DELEGATIONS TO POSITIONS POLICY

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Approved by:	Rangitīkei District Council
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Who is responsible:	Group Manager – Corporate Services

RANGITĪKEI DISTRICT COUNCIL

Making this place home.

Delegations to Positions Policy

PURPOSE AND SCOPE

1. Part of Council's strategic and governance role is to ensure that its statutory responsibilities, duties and powers are carried out at the most effective and efficient levels. This Policy sets out the delegations from Council to specified elected members and officers.

2. Matters outside the scope of this Policy are:

   a) Delegations from Council to Committees, which are specified in the Governance Structure[1] ; and

   b) Delegations from the Chief Executive to subordinate officers through management policies or by way of a specific delegation.

DEFINITIONS

Term	Definition
Committee	A committee or subcommittee of Council, as listed in the Governance Structure.
Delegated Financial Authority	The maximum financial value that a person is authorised to approve or commit on behalf of Council under an applicable delegation
Governance Structure	The Council's Governance Structure document, including the terms of reference and delegations for Council and Committees, for the current triennium.
Officer	A Council staff member (including contractors) who is for the time being the holder of a specified office.

PRINCIPLES

~~1.~~ Where local authority activities do not contain a governance component and are not subject to statutory restrictions on delegation, they should be delegated to the Chief Executive or Deputy Chief Executive, who may sub-delegate to officers where permitted.

2. To be effective and legally valid , all delegations from Council must be precise and in writing (i.e. via this Policy or by Council resolution).

3. The delegate is acting in their own name on behalf of the Council when exercising delegated authority. In so doing, the delegate will ensure they act in accordance with any:

   a) any applicable statutory requirements or restrictions ; and

   b) relevant Council policy or process, including delegated financial authority and reporting requirements.

4. Council retains ultimate responsibility for its governance, statutory and financial responsibilities, duties and powers at all times. No delegation relieves Council of the liability or responsibility for the performance of the delegated responsibility, duty or power.

5. Those with responsibility for a delegated task or function should always have the authority to carry it out effectively.

6. Those with authority to exercise a delegated responsibility, duty or power are responsible for exercising that authority in a full, fair and objective manner. A delegate may decide not to exercise a delegation and instead refer the matter to Council or the relevant Committee for consideration or decision. .

7. Subject to any legislative restrictions, a responsibility, duty or power delegated to an officer is also delegated to all officers in a direct line of authority above that officer and is also delegated to any officer who is in an acting capacity for that officer.

8. Any delegation made includes any ancillary responsibilities, duties or powers necessary to give effect to that delegation.

9. Unless specifically restricted by law or expressed to be for a defined period, a delegation continues in force until expressly revoked or varied by either the Chief Executive or by resolution of Council. A delegation will survive any change in the person occupying the office to which the delegation was made.

10. Unless otherwise expressly stated in the Policy:

    a) all financial values stated in this Policy are GST exclusive; and

    b) all references to a repealed enactment should read as a reference to its replacement.

11. Where the title of a position to which a delegation applies is changed, the delegation will continue to apply to the renamed position, provided there has been no substantial change to the position's responsibilities relevant to the delegation

POLICY

The meaning of delegation

1. For the purpose of this Policy, delegation means the transfer of a responsibility, duty or power from Council to a specified elected member or officer, together with the authority necessary to exercise that responsibility, duty or power.
   .

2. General delegation means the granting of authority to determine a range of matters of a similar kind as and when they arise over a period of time without further reference to the delegator.

~~3.~~ From time to time, Council may delegate authority by resolution to determine a specific matter. A specific delegation will remain in force until the matter is determined, the delegation expires in accordance with its terms, or Council revokes the delegation.

~~4.~~ General delegations will be recorded in this Policy as they are confirmed. Specific delegations made by Council resolution will be recorded in the relevant Council resolution and are not required to be incorporated into this Policy.

Legal basis

5. The delegations in this Policy are made in accordance with the Local Government Act 2002 and any other legislation permitting delegation.

6. Council cannot delegate the power to:

   a) make a rate; or
   b) make a bylaw; or
   c) borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan or otherwise as expressly covered in this Policy; or
   d) adopt a long-term plan, annual plan, or annual report; or
   e) appoint a Chief Executive; or
   f) adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement; or
   g) adopt a remuneration and employment policy.
   (Local Government Act 2002 - Schedule 7, Clause 32(1))

7. Council may reserve other matters for the sole decision. These matters will be recorded in the Governance Structure.

8. The Chief Executive, Deputy Chief Executive and other specified officers may further delegate one or more of their delegations to any other officer, subject to certain restrictions.
   (Local Government Act 2002 – Schedule 7, clause 32B)

Delegations by the Council to Elected Members

9. Delegations from Council to specified Elected Members are detailed in Schedule 1.

Delegations by the Council to Chief Executive and Specified Officers

10. Delegations from Council to the Chief Executive, Deputy Chief Executive and specified officers (including Financial Delegations) are detailed in Schedules 2 and 3.

~~11.~~ This Policy is to be read alongside the Rangitīkei District Council Delegations Register, which records delegations made by the Chief Executive to subordinate officers. The Delegations Register is a separate document but is subject to the principles set out in this Policy. Delegations made by the Chief Executive may be amended or revoked by the Chief Executive, subject to any applicable statutory restrictions or conditions.

REVIEW OF POLICY

1. This Policy shall remain in effect until such time as it is varied or revoked by resolution of the Council. It is intended that this Policy will be reviewed and updated from time to time; and at the start of each triennium, as a minimum.

SCHEDULE 1 - DELEGATIONS BY THE COUNCIL TO ELECTED MEMBERS

Position	General Delegations
Mayor	The Mayor is elected by residents of the Rangitikei District as a whole and as one of the elected members shares the same responsibilities as other members of Council. **Authorities** · Lead the development of Council's plans (including the long-term plan and the annual plan), policies and budgets for consideration by the Council.* · To appoint the Deputy Mayor.* · To establish committees of the Council.* · To appoint the chairperson of each committee.* · Act as a Justice of the Peace. · Requisition a meeting of Council. · Declare a local Civil Defence emergency. · Exercise the authority of a chairperson of a Council meeting in accordance with Council's Standing Orders. · In relation to the Chief Executive's employment, the Mayor has delegated authority to manage routine employment matters, including: · approving leave; · approving deduction and overpayment arrangements; and · approving expenditure and travel reimbursement claims. · This delegation does not include authority to amend the terms and conditions of the Chief Executive's employment agreement. . **Note: Subject to the provisions of Section 41A of the Local Government Act 2002.*

Position	General Delegations
Deputy Mayor	**Authorities** • All the authorities of the Mayor when the Mayor is not available and including, in relation to the Chief Executive's employment contract, the delegated authority to manage routine employment matters such as; approving leave provisions; deduction and overpayment arrangements; approving expenditure and travel reimbursement claims, but excluding changes to employment contract provisions, and the Mayor's powers under section 41A(3) of the Local Government Act 2002. When the Mayor is unavailable, the Deputy Mayor may exercise the authorities of the Mayor set out in this schedule, including the delegated authority relating to routine employment matters for the Chief Executive. This does not include the Mayor's powers under section 41A(3) of the Local Government Act 2002

SCHEDULE 2 - DELEGATIONS BY THE COUNCIL TO THE CHIEF EXECUTIVE AND SPECIFIED OFFICERS

Where any currently adopted delegations to Council staff refer to a position title and the name of the position title has subsequently changed without substantial changes being made to the position holder's job description (in respect of the function to which the delegation relates), that any current delegations in the name of the previous position title are and shall be effective for the position holder of the new position title.

Position	General Delegations

Chief Executive Officer	In accordance with clause 32 of Schedule 7 of the Local Government Act 2002, the Chief Executive is hereby delegated all Council's responsibilities, duties and powers to act on any matter, subject to the Exclusions, Conditions and Notes below.
	
	In accordance with clause 32(3) of Schedule 7 of the Local Government Act 2002 the Chief Executive may choose to delegate those responsibilities, duties and powers to Officers, unless delegation is specifically restricted by statute or the terms of the Chief Executive's delegation. Every delegation by the Chief Executive will be in writing and recorded in in Council's delegations register.
	
	. The exclusions, conditions and notes below also apply to the Chief Executive's financial delegations in Schedule 3, where relevant.
	
	Exclusions:
	
	• Any responsibilities, duties and powers that the Council is prohibited by legislation or operation of law from delegating to officers, including those set out in the Legal Basis section - paragraph 6 of this Policy
	• Any responsibilities, duties and powers conferred on Council by an external entity that the entity has prohibited the Council from further delegation to officers.
	• Any matter that can only be given effect to by a resolution of the Council.
	• Any responsibilities, duties and powers that have been delegated by Council to a Committee, unless subsequently delegated to the Chief Executive by resolution of that Committee.
	• Any matter that exceeds the Chief Executive's delegated financial authority set out in Schedule 3.
	• In relation to the Resource Management Act 1991 ('RMA'):
	• Sub-delegation by the Chief Executive (section 34A(1))
	• Approval of a Proposed District Plan (section 34A(1)(a))
	• Notification of a Proposed District Plan
	• Rejection of a private plan change request
	• Hearing and determining objections to officer-declined resource consent applications (delegated to independent hearings commissioners).
	
	Conditions:
	
	• The Council's delegations to the Chief Executive do not prevent the Chief Executive from referring a matter to Council or a Committee for decision where the Chief Executive considers the matter:
	  • To be particularly significant;
	  • To be of policial importance or sensitivity;
	  • To be od special community interest; or
	  • Should otherwise be referred to Council or a committee for decision

Position	General Delegations

	Notes: • The Chief Executive must exercise these delegations in accordance with any plans, policies, procedures and bylaws adopted by Council, and any specific direction given by resolution of Council or a Committee. • For the purposes of the Trespass Act 1980, the Chief Executive is the person in lawful occupation of land owned, occupied or controlled by the Council. • For clarity, the Chief Executive has the Council's general authority to exercise all of the Ministerial powers that have been delegated to the Council under the Reserves Act 1977. • The Chief Executive has the Council's general authority to delegate to any officer any of the Chief Executive's functions, powers and duties under the Sale and Supply of Alcohol Act 2012, other than the general power of delegation.

Position	Signing and Sealing of Warrants
Chief Executive Officer	Pursuant to Clause 32A, Schedule 7 of the Local Government Act 2002 Council delegates to the Chief Executive, Deputy Chief Executive and to the Group Manager Regulatory authority to sign and apply the Council seal on any warrant of appointment required by law to be executed under seal. **Note:** Where a document does not need to be executed under Council seal it may be signed by: • the Chief Executive • Deputy Chief Executive • their nominee; or • any other officer who has delegated authority, whether under this Policy or otherwise, to approve the transaction to which the document relates.

Position	General Delegations
Chief Executive Officer Deputy Chief Executive Group Manager Regulatory & Emergency Management Group Manager Strategy, Community and Democracy	Pursuant to section 34A of the Resource Management Act 1991, Council delegates to the Chief Executive, Deputy Chief Executive, Group Manager – Regulatory and Planning Manager all of Council's functions, powers and duties under that Act, except for the following: • the approval of a proposed policy statement or plan under clause 17 of Schedule 1 or any change to a proposed policy statement or plan; • the making of a recommendation on a requirement for a Designation or Heritage Order under Part VIII which has been notified in accordance with Section 95A to 95F of the Resource Management Act 1991; • the granting of a notified Resource Consent to which submissions in opposition have been received: • the hearing of objections to Council arising out of certain decisions and requirements which have been made by Council staff pursuant to Section 357 of the Resource Management Act 1991; • this power of delegation; • the transfer of any one or more of the local authority's functions, powers and duties pursuant to Section 33 of the Resource Management Act 1991; • the fixing of any fees or charges in accordance with Section 36 of the Resource Management Act 1991, including the power to remit the whole or any part of any charge of a kind referred to in section 36 which would otherwise be payable.

Position	General Delegations
Deputy Chief Executive	Unless specifically excluded the Deputy Chief Executive is delegated all the responsibilities, duties and powers delegated to the Chief Executive and may exercise those delegations: • During the formal and recorded absence of the Chief Executive; or • In an emergency where the Chief Executive cannot be contacted.
Group Managers	Group Managers are delegated the following responsibilities, duties and powers within their respective areas of responsibility, where permitted by law and subject to any applicable Council policy and any condition, limitation, prohibition or statutory restriction: • Any responsibilities, duties and powers delegated to them by the Chief Executive and recorded in Council's Delegations Register. • The authority to commit Council to financial transactions subject to their delegated financial authority set out in Schedule 3. • The power to sub-delegate, unless expressly restricted by law or the terms of Council's delegation to the Group Manager. All such sub-delegations must be recorded in writing on the central register. • ~~The power to undertake their specific delegations without further reference (though some may require to be reported).~~ The authority to exercise their delegations without further approval, subject to any applicable reporting requirements. • The power to act for the Chief Executive in an emergency where the Chief Executive and the Acting Chief Executive cannot be contacted, provided this is done through prior consultation with the Executive Leadership Team.

Position	General Delegations
– Group Manager – Strategy, Community & Democracy	The Group Manager – Strategy, Community and Democracy may exercise all powers and functions that Council may exercise as an administering body under the Reserves Act 1977, where permitted by law and subject to any applicable Council policy, statutory restriction, or condition, limitation or prohibition imposed by Council. • All the powers and functions Council may exercise as an administering body under the Reserves Act 1977.
Manager - People and Culture	The Manager – People and Culture is appointed Privacy Officer for the Council pursuant to section 201 of the Privacy Act 2020 and is delegated the associated responsibilities of this position. The Manager – People and Culture may sub-delegate such responsibilities, duties and powers to other officers, except for the power to delegate under that Act.
Group Manager – Corporate Services	The Group Manager – Corporate Services is specifically delegated the responsibility to approve and pay: • all Council tax returns to the Inland Revenue Department; and • regular sums for utilities such as power, phone, rates, insurance etc. In addition, the Group Manager – Corporate Services is specifically delegated the responsibility to: • amend any entries in the district valuation roll (under section 14 of the Rating Valuations Act 1998) or the rating information database (under section 40 of the Local Government (Rating) Act 2002) which are the result of an error or which are no longer correct as a result of changed circumstances. • Approve and apply remissions and postponements to rates in accordance with Council's Rates Remissions Policy. **Note:** • The functions, powers or duties under the Local Government (Rating) Act 2002 and the Rating Valuations Act 1998 delegated by the Council to the above specified officers, including the Chief Executive, may not be sub-delegated. **Exclusion:** • Neither Council nor the Delegates in 1. Above shall delegate to any officer: a) the power to delegate in 1. above; or b) a function, power or duty conferred by subpart 2, Part 1 or subpart 1, Part 5 of the Local Government (Rating) Act 2002.

SCHEDULE 3 – FINANCIAL DELEGATIONS TO THE CHIEF EXECUTIVE

1. Approve expenditure, including for any multi-year contracts, of authorised works or services which have been budgeted for in Council's Long Term Plan and/or Annual Plan, subject to the Chief Executive's delegated financial authority.

2. The Chief Executive has authority to approve capital or operational expenditure up to a total value or total project value of $1,000,000 excluding GST, provided that:

   The expenditure relates to authorised works or services for which provision has been made in Council's approved budget; and

   - Negotiate terms and interest rates for loans, which have been agreed by Council;
   - .All applicable procurement policies and procedures are complied with

3. To open, to operate and to close the Council's bank accounts in conjunction with the Group Manager - Corporate Services

4. Approve exemptions from competitive quotation or tender requirements in accordance with Council's Procurement Policy.

5. To certify and authorise the payment of progress payments in relation to contracts entered into by the Council.

6. To write off unrecoverable debts up to a maximum of fifteen thousand dollars ($15,000) in any one case.

7. In conjunction with the Group Manager – Corporate Services, authorise the issue of Council credit cards and monitor their use

8. To ensure that material unbudgeted expenditure is reported to the Finance / Performance Committee.

9. Authority, in conjunction with the Group Manager - Corporate Services, to authorise and approve any expenditure in an emergency, in accordance with Council's Procurement Policy.

