



**SOUTH WAIRARAPA
DISTRICT COUNCIL**

Kia Reretahi Tātau

AGENDA

Risk & Assurance Committee Meeting Thursday, 17 September 2026

I hereby give notice that a Risk & Assurance Committee Meeting will be held on:

Date: Thursday, 17 September 2026

Time: 1:30 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 RISK & ASSURANCE COMMITTEE MEETING HELD ON 23 JULY 2026

Author: Amy Andersen, Lead Advisor, Democracy and Committees

Authoriser: Stefan Corbett, Group Manager, Corporate Services

File Number:

RECOMMENDATIONS

1. That the minutes of the Risk & Assurance Committee meeting held on 23 July 2026 are confirmed as a true and correct record.

APPENDICES

Appendix 1 Minutes of the Risk & Assurance Committee Meeting held on 23 July 2026

**MINUTES OF SOUTH WAIRARAPA DISTRICT COUNCIL
RISK & ASSURANCE COMMITTEE MEETING
HELD AT THE SUPPER ROOM, WAIHINGA CENTRE, TEXAS STREET, MARTINBOROUGH
ON THURSDAY, 23 JULY 2026 AT 12:30 PM**

PRESENT: Mr Bruce Robertson, Deputy Mayor Rob Taylor, Cr Chris Archer and Cr Collier Isaacs (left at 1:27pm; returned at 2:33pm).

APOLOGIES: Mayor Fran Wilde and Cr Martin Bosley.

IN ATTENDANCE: Cr Rupert Watson and Cr Rachel Clarke (via Teams).

Stefan Corbett (Group Manager, Corporate Services), Mai Griffiths (Principal Advisor, People and Culture), Victoria Caccioppoli (Team Lead Finance) and Amy Andersen (Lead Advisor, Democracy and Committees).

Sefton Vuli (Audit NZ) and Earl White (Bancorp).

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 12:30pm to 2:41pm except where expressly noted.

OPEN SECTION

1 KARAKIA TIMATANGA – OPENING

All in attendance opened the meeting.

2 APOLOGIES

2.1 APOLOGIES - 23 JULY 2026

COMMITTEE RESOLUTION RAC2026/24

Moved: Mr Robertson

Seconded: Cr Taylor

The Risk and Assurance Committee resolved to accept apologies from Mayor Wilde and Cr Bosley for absence; Cr Isaacs for early departure.

CARRIED

3 CONFLICTS OF INTEREST

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

4 ACKNOWLEDGEMENTS AND TRIBUTES

There were no acknowledgements and tributes.

5 PUBLIC PARTICIPATION

There was no public participation.

6 ACTIONS FROM PUBLIC PARTICIPATION

There was no public participation.

7 URGENT BUSINESS

There was no urgent business.

8 CONFIRMATION OF MINUTES**8.1 MINUTES OF THE RISK & ASSURANCE COMMITTEE MEETING HELD ON 13 MAY 2026****COMMITTEE RESOLUTION RAC2026/25**

Moved: Mr Robertson

Seconded: Cr Taylor

The Risk and Assurance Committee resolved that the minutes of the Risk & Assurance Committee meeting held on 13 May 2026 are confirmed as a true and correct record.

CARRIED

9 MATTERS ARISING FROM PREVIOUS MEETINGS

Members noted that the Sensitive Expenditure Policy had since been updated to apply to elected members as requested at the previous meeting.

10 INFORMATION REPORTS FROM CHIEF EXECUTIVE AND STAFF**10.1 FINANCE AND AUDIT UPDATE**

Ms Caccioppoli presented the Finance and Audit Update on behalf of the Finance Manager. She reported that as at 31 May 2026 the Council was recording an operating surplus, with revenue tracking slightly above budget and expenditure generally below budget across most activities. Land transport continued to experience pressure as a result of emergency works and severe weather events. Members noted the reduction in rates arrears from 4.1% to 2.2% of annual rates and acknowledged the positive interim audit outcome achieved to date.

Members discussed the financial implications of recent weather events and emergency works, including Council's share of recovery costs and the availability of NZTA subsidies. Questions were raised regarding the potential impairment of infrastructure assets damaged by severe weather and whether any adjustments may be required as part of the year-end financial statements. The Committee also discussed the treatment of restricted grant funding, including freedom camping

funds, and considered trends in rates arrears and direct debit cancellations as possible indicators of increasing financial pressure within the community.

Sefton Vuli, Audit New Zealand, provided an update on the interim audit. He advised that planning and interim audit work had been completed through to 31 March 2026 and that no significant issues had been identified. Areas remaining under audit focus include infrastructure valuations, land and building valuations, management override controls and the accounting treatment and disclosure of the transition to the new water services entity. Members were advised that the final audit would commence in September 2026.

The Committee requested a future update clarifying the relationship between Council's asset management planning, asset registers and infrastructure valuation processes.

Mr White presented the Treasury Management Update and provided an overview of Council's debt position and current market conditions. Please click on the link to see the [PowerPoint Presentation](#) Members noted that Council's debt at 30 June 2026 was approximately \$34.5 million, with an average cost of funds of approximately 2.86 percent. Mr White advised that a significant proportion of Council's debt related to water infrastructure and was expected to transfer to the new water services entity within approximately twelve months.

The Committee received an update on economic conditions, including inflation trends, interest rate forecasts and the impact of international events on financial markets. Mr White noted that current long-term borrowing costs remained elevated relative to short-term borrowing and advised that maintaining the current debt management approach continued to represent the most cost-effective strategy for Council. Members discussed future infrastructure borrowing requirements, the transition to the new water entity and the implications of remaining outside the Treasury Policy's normal hedging limits.

The Committee accepted the treasury advice that the current debt management and hedging approach remained appropriate, recognising both the expected debt transfer associated with water services reform and the significant cost differential between short and long-term borrowing.

COMMITTEE RESOLUTION RAC2026/26

Moved: Mr Robertson

Seconded: Cr Archer

The Risk and Assurance Committee resolved to:

1. Receive the *Finance and Audit Update report*.
2. Note that no significant tax risks or breaches of financial policies have been identified
3. Note the debt position is above the \$30 mil and that the majority of that debt still relates to water that will transfer in 12 months to the new entity.
4. Notes treasury advice that continuation of the current debt management and hedging approach remains appropriate in the circumstances.

CARRIED

Cr Isaacs left at 1:27pm.

10.2 RISK MANAGEMENT UPDATE

Mr Corbett presented the Risk Management Report and advised that the most significant change since the previous meeting related to emergency management risk. Repeated severe weather events had increased both operational and financial pressures on the organisation and placed considerable demands on staff resources. Members noted that emergency response activity continued to interrupt business-as-usual operations and create challenges for a small organisation with limited capacity.

Mr Corbett advised that the risk rating relating to critical asset failure had improved following the decision to bring water capital delivery functions in-house, creating greater transparency, predictability and operational efficiency. The report had also been updated to better reflect risks associated with ongoing government reform programmes.

The Committee discussed the organisation's overall risk profile, including legal compliance, cyber security, emergency management capability and organisational resilience. Members acknowledged that many of the highest-ranked risks reflected broader sector-wide pressures and that there were limited opportunities for immediate mitigation. Discussion also covered avian influenza preparedness, emergency management training, controller capability and the increasing demands placed upon council staff by successive emergency events.

COMMITTEE RESOLUTION RAC2026/27

Moved: Cr Taylor

Seconded: Cr Archer

The Risk and Assurance Committee resolved to:

1. Receive the Risk Management Update report.
2. Note the information included in the Risk Management Update.

CARRIED

10.3 PEOPLE AND HEALTH & SAFETY REPORT

Ms Griffiths presented the combined People and Health & Safety Report and explained that responsibility for health and safety now sat within the People and Capability function. As a result, reporting had been streamlined into a single report, with future operational risk reporting intended to be incorporated into Council's broader organisational risk framework.

Members reviewed workforce trends, health and safety performance and contractor management arrangements. Discussion focused on workforce capability, staff retention, wellbeing, employment risks and the Council's obligations under health and safety legislation. Members sought assurance that any significant employment, wellbeing or contractor-related incidents would be escalated to the Committee where appropriate.

The Committee also discussed residual risk ratings within the report and the extent to which moderate risk ratings reflected Council's health and safety obligations. Officers advised that workforce and safety risks are regularly reviewed by the Senior Leadership Team, with controls and mitigation measures adjusted as required.

COMMITTEE RESOLUTION RAC2026/28**Moved: Mr Robertson****Seconded: Cr Taylor**

The Risk and Assurance Committee resolved to receive the People and Health & Safety Report.

CARRIED**10.4 EMERGENCY MANAGEMENT UPDATE**

Mr Corbett presented the Emergency Management Update. Members were advised that the Wairarapa Emergency Management Strategy had now been formally adopted by all three councils, enabling implementation work to proceed.

The Committee noted that fuel disruption continued to be monitored and remained at a low-level status. Considerable effort had been invested in capturing lessons learned from recent weather events and increasing organisational capability through staff training and succession planning. Mr Corbett acknowledged that the departure of Council's previous controller had created a capability gap; however, efforts were underway to recruit or train suitable replacements.

Members discussed Emergency Operations Centre activation criteria, community communications during emergencies and the growing role of community boards in supporting local resilience initiatives. The Committee noted that staff had undertaken significant additional hours responding to recent events and that fatigue and resource pressures continued to present ongoing organisational risks.

COMMITTEE RESOLUTION RAC2026/29**Moved: Cr Archer****Seconded: Mr Robertson**

The Risk and Assurance Committee resolved to receive the Emergency Management Update.

CARRIED**10.5 CAPITAL PROJECTS SUMMARY**

Stefan Corbett presented the Capital Projects Summary on behalf of the Infrastructure Group. Members were advised that capital programme delivery remained broadly on track and was expected to finish close to budget despite the disruption caused by multiple weather events.

Discussion focused on the ongoing pressure being placed on staff resources as emergency response activities continued to divert attention from planned work programmes. Members acknowledged that recent weather events were likely to affect project delivery timeframes and priorities across several infrastructure programmes.

The Committee reviewed risks associated with key projects, including transport and wastewater initiatives. Officers advised that some project risk commentary within the report no longer reflected the current position and would require updating as projects progressed and priorities were reassessed following emergency events. While some delays and resource constraints

remained evident, officers advised that several projects were progressing more positively than suggested by the report narrative.

COMMITTEE RESOLUTION RAC2026/30

Moved: Cr R Taylor

Seconded: Cr C Archer

The Risk and Assurance Committee resolved to:

1. Receive the Capital Projects Summary report.
2. Note the information included in the report.

CARRIED

11 PUBLIC EXCLUDED BUSINESS

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION RAC2026/31

Moved: Cr Taylor

Seconded: Mr Robertson

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
11.1 - Public Excluded Minutes of the Risk & Assurance Committee Meeting held on 13 May 2026	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons 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	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	Relates to the Legal Update and Capital Projects Summary (Greytown greenspace)

	under the authority of any enactment, where the making available of the information would be likely otherwise to damage the public interest s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority 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		
11.2 - Legal Update	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority	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	Ability to speak freely about legal matters facing Council.
CARRIED			

12 KARAKIA WHAKAMUTUNGA – CLOSING

All in attendance closed the meeting with a karakia.

The meeting closed at 2:41pm.

Confirmed as a true and correct record.

..... (Chair)

..... (Date)

..... (Chief Executive)

..... (Date)

9 MATTERS ARISING FROM PREVIOUS MEETINGS

10 INFORMATION REPORTS FROM CHIEF EXECUTIVE AND STAFF

10.1 LONG-TERM PLAN KEY PERFORMANCE INDICATORS 2025/26

Author: Nicki Ansell, Lead Advisor, Performance and Strategy

Authoriser: Janice Smith, Chief Executive Officer

File Number: N/A

PURPOSE

To inform councillors and members of the Long-Term Plan (LTP) Key Performance Indicators (KPIs) for the 2025/26 financial year.

This report presents KPI results for all four quarters of the financial year, from 1 July 2025 to 30 June 2026, and includes the full-year measure reported in the Annual Report.

EXECUTIVE SUMMARY

- [Under the Local Government Act 2002](#), the Long-Term Plan (LTP) sets out the levels of service Council will provide to the district. Performance measures and targets are used to assess delivery and report results through the Annual Report.
- This report includes the full-year measures, enabling the Risk and Assurance Committee to review Council's performance for the full 2025/26 financial year.
- The 2025/26 KPI results have been included in the Annual Report, which is currently under review by Audit New Zealand.

RECOMMENDATIONS

Officers recommend that the Risk and Assurance Committee:

Receive the *Long-Term Plan Key Performance Indicators 2025/26* report.

BACKGROUND

South Wairarapa District Council delivers a wide range of services and facilities that contribute to making the district a safe, healthy, and enjoyable place to live. These services are organised into Significant Activities and include, but are not limited to roading, water supply, civil defence, regulatory services, parks and reserves, libraries, swimming pools and customer service.

Monitoring and evaluating performance across these significant activities is essential to demonstrate how well Council is delivering against its vision and to identify opportunities for improvement. Each level of service is supported by KPI's with year-on-year targets set through the LTP measure performance and progress over time.

The 2025-34 LTP includes the following significant activities for South Wairarapa District Council.

