

ORDER PAPER

RISK AND ASSURANCE COMMITTEE MEETING

Date: Wednesday, 6 December 2023

Time: 9.00am

Venue: Council Chamber
Rangitikei District Council
46 High Street
Marton

Chair: Mr Philip Jones

Membership: Cr Fi Dalgety
Cr Simon Loudon
Cr Piki Te Ora Hiroa
Cr Dave Wilson
Cr Jarrod Calkin
HWTM Andy Watson

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Locations:	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <u>Marton</u> Head Office 46 High Street Marton </td> <td style="width: 50%; vertical-align: top;"> <u>Bulls</u> Bulls Information Centre Te Matapihi 4 Criterion Street Bulls </td> </tr> <tr> <td style="vertical-align: top;"> <u>Taihape</u> Taihape Information Centre 102 Hautapu Street (SH1) Taihape </td> <td></td> </tr> </table>	<u>Marton</u> Head Office 46 High Street Marton	<u>Bulls</u> Bulls Information Centre Te Matapihi 4 Criterion Street Bulls	<u>Taihape</u> Taihape Information Centre 102 Hautapu Street (SH1) Taihape	
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Notice is hereby given that an Risk and Assurance Committee Meeting of the Rangitīkei District Council will be held in the Council Chamber, Rangitīkei District Council, 46 High Street, Marton on Wednesday, 6 December 2023 at 9.30am.

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AGENDA

1 Welcome / Prayer

2 Apologies

3 Public Forum

4 Conflict of Interest Declarations

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of items on this agenda.

5 Confirmation of Order of Business

That, taking into account the explanation provided why the item is not on the meeting agenda and why the discussion of the item cannot be delayed until a subsequent meeting, [enter item number](#) be dealt as a late item at this meeting.

6 Confirmation of Minutes

6.1 Confirmation of Minutes

Author: Kezia Spence, Governance Advisor

1. Reason for Report

- 1.1 The minutes from **Risk and Assurance Committee Meeting held on 21 September 2023** are attached.

Attachments

1. **Risk and Assurance Committee Meeting - 21 September 2023**

Recommendation

That the minutes of Risk and Assurance Committee Meeting held on 21 September 2023 [**as amended/without amendment**] be taken as read and verified as an accurate and correct record of the meeting, and that the electronic signature of the Chair of this Committee be added to the official minutes document as a formal record.

MINUTES



RANGITIKEI
DISTRICT COUNCIL
Making this place home.

UNCONFIRMED: RISK AND ASSURANCE COMMITTEE MEETING

Date: Thursday, 21 September 2023

Time: 9.30am

**Venue: Council Chamber
Rangitikei District Council
46 High Street
Marton**

Present Mr Philip Jones
HWTM Andy Watson
Cr Simon Loudon
Cr Jarrod Calkin
Cr Fi Dalgety
Cr Dave Wilson

In attendance Cr Greg Maughan
Mr Kevin Ross, Chief Executive
Mr Arno Benadie, Chief Operating Officer
Mrs Carol Gordon, Group Manager- Democracy and Planning
Mr Dave Tombs, Group Manager- Corporate Services
Ms Gaylene Prince, Group Manager- Community Services
Mrs Sharon Grant, Group Manager- People and Culture
Mrs Adina Foley, Group Manager- Capital Projects
Mr Matt Gordon, Health Safety and Wellbeing Advisor
Ms Kezia Spence, Governance Advisor

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1 Welcome / Prayer

Mr Jones opened the meeting at 9.00am and read the council prayer.

2 Apologies

Resolved minute number 23/ARK/040

Apologies received from Cr Calkin.

Cr D Wilson/Mr Jones. Carried

3 Public Forum

There was no public forum.

4 Conflict of Interest Declarations

No declarations of conflict were declared.

5 Confirmation of Order of Business

There was no change to the order of business.

6 Confirmation of Minutes

Resolved minute number 23/ARK/041

That the minutes of Risk and Assurance Committee Meeting held on 22 June 2023 **without amendment** be taken as read and verified as an accurate and correct record of the meeting, and that the electronic signature of the Chair of this Committee be added to the official minutes document as a formal record.

Cr D Wilson/HWTM A Watson. Carried

7 Follow-up Actions

7.1 Follow-up Action Items from Risk and Assurance Meetings

The report was taken as read.

Resolved minute number 23/ARK/042

That the report 'Follow-up Action Items from Risk and Assurance Meetings' be received.

Mr Jones/Cr F Dalgety. Carried

8 Chair's Report

8.1 Chair's Report - September 2023

The committed noted risks with the outcome of the upcoming Central Government elections and the significant risk for Council if 3 Waters was repealed.

Resolved minute number 23/ARK/043

That the Chair's Report –September 2023 be received.

Mr Jones/Cr D Wilson. Carried

9 Reports for Decision

9.1 Health, Safety and Wellbeing Update

In response to a question staff advised that front facing staff are provided training on de-escalation techniques and dealing with difficult customers.

Resolved minute number 23/ARK/044

That the Health, Safety and Wellbeing Report together with attachments, be received.

HWTM A Watson/Cr D Wilson. Carried

9.2 Treasury Management Policy - Update

In response to a question Mr Tombs advised that as a guaranteeing LGFA member Council has different covenant ratios than non-guaranteeing members. Mr Jones noted that these are the upper limits and recommended that this be reviewed as part of the Financial Strategy.

Mr Jones suggested that the amended Policy also include reference to the foreign exchange exposure should be limited to overseas-procurement risk and the maturity dates of debt parcels be staggered.

Resolved minute number 23/ARK/045

That Risk and Assurance Committee approve the amendments as discussed to the Treasury Management Policy and that council further reviews this policy no later than 30 June 2024.

HWTM A Watson/Cr F Dalgety. Carried

10 Reports for Information

10.1 Treasury Reporting

Mr Tombs responded to questions regarding the calculation of debt interest.

Resolved minute number 23/ARK/046

That the report 'Treasury Reporting' be received.

Mr Jones/Cr F Dalgety. Carried

10.2 Risk and Assurance Committee Work Programme

The committee discussed the Revenue and Financing policy, and Mr Jones recommended this policy should be reviewed before the finalising of the LTP. Staff noted this review was currently underway.

Resolved minute number 23/ARK/047

That the report 'Risk and Assurance Committee Work Programme' be received.

Mr Jones/Cr D Wilson. Carried

10.3 Protected Disclosures Update

The report was taken as read.

Resolved minute number 23/ARK/048

That the report 'Protected Disclosures Update' report be received.

Cr D Wilson/Mr Jones. Carried

10.4 Privacy Update

The report was taken as read.

Resolved minute number 23/ARK/049

That the report 'Privacy Update' be received.

Cr D Wilson/Cr S Loudon. Carried

10.5 Fraud Reporting

Mrs Grant advised that a report regarding an ongoing investigation will come to the next meeting.

Resolved minute number 23/ARK/050

That the report 'Fraud Reporting' be received.

Cr D Wilson/HWTM A Watson. Carried

10.6 Internal Audit Programme

The report was taken as read.

Resolved minute number 23/ARK/051

That the report 'Internal Audit Programme' be received.

Cr D Wilson/Mr Jones. Carried

10.7 Summary of Management Accounts

Mr Jones noted that there needs to be a discussion on the role of this committee in reviewing financial information. It was agreed the CE and Chair of Finance /Performance Committee would discuss this prior to the next meeting.