10. Authority to enter into Developer Agreements, where appropriate, which is a contract with a developer for a new subdivision or development (noting Council's policy is not to require development contributions).

11. In respect to the Local Government Rating Act 2002, to perform the functions of the Council as specified in the Act, in particular:

    - Section 54 - Not Collecting Small amounts (less than $2,000)
    - Sections 63-68 - Recovery of rates
    - Section 77 - Sale of abandoned land

12. In respect to the Local Government Rating Act 2002, to perform the functions of the Council as specified in the Act, except:

    - Section 13-23 - Setting Rates
    - Section 55 - Policy for early payment
    - Section 56 - Policy for payment of rates for subsequent year
    - Section 57 - Penalty for unpaid rates
    - Section 58 - Imposition of penalty
    - Sections 117B-D - Lump sum contributions
    - Section 119 - Setting rates again

13. In conjunction with the Group Manager – Corporate Services, to enter into arrangements with ratepayers for the settlement of outstanding rates and remit penalties on amounts under consideration or for current rates that are being paid by regular payment and where a conflict between payment date and penalty date occurs.

14. In conjunction with the Group Manager – Corporate Services, to waive up to $2,000 of the cost of excess water usage due to a leak on private property beyond the Council's meter. Any waiver and amount are recorded and available for audit purposes and reported to the Finance / Performance Committee on a quarterly basis.

15. In conjunction with the Group Manager – Corporate Services, to waive up to $2,000 for requests for fee waivers relating to building consents; liquor licensing fees; hireage of Councils facilities (parks, halls); or similar minor requests. Any waiver and amount are recorded and available for audit purposes and reported to the Finance / Performance Committee on a quarterly basis.

Financial Delegations to Group Managers

16. Approve expenditure for authorised works or services where provision has been made in Council's Long-term Plan and/or Annual Plan, subject to the relevant Group Manager's delegated financial authority.

17. Authority (whether in relation to statutory, discretionary statutory, operational or general delegations) to approve either capital or operational expenditure up to a total value or total project value of:

    - Group Manager – Corporate Services – $100,000 excluding GST
    - Group Manager – Strategy, Community and Democracy - $50,000 excluding GST
    - Group Manager – Regulatory & Emergency Management - $50,000 excluding GST
    - Group Manager – Assets, Infrastructure & Projects - $50,000 excluding GST

18. The Strategic Property Advisor has the authority (whether in relation to statutory, discretionary statutory, operational or general delegations) to approve either capital or operational expenditure up to a total value of $15,000.

Subject to meeting the following criteria:

- The expenditure is for authorised works or services for which provision has been made in Council's approved budget;
- Council's purchasing, tendering and contract tendering procedures are followed and complied with.

RANGITĪKEI DISTRICT COUNCIL

PROCUREMENT AND CONTRACT MANAGEMENT POLICY 2026-2029

DRAFT

The purpose of the RDC Procurement and Contract Management Policy (the 'Policy') is to articulate RDC's commitment to the responsible, effective, and fit-for-purpose procurement of goods, services and contract management.

Approved:	date
Approved by:	The Executive Leadership Team
Next review:	date
Version number:	2.0
Who is responsible:	Group Manager – Corporate Services

This document was created with AI assistance.

RANGITĪKEI DISTRICT COUNCIL

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Procurement and Contract Management Policy

Document control	
Status	Draft for review
Version	Revised draft 1.0
Policy owner	Group Manager - Corporate Services
Approval authority	Executive Leadership Team
Review cycle	Three-yearly, or earlier if required by legislation, guidance or organisational change Reviewed August 2026 Next Review August 2029

1. INTRODUCTION

1.1. Rangitīkei District Council (RDC) is a territorial local authority and must conduct its business openly, transparently and accountably, while delivering its identified priorities and outcomes efficiently and effectively.

1.2. Procurement and contract management are important mechanisms for delivering Council outcomes. RDC purchases a wide range of goods, services and works from third-party suppliers and must manage that expenditure prudently.

1.3. RDC recognises that rigorous procurement and contract management practices support public value, quality, safety and wellbeing, strategic delivery, economic benefit, innovation, sustainability and community outcomes.

1.4. RDC has a primary responsibility to ensure integrity, probity, transparency and the prudent expenditure of ratepayer funds.

2. PURPOSE

2.1. The purpose of this Policy is to articulate RDC's commitment to responsible, effective and fit-for-purpose procurement of goods, services and works, and the effective management of resulting contracts.

2.2. This Policy establishes the principles, authority, responsibilities and minimum operational requirements that apply across the procurement lifecycle: Plan, Source, Award, Manage and Close/Transition.

2.3. The Policy seeks to ensure that RDC:

- uses procurement to achieve public value and support RDC's strategic and community outcomes;
- plans for, enters into and manages contracts in a manner consistent with RDC's obligations and commitments under Te Tiriti o Waitangi / the Treaty of Waitangi;
- applies processes that are proportionate to value, risk, complexity, strategic significance and market conditions;
- acts fairly, transparently and with integrity and probity;
- provides capable New Zealand businesses, including Māori businesses and SMEs, fair opportunity to participate where appropriate;
- identifies and manages procurement, commercial, financial, information, HSW and delivery risks throughout the lifecycle;
- actively manages contracts so expected outcomes, performance, economic benefits and value are realised; and
- maintains a complete and transparent audit trail for procurement and contract management decisions.

3. SCOPE

3.1. This Policy applies to all RDC employees (permanent, temporary and fixed-term), elected members, consultants, contracted staff, contractors, subcontractors, volunteers and people acting on behalf of RDC who participate in procurement or contract management activities.

3.2. This Policy applies to all RDC business, services and activities involving the procurement of goods, services or works, unless an exclusion below applies.

3.3. This Policy does not apply to:

- the purchase or sale of land;
- the acquisition of art or similar unique items where normal competitive procurement is not practicable; or
- employment contracts for permanent or fixed-term employees.

4. DEFINITIONS

Term	Meaning
Approved Contractor	A contractor approved against relevant RDC eligibility requirements, including insurance, competence and HSW requirements. This is distinct from HSW pre-qualification.
Bribe or inducement	The giving or receiving, whether directly or indirectly, of something of value to influence a (procurement or contract management) transaction.
Conflict of Interest	An actual, potential or perceived conflict between a person's RDC responsibilities and personal, family, financial, professional or other interests.
Contract	A written and legally binding agreement between RDC and another party for goods, services or works.
Contract Manager	A person appointed to undertake defined day-to-day contract management responsibilities on behalf of the Contract Owner.
Contract Owner	The RDC officer accountable for the overall performance, governance, records and outcomes of a contract.
Economic Benefits	Positive economic, environmental, social, cultural, capability, innovation, workforce or regional outcomes arising from procurement, including benefits to New Zealand and, where relevant and lawful, Rangitīkei.
HSW	Health, Safety and Wellbeing.
HSW Pre-qualified Contractor	A contractor that has satisfied RDC's current HSW pre-qualification requirements.
Procurement	The lifecycle of planning, market engagement, sourcing, evaluation, award, contract management and close/transition for goods, services or works.
Probity Advisor/Auditor	An appropriately qualified independent person engaged to advise on or review the integrity, fairness and transparency of a procurement process.
Public Value	The best available result for RDC and its community over the whole life of the procurement, considering price, quality, risk, benefits and outcomes rather than lowest purchase price alone.
Whole of Life Value	The total estimated value and/or cost of a procurement from commencement to completion, including all options, extensions, renewals, implementation, maintenance, support, licences, anticipated variations, transition and disposal costs. Values in this Policy exclude GST unless otherwise stated.

5. PROCUREMENT PRINCIPLES

5.1. RDC will apply the six Government Procurement Principles as good-practice foundations for procurement decision-making:

1. Plan and manage for great results.
2. Be proportionate and right-size the procurement.
3. Be fair to all suppliers.
4. Get the right supplier.
5. Get the best deal for everyone.
6. Play by the rules.

5.2. In addition, RDC procurement and contract management will reflect the following Council principles:

- RDC's purchasing power will be used to support strategic, business and community outcomes.
- RDC will act with integrity, impartiality and fairness and will ensure decisions are free from inappropriate influence, bias and unmanaged conflict.
- Open and effective competition will be encouraged unless an approved exemption or emergency provision applies.
- Whole-of-life cost, risk, quality, HSW, economic benefits, sustainability and delivery capability will be considered as appropriate to the procurement.
- Contracts will contain clear, measurable outcomes and be actively managed to minimise value erosion and encourage continuous improvement.
- Risks will be identified and managed throughout the lifecycle, including HSW, information security, privacy, financial and operational risks.

6. ROLES AND RESPONSIBILITIES

Role / Party	Core responsibilities
Chief Executive (CE)	Strategic accountability for procurement integrity and public value; approves procurement and contracts within delegation; approves emergency departures where required; authorises significant policy departures in accordance with this Policy.
Executive Leadership Team (ELT)	Provides oversight; approves this Policy and major amendments; endorses or approves procurement in accordance with delegations; considers departures, high-risk procurement and probity requirements; monitors significant issues.
Group Manager - Corporate Services (GM-CS)	Policy owner; maintains policy, procedures, templates and guidance; provides advice and capability development; monitors compliance and reports significant issues to ELT.
Financial Delegation Holder	Confirms budget and delegated authority; approves procurement and contractual commitments within delegation; ensures the proposed approach is proportionate and compliant.
Procurement Lead / Project Manager	Plans and leads procurement; prepares procurement documentation; coordinates specialist advice; manages evaluation process and declarations; maintains procurement records until contract award.
Contract Owner	Accountable for contract outcomes, governance, risk, HSW, records, performance, renewals/expiry, variations, escalation and close-out. Remains accountable if a Contract Manager is appointed.
Contract Manager	Undertakes delegated day-to-day monitoring, supplier engagement, performance administration, payment assurance, records and issue escalation.
Legal	Provides legal advice and contract support where risk, complexity, non-standard terms or other circumstances warrant.
Finance	Provides budget, whole-of-life costing, financial risk and public-value advice as required.
Subject Matter Experts	Provide specialist input where relevant, including information security, privacy, technology, engineering, HSW or other technical matters.
All employees and participants	Must understand and comply with this Policy, relevant delegations, confidentiality, conflict-of-interest requirements and records obligations.

7. PROCUREMENT LIFECYCLE

7.1. RDC will use a lifecycle approach comprising Plan, Source, Award, Manage and Close/Transition. The level of documentation and assurance must be proportionate to the procurement's whole-of-life value, risk, complexity and strategic significance.

7.2. Plan

- Confirm the business need, intended outcomes and available budget before approaching the market.
- Estimate Whole of Life Value. Procurement must not be split, phased or structured for the purpose of avoiding a threshold or financial delegation.
- Assess market conditions, risk, complexity, strategic significance and opportunities for collaboration or existing All-of-Government, Common Capability, syndicated, shared-service or RDC contracts.
- Consider early market engagement where it would improve understanding, competition or solution design. Any engagement must be fair and transparent.
- Identify economic benefits and sustainable procurement opportunities relevant to the procurement, including opportunities for New Zealand businesses, Māori businesses, SMEs, workforce development, innovation, regional outcomes and environmental performance.
- Identify required specialist input, including Legal, Finance, HSW, information security, privacy, technical or probity advice.
- Determine the evaluation methodology, approval pathway, intended contract term and contract-management approach before going to market.
- Ensure appropriate financial approval in principle is in place before the market is approached.

7.3. Source and approach the market

- Use clear, proportionate and accessible procurement documents and avoid unnecessary supplier burden.
- Give suppliers a fair opportunity to compete and do not favour a supplier because of prior RDC experience.
- Use approved RDC or government model procurement and contract templates wherever appropriate.
- Use pre-qualified supplier lists and collaborative contracts where they provide an appropriate and compliant route to market.
- Where practicable, provide advance notice of significant future procurement opportunities to support market readiness.
- For significant procurement, consider opportunities for subcontracting and supply-chain participation by SMEs, Māori businesses and regional businesses.
- Do not make a contractual commitment or permit a supplier to commence work before an approved purchase order or written agreement is in place, except for an authorised emergency or purchasing-card transaction.

7.4. Evaluate and award

- Evaluation criteria and weightings must be agreed before responses are opened and must reflect the published requirements.
- Evaluation panel members must complete conflict-of-interest and confidentiality declarations before accessing supplier responses or participating in evaluation.
- Subject matter experts must participate where specialist assurance is required.
- The preferred supplier must demonstrate capability to meet RDC requirements and provide public value over the life of the contract.
- The procurement file must contain a clear recommendation and decision record showing the evaluation process, rationale, approvals and any conditions of award.
- Unsuccessful bidders should be offered an appropriate debrief for material competitive procurements.

8. PROCUREMENT THRESHOLDS AND MINIMUM REQUIREMENTS

8.1. The following thresholds establish minimum requirements. A higher level of process may be required where risk, complexity, strategic significance, sensitivity, market conditions or public interest warrant it.

Whole-of-life value	Minimum sourcing approach	Minimum documentation	Minimum approval / assurance
$1 - $9,999	Direct source permitted. Check existing collaborative/RDC contracts and any pre-qualified suppliers. Demonstrate price reasonableness and public value.	Purchase order or equivalent approval; retain supporting record.	Delegation holder; one-up approval where required by delegations.
$10,000 - $49,999	Seek at least 2 written quotations where practicable, which may include the existence of pre-qualified suppliers.	Short procurement record/plan; quote records; purchase order or contract.	Delegation holder and one-up manager as applicable.
$50,000 - $99,999	Seek at least 3 written quotations where practicable, which may include the existence of pre-qualified suppliers.	Short procurement plan; RFx/quote documentation; evaluation/ recommendation; written contract.	Delegation holder and one-up manager as applicable.
$100,000 - $249,999	Formal competitive process. Seek at least 3 responses; open tender via GETS where appropriate, and may include pre-qualified suppliers who have been through a recent tender process.	Long-form procurement plan; RFx; declarations; evaluation/ recommendation report; contract; Contract Management Plan.	One-up manager plus Legal/Finance input where indicated; ELT approval where required by delegation.
$250,000 and above	Open and competitive public tender via GETS unless an approved exemption applies.	Long-form procurement plan; RFx; declarations; evaluation/ recommendation report; contract award record; contract; Contract Management Plan.	ELT endorsement and CE approval within delegation; governance approval where required.
High-risk / strategically significant	Enhanced assurance regardless of value. Tends Board Assets/ Infrastructure Committee and/or independent probity consideration may be required.	Full documentation and assurance record proportionate to risk.	CE/ELT and governance as appropriate.

8.2. Where a required number of quotations is not reasonably obtainable, the Procurement Lead must document the suppliers approached, market circumstances and rationale. The resulting procurement may proceed only with the approval required under section 11 (Departures and Exemptions).

8.3. Procurement using an approved All-of-Government, Common Capability, syndicated, shared-service or other collaborative arrangement may use the purchasing method provided by that arrangement, subject to appropriate delegation and documentation.

9. PUBLIC VALUE, ECONOMIC BENEFITS AND SUSTAINABLE PROCUREMENT

9.1. RDC will seek public value rather than lowest upfront price alone. Public value includes whole-of-life cost, quality, risk, service outcomes, HSW, capability, resilience, economic benefits and relevant environmental, social and cultural outcomes.

9.2. Procurement planning must consider opportunities to achieve economic benefits to New Zealand and, where relevant and lawful, benefits for Rangitīkei. Such benefits may include:

- use of capable New Zealand businesses, SMEs, Māori businesses and regional supply chains;
- workforce participation, apprenticeships, training and capability development;
- innovation, productivity, local/regional resilience and industry capability;
- environmental benefits such as lower emissions, reduced waste, resource efficiency, biodiversity or circular-economy outcomes;
- positive social, cultural and community outcomes; and
- whole-of-life design, operation, maintenance and end-of-life benefits.

9.3. For significant procurement, relevant economic-benefit or sustainable-procurement criteria should normally be included in evaluation. Where they are material, an appropriate weighting must be set before market release. Where a procurement plan determines that no such criterion is appropriate, the rationale must be documented.

9.4. RDC will avoid unsupported local preference. Evaluation criteria must relate to legitimate procurement outcomes and be applied fairly and transparently.