- o Democracy and Engagement
- o Planning and Regulatory Services

- o Finance and Corporate Support
- o Community Facilities and Services
- o Land Transport
- o Water Supply
- o Wastewater
- o Storm Drainage

Full details here – [SWDC-2025-34-Long-Term-Plan-Final2.pdf](#)

Each year, Council prepares an Annual Report in line with section 98(1) of the Local Government Act 2002, reporting on financial and service performance for the period 1 July to 30 June.

DISCUSSION

Performance measures are established through the Long-Term Plan (LTP), and several new measures introduced in the 2025/34 LTP will provide baseline results for benchmarking future performance from 2025/26 onwards.

The roading and water performance measures are prescribed under the Department of Internal Affairs' Non-Financial Performance Measures Rules 2024 and therefore cannot be amended by Council.

South Wairarapa District Council achieved 31 of its 42 performance measures during 2025/26, representing an overall achievement rate of 74%.

Full achievement of all performance measures was recorded for the following significant activities during 2025/26.

- o Finance and Corporate Support
- o Community Facilities and Services
- o Wastewater
- o Stormwater

Of the 11 performance measures not achieved during 2025/26, five were within 5% or less of their target and therefore recorded only minor variances. The remaining six measures had more significant variances. Despite not achieving their targets, several of these measures showed improvement compared with 2024/25. The most significant variances are summarised below with additional commentary in appendix one:

- Sale of alcohol licences (high and medium premises) 57% achieved (for medium premises) against a 100% target. Improvement from 2024/25, although performance remains below target.
- Meeting agendas available to the public at least three days prior: 73% achieved against a 100% target.
- Number of complaints about drinking water: 23.7 achieved against less than 20 per 1000 connections.

- Road safety, number of fatalities or serious injuries on local roads: 8 recorded against a target of 7 or fewer. Improvement from 10 fatalities or serious injuries in 2024/25, although performance remains below target.
- Food service premises verified in accordance with regulations: 93% achieved against a 100% target.
- Percentage of real water loss from the water reticulation network: 46% against a target of 40% or less. Result is consistent with 2024/25.

Full reporting will be available to our community through the Annual Report, which is due out later this year.

APPENDICES

Appendix 1 Long-Term Plan Performance Indicators 2025/26 results

Risk & Assurance Committee – Key Performance Indicators at 30 June 2026:

The Long-Term Plan outlines the service levels and the KPI across the significant Activities. For full details please see the 2025-34 Long-Term Plan: [SWDC-2025-34-Long-Term-Plan-Final2.pdf](#)

The information below includes data for the following quarters:

- Q1 – 1 July until 30 September 2025
- Q2 – 1 October until 31 December 2025
- Q3 – 1 January until 31 March 2026
- Q4 – 1 April until 30 June 2026

1. Democracy and Engagement

A major role for Council is to provide services around leadership and advocacy on behalf of the community.

Service Level						
Council supports and enables good decision making resulting in decisions that are transparent, robust, fair and legally compliant						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Meeting and committee agenda are made available to the public 3 working days prior to meetings. (With the exception of extra-ordinary meetings)	100%	52.9% 17 mtg: 8 did not 8 did 1 extra ordinary (end of one triennium)	62.5% 8 mtg: 3 did not 5 did. (beginning of next triennium)	91.7% 12 mgt: 1 did not 10 did 1 extra ordinary	90.9% 11 mgt: 1 did not 10 did	Council Meetings 25/26 10 Meetings: • 6 yes • 2 extraordinary • 2 did not Committee meetings 23: • 17 yes • 6 No CB meetings 15:

						• 10 Yes • 5 No 48 meetings 35 achieved target (check extra-ordinary) Full year target not met at 73%
Commentary	The target was missed due to a combination of triennium transition, staff turnover and tight turn around on committee papers. Note all meetings met the statutory timeframe of two clear working days.					
Official Information requests are handled within statutory timeframes (20 working days unless by prior arrangement).	100%	100% 60 lgoima due during this quarter timeframe all met.	100% 42 lgoima due during this quarter timeframe all met.	93% 61 lgoima due during this quarter - 4 not met.	96% 55 lgoima due during this quarter - 2 late	Full year target not met at 97.25%
Commentary	The target was missed due to an increase in the number of LGOIMAs in 2025/26 and staff capacity to deal with this increase. SWDC has since adopted a policy for LGOIMA charging and is rolling out training to staff around the LGOIMA process.					

2. Finance and Corporate Support

The Finance and Corporate Support brings together those corporate activities that provide expert advice and support to ensure Council functions well.

Service level						
People are prepared for a civil defence emergency						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure

Staff are qualified and trained in foundation level civil defence.	75% of eligible staff:	49% (at least foundation level) 17% partially trained to Foundation level 34% untrained	49% (at least foundation level) 18% partially trained to Foundation level 33% untrained	74% (at least foundation level) 6% partially trained 20% Untrained	94% (at least Foundation level) 6% untrained	Full year target met: 94%
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3. Planning and Regulatory Services

Council aims to ensure the environmental health of the district and its citizens through a range of significant activities.

Service Level						
The Council will respond when I need some help with noise control						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Response time to attend noise control call outs	100% within 1.5hrs	100% 27 noise call outs	100% 128 noise call outs	100% 51 noise call outs	100% 23 noise call outs	229 noise control call outs - 100% within 1.5hrs Full year target met

Service Level						
Dogs don't wander freely in the streets or cause menace to or harm humans or stock						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure

Number of animal control community education and engagement activities	1 visit related to high priority issues or concerns	0	1	0	0	1 visit for education and engagement in 2025/26. Full year target met.
Response time to attend dog attacks on persons or stock	90% within one hour of being received during normal working hours	100%	100%	0 attacks	100%	100% attended in less than 1 hour during normal working hours Full year target met

Service Level						
Food services used by the public are safe						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Premises are verified in accordance with regulatory requirements	100%	14%	100%	100%	93%	Full year KPI measure not met 93%
Commentary	A lack of staff and staff vacancies have impacted this KPI. Currently there are two outstanding verifications at the end of Q4.					

Service Level						
Sale of alcohol is controlled, and responsible drinking is promoted						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Premises that are high or medium risk have compliance activities undertaken annually	100%	4 compliance activities undertaken	6 compliance activities undertaken	0	14 compliance activities undertaken	24 medium inspections completed. Full year target not met 57%

Commentary	For 25/26 there is one high risk premises and 42 medium risk premise. Staff vacancies resulted in a lower number of compliance visits being conducted during the year.					
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Premises that are low risk have compliance activities undertaken every three years	100%	3 compliance activities undertaken	1 compliance activities undertaken	9 compliance activities undertaken	0	12 of 33 compliance activities undertaken in year 1. Full year target met.
Commentary	For 25/26 there are 33 low risk premises over three years, requiring 11 compliance activities per year. On track for 100% within 3 years.					

Service Level						
All resource consents will be processed efficiently						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Non-notified resource consent applications completed within statutory timeframes (20 working days unless prior arrangement)	100%	100%	96.77%	100%	100%	99.2% Full year target not met
Commentary	One consent did not meet deadline during 2025/26.					

Service Level						
Council certifies all consented work complies with the building code – ensuring our communities are safe						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Commercial Building Warrant of Fitness' (BWOs) have been reviewed within statutory timeframes (20 working days of	100%	100%	100%	100%	100%	100% Full year target met

their due date unless prior arrangement).						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Code Compliance Certificate applications are processed within statutory timeframes (20 working days unless prior arrangement).	100%	100%	99%	99%	97%	98.75% Full year target not met
Commentary	Four CCC went over timeframes during 2025/26. For two the inspectors are no longer with council, one was due to unpaid fees and the fourth due to compliance scheduling requirements.					
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Building consent applications are processed within statutory timeframes (20 working days unless prior arrangement).	100%	97.8%	98.5%	97%	92%	96.3% Full year target not met
Commentary	Fourteen applications have gone overdue in 2025/26 period due to staffing issues.					
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Proportion of known residential swimming pools that have been inspected within the financial year	33%	169 inspect ed	87 inspect ed	29 inspect ed	22 inspe cted	307 inspections 48.9% Full year target met
Commentary	Total known pools for 2025/26 was 628, target is 33% or 209 to be completed in full year.					

4. Community Facilities and Services

The Community Facilities and Services activity bring together those areas of Council's business that have a direct interface with the community's wellbeing.

Service Level
Council provides community facilities and spaces that encourage community use

KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Community & visitors are happy with the overall experience they have had with community buildings, parks, pools, cemeteries, transfer stations, and public toilets	Establish a new baseline	QR codes set up	81.67% based on 18 respondents across Q2 & Q3		81.67% based on 83 respondents	81.67% is the new established baseline.
Commentary	The greatest number of respondents relate to feedback received from Greytown public toilets (12) and Featherston public toilets (11)					
KPI Description	Target	Q2	Q3	Q4	Full Year Measure	
Number of people using our Libraries reflected by overall library usage and number of visits.	Establish Baseline	Usage consists: 1) 14,561 2) 8,815 3) 9,548 unique device counts	Usage consists: 1) 14,897 2) 10,814 3) 8,661 unique device counts	Usage consists: 1)17,593 2)10,749 3)7,029 unique device counts	Usage consists of: 1. Physical issues = 47,051 2. Digital issues= 30,378 3. Computer/Wi-Fi = 25,238	
Usage consists of: 1) Physical issues		Visits consist: 1) 4,903 In Person Visits	Visits consist: 1)21,618 in Person Visits	Visits consist of: 1. In Person Visits = 26,521 2.		
2) Digital issues, and		2) Mobile aps 15653 views	2)13,662 mobile aps views			
3) Computer/Wi-Fi Visits consist of:		3) 5 housebound	3) 5 housebound			
1) In Person Visits,						

2) Digital (website, OPAC, Social Media)		3) 5 housebound	4) 218 adults attending programmes and 1060 children.	4) 134 adult program and 938 Children.	Digital = 39,177
3). Housebound		4) 120 adults attending programmes			3. Housebound = 15
4). Programs and Special events		830 children attended & programmes 104 one-off children. programs.			4. Programs and Special events: Adults = 472 Children = 2,932
Commentary	Q1 excluded as services were combined with CDC; subsequent data is SWDC only. In-person visit is March data onwards due to new tools to enable data collection.				

Service Level						
Council promotes the waste management hierarchy “reduce, reuse, recycle, reprocess, treat, dispose						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Reduction in waste transferred to landfill	5% overall reduction	36.13% diverted	42.29% diverted	41.89% diverted	42.29% diverted	67% of total waste collected was diverted from landfill. Full year met with an overall reduction of 26.76%
Commentary	Over the 24/25 year 40.24% was diverted from landfill. KPI is for a 5% improvement on that figure. WMMP target is reporting 2,069.63 tonnes. For 2025/26 1,744.64 tonnes was sent to landfill. Council bags have dropped since target set due to an increase in private bin collection.					

Service Level
Refuse collection and disposal meets the needs of the community

KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Number of complaints due to non-collection of official rubbish bags in weekly collection	Less than 30 per month	3.6 per month average	1 per month average	2.6 per month average	0	2.75 per month average
Commentary	Since the new WasteTrax technology has been installed on the trucks, complaints have reduced dramatically,					

5. Land Transport

This section covers the provision of roading network services to the residents of South Wairarapa district. This includes roads, bridges and culverts, footpaths, street lighting, street cleaning, vegetation control, kerb and channel, and structures such as retaining walls, bus shelters and car parks including railway station car parks.

These performance measures are mandatory as directed by the Department of Internal Affairs (DIA) Non-Financial Performance Measures Rules 2024

Service Level						
The roads are maintained to ensure that they are safe and comfortable to travel on						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Average quality of ride on a sealed local road network, measured by smooth travel exposure	90%	97.75%		Rural 98% Urban 93%		Full year KPI Rural 98% Urban 93%

Percentage of sealed local networks that is resurfaced	Maintain to within 5%-7%	3.3%		5.7%		Full year KPI met at 5.9%
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Number of fatalities and serious injury crashes on the local network	Less than 7	2	0	3	3	Full year KPI not met at 8
Commentary	Safety improvements on the network include use of cats eyes and implementation of speed reduction plans.					
KPI Description	Target	Q1	Q2	Q3	Q4	Measure
Percentage of urgent customer services requests are responded to within two days	80%	83% at 31 March 26			100%	Full year KPI met at 91.5%
Percentage of non-urgent customer service request responded to within two week	Establish baseline	60% at 31 March 26			68%	Full year KPI met as new baseline established at 64%

Service Level				
Footpaths can be safely used to get around town				
KPI Description	Target	Q1 & Q2	Q3 & Q4	Full Year Measure
Footpath Condition survey done every two years with at least 90% rated Excellent, Good, Average	80%	88%	96%	Full year KPI met at 96%

6. Water Supply

This activity summarises the Council's strategic and management approach for the provision and maintenance of potable water supplies to properties throughout the district (excluding those that service single premises that have their own rainwater tanks or bores – whether they be provided by public or private means).

These performance measures are mandatory as directed by the Department of Internal Affairs (DIA) Non-Financial Performance Measures Rules 2024.

