) have appropriate facilities	4.5	Basic
Controllers are able to provide effective leadership	3.2	Ad hoc
Critical resources can be sourced rapidly in response to an emergency	3.7	Ad hoc

Logistics processes are in place to manage resources effectively in an emergency	4.2	Basic
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Across Recovery, the following areas were assessed as being at a basic level:

Recovery planning is integrated with risk reduction and other community planning	4.7	Basic
Arrangements for the transition from response to recovery are pre-defined	4.0	Basic
Impact assessments are conducted before, during and after events in order to inform recovery planning and management	4.0	Basic
Information management systems are effective in supporting recovery management	4.0	Basic

Across governance, management and organisational resilience the following areas were identified as being at a basic level:

The Emergency Management Community shares collective responsibility for championing CDEM outcomes	5.0	Basic
Organisation's hazard reduction funding is prioritised to risk	4.0	Basic
Risk management is comprehensive and integrated throughout the organisation	5.0	Basic
Business Continuity Management has a formalised programme with high-level commitment	5.7	Basic
Critical business functions and processes, and potential impacts on them are defined	5.3	Basic
Business continuity strategies and arrangements are developed and implemented	5.3	Basic
Leadership and culture are enabling of a forward-looking, agile organisation	5.3	Basic
Adaptive capacity is fostered through active learning and capability development	5.3	Basic

These, and other reviews, continue to focus our attention on addressing risks, many of which have, and still require increased staff and financial resource commitment to ensure we can adequately prepare, respond and recover from future events.

Emergency Management – Introducing Space Weather

The National Emergency Management Agency (NEMA) is the government lead for emergency management and for coordinating a response.

An emerging but not new risk is Space Weather. Space weather is due to bursts of energy from the Sun, and it usually does not affect us but occasionally there are more extreme events, and these can impact Earth. Space weather will not directly harm human beings on Earth but may damage or disrupt critical infrastructure and technology across the globe, with lasting impacts to communities. Space weather impacts are more frequent during solar maximum, and the current solar maximum commenced in October 2024, with heightened conditions expected until 2027.

Space weather impacts can be felt within 8 minutes of a solar flare event, 10's of minutes for a solar radiation event and between 12-36 hours of a geomagnetic storm. Impacts could present as:

- Interference to High Frequency radio waves used by satellites, planes and marine vessels
- Disruption to power supplies for minutes, hours, days or weeks impacting supply chain, travel, transport, comms, aviation and data reliant industries e.g. banks and insurance companies.
- Disruption to GPS impacting satellites, aviation, transport and marine vessels.

NEMA have reported that shutting down the electricity grid could cost over \$6.2 billion (est) over 3 days. It has also been calculated that 15,000 New Zealanders are medically dependent on electricity.

NEMA published a National Space Weather Response Plan in November 2024 and it highlights the response actions, including those of CDEM groups for which the WREMO Emergency Coordination Centre and Wairarapa Emergency Operations Centre could be activated as part of the response.

While New Zealand has no current bespoke space weather forecasting capabilities, it uses notifications from internal space weather centres provided by the US, UK and Australia. These are accessible to the public and provide regular updates of the regular impacts to our region.

This introduction is to raise awareness amongst elected members of the potential impact of space weather and to be assured that if an event occurs NEMA is the responsible agency and WREMO and local council Emergency Management would be called on to lead locally.

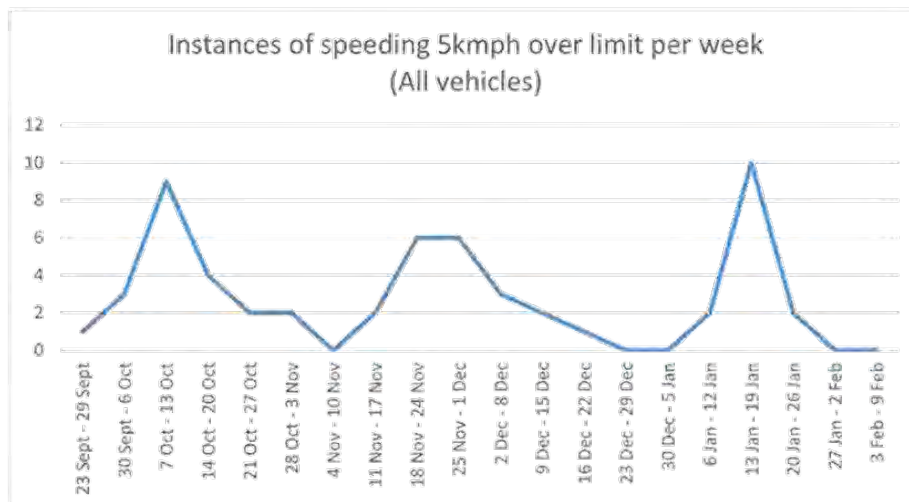
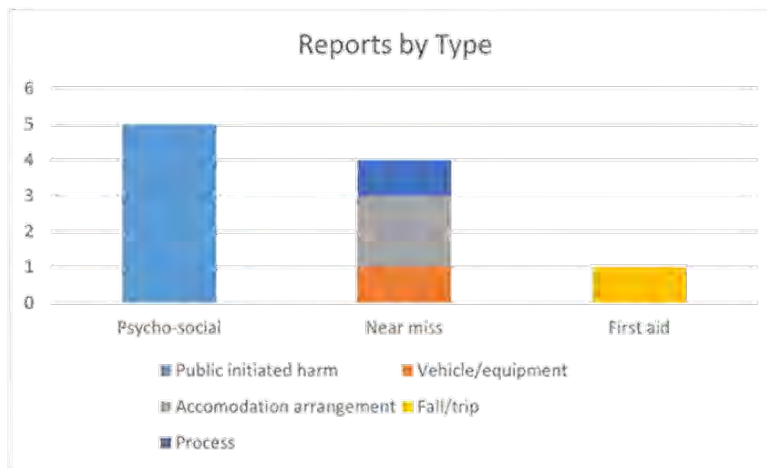
See appendix 3 for a summary document: Our Hazards: Space Weather (published NEMA Dec 24)

APPENDICES

- Appendix 1 H&S Metrics Report to ARF Feb 2025**
- Appendix 2 NEMA Space Weather**
- Appendix 3 Wairarapa EM Annual Assessment 2024**

Appendix 1: Health and Safety Metrics

24th September 2024 to 11th February 2025



Our Hazards: Space Weather

What is space weather?

Space weather is due to bursts of energy from the Sun. It usually does not affect us, but occasionally there are more extreme events, and these can impact Earth.

Space weather will not directly harm human beings on Earth, but may damage or disrupt critical infrastructure and technology across the globe, with lasting impacts to communities.

Space weather impacts are more frequent during solar maximum. The current solar maximum commenced in October 2024, with heightened conditions expected until 2027.

What are the impacts?

The infographic illustrates the impacts of three types of space weather events on Earth's infrastructure. It features three circular diagrams, each representing a different event type and its impact timeline. The first circle, 'Solar Flare', shows impacts within 8 minutes, affecting Satellites, Aviation, and Comms. The second circle, 'Solar Radiation', shows impacts within 10s of minutes, also affecting Satellites and Aviation. The third circle, 'Geomagnetic Storm', shows impacts within 12-36 hours, affecting a wider range of sectors including Supply Chain, Water, Banking, Gas/Fuel, Comms, Aviation, Electricity, and Transport. A large sun is depicted in the top right corner, and a satellite is shown in the top left. The background is a dark space with orange and green aurora-like patterns.

- Solar Flare**
Impacts within **8 minutes***
Satellites, Aviation, Comms
- Solar Radiation**
Impacts within **10s of minutes***
Satellites, Aviation
- Geomagnetic Storm**
Impacts within **12-36 hours***
Supply Chain, Water, Banking, Gas/Fuel, Comms, Aviation, Electricity, Transport

these phenomena can happen together or separately.

*from event onset.

National Emergency Management Agency
Te Rākau Whakamarumaru

DECEMBER 2024

Our Hazards: Space Weather



Keeping New Zealand Safe

What are we doing about space weather?

- NEMA monitors space weather notifications and information from international partners.
- If New Zealand will be affected, NEMA will alert the public and the emergency management system.
- NEMA will activate the National Space Weather Response Plan.

What can you do about space weather?

- In an extreme space weather event, electricity networks could be shut down to protect the grid from serious damage. Power could be out for 6 days.
- Make sure you have a backup plan if you are medically dependent on power.
- Get ready by having a "prep talk" with your family. What will you do when the power goes out?
- Get emergency supplies together and get to know your neighbours.



How does space weather affect us?

15,000

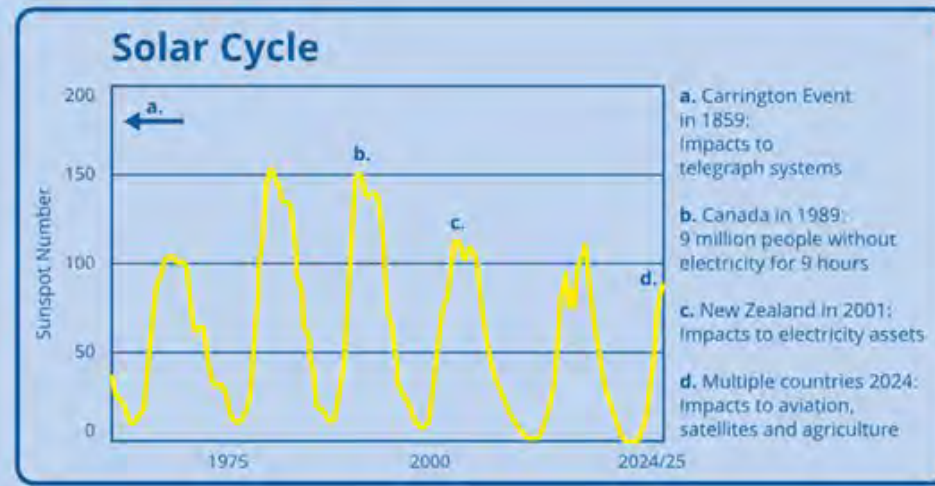
number of New Zealanders medically dependent on electricity.

\$6.2 billion over 3 days

estimated cost of shutting down the electricity grid.

6 days without power

if action is not taken to protect our infrastructure, space weather could cause devastating impacts. Protective actions could cause short term negative impacts (like having no power for 6 days) to avoid more severe long-term impacts like having no power for days, weeks or months!



Event likelihood in the next 50 years

Event	Likelihood
Space weather event (May 2024) — equivalent	Almost certain
Whakaari / Ruapehu / Tongariro / Ngauruhoe ash producing eruption	Almost certain
Cyclone Gabrielle (2023) — equivalent	80%
Alpine fault — M8 earthquake	75%
Space weather event — extreme	30%
Taranaki eruption — small	30%
Hikurangi subduction zone earthquake and tsunami — M8+	25%
South American — M9+ earthquake and NZ tsunami	25%
Auckland volcanic eruption	10%
Wellington fault — M7.5 earthquake	5%
Taranaki eruption — large	1%
Hikurangi subduction zone earthquake and tsunami — M9.1	1%

Did you know?
Events that have a low likelihood can and do happen. Before the 2010-11 Canterbury earthquakes, an event like that had a less than 1% likelihood.

National Space Weather Response Plan

Find out more about the hazard at: sws.bom.gov.au

Find out more about the impacts of having no power at: getready.govt.nz



WAIRARAPA EMERGENCY MANAGEMENT

Annual Assessment 2024



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Summary

This report sets out an annual assessment of the emergency management system delivered by the South Wairarapa, Carterton, and Masterton District Councils who work together with the Wellington Region Emergency Management Office (WREMO) (see [Appendix One](#) for more information regarding roles and responsibilities) to manage their Civil Defence Emergency Management (CDEM) responsibilities under the CDEM Act 2002 and the Wellington CDEM Group Plan 2019 - 2024.

This assessment draws on available Community Preparedness Metrics, the 2024 Wairarapa Capability Assessment, recent Exercise Evaluations and available After-Action Review findings.

This report can be used to:

1. Support the evaluation of the effectiveness of current strategies, activities and work programmes that are being delivered to improve the emergency management system delivered by councils in the Wairarapa (some of which are delivered by WREMO on their behalf), and,
2. To inform the development of future strategies, activities and work programmes designed to strengthen the emergency management system in the Wairarapa and across the region.

Ideally this report will provide an evidence base to keep governance informed with regards to the state of the current system, focus the available resources in the areas that will deliver the best effect and to seek additional resources where they may be required.