Resolved minute number 23/ARK/052

That the report 'Summary of Management Accounts' be received.

Cr D Wilson/Cr F Dalgety. Carried

10.8 Audit NZ Management Letter Points

In response to a question Mr Benadie advised that in relation to sewage overflows Council does not have the capacity for the work this entails. The committee requested further information from the auditors on this.

Resolved minute number 23/ARK/053

That the report Audit NZ Management Letter Points be received.

Cr D Wilson/Cr S Loudon. Carried

11 Discussion Items**11.1 Insurance Update**

The report was taken as read.

Resolved minute number 23/ARK/054

That the report 'Insurance Update' be received.

Cr D Wilson/HWTM A Watson. Carried

12 Public Excluded

The meeting went into public excluded session 10.42am.

Resolution to Exclude the Public**Resolved minute number 23/ARK/055**

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

- 1 Risk and Assurance Committee Meeting - 22 June 2023
2. Cyber Security

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the *Local Government Official Information and Meetings Act 1987* for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
12.1 - Risk and Assurance Committee Meeting - 22 June 2023	To consider the minutes relating to matters that were the subject of discussion at the 22 June meeting.	S48(1)(a)
12.2 - Cyber Security	s7(2)(j) - Improper Gain or Improper Advantage	s48(1)(a)(i)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by Section 6 or Section 7 of the Act which would be prejudiced by the holding or the whole or the relevant part of the proceedings of the meeting in public as specified above.

Cr D Wilson/Mr Jones. Carried

13 Open Meeting

The meeting went into open session 10.54am.

7 Follow-up Action Items from Previous Meetings

7.1 Follow-up Action Items from Risk and Assurance Meetings

Author: Kezia Spence, Governance Advisor

1. Reason for Report

- 1.1 On the list attached are items raised at previous Audit and Risk meetings. Items indicate who is responsible for each follow up, and a brief status comment.

2. Decision Making Process

- 2.1 Staff have assessed the requirements of the Local Government Act 2002 in relation to this item and have concluded that, as this report is for information only, the decision-making provisions do not apply.

Attachments:

1. **Follow-Up Actions Register** [↓](#)

Recommendation

That the report 'Follow-up Action Items from Risk and Assurance Meetings' be received.

Current Follow-up Actions

Item	From Meeting Date	Details	Person Assigned	Status Comments	Status
1	21-Sep-23	Dry weather sewerage overflows (pg 57 of the agenda)	Arno Benadie	Discuss this further with the Auditors to see what they want	In progress
2	21-Sep-23	What is the role of this committee in terms of financial reporting that goes to Council? Report for next meeting	CE	To speak to Cr Dalgety in the first instance	In progress
3	21-Sep-23	Ensure any update on Fraud issues are included in the December agenda.	Dave Tombs	Item included	Completed
4	21-Sep-23	Council to further review the Treasury Manaagement Policy by 30 June 2024	Dave Tombs	Scheduled for June 2024	In progress
5	21-Sep-23	Regarding the Treasury Management Policy - review limits (%) as part of the review of the Financial Strategy for the LTP	Dave Tombs	Scheduled for completion by June 2024 (proposed to include a \$5m buffer to the maximum debt limits as per LGFA borrowing covenants)	In progress
6	22-Jun-23	add column "strategic risk" next to work plan table	Dave Tombs	To be incorporated into the March reporting	In progress
7	22-Jun-23	Review senstive expenditure policy and take out 6 monthly table that is currently being reported	Dave Tombs	Removed from updated policy	Completed
8	15-Mar-23	Follow up with Audit Director to see the status of the RDC Engagement Letter	Dave Tombs	This has been received -audit subsequently completed	Completed
9	15-Mar-23	What is the role of the Risk & Assurance Committee and independent chair to review council's major decisions (e.g roading contract, shared services agreement etc)	Committee Members		
10	15-Mar-23	Develop protocols for EMs to speak to the Risk & Assurance Chair - develop these with CE and Phillip	Peter, Philip	Risk and Assurance Chair and Chief Executive agree open dialogue should exist between Elected Members and the Chair, and that the Chair will ensure all committee members are transparently kept updated on matters requiring their attention.	Ongoing
11	5-Sep-22	The Committee requested that staff highlight the agreement for shared services between the Rangitikei and Manawatu District Council's as an area of focus for the Committee.	Arno Benadie	Future workshop discussion	In progress
12	10-Mar-22	As per resolution 22/ARK/004 : The report 'Rail Hub Project - Significant Risks and Mitigations (first draft)' contained in the 10 Mar 22 Order Paper is to be distributed to the Rail Hub Project Advisory Board, in order to seek their guidance in identifying 'tier 1 risks' associated with the project. Following the receipt of the Project Advisory Board's guidance, staff are to analyse these responses and present a formal report back to the Committee.	CE	A paper will be provided to the December 2023 Committee meeting.	In progress

ITEM 8.1

8 Chair's Report

8.1 Chair's Report - December 2023

Author: Philip Jones, Chair

1. Reason for Report

1.1 Mr Jones may provide a verbal update or a tabled report.

Recommendation

That the Chair's Report –December 2023 be received.

9 Reports for Information

9.1 Protected Disclosures Update

Author: Sharon Grant, Group Manager - People & Performance

Authoriser: Kevin Ross, Chief Executive

1. Reason for Report

- 1.1 This report provides an update on protected disclosures for the reporting period, this update being that there are no protected disclosures to report.

2. Background

- 2.1 The Protected Disclosures Act 2022 (Act) came into force on 1 July 2022 and replaced the Protected Disclosures Act 2000. The purpose of the Act is to facilitate the disclosure and timely investigation of serious wrongdoing in or by an organisation and protect people who make a disclosure under the Act.
- 2.2 Under the Act a disclosure can be made by an employee. The definition of employee under the Act is wider than other legislation and includes employees, secondees, contractors, volunteers and boards / governing bodies.
- 2.3 Employees who make a disclosure under the Act are not liable to any civil or criminal proceedings, or to disciplinary proceedings by the employer, for reasons of that disclosure.
- 2.4 Rangitikei District Council maintains a Protected Disclosures Policy and Procedure which is aligned to the requirements of the 2022 Act.
- 2.5 Internal policies are available on the staff intranet (Kapua). Policies are communicated to staff at regular intervals including when the policy is introduced, when changes are made, as part of the orientation process for new staff and when it is timely to do so. All staff have received training on the Protected Disclosures Policy and Procedure.

3. Discussion

- 3.1 There are no protected disclosures to report for this period.

Recommendation 1

That the report 'Protected Disclosures Update' report be received.

9.2 Privacy Update

Author: Sharon Grant, Group Manager - People & Performance

Authoriser: Kevin Ross, Chief Executive

1. Reason for Report

- 1.1 This report provides an update on privacy breaches for the reporting period, this update being that there are no known privacy breaches to report.