Service Level						
The water provided is safe to drink						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
The extent to which the local authority's drinking water supply complies with the following parts of the drinking water quality assurance rules: (a) 4.4 T1 Treatment Rules; (b) 4.5 D1.1 Distribution System Rule; (c) 4.7.1 T2 Treatment Monitoring Rules; (d) 4.7.2 T2 Filtration Rules. (e) 4.7.3 T2 UV Rules; (f) 4.7.4 T2 Chlorine Rules; (g) 4.8 D2.1 Distribution System Rule; (h) 4.10.1 T3 Bacterial Rules; (i) 4.10.2 T3 Protozoal Rules; and (j) 4.11.5 D3.29 Microbiological Monitoring Rule.	Fully Compliant	100%	100%	100%	100 %	Fully Compliant Target Met

Service Level						
Maintenance of the reticulation network						
KPI Description	Target	Q1	Q2	Q3	Q4	Measure
Percentage of real water loss from the Council's networked reticulation system (calculated using minimum night flow)	40%	assessed at end of financial year	assessed at end of financial year	assessed at end of financial year	assessed at end of financial year	Full year measure not met at 46%
Commentary	This result is still under review by Tiaki Wai and is indicative only					

Service Level						
Customer satisfaction						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Number of complaints received about drinking water clarity, taste, odour, pressure or flow, continuity of supply and local authority response on these issues	Less than 20 per 1000 connections	4	4	7.7	8	Full year is 23.7 per 1000 connections
Commentary	The 2025/26 target was reduced from 60 to 20, reflecting the ongoing work to improve water supply services across the district.					

Service Level						
Potable water demand						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Average consumption of drinking water per day per resident within the district	Less than 575 litres	552	548	543	541	Full year is 541L which has met the target of less than 575L

Service Level						
Fault response times where the Council attends a call-out in response to a fault or unplanned interruption to the network reticulation system						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure

a) Attendance at urgent call outs	60mins or less	26mins	32mins	33mins	34mins	Full year met 34mins
b) Resolution of urgent call outs	8 hours or less	1.1hours	1.2hrs	1.2hrs	1.7hrs	Full year met 1.7hrs
c) Attendance at non-urgent call outs	Less than 2 working days	2 working days	3 working days	2 working days	2 working days	Full year KPI not met at 2 working days
Commentary	Results were slightly above target this financial year. SWDC will continue to review and refine processes to improve performance against this KPI.					
d) Resolution of non-urgent call outs	5 working days or less	4 working days	4 working days	4 working days	3 working days	Full year KPI met at 3 working days

7. Wastewater

This activity includes the Council's strategic and management approach for the provision and maintenance of wastewater to properties in the district (excluding those that service single premises that have their own septic tanks).

These performance measures are mandatory as directed by the Department of Internal Affairs (DIA) Non-Financial Performance Measures Rules 2024.

Service Level						
Council provides wastewater services that effectively collect and dispose of wastewater						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Number of dry weather sewerage overflows from the Council's system.	Less than 10 per 1000 connections	0	0.2	0.2	0.2	Full year KPI met at 0.6

Attendance time (from time of notification to the time service personnel arrive onsite).	60 mins or less	35mins	35 mins	31 mins	31 mins	Full year KPI met at 31mins
Resolution time (from time of notification to resolution of fault).	4 hours or less	2.3hours	2.3hrs	2.3hrs	2.3hrs	Full Year KPI met at 2.3hrs

Service Level						
Wastewater disposal does not create any smells, or health issues and causes minimal impact on the environment						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of: › abatement notices, › infringement notices, › enforcement orders or › convictions received by the Council in relation to those resource consents	0 notices, order or convictions	0	0	0	0	Full year KPI met with no order or convictions.
Number of complaints received about any of the following: sewerage odour, sewerage system faults, sewerage system blockages and the Council's response to issues with its sewerage system.	less than 30 per 1000 connections	3.9	5.1	6.1	4.9	Full year KPI Met with a total of 20 complaints per 1000 connections

8. Stormwater

This significant activity summarises the Council's strategic and long-term approach for stormwater where this is provided and maintained by Council, and also the requirements where it is provided by others.

These performance measures are mandatory as directed by the Department of Internal Affairs (DIA) Non-Financial Performance Measures Rules 2024.

Service Level						
Stormwater drains are well operated and maintained by the Council						
KPI Description	Target	Q1	Q2	Q3	Q4	Measure
Number of flooding events that occur in the district. Dept of Internal Affairs defines a flooding event as an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor.	10 events or less achieved	0	0	0	0	During 2025/26, South Wairarapa experienced several significant weather events, including flooding and a declared State of Emergency in April 2026. These events resulted in rivers flooding that affected rural and farming communities. Council's stormwater network services the urban areas of Featherston, Martinborough and Greytown. For 2025/26, stormwater rates were not applied to properties outside the urban boundaries, and no flooding events were recorded from Council's stormwater system for properties rated for stormwater
For each flooding event, the number of habitable floors affected.	Less than or equal to 1/1000 connections	0	0	0	0	Full year KPI was met, with no flooding events recorded from Council's stormwater system for properties rated for stormwater.

Service Level Consent Compliance						
KPI Description	Target	Q1	Q2	Q3	Q4	Full Year Measure
Compliance with Council resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders and convictions received by the Council in relation to those consents	100%	100%	100%	100%	100%	Full year measure met with 100% compliance
Median response time to attend a flooding event (from time of notification to the time service personnel arrive onsite)	3 hours or less	0	0	0	0	Full year KPI was met, with no flooding events recorded from Council's stormwater system for properties rated for stormwater
Number of complaints received about the performance of the Council's stormwater system	No more than 3 per 1000	0	0	0	0.75 per 1000 connection	Full year KPI met based on the WWL and council database.

10.2 RISK MANAGEMENT UPDATE

Author: Stefan Corbett, Group Manager, Corporate Services

Authoriser: Janice Smith, Chief Executive Officer

File Number: N/A

PURPOSE

To provide members of the Risk and Assurance Committee with updates regarding risk management.

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 to a business as diverse as Council. Ensuring an appropriate risk management framework is in place is an important function of the Risk and Assurance 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.

RECOMMENDATIONS

Officers recommend that the Risk and Assurance Committee:

1. Receive the Risk Management Update report.
2. Note the information included in the Risk Management Update.

BACKGROUND

This report has 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-up to the Risk and Assurance 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.

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

DISCUSSION

1. Summary and Key Insights

Overall risk profile

The August 2026 register (attached as Appendix 1) continues to comprise 14 risks across strategic, operational, and strategic/operational categories, however the Water Interim Transition risk has been reclassified from Strategic Risk (SR11) to Operational Risk (OR3).

Residual risk distribution remains unchanged:

- o High (Red): 7 risks
- o Medium (Amber): 5 risks
- o Low (Green): 2 risks

Overall risk exposure remains high, with no changes to residual risk ratings across the register since the previous meeting. Key risks continue to relate to climate change, critical asset failure, regional alignment, emergency management, government reforms and economic uncertainty.

The most significant update is the refinement of the water transition risk. Following the successful transition from Wellington Water to City Care Water, the risk has shifted from a strategic transition focus to an operational service delivery focus for the 2026/27 interim period.

Limited substantive changes were made to other risks during August, with most updates reflecting monitoring, governance and implementation activities rather than changes to risk exposure.

Key movements and updates

SR11 – Water Interim Transition (renamed and reclassified to OR3) – The most significant change in the register. The risk has moved from Strategic Risk 11 to Operational Risk 3 and now focuses on short-term regulatory compliance and service delivery risks associated with the interim water services operating model for 2026/27. The previous strategic transition risk relating to Wellington Water ceasing operations has largely been retired following successful implementation of transition arrangements. Detailed operational mitigations have been added, including City Care Water operations and maintenance arrangements, specialist technical support, supervisory control and data acquisition (SCADA) support, laboratory services, regulatory compliance systems and contractor oversight arrangements.

SR5 – Financial Accountability – A new control measure has been added with adoption of the updated Fraud and Corruption Policy. Residual risk remains low.

SR9 – Regional Alignment – References to the Wairarapa Library Service have been updated to reflect its disestablishment, highlighting the ongoing risk that shared service arrangements can unwind quickly and require close monitoring.

OR2 – Critical Asset Failure – No change in rating, but officers continue progressing infrastructure strategy improvements, asset condition assessments, water capital delivery efficiencies, and workforce planning to support future work programmes.

No residual risk score changes – All other risks retain the same residual scores and ratings recorded.

Current risks in the August 2026 register

■ High ■ Medium ■ Low

Risk ID	Risk Theme	Residual Score	Residual Rating
SR2	Climate Change	12	■ High
SR9	Regional Alignment	12	■ High
OR2	Critical Asset Failure	12	■ High
SR3	Crisis Management (Local)	8	■ High
SR4	Emergency Management	8	■ High
SR6	Government Reforms	8	■ High
SR8	Economic Uncertainty	8	■ High
SR10	Health & Safety	4	■ Medium
OR3	Water Interim Transition	4	■ Medium
SO1	Legal	4	■ Medium
OR1	IT System Failure	4	■ Medium
SR7	Social Licence & Reputation	3	■ Medium
SR1	Māori Relationships	2	■ Low
SR5	Financial Accountability	2	■ Low

2. Emerging Risks

Roading - Glue Pot, Hinekura Road and Whakatomotomo Road

Glue Pot:	The South Wairarapa District Council (SWDC) have engaged Stantec to provide professional services for inspection and investigation of the Gluepot – Te Awaiti Road landslide. The site location is shown in Figure 1.  <i>Figure 1: Site location (Approximately 250m impacted length)</i> Te Awaiti Road (RP 2.367 to RP 2.617) is classified as an Access Road under the ONRC system, with an estimated ADT of 90 vehicles, including approximately 8% heavy vehicles (2025 data). This section is an unsealed gravel road. There is no alternative route available. Approximately 250 m of roadway is unstable on both the upslope and downslope sides. The road shows evidence of repeated maintenance and remediation works along this section, including built-up areas of gravel reinforced with geogrid and geotextile. The road is bounded by shallow cut batters on the uphill side, with a drainage channel at the toe of the cut slope, and fill batters on the downhill side. On the uphill side of the road, the ground surface is undulating and exhibits visible slumping. Dense vegetation covers much of the upslope area and consists predominantly of pine trees. Terracettes, historical landslide features, scarps, and tension cracks are evident in the landscape upslope and beyond the forested area. On the seaward side of the road, the slumped ground extends towards the coastline and is covered by decaying pine trees and recently planted willow trees. Ground investigations were undertaken between 8 April and 24 April 2026. The investigation comprised four boreholes with Standard Penetration Tests (SPTs) carried out at 1.5 m intervals and four Dynamic
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	Cone Penetrometer (DCP) tests. No laboratory testing was undertaken as part of this project. The ground investigation report was issued on 2 June 2026. Inclinometers were installed in boreholes BH02 and BH03 to monitor potential slope movements overtime. In addition, standpipe piezometers were installed in boreholes to monitor groundwater levels and seasonal groundwater fluctuations across the site. The monitoring results indicate that shallow ground movement at the site has accelerated significantly and that the landslide remains active and progressive, with a high risk of shallow failure. The most significant consequence of further slope movement would be the loss of part or all of the road width, particularly during a major earthquake or prolonged and intense rainfall event. For safety reasons, Stantec emailed SWDC on 27 July 2026 to highlight the high risk associated with the ongoing landslide and recommended the following actions: • Consider warning signage before entering the Gluepot (on either end) to indicate an “Active Landslide Hazard Area” • Implement warning signage, including “No parking” and implement a temporary speed limit restriction of <30km/h. • As drainage measures are being considered as part of the long-term solution, only surface drainage measures will be implemented at this stage, where applicable. • As the road has been assessed as having a high risk of ongoing slope instability, future landslide, heavy rainfall, or earthquake events could result in further road closures, isolating the local community until access is restored.
Hinekura Road:	Following severe weather events earlier in 2026. Hinekura Road remains an example of the significant investment required to restore and maintain access following major slip events. Following the reopening of the realigned road, recent reporting has highlighted the ongoing remediation and stabilisation works being undertaken to improve the resilience of the route and support long-term access for the local community. The project continues to demonstrate the challenges and costs associated with maintaining access in areas vulnerable to land instability.
Whakatomoto road:	Following the rainfall (25 to 27 June 2026 and 7 to 8 July 2026) event in the Wairarapa region, South Wairarapa District Council (SWDC) requested Stantec to undertake site walkover inspections and drone surveys of slope failures (landslides) located on Whakatomoto between RP 2.650 to RP 2.850 (email dated 28 June 2026 and 9 July 2026), as part of the emergency works. The site location is shown in Figure 1.



Figure 1 Site Location (200m impacted length)

Whakatomotomo (RP 2.650 to RP 2.850) road is classified as an Access Road under the ONRC system, with an estimated ADT of 102 vehicles, including approximately 9% heavy vehicles (2025 data).

This section is an unsealed gravel road. There is no alternative route available. Approximately 200 m of roadway is unstable on both the upslope and downslope sides and has sustained severe damage. For safety reasons, the road was closed following the landslide, preventing local residents from accessing or leaving the area. The road currently remains restricted to temporary access only. As the road has been assessed as having a High to Very High risk of ongoing slope instability, future landslide, heavy rainfall, or earthquake events could result in further road closures, isolating the local community until access is restored. Stantec Geotechnical Engineers inspected the site on 29 June 2026 and 13 July 2026, accompanied by a SWDC representative. The inspections comprised a visual assessment of the slopes from road level; no detailed geological mapping was undertaken during the site visit. A drone survey has been carried out on 02 July 2026.