This is the first time an assessment like this has been completed in the Wairarapa and while a range of useful insights have been developed, the level of confidence in the analysis has been limited by several factors such as the divergence of opinion, levels of system awareness and understanding, and the uncertainty, quality and quantity of information available for the assessment. It is expected that these factors will be reviewed and refined for future assessments.

Overall, the emergency management system in the Wairarapa was assessed to be at a “**Basic**” level of maturity (See [Appendixes Two & Three](#) for more detail).

This basic level of maturity is generally characterised by the following criteria:

Maturity Scale: *Basic – basic documented and repeatable processes. Some training and awareness programs are in place. Response is more coordinated but may lack consistency. Established protocols for communication, resource allocation, and control structure. After-action reviews are conducted informally.*

Achievement Scale: *Basic - Some progress, but without systematic policy and/or organisational commitment in some areas.*

Arrangements Scale: *Basic - Some work completed but requires further work to develop, test, verify and/or embed in the organisation.*

The key areas identified as system strengths for the Wairarapa include the following:

1. While no “acceptable” or desired levels of community preparedness have been identified for the Wairarapa, 76% of people in the Wairarapa have heard of the key life safety message – “If it is long or strong – get gone”, 80% of survey respondents indicated they had enough food to last for seven days in an emergency and 76% of survey respondents indicated they had enough supplies to keep warm and dry if they could no longer stay in their homes. These are encouraging figures.
2. Exercising, Welfare planning and arrangements, and elements of Recovery were identified as areas of strength in the existing system. The recent Recovery efforts underway in the Wairarapa because of Cyclone Gabrielle have supported progress across several elements of the recovery portfolio in the Wairarapa.
3. There is clear organisational commitment, solid relationships and a willingness to work together in the Wairarapa to continue to mature the emergency management system. A number of dedicated people across local government, partner agencies, central government, business, iwi and community work hard to reduce risk and prepare for emergencies in the Wairarapa.

Key areas identified that currently represent areas of risk or weakness in the system include:

1. Limited capability and capacity to develop and implement strategies, activities and work programmes designed to lift the levels of maturity across the emergency management system in the Wairarapa.
2. An increasing dependency on official warnings if people experience a “long or strong” earthquake. 49.5% of survey respondents expect a text alert which could put these people at risk if they are near the coast and a tsunami has been generated by the earthquake offshore.
3. Levels of community preparedness across water storage (35% have not stored water), emergency toilet arrangements (32% do not have a means), household planning (48% do not have a plan to reconnect with their households in an emergency) and awareness of Community Emergency Hubs (59% of people do not know where their nearest Hub is located) are likely to create demands on the official system in an emergency that the system cannot currently meet.
4. Reduction activities in the Wairarapa were identified as the most immature aspect of the local emergency management system currently operating at an ad hoc level. The following areas were assessed at an ad hoc to basic level -

Viable risk reduction options are identified, evaluated, and used to inform planning

3 D

Ad hoc

<i>Implementation of risk reduction programmes is inclusive and coordinated</i>	3.0	<i>Ad hoc</i>
<i>Hazards, vulnerabilities, and risks are monitored on an ongoing basis</i>	3.0	<i>Ad hoc</i>

5. Across Readiness and Response, the following areas were assessed as being at an ad hoc to basic level –

<i>Emergency Operation Centres (EOC/ECC) have appropriate facilities</i>	4.5	<i>Basic</i>
<i>Controllers are able to provide effective leadership</i>	3.2	<i>Ad hoc</i>
<i>Critical resources can be sourced rapidly in response to an emergency</i>	3.7	<i>Ad hoc</i>
<i>Logistics processes are in place to manage resources effectively in an emergency</i>	4.2	<i>Basic</i>

6. Across Recovery, the following areas were assessed as being at a basic level –

Recovery planning is integrated with risk reduction and other community planning	4.7	<i>Basic</i>
Arrangements for the transition from response to recovery are pre-defined	4.0	<i>Basic</i>
Impact assessments are conducted before, during and after events in order to inform recovery planning and management	4.0	<i>Basic</i>
Information management systems are effective in supporting recovery management	4.0	<i>Basic</i>

7. Across governance, management and organisational resilience the following areas were identified as being at a basic level -

The Emergency Management Community shares collective responsibility for championing CDEM outcomes	5.0	<i>Basic</i>
Organisation's hazard reduction funding is prioritised to risk	4.0	<i>Basic</i>
Risk management is comprehensive and integrated throughout the organisation	5.0	<i>Basic</i>
Business Continuity Management has a formalised programme with high-level commitment	5.7	<i>Basic</i>
Critical business functions and processes, and potential impacts on them are defined	5.3	<i>Basic</i>
Business continuity strategies and arrangements are developed and implemented	5.3	<i>Basic</i>
Leadership and culture are enabling of a forward-looking, agile organisation	5.3	<i>Basic</i>
Adaptive capacity is fostered through active learning and capability development	5.3	<i>Basic</i>

These findings provide clear areas of focus which could form part of future work programmes in the Wairarapa, for WREMO and regionally to strengthen the system and lift levels of preparedness wherever possible.

Wairarapa Exposure Assessment & Critical Vulnerabilities

The National Disaster Resilience Strategy 2019 defines disaster risk as “the potential loss of life, injury, or destroyed or damaged assets which could occur to a system, society or a community in a specific period of time, determined as a function of hazard, exposure, vulnerability and capacity”.

Exposure in this context is explained as – “People, infrastructure, buildings, the economy, and other assets that are exposed to a hazard” and, vulnerability is explained as - “the conditions determined by physical, social, economic and environmental factors or processes which increase the susceptibility of an individual, a community, assets or systems to the impacts of hazards”.

This section of the report sets out a high-level summary of the levels of exposure and vulnerability for the Wairarapa where this information is known.

Given this is the first time this report has been generated, this section is expected to improve and develop over time.

Wairarapa Exposure Assessment

- The Wairarapa District covers an area around 130 kilometres long (from Ngawi in the south to Mount Bruce in the north) and 65 kilometres wide (from the Tararua Range east to the coast). The total land area is around 830 square kms.
- The main towns are Masterton, Carterton, Greytown, Featherston and Martinborough.
- The district includes several coastal settlements including Mataikona, Castlepoint, Riversdale, Flat Point, Tora, Cape Palliser, Ngawi, Lake Ferry and Ocean Beach
- The Wairarapa district is exposed to several significant natural hazards with a range of events having occurred in recent history.
- According to the 2023 Census Data, the population is around 57,387.
- It is estimated around 650 people (+/- 100) live in tsunami zones in the Wairarapa. This number can increase to c.5000 people in summer.
- It is estimated that around 25,000 people are exposed to flooding in the Wairarapa.
- The overall number of buildings and structures exposed to natural hazards in the Wairarapa is currently unclear. However, the Register of earthquake-prone buildings identifies 138 earthquake-prone buildings across the main towns of the Wairarapa.
- The estimated economic cost of a Moderate to Major emergency in the Wairarapa is currently unclear.

Critical Vulnerabilities in the Wairarapa include (for further information – see the Local Emergency Response Plan):

1. Limited access to tertiary healthcare in a Moderate to Major emergency
2. Limited flood forecasting capability and capacity
3. Low levels of community preparedness and emergency awareness in some areas
4. The potential for communities to be isolated for extended periods due to road outages
5. Limited ability to scale up capability and capacity in an emergency
6. Extended lifelines outages following an emergency; and

7. Extended supply chain disruption

2023 Census Data:

	Population						Dwelling Count
	European	Māori	Pacific	Asian	Other	Total	
Masterton district	23,163	6,267	1,260	1,413	468	27,678	12516
Carterton district	9,222	1,428	234	312	204	10,107	4677
South Wairarapa district	10,638	1,821	324	411	222	11,811	6390
Total	43023	9516	1818	2136	894	57387	23583

Infrastructure

- There are no significant natural harbours in the Wairarapa making roading essential for the movement of people and supplies.
- The district is served by State Highway 2 running south over the Remutaka Hill connecting to the remainder of the Wellington Region and to the north into Manawatu and Hawkes Bay.
- State Highway 53 runs west to east connecting Featherston and Martinborough. The remainder the roading network includes both sealed and metaled local roads. Many of these roads are vulnerable to slips which can cause closures for weeks or even months.
- A commuter rail service operates between Masterton and Wellington which depends on the Remutaka tunnel being open.
- There are numerous small private airstrips across the Wairarapa (mainly associated with aerial Top Dressing). The main airfield is the Hood Aerodrome located near Masterton. This aerodrome can accommodate a limited range of relatively small aircraft although it is currently being upgraded. Hercules C130's can operate either off the grass or sealed runways.

Economy

- The Wairarapa economy is primarily centred around agricultural industries. A number of residents commute to other parts of the region for employment.
- There are estimated to be several hundred businesses in the Wairarapa but the exact number is unclear.

Hazards

- The Wairarapa is prone to earthquakes. New Zealand's strongest recorded earthquake (M8.2) occurred on the Wairarapa fault in 1855.
- In 1942 a series of earthquakes struck the Wairarapa with the largest a magnitude 7.2 resulting in the collapse of around 4,700 chimneys.
- The Wairarapa coastline is about 90 kilometres from the Hikurangi Trough, a potential source of significant tsunamis.
- Partially sheltered by the Tararua Range, Wairarapa has a predominately warm, dry climate which can lead to droughts.

- Strong winds can also occur in the Wairarapa with gusts reaching around 170kmh at Castlepoint.
- Towns such as Masterton, Carterton, Greytown, Featherston, Martinborough and Tinui all face a risk of surface and river flooding, or the effects of flooding (e.g. being cut off by road closures) because they are located in low-lying areas.
- The upper Wairarapa Valley (the area around Masterton, Carterton and Greytown) is at risk of flooding due to river networks that begin in the Tararua Ranges. These rivers are quite short and have steep gradients, especially in their upper reaches, and are prone to rising quickly following heavy north-westerly rain.

Wairarapa Community Capability, Capacity and Preparedness Assessment

This section of the report provides a summary of the community capability, capacity and preparedness levels in the Wairarapa.

For further information about this section of the report please contact your Wairarapa WREMO Community Resilience Advisor – Mel.

<i>Total Number of Community Emergency Hubs in the Wairarapa:</i>	Community Response Practises held in the last 12 months:	Business Continuity Planning Workshops offered in the last 12 months:	Marae Emergency Plans underway or completed:	School & Childcare Emergency Planning Workshops completed:
17	6	1	2	1

June 2023 Wellington CDEM Group Community Preparedness Survey – Wairarapa Results

The following summarises the Wairarapa specific responses to the Community Preparedness Survey undertaken in June 2023.

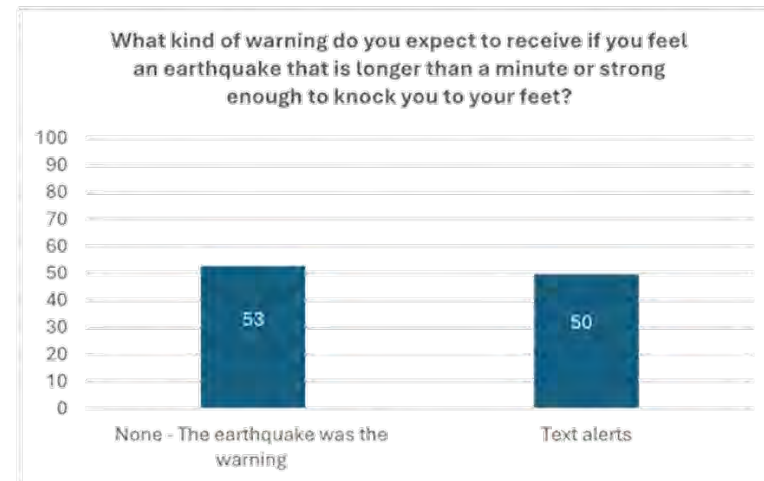
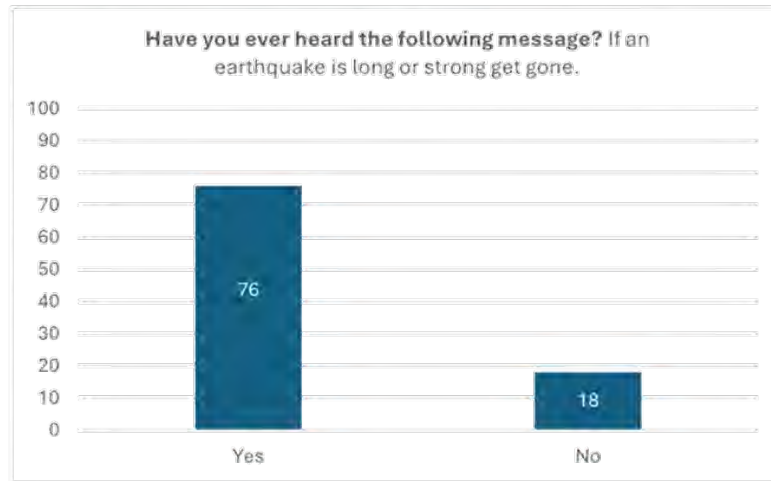
What do you think is the single most important thing that we, as a nation, need to do to ensure our communities can withstand and recover from a disaster?