10. INTEGRITY, CONFLICTS, CONFIDENTIALITY AND PROBITY

10.1. Conflicts of interest

- All procurement and contract management activity must consider actual, potential and perceived conflicts of interest.
- Every participant must consider whether they have a conflict of interest, and for the procurement that exceeds $100,000 include a written conflict-of-interest declaration before accessing procurement information or participating in meetings, evaluation or decision-making, and must update the declaration if circumstances change.
- A person with an actual conflict must not influence or participate in the relevant decision. Potential or perceived conflicts must be assessed and managed by the Procurement Lead and one-up manager, with escalation where appropriate.
- A conflicted person may only provide essential technical expertise in exceptional circumstances, with documented Group Manager approval and controls that prevent participation in the decision. Where the procurement is $250,000 and above, the CE should also approve of the exceptional circumstances. All documentation must be supplied to the People and Culture Manager or Senior Advisor of Retention.
- Where the CE has a relevant conflict, the matter must be escalated to elected members or another appropriate governance body.
- A staff member must not participate in sourcing or contract management where a direct family member has a material role or financial interest in the supplier, unless an independently reviewed and formally approved management plan makes participation demonstrably appropriate.
- Bribes and inducements are prohibited. Gifts and hospitality connected with procurement must be declared and managed in accordance with RDC's Gifts and Hospitality and Fraud, Bribery and Corruption policies.

10.2. Confidentiality

- Commercially sensitive, personal, security-sensitive and intellectual-property information must be protected throughout procurement and contract management.
- Information must not be shared between competing suppliers or disclosed except where authorised and appropriate.
- Confidentiality obligations continue after the procurement or contract ends.

10.3. Probity and independent assurance

10.3.1. Probity must be evident throughout procurement and requires fairness, transparency, consistency, integrity and a defensible audit trail.

10.3.2. An independent Probity Advisor or Auditor must be considered for high-risk, high-value, novel, controversial, strategically significant or conflict-sensitive procurement. The Procurement Plan must record whether independent probity assurance is required and the rationale.

10.3.3. Independent probity assurance is mandatory for procurement above $5 million Whole of Life unless the CE, on ELT advice, approves an alternative assurance approach and records the reasons.

11. DEPARTURES, EXEMPTIONS AND EMERGENCY PROCUREMENT

11.1. General

11.1.1. A departure from normal procurement requirements must be exceptional, justified, documented and approved before commitment wherever practicable. A departure does not remove the requirements for public value, delegation, integrity, conflicts, records, HSW or contract management.

11.1.2. Departures must be recorded in a central Departures Register and periodically reported to ELT and, where appropriate, the Risk/ Assurance Committee.

11.2. Exemptions

11.2.1. An exemption from an open or minimum-competition process may be considered where one or more of the following applies:

- a recent open competitive process did not identify a suitable supplier and the core requirements have not materially changed;
- only one supplier can reasonably meet the requirement because of genuine technical, interoperability, intellectual-property or exclusive-rights reasons;
- a court or statutory direction requires a specified supplier;
- additional goods, services or works are necessary to complete an existing competitively procured contract and changing supplier would cause significant technical or economic disadvantage;
- a genuine prototype, research or original-development procurement is required;
- goods are purchased on a commodity market;
- the procurement is made through an approved collective, All-of-Government, Common Capability, syndicated or shared-service arrangement;
- exceptionally advantageous conditions exist for a genuinely short period and do not represent routine purchasing; or
- another exceptional circumstance is documented and approved as providing a better and defensible outcome for RDC.

11.2.2. Non-emergency departures require written approval from the CE and two ELT members, unless Council approval is required by the Delegations Register or the departure relates to a procurement above $250,000 that would otherwise require open tender and the CE determines governance approval is appropriate.

11.3. Emergencies

11.3.1. Emergency procurement may be used where an unforeseen event creates an immediate need and normal procurement timeframes would materially impair RDC's ability to protect life, health, property, critical infrastructure, statutory functions or community wellbeing.

- document the procurement during the event or as soon as practicable afterwards;
- act within delegated authority wherever possible;
- obtain at least verbal approval from an officer with sufficient delegated authority for a major commitment where written approval cannot reasonably be obtained;
- exercise sound judgement, obtain reasonable value and maintain appropriate HSW and fraud controls; and
- complete retrospective written approval and records as soon as practicable.

11.3.2. During a declared civil defence emergency, approval may be obtained retrospectively from the CE or an authorised alternate where advance approval was not reasonably possible.

12. CONTRACT FORMATION AND APPROVAL

- All material contractual arrangements must be in writing, dated, signed by authorised parties and stored in the approved records system.
- Only RDC officers with appropriate delegated authority may sign or approve contracts on behalf of RDC. External parties are not authorised to sign on RDC's behalf.
- Approved RDC or government model contract templates should be used where appropriate. Non-standard, high-risk or complex contracts must obtain Legal advice.
- No supplier may commence delivery until a written contract, agreement or authorised purchase order is in place, except where section 11.3 applies.
- The total term of a contract, including all rights of renewal, must not normally exceed 10 years without ELT or Council approval as appropriate.
- RDC will not normally enter indefinite or evergreen arrangements. Where an auto-renewing or indefinite arrangement is demonstrably appropriate, it must have an identified Contract Owner, termination rights, periodic value/public-value review and approval at the appropriate delegated level.

13. CONTRACT MANAGEMENT

13.1. RDC will maintain a central Contract Register/database of all approved and active contracts. Records must include, as applicable, supplier details, NZBN or other identifier, Contract Owner/Manager, start/end dates, review dates, renewal/expiry dates, actual spend, insurance, third-party vetting, HSW approval, performance information, variations and deviations.

13.2. Every RDC contract must have a named Contract Owner. A Contract Manager may be appointed in writing to undertake defined responsibilities, but the Contract Owner retains overall accountability.

13.3. A documented Contract Management Plan is mandatory for contracts with a Whole of Life Value of $100,000 or more, and for lower-value contracts where risk, complexity or strategic significance warrants it.

13.4. The Contract Management Plan must be proportionate and include:

- contract objectives and intended outcomes;
- governance arrangements and review dates;
- roles, responsibilities and key contacts;
- SMART or otherwise clear and measurable performance indicators;
- performance monitoring and reporting arrangements;
- risk, HSW, insurance, privacy/security and assurance requirements as relevant;
- economic-benefit or sustainability commitments included in the contract;
- payment, financial and change-control arrangements;
- renewal, expiry, transition and exit requirements; and
- issue escalation and dispute-resolution processes.

13.5. Performance and payments

- The Contract Owner/Manager must monitor delivery against agreed milestones, deliverables, service levels and performance measures.
- Payments, performance bonds and other financial transactions must comply with the contract and relevant RDC delegations and must be supported by appropriate assurance of delivery.
- Performance issues and contract-delivery failure must be documented, escalated and resolved through appropriate processes.
- RDC should work constructively with suppliers to identify savings, improvements and innovation over the life of the contract while preserving accountability and value.

13.6. Variations, renewals and extensions

13.6.1. Before approving a variation, renewal or extension, the Contract Owner must consider and document the original scope, cumulative value of prior changes, revised Whole of Life Value, budget, delegated authority, supplier performance, risk, public value and whether the change materially alters the original procurement.

13.6.2. A variation, renewal or extension must not be used to avoid a new competitive procurement. Decisions to exercise an extension or renewal option must be made and approved before the relevant contractual deadline.

13.7. Review, handover and close-out

- Contracts must be reviewed at the frequency specified in the Contract Management Plan and at least annually for material/high-risk contracts.
- Reviews must consider ongoing need, scope, terms, supplier performance, expenditure, value, risks, HSW controls, insurance, economic-benefit commitments and upcoming renewal/expiry decisions.
- When a Contract Owner changes, the relevant one-up manager must ensure a documented handover of all contracts, key dates, issues, obligations and records.
- At contract close-out or transition, RDC must confirm completion, final payments, defects/warranties, return or secure disposal of RDC data, intellectual property and property, supplier performance assessment, lessons learned and update of the Contract Register.

14. RISK, HEALTH, SAFETY AND WELLBEING

14.1. Procurement and contract management must comply with RDC's Risk Management Framework. Risks must be identified before procurement commences and managed throughout the contract lifecycle.

14.2. Risk management must be proportionate to the procurement and documented in the Procurement Plan and/or Contract Management Plan as appropriate.

14.3. The Contract Owner must ensure applicable requirements of the Health and Safety at Work Act 2015 and RDC HSW policies are met. This includes, where relevant:

- using HSW pre-qualified contractors or completing appropriate pre-engagement assurance;
- identifying critical and foreseeable risks and applying the hierarchy of controls;
- ensuring parties consult, cooperate and coordinate where duties overlap;
- considering HSW in design across the lifecycle of structures, plant, substances or products;
- setting and monitoring clear HSW responsibilities and expectations; and
- recording and reviewing significant HSW events in RDC's HSW management system.

15. RECORDS AND AUDIT TRAIL

15.1. All procurement and contract records must be retained in accordance with the Public Records Act 2005, RDC information-management requirements and any applicable legal retention requirements.

15.2. Records must provide a clear, transparent and accessible audit trail that enables the process, rationale, approvals and outcomes of procurement and contract-management decisions to be understood.

15.3. At minimum, records must demonstrate:

- the procurement approach and applicable threshold requirements;
- approved budget and delegated financial authority;
- Procurement Plan and market/sourcing documentation where required;
- conflict-of-interest and confidentiality declarations;
- evaluation records, recommendation and approval;
- contract, variations, extensions, renewals and departures;
- risk, HSW, insurance, security/privacy and due-diligence records where relevant;
- contract performance, monitoring, payment assurance and issue management; and
- close-out, transition and lessons learned for significant contracts.

16. CAPABILITY, COMPLIANCE AND ASSURANCE

16.1. Employees leading or evaluating significant procurement must have appropriate procurement capability or be supported by an appropriately experienced officer or advisor.

16.2. Corporate Services will maintain a Procurement Toolbox containing proportionate templates, procedures and guidance, including Procurement Plans, RFx templates, declarations, evaluation records, exemption/departure forms, Contract Management Plans, review forms and close-out checklists.

16.3. Compliance with this Policy may be monitored and reviewed. Material non-compliance, repeated departures or control weaknesses must be reported to ELT and, where appropriate, the Risk/Assurance Committee.

16.4. A failure to comply with this Policy may result in investigation and action under relevant RDC policies, delegations or employment/contractual arrangements.

17. RELATED DOCUMENTS AND LEGISLATION

17.1. RDC policies, procedures and guidance include, as applicable:

- Delegations Register and Committee Structure and Delegations Manual;
- Risk Management Policy and Guidelines;
- Information Management Policy and Guidelines;
- Conflict of Interest Policy;
- Fraud, Bribery and Corruption Prevention Policy;
- Gifts and Hospitality Policy;
- Protected Disclosure / Whistleblower Policy;
- HSW Policy, Manual, Toolbox and Contractor Management guidance;
- Significance and Engagement Policy; and
- Waste Minimisation and Management Plan.

17.2. External legislation and guidance include, as applicable:

- Local Government Act 2002;
- Public Records Act 2005;
- Health and Safety at Work Act 2015;
- Commerce Act 1986;
- Government Procurement Principles;
- Government Procurement Charter;
- Government Procurement Rules (5th edition) and related New Zealand Government Procurement guidance; and
- Controller and Auditor-General guidance on public-sector procurement and probity.

18. REVIEW

18.1. This Policy will be reviewed at least every three years, or earlier where required by legislative change, Government Procurement guidance, audit findings, organisational change or material procurement-control issues.

Rangitīkei District Council

Procurement and Contract Management Policy

2024-2026 Policy Change Schedule

Recommended changes to create the revised 2026-2029 policy

Prepared for policy review - ELT / Risk/ Assurance

Base document: Procurement and Contract Management Policy, approved August 2024

Recommended destination: Revised Procurement and Contract Management Policy 2026

How to use this schedule

This schedule is designed to support clause-by-clause review of the August 2024 Procurement and Contract Management Policy. It identifies what should be retained, amended, replaced or added when adopting the revised 2026 policy. The recommendations preserve the stronger governance and assurance controls in the 2024 policy while incorporating the most useful operational improvements from the August 2026 draft.

Recommendation key

Status	Meaning
AMEND	Retain the underlying control but improve wording, scope or operation.
REPLACE	Replace the existing approach with a materially different but stronger/more proportionate control.
NEW	Add a control or section not presently explicit in the 2024 policy.

Key policy decisions for ELT / Risk/Assurance

- **Tenders Board:** Retain as an enhanced-governance option for high-risk, strategic, sensitive or major-departure procurement rather than an automatic requirement for every procurement above $250,000.
- **Independent probity:** Retain the existing $5 million / high-risk mandatory trigger, with discretion to require independent probity below that level for sensitive, novel or strategically significant procurement.
- **Sustainable procurement weighting:** Replace the fixed 10% minimum with a documented requirement to consider relevant economic, social, cultural and environmental outcomes and apply appropriate criteria/weightings where material.
- **Contract term:** Retain the 10-year default maximum, but allow justified longer/auto-renewing arrangements where approved, reviewable and terminable.
- **Competition thresholds:** Retain clear minimum quote/market requirements; avoid the weaker "where possible 2-3 quotes".
- **Contract Management Plans:** Require for $100,000+ and for lower-value contracts where risk, complexity, strategic significance or sensitivity warrants it.

The detailed schedule below is intended as a drafting and governance review tool rather than legal advice. Final wording should be checked against RDC delegations, current related policies and any legal advice required for particular provisions.

Detailed clause-by-clause change schedule

Status is the recommended treatment of the existing 2024 clause. “Revised 2026 ref.” points to the corresponding section in the attached draft.

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
1. Introduction				
1.1	**AMEND**	Retain the LGA accountability intent but paraphrase it rather than reproducing a long statutory quotation.	Keeps the legal foundation while making the policy shorter and easier to read.	1.1
1.2	**AMEND**	Retain and explicitly include goods, services and works, plus the need to manage resulting contracts.	Clarifies that procurement and contract management are one lifecycle.	1.2
1.3	**AMEND**	Expand benefits to include public value, economic benefit, innovation, sustainability and resilience.	Reflects current procurement outcomes beyond lowest cost.	1.3
2. Purpose				
2.1	**AMEND**	Add goods, services and works and explicitly include effective management of resulting contracts.	Improves completeness and consistency with the policy scope.	2.1
2.2.1	**AMEND**	Retain a robust framework but describe the lifecycle as Plan, Source, Award, Manage and Close/Transition.	Makes the policy operationally easier to follow.	2.2-2.3 / 7
2.2.3	**AMEND**	Retain role/capability requirement and support it with a formal Roles and Responsibilities section.	Turns a general expectation into clear accountability.	2.3 / 6
2.2.4	**AMEND**	Broaden quality and cost-effective delivery to public value, performance, economic benefits and active contract management.	Better captures whole-of-life outcomes.	2.3
2.3	**AMEND**	Retain authority/responsibility purpose and explicitly require a transparent audit trail.	Strengthens assurance and records expectations.	2.3
3. Scope				
3.1.1-3.1.3	**AMEND**	Consolidate into one clause covering employees, elected members, consultants, contractors, subcontractors, volunteers and people acting on behalf of RDC.	Simplifies wording without narrowing coverage.	3.1-3.2
3.2.2	**AMEND**	Retain art/unique item exclusion but clarify it applies where normal competitive procurement is not practicable.	Prevents the exclusion being interpreted too broadly.	3.3
3.2.3	**AMEND**	Clarify exclusion is employment contracts for permanent/fixed-term employees, while consultants/contractors remain within policy.	Avoids ambiguity between employment and procurement of professional services.	3.3
4. Definitions				
4.3 Contract	**AMEND**	Define as a written legally binding agreement for goods, services or works.	Makes writing requirement explicit and covers works.	4
4.4 Contract Manager	**AMEND**	Clarify day-to-day responsibilities and distinguish from overall Contract Owner accountability.	Reduces uncertainty over who is accountable.	4 / 6 / 13
4.5 Contract Owner	**AMEND**	Retain overall ownership and add accountability for outcomes, performance, risk, records, renewal/expiry and close-out.	Strengthens lifecycle accountability.	4 / 6 / 13