Following the visual inspection, Stantec issued an immediate action plan to SWDC on 14 July 2026 to enable temporary reopening of the road for resident access. On 22 July 2026, SWDC requested Stantec to prepare and submit an optioneering memorandum outlining and assessing potential remedial options.

3. Information compliance reporting

Appendix 2 outlines information that in officer's view should provide the Risk and Assurance Committee confidence that compliance is achieved in relation to official information requests, Ombudsman investigations and privacy. The report provides an opportunity for the Committee to raise any questions about statutory compliance in relation to these areas and to discuss any areas for improvement.

APPENDICES

- Appendix 1 Risk Register Updates, August 2026**
- Appendix 2 Information Compliance Update, 1 July 2026 – 31 August 2026**

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
SR1	Relationship with iwi, hapū, Māori	Cultural Risks	Where Council fails to meet its obligations under Te Tiriti o Waitangi 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 Waitangi Tribunal, financial loss and reputational damage.	CE	GM CS Pou Māori	2	LOW	No change ↔	Māori Engagement Framework in place and being implemented. Pou Māori role established and actively improving Iwi/Māori relationships. Capacity training and internal understanding of Te Ao Māori and the nature and history of Mana Whenua interests and history is ongoing.	Quarterly at Risk and Assurance 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	12	HIGH	↔	Review of the Ruamāhanga Climate Change Strategy and Action Plan - internal review on hold, pending decisions on future structure/resource to support climate change as this was removed in August 2025 with the disestablishment of shared services with CDC.	Monthly at SLT meetings and quarterly at Risk and Assurance 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	General Manager Corporate Support Lead Advisor HSW & EM	8	HIGH	↑ Increased from 6-8 in July 2026	Emergency Management Wairarapa strategy and work plan approved, including aligning with SWDC Emergency Management workflows and planning for South Wairarapa communities. Ongoing reviews of in-house event response providing improvement opportunities. established to assist with vulnerable community	Quarterly at SLT meetings and quarterly at Risk and Assurance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
									planning. Frequency of events is increasing, putting further strain on staff capacity and resource. The Manager, Corporate Support has resigned with this also being the Local Controller and CMT Lead. Recruitment is being undertaken but there is likely to be reduced EM capacity locally.	
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 (vacant) Lead Advisor HSW & EM	8		 Increased from 4 to 8 in April 2026	Continued capability uplift for council staff working in EOC through ongoing training. Continued exercising of emergency response to enable the practice of response process, embedded training and strengthened connections with partner organisations. The Manager, Corporate Support has resigned with this also being the Local Controller and CMT Lead. Recruitment is being undertaken but there is likely to be reduced EM capacity locally.	Quarterly at SLT meetings and quarterly at Risk and Assurance 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.
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			Updated Fraud & Corruption Policy adopted.	Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	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 is approved and being established by July 2026 and operational by July 2027. SLT is leading a strategic review of our operating environment to inform future planning. Further information to be provided on 28 May to members regarding RM reforms and local government change.	Fortnightly at SLT meetings and quarterly at Risk and Assurance Committee meetings.
SR7	Social Licence to Operate and Reputation	Reputational Risks	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. 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	CE	SLT Manager, Communications	3	Medium	↔	Data integrity exercise (in progress - September/October 2024). Results to be confirmed. Noted that Audit NZ were unable to issue their opinion until 20 November. A media statement was issued. New community engagement platform being launched called Engagement HQ to support consultation processes. Proactive media releases issued including the results of the Resident Satisfaction Survey.	Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
			genuine desire to be transparent, open and honest.							
SR8	Economic Uncertainty	Reputational Risks	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	CE	SLT	8	High	↔	Although inflation and interests rates are coming down, this risk remains high. The degree of flex built into programmes allows us to be fluid. We also have awareness of what is happening globally.	Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings. The outcome of the US election, insurance costs and economic indicators.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
			maintaining service delivery and promoting local economic recovery.							
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	12	High	↔	Council Forums are being attended; water services delivery has been transitioned from Wellington Water to City Care Water. Disestablishment of the Wairarapa Library Service an example of how quickly a shared service can unwind. Uncertainty around other shared service arrangements must be carefully monitored.	Risk assessment updated in July 2026. Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings. Combined Council Forum held quarterly.
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	↔	H&S Framework has been adopted and being implemented. Ongoing developments and initiatives to support staff health, safety and wellbeing, including trainings and information. Security and safety requirements have been included in the refurbishment design for the Kitchener St office. Officers working with contractors to ensure H&S requirements are met during the refurbishment process.	Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings.
SO1	Legal	Legal and Reputational risks	1. Legislative Change and Interpretation Risk	CE	SLT and Principal Advisor Legal	4	Medium	↔	1. Horizon scanning and legislative monitoring by Legal and Policy teams.	Monthly at Risk and Assurance Committee meetings

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
			Failure to correctly interpret, implement, or transition to new or amended legislation (e.g. Local Government Act, RMA replacement legislation, Three Waters reforms, procurement or privacy law changes) may result in non-compliant decisions, unlawful processes, legal challenge, service disruption, and reputational harm. 2. Contracting and Procurement Legal Risk Inadequate legal oversight of procurement and contracting activities may result in unenforceable contracts, procurement challenges, disputes, financial loss, or breaches of Government Procurement Rules.						Early advice on implementation impacts for significant legislative reforms. Staff and elected member briefings on legislative changes. Engagement with LGNZ, SOLGM and sector legal networks. Use of external legal opinions for complex or novel interpretation issues. 2. Mandatory legal review of high-value or high-risk contracts. Standard contract templates aligned to NZS and government guidance. Procurement and contract management training for staff. Clear delegations and approval thresholds. Lessons-learned reviews following disputes or contract failures.	
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, Governance and Business Operations	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 Risk and Assurance Committee meetings (public excluded sessions).
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	CE	GM I&CO	12	High	↔	We have improved the quality of our Infrastructure Strategy and refreshing it for the upcoming LTP. We have increased our knowledge of our asset condition through network	Fortnightly at SLT meetings and quarterly at Risk and Assurance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
			the community, council reputation, loss of trust and confidence, not meeting service levels, strategic goals, regulatory or legal requirements and increased costs long term.						inspection, critical asset reports. Network and capacity studies for our major assets are underpinning investment for growth. We are delivering water capital projects inhouse and realising efficiencies in budget and timeliness of project delivery. We are reviewing our resourcing to overlay against work programmes to deliver.	
OR3	Water Interim Transition Arrangement for Opex (from July 2026)	Legal and Reputational risks, and Operational Risks	The change to a new interim three waters operational delivery model for 2026/2027 will increase risks of short-term regulatory non-compliance and service failure while workflow and processes being established.	CE	GMIC&O	4	Medium	Decreased from 12 to 4 in July 2026	Appointment of Citycare Water as Council's primary operations and maintenance provider. • Establishment of specialist technical support arrangements for critical operational functions. • Confirmation of laboratory sampling, testing, monitoring and reporting arrangements. • Establishment of SCADA, operational technology and data support arrangements. • Establishment of regulatory system and support capability to assist with ongoing compliance obligations. • Confirmation of development engineering support arrangements. • Confirmation of Council oversight arrangements for contractor performance, service levels,	Monthly at SLT meetings and quarterly at Risk and Assurance Committee meetings.

ID	Risk Theme	Risk Type (primary)	Risk and Impact Description	Accountable	Responsible Manager / Owners	Residual Risk Score	Residual Risk result	Increase, decrease, no change / date of change	Key updates - treatment plans (August 2026)	Monitoring and review
									risk management and regulatory obligations (to be recruited)	

Strategic Risk 1				
Risk Theme	Relationship with iwi, hapū, Māori		Risk owner	Chief Executive
Risk Description and Impact				
Where Council fails to meet its obligations under Te Tiriti o Waitangi 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 Waitangi Tribunal, financial loss and reputational damage.				
Type	Cultural		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: •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				
•Established role of Pou Māori (Principal Advisor Māori) which is improving the quality of our Iwi/Māori relationships. •Established a Maori Engagement Framework and actively implementing it across the business. 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	Possible (2)	Consequence	Minor(1)
Residual risk rating	Score	2	Result	Low

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 Framework	Pou Māori / Manager Stakeholder Relationships	Completed	Discussed with SLT in October 2024.	Pou Māori is leading implementation
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 Tiriti o Waitangi training and Noho Marae wānanga	Pou Māori	Pending election results	This is a key feature of the Māori Engagement Framework.	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: •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 • Currently no resource assigned to Climate Change to complete this work.				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Extreme (4)
Inherent risk rating	Score	16	Result	High
Existing Mitigations				
• 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	TBC	On Hold	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 on hold	
Review of the Ruamāhanga Climate Change Strategy and Action Plan	TBC	On hold	An internal review is currently on hold (aim for completion TBC), with work with councillors and community engagement paused until after LTP consultation.	
Focused work on climate change specific KPIs (as per Audit request).	TBC	On hold	Previous 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: •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	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
• Crisis Management Plan developed, reviewed annually and CIMS framework adopted for management of crisis situations • Business Continuity Plan developed, reviewed annually • Essential business process owners identified. Staff roles analysed for compatibility with CIMS roles to build crisis response capability. • CIMS Foundation training for most staff, to take up lead roles if necessary				
Residual risk assessment	Likelihood	Probably (4)	Consequence	Moderate (2)
Residual risk rating	Score	8	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
•Working with WREMO on coastal community resilience and response plan.	Lead Advisor, HSW & Emergency Management	In Progress	Coastal community resilience outreach work has	Further connections with coastal and rural communities

			included the formation of the Ngawi Community Emergency Hub, community response plan, and associated community events.	have resulted in stronger community ties in Lake Ferry, Pirinoa, Whāngaimoana and Ruakōkopatuna. Ongoing community planning work with Community Boards will further enhance this.
•Uplift in staff capability to respond to district level events through Crisis Management Team (CMT) response (in-house SWDC response)	Lead Advisor, HSW & Emergency Management	In Progress	Continued uplift in staff capability, with increases in Foundation and Intermediate level, function training, notably the Welfare training pathway for library staff, including needs assessment training.	Continued uplift in staff capability, with increases in Foundation and Intermediate level, function training, notably the Welfare training pathway for library staff.

Strategic Risk 4				
Risk Theme	Emergency management and response		Risk owner	Chief Executive Officer
Risk Description and Impact				
Risk relates to a 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: •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	Extreme(4)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
•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. •Agreement with Masterton and Carterton District councils, and Greater Wellington Regional Council to operate the Wairarapa Emergency Operation Centre (EOC) •Emergency Management Wairarapa set up to manage the Emergency Management of the three district councils, and compliment the Emergency Management •Engage the community boards and rural communities to participate in the Community Emergency Hubs.				
Residual risk assessment	Likelihood	Possible (2)	Consequence	Extreme(4)
Residual risk rating	Score	8	Result	High
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	In progress	Emergency Management Wairarapa	Emergency Management Wairarapa

	Lead Advisor, HSW & Emergency Management		strategy agreed to by the three Councils to agree on priorities and work streams.	strategy approved by SWDC. When approved by MDC and CDC this will form part of the priorities and work streams.
Training pathways	Lead Advisor, HSW & Emergency Management	In Progress	Continued uplift in staff capability, with increases in Foundation and Intermediate level, function training, notably the Welfare training pathway for library staff, including needs assessment training.	Continued uplift in staff capability, with increases in Foundation and Intermediate level, function training, notably the Welfare training pathway for library staff
Potential for Highly Pathogenic Avian Influenza (HPAI) to escalate, requiring response from Emergency Management	Lead Advisor, HSW & Emergency Management Manager, Environmental Services	In progress	Continuing to monitor HPAI situation. BAU for EH team working collaboratively with GWRC. EM in watching brief.	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: •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				
•Financial policies and financial delegations •Reporting to Risk and Assurance 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
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.				
Type	Legislative / Regulatory		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: •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				
•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
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update

Regional entity to deliver water services in progress	GM I&CO Principal Advisor - Waters	Completed	Councils are preparing to adopt the Water Services Delivery Plan in mid-August which will then be submitted to DIA. This document includes a high-level implementation plan to legally establish the entity by 1 July 2026 and be operational by 1 July 2027.	Water services delivery successfully transitioned from Wellington Water to City Care Water.
Water services built into AP and LTP	SLT	Complete	Relies on the outcomes of the plan above.	Incorporated into AP and LTP.
Prepare information for the Elected Members on potential implications for SWDC of the RM Reforms - Natural Environment and Planning Bills.	GM P&R	In progress	N/A	Paper provided to 28 May meeting. Further information particularly around spatial planning will be provided shortly.
Head Start/Back Stop – Local government reform	CE	Report to 30 July meeting	N/A	Risk that Council may make a decision that does not align with community expectations or preferences. The primary mitigation is to gather and provide as much information as possible to support informed decision-making and public understanding. Transparent communication and the provision of comprehensive information to the public are seen as critical mitigations. Letterbox drop to encourage public feedback via survey on Council's Have Your Say platform and establish an amalgamation@swdc.govt.nz email address to support enquiries and submissions. Digital campaign to drive awareness.