Looking out for each other/being good neighbours = 16.5% : Always be prepared / have a solid plan = 15.9% : Infrastructure - roads, utilities, building standards = 14.8%

In the last 12 months, have you taken any steps to prepare yourself or your household for a disaster?

Yes - 65.90% No - 29.70% 24.2% of people that took action did so due to recent flooding (Cyclone Gabrielle was in Feb 2023)

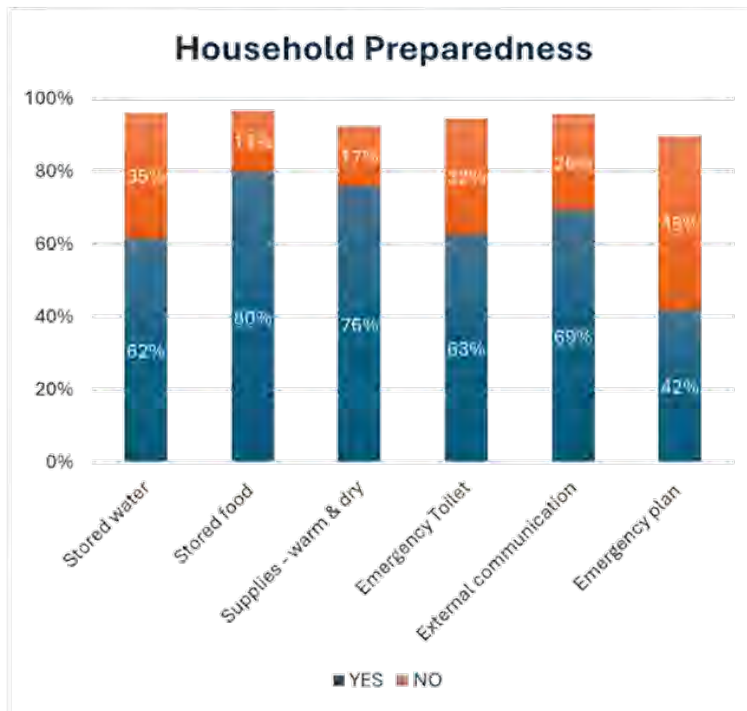
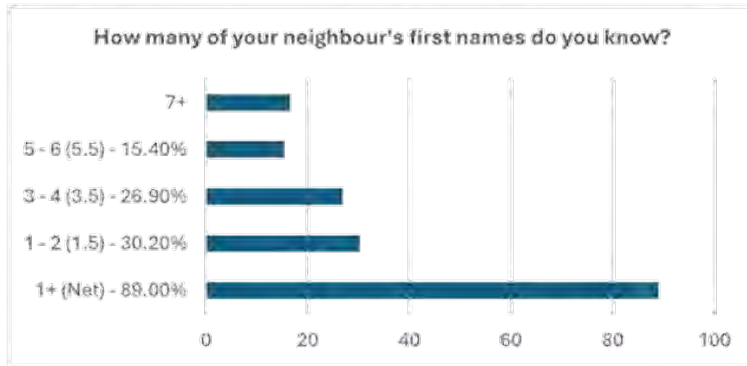
Life Safety Metrics – Tsunami Risk in the Wairarapa



- Large tsunami generated by a large Hikurangi Subduction Zone earthquake could produce tsunami waves which would impact the coastal areas of the Wairarapa within minutes.
- The probability of this occurring is 25% in the next 50yrs.
- Around 650 people live in the tsunami zones in the Wairarapa.
- Currently close to 80% of people in the Wairarapa have heard of the “Long or Strong – Get Gone” message.
- However, only around 50% of people in the Wairarapa indicated that there would be no official tsunami warnings when a long or strong earthquake occurred, and an increasing number of people (50%) believed that they would receive a text alert to advise them if there was a tsunami threat following a long or strong earthquake.
- Additional analysis of coastal communities to assess more accurately their tsunami awareness and subsequent work to reduce any official warning dependency may be desirable.



Household Preparedness Metrics in the Wairarapa



Social connectedness and cohesion is a critical element in an emergency setting and this factor was the single most important thing identified by survey respondents as being important to preparedness.

89% of respondents indicated that they knew the names of at least one neighbour which is an encouraging result.

62% of respondents indicated that had enough stored water for each person in their house for seven days. This is 4% higher than the regional average. However, a deduction from this is that around 38% of the Wairarapa's population (21807 people) may not have an adequate emergency water source in an emergency. If each of these people were provided with 3L per day then an emergency water plan to deliver around 65000L of water per day across the district may be required.

63% of respondents indicated that they had a way to go to the toilet in an emergency. Given the available land areas in the district and generally lower density there may be an opportunity to explore this figure and lift preparedness in this space?

42% of respondents indicated that they have an emergency plan to reconnect with their households in an emergency. Given the potential for some of the population to be in Wellington during a working day possibly with school aged children at school, and, the distances travelled across the Wairarapa this is another area that may benefit from further exploration.

Reflecting on the results across the community preparedness metrics, it seems like an important step to consider is actually setting some sensible, acceptable levels to targets collectively moving forward.

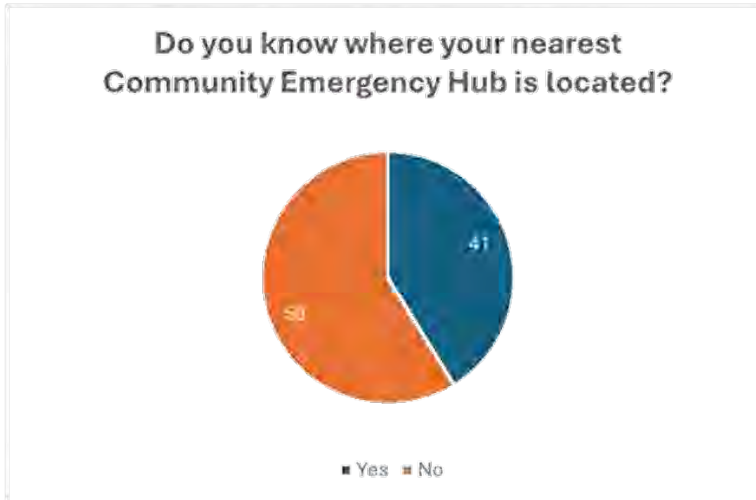
Business Preparedness Metrics in the Wairarapa



38% of respondents indicated that this question was not applicable to them.

Of the remainder, 30% indicated that their place of employment or study had a business continuity plan, 22% did not know and 9% answered no.

Community Emergency Hub Metrics in the Wairarapa



What is the purpose of a Community Emergency Hub?

A place in your suburb for the community to gather and support each other by sharing information, skills and resources during a disaster = 65.90%

A place for people to receive official support from Civil Defence = 23.10%

Who opens and operates a Community Emergency Hub?

Civil Defence = 58.20%

Local community members like you = 34.10%

Wairarapa Capability Assessment

This section of the report sets out the findings of the Wairarapa Capability Assessment completed in June 2024.

The assessment was completed using the Capability Assessment Tool developed by the former Ministry of Civil Defence and Emergency Management now National Emergency Management Agency (NEMA). This tool has been used nationally since 2014. While there are opportunities to strengthen the tool, it was assessed as the best option to deliver local level assessments in the short-term pending improvements to the tool by NEMA in the future.

The assessment was completed by the respective emergency management teams from the South Wairarapa District Council, Carterton District Council, Masterton District Council and the Wellington Region Emergency Management Office who self-scored elements of the local and regional system based on their respective awareness and understanding of the existing system.

The Capability Assessment Tool looks across four goals and two enablers applying a scoring system to generate a maturity level.

The planning scenario primarily applied during the scenario was a Moderate to Major severe weather event. System performance during the most recent response and recovery in the Wairarapa (Cyclone Gabrielle 2023) was frequently referred to. For further information regarding the planning scenario please see [Appendix Two – Planning Scenario](#).

The results by Goals and Enablers were:

Results by Goal		Score	Maturity
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management	5.79	Basic
G2	To reduce the risks from hazards to New Zealand	4.16	Basic
G3	To enhance New Zealand's capability to manage civil defence emergencies	6.00	Defined
G4	To enhance New Zealand's capability to recover from civil defence emergencies	5.34	Basic
E1	Governance and management arrangements support and enable civil defence emergency management	6.06	Defined
E2	Organisational resilience supports effective crisis management	5.48	Basic
OVERALL SCORE		5.47	Basic

For further information about the Capability Assessment process see [Appendix Three – Capability Assessment Process](#).

Goal One – Increasing Community awareness, understanding, preparedness and participation in CDEM

#	Score by Goal	Score
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management	5.79

#	Score by Objective	Score
G1A	Increase the level of community awareness and understanding of the risks from hazards	6.28
G1B	Improve individual and community preparedness	5.87
G1C	Improve community participation in CDEM	5.30
G1D	Encourage and enable wider community participation in hazard risk management decisions	5.70

#	Score by Key Performance Indicator	Score
G1A-1	Public education programme on hazards and risks is planned, coordinated and given priority by the organisation	6.60
G1A-2	Awareness-building opportunities are proactively pursued	5.60
G1A-3	Public information management is planned, coordinated and given priority by the organisation	6.60
G1A-4	Public information manager is appointed and resourced to be able to do the job	6.30
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken	6.00
G1B-2	Community resilience and related programmes are monitored and reviewed	5.60
G1B-3	The preparedness message is disseminated using multiple methods	6.00
G1C-1	Communities are supported to enhance their capacity and capability	6.00
G1C-2	Social capital is invested in as a method of enhancing community resilience	5.30
G1C-3	Volunteer participation in CDEM is supported and encouraged	4.60
D1D-1	Information on hazards and risks is readily available to the public	6.80
D1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk' defined	4.60

Goal Two – Reducing the risks from hazards

#	Score by Goal	Score
G2	To reduce the risks from hazards to New Zealand	4.16

#	Score by Objective	Score
G2A	Improve the coordination, promotion and accessibility of CDEM research	4.95
G2B	Develop a comprehensive understanding of New Zealand's hazardscape	4.53
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels	3.00

#	Score by Key Performance Indicator	Score
G2A-1	EM research is undertaken, assessed, and analysed	5.30
G2A-2	EM research is applied	4.60
G2B-1	Hazard risks are understood through ongoing research	5.60
G2B-2	Hazard risks are analysed to determine local impact	4.00
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure	4.00
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning	3.00
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated	3.00
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis	3.00

Commentary from participants:

Much of this is GWRC responsibility and whether Council's can do all they want to do is dependent on rates and ratepayers' desires.

B2-C3 related to overall council functions, not just EM

A1. Not aware of this work

C1. Not aware of this work

C3. Not aware of this work

This is answered from an MDC perspective where EM risk reporting is immature at the moment.