2. Context

- 2.1 The Privacy Act 2020 (Act) governs how agencies may collect, store, use and share private information about individuals. The Act also provides for an individual's right to access information held about them and ask for it to be corrected.
- 2.2 The Office of the Privacy Commissioner receives and considers privacy complaints. Agencies must notify the Privacy Commissioner if a notifiable privacy breach has occurred. A notifiable privacy breach is one which has caused, or is likely to cause, serious harm to the affected individual(s).
- 2.3 Rangitīkei District Council (RDC) has an internal Privacy Policy and Procedure (last reviewed in February 2023). The Privacy Policy and Procedure outlines how RDC manages private information related to individuals who work for Council. It also outlines RDC's procedure for responding to actual or potential privacy breaches related to private information held about all individuals, including employees and the public.
- 2.4 RDC also has an external Customer Privacy Statement which details how RDC will protect private information held about customers. The Customer Privacy Statement is published on RDC's website and is accessible through the following link: [Privacy Statement](#).
- 2.5 In RDC's context, *private information* includes information collected or held by Council about identifiable individuals, such as information about employees, rate payers and members of the public who interact with Council.
- 2.6 RDC has a Privacy Officer as required under the Act. RDC's Privacy Officer is the Group Manager People and Performance.
- 2.7 The internal Privacy Policy and Procedure is available on the staff Intranet (Kapua). Policies are communicated to staff at regular intervals including when the policy is introduced, when changes are made, as part of the orientation process for new staff and when it is timely to do so. Training on the Privacy Act and Privacy Policy and Procedure has recently been provided to Elected Members and RDC staff.

3. Discussion

- 3.1 There are no known non-notifiable (minor) privacy breaches to report.
- 3.2 There are no known notifiable (serious) privacy breaches to report.

Recommendation

That the report 'Privacy Update' be received.

9.3 Health, Safety and Wellbeing Update

Author: Sharon Grant, Group Manager - People & Performance

Authoriser: Kevin Ross, Chief Executive

1. Reason for Report

1.1 This report provides an update on health, safety and wellbeing matters. The report includes the Health, Safety and Wellbeing Dashboards for September and October 2023 together with an update on due diligence activities and highlights from the Health, Safety and Wellbeing Work Programme. This report also notes one notifiable injury (fracture) which occurred in November 2023.

2. Context

2.1 Elected Representatives are considered Officers under the Health and Safety at Work Act 2015 (Act). This means they have an obligation to exercise due diligence in relation to health and safety matters. Due diligence is defined in section 44(4) of the Act as taking reasonable steps to:

2.1.1 Acquire and update knowledge of health and safety matters; and

2.1.2 Gain an understanding of the operations carried out by the organisation, and the hazards and risks generally associated with those operations; and

2.1.3 Ensure the person conducting business or undertaking (PCBU) has appropriate resources and processes to eliminate or minimise those risks; and

2.1.4 Ensure the PCBU has appropriate processes for receiving and considering information about incidents, hazards and risks, and for responding to that information in a timely way; and

2.1.5 Ensure there are processes for complying with any duty, and that these are implemented; and

2.1.6 Verify that these resources and processes are in place and being used.

2.2 Council's Health, Safety and Wellbeing Dashboards (Dashboards) provide monthly incident data and year-to-date trends. The Dashboards support Elected Members to exercise due diligence obligations by providing up-to-date information on incidents, hazards and risks, together with current activities and wellbeing initiatives.

2.3 Council is committed to continuous improvement across all aspects of workplace health, safety and wellbeing. Continuous improvement is achieved through actions identified in the Health, Safety and Wellbeing Due Diligence Plan and the Health, Safety and Wellbeing Work Programme.

3. Discussion

3.1 Health, Safety and Wellbeing Dashboards

3.1.1 The Dashboard for September and October 2023 are attached to this report.

3.1.2 The Dashboard for September 2023 includes three events, two near misses and two hazards. The reported event categories are abusive behaviour,

plant/machinery and 'other'. The reported near miss categories are motor vehicle and a behaviour event. The reported hazards related to slip, trip, fall and biological.

- 3.1.3 The Dashboard for October 2023 includes: six events, three near misses and one new hazard. The reported incident categories for the six events are: abusive behaviour (3), bruising, slip-trip-fall and chemical exposure. The reported near miss categories are motor vehicle, slip-trip-fall and plant / machinery. The reported hazard related to an electrical hazard.
- 3.1.4 The October 2023 Dashboard shows an upwards trend in incidents reported since July 2023. All incident reports in October 2023 were made using the new on-line incident reporting tool.
- 3.1.5 The next Dashboard produced will show a higher driver safety training completion rate of approximately due to driver training that took place in November.
- 3.1.6 Due to the December Risk and Assurance Committee Meeting being held early in the month, the November 2023 Dashboard will be included in the report to the next Risk and Assurance Committee Meeting (20 March 2024).
- 3.1.7 The most commonly reported event / near miss categories (year-to-date) are abusive behaviour, slip-trip-fall, motor vehicle and plant / machinery.
- 3.1.8 There were no Work Safe notifiable accidents or incidents during the September / October reporting period. A notifiable injury (fracture) occurred during the November reporting period which was notified to Work Safe within the required timeframes. The injury occurred in a motor vehicle and involved one employee and no other vehicles. The accident will be reported in the November Dashboard. An accident investigation is underway and a summary will be included in the report to the next Risk and Assurance Committee Meeting (20 March 2024).
- 3.1.9 All reported events, near misses and hazards have been appropriately investigated and corrective actions taken where required.

3.2 Health, Safety and Wellbeing Due Diligence Plan

- 3.2.1 The Health, Safety and Wellbeing Due Diligence Plan (Due Diligence Plan) supports Elected Members to meet due diligence requirements by providing opportunities for enhanced understanding of RDC's critical health, safety and wellbeing risks, and the controls for these risks. The Risk and Assurance Committee endorsed a revised Due Diligence Plan at its March 2023 meeting (attached for information).

3.2.2 Safe Plus Assessment

One of the scheduled activities within the Due Diligence Plan is a biennial Safe Plus Assessment.

Safe Plus is a nationally recognised framework which assesses health and safety performance. The assessment covers 10 performance measures within the elements of Leadership, Worker Engagement and Risk Management. Each performance measure has a three-level maturity scale applied to it: developing, performing or leading. The assessment approach is evaluative and behaviour based with a focus on culture, values, attitudes, systems and practices.

RDC previously undertook the Safe Plus Assessment in 2019 and 2021 and received overall ratings of Developing (2019) and Performing (2021).

RDC undertook a third biennial Safe Plus Assessment in November 2023 and hosted two Safe Plus Assessors on-site for two days. The visit included focus group sessions, work site / field visits and a review of RDC's health, safety and wellbeing tools, frameworks and processes. The Assessors provided very positive feedback about RDC's progress with health, safety and wellbeing since the last assessment. They were also highly complementary about the high level of engagement with health, safety and wellbeing which was visible at every level of Council.

The Safe Plus Assessment is a Manawatu-Wanganui Local Authority Shared Services (MW LASS) initiative which RDC has participated in along with four other Councils in the MW LASS group. This means that in addition to assessing internal progress against previous RDC assessments, RDC can also benchmark health and safety performance alongside other participating MW LASS Councils.

The results of the Safe Plus Assessment were not available at the time of writing this report. It is anticipated that a summary of the results will be included in the report to the next Risk and Assurance Committee Meeting.