Strategic Risk 7				
Risk Theme	Social Licence to Operate and Reputation		Risk owner	Chief Executive Officer
Risk Description and Impact				
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. 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.				
Type	Reputational		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: •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				
•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	Probable(3)	Consequence	Minor (1)
Residual risk rating	Score	3	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, Communications	Scope	A workshop was held with the Communications Team to start scoping the plan	The draft strategy is with elected members for feedback, likely to be finalised and active in March.
Improvements to engagement practices and processes e.g. Internal capability	Manager, Governance and Business Operations	In progress	The intranet was launched.	
Digital communications approach	Manager, Communications	Scope	Bi-weekly meetings with Customer Services and Communications to identify service improvements along with digital communications	
Improved governance transparency.	Manager, Governance and Business Operations	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				
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 organisations, 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.				
Type	Operational		Risk appetite	TBC
Risk Drivers				
Lack of or inadequate: •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				
•Planning – annual plan, long term plan, project planning •Membership of LGNZ and Taituara •Quarterly review of financial position to Risk and Assurance Committee •Prioritisation framework •Mayor’s Taskforce for Jobs (exceeding current targets)				
Residual risk assessment	Likelihood	Probable(3)	Consequence	Moderate (2)
Residual risk rating	Score	6	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
•Develop contingency plans for constrained resources	TBC			

•Prioritisation framework	Acting General Manager Infrastructure and Community Operations	Completed	LTP workshop to discuss Economic Development performance framework	Completed
•Collaboration with community response and support organisations.	Manager, Stakeholder Relationships	In progress	LTP workshop to discuss long term funding of partners	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.

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: • 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				
• 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	Major (3)
Residual risk rating	Score	12	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
• 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.	Regional employing partner has dis-established roles, withdrawal from shared services, significant work will be needed post- election to re-establish shared services at a governance level

Discussions underway for water services delivery	Principal Advisor, 3 Waters	In progress	Water services delivery plan between 4 councils underway – due for adoption on 13 August 2025	Water Services Delivery Plan approved by Council and DIA. Successful transition from Wellington Water to City Care Water. Working with four Councils to transition to Waiti Waters by 30 June 2027.
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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: • Staff resourcing to ensure safe methods are not discounted at the expense of workload and time constraints. • Funding budgeted to procure appropriate services and 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	Security and safety requirements have been planned into the refurbishment design. Officers working with contractors to ensure H&S requirements are met during the refurbishment process.	Safety and security upgrades have been included in the office renovation, including physical separation of public and staff spaces, and development of meeting security protocols.

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: •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				
•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	Reduce
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	Ongoing	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: •Investment •Asset management programme - Aging assets reaching end of life - Frequent and significant weather events				
Inherent risk assessment	Likelihood	Likely (4)	Consequence	Major (3)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
•Refreshing Infrastructure Strategy for upcoming LTP •Budget for asset planning, condition assessments and maintenance •Principal Advisor Water transition role established. - Water services operation successfully transitioned from Wellington Water to City Care Water - Improving capability and engaging specialist support •Improved monitoring and control systems for early warning •Improved supply contingency capabilities for water •Improved communications with stakeholders •Improved governance - Delivering water capital projects to improve the network. - Reviewing resourcing against work programme to deliver.				
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	Review of resourcing underway to overlay against work

				programmes to deliver
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	We have improved the quality of our Infrastructure Strategy. Network and capacity studies for our major assets are underpinning investment for growth.	We have improved the quality of our Infrastructure Strategy and are refreshing it for the upcoming LTP. Network and capacity studies for our major assets are underpinning investment for growth.

Operational Risk 3				
Risk Theme	Water Interim Transition Arrangement for Opex (from July 2026)		Risk owner	Chief Executive Officer
Risk Description and Impact				
Operational delivery of three water services is threatened by WWL ceasing to exist before SWDC has engaged a transition partner. This is the result of an anticipated mismatch between the stand up date for the new Wellington entity and the stand up date for Wairarapa+Taranaki (Wai+T).				
Type	Legal, reputational, operational		Risk appetite	TBC
Risk Drivers				
- Planning – WWL slow to outline a transition plan and Wellington entity transition proceeding at pace that is not matched by operational transition planning - Resourcing – Contract negotiations taking longer than expected with preferred supplier, resulting in constrained timeframes for effective transition. - Potential to interfere with transition to the water services CCO - Facing possible significant interruption to levels of service. - No one service provider available that will undertake all three waters operations. Introducing integration and financial risk				
Inherent risk assessment	Likelihood	Probable (3)	Consequence	Extreme (4)
Inherent risk rating	Score	12	Result	High
Existing Mitigations				
- Plan to embed a transition manager in WWL. - Communicating with WWL and Wellington regional transition team on detailed transition plan. - Researched what’s involved in transition with Fulton Hogan. - Specialist advice from Integral Group Ltd. - Exploring use of Crown facilitator through DIA. - Existing WWL & Fulton Hogan blended team are all resident in Wairarapa - Exploring options including going to market for interim arrangements and contracting through Metro Water for period of up to 12 months - Ongoing discussions with alternative service providers including understanding the size and scope of any additional resource required. - Transition staff are working closely with the preferred supplier and have started transition tasks ahead of the contract being signed.				

- Infrastructure Data platform (Lutra) has been secured for ongoing regulatory services
- Negotiations with Eurofins (incumbent Lab Services) is ongoing.
- SCADA Transition work is well underway and is expected to delivered on time
- AFI SLA signed for ongoing SCADA automation support services
- Assetfinda transition support provider sourced – seeking proposal for assistance
- Existing data and digital transition is underway, supported by SWDC staff
- GIS transition directly to cloud is being considered.
- Finalisation of contract with a preferred supplier for operations and maintenance (O&M) of the three waters networks is being progressed to maintain continuity of service complete. We are transitioning from WWL to the City Care Water with a start date 1 July 2026. Completion of contract negotiations has taken longer than expected, and timeframes for effective transition are constrained. We are actively mitigating this risk by working closely with the preferred supplier, and have started transition tasks ahead of the contract being signed. We have engaged Lutra and Eurofins (incumbent service providers) for regulatory services. Other costs appear to be able to be absorbed within existing budgets.
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Residual risk assessment	Likelihood	Probable(2)	Consequence	Extreme (2)	
Residual risk rating	Score	4	Result	Medium	
Responsible manager(s)		GMI&CO	Risk treatment option		Reduce
Treatment Plans					
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update	
Explore transitional arrangement for staff to be offered after Wellington Water ceases and before Wairarapa + Tararua starts	GMI&CO	Completed	N/A	Offers have been made to existing staff. Three have been agreed. Deadline for responses end of April Offers have been accepted.	

Recruit and embed a transition manager in WWL to pull out methods and practices for SWDC water services	GMI&CO	Completed		Started in early August.
Establish temporary transitional arrangement for water operations and reactive renewals for after Wellington Water ceases and before Wairarapa + Tararua starts	GMI&CO	Completed	Procurement strategy being considered as a backup if WWL arrangement ends prior to June 2027. However there remains a risk that the short term nature of an interim arrangement would lead to higher costs.	Preferred supplier selected for operations and maintenance continuity. Contract negotiations completed.

Strategic and Operational Risk 1				
Risk Theme	Legal	Risk owner	Chief Executive	
Risk Description and Impact				
Failure to obtain timely and accurate legal advice, or non-compliance with statutory obligations, may lead to unlawful decision-making, legal challenges, financial penalties, reputational damage. This risk includes the inadequate review of contracts, bylaws, regulatory frameworks, and property transactions.				
Type	Legal and Reputational risks	Risk appetite	TBC	
Risk Drivers				
- Insufficient internal legal resources or expertise. - Delays in seeking legal input during project planning or decision-making. - Failure to keep up with changes in legislation, case law, or regulatory requirements. - Poor documentation or contract management. - Lack of awareness or training on legal obligations among staff, elected members and community boards.				
Inherent risk assessment	Likelihood	Probable (3)	Consequence	Moderate (2)
Inherent risk rating	Score	6	Result	High Medium
Existing Mitigations				
Dedicated in-house legal and access to qualified external legal advisors.				
Residual risk assessment	Likelihood	Possible (2)	Consequence	Moderate (2)
Residual risk rating	Score	4	Result	Medium
Responsible manager(s)		GM Corporate services/SLT	Risk treatment option	Reduce
Treatment Plans				
Plan action/task and target resolution date	Owner	Status	Previous update	Latest Update
Legal review checkpoints embedded in projects and decision processes so that legal considerations are identified early and integrated into planning and delivery. Treating legal advice as a core business function, not just a reactive service.	Legal	On-going	N/A	On-going
Training and legal updates for staff, elected members and community board members.	Legal	On-going	N/A	On-going
Documented policies and procedures for contract and compliance management.	Legal	On-going	N/A	On-going
Legal risk assessments for significant projects and legislative changes.	Legal	On-going	N/A	On-going

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	< \$5,000 pa impact to Council operating expenditure; or < \$10,000 impact to Council capital expenditure; or < 0.04 rates increase.	< \$10,000 pa impact to Council operating expenditure; or < \$100,000 impact to Council capital expenditure; or < 0.4% rates increase.	< \$250,000 pa impact to Council operating expenditure; or < \$1,000,000 impact to Council capital expenditure; or < 1% rates increase.	≥ \$250,000 pa impact to Council operating expenditure; or ≥ \$1,000,000 impact to Council capital expenditure; or ≥ 1% rates increase.
Reputation	- 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.	- 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.	- 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.	- 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	- 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.	- 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.	- 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.	- Council get challenged and are found to be non-compliant with legal exposure <u>in excess of \$500,000</u>; 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
	Major	3	Medium	High	High
	Moderate	2	Low	Medium	High
	Minor	1	Low	Medium	Medium

Information Compliance Update

1 July 2026 – 31 August 2026

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

Total requests recorded	Cancelled by requestor	Late	Extended	Total requests completed within timeframes	% of requests completed within statutory timeframes
21	0	1	1	16	93%

Summary of Requests Logged 1 July 2026 – 31 August 2026

A total of 21 LGOIMA requests were recorded during the reporting period. 16 requests have been completed, with 93% of completed requests responded to within statutory timeframes. Five requests remain in progress and none are currently overdue. Demand remains highest in Planning and Regulatory services, particularly for building consent and resource consent information. Emerging themes include public interest in local government reform (Head Start) and rates-related information. One request exceeded the statutory timeframe due to delays in initial receipt and registration, providing an opportunity to review referral and triage procedures. Overall performance remains strong with a high rate of timely responses and no current backlog of overdue requests.

2. Ombudsman's Investigations

Between July 2026 and August 2026, the Office of the Ombudsman has not notified council of any investigations or complaints.

3. Privacy

There was no privacy breaches reported during this period.

10.3 PEOPLE AND HEALTH & SAFETY REPORT

Author: Mai Griffiths, Principal Advisor, People & Culture

Authoriser: Janice Smith, Chief Executive Officer

File Number: N/A

PURPOSE

To provide councillors an overview of people and health and safety matters.

EXECUTIVE SUMMARY

- This report provides Council with an overview of People, Health, Safety and Wellbeing performance and key workforce trends.
- Council has a duty of care to ensure the health, safety and wellbeing of its workforce. The Chief Executive, as the primary employer is responsible for the day-to-day management of these obligations and reports to Councillors, who, together with the Chief Executive are considered officers under the Health and Safety at Work Act 2015 and are required to exercise due diligence in relation to health and safety matters.
- This report also includes a snapshot of workforce and health and safety data, highlighting key trends.

RECOMMENDATIONS

Officers recommend that the Risk and Assurance Committee:

1. Receive the People and Health and Safety Report.

BACKGROUND

This report provides a snapshot of key workforce information, including headcount, leave liability, compliance training, EAP and health and safety incident reporting. The report is intended to provide oversight of workforce trends, employee wellbeing and organisational compliance obligations,

The Health and Safety at Work Act 2015 includes due diligence requirements for Officers, including Councillors and the Chief Executive, to proactively engage in health and safety matters.

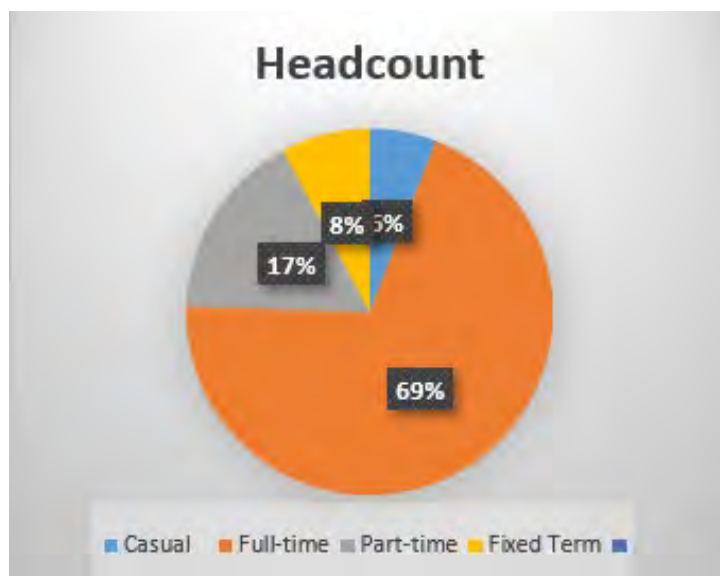
Any relevant updates to employment, health and safety, or associated legislation will be reported to the Risk and Assurance Committee through this report on a bi-monthly basis.