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
4.6 Contracted staff	**AMEND**	Simplify and align with Scope; avoid describing contractors as employees.	Improves legal/operational clarity.	3 / 4
4.7 HSW Advisor	**AMEND**	Retain concept but move detailed responsibilities to Roles/HSW sections rather than definition.	Definitions should define terms, not carry operational duties.	6 / 14
4.8 HSW Pre-qualified Contractor	**AMEND**	Retain but avoid hard-coding a single system/score if RDC processes may change; refer to approved RDC pre-qualification requirements.	Future-proofs the policy.	4 / 14
4.10 Probity Auditor	**AMEND**	Broaden to independent probity advisor/auditor and clarify purpose.	Allows proportionate assurance depending on procurement risk.	4 / 11
4.11 Procurement	**AMEND**	Align definition to full lifecycle: planning, sourcing, award, contract management and close/transition.	Reflects how the revised policy is structured.	4 / 7
4.12 Sustainable Procurement	**REPLACE**	Replace with broader definitions of Public Value, Economic Benefits and Sustainable Procurement.	Retains environmental/social intent while aligning with current procurement language.	4 / 9
4.13 Tenders Board	**AMEND**	Retain as an optional enhanced-governance mechanism rather than mandatory for every procurement over $250,000.	Preserves governance assurance while allowing proportionality.	4 / 11
4.14 Whole of Life	**AMEND**	Expand to include implementation, support, renewals/options, variations, transition/exit and disposal where relevant.	Prevents understatement of procurement value and threshold avoidance.	4 / 7.1
New	**NEW**	Add definitions for Public Value, Economic Benefits, Procurement Lead and Conflict of Interest.	These concepts are central to the revised framework and should be unambiguous.	4
5. Principles				
5.1	**AMEND**	Retain alignment to Council objectives and explicitly reference public value and community outcomes.	Modernises the objective while preserving local accountability.	5.1-5.2
5.2	**REPLACE**	Replace the three-stage lifecycle wording with Plan, Source, Award, Manage and Close/Transition.	Makes award and close-out explicit rather than implicit.	7
5.3 principle 5	**AMEND**	Retain whole-of-life assessment and explicitly include total ownership, risk and transition/exit costs.	Improves value assessment.	5.2 / 7.1 / 9
5.3 principle 6	**REPLACE**	Replace standalone sustainability principle with integrated public value, economic benefits and sustainability considerations.	Avoids treating sustainability as an isolated add-on.	9
5.3 principles 7-10	**AMEND**	Retain measurable deliverables, active contract management, legal/good-practice compliance and lifecycle risk; streamline wording.	All four remain important, but can be made more concise and operational.	5.2 / 13-16
New	**NEW**	Add the sixth Government Procurement Principle: be proportionate and right-size the procurement.	Supports risk/value/complexity-based processes rather than a one-size-fits-all model.	5.1
6.1 General Requirements				
6.1.2(c)	**AMEND**	Retain Māori business opportunity intent within a broader fair-opportunity/economic-benefits framework.	Supports Māori participation without implying an uncontrolled geographic or supplier preference.	2.3 / 9
6.1.2(d)	**AMEND**	Replace value-for-money wording with public value on a whole-of-life basis.	Recognises quality, risk, sustainability, economic and service outcomes as well as cost.	9
6.1.2(e)-(h)	**AMEND**	Retain risk, statutory compliance, collaboration/AoG and prior performance considerations; add privacy, information security and market conditions where relevant.	Reflects current procurement risk environment.	7 / 14

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
6.1.3	AMEND	Retain capability requirement and require significant procurement to be led/supported by appropriately experienced personnel.	Makes capability expectation enforceable.	16.1
6.1.5	AMEND	Retain Contract Owner responsibility for complete and accurate records; broaden to lifecycle records and central register.	Strengthens traceability.	13 / 15
6.2 Sustainable Procurement				
6.2.1	AMEND	Retain local/community/economic/environmental benefit intent under a broader Public Value, Economic Benefits and Sustainable Procurement section.	Keeps the strength of 2024 while aligning to modern procurement terminology.	9.1-9.2
6.2.2	REPLACE	Replace mandatory minimum 10% sustainability weighting with a requirement to consider and document relevant economic/social/cultural/environmental outcomes and use appropriate criteria/weightings where material.	A fixed 10% can be artificial; documented proportionality provides better fit across diverse procurements.	9.3
6.2.4(a) Think Local	AMEND	Retain local/regional benefit objective but evaluate demonstrable benefits to Rangitīkei rather than supplier address alone.	Protects fairness while supporting district/regional economic outcomes.	9.2-9.4
6.2.5	AMEND	Require consideration in procurement planning and evaluation where relevant, with rationale documented.	Moves the concept from aspiration into planning evidence.	9.3
6.2.6	REPLACE	Replace ad-hoc ELT weighting directives with documented procurement-specific criteria/weightings approved through the Procurement Plan.	Provides consistency and auditable rationale.	9.3
6.2.7	AMEND	Where lowest-price-conforming is used, require relevant non-price public-value/sustainability requirements to be included as minimum/pass-fail conditions where material.	Retains the control but makes it proportionate.	9.3
6.3 Conflict of Interest				
6.3.3	AMEND	Maintain prohibition for actual conflicts; allow potential/perceived conflicts only where documented controls and appropriate approval make participation defensible.	More practical while preserving integrity.	10.2-10.4
6.3.4	AMEND	Require conflict and confidentiality declarations before a person accesses procurement information or participates, and update declarations if circumstances change.	Improves timing and control.	10.2-10.3 / 7.3
6.3.5	AMEND	Retain escalation route but align decision-maker with current roles/one-up manager/Corporate Services.	Provides an operational route for uncertain cases.	10.4
6.3.7	AMEND	Retain elected-member escalation for CE conflicts; remove dependency on a Tenders Board existing in every case.	Preserves independent escalation.	10.4
6.3.10	AMEND	Retain gifts/hospitality disclosure but align thresholds and approval requirements with the current RDC Gifts and Hospitality Policy rather than hard-coding an amount that may become outdated.	Avoids conflicting policy thresholds and future-proofs the provision.	10.5
6.4 Contract Approval / Sourcing				
6.4.1	AMEND	Retain compliance with policies/law and move capability expectations to Roles/Capability sections.	Avoids duplication while preserving obligation.	6 / 16 / 17
6.4.2(a)	REPLACE	Set $1-$9,999 direct source; $10,000-$49,999 seek at least two written quotes where practicable, with documented exception route.	Simplifies low-value bands while retaining competitive discipline.	8

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
6.4.2(b)	REPLACE	Set $50,000-$99,999 at least three quotes where practicable; $100,000-$249,999 formal competitive process normally seeking at least three responses.	Adds documentation/assurance at higher value while keeping proportionate sourcing.	8
6.4.2(c)	AMEND	Retain open competitive process for $250,000+ via GETS unless approved exemption applies; decouple from automatic Tenders Board requirement.	Preserves open market discipline while enabling risk-based governance.	8 / 11
6.4.2(d)	AMEND	Replace discretionary referral wording with risk/complexity/strategic-significance rule: enhanced assurance may be required at any value.	Makes escalation criteria broader and more transparent.	8.1 / 11
6.4.2(e)	AMEND	Retain use of collaborative/AoG arrangements, subject to delegated approval and compliance with the arrangement.	Avoids unnecessary duplicate procurement.	7.1-7.2 / 8.3
6.4.3 Tenders Board	REPLACE	Use Tenders Board or equivalent enhanced governance for high-risk, strategic, sensitive, major departure or CE-referred procurements rather than all $250k+ procurements.	Maintains independent governance where it adds value.	11.4
6.4.4	AMEND	Require written contract at an appropriate threshold/risk and always require authorised RDC signatory; no external party may sign for RDC.	Retains strong execution control while allowing proportionate low-value purchase orders.	7.2 / 13
6.4.8	AMEND	Retain 10-year maximum as default. Permit longer or auto-renewal arrangements only with documented business case, termination rights, periodic review and appropriate senior approval.	Preserves protection against lock-in while allowing justified modern subscription/service models.	13.2
New	NEW	Add anti-avoidance rule: procurement must not be split, phased or structured to avoid a threshold or delegation.	Protects integrity of threshold framework.	7.1
6.5 Probity				
6.5.3	AMEND	Retain mandatory independent probity for $5m+ and high-risk procurement, while allowing CE/ELT to require it for sensitive/novel/strategic matters below the threshold.	Keeps the strong 2024 safeguard and adds risk-based flexibility.	11.2-11.3
6.6 Contract Management				
6.6.2 opening	AMEND	Retain a Contract Owner for every contract and add mandatory Contract Management Plan for $100,000+ or high-risk/strategic contracts.	Right-sizes management while improving discipline for material contracts.	13.3-13.4
6.6.2(a)	AMEND	Retain measurable deliverables/KPIs, monitoring and risk/HSW controls; include governance, reporting, economic-benefit commitments and exit requirements in Contract Management Plan.	Creates a complete management framework from the outset.	13.4
6.6.2(b)	AMEND	Retain monitoring/audit, payment assurance and performance records; add explicit issue escalation and continuous improvement.	Strengthens active contract management.	13.5
6.6.2(b)(iii)	AMEND	Add formal variation/renewal/extension controls including cumulative value, revised Whole of Life Value, scope change, supplier performance and whether re-tender is required.	Prevents uncontrolled scope/value growth and procurement avoidance.	13.6
6.6.2(c)	AMEND	Replace automatic anniversary review with review frequency set by risk/Contract Management Plan, at least annually for material/high-risk contracts.	More proportionate and operationally useful.	13.7
6.7 Risk Management				
6.7.1-6.7.5	AMEND	Retain all core requirements; explicitly include procurement/commercial, HSW, privacy, cyber/information, financial, delivery and reputational risks where relevant.	Reflects broader contemporary procurement risk.	14.1-14.2

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
6.8 HSW				
6.8.1-6.8.3	AMEND	Retain strong HSW duties, pre-qualification, critical risk, consultation/coordination, HSW in design and event review; refer detailed system/process requirements to current HSW guidance.	Keeps policy-level obligations without hard-coding systems that may change.	14.3
6.9 Other Risks				
6.10 Deviations				
6.10.1	REPLACE	Replace broad deviations provision with separate approved exemptions/departures and emergency procurement provisions, with defined grounds and approval routes.	Improves clarity, consistency and auditability.	12
New	NEW	Create central Departures Register and periodic reporting of material/repeated departures to ELT and, where appropriate, Risk/Assurance.	Allows oversight of patterns and control weaknesses.	12.6
New	NEW	For emergencies, require delegated authority where practicable, contemporaneous records, verbal approval for major commitments where necessary, and retrospective written approval/documentation.	Balances emergency response speed with accountability.	12.4-12.5
6.11 Record Keeping				
6.11.4(a)-(f)	AMEND	Retain existing minimum evidence and add procurement plan, market approach, evaluation/recommendation, variations/extensions, privacy/security due diligence, close-out and lessons learned where relevant.	Provides a complete end-to-end audit trail.	15.3
6.12 Confidentiality				
7. Related documents				
7.1-7.15	AMEND	Retain and update references; add Procurement Procedures, current Delegations, current HSW/contractor guidance, Government Procurement Principles, Charter, Rules 5th edition and Controller and Auditor-General procurement/probity guidance.	Keeps the policy connected to current internal and external requirements.	17
New	NEW	Add a three-year review clause, with earlier review for law/guidance, audit findings, organisational change or material procurement-control issues.	Creates explicit policy maintenance accountability.	18
New governance section				
New	NEW	Add a Roles and Responsibilities table for CE, ELT, Corporate Services, Financial Delegation Holder, Procurement Lead, Contract Owner, Contract Manager, Legal, Finance, HSW/SMEs and all employees.	One of the clearest improvements in the August 2026 draft; reduces ambiguity and supports compliance.	6
New lifecycle section				
New	NEW	Add detailed Plan, Source, Evaluate/Award, Manage and Close/Transition minimum requirements.	Makes the policy practical for officers while retaining governance controls.	7
New thresholds section				
New	NEW	Present sourcing, documentation and approval/assurance requirements in one threshold table.	Improves usability and reduces inconsistent interpretation.	8
New contract controls				

2024 section / clause	Status	Recommended treatment	Rationale	Revised 2026 ref.
New	**NEW**	Add explicit Contract Management Plan content and formal variation/renewal/extension decision controls.	Improves active management and protects against value erosion and contract drift.	13.4-13.6
New assurance section				
New	**NEW**	Add monitoring/compliance reporting and procurement capability requirements.	Creates a feedback loop for training, control improvement and assurance reporting.	16

RANGITĪKEI DISTRICT COUNCIL

Rautaki Whakahaere Tūraru

Risk Management Strategy

2026-2029

make this place home

RANGITĪKEI DISTRICT COUNCIL

Approved:	date
Approved by:	The Executive Leadership Team
Next review:	date
Version number:	1.0
Who is responsible:	Group Manager – Corporate Services

Draft Risk Management Strategy

CONTENTS

1. Background & Purpose

Rangitīkei District Council (RDC) recognises that effective risk management is fundamental to good governance, informed decision-making, prudent stewardship of public resources, and the achievement of Council's strategic objectives. This Risk Management Strategy establishes the overarching framework for identifying, assessing, treating, monitoring, and reporting risks that may affect Council's ability to deliver services, fulfil its statutory responsibilities, and achieve positive outcomes for the Rangitīkei community. [1]

The strategy provides a consistent and integrated approach to risk management across all Council activities, ensuring that risk considerations are embedded within strategic planning, operational decision-making, project delivery, and organisational performance. It establishes the governance principles and processes that underpin Council's Risk Management Framework. [2]

This Strategy is the foundation of Council's Risk Management Framework and is supported by the RDC Risk Appetite & Tolerance Policy, which defines the level of risk Council is prepared to accept in pursuit of its objectives. The Risk Appetite & Tolerance Policy, in turn, informs the Strategic Risk Register, which records Council's strategic risks, controls, treatments, and monitoring arrangements. Together, these documents provide a consistent and integrated approach to risk governance across the organisation. [3]

This Strategy aligns with the principles of AS ISO 31000:2018 Risk Management – Guidelines and supports Council's obligations under the Local Government Act 2002, while also recognising good practice guidance issued by the Office of the Auditor-General and Audit New Zealand. [4]

Council recognises that risk is inherent in delivering public services, infrastructure, and community outcomes. Effective risk management is therefore not about eliminating risk, but about understanding, managing, and taking informed risks where appropriate to support innovation, resilience, continuous improvement, and the long-term wellbeing of the district. [5]

This Strategy applies to all elected members, members of Council committees, employees, contractors, volunteers, and any other persons undertaking work on behalf of Rangitīkei District Council. It applies across all strategic, operational, project, financial, regulatory, environmental, cultural, cybersecurity, information management, and health and safety risks. [6]

References

2. Key Principles

Rangitīkei District Council's approach to risk management is founded on the following principles. These principles guide decision making across the organisation and ensure that risk management supports effective governance, organisational resilience, and the achievement of Council's strategic objectives. [1]

Council's risk management framework is based on the following principles:

- Risk management creates and protects value.
- Risk management is integrated into organisational activities and decision making.
- Risk management is systematic, structured, and timely.
- Risk Management supports informed decision making by balancing risk and opportunity.
- Accountability for managing risk rests with those responsible for making decisions and delivering outcomes.
- Risk management is embedded with strategic planning, financial management, operational activities, and project delivery

These principles underpin the Risk Management Framework and guide the development of the Risk Appetite & Tolerance Policy, and the Strategic Risk Register. [2]

Council will apply these principles consistently across all areas of its operations, including emerging and evolving risks.

References

3. Governance and Responsibilities

Effective risk management relies on clear governance, defined responsibilities, and accountability at all levels of Rangitīkei District Council. The Risk Management Framework establishes responsibilities for the governance, oversight, ownership, and management of risk, ensuring that risks are managed at the appropriate level and escalated where necessary. [1]

The following roles and responsibilities support the implementation of this Strategy and ensure a consistent approach to risk management across the organisation.