3.3 Health, Safety and Wellbeing Work Programme

3.3.1 Health, safety and wellbeing highlights since the last report:

- Council-wide launch of new on-line accident/incident/near miss reporting tool
- Launch of new Health, Safety and Wellbeing Risk Management Framework (attached for information)
- Safe Plus Assessment
- Advanced Driver Training (25 attendees)

3.3.2 Health, safety and wellbeing activities currently underway:

- Continuous improvement review of contractor health and safety management processes
- Continuous improvement review of lone worker health and safety management processes
- Continuous improvement review of health and safety management processes for volunteers

3.3.3 Health, safety and wellbeing initiatives coming soon:

- Continuous improvement review of Health, Safety and Wellbeing Strategy

3.3.4 Work programme outcomes and achievements 2023:

The end of the calendar year provides a good opportunity to report on some of the outcomes and achievements resulting from RDC's health, safety and wellbeing work programme, as summarised below.

- RDC's quarterly staff engagement survey results are consistently tracking above 80% (agree to strongly agree), with the two questions that relate directly to health, safety and wellbeing consistently receiving the highest response ratings. These questions are 'the person I report to supports my wellbeing' and, 'I feel safe at work'.

ITEM 9.3

- RDC participated in the Taituarā / Ask Your Team National Health Safety and Wellbeing Survey and rated higher than the national benchmark scores across every survey category.
- Almost all RDC people leaders and Health, Safety and Wellbeing Representatives, have completed Psychological First Aid training. This means they have the skills to have early conversations about mental wellbeing concerns and connect people to appropriate support interventions when needed.
- More than 50% of RDC staff have completed Advanced Driver Training. Participants report that they feel safer on the road, both at work and outside work and that they appreciate / highly recommend the training. Overall, RDC's E-Road driver star ratings are trending upwards.
- RDC's annual Mole Map programme has had high uptake (around 70%). The opportunity has resulted in some participants being alerted to (and receiving treatment for) health matters that they would not have otherwise known about.
- There is an upwards trend in reporting of accidents, near misses and hazards which coincides with the launch of the new on-line incident reporting App.
- The Health, Safety and Wellbeing Risk Management Framework was completed using a 'high engagement' approach. The Framework will now move into a continuous improvement cycle, which will also use a high engagement approach.
- Within the past 12 months, RDC has been invited to contribute two best practice case studies (Business Leaders Health and Safety Forum and Working Wise) and has been sought out by other Local Authorities to share examples of its health, safety and wellbeing frameworks.

4. Attachments

1. **Health, Safety and Wellbeing Dashboard, September 2023** [↓](#)
2. **Health, Safety and Wellbeing Dashboard, October 2023** [↓](#)
3. **Health, Safety and Wellbeing Due Diligence Plan** [↓](#)
4. **Health, Safety and Wellbeing Risk Management Framework** [↓](#)

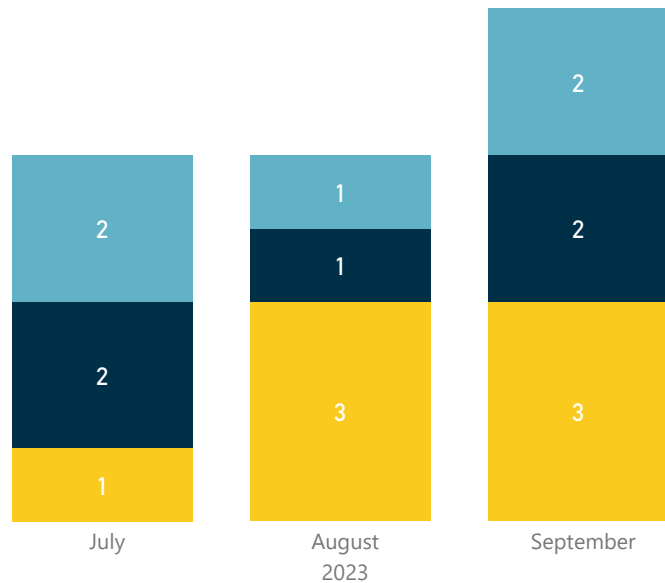
Recommendation

That the Health, Safety and Wellbeing Report together with attachments, be received.

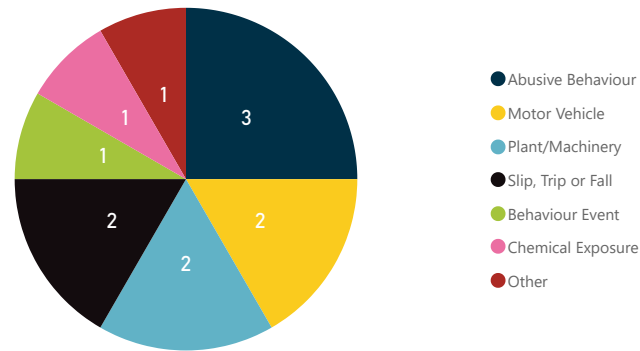
RDC Health and Safety Dashboard September 2023

Events, Hazards and Near Misses 01 July 2023 to date

● Event ● Hazard ● Near Miss



Event/Near Miss Category 01 July 2023 to date



Wellbeing News

Psychological First Aid Course 17th October Te Matapihi Bulls
 Psychological First Aid is a simple, yet powerful way of helping someone who may be experiencing mental distress. Our next course is happening on Tuesday 17 October at Te Matapihi. To register, please contact Matt.

Accident / Incident and Near Miss Reporting

Our new on-line Incident and Near Miss Reporting Form is now available on Kapua. You can use this to report accidents, near misses and hazards. Remember, that reporting near misses is just as important as reporting accidents. A near miss in any other circumstance could be an accident, so reporting helps prevention.

Mole Maps

Staff still have the opportunity to receive full-body Mole Maps in November. Please contact Marcelle for further information or to book an appointment.

Last Month

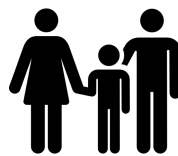
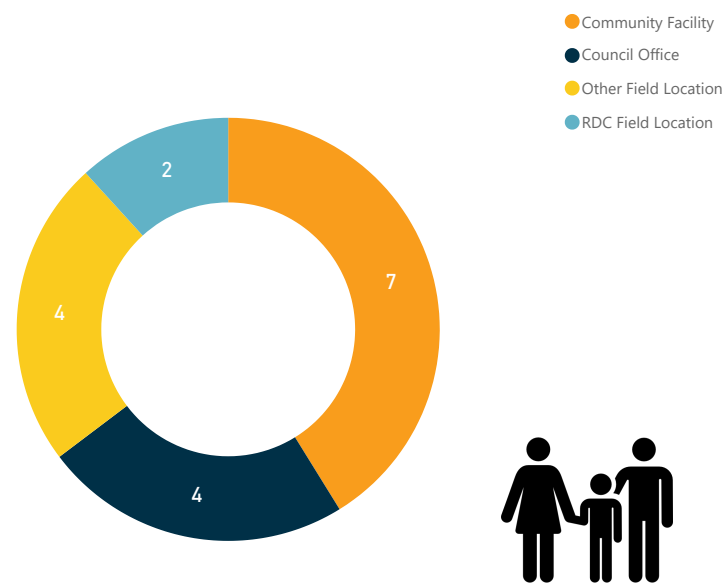
September 2023