DISCUSSION**Headcount and FTE**

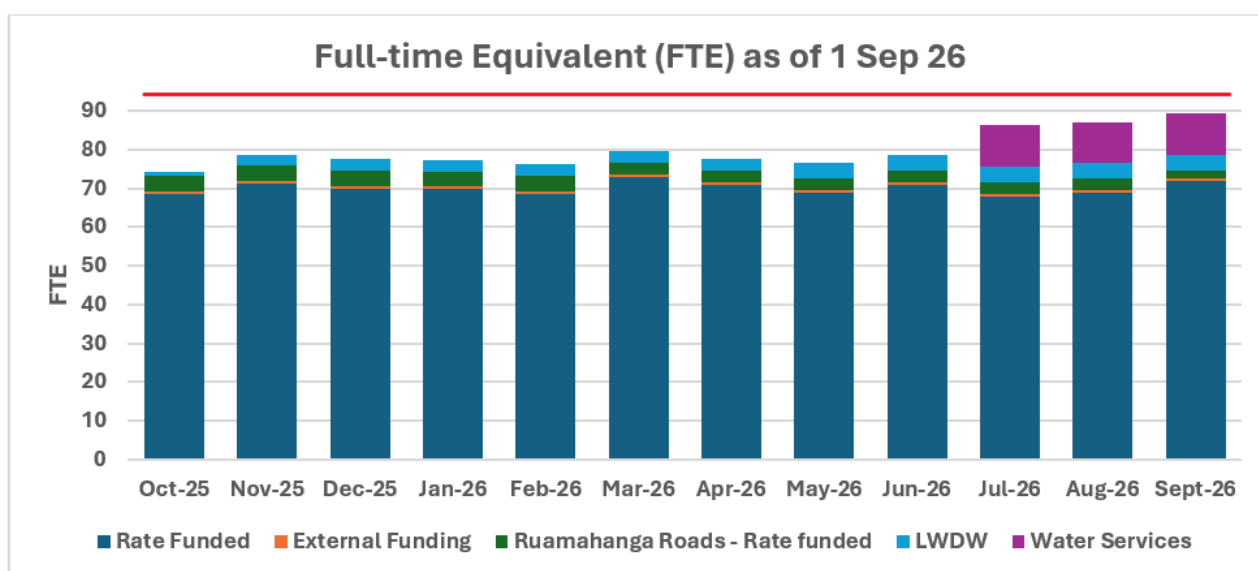
As at 1 September 2026, SWDC employed 102 staff, representing 89.4 full-time equivalent (FTE). Workforce numbers have remained largely unchanged in the prior 12 months, except for 11 water

services staff who commenced employment with SWDC from Wellington Water Ltd and Fulton Hogan on 1 July 2026. In addition, there are currently six vacant roles.

Workforce levels remain within approved budget and establishment levels. Current workforce metrics do not indicate any significant workforce capacity risks. While recruitment for specialised and hard to fill positions continues to present challenges, significant progress has been made in recent months.



Graph 1 – Headcount as of 1 Sep 26

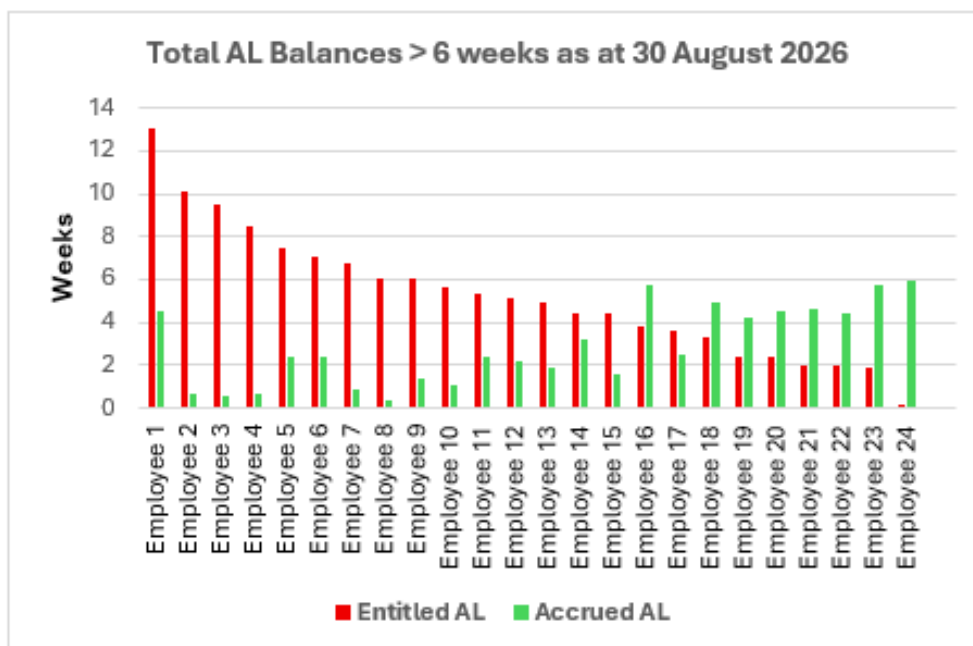


Graph 2 – FTE as of 1 Sep 26, broken down by groups and projects where applicable

Leave Liability

There are currently 24 staff with total annual leave balance exceeding 6 weeks. While this represents a slight increase during the reporting period, the figure includes former Wellington Water employees. Overall, annual leave balances continue to be actively managed, with staff encouraged

to take leave regularly and leave plans implemented, where appropriate to reduce balances over time.



Graph 3 – total Annual Leave greater than 6 weeks

Compliance Training

SWDC recently implemented mandatory compliance training platform to all employees, reinforcing our commitment to maintaining a safe, respectful and compliant workplace. The initial rollout included five core modules covering code of conduct, health and safety, workplace bullying, conflict of interest and bribery, corruption and fraud. This initiative provides all employees with a baseline level of compliance knowledge and understanding of key workplace expectations. Additional training modules will be rolled out in due course as part of our ongoing compliance programme.

In addition, one staff member conducted the first aid revalidation training.

Employee Assistance Programme

Between August 2025 to July 2026 a total of 11 staff utilised the Employee Assistance Programme (EAP). This confidential service provides support for personal and work-related challenges that may impact an employee's wellbeing, health or performance at work. Our utilisation of the programme is slightly higher than the public service industry, at 14.3% compared to the industry utilisation average of 12.2%.

Health and Safety Incident Reports

For the period 11 July 26 to 31 Aug 26 there was 1 internal health and safety incident report raised. This was a near miss relating to equipment usage, requiring an administrative control.

Contractors

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

The assessment scores of SWDC contractors in this platform continue to be above the average of all contractors in the system, indicating sound health and safety practices.

Service Level Agreement Contractors continue to provide regular health and safety reporting.

APPENDICES

Nil

10.4 EMERGENCY MANAGEMENT UPDATE

Author: Nigel Carter, Senior Advisor Community Resilience & Emergency Management

Authoriser: Janice Smith, Chief Executive Officer

File Number:

PURPOSE

To provide members with an overview of emergency management matters by way of the Emergency Management Report for the period 11 July to 31 August 2026.

EXECUTIVE SUMMARY

- 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.
- Regular Emergency Management reporting updates Elected Members on matters pertaining to Emergency Management performance, to provide assurance that SWDC is managing risks appropriately.
- This report no longer contains Health and Safety related matters, which are now found in the People and Culture report.

RECOMMENDATIONS

Officers recommend that the Risk and Assurance Committee:

Receive the Emergency Management Update

BACKGROUND

This report provides an update on emergency management activities between 11 July to 31 August 2026, including severe weather response and recovery, progress of the Wairarapa Emergency Management Capability Strategy, staff capability development, community resilience initiatives, and regional recovery and preparedness activities.

DISCUSSION

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

1. Top Risks emergency management risks identified for reporting period:

Risk	Trend	Mitigation
a) Extreme Weather frequency	Increasing	Capability Strategy Readiness activities
b) Fuel disruption	Stable/Monitor	MBIE phase monitoring
c) Bird Flu	Emerging	MPI monitoring
d) Workforce capability	Improving	Training programme

Council continues to monitor a range of strategic and operational risks that have the potential to affect the ability of Council to prepare for, respond to, and recover from emergency events. Recent severe weather responses have reinforced the need to maintain a strong focus on workforce capability, recovery capacity, critical infrastructure resilience, and supply chain disruption risks. Current mitigation activities are progressing in accordance with the Emergency Management Wairarapa Capability Strategy 2025-2030 and related work programmes. These risks will remain under active review as the operating environment continues to evolve.

2. Emergency Management Wairarapa Capability Strategy

The emergency response activations this year have demonstrated the benefits of the Council's investment in staff capability, with trained personnel able to support Emergency Operations Centre functions and sustain operations over multiple days. While further work is required to achieve intermediate and specialist capability levels, Council is seeing measurable improvements in its emergency management capacity.

Through a deliberate programme of staff training and development, SWDC continues to make good progress in implementing the Emergency Management Wairarapa Capability Strategy. In addition to the strategy, SWDC exceeded its 2025/26 KPI of 75% of eligible staff trained to Foundation level, achieving 96%. For the 2026/2027 year the KPI has changed to 75% of eligible staff trained to Intermediate Level, and planning for training to achieve this is underway.

With the number of events since February 2026, a positive uplift in staff capability across the four R's of EM is being seen across the councils in the Wairarapa. The 5-year strategy has the vision of "a resilient Wairarapa where councils, iwi, communities, and partners work together to prepare for, respond to, and recover from hazard or disaster events". It aligns with the Wellington Region EM Group Strategy 2026-2031, is based on the CDEM Act 2002, subsequent amendments and Directors Guidelines, and proposed changes under the EM Bill (No.2).

3. Progress against the Wairarapa-wide plan

Year	Plan	Progress 08/26
1	Establish baseline for EM risk reporting of Wairarapa risks into each council	Introduced region risks during previous 12 months. Refining shared risk

	- Establish baseline and workforce strategy - Commence Hazard, Risk & vulnerability assessment (HRVA) and assurance framework - Early ICT and COP design	reporting format. - Each council is developing own plan for individual EM training to meet EM Wairarapa resource needs - A revised approach to exercise training trialled in July 2026, increasing knowledge uplift during a shorter timeframe of 4 hours, previously 8 hours. - Working with NEMA on developing new assurance framework tool for use across New Zealand - Aligning with WREMO ICT and COP delivery to benefit Wairarapa.
2-3	- EM risk for Wairarapa embedded into council - Workforce strategy implemented - CIMS specialist roles developed - COP developed, tested and deployed - EM ICT roadmap in place	- To be aligned with Adaption and EM delivery - Progressing to timeframe - Progressing alongside WREMO training - Developed and tested. Deploy from Feb 2027 - In development
4-5	- Policy alignment embedded - Continuous improvement cycle operational - Demonstrated maturity uplift to Level 4 (Managed) from Level 2 (Base)	

4. Global Fuel Disruption

Fuel disruption remains a strategic risk due to the potential impact on critical council functions, infrastructure operations, emergency response activities, and community recovery. There has been no significant change since the previous reporting period and New Zealand remains at Phase 1 (Watchful/Monitoring) of the national fuel security framework. WREMO has developed significant preparatory work on behalf of the region's councils if the country escalates to higher phase levels. SWDC continues to monitor the situation through regional emergency management arrangements and maintains awareness of contingency planning developed across the Wellington Region. No additional mitigation measures are required at this time, and the risk remains under active review.

5. H5 Bird Flu

H5 bird flu remains an emerging biosecurity risk for New Zealand, with detections confirmed in wild birds within the Wellington and Wairarapa regions. While the Ministry for Primary Industries (MPI) remains the lead agency and there have been no detections in commercial poultry within the region, councils have been included in national and regional preparedness discussions to ensure awareness of response arrangements and potential community impacts.

Current advice is:

- Keep your distance and stay away from sick or dead birds. Keep pets away too.
- Keep Clean. Wash your hand and clean your gear after being outdoors.
- Report. If you see three or more sick or dead wild birds, marine mammals or other wildlife, report it to MPI's exotic pest and disease hotline (0800 80 99 66).

6. Severe Weather Events

The Wairarapa has experienced a series of significant weather-related events during 2026, including the February extreme weather event, preparations for Cyclone Vaianu in April, a further severe weather event later in April, coastal storm impacts in June, and a significant rainfall and flooding event at the end of June. While the scale and impacts of each event differed, the cumulative effect on communities, infrastructure, recovery resources, and emergency management capability has been substantial.

These events have reinforced the increasing frequency and complexity of weather-related emergencies and the importance of maintaining a capable and sustainable emergency management capability across the district. Response and recovery activities have required ongoing coordination between local authorities, Emergency Management Wairarapa, Wellington Region Emergency Management Office (WREMO), iwi, emergency services, and community organisations.

A key lesson from the past six months has been the challenge of balancing concurrent response and recovery functions using many of the same personnel and resources. This experience further supports Council's investment in workforce development and the implementation of the Emergency Management Wairarapa Capability Strategy, which seeks to strengthen readiness, response, recovery, and resilience capability across the region.