References

3.1. Council

Council is responsible for providing governance oversight of Rangitīkei District Council's Risk Management Framework and setting the strategic direction in a manner that supports the achievement of Council's objectives, statutory obligations, and long-term sustainability. [1]

Council is responsible for:

- Providing leadership and oversight of risk management practices.
- Approves the RDC Risk Management Strategy 2026-2029 and reviews it three-yearly as part of the Long-Term Plan process.
- Sets Council's overall risk appetite and tolerance levels.

References

3.2. Risk/Assurance Committee

The Risk/Assurance Committee provides independent oversight of Council's Risk Management Framework and supports Council by monitoring the effectiveness of Risk Management, internal controls, and assurance activities. [1]

The Risk/Assurance Committee is responsible for:

- Providing independent oversight of the Risk Management Framework.
- Reviewing the Strategic Risk Register and significant changes in strategic risk exposure.
- Monitoring the effectiveness of internal controls, assurance activities, and compliance.
- Monitoring emerging strategic risks and significant changes to Council's risk profile.
- Providing advice and recommendations to Council on strategic risk management and governance improvements.

References

3.3. Chief Executive

The Chief Executive is accountable for implementing and maintaining Council's Risk Management Framework. [1]

The Chief Executive is responsible for:

- Ensuring the Risk Management Framework is implemented across Council.
- Promoting a positive and proactive risk management culture.
- Ensuring appropriate resources, systems, and training are available to support effective risk management.
- Providing assurance to Council and the Risk/Assurance Committee regarding the effectiveness of Council's Risk Management Framework.
- Supporting the Executive Leadership Team in managing strategic risks.

References

3.4. Executive Leadership Team (ELT)

The Executive Leadership Team is responsible for the ownership and ongoing management of Council's Strategic Risk Register. [1]

The Executive Leadership is responsible for:

- Owning and maintaining the Strategic Risk Register.
- Reviewing strategic risks and emerging risks on a regular basis.
- Ensuring appropriate controls and treatment plans are implemented.
- Monitoring the effectiveness of risk treatments.
- Escalating significant strategic risks to the Risk/Assurance Committee where appropriate.
- Promoting consistent application of the Risk Management Framework across Council.

References

3.5. Departmental Managers and Team Leaders

Departmental Managers and Team Leaders are responsible for managing operational risks within their areas of responsibility. [1]

Departmental Managers and Team Leaders are responsible for:

- Identifying, assessing, and managing operational risks.
- Maintaining Departmental Risk Registers.
- Implementing and monitoring risk controls and treatment plans.
- Reviewing operational risks on a regular basis.
- Escalating significant or emerging risks to the Executive Leadership Team.

References

3.6. Project Managers

Project Managers are responsible for managing risks associated with projects throughout the project lifecycle. [1]

Project Managers are responsible for:

- Maintaining Project Risk Registers.
- Identifying and assessing project risks.
- Monitoring project risk treatments throughout the project lifecycle.
- Reporting project risks to the relevant Manager and Executive Leadership Team where appropriate.
- Escalating significant project risks in accordance with Council's Risk Management Framework

References

3.7. All Staff, Contractors and Volunteers

Risk management is everyone's responsibility. All staff, contractors, and volunteers play an important role in identifying, reporting, and managing risks arising from their work activities and are expected to contribute to a positive and proactive risk management culture. [1]

All staff, contractors and volunteers are responsible for:

- Identifying and reporting risks arising from their work activities.
- Complying with the Risk Management Framework, supporting policies, and relevant procedures.
- Participating in risk management, incident reporting, and continuous improvement activities.
- Supporting a positive and proactive risk management culture.
- Promptly reporting incidents, hazards, and emerging risks through appropriate reporting channels.

References

4. Risk Management Process

Risk management is a continuous and system that enables Rangitīkei District Council to identify, analyse, evaluate, treat, monitor, and review risks that may affect the achievement of Council's strategic objectives. The process supports informed decision making by providing a structured approach to managing uncertainty and enhancing organisational resilience. [1]

The Risk Management Process aligns with the principles and framework of AS ISO 31000:2018 – Risk Management – Guidelines.

References

4.1. Risk Identification

Risk identification is the process of recognising, describing, and documenting events or circumstances that may affect the achievement of Council's strategic objectives, service delivery, projects, or operational activities. Risks may arise from internal or external sources and may present both threats and opportunities. [1]

Risk identification will occur as part of strategic planning, business planning, project management, operational activities, audits, incident investigations, legislative change, environmental scanning, and stakeholder engagement. Particular consideration will be given to emerging risks, including climate resilience, cybersecurity, information management, organisational capability, and cultural partnerships.

Identified risks will be recorded in the appropriate risk register and assigned to a responsible owner for ongoing monitoring and management.

References

4.2. Risk Analysis and Evaluation

Once identified, risks will be analysed to understand their nature, causes, potential consequences, and likelihood of occurrence. Existing controls will be considered to determine the residual level of risk and the effectiveness of current mitigation measures. [1]

Council will evaluate risks using its approved Risk Matrix to determine level of risk and whether further treatment is required. Risk evaluation considers Council's approved Risk Appetite & Tolerance Policy and determines whether risk can be accepted, required additional treatment, or should be escalated through the framework. [2]

Risk assessments will be undertaken consistently across the organisation to support informed decision making and ensuring that strategic and operational risks are prioritised appropriately.

Likelihood/Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely/Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

References

4.3. Risk Treatment

Risk Treatment involves selecting and implementing appropriate actions to manage identified risks. Treatment options include avoiding risk, reducing the likelihood or consequence, transferring the risk where appropriate, accepting the risk within Council's approved risk appetite and tolerance, or pursuing opportunities where the potential benefits outweigh the residual risk. [1]

Risk treatment plans will identify the agreed actions, responsible owner, implementation timeline, and monitoring requirements. Treatment actions will be proportionate to the level of risk and regularly reviewed to ensure they remain effective. [2]

All treatment actions for strategic risks will be recorded within the Strategic Risk Register, while operational and project treatments will be maintained within the relevant operational or project registers.

References

4.4. Monitoring and Reporting

Effective monitoring and reporting ensure that risks remain current, controls continue to operate effectively, and changes in risk exposure are identified in a timely manner. Monitoring enables Council to evaluate the effectiveness of treatment actions and respond proactively to emerging risks. [1]

Strategic risks will be monitored by the Executive Leadership Team through the Strategic Risk Register and reported to the Risk and Assurance Committee in accordance with Council's governance and reporting arrangements. Operational and project risks will be reviewed by the relevant managers as part of normal business operations.

Risk reporting will support informed decision making by providing assurance that significant risks are appropriately managed and that emerging risks are identified, escalated, and addressed where necessary.

References

4.5. Communication and Consultation

Effective communication and consultation are fundamental to successful risk management. Council will promote open and timely communication to ensure that relevant risk information is shared with decision makers, employees, contractors, elected members, and other stakeholders, as appropriate.[1]

Communication and consultation support informed decision making, encourage a positive risk management culture, and improve understanding of Council's risk appetite, strategic priorities, and responsibilities across the organisation. [2]

Where appropriate, Council will engage with external stakeholders, including iwi, hapū, partner agencies, contractors, regulators, and the community to ensure that relevant risks and opportunities are identified and considered as part of Council's decision-making processes.

References

5. Risk Appetite and Tolerance

Council recognises that the achievement of its strategic objectives requires informed decision making about the level of risk it is prepared to accept. Risk appetite and tolerance provide the framework for these decisions by defining the amount and type of risk Council is willing to pursue, retain, or accept in delivering services and achieving community outcomes. [1]

The Risk Appetite & Tolerance Policy establishes Council's approved risk appetite and tolerance across the organisation. The Policy provides guidance for evaluating strategic, operational, and project risks and supports consistent decision making when determining whether risks require treatment, acceptance, or escalation.

Council's approved risk appetite and tolerance are applied through the Strategic Risk Register, where strategic risks are assessed, monitored, and reported. Operational and project risks are managed in accordance with the same principles through the relevant operational and project risk registers.

Risk appetite and tolerance will be reviewed periodically to ensure they remain aligned with Council's strategic objectives, legislative obligations, operating environment, and emerging risks. Any significant changes will be considered through Council's governance processes and reflected in RDC Risk Appetite & Tolerance and the Strategic Risk Register. [2]

References

6. Risk Categories and Registers

Council maintains a structured system of risk registers to support the consistent identification, assessment, treatment, monitoring, and reporting of risks across the organisation. Risk categories are established in the RDC Risk Appetite & Tolerance Policy and are applied through the Strategic Risk Register, Operational Risk Registers, and Project Risk Registers.

7. Monitoring, Reporting and Review

The effectiveness of Council's Risk Management Framework will be monitored and reviewed to ensure it remains relevant, effective, and aligned with Council's strategic objectives, operating environment, and legislative obligations. Monitoring and review support continual improvement by identifying opportunities to strengthen governance, risk management practices, and organisational resilience. [1]

Council will monitor the implementation of this Strategy through regular governance reporting, review of the Strategic Risk Register, internal assurance activities, and ongoing evaluation of the effectiveness of risk controls and treatment actions. Lessons learned from incidents, audits, projects, and organisational reviews will be used to support continuous improvement of the Risk Management Framework. [2]

The Executive Leadership Team is responsible for monitoring the implementation of this Strategy and recommending improvements where required. The Risk/Assurance Committee provides oversight of the effectiveness of the Risk Management Framework and receives assurance that strategic risks are being appropriately managed.

References

References

1. Background and Purpose - References

[1] - AS ISO 31000:2018 – Risk Management – Guidelines

- Principle 1 – Risk management creates and protects value.
- Principle 2 – Risk management is an integral part of all organisational activities.
- Principle 3 – Risk management is part of decision-making.
- Clause 5 – Framework

Official publication: https://www.standards.govt.nz/shop/as-iso-310002018/

[2] - AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5 – Framework.
- Clause 6 – Process

[3] - AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5 – Framework

[4] - AS ISO 31000:2018 – Risk Management – Guidelines

Local Government Act 2002 https://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html

Office of the Auditor General (2021) https://oag.parliament.nz/2021/risk-management

Audit New Zealand https://auditnz.parliament.nz/

[5] - AS ISO 31000:2018 – Risk Management – Guidelines

- Principle 1 – Risk management creates and protects value.
- Principle 4 – Risk management explicitly address uncertainty.
- Principle 5 – Risk management is systematic, structured and timely.

[6] - AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5 Framework (integration throughout the organisation)

2. Key Principles References

References

[1] - AS ISO 31000:2018 – Risk Management – Guidelines

- Principles of Risk Management
- Clause 4 – Principles

[2] - AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5 – Framework
- Clause 6 – Process

3. Governance and Responsibilities

References

[1] - AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5 – Framework.
- Clause 5.4 - Integration.
- Clause 6 – Process

3.1 Council

Reference

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5.2 – Leadership and Commitment.
- Clause 5.4 – Integration.

3.2 Risk/Assurance Committee

References

[1] - – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5.4 – Integration.
- Clause 6 – Risk Management Process.

3.3 Chief Executive

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5.2 – Leadership and Commitment.

3.4 Executive Leadership Team

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5.4 – Integration.
- Clause 6 – Risk Management Process.

3.5 Departmental Managers and Team Leaders

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 5.4 – Integration.
- Clause 6 – Risk Management Process.

3.6 Project Managers

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6 – Risk Management Process.
- Clause 6.5 – Risk Treatment

3.7 All Staff, Contractors and Volunteers

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

Principle – Human and Cultural Factors.

- Clause 5.4 – Integration.

4. Risk Management

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6 – Risk Management Process
- Clause 6.1 – General

4.1 Risk Identification

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

Clause 6.4.2 – Risk Identification

4.2 Risk Analysis

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.4.3 – Risk Analysis

[2] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.4.4 – Risk Evaluation

4.3 Risk Treatment

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.5 – Risk Treatment

[2] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.5 – Risk Treatment

4.4 Monitoring and Reporting

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.6 – Monitoring and Review

4.5 Communication and Consultation

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.2 – Communication and Consultation

[2] – AS ISO 31000:2018 – Risk Management – Guidelines

- Principle 3 – Risk management is part of decision-making.
- Clause 6.2 – Communication and Consultation.

5. Risk Appetite and Tolerance

References

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

Principle 3 – Risk management is part of decision-making.

- Clause 5 – Framework.

[2] – AS ISO 31000:2018 – Risk Management – Guidelines

Principle – Continual Improvement.

- Clause 6.6 – Monitoring and Review.

6. Monitoring, Reporting and Review

[1] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.6 – Monitoring and Review

Principle – Continual Improvement

[2] – AS ISO 31000:2018 – Risk Management – Guidelines

- Clause 6.6 – Monitoring and Review

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RANGITĪKEI DISTRICT COUNCIL

RISK APPETITE AND TOLERANCE POLICY

Council's Risk Appetite and Tolerance Policy is an integral part of Council's Risk Management Framework.

Approved:	date
Approved by:	Executive Leadership Team
Next review:	date
Version number:	2.0
Who is responsible:	Group Manager – Corporate Services

This document was created with AI assistance.

Risk Appetite & Tolerance Policy

CONTENTS

1. INTRODUCTION

Rangitīkei District Council's (RDC) Risk Appetite & Tolerance Policy establishes the level and types of risk that Council is willing to accept in pursuit of its strategic objectives and community outcomes. The Policy supports consistent, informed decision-making by defining Council's appetite for risk across its key risk categories and setting the boundaries within which risks may be accepted, managed, or escalated.

This Policy forms part of Council's Risk Management Framework and should be read in conjunction with the RDC Risk Management Strategy. Together, these documents provide the governance framework for managing strategic, operational, and project risks across the organisation.

Key Principles

- Risk management is integral to good governance and the achievement of Council's strategic and operational objectives.
- Risk appetite and tolerance support informed decision-making by balancing opportunities and threats.
- Managers are responsible for identifying and managing risks within their areas of responsibility.
- Risk decisions should align with Council's strategic objectives, legislative obligations, and community expectations.
- Council's approved risk appetite is applied through the Strategic Risk Register, Operational Risk Registers, and Project Risk Registers.

Commentary

Risk is an inherent part of Council's activities. The level of risk Council is prepared to accept varies depending on the nature of the activity, the potential consequences, and its impact on Council's strategic objectives and community outcomes.

Council maintains a risk-aware rather than risk-averse culture. It recognises that appropriately managed risk supports innovation, organisational improvement, and better outcomes for the community. At the same time, Council has little or no appetite for risks that could result in significant harm to people, major legislative breaches, substantial financial loss, or serious damage to Council's reputation.

Council's Executive Leadership Team has established risk appetite levels across the following key risk categories:

1. Failure to honour the commitments to the Te Tiriti o Waitangi
2. Trust and confidence are tarnished
3. Insufficient capability and capacity to fulfil agreed commitments
4. Political environment creates significant change.
5. Capital programme falters.
6. Financial stability is lost.
7. Regulatory effectiveness is questioned.
8. Climate change responsiveness is ineffective.
9. Business continuity is compromised.
10. Obligations with Health, safety and wellbeing are not met.
11. Obligations with environment protection are not met.

2. RISK APPETITE STATEMENT

Council's risk appetite defines the amount and type of risk that it is willing to pursue, retain, or accept in achieving its strategic objectives and delivering services to the community. Risk appetite supports informed decision-making by providing a consistent framework for evaluating risks, balancing opportunities with potential consequences, and determining when risks require treatment or escalation.

Council's risk appetite recognises that different activities require different approaches to risk. While Council encourages innovation, continuous improvement, and responsible decision-making, it has little or no appetite for risks that could result in unacceptable harm to people, significant legislative non-compliance, substantial financial loss, irreversible environmental damage, or serious reputational harm.

Risk Appetite Levels

Council has established five levels of risk appetite that are applied across its key risk categories:

1. Minimal
2. Low
3. Moderate
4. High
5. Extreme

The level assigned to each risk category reflects the degree of risk Council is generally prepared to accept when pursuing its strategic objectives and community outcomes.