3 Events
0 Notifiable Incidents
0 Notifiable Illness/Injuries

2 Near Misses
2 Hazards

Location

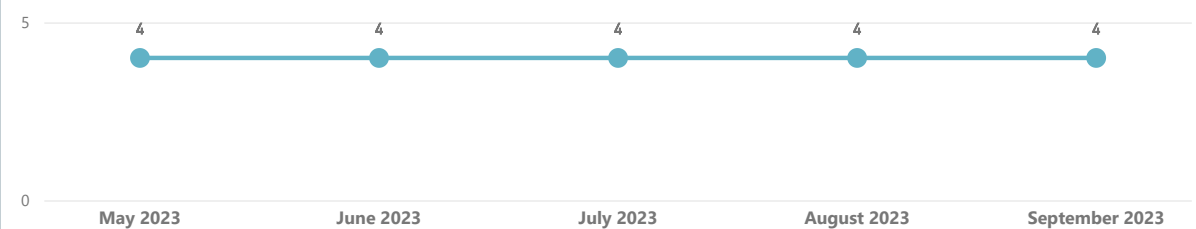
Events, Hazards and Near Misses



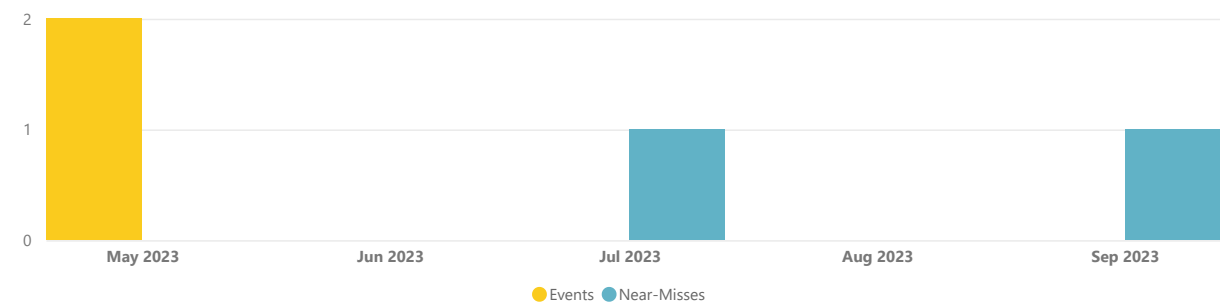
Average Driver Ratings

Ratings from E-Road Dashboard (Overspeed / Harsh Braking & Harsh Acceleration Events)

43% Completed Driver Safety Training



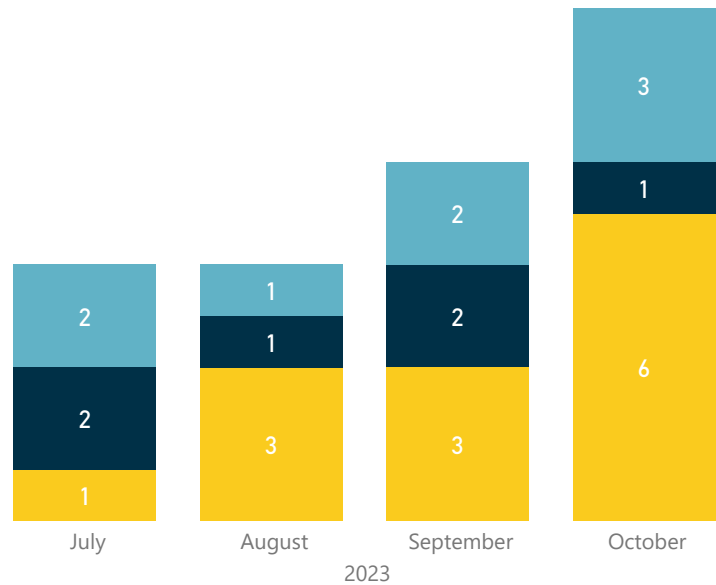
Vehicle Incidents



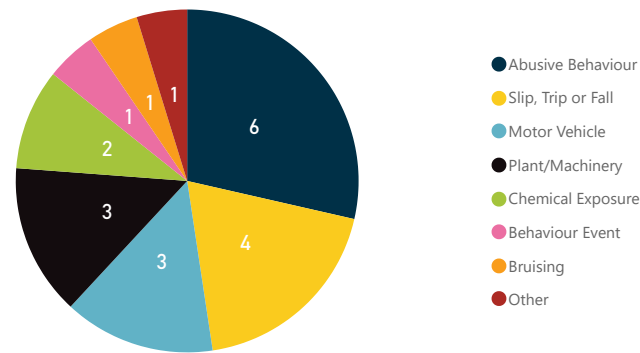
RDC Health and Safety Dashboard October 2023

Events, Hazards and Near Misses 01 July 2023 to date

● Event ● Hazard ● Near Miss



Event/Near Miss Category 01 July 2023 to date



Wellbeing News

Advanced Driver Training, Manfield, Monday 6 November

As part of our Safer Driver Framework – Waka Haumarū, we’re running a Track Time event at Manfield in November. It includes one-on-one coaching, and practice on the Manfield track, to equip our people to be safer drivers on the road. This course has been popular and has a waiting list to attend, so if you have registered please ensure it’s locked into your diary. Please contact Matt for more information.

SafePlus Assessment 14th / 15th November

Our external SafePlus Assessment is happening on 14 and 15 November. The exercise will assess our HSW performance with a focus on culture, values, systems, practices and leadership. We look forward to welcoming our assessors, Jeena and Jen, on-site and hearing their feedback.

Enjoy the sun, and be sun smart

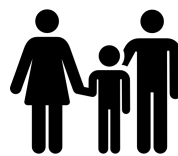
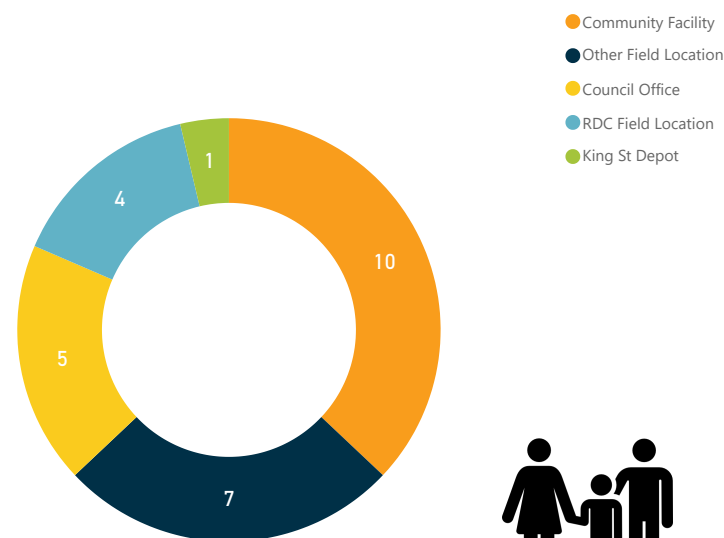
As we head towards the summer months it’s great seeing more hours of daylight and sunshine. It’s also a good reminder to protect ourselves from the harmful effects of the sun. Please remember to cover up with a shirt, hat and sunnies when outdoors and use plenty of sunscreen. You still have the opportunity to receive full-body Mole Maps on-site in November or grab a voucher and make an appointment at your leisure. Please contact Marcelle for further information or to book an appointment.