Goal Three – Enhancing capability to manage emergencies

#	Score by Goal	Score
G3	To enhance New Zealand's capability to manage civil defence emergencies	6.00

#	Score by Objective	Score
G3A	Promote continuing and coordinated professional development in CDEM	6.33
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies	5.67

#	Score by Key Performance Indicator	Score
G3A-1	Capability development strategy and programmes are developed according to organisational needs	5.50
G3A-2	Capability development programmes are comprehensively implemented and evaluated	5.70
G3A-3	Exercising is effective in improving capability	7.00
G3A-4	Exercising is integrated across organisations and levels	7.00
G3B-1	Local CDEM planning is integrated and aligned across agencies	6.90
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively	6.80
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities	4.50
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately	5.00
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently	5.30
G3B-4	Warning systems are in place and are maintained and effective	6.20
G3B-5	Communication with partner agencies is able to be maintained in an emergency	5.50
G3B-6	Controllers are able to provide effective leadership	3.20
G3B-7	Critical resources can be sourced rapidly in response to an emergency	3.70
G3B-8	Logistics processes are in place to manage resources effectively in an emergency	4.20
G3B-9a	Group welfare planning is comprehensive and coordinated	7.30
G3B-9b	Local welfare planning is comprehensive and coordinated	7.40
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner	6.80
G3B-10	Lifeline utilities are coordinated in response	6.60

Goal Four – Enhancing capability to recover from emergencies

#	Score by Goal	Score
G4	To enhance New Zealand's capability to recover from civil defence emergencies	5.34

#	Score by Objective	Score
G4A	Implement effective recovery planning activities	5.68
G4B	Enhance the ability of agencies to manage the recovery process	5.00

#	Score by Key Performance Indicator	Score
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented	6.70
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role	6.70
G4A-3	Recovery Plan outlines arrangements for holistic recovery management	6.30
G4A-4	Recovery planning is integrated with risk reduction and other community planning	4.70
G4A-5	Arrangements for the transition from response to recovery are pre-defined	4.00
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning and management	4.00
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place	5.00
G4B-3	The community is an integral part of recovery planning and management	6.70
G4B-4	Information management systems are effective in supporting recovery management	4.30
G4B-5	Processes for learning from emergencies are embedded in the organisation	5.00

Commentary from participants:

*I'm not sure if the Recovery Office has specific Recovery Centre's but the way we are structuring our EAC's they will easily morph into Recovery Centres.
B2. Not aware of any plans to have physical centres*

Enabler One – Governance and management arrangements

#	Score by Goal	Score
E1	Governance and management arrangements support and enable civil defence emergency management	6.06

#	Score by Objective	Score
E1A	Implement effective organisational structures for CDEM	6.46
E1B	CDEM Group culture positively influences the effective delivery of CDEM	6.00
E1C	Ensure agencies have funding for civil defence emergency management	5.73

#	Score by Key Performance Indicator	Score
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area	7.00
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures	6.00
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures	7.00
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives	6.30
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives	6.00
E1B-1	CDEM leadership (see note) is effective in directing and managing CDEM outcomes	6.30
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM outcomes	5.00
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery	6.70
E1C-1	CDEM Group funding arrangements are identified and reported	6.40
E1C-2	Organisation's emergency management funding arrangements are identified and reported	6.80
E1C-3	Organisation's hazard reduction funding is prioritised to risk	4.00

Commentary from participants:

C1 - C3 Sorry I have no visibility of funding.

A2, A4, B1-C1 relate to the CDEM Group including emergency services such as FENZ, Police etc.

Enabler Two – Organisational resilience

#	Score by Goal	Score
E2	Organisational resilience supports effective crisis management	5.48

#	Score by Objective	Score
E2A	Organisational resilience is developed through risk management and planned strategies	5.33
E2B	Organisational resilience is developed through adaptive capacity	5.63

#	Score by Key Performance Indicator	Score
E2A-1	Risk management is comprehensive and integrated throughout the organisation	5.00
E2A-2	Business Continuity Management has a formalised programme with high-level commitment	5.70
E2A-3	Critical business functions and processes, and potential impacts on them are defined	5.30
E2A-4	Business continuity strategies and arrangements are developed and implemented	5.30
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation	5.30
E2B-2	Effective relationships, partnerships and networks are developed	6.30
E2B-3	Adaptive capacity is fostered through active learning and capability development	5.30

Commentary from participants:

A1 - A4 not in the loop with this really either

Wairarapa Exercise Evaluation & After-Action Review Summary

During this assessment period, the following Exercise Evaluations and After-Action Reviews were considered:

1. Exercise Ru, an Alpine Fault scenario, Sep 2023 [20230915_EXERCISE_RU - AAR Wai DRAFT.docx \(sharepoint.com\)](#)
2. Exercise Ua Whero, a severe weather event, May 2024; and [20240509 - AAR EX AU WHEREO - Wairarapa FINAL.docx \(sharepoint.com\)](#)
3. After Action Review: Cyclone Gabrielle – Wairarapa Response Feb & Mar 2023 [231017-Cyclone-Gabrielle-Wairarapa-Response-AAR-v1.3.pdf \(cdc.govt.nz\)](#)

Both exercise evaluations found that participants reported positively on their experiences in the exercise in terms of growing confidence and competence.

Both exercises highlighted several improvement opportunities across the system which are set out in the respective reports.

Exercise Ru – Sept 2023: Recommendations and Corrective Actions Summary

No.	Recommendation/Corrective Actions	Theme/s	Responsibility	To be completed by
01	<p>Finding: Exercising has boosted the confidence of the EOC Staff</p> <p>Recommendation: Continue exercises in a face-to-face format. Continuation of exercises which help practice the training already received. Include more partner agencies in the exercise.</p>	Exercise and Training	Jane Mills/Training	
02	<p>Finding: Need for more training on processes and tools. Lack of familiarity with accessing WREM portal and some tools</p> <p>Recommendation: Re-check that all EOC staff have access to WREM portal. Help staff who do not have access gain access. Also check that staff understand the contents of the information in the WREM portal. Demonstrate new things at Function Managers meetings. Sub CEG encourage staff engagement.</p>	New tools/changes to system training	Jane Mills/Sub CEG	Ongoing
03	<p>Finding: Need for more people to be familiar with GIS</p> <p>Recommendation: Some progress was tested but this needs to be imbedded.</p>	GIS	Jane Mills/Controllers	30 June 2024

04	Finding: Only 27 people of 65ish attended Exercise. Recommendation: Stress importance of attending exercises and get the date in people's diary early.	Attendance	Jane Mills/Controller	Ongoing
05	Finding: New WREMO laptops needed updating The were updated, tested and loaded 8 days beforehand but in future they'll be tested before the Exercise	Technology	Jane Mills/Logistics	Ongoing
06	Finding: Local contact lists are out of date Recommendation: Spend some time going over contact lists to make sure they are up to date. Difficulty keeping local contacts up to date, better to rely on existing Council Contact lists.	Contact lists	Jane Mills/Welfare Manager	30 Jun and ongoing 6mthly
09	Finding: Need for more specific training on use of Event Log and Information Collection Plan Recommendation: Intelligence Intermediate level training in the Wairarapa; also stress this in Foundation course and at Function Manager's meetings.	Training	Jane Mills/Training	Intelligence Function training book and available in Wai 30 June 2023

Exercise Ua Whero – May 2024: Recommendations and Corrective Actions Summary

No.	Recommendation/Corrective Actions	Theme/s	Responsibility	To be completed by
01	Finding: WREM SharePoint familiarity continues to be an issue. However, this improves the more training people receive. Recommendation: A range of recommendations have been proposed in the detailed findings that included Function meetings use that time to familiarise themselves with the SharePoint site.	Plans and Procedures WREM SharePoint	Wai EMA WREMO EMA Cap Dev	Ongoing
02	Finding: Staff enjoyed the interactive approach from exercise control and Partner agencies	Partners	Wai EMA WREMO EMA	As required.

	Recommendation: Continued use of Exercise Control in an interactive way and the participation of partners to increase the overall effectiveness of Wairarapa CDEM responses.		WREMO ORR Manager WREMO Cap Dev	
03	Finding: Recruiting of Wairarapa staff in CDEM exercises to Intermediate and Advanced continues to be problematic, resulting in some staff feeling overwhelmed. This has a negative effect. Despite this the majority of Wairarapa staff enjoyed the exercise experience. Recommendation: Sustained messaging by Council Senior Leadership Team, aimed at proactively investing in their staff by encouraging and releasing their staff for training opportunities. Particularly exercises as these are the doing, where the real learning, development, and relationship building takes place.	People EOC Staff	Council Senior Leadership	Ongoing
04	Finding: Size of EOC and Breakout rooms would not be large enough in a large scale incident (During COVID 19 a 2 nd large office space was used as it was empty) Recommendation: When MDC rebuilds Council building consider purpose built EOC. Or consider alternate large venue as part of planning	Building suitability	Council senior leadership and governance	Long term
05	Finding: Teamwork and support positive Recommendation: Keep encouraging positive supportive learning environments at Exercises.	People	EMA; Controller	

[Wairarapa councils release report on local Cyclone Gabrielle response | Carterton District Council \(cdc.govt.nz\)](#)

15 November 2023

The three Wairarapa councils have released the Wairarapa review of the region's emergency response to Cyclone Gabrielle, which was coordinated by Wellington Civil Defence Emergency Management (CDEM) Group.

The scope of the review was to cover three main areas: governance (political oversight and accountability), operational matters (how CDEM Group members responded) and community outcomes (what impact these actions or inactions had on the community). The purpose of the review was to identify areas of future work to help improve the response capability of the region.

The report highlighted areas where the coordinated response delivered positive outcomes for the community, such as the level of support in rural isolated communities, delivery of food and medication, and evacuation efforts for severely affected properties.

Some areas highlighted for improvement include a more coordinated response across the three Wairarapa Councils needed earlier in the event to inform effective decision-making and effective use of limited resources; that local controllers from the three Wairarapa councils follow the agreed activation procedures outlined in the agreed concept of operations; and to ensure that the Wairarapa EOC functions effectively and provides the required level of service across the whole Wairarapa.

The important point with regards to these insights is that capability and capacity constraints locally and regionally has made addressing some of the findings challenging.

Appendix One – Emergency Management Roles and Responsibilities in the Wellington Region

The Wellington Region Civil Defence Emergency Management Group (CDEM Group) is made up of a number of agencies who work together to provide civil defence and emergency management to the region. This includes the nine councils, emergency services, lifeline utilities, the Wellington Region Emergency Management Office (WREMO) and any other agency with civil defence and emergency management responsibility.

Governance of the Wellington Region Civil Defence Emergency Management Group and its activities is provided by the Joint Committee. The Coordinating Executive Group (CEG) provides advice to the CDEM Joint Committee and implements their decisions.

WREMO is a semi-autonomous organisation that co-ordinates Civil Defence Emergency Management services on behalf of the regions nine councils.

The role of the Wellington Region Emergency Management Office

WREMO's role is to lead and coordinate the effective delivery of CDEM across the 4Rs for the Wellington Region including:

- *integrating national and local CDEM planning and activity through the alignment of local planning with the national strategy and national plan; and*
- *coordinating planning, programmes and activities related to CDEM across the 4Rs and encourage cooperation and joint action.*

For the purposes of this Plan, 'leadership' is defined as the successful achievement of the Group's mission and tasks through the willing and cooperative effort of others. WREMO's role is to collaboratively work with local authorities and partners to develop and deliver effective emergency management to the region in a manner that is consistent with national direction.

The way this will be achieved is by:

- *Collaborating – Leading through alignment; establishing common ground for agreement; creating a shared vision; and creating win-win relationships, products and services.*
- *Coordinating – Effectively and harmoniously completing activities across the 4Rs.*
- *Promoting – Increasing awareness, creating interest and encouraging joint action in the emergency management sector.*

WREMO delivers a range of CDEM services on behalf of councils in accordance with a shared services agreement. Each year, WREMO prepares an Annual Plan which sets out the services to be delivered for councils. Councils approve the WREMO Annual Plan and monitor its delivery through the Local Government Emergency Management Collective (LGEMC).

Alongside the delivery of CDEM services by WREMO, each council undertakes a range of emergency management programmes, initiatives and activities locally that are complimentary to or separate from services delivered by WREMO.

All of the efforts by both WREMO and councils aggregate to generate the annual results in the capability assessment.

Additional information regarding the roles and responsibilities of each council and WREMO is available from your council emergency management team or WREMO.

Appendix Two – Planning Scenario

“Most Likely” Emergency that the Wellington Region could face:

Over the past 20 years, the most frequent and therefore most likely emergencies Upper Hutt City Council has faced has typically been a result of severe weather involving heavy rain, high winds, swells, landslides and flooding.

Examples include the Kapiti Floods 2004, Wellington Storms 2013, Plimmerton Floods 2020, numerous Kapiti Severe Weather, Flooding and Tornado events, Kaiwhata River Landslides 2019 & 2020, numerous Severe Weather and Flooding events in the Hutt Valley, South Coast Swell events 2020 & 2021 and Cyclone Gabrielle 2023 (mainly Wairarapa).

These events required a coordinated multiagency response usually impacting 1 – 2 territorial authority areas at any one time over a 2 – 8 day response period followed by recovery efforts ranging in duration from weeks to months to years.

The less likely but more severe weather events we have seen impacting other parts of New Zealand in recent years would generate significantly worse impacts across Upper Hutt City Council than we have experienced in living memory.

The potential loss of life, property damage, extended lifelines outages, displacement of people and economic disruption would require a complex, prolonged, costly and widespread national, regional and local multiagency response and recovery effort for UHCC.