Minimal Risk Appetite

Council has minimal or no appetite for risks that would:

- Compromise the health, safety, or wellbeing of staff, contractors, volunteers, or the community.
- Result in significant or irreversible environmental harm.
- Materially threaten Council's long-term financial sustainability.
- Cause prolonged disruption to critical Council services.
- Result in major legislative or regulatory breaches.
- Cause significant or lasting damage to Council's reputation, public trust, or key relationships.

- Seriously impact Council's ability to attract, retain, or support its workforce.

Application of Risk Appetite

The risk appetite levels assigned to each risk category are summarised in Section 4 of this Policy and are applied through Council's Strategic Risk Register, Operational Risk Registers, and Project Risk Registers. These appetite levels provide the basis for determining appropriate risk tolerance, treatment, monitoring, and escalation.

3. RISK TOLERANCE STATEMENT

Risk tolerance defines the acceptable limits within which Council is prepared to operate while pursuing its strategic objectives. It represents the level of variation from expected performance that Council is willing to accept before additional controls, management action, or escalation are required.

Risk tolerance supports the application of Council's approved risk appetite by establishing practical thresholds for decision-making. These thresholds assist managers and decision-makers in determining when risks can be accepted, when additional treatment is required, and when risks must be escalated through Council's governance framework.

Council recognises that it is neither practical nor desirable to eliminate all risks associated with delivering services and achieving community outcomes. Accordingly, risk tolerances provide a balanced approach that supports innovation and continuous improvement while ensuring unacceptable risks remain outside Council's approved appetite.

The Risk Appetite and Tolerance Summaries in Section 4 apply these principles to each of Council's key risk categories by outlining:

- Council's level of risk appetite.
- The corresponding risk tolerance approach.
- Activities and behaviours Council will tolerate.
- Activities and behaviours Council will not tolerate.
- The strategic risks supported by each category.

4. RISK APPETITE & TOLERANCE SUMMARIES

The Risk Appetite and Tolerance Summaries in the following section include an assessment of each area's Risk Appetite and Tolerances with reference to the following table:

RISK APPETITE	RISK TOLERANCE APPROACH	COMMENTARY
Minimal	Avoid	Council is not willing to accept risk as these risks are highly significant extreme. As a priority, Council applies all practical measures to prevent or avoid the risk.
Low	Cautious	Council expects significant impact to Council's viability, reputation and/or service should the risk eventuate. Council has appropriate control measures in place to mitigate/monitor the risk.
Moderate	Open	Council expects moderate impact to Council's viability, reputation and/or service should the risk eventuate. Council has appropriate ("moderate level") control measures in place to mitigate/monitor the risk.
High	Risk Positive (Monitored)	Council expects minor impact to Council's viability, reputation and/or service should the risk eventuate. Council has appropriate ("lower level") control measures in place to mitigate/monitor the risk.
Extreme	Risk Positive (Unmonitored)	Council expects inconsequential impact to Council's viability, reputation and/or service should the risk eventuate. Council has unmonitored control measures in place to mitigate the risk.

Legislative / Governance / Regulatory Risk

Risk Oversight Officer	Group Strategy, Community & Democracy Group Manager Regulatory.
Risk Appetite	**Low**
Risk Tolerance	**Cautious**

Context

Council is Committed to maintaining high standards of governance and complying with all applicable legislative, regulatory, and contractual obligations.

Council has a minimal appetite for deliberate or significant non-compliance that could result in legal action, regulatory intervention, financial penalties, contractual breaches, or reputational damage.

Council supports continuous improvement and innovation where these remain consistent with legislative requirements and sound governance

Compliance with applicable legislation is mandatory. This includes, but is not limited to, the Local Government Act 2002, Health and Safety at Work 2015, Privacy Act 2020, and the Public Records Act 2005. Deliberate or systemic breaches are not tolerated.

Council will tolerate	Council will not tolerate
• Decisions made in good faith, on their merits and consistent with Council's values, even where they differ from professional advice. • Minor or technical non-compliance where it is promptly identified, disclosed, and corrected and does not result in significant legal, regulatory, financial or reputational consequences. • Isolated complaints arising from normal Council activities where reasonable steps have been taken to avoid or mitigate the issue. • Improvements to governance processes, provided appropriate controls remain in place.	• Corrupt, fraudulent, dishonest, or unethical conduct by elected members, employees, contractors, or volunteers. • Deliberate or reckless breaches of legislation, regulations, or Council policies. • Material breaches of Council's Code of Conduct or governance obligations. • Failure to appropriately consider legal, regulatory, or professional advice when making decisions • The unauthorised disclosure of confidential, sensitive, or protected information. • Failure to promptly report investigate, or address suspected fraud, corruption, or other serious misconduct. • Failure to comply with Lawful government directions, regulatory requirements or statutory obligations. • Any unlawful conduct that results in preventable harm to people, community, the environment, or Council.

Associated Strategic Risk/s

- Legal and political environment requires excessive resources.
- Changes to governmental legislation are transformational.
- Regulatory effectiveness is questioned.
- Trust and confidence is tarnished.

Climatic Risk

Risk Oversight Officer	Group Manager Strategy, Community & Democracy
Risk Appetite	**Moderate**
Risk Tolerance	**Cautious**

Context

Council cannot eliminate climatic-related risk, but should avoid unmanaged exposure, non-compliance, and foreseeable failures to adapt.

Council recognises that climate change may affect infrastructure, service delivery, community wellbeing, environmental outcomes, financial sustainability and long-term planning. Council will take a proportionate and evidence-based approach to understanding, adapting to and responding to climate-related risks, while balancing affordability, community priorities, statutory obligations and intergenerational impacts.

Council will tolerate

- A measured level of climate-related risk where impacts are understood, monitored and managed within approved plans and budgets.
- Temporary or minor service disruption arising from severe weather or climate-related events where appropriate preparedness, response and recovery arrangements are in place.
- Uncertainty in climate projections where decisions are based on the best reasonably available information and are reviewed as knowledge changes.
- Phased adaptation or resilience improvements where immediate intervention is not practical or cost-effective, provided the residual risk remains acceptable and is actively monitored.
- Innovation and trials aimed at improving climate resilience, provided risks are assessed and appropriate controls are in place.
- Differences between desired levels of climate resilience and what can reasonably be achieved within available funding, resources and statutory constraints, where these trade-offs are transparent and appropriately approved

Council will not tolerate

- Knowingly failing to meet statutory or regulatory obligations relating to climate, environmental management, emergency management or infrastructure planning.
- Material climate-related risks being ignored, inadequately assessed or excluded from significant planning, investment or asset-management decisions.
- Failure to take reasonable action where there is a credible and foreseeable risk of serious harm to people, critical infrastructure, essential services or the environment.
- Decisions that knowingly create unacceptable or avoidable long-term exposure for the Council or community without transparent consideration of future consequences.
- Misrepresentation, concealment or withholding of material climate-risk information from decision-makers or the community.

Associated Strategic Risk/s

- Climate change responsiveness is ineffective
- Trust and confidence are tarnished

Reputational Risk

Risk Oversight Officer	Chief Executive Group Manager Strategy, Community & Democracy
Risk Appetite	**Moderate**
Risk Tolerance	**Cautious**

Context

Council is committed to maintaining public trust and confidence through transparent governance, ethical decision-making, and responsible conduct. Protecting Council's reputation is fundamental to maintaining community confidence and delivering effective services.

Council will tolerate

- Public or media scrutiny arising from lawful, ethical, and transparent decisions made in the public interest.
- Constructive criticism, complaints, or community concern that can be appropriately managed through normal Council processes.
- Reputational impacts associated with decisions that deliver long-term benefits to the community, where those decisions have been made in good faith and are supported by appropriate evidence.
- Isolated incidents that have limited reputational impact and are addressed promptly through appropriate management action.

Council will not tolerate

- Improper, unethical, corrupt, or dishonest conduct, or behaviour that is inconsistent with Council's values, Code of Conduct, or policies.
- Material breaches of the Code of Conduct.
- Failure to appropriately identify, declare, or manage conflicts of interest.
- Decision-making that is unlawful, lacks transparency, or is inconsistent with the principles of good governance.
- Deliberately misleading the public, elected members, regulators, or other stakeholders.
- The unauthorised disclosure of confidential or sensitive information.
- Failure to promptly escalate significant incidents that may have a material impact on Council's reputation.

Associated Strategic Risk/s: (For more information see Strategic Risk Register)

- Trust and confidence is tarnished.
- Insufficient capability and capacity to fulfil agreed commitments.
- Legal and political environment requires excessive resources.
- Capital programme falters.
- Financial stability is lost.
- Regulatory effectiveness is questioned.
- Climate change responsiveness is ineffective.
- Business continuity is compromised.
- Obligations with health and safety are not met.
- Changes to government legislation are transformational.
- Obligations with environmental protection are not met.

Environmental Risk

Risk Oversight Officer	Chief Executive Group Manager Assets & Infrastructure
Risk Appetite	**Low**
Risk Tolerance	**Cautious**

Context

Council recognises its responsibility to protect and enhance the natural environment while delivering essential services to the community. Council has a low appetite for activities that result in significant or avoidable environmental harm but supports practical and innovative approaches that improve environmental outcomes and contribute to long-term sustainability.

Environmental considerations are integrated into Council's planning and decision-making processes to support sustainable service delivery, climate resilience, and compliance with applicable environmental legislation.

Council will tolerate	Council will not tolerate
• Minor, short-term environmental impacts where they are unavoidable, appropriately managed, and do not result in significant or lasting harm. • Environmental impacts that are appropriately mitigated or offset, resulting in an overall positive environmental outcome. • Changes to Council's operations, procedures, or practices that improve environmental performance or support long-term sustainability. • Environmental risks associated with innovation or infrastructure projects, provided appropriate controls are in place and applicable legislative requirements are met.	• Decisions or activities that result in significant, avoidable, or irreversible environmental harm. • Deliberate or reckless breaches of applicable environmental legislation or regulatory obligations. • Failure to appropriately consider environmental impacts in Council's decision-making. • Activities that unnecessarily threaten biodiversity, natural ecosystems, or environmental sustainability. • Failure to implement agreed mitigation or adaptation measures where significant environmental risks have been identified. • Environmental practices that result in significant regulatory action, prosecution, or loss of community confidence.

Associated Strategic Risk/s:

- Failure to meet statutory environmental obligations.
- Loss of public trust and confidence due to poor environmental stewardship.
- Long-term environmental degradation or loss of biodiversity.
- Reduced resilience to climate change and environmental hazards.
- Increased regulatory action, financial costs, or reputational damage resulting from environmental incidents.

Cultural Risk

Risk Oversight Officer	**Chief Executive** **Group Manager Strategy, Community & Democracy** **Group Manager Corporate Services**
Risk Appetite	**Low**
Risk Tolerance	**Cautious**

Context

Council is committed to respectful engagement with mana whenua, iwi, hapū, and the diverse communities of the Rangitīkei District. Council has a low appetite for decisions or actions that damage cultural relationships, trust, or community confidence.

Council will tolerate	**Council will not tolerate**
• Minor, unintentional shortcomings in engagement or consultation processes where they are identified early, addressed promptly, and appropriate steps are taken to rebuild relationships. • Opportunities to learn from engagement experiences to strengthen future relationships and improve cultural understanding.	• Decisions or actions that are inconsistent with Council's values or commitments to respectful cultural engagement. • Activities that result in a significant and avoidable loss of trust or confidence with mana whenua, iwi, hapū, or cultural communities. • Failure to appropriately engage with mana whenua or affected cultural communities where legislation, Council policy, or the nature of the decision requires it. • Disrespectful, discriminatory, or culturally unsafe behaviour by staff, elected members, contractors, or volunteers.

Associated Strategic Risk/s:

- Loss of trust and confidence with mana whenua, iwi, hapū, and cultural communities.
- Failure to meet statutory obligations relating to Māori participation and engagement.
- Damage to relationships with cultural partners and stakeholders.
- Council decisions or policies that do not appropriately consider cultural perspectives or values.
- Reputational damage arising from poor cultural engagement or decision-making.

Financial Risk

Risk Oversight Officer	Group Manager Corporate Services.
Risk Appetite	**Low**
Risk Tolerance	**Cautious**

Context

Council is committed to maintaining long-term financial sustainability while delivering services to the community. Council has a low appetite for financial risks that could impact its financial position, service delivery, or long-term sustainability.

Council will tolerate

- Minor, unplanned budget or project cost variances that are appropriately monitored and managed.
- Calculated financial risks that support infrastructure investment, service delivery, innovation, or long-term community outcomes.
  Planned use of financial reserves, contingencies, or external funding in accordance with Council's financial policies.
- Reasonable investment in innovation, technology, or sustainability initiatives that improve long-term efficiency or resilience.
- Procurement decisions that support broader community outcomes where they are consistent with Council policy.

Council will not tolerate

- Fraudulent, corrupt, or dishonest financial activities or transactions.
- Deliberate misrepresentation, omission, or falsification of financial information, reporting, or forecasts.
- Breaches of applicable financial legislation, regulations, or Council's financial policies.
- Failure to maintain effective financial controls or appropriately manage the risk of fraud.
- Decisions that significantly compromise Council's long-term financial sustainability or ability to deliver essential services.
- Failure to maintain prudent debt, liquidity, or investment practices.

Associated Strategic Risk/s:

- Loss of long-term financial sustainability.
- Reduced ability to deliver services and infrastructure to the community.
- Loss of public trust and confidence in Council's financial stewardship.
- Failure to maintain balanced budgets and prudent debt levels.
- Increased financial pressure resulting in reduced organisational resilience.

Asset Failure (Infrastructure) Risk

Risk Oversight Officer	**Chief Executive** **Group Manager Infrastructure and** **Group Manager Corporate Services**
Risk Appetite	**Moderate**
Risk Tolerance	**Open**

Context

Council is committed to maintaining reliable and resilient infrastructure that supports the delivery of essential services to the community. Council has a low appetite for infrastructure risks that compromise service delivery, public safety, or the long-term performance of Council assets.

Council will tolerate

- Temporary interruptions to infrastructure or services arising from unforeseen events, provided they are effectively managed and communicated.
- Minor budget or project cost variations within approved contingencies.
- Controlled delays to asset renewal or capital projects where appropriate mitigation measures are in place.
- Calculated risks associated with innovation, technology, or improved construction methods that deliver long-term benefits.
- Temporary impacts on the community during infrastructure works where they are planned, communicated, and support improved long-term outcomes.

Council will not tolerate

- Failure to meet statutory obligations or agreed service levels for critical infrastructure.
- Significant and avoidable failures of Council assets resulting from poor planning, maintenance, or asset management.
- Significant project delays or cost overruns that are within Council's control and are not appropriately managed.
- Failure to effectively manage or administer contracts that compromises project delivery or service outcomes.
- Failure to appropriately respond to or escalate significant infrastructure incidents.
- Failure to maintain appropriate business continuity and emergency response arrangements for critical infrastructure.

Associated Strategic Risk/s:

- Failure to deliver the capital programme.
- Loss of public trust and confidence in Council's infrastructure management.
- Loss or prolonged disruption of critical infrastructure resulting in impacts on the community or the environment.
- Deferred maintenance or asset renewal leading to declining service levels and increased long-term costs.
- Increased project costs and delays resulting from poor project planning or management.