Summary of Month

6 Events
0 Notifiable Incidents
0 Notifiable Illness/Injuries

3 Near Misses
1 Hazards

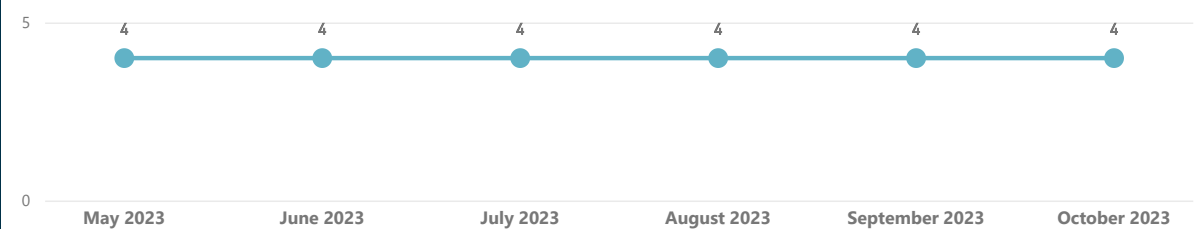
Location Events, Hazards and Near Misses



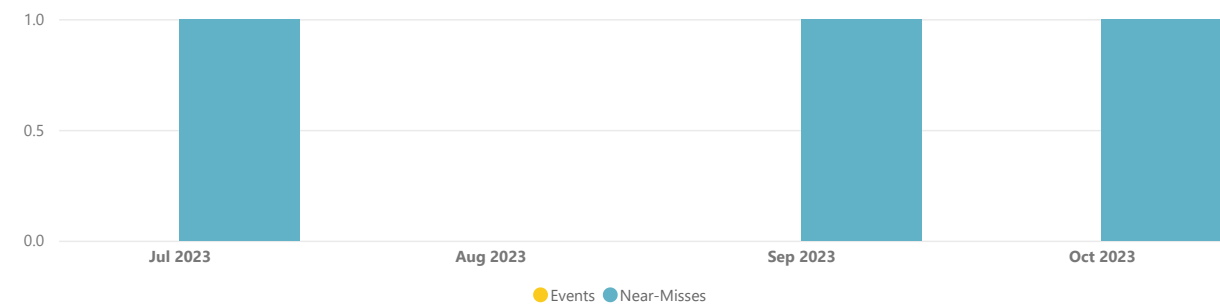
Average Driver Ratings

Ratings from E-Road Dashboard (Overspeed / Harsh Braking & Harsh Acceleration Events)

43% Completed Driver Safety Training



Vehicle Incidents



Health, Safety and Wellbeing Due Diligence Plan 2023 - 2025

This Due Diligence Plan is aligned to the Institute of Directors Health and Safety Guide: Good Governance for Directors (March 2016) and aims to enhance due diligence in health, safety and wellbeing (HS&W) leadership at Rangitikei District Council (RDC).

A positive and robust HS&W culture begins at the Council table and spreads throughout the organisation. The Health and Safety at Work Act places a duty on elected members – as Officers – to exercise due diligence to ensure that RDC complies with its health and safety duties and obligations.

Due diligence requires Officers to take reasonable steps to understand RDC's operations and HS&W risks, and to ensure that they are managed so that everyone is safe. Due diligence is defined in the Health and Safety at Work Act as taking reasonable steps to:

- Acquire and update knowledge of health and safety matters
- Gain an understanding of the operations carried out by the organisation and the hazards and risks generally associated with those operations
- Ensure the organisation has, and uses, appropriate resources and processes to eliminate or minimise those risks
- Ensure the organisation has appropriate processes for receiving and considering information about incidents, hazards and risks, and for responding to that information in a timely way
- Ensure there are processes for complying with any duty, and that these are implemented
- Verify that these resources and processes are in place and being used.

This due diligence plan outlines the activities that will be undertaken to enhance elected member knowledge and understanding of HS&W matters. The plan is aligned to the elements of policy and planning, delivery, monitoring and review.

A key part of this plan is the 'Work as Done' sessions. The intent of these sessions is for the key staff responsible for each area to demonstrate the nature of their operations, the hazards and risks associated with those operations, and their HS&W approach and processes to eliminate or minimise those risks. Where appropriate, a site visit will be scheduled as part of this process.

Scheduled activities		Due diligence element				When
What	Who	Policy & planning	Delivery	Monitoring	Review	
Workshop on HS&W governance for new Elected Members	Council		*			TBC
Appoint / re-confirm Governance HS&W Champion	Council	*				TBC if required
Endorse HSW Due Diligence Plan, including HSW Reporting Structure	Risk and Assurance Committee	*				March 2023 (Complete)
Review and endorse HSW Governance Charter Endorsed HSW Charter to full Council for adoption.	Risk and Assurance Committee Council	*			*	May 2023 (Complete)
Institute of Directors Advanced H&S Governance Training (on-line)	Governance HSW Champion (if new person appointed)		*			As required
Review and Endorse HS&W in the Workplace Policy	Audit and Risk Committee	*				May 2023 (Complete)
SafePlus Assessment	Whole organisation	*			*	Nov 2023 (Complete)
Review and endorse HSW Strategy	Risk and Assurance Committee	*			*	2024

Regular activities and reporting structure		Due diligence element				When
What	Who	Policy & planning	Delivery	Monitoring	Review	
Monthly HS&W Report (Dashboard)	Full Council CE and Executive Leadership Team			*		Monthly
Quarterly HS&W Report (full report), including update of HS&W incidents, innovations and other matters.	Risk and Assurance Committee			*		Quarterly
Full report of notifiable incidents or accidents	Risk and Assurance Committee			*		As needed
Work as Done Sessions (on-site experiences)	Elected Members Chief Executive, ELT, Officers.		*	*		Annually / as required
HS&W Committee Meetings	GM People and Performance Second ELT representative		*	*		Bimonthly
Review of HS&W Committee Meeting minutes and matters arising	CE and Executive Leadership Team		*	*	*	Bimonthly
Departmental HS&W Toolbox Meetings	Departmental GM's		*	*	*	Monthly
Updates / training on HS&W Matters	As appropriate		*			As needed


Te Anga o te Haumaru me te Hauora Health, Safety and Wellbeing Risk Management Framework

2023



making this place home

UNCONTROLLED IF PRINTED



Your wellbeing is really important to us and we want to ensure that all our people are cared for.

*The name **Te Anga o te Haumaru me to Hauora** translates to the framework for Health, Safety and Wellbeing. Haumaru meaning to be safe and risk free and Hauora to be fit, well and be in good spirits.*

HEALTH, SAFETY AND WELLBEING RISK MANAGEMENT FRAMEWORK | Rangitikei District Council

Health, Safety and Wellbeing Risk Management Framework

The health, safety and wellbeing of our people is our number one priority.

We want everyone to be safe at work and get home safe and well.

We want all Rangitikei District Council (RDC) staff to experience greater wellbeing because they are part of our team.

The Health, Safety and Wellbeing (HSW) Risk Management Framework forms part of Councils wider Organisational Risk Management Framework. It outlines how we identify, assess and control health, safety and wellbeing risks along with the role we all play in keeping ourselves and others safe at work.

The HSW Risk Management Framework also informs the development and review of our HSW Risk Register

Approved	August 2023
Reviewed by	Executive Leadership Team
Next review	August 2025
Version number	1.0
Who is responsible	Group Manager People and Performance

INTRODUCTION

We are committed to maintaining an effective and relevant framework for managing health, safety and wellbeing risks. Having a structured framework ensures a consistent and systematic approach to managing health, safety and wellbeing risk across RDC.

Our HSW Risk Management Framework covers our approach to managing health, safety and wellbeing risks, and is the foundation of our HSW Risk Register. The framework includes:

1. Risk context
2. Risk identification
3. Risk reporting and recording
4. Risk assessment
5. Risk controls
6. Monitoring of controls
7. Framework Review

The HSW Risk Management framework also covers how we will ensure the engagement and empowerment of our people in health, safety and wellbeing matters. We want every RDC employee to speak up and do what's right to protect themselves and others at work.