The capability and capacity required to reduce risk, and to prepare for and deliver an effective response and recovery for a more severe planning scenario like this is significantly greater than what the current system is able to deliver.

The analysis below is pending a request with GNS to progress.

- Probability: AEP = : ARI = : FREQUENCY =
- Moderate (TBC) risk to life – flooding/inundation of homes or entering flood water
- Moderate (TBC) risk to property – homes, businesses, schools, health care, Aged Residential, marae
- Minor – Moderate (TBC) lifelines outages
- Minor – Moderate (TBC) demand on health, emergency services and welfare agencies
- Minor (TBC) social and environmental impacts

Minor (TBC) financial impacts regional and locally \$\$ / %GDP

Appendix Three - Capability Assessment Process

On the 10th of June 2024, the respective emergency management teams of the South Wairarapa District Council (SWDC), Carterton District Council (CDC) Masterton District Council (MDC) and the Wellington Region Emergency Management Office (WREMO) gathered to complete an emergency management capability assessment for the Wairarapa District.

The teams used the nationally consistent Capability Assessment Tool which was developed by the former Ministry of Civil Defence and Emergency Management to identify strengths and weaknesses within an emergency management system.

Elements of this report have been developed utilising the Objectives, KPIs and performance measures for the CDEM Goals and Enablers detailed as part of the national CDEM Capability Assessment Tool.

The tool consists of a set of key performance indicators and performance measures ('capability criteria') against which organisations can assess themselves or be externally assessed. Indicators span the 4Rs and are organised in a framework based on the prior National CDEM Strategy. There are six main sections - four based on the four goals of the National CDEM Strategy, and two 'enabler' sections. They cover topics as follows:

- Goal 1: Public education, public information, community resilience, community participation in hazard risk management
- Goal 2: Research, hazard risk profile, integrated planning, risk reduction
- Goal 3: Capability development, exercising, planning, coordination, operating facilities, warning systems, communications, controllers, resources, logistics, welfare, lifelines
- Goal 4: Recovery planning and management
- Enabler 1: CDEM Group governance, management, culture, funding
- Enabler 2: Risk management, business continuity management, organisational resilience

For the Wellington Region, some KPIs were adapted as these have become less relevant or been superseded since the tool was created. For example, EMIS, the former Emergency Management Information System has been superseded in the Wellington Region by wrem.nz.

Scores were generated as part of a facilitated workshop using the tool for Goal 3, while the remainder of the goals and enablers were self-scored and aggregated using an online MS Teams Form.

Discussions were used to surface examples and evidence of achievements in different areas to moderate and adjust the scoring as required.

The scoring guide forms part of the tool which considers the frequency, achievement level, and arrangements in place which helps define the level of capability for each performance measure.

A 'maturity index' was introduced in the first National Capability Assessment report, which categorised performance as 'unsatisfactory', 'developing', 'advancing' or 'mature'. These categories describe achievement across measures, indicators, objectives, and goals in the Capability Assessment Tool.

Additional maturity descriptors have been added based on an internationally recognised capability maturity model as indicated below.

CDEM Capability Assessment Tool					
Scoring Guide					
Score	Frequency scale	Maturity scale	Maturity model	Achievement scale	Arrangements scale
NO (0)	Never			Not achieved, no progress, no sign of forward action	No arrangements in place
2	Infrequently	Ad Hoc	Response coordination structures in place, may be fragmented or ad hoc. Reactive preparedness measures	Minor progress, with few signs of forward action in plans or policy	Arrangements are either old, in the early stages of development, or have considerable doubts about their current viability
4	Sometimes	Basic	Documented and repeatable processes. Established protocols for communication, resource allocation, and control structure	Some progress, but without systematic policy and/or organisational commitment	Some work completed but requires further work to develop, test, verify and/or embed in the organisation
6	Often	Defined	Integrated across all agencies and functions. Clear lines of communication and collaboration	Organisational commitment attained or considerable progress made, but achievements are not yet comprehensive of needs or requirements	Informal and/or untested arrangements in place, but with a high degree of confidence they will be effective, OR, formal and/or tested arrangements but with further work identified as needed
8	Mostly	Managed	Proactive response strategies based on evolving circumstances and changing needs	Substantial achievement but with some recognised limitations in capacities, capabilities and/or resources	Formalised arrangements, tested, mostly effective, mostly reliable, and largely embedded within the organisation
YES (10)	Always	Adaptive	Adaptive and anticipatory systems and approaches	Comprehensive achievement with sustained commitment and capacities at all levels	Formalised arrangements, tested, effective, reliable, and embedded within the organisation

Context changes for previous Capability Assessment.

It is important to note that the capability assessment tool was developed in 2008 and piloted in New Zealand in 2009 (prior to the Canterbury earthquakes). The tool was revised in 2014 before its use in the second round of national capability assessments but has had no further revision since. In the intervening years, much has been learned following several significant emergencies, and emergency management practice has evolved. Where measures feel less relevant, have evolved, or participants felt like they did not have enough knowledge or evidence to generate a score, they were encouraged to score the area as 'n/a' in order that the overall score for that KPI would not be unduly influenced.

It is very likely that scores from prior assessments recognised the emergency management context of the time and in some cases, would not score at the same level given the ongoing maturity of the emergency management sector since 2015 (the last National Capability Assessment report). While inherent capacity and capabilities within local authorities are likely to be able to absorb the impacts of small, or short duration emergencies, recent experience has shown that emergencies with more significant community impacts, or of a duration longer than a few days, will quickly overwhelm organisational capacity to manage the effects of even moderate emergency events.

So given the additional knowledge and experiences gained across the sector in the last 20 years and fact that this assessment has been focused on subject matter experts within their areas of responsibilities, scores generated previously through this process do not compare well and it is anticipated that the 2024 assessments will set new baselines for the region.

Alignment of this capability assessment with the National Disaster Resilience Strategy

The prior National CDEM Strategy was replaced in April 2019 with the National Disaster Resilience Strategy (NDRS). Although the Capability Assessment Tool is anchored to the old CDEM strategy, broadly the outcome areas translate into the NDRS Goal areas and objectives. The tables on page 28 show a high-level mapping of the goals and objectives of the old CDEM strategy (and hence the Capability Assessment tool), with the goals and objectives of the NDRS.

This should provide some assurance for the Wellington CDEM Group that recommendations within this report will enhance emergency management capability over the long term and support meeting some of the objectives of the NDRS - i.e., investment in strengthening emergency management capability and capacity now will likely map into any future capability assessment process that is more specifically aligned to the NDRS.

National Disaster Resilience Strategy Goals and Objectives

1 Managing Risks	2 Effective Response to and Recovery from Emergencies	3 Enabling, Empowering, and Supporting Community Resilience
OUR OBJECTIVES		
<ol style="list-style-type: none"> Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making Put in place organisational structures and identify necessary processes - including being informed by community perspectives - to understand and act on reducing risks Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk Address gaps in risk reduction policy (particularly in the light of climate change adaptation) Ensure development and investment practices, particularly in the built and natural environments, are risk aware, taking care not to create any unnecessary or unacceptable new risk Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify and develop financial mechanisms that support resilience activities 	<ol style="list-style-type: none"> Ensure that the safety and wellbeing of people is at the heart of the emergency management system Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of wāhiārao perspectives and kōanga in emergency management Strengthen the national leadership of the emergency management system to provide clear direction and more consistent response to and recovery from emergencies Ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery; enable and empower community-level response, and ensure it is connected into wider coordinated responses, when and where necessary Build the capability and capacity of the emergency management workforce for response and recovery Improve the information and intelligence system that supports decision-making in emergencies to enable informed, timely, and consistent decisions by stakeholders and the public 	<ol style="list-style-type: none"> Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters Cultivate an environment for social connectedness which promotes a culture of mutual help, embeds a collective impact approach to building community resilience Take a whole of city/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified Embed a strategic, resilience approach to recovery planning that takes account of risks identified, recognises long-term priorities and opportunities to build back better, and ensures the needs of the affected are at the centre of recovery processes Recognise the importance of culture to resilience, including to support the continuity of cultural places, institutions and activities, and to enable the participation of diverse cultures in resilience

Capability Assessment Tool Goals and KPI's

Goal 1 – To increase community awareness, understanding, preparedness and participation in civil defence emergency management
G1A Increase the level of community awareness and understanding of the risks from hazards
G1B Improve individual and community preparedness
G1C Improve community participation in CDEM
G1D Encourage and enable wider community participation in hazard risk management decisions
Goal 2 - To reduce the risks from hazards to New Zealand
G2A Improve the coordination, promotion, and accessibility of CDEM research
G2B Develop a comprehensive understanding of New Zealand's hazardscape
G2C Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels
Goal 3 - To enhance New Zealand's capability to manage civil defence emergencies
G3A Promote continuing and coordinated professional development in CDEM
G3B Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies
Goal 4 - To enhance New Zealand's capability to recover from civil defence emergencies
G4A Implement effective recovery planning activities
G4B Enhance the ability of agencies to manage the recovery process
Enabler 1 – Governance and Management arrangements support and enable civil defence emergency management
E1A Implement effective organisational structures for CDEM
E1B CDEM Group culture positively influences the effective delivery of CDEM
E1C Ensure agencies have funding for civil defence emergency management
Enabler 2 – Organisational resilience supports effective crisis management
E2A Organisational resilience is developed through risk management and planned strategies
E2B Organisational resilience is developed through adaptive capacity

11.4 CAPITAL PROJECTS SUMMARY

Author: James O'Connor, Manager, Community Operations

Authoriser: Stefan Corbett, Group Manager, Infrastructure and Community Operations

File Number: NA

PURPOSE

To update the committee on capital projects and receive further feedback on the information they would like in future reporting.

DISCUSSION**Community Operations**

In Community Operations we are starting to implement a Project Management framework led by the specialist Project Manager in the team. Initial staff training is taking place the week starting 17 February. Approx 12 – 18 months into the future will see use of the Project Management functionality implemented across the business.

Water

In Water, we see a forecast spend of only 52% of the capital budget requiring significant deferral of this spend into future years, due to delays to key projects such as Greytown WTP, Tauwharenikau Pipeline Crossing. These delays are accounted for in the Long Term Plan proposed capital budget. Operating costs are forecast to be on budget overall for the financial year, with reported leaks substantial over the summer as normal and a backlog of fixes being attended to. Water consumption has been lower than the previous year, reducing operational costs, and this is attributed to cooler temperatures and rainfall.

Please see CapEx and OpEx dashboards from Wellington Water.

Roading

In roading, budgets are on track with claims for November and December submitted at expected levels. There were no health and safety incidents for the current reporting period. The Fulton Hogan team has completed some major programmed works including multiple road reseals, rehabilitation, and road edge mowing. Anti-social road use (racing and burn out sites) continue to be a concern, and will have a resource dimension if they continue. We are cooperating with NZ Police as requested.

Finance Summary

		November	December	
		Claimed	Claimed	End of Year Balance
SWDC	Local	799,835	1,063,138	1,111,423
Roads				
SWDC	SP	54,441	31,016	49,430
Roads				

Please find a detailed operational report for November and December 2024 attached for your information.

APPENDICES

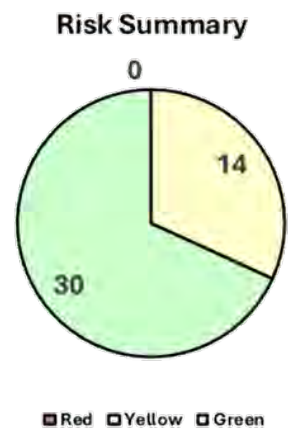
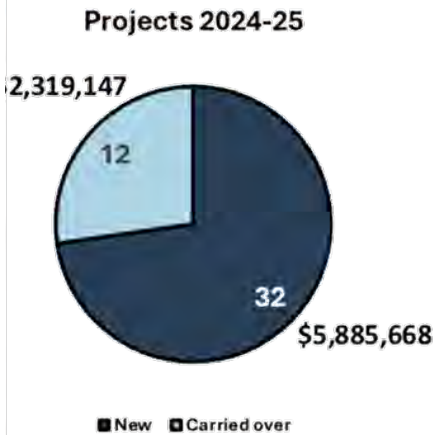
- Appendix 1** **CapEx Project Dashboard February 2025**
- Appendix 2** **Ruamāhanga Roads Report February 2025**
- Appendix 3** **WWL CapEx Report as at 31 January 2025**
- Appendix 4** **WWL OpEx Report as at 31 January 2025**



SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

CAPEX Project Dashboard

February 2025



Executive Summary

Since the last report, the Group Administrator, GIS/Data Analyst, and the Community Facilities Coordinator have been appointed and commenced their roles within the team. This has had a positive impact on the ability to deliver our work programme, evidenced by better-than-expected progress against delivery. Project Management training for the team is scheduled for mid-February and following this we expect to see our project planning and risk reporting continue to mature.