Operational Risk

<table>
<tr><th>Risk Oversight Officer</th><th>Chief Executive

Group Manager Strategy, Community & Democracy</th></tr>
<tr><td>Risk Appetite</td><td>Moderate</td></tr>
<tr><td>Risk Tolerance</td><td>Open</td></tr>
<tr><td colspan="2">Context

Council is committed to delivering reliable and efficient services to the community. Council has a low appetite for operational risks that disrupt service delivery, reduce efficiency, or impact community confidence.</td></tr>
<tr><td>Council will tolerate

Temporary interruptions to business operations arising from unforeseen events, provided they are appropriately managed and communicated.
Temporary reductions in productivity or operational efficiency resulting from the implementation of new technologies, automation, or process improvements.
Calculated operational risks associated with innovation or continuous improvement that deliver long-term organisational benefits.
Controlled impacts associated with staff turnover or resource constraints where appropriate mitigation is in place.
Community feedback or complaints relating to service delivery or new initiatives where they are managed appropriately and used to support continuous improvement.
</td><td>Council will not tolerate

Failure to maintain essential services or restore critical business functions within agreed timeframes.
Failure to implement or maintain effective business continuity and operational resilience arrangements.
Repeated or significant service delivery failures resulting from poor planning, inadequate resources, or ineffective risk management.
Failure to comply with statutory obligations or mandatory service delivery requirements.
Failure to appropriately manage or respond to known operational risks that result in material harm to the community or Council.
Sustained operational failures resulting from inadequate governance, internal controls, or staff capability.
</td></tr>
<tr><td colspan="2">Associated Strategic Risk/s:

Failure to maintain essential service delivery or business continuity.
Loss of public trust and confidence due to ongoing operational failures or poor service delivery.
Reduced organisational resilience and ability to respond to changing operational demands.
Non-compliance with statutory or regulatory obligations.
Reduced organisational performance resulting in increased costs and inefficient service delivery.
</td></tr>
</table>

People Risk

Risk Oversight Officer	Group Manager Corporate Services Manager – People and Culture
Risk Appetite	**Minimal**
Risk Tolerance	**Avoid**

Context

Council is committed to providing a safe, healthy, and inclusive workplace that supports the wellbeing and performance of its people. Council has a low appetite for people risks that compromise health and safety, wellbeing, or the ability to attract, retain, and support a capable workforce.

Council will tolerate	Council will not tolerate
• Minor incidents or injuries arising from normal operations, provided they are reported, investigated, and appropriate corrective action is taken. • Minor wellbeing, morale, or workplace relationship issues that are managed through established Council processes. • Genuine mistakes that provide opportunities for learning and continuous improvement. • Temporary reductions in performance or productivity arising from organisational change or continuous improvement initiatives. • Practices that differ from recognised best practice where they remain safe, lawful, and do not compromise Council's duty of care.	• Deliberate or reckless behaviour that endangers the health, safety, or wellbeing of staff, contractors, volunteers, elected members, or the public. • Bullying, harassment, discrimination, victimisation, or other behaviour that is inconsistent with Council's values or Code of Conduct. • Deliberate or repeated breaches of health and safety legislation, policies, or procedures. • Failure to identify, report, investigate, or appropriately respond to health and safety incidents, hazards, or near misses. • Knowingly allowing unsafe workplaces, work practices, or infrastructure to remain unaddressed. • Systemic failures to support workforce wellbeing, capability, or legal obligations.

Associated Strategic Risk/s:

- Obligations with health and safety are not met.
- Trust and confidence are tarnished.

RANGITĪKEI DISTRICT COUNCIL

STRATEGIC RISK REGISTER

This is the Rangitīkei District Council's Strategic Risk Register as endorsed by the Executive Leadership Team (subject to review by the Risk/Assurance Committee).

Approved:	**August 2026**
Next review:	**August 2029**
Version number:	**3.0**
Who is responsible:	**Group Manager Corporate Services**

Making this place home

RANGITĪKEI
DISTRICT COUNCIL

Strategic risks for Rangitīkei District Council

INTRODUCTION

As highlighted by Council's Risk Management Strategy, a key element of Council's Risk Management Framework is our Strategic Risk Register.

The Strategic Risk Register summarises the following key strategic risks identified by ELT and provides a response to how each risk will be addressed:

	STRATEGIC RISKS	INHERENT RISK	CURRENT MITIGATED RISK
	Failure to honour the commitments of Te Tiriti o Waitangi	Extreme	Moderate
	Trust and confidence is tarnished	High	Moderate
	Insufficient capability and capacity to fulfil agreed commitments	High	Moderate
	Political environment creates significant change	High	Moderate
	Capital programme falters	High	Moderate
	Financial stability is lost	High	Low
	Regulatory effectiveness is questioned	High	Low
	Climate change responsiveness is ineffective	High	Moderate
	Business continuity is compromised	High	Low
	Obligations with health, safety and wellbeing are not met	Extreme	Moderate/ High*
	Obligations with environmental protection are not met	High	Low
Appendix A: Fuel Contingency Response Plan			

* See further details on page 17

Each strategic risk is weighted using the following matrix assessment:

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risks will be managed by applying at least one of the following treatments:

Avoid Choose to avoid the actions/inactions that cause the risk

Reduce Reduce the risk (to a more acceptable level) by applying some mitigating measures

Transfer Transfer the risk to an external third party (eg via insurance or the outsourcing of a project). Some of these techniques may give rise to 'secondary risks' (eg risk that an external project manager fails to deliver)

Accept Accept the risk (being aware of the risk will often result in the risk being closely monitored)

FAILURE TO HONOUR THE COMMITMENTS OF TE TIRITI O WAITANGI

Risk Oversight Officer: Chief Executive

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk that Elected Members and staff are unclear as to the appropriate processes and pathways in the expression of Treaty partnership, causing offence and disrespect to the original customs and tikanga (protocol) of the whenua (land) and the obligation of local authorities to uphold those, resulting in
uninformed decision making that does not uphold the obligatory role as stewards of Treaty partnership.

- Mana whenua having no presence in governance and leadership spaces
- Leaders making decisions void of subject matter expertise, in particular to iwi
- Central Government directives that reduce Treaty obligations could be perceived as RDC directives
- An unfounded negative approach to Treaty partnership – greater risk/perception with the decision around Māori Wards
- Changes to legislation affecting Council's obligations under Te Tiriti o Waitangi.
- Changes to the RMA reduce recognition of Te Tiriti o Waitangi obligations, limiting Council's ability to appropriately consider and respond to the interests of iwi, particularly those with unsettled claims.
- The implementation of wastewater discharge standards (under the Water Services Act 2021) disregards Te Mana o te Wai this may result in decisions that disregard Māori values, cultural principles, and mana whenua responsibilities as kaitiaki over water.
- Council fails to implement the Māori Responsiveness Framework effectively.
- Emergency response and recovery actions that do not reflect Treaty obligations may result in Māori communities experiencing inequitable impacts, reduced access to support, and weakened trust in Council.

HOW TO ADDRESS THE RISK?

Strategies to address this risk include:

- Iwi representation on appropriate Council committees, including the Te Rōpū Ahi Kā Komiti.
- Formalised partnership agreements between Iwi and Council.
- Regular programmed cultural time with Elected Members and ELT.
- Iwi induction pathway for all new staff.
- Facilitate appropriate local learning/site visits on local marae or Māori community group settings
- Maintain a Mana Whenua Strategic Advisor within Council staff with appropriate delegation and role clarity.
- Regular dialogue at Strategic/Governance level between Council and iwi.
- Maintain and strengthen operational relationships between senior staff and iwi / hapu to keep both sides updated with open dialogue etc.
- Ensure staff understand their obligations associated with Treaty settlements
- ~~Maintaining Māori wards as Councils preferred approach pending a referendum to be carried out in October 2025.~~.
- Maintain the policies and guidelines relating to Māori responsiveness and assist staff in the implementation of those across project work within Council.
- Te Waiū o Te Ika (Ngā Wai Tōtā) – Maintain active and accountable representation on Ngā Wai Tōtā Governance Group.
- Monitor and assess the impact of all relevant legislative changes, work together with Te Rōpū Ahi Kā to prepare submissions where appropriate.
- Central Districts Water
    - Maintain and support mana whenua representation on Central Districts Water governing groups.

- Maintain active engagement with Ngā Tapuwae o Hau, and regularly report back to Te Rōpū Ahi Kā to ensure Treaty obligations and iwi perspectives are upheld.
- Ensure staff and elected members understand and apply the Māori Responsiveness Framework, keep it regularly updated. Report to Te Rōpū Ahi Kā on key activities and progress.

- Emergency Preparedness Plans
    - Ensure emergency planning, response and recovery processes actively incorporates Treaty obligations.
    - Work together with iwi/hapū/marae and communities to develop a collaborative emergency plan that upholds Treaty obligations and supports Māori wellbeing
- Consider mechanisms over and above legislative requirements to give effect to Te Tiriti o Waitangi.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : Extreme
Likelihood – Almost certain
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Major
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

TRUST AND CONFIDENCE IS TARNISHED

Risk Oversight Officer: Chief Executive

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

There are three main types of risk that can lead to a loss of confidence in Council's effectiveness:

a) **Communication**:
The risk that -

- Council ~~misunderstands~~ is unable to meet community expectations ~~or fails to work with advocacy groups. Either of these~~ which may lead to continuous public criticism, particularly in social media and division among elected members and staff.
- Council ~~allows~~ doesn't provide adequate information to its community to keep them informed of current and revised project work or plans in place . ~~expectations to exceed council's ability to deliver. This can occur through unofficial promises being made to the community or council not properly communicating its plans.~~

~~a) **Operational**: The risk that –~~

- ~~Inadequate handling of sensitive issues involving (for example) drinking water, wastewater discharges, Iwi, privacy, or information disclosures.~~
- ~~Staff act in an overly bureaucratic or officious manner.~~

b) Operational and Reputational Risk: Sensitive Issue Management and Customer Experience

- The risk that Council fails to appropriately manage sensitive matters (including drinking water, wastewater discharges, engagement with Iwi, privacy, and information disclosure), or that staff interactions are perceived as overly bureaucratic, inflexible, or lacking empathy.
- This could result in loss of public trust and confidence, damage to relationships with Iwi and the community, reputational harm, and potential legal or regulatory consequences.

~~This could result in loss of public trust and confidence, damage to relationships with Iwi and the community, reputational harm, and potential legal or regulatory consequences.~~

~~**Reputational:** the action or inaction of any representative of Council which impacts Council's reputation in a negative way.~~

HOW TO ADDRESS THE RISK?

Communication:

Strategies to address the risk –

1. ~~Councillors~~ Elected Members are proactive in being visible with all community sectors and have a forum for discussing public views with ELT.
2. Public are encouraged to speak at public forums at Council meetings.
3. Council is represented on community boards, working groups, local industry groups, community committees etc.
4. Council promotes its future strategies and priorities and 'makes it easy' for the community to provide comments/responses.
5. Council posts relevant 'up to date' information on its website, in local media and on its social media pages (and monitors responses where possible).

Operational:

Strategies to address the risk –

1. Members of the Executive Leadership Team (ELT) ensure capability and capacity of resources required are identified and established
2. ELT ensure proper systems and accountabilities are in place for appropriate customer service standards and complaints handling
3. ~~Customer satisfaction and s~~Service performance ~~reviews~~tracking (via the statement of service provision) is~~are~~ undertaken, with ELT analysing key statistics every quarter

Reputational:

Strategies to address the risk –

1. Clear policies~~y~~ outlining expected standards of conduct
2. Clear delegations for speaking to or posting on media/social media
3. Media training for those delegated to speak on Council's behalf.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	**High**	Extreme
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Major
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

INSUFFICIENT CAPABILITY AND CAPACITY TO FULFIL AGREED COMMITMENTS

Risk Oversight Officer: Group Manager, Corporate Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council doesn't have the appropriate composition and number of skilled staff required to fulfil current and future commitments, e.g. inability to attract talent, failure to appropriately train existing staff, inability to retain skilled staff, failure to undertake appropriate workforce planning.

An associated risk comes from a change in Elected Members and the potential loss of knowledge and experience

HOW TO ADDRESS THE RISK?

Having a culture and employee experience that attracts a high caliber of applications and increases the retention of staff. This includes

- -maintaining the appropriate and sustainable remuneration strategy
- mechanisms for meaningful staff feedback such as staff surveys and exit interviews.
- A learning and development programme that targets future skill requirements and enables staff to grow in the areas that we need them to.
- Identify key roles and develop succession and/or continuity plans for those roles and functions
- Undertake strategic workforce planning to identify skills and numbers required.
- A high quality and comprehensive orientation and induction for all new staff and for elected members after the triennial elections.

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Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High

Likelihood – Likely / Probable

Consequence – Major

Proposed Risk Treatment: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Moderate

Likelihood – Possible

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- **Accept**

~~LEGAL AND~~ POLITICAL ENVIRONMENT CREATES SIGNFICANT CHANGE~~REQUIRES EXCESSIVE RESOURCES~~

Risk Oversight Officer: Group Manager, Strategy, Community & Democracy

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that legislative reform creates significant changes for the local government sector that Council is required to respond to. There is the risk that these changes will create unanticipated costs and that Council does not have sufficient ~~has limited~~ capacity to respond in a timely and efficient way ~~to changes in central government policies and legal requirements, which may mean unexpected costs, a risk of noncompliance, and/or a consequential reduction in service performance.~~ The volume of change may also impact on Council's ability to meet statutory requirements (e.g. long term plan), or community expectations. There is also a risk that change will result in a loss of staff from the organisation as a result of lack of certainty in the future of local government.

~~An associated risk is that Horizons Regional Council makes changes to processes that impacts this Council, which could cause increased costs or impose reputational damage, due to lack of ability to respond on Rangitīkei District Council.~~

HOW TO ADDRESS THE RISK?

Council will monitor reform, and prioritise submitting on the reforms that will have a significant impact. Council will also prioritise implementing major reform programmes, and increases resources where required to achieve this. Council continues dialogue with other local councils, and stresses the potential benefits of a regional/national partnership approach to influence central government policy and legislation.

Council uses sector resources as available to support understanding and responding to major changes. ~~This includes discussion with NZTA, LGNZ and Taituarā (SOLGM) to clarify issues that may or do impact the sector. Council keeps up to date on key submissions; reforms; and policy changes.~~

~~Adopting a no surprises and collaborative approach with Horizons Regional Council.~~

Council appropriately engages and communicates potential changes and the associated risks with staff and the public.

Likelihood / Frequency	**Consequence to Council**				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High

Likelihood – Almost Certain

Consequence – Moderate

Proposed Risk Treatment: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Moderate

Likelihood – Likely / Probable

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- **Accept**

CAPITAL PROGRAMME FALTERS

Risk Oversight Officer: Group Manager, Assets, Infrastructure & Projects

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council is unable to achieve its capital works programme because of:

1. Lack of overall capacity in the market to deliver nationally and regionally
2. Lack of capacity and capability of staff to deliver capital programme
3. Lack of timely decision making on community facilities
4. Uncertainty around processing timeframes from other agencies regarding resource consents
5. The increasing dominance of larger contractors
6. The cost of delivery is higher than allocated budget (materials and land value prices greatly exceed inflation)
7. The impact of an unexpected event e.g. pandemic, natural disaster or other adverse occurrence
8. Legislative reform

This situation may lead to failure of major infrastructure, failure to deliver our capital programme, reduction in investment and frustration in the community

HOW TO ADDRESS THE RISK?

Strategies to address the risk:

1. Capital works to be prioritised, realistic and achievable
2. Ongoing forecasting of delays or potential issues
3. Strategies for staff attraction, retention
4. Efficient Project Management framework based on best practice with standard templates to achieve consistent quality of project management
5. Establish good relationships with local iwi and hapu
6. Establish relationship with the regional council and seek early feedback on project approach, where applicable
7. Establish early engagement and a future programme of works with contractors
8. Establish mutually beneficial and long lasting relationships with contractors
9. Consider alternative procurement strategies
10. Regular review of capital expenditure by ELT and reported to Council meetings
11. Project m~~M~~anagement ~~Office~~ staff delivers project fiscal oversight
12. Major capital projects utilise ~~external~~ independent ~~advisory boards~~advice as required
13. Transparent reporting to Council with early notice of potential time or cost overruns

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	**High**	Extreme
Possible	Low	Low	**Moderate**	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High

Likelihood – Likely/Probable;e

Consequence – High

Proposed Risk Treatment: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Moderate

Likelihood – Possible

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- **Accept**

FINANCIAL STABILITY IS LOST

Risk Oversight Officer: Group Manager, Corporate Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risks are either:

a) Council's financial projections, in terms of operating expenditure and revenue, prove substantially incorrect or insufficient; or

b) Council's projections highlight financial problems that are not properly addressed. This could require a substantial increase in rates and increase the level of borrowing.

HOW TO ADDRESS THE RISK?