KEY PRINCIPLES

There are four key principles underpinning our approach to our HSW Risk Management Framework.



1. **Leadership Commitment:** Our Leadership Health Safety and Wellbeing Charter outlines our commitment to the care of our people. Our leaders will give adequate time to health, safety and wellbeing and will ensure they are visible and present in our workplaces.



2. **Values:** We'll use our Organisational Values / Ngā Pou as the foundation of our health, safety and wellbeing approach. Our values support us to maintain a culture where health, safety and wellbeing is simply what we do.



3. **Participation:** We'll use high engagement work methods to ensure our people are empowered to lead and participate in health, safety and wellbeing matters.



4. **Continuous Improvement:** We'll regularly review our practices to ensure they remain relevant and fit for purpose. We'll maintain a 'no blame' culture where we demonstrate courage, and openly embrace mistakes as learning opportunities.

RELATED DOCUMENTS

- HSW Strategy 2021 - 2024
- HSW Transformational Framework – Striving for Excellence
- Leadership HSW Charter
- HSW Risk Register
- HSW Learning Plan – Mahere Ako
- HSW Risk Framework Review Schedule

USEFUL DEFINITIONS

We use the terms 'hazard', 'risk' and 'harm' throughout our HSW Framework. These terms are defined below:



Example:

A *hazard* is driving a vehicle. A vehicle can cause harm to a person if an accident / collision occurs.

The *risk* of driving is considered high, because there is some probability that a vehicle accident could occur and the consequence of a vehicle accident could be serious harm.

The *harm* that could occur as the result of the risk associated with the hazard occurring (vehicle accident) could include physical harm (such as cuts, bruising and fractures), and psychological harm such as post-traumatic stress disorder.

A *loss of control* is the term often used to describe a situation where the risk associated with a hazard occurs and causes harm.

HEALTH, SAFETY AND WELLBEING RISK MANAGEMENT CYCLE

Our HSW Risk Management Framework is based on the Risk Management Cycle shown below.



The remainder of this document steps through the components of the Risk Management Cycle, which together make up our HSW Risk Management Framework.

1. UNDERSTAND HSW RISK CONTEXT

At RDC, we work in a complex and diverse environment. Our activities are wide ranging.

We have many different types of jobs where job holders will come across a variety of hazards in their work.

For example, we have employees who might:

- Spend most of their day using a computer working from a desk in an office,
- Work at our community facilities and spend much of their day on their feet,
- Drive as part of their jobs,
- Primarily work in the field where they use tools and heavy machinery and may be exposed to the elements,
- Use chemicals and other hazardous substances as part of their work,
- Hold roles that include lifting heavy objects.

Or any combination of the above!

It's a busy work environment. There's always plenty of planned projects and activities on the go, along with unplanned repairs and maintenance, ongoing responses to customer service requests, and responses to unexpected events such as high winds, storms and floods. Our people work hard, and it's important that we balance this alongside methods to protect every one's health, safety and wellbeing.

We have a strong organisational culture, and an awesome set of Organisational Values (Ngā Pou). These values are so much more than just posters on the wall; they represent how we do things at RDC. Our culture promotes courage, empowerment and constructive feedback. We want everyone to feel a sense of belonging, and to know that their view matters and will be listened to.

We also have a supportive and capable leadership team who are committed to ensuring the health, safety and wellbeing of our employees. This commitment is visibly expressed through our Leadership Health, Safety and Wellbeing Charter.

Despite all these positives, we know that when it comes to health, safety and wellbeing, we'll always be learning, evolving and improving. We embrace continuous improvement and encourage a 'no-blame' approach, where mistakes are celebrated as opportunities to learn. Our HSW Risk Management Framework is designed to support this approach.



2. IDENTIFY HSW RISKS

There are several methods that we used to become, and remain, informed about health, safety and wellbeing risks:

- Reports from individuals or teams.
- Regular audits and inspections of work areas.
- Investigation of accidents or near misses.
- Job / task analysis and assessment of new work activities.
- Safety assessment when new tools, vehicles, plant, equipment or furniture are purchased.



HSW Risk Profile

Using the above information we've been able to build a HSW Risk Profile, which shows the broad types of risk associated with our work. The risk type, and associated hazards, are identified in our HSW Risk Register. The HSW Risk Register also identifies the controls that are in place to reduce the risk. Our HSW Risk Profile is shown below and includes some (not all) examples of hazards associated with each risk type.



HSW Risk Register

The HSW Risk Profile is the basis for our HSW Risk Register. The HSW Risk Register identifies the hazards, harm, risk assessment and risk controls for each risk category. The HSW Risk Register was developed with our staff using a high engagement approach (team risk meetings). This is because we know our people doing the work are in the best position to understand the hazards they face and the solutions for these hazards.

Our HSW Risk Register is located on Kapua and is regularly reviewed and updated.

3. REPORTING AND RECORDING RISKS

Reporting

All accidents, incidents and near miss events need to be reported. This includes but isn't limited to:

- Accidents at work that cause you immediate harm
- Near misses (that was close moments)
- Occurrences of gradually occurring pain and discomfort
- Mental harm and impacts to mental wellbeing
- Illnesses that result from a work activity (exposure to chemicals)

There are two ways to report accidents, incidents and near misses:

- **Preferred method:** Complete the on-line form. Once you submit the form, it will be sent to your Manager and our Health, Safety and Wellbeing Advisor. You can access the on-line form on Kapua, or through the Survey 123 App.
- If access to the on-line form isn't possible, print out the paper-based form, completed it, and provide it to your manager. You can access the paper form on Kapua, or from the office at your Depot.

It's really important that you report both accidents (where harm occurs) and near misses. Reporting an accident means we can investigate how and why it occurred and take steps to prevent it from happening again. Reporting near misses (that was close moments), means that we can take steps to prevent something that could cause an accident (and harm) in slightly different circumstances.

Reporting and the HSW Risk Register

Once an accident, incident or near miss is reported, it will be investigated. If the report identifies a new risk that is not currently on the HSW Risk Register, the risk will be assessed and added to the register.



4. ASSESS RISKS: HSW RISK ASSESSMENT

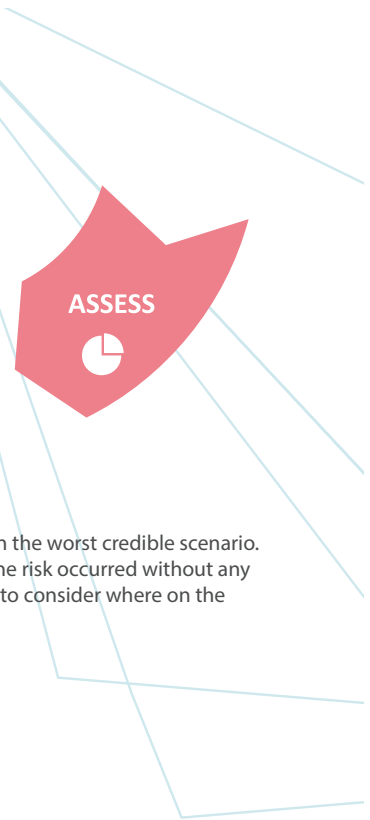
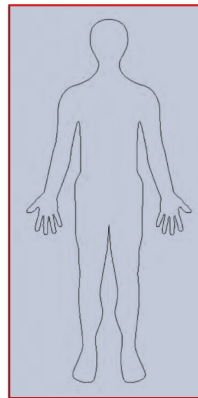
Risks are assessed to determine:

1. The **impact and harm** that could happen if the risk occurs due to a loss of control. For example, a fall on an uneven surface could cause physical harm such as sprain, fracture or a bruising.
1. The **risk category** (extreme to low) based on the risk consequence and likelihood of it occurring. The risk category is assessed prior to controls being put in place (initial risk), and after controls are in place (residual risk).