Following a review of some historic CAPEX projects and discussions with Council, some have been removed from our work programme. This will account for a slight change in some numbers since the last report. This is part of our regular review process to ensure projects remain relevant, and funds are being used efficiently and effectively to improve community services and infrastructure.

Points of Interest

Project	Commentary
Featherston Old Courthouse	Upgrades completed. New tenant has taken over lease as of 1 February 2025.
Waihinga Centre Carpark	Works to take place 3-14 March. Will include new carparks, better drainage and an additional accessible carpark.
Greytown Wheels Park	Build contractor has withdrawn from the project, causing delay to construction.
Organics Curb side Collection Bins	Consultant engaged to carry out feasibility study on organics.
Greytown Pavillion	Completed on-time and to budget.

Key Upcoming Activities

Project	Activity	Date
Greytown Pavillion	Opening day for community.	16 February
Carpark Resurfacing	Featherston Swimming Pools/Sports Hub and Greytown Playground carpark work begins.	Late-March
Featherston Skate Park Lighting	Lighting on pagoda installed, awaiting equipment for larger lights, but nearing completion.	Mid-March
Anzac Hall Upgrades	Clearestory windows completed.	Mid-February
Carkeek Observatory	Lottery Funding application closes, this will help meet the shortfall in budget.	26 February



CAPEX Project Dashboard

February 2025

Predicted Spend February 2025		Actual Spend February 2025	
Total Budget	\$9,102,608	Total Budget	\$8,204,815
Spent	\$1,328,200	Spent	\$1,448,948
Remaining	\$7,774,408	Remaining	\$6,755,867
% Spent	15%	% Spent	18%

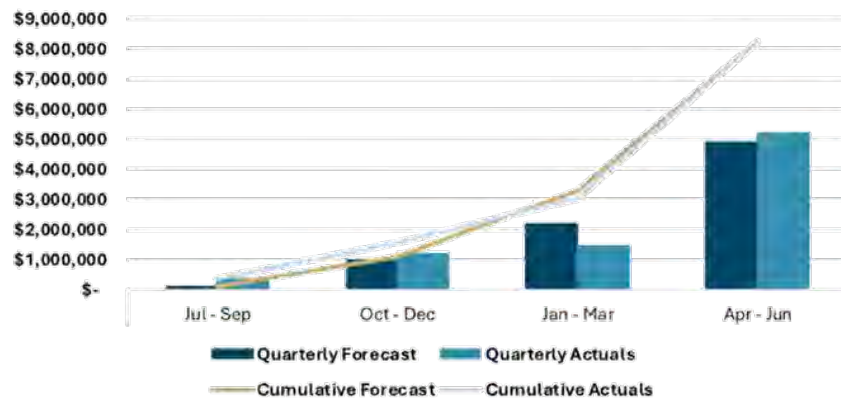
Predicted Spend May 2025	
Total Budget	\$8,204,815
Spent	\$5,754,735
Remaining	\$2,450,080
% Spent	70%

Financial Summary

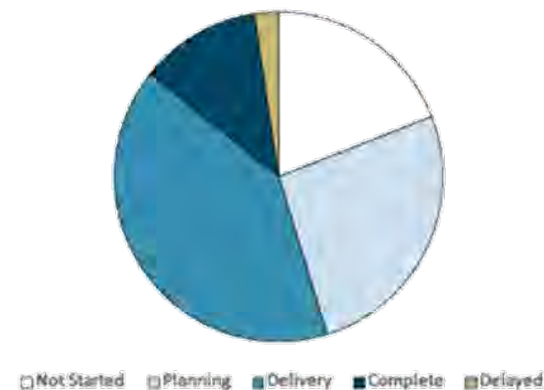
Financial projection accuracy is improving as team members explore availability of contractors and schedule works to take place. The table on the left notes the predicted spend for this quarter (given in September). The table on the right notes the actual spend for this quarter. We are currently tracking over the predicted spend, in part due to works being progressed at a faster rate than previously anticipated. After the CAPEX project review, there was a slight reduction in total budget, which accounts for the discrepancy in total budget between the two tables.

Due to the sudden withdrawal of a contractor for the Greytown Wheels Park, there is a chance the full budget for this project will not be spent in this financial year, but we should have a clear idea of any required carry over in the coming months, as we negotiate a new contractor for this work. As we are in the early stages of discussions regarding the Greytown Greenspace Project, it is also unlikely we will spend the full amount for this in the current financial year. Together, these account for a sizable amount of allocated budget. Despite these setbacks, good progress is being made, which stands us in good stead to use these allocations early in the next financial year.

Quarterly Forecast v Actuals



Project Phase





SOUTH WAIRARAPA DISTRICT COUNCIL
Kia Reretahi Tātau

CAPEX Project Dashboard

February 2025

Selected Risks

Below is a selection of notable risks which may impact the closure of a project within the current financial year, and/or the ability to spend all allocated funds within that financial year.

Project	Budget RAG	Delivery RAG	Risk	Mitigation	Trend
Greytown Wheels Park	Yellow	Yellow	IF it is difficult to find a new contractor, or they cannot start in good time THEN the project will be delayed WHICH will mean the budget will not be spent in this financial year.	Work is underway to source a new contractor, we will try to commit and spend as much of the budget as we can before the end of the financial year.	↓
Markeek Observatory	Yellow	Yellow	IF delays to project continue through insufficient funding THEN the structure will remain vulnerable to inclement weather WHICH could further degrade the structure	Additional sources of funding through Lottery grants and RANZ have been identified to attempt to make up the shortfall. If these are not successful, may explore utilizing underspend within CAPEX budget.	↓
Greytown Greenspace	Yellow	Yellow	IF capacity restraints continue THEN progress will be delayed WHICH may impact stakeholder relationships and reputation in community.	New project manager appointed, Councillor taking forward discussions with appropriate parties to explore land purchasing options. If not possible, there are options to develop existing space.	↑
Organics Curbside Delivery Collection Bins	Green	Green	IF central government does not table this THEN we may not continue the project WHICH will mean not delivering on this CAPEX line.	Contractor found to carry out feasibility study. Work to begin shortly.	↑
Greytown Pavilion	Green	Yellow	IF a contractor cannot be sourced to complete the carpark with accessible parking space THEN the building will not be consented WHICH will constrain use of the facility.	A CPU has been applied for so that the facility can be used while works are completed to achieve code of compliance.	↓



Ruamāhanga Roads – Council Report

February / 2025



1. Purpose

The purpose of this report is to update and inform the Committee on roading operations for the period of November 2024 to December 2024. This report covers the physical work undertaken by the Contractor Fulton Hogan on Carterton and the South Wairarapa Districts roading network.

2. Finance Summary

	November	December	
	Claimed	Claimed	End of Year Ballance
CDC Local Roads	381,268	403,232	521,745
SWDC Local Roads	799,835	1,063,138	1,111,423
SWDC SP Roads	54,441	31,016	49,430

3. Health & Safety

The contract monthly report lists no major incidences for the period.

Ongoing site audits were undertaken by Fulton Hogan and Ruamāhanga Roads.

4. Work Programme

Work Completed

The following major items of work were completed for the period.

- Multiple road reseal and rehabilitation sites across both councils.
- Road edge mowing.
- Anti social road use (racing and burn outs sites) clean up and assets repaired. During the summer months this has been an ongoing issue. The problem continues to get bigger requiring more resources and increasing costs.

CDC – December 2024

1. Sealed Road Pavement Maintenance

- Edge break repairs completed = 150.3 m
- Repaired 99 potholes
- Shoulder maintenance - 7.769 Km



2. Unsealed Maintenance

- Unsealed roads graded = 87.06 km

3. Drainage Maintenance

- Carried out 80.5 km of street sweeping and cleaned 0.26 km of unlined surface water channels
- Cleaned sumps = 7

4. Structures Maintenance

- Bridge deck clean – 28 m
- Bridge deck repair –6 Nos.
- **Environmental Maintenance**
- High cut trimming = 16.448 km
- Mowing = 323.43 km
- Tree removal/trimming = 11 Nos.

5. Minor Events

- Nil

6. Reseals

- This year's resurfacing programme is 55% completed.
- CDC Sites completed were:
 - Armstrong St, Carrington Ave, Charles St, Diamond St and Tait Place
 - Carters Line, Haringa Rd, Kokotau Rd, Longbush Rd, Millars and Norfolk Roads
- The remaining sites for this year are expected to be completed in February 2025.

7. Area Wide Pavement Treatment (AWPT)

- This year's pavement renewal programme of 1.613 kms has been completed. There is an underspent amount this financial year to be carried over to increase funding available for next year's increased program.
Sites completed this year are:
 - Millars Rd 1.016km
 - Gladstone Road 300m
 - Longbush Rd 297m

8. Emergency Works

- 2023 Storm damage remedial works took place on the Arawhata hill ridge at Te Wharau Road during November/December period. Where possible the existing road was retreated away from the multiple under slips otherwise traditional bench and fill with reinforce grid was adopted to reinstate the carriageway width.



Fill was sourced locally, taken from bends to improve sightlines.

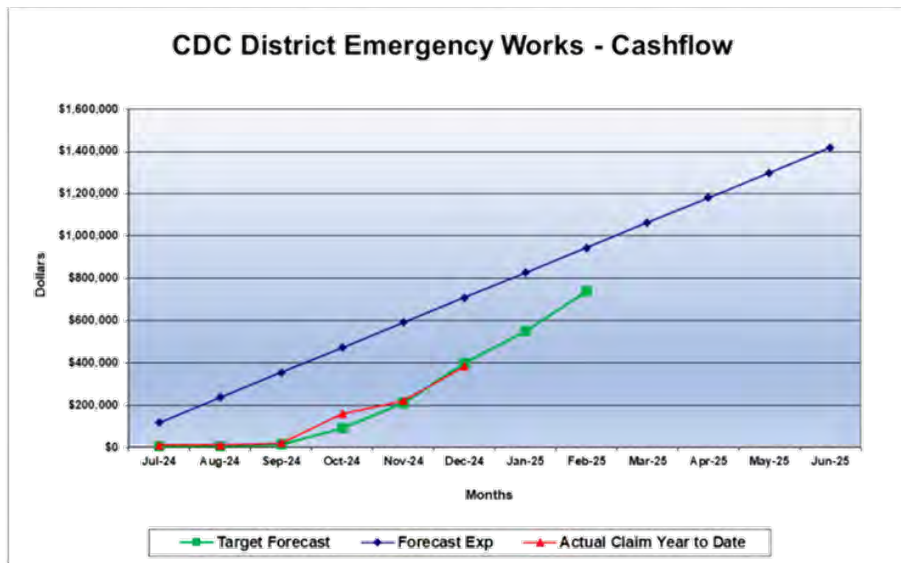


Example of retreating the road away from the under slip.



Example of a site where it was bench and reinstate the carriageway with reinforced fill

- Emergency Remedial Works Financial progress
The emergency remedial works and funding are anticipated to be completed by May 2025.



9. Speed Management Plan



- Speed management plans are being developed to improve speed limits around schools, and Maraes in both councils. The proposed speed limits and signage are based on the Ministry of Transport's Setting of Speed Limits 2024 guidelines and Tonkin & Taylor's Technical Assessment report. Pricing for Variable Speed Limits (VSL) signs has been obtained from suppliers. The following list of schools and Marae are considered for Carterton. South Wairarapa District Council final table is currently being worked on and is not complete at the time of this report.