The following initiatives are in place:

- The Long Term Plan and subsequent Annual Plans demonstrate Council will achieve a sustainable ~~balanced~~ budget. This ensures we collect sufficient funds to meet our operational budgets, cover the cost of replacing existing assets and includes a debt reduction plan moving forward.
- Ongoing financial management and oversight is a critical responsibility of the ELT.
- Cost centre managers proactively take responsibility for continually managing their respective budgets and provide forecast information ~~for a mid year~~ on a quarterly basis for budget reviews.
- Maintain external stakeholder relationships with key funding partners.
- Maintain resilience with all financial systems, processes and controls.
- Current and accurate asset and infrastructure management information is maintained.
- Requests for significant unbudgeted expenditure are thoroughly scrutinised and considered by ELT.
- Rates modelling is effective and well informed.
- Ensure the impact of local water done well is maintained and fully understood.
- Ensure appropriate insurance cover is maintained.
- Ensure appropriate skills exist on Risk/Assurance Committee.
- Ensure the internal audit programme is followed and reviewed as part of the Risk/Assurance programme of work.
- 2025/26 A Business Partnership model has been implemented so Managers and ELT have a greater over-sight of the budget spend.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High

Likelihood – Possible

Consequence – Significant

Proposed Risk Treatment: (bold those that apply)

- Avoid
- **Reduce**
- **Transfer**
- Accept

Current Mitigated Risk : Low

Likelihood – Unlikely

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply)

- Avoid
- Reduce
- Transfer
- **Accept**

REGULATORY EFFECTIVENESS IS QUESTIONED

Risk Oversight Officer: Group Manager, Regulatory Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that there are inconsistencies with how regulatory matters (e.g. building and resource consents) are dealt with, which could mean the community loses confidence in Council's processes and could have a negative impact on Council's reputation.

An additional risk is Council's ability to perform it's regulatory functions within legislative timeframes.

HOW TO ADDRESS THE RISK?

Council shall ensure there is the correct balance of facilitating pragmatic solutions and compliance with legislative requirements, Council bylaws and policies.

Ensure that Council's Building Consenting Authority (BCA):

1. Is clear on requirements and expectations for staff and applicants;
2. Has the appropriate systems and training in place.
3. Is resourced appropriately.

Council to consider common systems with neighbouring Councils and BCAs by regularly assessing its business model.

Council remain abreast of future changes that impact Council's regulatory function.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely/Probable
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

CLIMATE CHANGE RESPONSIVENESS IS INEFFECTIVE

Risk Oversight Officer: Group Manager, Strategy, Community & Democracy

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council does not take sufficient steps to mitigate and respond to the impacts of climate change. Severe weather events are predicted to only get more frequent and significant. Council has a role as a provider of services (e.g. roading), as a regulator (e.g. building and planning), and through project management to identify, mitigate and response to risks that arise from climate change.

Risk – Funding is not available to cover emergency event response and recovery costs.

Consequence – work programmes cannot be delivered, levels of service are compromised.

HOW TO ADDRESS THE RISK?

Council is part of the Joint Climate Action Committee to share information and facilitate collaborative action in response to climate change. This is made up of all Councils in the Manawatu Whanganui region.

The response and mitigation of the impacts of climate change is part of the development of a Climate Impact Strategy and supporting Action Plan.

Identify capital projects that build infrastructure resilience and make provision for funding through the Long Term Plan.

Ensure access to (local share) funding is available to address emergency response and recovery by making adequate annual provision to build reserves.

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Likely/Probable
Consequence – Major
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Moderate
Likelihood – Possible
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

BUSINESS CONTINUITY IS COMPROMISED

Risk Oversight Officer: Chief Executive

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that Council is unable to perform one or more essential services and/or statutory functions due to disruptions such as:

- Cyber attacks
- Systems failure
- Natural disaster or other emergency
- Fuel disruption
- Pandemic
- Loss of critical staff
- Loss of critical assets or infrastructure
- Terrorism
- Staff competencies

HOW TO ADDRESS THE RISK?

Council has a range of protective barriers and procedures that includes (or are under development)

- Business continuity plans – are kept current and reviewed regularly
- IT continuity and resilience planning
- Data loss prevention (DLP)
- ~~Pandemic plan~~
- Staff learning and development framework is provided to staff yearly
- Identification of critical positions and
- Succession plans put in place for key roles
- Partnership relationships with neighbouring Councils are enhanced
- Staff policies and procedures are reviewed regularly to keep up to date
- ~~The Information Systems Strategic Plan~~ is now implemented and information systems improvement roadmap is underway

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High

Likelihood – Possible

Consequence – Significant

Proposed Risk Treatment: (bold those that apply)

- Avoid
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Low

Likelihood – Unlikely

Consequence – Minor

Planned Future Additional Risk Treatments: (bold those that apply)

- Avoid
- Reduce
- Transfer
- **Accept**

OBLIGATIONS WITH HEALTH, SAFETY AND WELLBEING ARE NOT MET

Risk Oversight Officer: Group Manager, Corporate Services

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that staff, contractors, volunteers or visitors to RDC worksites are seriously harmed due to a hazard and/or loss of control within the work environment. This includes harm to mental health and wellbeing.

An associated risk is damage to Council plant or property as a result of a hazard/loss of control.

HOW TO ADDRESS THE RISK?

The Executive Leadership Team have an unrelenting focus on the health, safety and wellbeing of staff, contractors, volunteers and visitors and are committed to establishing and maintaining a strong health and safety culture within the organisation.

This includes ensuring that all contractors have contracts that include their Health and Safety responsibilities and RDC's responsibilities as the joint PCBU.

Active employee participation frameworks are in place to encourage employee engagement and leadership in health, safety, and wellbeing matters.

Risks to health, safety, and wellbeing are identified. Risk control methods are in place, and these are regularly reviewed and verified, including across our key contractors.

Council has a Transformational Health Safety and Wellbeing framework that promotes excellence and leadership in the field.

Ongoing review of Critical Risk Framework including cyclic review and improvement of risk controls and the verification of these

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : Extreme

Likelihood – Likely / Probable

Consequence – Significant

Proposed Risk Treatment: (bold those that apply)

- **Avoid**
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Moderate*

Likelihood – Possible

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply)

- **Avoid**
- **Reduce**
- Transfer
- Accept

Current Mitigated Risk : Critical Hazards: High**

Likelihood – Possible

Consequence – Significant

Planned Future Additional Risk Treatments: (bold those that apply)

- **Avoid**
- **Reduce**
- Transfer
- Accept

OBLIGATIONS WITH ENVIRONMENTAL PROTECTION ARE NOT MET

***Risk Oversight Officer:* *Group Manager – Assets, Infrastructure & Projects* ~~*Chief Operating Officer (pe*~~**

~~***review/confirmation)***~~

WHAT IS THE RISK (AND ITS CONSEQUENCES)?

The risk is that there is damage to the environment in the course of Council carrying out its work, and that as a result there is a negative impact on Council's relationship with iwi and the community and that there could be significant enforcement action taken. ~~there are substantial fines imposed on Council as a result~~.

HOW TO ADDRESS THE RISK?

Council engages a suitable team of experts to support the consenting or reconsenting of infrastructure projects and in doing do works alongside iwi from the start of the process. That the balance of environmental standards, protection and affordability are communicated transparently in decisions.

Council actively manages its resource consents, ensuring that consent conditions are complied with and non-compliances addressed in a timely manner.

~~Council strives to minimise environmental harm by balancing network maintenance and operation within fiscal constraints. This is consistent with the Local Government sector within New Zealand.~~

Council works with Horizons Regional Council ~~to prioritise capital works to effectively manage wastewater~~in relation to its consenting strategy and ongoing compliance. ~~treatment plant consents.~~

Likelihood / Frequency	Consequence to Council				
	Insignificant	Minor	Moderate	Major	Significant
Almost Certain	Low	Moderate	High	Extreme	Extreme
Likely / Probable	Low	Moderate	Moderate	High	Extreme
Possible	Low	Low	Moderate	Moderate	High
Unlikely	Minimal	Low	Low	Moderate	Moderate
Highly Unlikely	Minimal	Minimal	Low	Low	Low

Inherent Risk : High
Likelihood – Possible
Consequence – Significant
Proposed Risk Treatment: (bold those that apply) • Avoid • **Reduce** • Transfer • Accept

Current Mitigated Risk : Low
Likelihood – Unlikely
Consequence – Moderate
Planned Future Additional Risk Treatments: (bold those that apply) • Avoid • Reduce • Transfer • **Accept**

~~CHANGES TO GOVERNMENT LEGISLATION ARE TRANSFORMATIO~~

~~Risk Oversight Officer: Group Manager, Democracy and Planning~~

~~WHAT IS THE RISK (AND ITS CONSEQUENCES)?~~

~~The risk is that new or amended legislation, reforms, regulations or policy statements cause changes that negatively impact affordability:~~

1. ~~Ratepayers' ability to pay;~~
2. ~~For Council to deliver services it can afford or resource appropriately.~~

~~The speed of change and the cumulative effects may detract from achieving statutory requirements (e.g. the long-term plan) and meeting community expectations.~~

~~The change is of a magnitude that considerably impacts Council (Three Waters, Resource Management Act, Future of Local Government)~~

~~HOW TO ADDRESS THE RISK?~~

~~Maintain active participation in LGNZ sector discussions at all levels~~
~~Ensure submissions by Council are made to Central Government policy and/or legislative amendments.~~
~~Maintain positive engagement with Local and Central Government politicians and lobby groups e.g. Federated Farmers. Early assessment of likely impact of confirmed changes so that appropriate planning, mitigation and communication can take place.~~
~~Have plans in place to keep our community updated.~~
~~Weekly briefings are sent to ELT to review and are standard item on the ELT agenda.~~

~~Likelihood / Frequency~~	~~Consequence to Council~~				
	~~Insignificant~~	~~Minor~~	~~Moderate~~	~~Major~~	~~Significant~~
~~Almost Certain~~			~~High~~		~~Extreme~~
~~Likely / Probable~~					
~~Possible~~					
~~Unlikely~~					
~~Highly Unlikely~~					

Inherent Risk : Extreme

Likelihood – Almost Certain

Consequence – Significant

Proposed Risk Treatment: (bold those that apply) Minimal Low

- Avoid
- **Reduce**
- Transfer Minimal Minimal
- Accept

Current Mitigated Risk : High

Likelihood – Almost Certain

Consequence – Moderate

Planned Future Additional Risk Treatments: (bold those that apply) Low Moderate Moderate

- Avoid
- Low **Reduce** Low Low
- Transfer
- **Accept**

~~Future Action Plan:~~

- ~~Continue lobbying~~

Appendix One

Fuel Contingency Response Plan - RDC

Escalated response to fuel disruption across staff, services, operations, and community impacts
To be read and considered alongside Group / Team Fuel Contingency Response Plans.

Phase	Staff Support	Council Services	Operations & Delivery	Community & External Impacts
Phase 1 - Watchful (Monitoring & Planning) *Issue: Affordability* *Goal: Preparation and Readiness* *All Groups to prepare Group level response plans (or team level where required).*	Encourage: • Carpooling (refer carpooling register on Kapua) • Biking, walking • Online meetings Consider WFH and Flexible hours, in accordance with Flexible Work Policy Identify critical staff roles within each Group Investigate personal e-bike purchasing options for staff (external bulk scheme) Prepare Workforce Plan, including clear communication on our approach to service adjustment and staff redeployment if phases are moved up.	Identify critical vs non-essential services Assess impacts if critical services fail Plan other potential service impacts Stock fuel and/or develop supply plan for critical sites Prepare Communication Plan for Council service adjustments as levels are moved up/	Engage with contractors to understand their fuel risks and continuity plans Assess cost escalations for contracts and projects Assess fleet usage and dependency on fuel	Engage iwi and community groups to understand potential welfare needs Prepare approach to managing public expectations. Including support for RDC staff dealing with increased public frustration (de-escalation training etc.).
Phase 2 - Precautionary (Voluntary Reduction) *Issue: Affordability and Supply* *Goal: Implementing the plans in Phase 1 to mitigate disruption*	In addition to the above, implement: • Online Meetings (incl Council) Managed approach to WFH and Alternate hours, using the Flexible Work Policy as a guideline and noting circumstantial exceptions. Actively limit fleet usage (manager approval for use) Redeploy staff where required and where possible. Agreed in principle that office staff to hotdesk at other Councils in their area (e.g. MDC, PNCC or WDC) Explore financial assistance (e.g., AL payout provision), and referral to Vitae financial support. Increased support to people leaders to assist navigating workforce matters.	In addition to the above: Prioritise delivery of critical services Review delivery of priority and non-essential services and have a clear plan for workers in those services should delivery cease. Consider impacts of disruptions to key internal projects.	In addition to the above: Liaise with contractors on continuity plan implementation Consider use of company credit cards (in place of fuel cards) Prioritise contract work and pause lower priority projects Increase security of fuel assets (WWTP) Consider fuel allocation limits per department Increase coordination of fieldwork (combine trips)	In addition to the above: Provide proactive public messaging – communicate potential minor service delays to public Consider options to support community affordability Liaison with volunteer and priority services groups Liaison with community committees and marae Consider coordination of CDEM response (welfare).

Phase 3 - Managed (Fuel Restrictions) *Issue: Supply* *Goal: Ensure that critical services continue to run*	In addition to the above: Restrict travel to critical staff only Make fleet vehicles available for critical staff carpooling - Instigate e-van rental for commuting if possible Proactive Vitae and welfare engagement Provide clear communication and expectations to reduce uncertainty/stress	In addition to the above: Deliver critical services only Liaise with Government / Regulators on impacts to key internal projects	In addition to the above: Limit operations to critical contract work only Adjust or pause major projects Further increase security measures and/or relocate fuel assets Reallocate fleet to priority services	In addition to the above: Increase public communication and support welfare responses Possible coordination of CDEM response (welfare) Partner with iwi and community networks
Phase 4 - Protected (Fuel Rationing) *Issue: Supply* *Goal: Sustaining critical services and wellbeing under severe fuel constraints*	In addition to the above: Restrict use of fleet vehicles – save for emergencies Heightened focus on well-being support to staff	In addition to the above: Manage impacts of service failure Where appropriate, lodge complaints for later follow-up Adjust scope and deliverables of key internal projects	In addition to the above: Undertake emergency-only operations and reallocate fuel to highest priority services Activate contingency responses where services cannot be maintained Lockdown of Fleet use - centralised dispatch.	In addition to the above: Manage impacts of service loss on the community Provide targeted welfare support, particularly for isolated groups

Critical, Priority and Non-Essential Services

Activity / Service	Fuel Dependency	Classification	Notes
Water & Wastewater Treatment / Reticulation	Very High	**Critical**	Mostly machinery. Must be prioritised for fuel allocation (public health risk)
Solid Waste Collection (Smart Env.)	High	**Critical**	Contractor reliance = key vulnerability
Cemeteries Operations	High	**Critical**	
Regulatory – Public Health (EH, dangerous buildings, dog attacks (P1))	Medium–High	**Critical**	Public safety + statutory obligations. Animal Control (P2 / P3) non-essential
Customer Contact Centre (incl. after-hours)	Low	**Critical**	Can operate remotely but essential for coordination
Communications	Low	**Critical**	
Finance (rates, accounts payable/receivable, payroll)	Low	**Critical**	Important but not fuel constrained – includes Fleet coordination function
Fleet Management / pool vehicles	Very High	**Critical**	Enabling/coordinates other services
People & Culture (HR, payroll, H&S)	Low	**Critical**	Mostly remote capable
Information Systems / IT (core systems)	Low (mostly remote)	**Critical**	Enables all other services
Roading Maintenance	Very High	**Priority**	Roading maintenance isn’t as urgent, only an issue in the event of adverse events (weather etc)
Community Facilities Maintenance (parks, halls, etc)	High	**Priority**	
Planning Consents	Low	**Non-essential**	Easily paused – suggest change to mostly remote capable
Roading Projects / Capital Works	High	**Non-essential**	Should be paused early (fuel heavy)
Community / Engagement / Strategy Work	Low	**Non-essential**	Can fully shift online or pause
Community Libraries (Hub and satellite libraries)	Low	**Non-essential**	Monitored for community wellbeing (particularly longer-term)
Community development - grants, committees	Low	**Non-essential**	Some can be completed remotely and community committees paused