7. Community Resilience

Community Boards continue to act as local champions for resilience initiatives, helping connect emergency management activities with existing community networks, organisations, and volunteers. Work with the Featherston, Greytown and Martinborough Community Boards has continued to progress during the reporting period, with follow-up meetings and workshops focused on strengthening community-led emergency resilience. The programme is centred on improving awareness of Community Emergency Hubs, supporting community response planning, and connecting emergency management activities with broader social resilience initiatives already operating within communities. Through these discussions, Community Boards have identified opportunities to strengthen local networks, improve community preparedness, better understand

vulnerabilities, and support vulnerable members of the community through established local relationships. This work recognises that communities are the first to experience and respond to emergencies and seeks to empower local leadership and capability while complementing official emergency management arrangements.

Work is also continuing with coastal and rural communities to support community-led emergency planning, preparedness, and resilience activities. These communities often face increased risks from isolation, lifeline disruptions, and severe weather impacts, making local preparedness and strong community networks particularly important. Engagement has focused on helping communities identify local strengths and vulnerabilities, strengthen community response arrangements, and improve understanding of the support available before, during, and after emergency events.

The recently established SWDC Rural and Coastal Advisory Group is expected to become an important partner in this work. The group provides a valuable connection between Council and rural and coastal communities, helping to identify emerging issues, support information sharing, and promote practical resilience initiatives. It is anticipated that the Advisory Group will play an increasingly important role in supporting community resilience and emergency management outcomes across South Wairarapa.

8. Recovery

Repeated weather events during 2026 have highlighted the challenges associated with transitioning between response and recovery activities while drawing on many of the same personnel and resources. EM Wairarapa continues to work alongside councils, government agencies, community organisations, and iwi to understand the cumulative impacts of recent events and identify opportunities to support affected communities. Recovery considerations continue to be incorporated into emergency management planning, capability development activities, and business-as-usual operations to ensure Council is better positioned to manage the long-term consequences of future events.

APPENDICES

Nil

10.5 CAPITAL PROJECTS SUMMARY

Author: James O'Connor, Group Manager, Infrastructure and Community Operations

Authoriser: Janice Smith, Chief Executive Officer

File Number:

PURPOSE

To inform the Risk and Assurance Committee (the Committee) about progress on a small number of key projects. Feedback is welcomed in relation to any additional information members would like to see in future reporting.

EXECUTIVE SUMMARY

- This Capital Projects Summary provides an overview of Council's planned and in-progress infrastructure and community facility investments for the current financial year.
- It outlines key projects, expected timeframes, budget allocations, and progress updates to support transparency and informed decision-making in relation to risk management.

RECOMMENDATIONS

Officers recommend that the Risk and Assurance Committee:

1. Receive the Capital Projects Summary report.
2. Note the information included in the report.

BACKGROUND

A capital projects summary report to the Committee is important because it provides independent oversight of how well Council is managing the financial, operational, and strategic risks associated with its major infrastructure programme.

The Committee's focus on governance, assurance, and risk controls, so regular reporting helps members to understand whether projects are on track, whether risk mitigation strategies are working, and whether internal processes—such as procurement, project management, and financial controls—are being followed.

It gives early visibility of cost escalations, delays, compliance issues, or scope changes, allowing the committee to challenge assumptions, and ensure the organisation is delivering projects responsibly and sustainably. By receiving a clear and consistent summary, officers can provide elected members with confidence that the capital programme is well-managed, transparent, and aligned with Council's risk management framework and statutory obligations.

DISCUSSION

The organisation continues to make steady progress across Community Operations, Water, and Land Transport CAPEX programmes, with several key projects now completed or actively in delivery.

A significant water project is underway regarding the upgrade of wastewater treatment plants in Martinborough, Featherston and Greytown. The project is an essential part of ensuring the sustainable growth aspirations of the district and compliance of the plants. Construction delivery will be staged across the plants with final completion scheduled within financial year 2027/28.

Recent weather events, both in their frequency and severity, have had a significant impact on the organisation, particularly within the Roading activity. With recovery largely completed we have moved to response in the impacted areas.

Despite the challenges experienced, teams remain focused on delivering key projects and maintaining service levels across the district.

Overall Risk Themes

Across the portfolio, the dominant risk themes include:

- Frequent and severe weather events impacting assets across the Group. These have required additional resources to address and a pivot from business-as-usual works to emergency works. Particularly Roading assets including but not limited to Whakatomotomo Road, the Gluepot, some bridges, Cape Palliser Road, White Rock, and Tukurumuri.
- Reputational risk linked to delays on long-standing projects or essential community assets. Although this risk is reducing with a number of projects completed or in delivery.
- Data quality and historical knowledge gaps are being addressed through recent recruitment.
- Potential for cost escalations due to geopolitical conflicts.

APPENDICES

Appendix 1 Dashboard September 2026

Community Operations



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau

CAPEX Project Delivery Risks

Project	Delivery RAG	Objectives	Implication of Non-Delivery	Risks/Mitigations/Update
Martinborough Campground: Drainage solution \$42,390 September 2026		Reduce flooding around campground during adverse weather.	Possible relationship/reputation damage.	Full cost of works is more than allocated budget, but we are attempting a different solution on advice of contractor. If this is successful, further work will not be required. Contractor has been engaged to continue this work.
Greytown Campground Driveway Redo \$150,000 November 2026		Repair damaged driveway.	Possible relationship/reputation damage.	Phase 2 (sealing) to be completed in November when weather has improved. This was recommended by the contractor and agreed by the lessee and will save time and money.
Greytown Town Centre Upgrades \$205,000 December 2026		Repair leaks and broken fixtures such as windows, doors, heat/cooling works.	Possible asset and reputational risk if asset deteriorates.	Work is being completed as a package to save costs and missed delivery window due to weather events. Pushed back to later this year.
Greytown Town Centre Repiling \$151,121 Completed		Repair piling under WBS room.	Safety issue, possible reputation damage, delay to general upgrade and repair delivery.	Minor touch-ups to be completed early September.
Paint Exteriors of Public Buildings \$205,000 November 2026		Regular asset management cycle of painting to extend building life.	Possible asset and reputational risk if asset deteriorates.	Work is being completed as a package to save costs and missed delivery window due to weather events. Pushed back to later this year.
Carkeek Observatory \$157,000 September 2026		Build a protective structure over Carkeek Observatory remains.	Degradation to structure. Possible reputational/stakeholder damage.	Fencing scheduled to be completed by mid-September. Site to be used in Featherston Heritage Festival programme as a pilot event.
Riparian Planting \$20,500 Ongoing		Restorative planting. Regular works.	Possible reputational damage as working with community group in Tora for this work.	Working on planting plan with stakeholders for 2026-27.



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau

CAPEX Project Delivery Risks

Project	Delivery RAG	Objectives	Implication of Non-Delivery	Risks/Mitigations/Update
Farm Rental Property Upgrades (Hodder Farm & Longwood) \$110,022 TBC		Meet Healthy Homes obligations, upgrade facilities for rental properties.	Non-compliance with healthy homes. Reputational risk.	Paper going to October Infrastructure Committee meeting with options for Longwood Property.
Featherston Toilet Upgrades \$307,500 December 2026		Upgrade Featherston Toilet (interior).	Reputational damage.	The project is anticipated for delivery in December, subject to weather condition. Forecast stormy weather due to El Nino may effect construction progress. Electrical and plumbing plans are currently under discussion.
Farley Ave, Greytown Lineal Reserve Planting \$48,789 September 2026		Complete planting in reserve (berm) area of Farley Avenue as per obligations.	Reputational damage.	Delays due to weather events – awaiting contractor availability.
Greytown Rugby Grounds \$102,500 Ongoing		Increase access to/use of facilities for more users.	Reputational risk.	Working with stakeholders to confirm work programme for this Financial Year.
Playgrounds Refurbishment \$200,000 July 2027		Refurbish playgrounds in district (annual works).	Health and Safety, reputational damage.	Planning work programme for this FY. Likely to be maintenance and exploring completing Greytown playground with more accessible equipment.
Refuse/Recycling Upgrades \$102,500 November 2026		Install new kiosk and weighbridge software at Martinborough Transfer station to improve facilities for staff and improving weighing and payment processes.	Minimal – kiosk will better support contracted staff, and software will streamline processing and payment, but currently still operational.	WeighBridge software quote received, electrician scheduled to confirm site can power and support new system, then will be installed.

Water Projects



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Kōwhiri Tārua

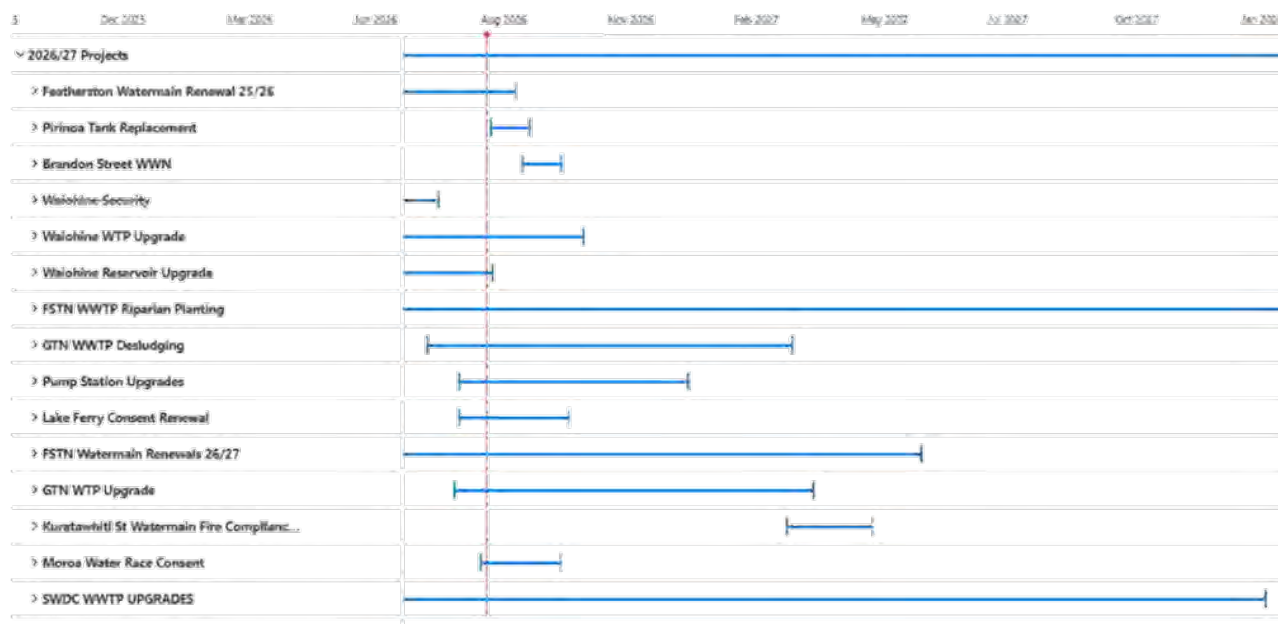
CAPEX Program Dashboard

Sep 2026

Projects in Programme = 15

Project Status - Execution 7 | Planning 7 | On Hold 1

Indicative Programme



Programme Risks

- Cost escalation due to geopolitical conflicts
- Project handover history
- Limited SWDC internal resourcing
- Consenting requirements
- Waiohine Watermain Strike
- Access to historical as-built data and accuracy of GIS data

Stakeholder and Community Engagement

- FWM – customer complaints resolution (tags)
- WWTP – go live, project awareness. Communications Plan for approval to inform engagement schedule
- GTN desludging – Papawai Marae engagement