	School / Maraes	Road	Proposed Speed
1	<i>Carterton Kindergarten</i>	Victoria St	30/40
2	<i>Just Us Kids Reschool</i>	Victoria St	30/50
3	<i>Carterton Playcentre</i>	Belvedere Road	50/30
		Taylor St	50/30
4	<i>Carterton Preschool Littlies</i>	Augustus St	50/30
5	<i>He Pounamu Early Nurture</i>	Dalefield	100/30 (VSL)
6	<i>Busy Bees Carterton</i>	SH2	
7	<i>Ponatahi Christian School</i>	Howard	30/50
		Deller	30/50
8	<i>St Mary School</i>	King Street	30/50
		Deller street	30/50
9	<i>South End School & South End</i>	High Street (SH2)	
10	<i>Kindergarten</i>	Brooklyn Road	30/50 (VSL)
11	<i>Carterton School</i>	Dixon	30/50
		Holloway	30/40
		Nelson	30
		Tyne	30
12	<i>Dalefield School</i>	Dalefield	100/60 (30 VSL)
		Waterson	100/60 (30 VSL)
		Thomas	100/60 (30 VSL)
13	<i>Gladstone School</i>	Te Whiti	100/60 (30 VSL)
		Fitzherbert	100/60 (30 VSL)
14	<i>Hurunui-ō-Rangi Marae</i>	Gladstone	100/60 (30 VSL)



10. Photos

Edge break repairs



Edge break repairs on Waingawa Road

Potholes



Pothole repaired on Waingawa Road

Unsealed Road Maintenance





Unsealed road grading and metalling on Craigie Lea Road

Drainage Maintenance



Drain cleaning on Longbush Road



SWDC December 2024

Overview

- As mentioned above for CDC NZTA Waka Kotahi nominated a close off date of 31 December 2024 to complete works from Hale and Gabrielle funding at the higher FAR rate (91%).
- Lake Ferry Road/Whakatomotomo drop out reinstatement started.
- Sunny view White Rock road stabilisation stages one and two begun.
- Provision of additional parking spaces for Mobility users in Greytown.

1. Sealed Road Pavement Maintenance

- Edge break repairs completed = 76 m
- Repaired 369 potholes
- Shoulder maintenance - 3.595 km



2. Unsealed Maintenance

- Unsealed roads graded = 178.56 km

3. Drainage Maintenance

- Carried out 56.85 km of street sweeping and cleaned 0.040 km of unlined surface water channels
- Cleaned sumps = 58

4. Structures Maintenance

- Bridge inspection – 1 Nos.

5. Environmental Maintenance

- Tree removal/trimming = 81

6. Minor Events

- Slip clear (non-emergency) - 4
- Slip clear (Emergency) - 1

7. Reseals

- This year's resurfacing programmed is 56% completed.
- SWDC Sites completed were:
 - Jellicoe St (AC overlay), East West Access Rd, Lake Ferry Rd, Western Lake Rd
 - Kemptons Line, Cape Palliser Rd, Ruakokoputuna Rd, West St, No 1 Line
- The remaining sites for this year are expected to be completed in February.
- Sites planned for February
 - Western Lake Rd, West St, Regent St, Hinekura Rd, Puruatanga Rd, Bidwells Cutting Road, Jellicoe Street (seal).

1. Area Wide Pavement Treatment (AWPT)

- AWPT has been undertaken for following sites
 - White Rock Road (973 m)
 - Site Clearing and shoulder grading work done. Expected to complete Cement Stabilization and granular overlay by mid-February and road section near Windmill is programmed to commence March/April
 - Lake Ferry Road (820 m)
 - Granular Overlay for this road includes Cement Stabilization at the entrance to Martinborough Transport.
 - Western Lake Road (499m)
 - Rehab works expected to commence in February.

8. Emergency Works

- The Sunnyside area at White Rock Road experienced dropout failures in three locations during the cyclone. Repairs have been completed at two sites using Duramesh geosynthetic reinforcement and facing. Work is currently in progress at the third site, where Magnum Stone retaining structures will be combined with duramesh for stabilisation.



Site 1 works completed



Site 2 works completed



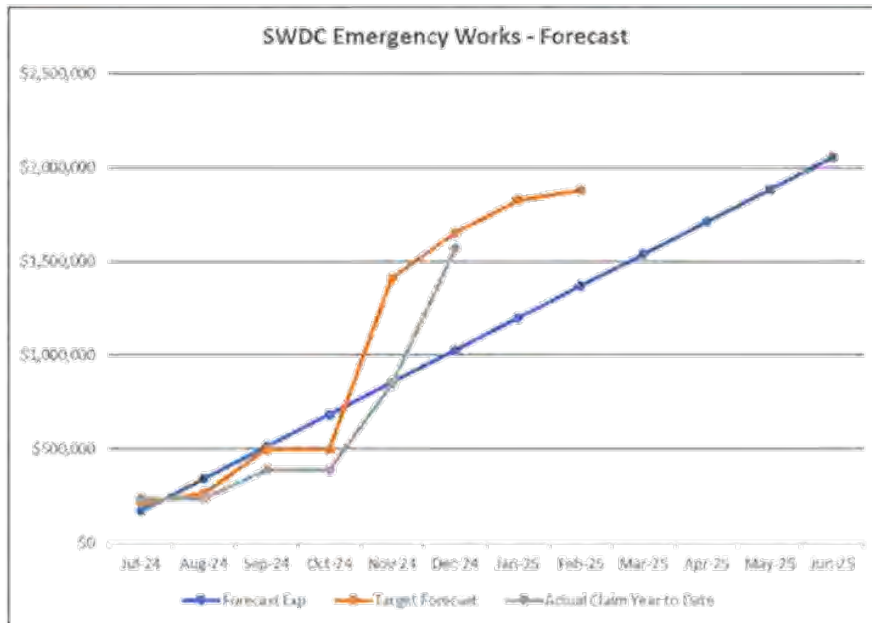
Site 2 works completed



Site 3 works commenced and in progress

- Emergency Works Programme Financial progress

The emergency remedial works and funding are anticipated to be completed by April 2025.



9. Speed Management Plan

- Speed management plans are being developed to improve speed limits around schools, and Maraes in the South Wairarapa District. The proposed speed limits and signage are based on the Ministry of Transport’s Setting of Speed Limits 2024 guidelines and Tonkin & Taylor’s Technical Assessment report. The following list of schools and Marae are considered.

	Schools/Maraes	Township
1	Kuranui College	Greytown
2	Greytown School	
3	Pāpāwai Marae	
4	St Teresa's School	Featherston
5	Featherston School	
6	South Featherston School	
7	Martinborough School	Martinborough
8	Hau Ariki Marae	
9	Pirinoa School	South Wairarapa
10	Kahutara School	
11	Tuhirangi – Kohunui marae	



10. Photos

Edge break repairs



Edge break repairs on White Rock Road

Potholes



Pothole repaired on Ponatahi Road

Unsealed Road Maintenance



Unsealed road grading and metalling on Pahaoa Road



Drainage Maintenance

PHOTO



Drain cleaning alongside footpath to Featherston Railway Entrance



SWDC and CDC

Developments

	SWDC	CDC
Subdivisions		
New application	11	
Engineering approval	12	4
Pre-seal inspection	2	4
S224 sign off	5	
Vehicle crossing	3	2
Rapid number	2	

Work Programmed for the Current Month

The following major items of work planned for January

- Ongoing road reseal
- Urgent and high priority Bridge maintenance (see report below)

Network Management Section

Bridges

- Riddifords Bridge Te Awaiti Rd pier strengthening work on going.

Corridor Management

Council officers are managing the corridor network through software Submitica Control. The number of Corridor Access Requests (CAR) processed for the period is show by each District below.

	CDC	SWDC
Number of WAP Issued:	26	32
Number of CAR Closed:	24	114
Number of Audits:	7	11

Current ongoing works

1. Structure Works (Maintenance and Replacement) – Bridges

- Council recently received WSP Ruamahanga Roads Structural Inspection Report 2023/2024 where WSP conducted 121 structural inspections in 2023/24 across both councils and accordingly priorities maintenance action items as urgent, high, medium, low and monitor. Consultant highlighted risk, raised concern on structural conditions of assets and recommended that Urgent items be undertaken as soon as possible and High rated items to be completed within about 1 year as they identified.



- According to report, below mentioned summary of bridges required urgent attention, these bridges will be first to be worked on the remaining high priority will be inspected and prioritized for work.

CDC	SWDC
<ul style="list-style-type: none"> • Culvert 71 - Ahiaruhe Settlement Road • Bridge 2 - Greys bush bridge - Park Road • Bridge 34 – East of railway - Dalefield Road • Bridge 38 – Carrington factory bridge - Mangaterere Road • Bridge 38 – Arawhakatu bridge - Norfolk road 	<ul style="list-style-type: none"> • Bridge 32 - Hikinui • Bridge 35 – Lower valley - Kahutara • Bridge 52 – Turanganui • Bridge 77 – Lower Cape River • Bridge 78 – Upper Cape River • Bridge 91 – Awheati culvert - Tora Farm Settlement - box culvert per Cape River

- Ruamāhanga Roads would like to highlight that the current budget is insufficient to address all identified work required. A Long-term Strategy is required considering the aging of these bridge structures and the significant cost to maintain/replace our bridge assets into the future.

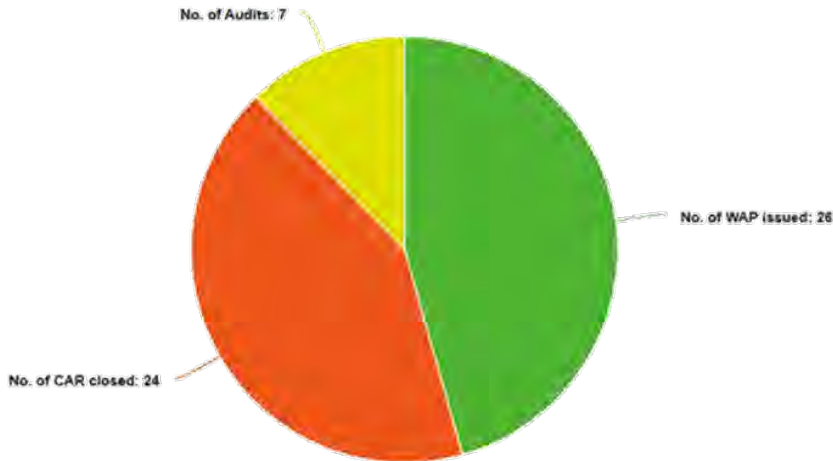
2. No Spray Policy

- A draft policy document has been prepared for review by council, and before it is formally published on the council website and implemented. No Spray Policy enables property residents to opt out of the programmed roadside weed spraying surrounding their property.
- As part of its roadside weed-spraying program the Council will maintain a No Spray Register to record those property owners or residents who specifically request us not to spray the area surrounding their property.
- Residents recorded on the No-spray Register are obliged to follow the policy to maintain the vegetation on the roadside berm, for the width of their property's road frontage.

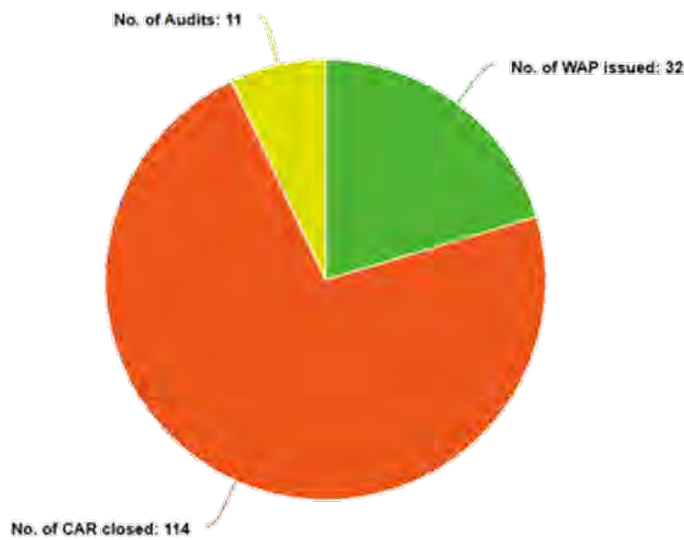


Traffic Management

CDC



SWDC



Overweight and High Productivity Vehicle permits

Council officers have reviewed and process the following number of permits for the reporting period.

One overweight permit was issued for Carterton, and one permit was issued for SWDC in November.

Low Cost Low Risk (LCLR)

CDC has a LCLR budget of \$50,000 This funding has provisionally been set aside for work to improve Norfolk Road, Waingawa Road junction Improvements for this intersection are required due to the



volume of heavy traffic in this industrial area. This work has not been programmed for this financial year, and the funds available is insufficient to complete the job. So this LCLR funding will be deferred to next financial year.

SWDC has no LCLR budget for 2024/25.