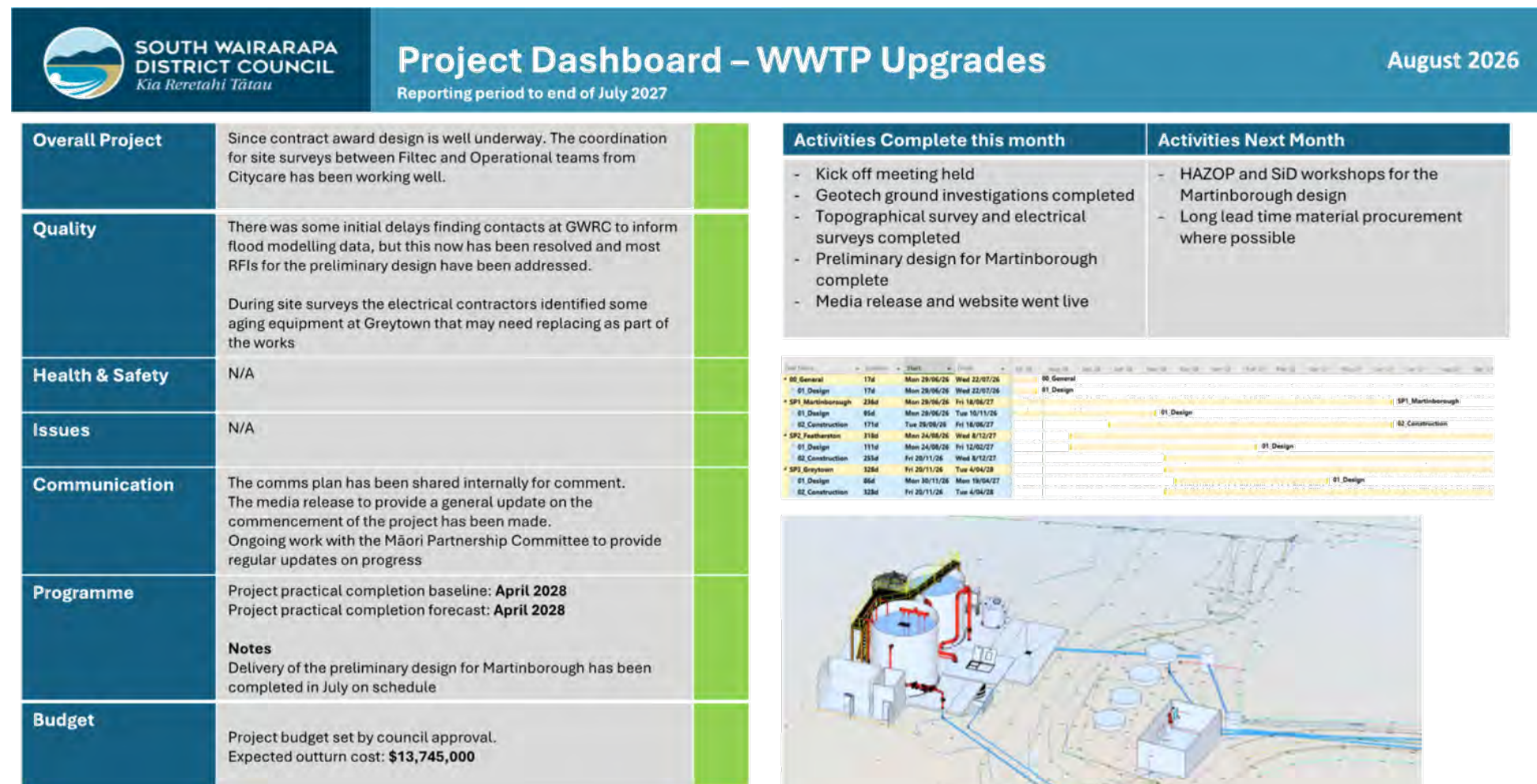
 SOUTH WAIRARAPA DISTRICT COUNCIL <i>Kia Reretahi Tātau</i>		CAPEX Project Dashboard – Major Project			August 2026
Major Projects	Phase	Objectives	Commentary	Risks/Mitigations	Delivery RAG
Featherston Watermain Upgrades 2025/26 EAC \$2,150,000 Aug-26	Execution	To replace Featherston AC and RC water mains identified due to frequent failure and/or have high water loss. Renewal is full replacement with new PE/PVC pipework	Elite Drainage, supervised by C&F Projects, has completed 98% of the planned work. Practical completion expected at end of August 26. Some minor works will be removed from scope due to delays applying to KiwiRail.	Disruption tolerance of Featherston community has reach limit due to duration of works.	
Waiohine WTP Upgrade EAC \$1,150,000 Sept-26	Execution	Provide a permanent, reliable and safe caustic dosing system with bulk storage to reduce H&S hazards and significant opex costs.	Tarros, supervised by SWDC, has completed 95% of the planned work. All the equipment is in place. Hazardous material certification in progress. Commissioning due to commence once chemical delivery completed.	Limited data available on the location or status of existing services at plant. Commissioning to include operator training.	
Waiohine Reservoir Upgrade EAC \$165,000 Aug-26	Execution	Mitigate H&S and contamination risks at reservoir with installation of Sika sealing of, access improvements, hatch controls, and security fencing.	Juno Civil Contractors, supervised by SWDC 95% complete.	Limited data available on the location or status of existing services at plant.	
Featherston WWTP Riparian Planting EAC \$95,000 Aug-26	Execution	Complete the Riparian planting adjacent to Donalds Creek in the 2026.	Planting Plan approved by GWRC and planting in progress.	Strike rate of planting less than expected.	
Greytown WWTP Desludging TBC Dec-26	Planning	Complete 2nd stage of the desludging project at the Greytown WWTP site with geobags stored on site (1st stage of desludging completed at Martinborough WWTP)	Glasgow instructed to update bund design to ensure top of bund level is same as pond bund level.	Location identified for storing bags flooded during June event - Consent will be required if proposed site impacts flood plain - engagement on any changes to design tabled with Papawai - Completion of project will not accelerate timing to restore private connections.	
Featherston Watermain Upgrades 2026/27 TBC Jun-27	Execution	To replace Featherston AC and RC water mains identified due to frequent failure and/or have high water loss. Renewal is full replacement with new PE/PVC pipework	Contract awarded to Landmatter to complete investigation and design of proposed locations.	Insufficient number of proposal received or costs excessive.	
Greytown WTP Upgrade EST \$845,000 Jun-27	Planning	Upgrade existing plant due to lack of multiple barriers for water treatment.	Independent review of requirement for 2nd Bore being commissioned following findings during install of new pump into existing bore by WWL in June 26. Review to consider a single bore is adequate to address supply contingency, growth capacity, and compliance with fire supply standards. SWDC to engage City care to assess the condition of the existing containerised treatment solution (stored at Waiohine) and assess cost to restore to full function. SWDC to approve proposed scope and execute works. Decision paper on proposed project scope to be presented at next Infrastructure Committee meeting.	Review of project scope may result in project delivery delays.	
South Wairarapa WWTP Upgrades EAC \$13,745,000 Apr-28	Execution	Refer to dedicated slide pack for project details	Refer to dedicated slide pack for project details	Refer to dedicated slide pack for project details	

**SOUTH WAIRARAPA
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Project Dashboard – Other Projects

August 2026

Other Projects	Phase	Objectives	Commentary	Risks/Mitigations	Delivery RAG
Pirinoa Water Tank Replacement \$ TBC Sept-26	Execution	Replace the existing damaged	Replacement tank ready for installation		
Brandon Street Watermain \$ TBC Sept-26	Planning	To inspect and flush existing watermain that runs under rail corridor.	Supplier engaged to flush line and then CCTV line to determine in further works required.	If required location to be included in Operations regular flushing schedule	
Pump Station Upgrades EST \$80,000 Jan-27	Planning	Complete the upgrade of existing pump stations	Physical works to be completed by City care as a variation to the existing operations contract. VPR issued.	Delays in delivery may result in overflow event.	
Lake Ferry Consent Renewal \$ TBC Sept-26	Planning	Renew resource current consent that expired in 2025. Proposed upgrades include add anoxic tank, reduce inflow and infiltration, extra control valves	Investigation into inflow from private connections in progress. Application for consent being managed by SWDC.		
Kuratawhiti St Watermain Upgrade \$ TBC Apr-27	Hold	Upgrade existing watermain in Greytown to improve fire flow rates as defined in Stantec Zone Management Report.	If funding permits consider adding upgrade to 2026/27 programme	Delays in delivery may result in overflow event.	
Moroa Water Race Consent \$ TBC Oct-26	Planning	Collect data to support renewal of consent. WAR010200 reinstated and the consent term extended until 31 December 2027	Consent conditions are under review by SWDC. Operations team preparing new maintenance contract for maintenance of races.		



Land Transport



**SOUTH WAIRARAPA
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Land Transport

Low cost low risk projects have been identified as project specific along with a project status update. There is a split in delivery with some projects being delivered through Ruamahanga Roads and others tendered on the open market.



**SOUTH WAIRARAPA
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CAPEX Project Dashboard – key projects

Project	Commentary	Objectives	Benefits/Key Risks
Walkway/Cycleway Improvements \$225,000 February 2027 PLANNING	Shared path along Huangarua and Puruatanga Roads. Aligns with the Government Policy Statement strategic priority of safety by providing walking and cycling improvements. Deferred waiting for MARG outcomes. Budget rolled over to 26/27	Share pedestrian cycle path to link vineyards on the urban fringe. Reduction of Death and Serious Injury (DSI) accidents.	Primary benefit is an impact to perception of safety and security and avoids conflict with different modes of transport. Risk is that budget will allow only partial completion of full length. Fuel shortage impacts on efficient and affordable tender price
Kerb and Channel and footpath additions \$450,000 April -June 2026 COMPLETE October 2026 to February 2027 PLANNING	Lyons Street, Watt Street, Harrison Street East and Regent Street completed 25/26 - COMPLETE Reading Street McMaster Street to Jellicoe Street Greytown programmed 2026/27 design works under way.	To infill missing links within the Kerb/channel and foot paths assets to provide urban connectivity and drainage improvements.	Primary benefit is to provide a safe walking mode of transport for residents along with enhanced drainage Fuel shortage impacts on contract delivery
Guard Rail installation along Lake Ferry and Cape Palliser Roads \$165,000 2025/26 COMPLETE	Bridge approach guard rail installation. Aligns with the Government Policy Statement strategic priority of Safety options by providing local road improvements.	The guardrail beam deflects and absorbs the energy of vehicle which would normally impact with the solid concrete parapet headwalls. Reduction of Death and Serious Injury (DSI) accidents.	Primary benefit is to provide a safe impact system on the network. Risk are low but access to Cape Palliser must be reinstated
East Coast Resilience study \$85,000 March to May 2026 COMPLETE	To produce a management Plan for Whakapuni and Ushers Hill on White Rock Road. Aligns with the Government Policy Statement strategic priority Increased Maintenance and Resilience by providing options that reduce unplanned closures and whole of life cost savings. Under budget additional works approved to improve level	Increasing resilience studies enables effective management to reduce future risk of unplanned closures	Primary benefit is to have road network reliability.

 SOUTH WAIRARAPA DISTRICT COUNCIL <i>Kia Reretahi Tātau</i>	CAPEX Project Dashboard – key projects		
Project	Commentary	Objectives	Benefits/Key Risks
Birdwood /Fox Street intersection improvements \$ 400,000 September 2026 DELIVERY	Safety improvements works include kerb build outs, splitter islands, marking and signage improvements together with a raised platform along with improved access to the Birdwood Street pedestrian crossing. Noting increased movements due to Bell Street Railway crossing closure. Works commenced planned delivery June -August2026	Providing and safer road network for vehicles and pedestrians within the urban roading network.	Primary benefit is to reduce the impact on social costs and incidents of accidents. The perceived risks are, the tender price is higher than budgets and fuel shortage impacts on contract pricing.
Rock supply to Cape Palliser Road \$400,000 2025/2026 COMPLETE \$200,000 2026/2027 COMPLETE	Supply of large Rip Rap Rock to meet the requirements of the Boulder Beach Resource Consents, which allows rock to be stockpiled on site. NZTA have funded this activity. Additional \$200,000 budget approved for 26/27 year.	To provide a resilient network and enables an immediate response if required.	Primary benefit is to have a positive impact on perceptions on safety and security of Cape Palliser Road. Fuel shortage impacts on contract delivery and price variation.
Riddiford Bridge Pier Remediation \$482,600 July 2026 COMPLETE	Remediate the western pier which has vertical cracks running almost the entire height of the pier. Riddiford's bridge is a one lane bridge with 3 piers, 4 span steel castellated girder bridge on Te Awaiti Road. Work commenced February 2026 and completed June 2026	To provide a safe network for vehicles	Primary benefit is to have road network reliability. The key risks are environmental working with chemical and concrete within natural waterways
Glue Pot Stability \$500,000 PLANNING	Initial Investigation has been carried out by Stantec. Ruamahanga Roads are now instructing work to place bore holes and start the monitoring of slip. The design to remedy the slip is being considered when more data is available.	Stabilize this venerable East coastal road.	Local community impacted if this active slip closes the road.

 SOUTH WAIRARAPA DISTRICT COUNCIL <i>Kia Reretahi Tātau</i>	CAPEX Project Dashboard – key projects		
Project	Commentary	Objectives	Benefits/Key Risks
Speed Review \$537,000 DELIVERY	School review completed. The remaining speed review is nearing completion.	Deliver the two phases of the speed review and implement in 2026.	Speed reduction. Improve road safety.
Ponatahi Road and Huangarua Bridge safety improvements \$100,000 COMPLETE	Safety measures have been identified and the work has been completed. It was confirmed by council the bridge will be reduced to a one lane bridge	Improve road safety.	Improve road safety for all road users.
Bridge Strengthening \$225,000 PLANNING	Inspection have been done. Six bridges have been identified Ruamahanga Roads have started to priorities the work. First bridge Lower Valley started. Option reports are being written by Stantec and consultation with GWRC is ongoing.	The objective for this bridge strengthening work is to remove any posted restriction and increase resilience for key bridges used by SWDC residents.	Remove restrictions on bridges where possible and to ensure bridges are safe.
Eco Reef Extension (SPR) \$990,000 DELIVERY	Stage one at the Whatarangi site is complete Stage two and three at Turners Bay are nearing the end of planning and about to go into delivery.	Improve coastal resilience due to the impact of sea level rise, coastal erosion and reduce unplanned closures.	Improve network reliability, reduce vulnerabilities, and provide reliable access to tourist and cultural sites

11 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
11.1 - Public Excluded Minutes of the Risk & Assurance Committee Meeting held on 23 July 2026	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority	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	Discussions relating to individuals and ability to speak freely about legal matters facing Council.
11.2 - Legal Update	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(f)(i) - free and frank expression of opinions by or between or to members or officers or employees of any local authority	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	Ability to speak freely about legal matters facing Council.
11.3 - Draft Annual Report for 2025/26	s7(2)(f)(i) - free and frank expression of opinions by or between or to members or	s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the	To allow the Committee to view and ask questions about the draft Annual Report, which

	officers or employees of any local authority	disclosure of information for which good reason for withholding would exist under section 6 or section 7	is yet to be audited and is therefore not finalised until adoption.

12 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