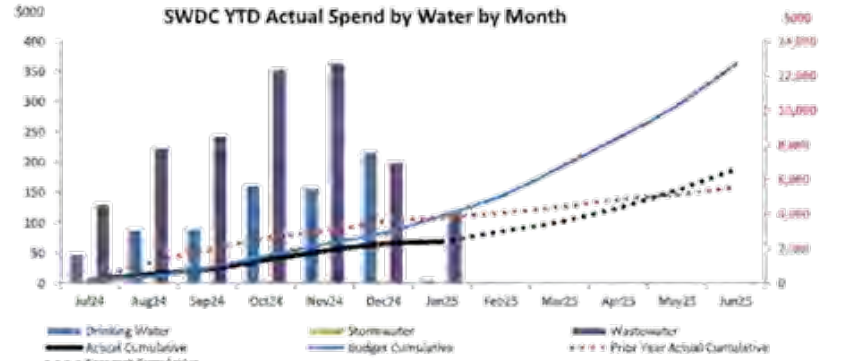
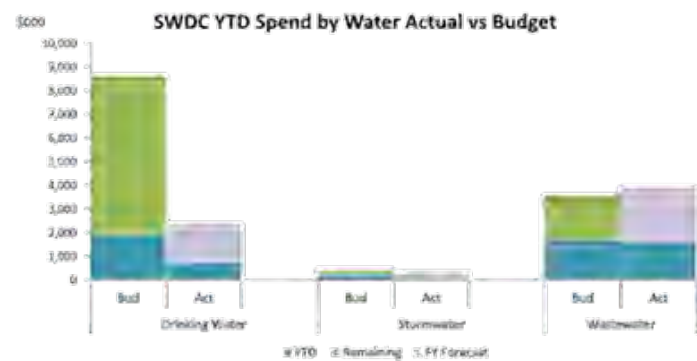
CAPEX Dashboard
As at 31 January 2025

Legend	Description
■	Overspend more than 10%
■	Overspend but less than 10%
■	Underspend more than 10%
■	Within budget and <=20% underspend

Water	Asset Type	January 2025				Year To Date				Full Year			
		Actual \$	Budget \$	Variance \$	%	Actual \$	Budget \$	Variance \$	%	Forecast \$	Budget \$	Variance \$	%
Drinking Water	All	4,776	741,945	737,169	99%	765,443	1,946,719	1,181,276	61%	2,371,780	3,660,002	6,288,221	73%
	Network	56,584	149,734	93,150	62%	337,698	945,057	607,360	64%	1,106,996	3,860,001	2,753,005	71%
	Storage	63	24,444	24,382	100%	10,541	97,777	87,237	89%	223,087	219,999	3,088	100%
	Control Systems	0	2,000	2,000	100%	0	18,485	18,485	100%	22,000	60,000	38,000	63%
	Treatment Plant	-56,539	557,799	614,338	110%	412,536	842,236	429,700	51%	988,565	4,180,001	3,441,436	78%
Stormwater	All	339	39,242	38,903	99%	11,908	248,768	236,860	94%	319,170	445,000	125,830	28%
	Network	270	29,788	29,518	99%	11,068	195,051	184,972	94%	226,596	345,000	118,402	34%
Wastewater	All	118,058	241,286	123,228	51%	1,631,899	1,727,701	94,802	5%	3,909,051	3,590,000	319,051	9%
	Network	11,904	13,662	1,758	13%	423,102	81,690	341,412	418%	506,411	150,000	356,411	238%
	Pump Stations	500	6,000	5,500	92%	7,465	30,000	22,535	75%	66,553	60,000	6,553	11%
	Control Systems	0	2,500	2,500	100%	0	17,500	17,500	100%	11,000	30,000	19,000	63%
	Treatment Plant	86,595	209,621	123,026	59%	1,046,641	1,414,273	367,632	26%	3,091,704	3,130,000	38,296	1%
Total		125,174	1,022,474	899,300	88%	2,412,250	3,925,208	1,512,958	39%	6,600,000	12,695,001	6,095,001	48%

Key Projects	January 2025				Year To Date				Full Year				
	Actual \$	Budget \$	Variance \$	%	Actual \$	Budget \$	Variance \$	%	Forecast \$	Budget \$	Variance \$	%	
SWDC-CFX-FTSN WWTP Upgrades & Consent	25,370	77,000	51,630	67%	448,971	584,000	135,029	23%	1,255,201	1,200,000	55,201	5%	
SWDC-CFX-GTN Greytown WTP Upgrade Stage 3 (formerly Memorial Park)	11,007	500,000	488,993	98%	78,022	500,000	421,978	84%	67,015	3,000,000	2,932,985	98%	
SWDC-CFX-FTSN Tauwharenikau Pipeline Crossing	44,677	314,563	269,886	86%	204,737	596,376	391,639	65%	775,590	3,300,000	2,524,410	76%	
SWDC-CFX-FTSN Brandon St WW Reactive Pswel	9,173	0	9,173	0%	362,395	0	362,395	0%	353,222	0	353,222	0%	
SWDC-CFX-FTSN Waiohine WTP pH Dosing Sys	6,516	4,504	2,012	45%	148,122	43,654	104,468	239%	497,535	1,000,000	502,465	50%	
SWDC-CFX-MTB WWTP Compliance Upgrades	42,767	27,778	14,989	54%	446,407	424,487	21,920	5%	1,002,898	1,000,000	2,898	0%	
SWDC-CFX-GTN WWTP Compliance Upgrades	19,420	100,843	81,423	81%	148,502	365,786	217,284	59%	770,382	770,000	382	0%	
Total		158,430	824,688	666,257	81%	1,837,136	2,404,303	567,167	24%	4,721,903	10,270,000	5,548,097	54%

Work Type	January 2025				Year To Date				Full Year				
	Actual \$000	Budget \$000	Variance \$000	%	Actual \$000	Budget \$000	Variance \$000	%	Forecast \$000	Budget \$000	Variance \$000	%	
Renovals	(15,206)	321,805	337,011	107%	703,321	1,451,520	748,199	52%	1,914,814	4,630,000	2,715,187	59%	
Upgrades - Level of Service	128,003	782,711	654,708	84%	1,618,514	2,353,475	734,961	31%	4,476,697	7,855,001	3,378,304	43%	
Upgrades - Growth	10,406	17,958	7,552	42%	90,415	120,232	29,797	25%	208,488	210,000	1,512	1%	
Total		123,174	1,022,474	899,300	88%	2,412,250	3,925,208	1,512,958	39%	6,600,000	12,695,001	6,095,001	48%



Monthly Commentary (CAPEX)

Summary:
As at the end of January 2025, actuals are \$2.4m against a budget of \$3.9m, so coming in under the budget amount by \$1.5m at this stage of the financial year. January is typically a slower month, with crews not re-establishing back on sites until the second week of the month.

During the first seven months of the financial year, the majority of work has been taking place under wastewater, with works on the Featherston and the Lake Ferry WWTP Consenting projects and the compliance upgrades at both the Greytown and Martinborough WWTP, along with the urgent wastewater project at Featherston's Brandon Street. Under drinking water, the Tauwharenikau pipeline crossing project is preparing for tender in February 2025. Works are also progressing on the Pirinoa and Waiohine Water Treatment plant projects.

At a programme level, we are forecasting \$6.6m for the full year. This is a reduction of \$0.7m from the December dashboard. This is reflecting the latest information and the ring-fenced funding for both the Greytown Water Treatment Plant (WTP) Upgrade project and the Tauwharenikau pipeline crossing project, which are both forecasting coming in under the budget amount this financial year. For the Greytown WTP project, the next phase of the project is anticipated to start shortly, with the council approving to progress the Greytown option. The forecast will be updated once further information is available. The Tauwharenikau pipeline crossing project is looking to commence construction in Q4, with a delivery timeframe between 4 to 6 months.

The programme has a concentrated workload towards the end of this financial year, and the team is proactively tracking progress to ensure timely delivery. We're also carefully coordinating with the Tauwharenikau pipeline crossing project and the Greytown WWTP compliance upgrade project to align with their schedules and dependencies.

The team are working through the Stage 2 Annual Planning Advice, which is due to be sent through to councils in February 2025. As a result, the full year forecasts for this financial year may be different due to the timing of project updates.

Year To Date:
Capex actuals for the year to date are \$2.4m against a budget of \$3.9m with a variance of \$1.5m or 39%.

- Additional items of note are as follows:
- Drinking Water:**
 - Featherston Watermain Renewals Package 2 project has recommenced after being placed on hold last financial year. Design activities are forecast to start in the second half of the financial year, with physical works scheduled for next financial year.
 - Stormwater:**
 - The Longwood Water Race Consent is tracking behind budget at this stage of the year, with work on this scheduled to start in the second half of the financial year.
 - Wastewater:**
 - The initial works at Brandon Street Wastewater Renewal project are now complete. Unforeseen ground conditions however have resulted in a dip in the pipe. Additional options around this have been presented to SWDC for consideration. Due to the urgent nature of this project, there is no budget this financial year.

Full Year Summary:
Looking to the end of this financial year, at a programme level we are forecasting \$6.6m for the full year against a budget of \$12.7m. This is a forecast underspend on the programme of \$6.1m, which primarily relates to the two ring-fenced funding projects of the Greytown Water Treatment Plant (WTP) Upgrade project and the Tauwharenikau pipeline crossing project. The status of these projects as at the end of January has been summarised earlier.

- Additional items of note are as follows:
- Drinking Water:**
 - Drinking Water programme variance is \$6.288m. If the variance of the three Key Projects of \$5.960m is excluded, this BAU programme full year variance would be \$0.328m.
 - The Waiohine WTP pH Dosing Upgrade project has is forecasting to start construction later in the final quarter, resulting in a reduction of the full year forecast, with design activities currently taking place.
 - The Tauwharenikau pipeline crossing project is working towards contract award in Q3 and looking to commence construction start in Q4. The cost estimate and programme forecast has now been updated based on final design approval and latest cost estimate.
 - Wastewater:**
 - Wastewater programme variance is (\$0.319m). If the variance of the four Key Projects of (\$0.412m) is excluded, this BAU programme full year variance would be \$0.093m.
 - The contract is being awarded for the Martinborough WWTP Compliance Upgrades project and work is now being conducted to assess what is possible for Greytown with the budget available.
 - The Featherston WWTP Consenting project is progressing following the earlier public notification. The current focus is planning for a hearing in the second half of the year.

11.5 ACTION ITEMS

Author: Amy Andersen, Lead Advisor, Democracy and Committees

Authoriser: Paul Gardner, Group Manager, Corporate Services

File Number: Not applicable

PURPOSE

To present the Committee with updates on actions and resolutions.

EXECUTIVE SUMMARY

Action items from recent meetings are presented to the Committee for information.

BACKGROUND

The Chair may ask the Chief Executive for comment and all members may ask the Chief Executive for clarification and information through the Chair.

If the action has been completed between meetings it will be shown as 'actioned' for one meeting and then will remain in a master register but no longer reported on. Procedural resolutions are not reported on.

DISCUSSION

Please refer to the report appendix.

APPENDICES

Appendix 1 ARF Action Items February 2025

Number/Item	Raised Date	Responsible Manager	Action or Task details	Open	Notes
263	29 May 24	P Gardner	<p>ASSURANCE, RISK AND FINANCE COMMITTEE RESOLVED (ARF2024/16) to</p> <ol style="list-style-type: none"> 1. Receive the Insurance Renewal 2024 report. 2. Note that an increase of \$68,000 has been made to the insurance expense budget for 2024/25. 3. Approve a minimum threshold of \$50,000 of asset value for inclusion in the schedule of assets covered by Council's material damage insurance policy. <p>Amendment – additional motion which became a part of the substantive motion:</p> <ol style="list-style-type: none"> 4. Report on broader discussions on risk, including assets we are unlikely to replace. <p>[Items 1-4 read together] (Moved Cr Woodcock/Seconded Mayor Connelly) Carried</p>	Open	Refer to Point 4.
11.2	14 Aug 24	R O'Leary	<p>Members requested a comprehensive information report to future Committee meetings on actions being taken to mitigate risks in relation swimming pool audit inspections, including data relating to pool owners restricting access/ignoring requests from council and next steps.</p>	Actioned	<p>30/09/24: To remain open until further notice. 17/10/24: Members requested this action be closed.</p>

12 PUBLIC EXCLUDED BUSINESS**RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATIONS**

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter 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 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 for the passing of this resolution	Plain English reason for passing this resolution in relation to each matter
12.1 - Cybersecurity Update	s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7	To protect the Council's IT security and infrastructure.
12.2 - Legal Update	s7(2)(c)(ii) - the withholding of the information is necessary 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	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7	To allow for discussions around the legal role and any sensitive works the Principal Advisor, Legal has been completing.

13 KARAKIA WHAKAMUTUNGA – CLOSING

Kua mutu ā mātou mahi
Mō tēnei wā
Manaakitia mai mātou katoa
O mātou hoa
O mātou whānau
Aio ki te Aorangi

Our work is finished
For the moment
Blessing upon us all
Our friends
Our families
Peace to the Universe