The impact / harm and risk category (initial risk and residual risk) are identified on the HSW Risk Register.

Impact and Harm

Impact and harm is assessed by considering what happened, or what could happen, based on the worst credible scenario. In other words, what is the actual or physical harm that could happen to the human body if the risk occurred without any controls in place. This process is sometimes referred to as body mapping because it asks you to consider where on the body you could be harmed, and what type of harm could occur.



Risk Category

The level of risk (initial and residual) is assessed using a risk matrix, which considers the risk consequence against the risk likelihood.

Consequence Scale (Step 1)

Select one	Score	Scale	Severity of impact
	1	Insignificant	Nil injury or illness.
	2	Minor	Minor injury or illness requiring minor first aid and/or up to one week's recovery.
	3	Significant	Injury or illness requiring first aid and visit to medical practitioner or hospital and/or 2-4 week's recovery.
	4	Major	Injury or illness requiring emergency medical assistance and hospitalisation and/or 28 days or longer recovery.
	5	Catastrophic	Death or multiple deaths or permanent disability

Likelihood Scale (Step 2)

Select one	Score	Scale	Likelihood of accident or illness occurring
	1	Rare	May only occur in exceptional circumstances.
	2	Unlikely	Could occur but unlikely.
	3	Possible	Could occur at any time.
	4	Likely	Likely to occur in most circumstances.
	5	Very likely	Will occur in most circumstances.

Risk Category (Step 3)

Match the consequence score with the *likelihood* score to determine the risk category of the hazard.

Likelihood Score	Consequence			
	Insignificant	Moderate	Major	Catastrophic
Very likely	High	Extreme	Extreme	Extreme
Likely	Moderate	High	Extreme	Extreme
Possible	Low	High	Extreme	Extreme
Unlikely	Low	Moderate	High	Extreme
Rare	Low	Moderate	High	High

Risk Category Definitions

The risk category definitions guide how the risk should be managed, including the immediate actions required. If the risk is assessed as extreme or high, work should cease (or pause) until appropriate controls can be put in place to reduce the risk.

Remember, our HSW Risk Register identifies two categories of risk:

- **Initial Risk:** The risk category before any controls are put in place
- **Residual Risk:** The risk category after controls are in place

EXTREME	Initial Risk: Cease/withdraw from work/work area. Investigate and explore controls to enable the work to be resumed safely. Residual Risk: Work may only proceed following CE sign-off.
HIGH	Initial Risk: Pause the work. Investigate and explore controls to enable the work to be resumed safely. Residual Risk: Work may continue if controls are found to be effective after an investigation with manager / worker / HSW Advisor
MODERATE	Initial Risk: Pause the work. Investigate and explore controls to enable the work to be resumed safely. Residual Risk: Work may continue if controls are found to be effective after an investigation with manager / worker / HSW Advisor
LOW	Initial / Residual Risk: Work activity may proceed with normal supervision after implementing control measures.

Critical hazards

For most hazards, the residual risk should be categorised as ‘moderate’ or ‘low’. A residual risk of ‘extreme’ would be considered to be unacceptable and work should not continue.

There are some hazards such as driving, working around vehicles, and abusive behaviour where serious harm could still occur even with controls in place.

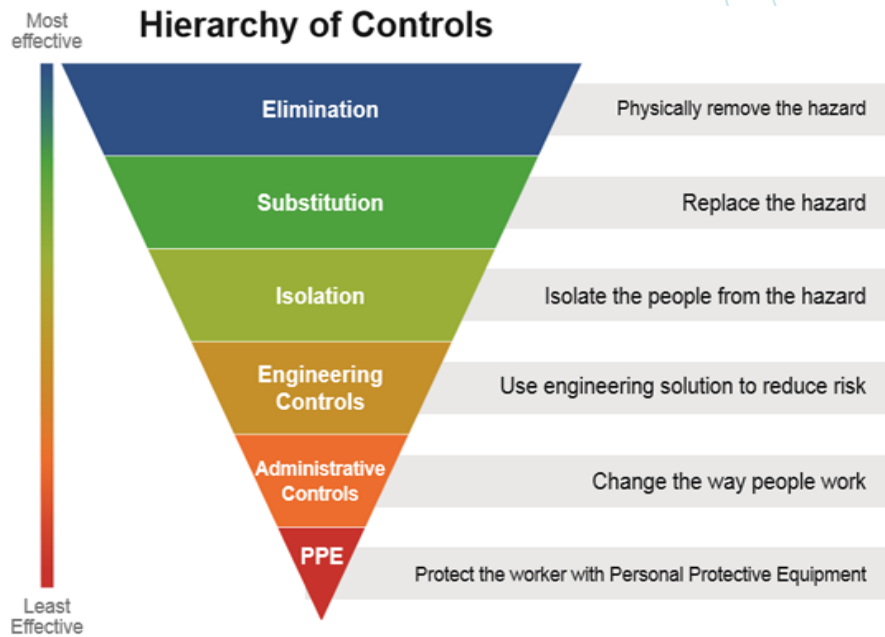
If we consider driving for example, we will always ensure our vehicles are safe, and do our best to train our drivers to be the safest drivers possible (including teaching defensive techniques to avoid accidents). However, if we consider a worst credible scenario event, even if we apply all practicable controls, a vehicle accident could still occur and cause serious harm. For this reason, the residual risk assessment may remain ‘high’.

Hazards that have a ‘high’ residual risk assessment are considered critical hazards.

5. CONTROL RISKS: HIERARCHY OF CONTROLS

Once a risk has been identified and assessed (initial risk assessment), options to control the risk are considered and identified. The control actions are identified on the HSW Risk Register.

The Hierarchy of Controls is the preferred method for identifying controls, with priority placed on eliminating the hazard is possible.



Application of the Hierarchy of Controls

If we consider risks associated with vehicles / plant, RDC applies the Hierarchy of Controls in the following way:

- **Elimination** is not possible because driving is required for the job.
- **Substitution** is achieved by purchasing 5-star safety rated vehicles instead of vehicles with lower safety ratings (providing that the vehicle is still fit-for-purpose).
- **Isolation** can be achieved by identifying areas where vehicles are moving / reversing within the workplace and preventing people from entering these areas.
- **Engineering controls** include modifications to vehicles to make them safer. For example, the installation of safety glass in rear cab windows, or the installation of hand brake alarms,
- **Administrative controls** include providing Advanced Driver Training to staff and requiring staff to undertake vehicle safety checks prior to driving.
- **PPE** includes things like helmets, earmuffs and high visibility vests which would be used on some vehicles / plant such as quad bikes and forklifts.

6. MONITOR EFFECTIVENESS OF CONTROLS

Once we have established controls to reduce the risk of hazards, it is important that those controls are regularly monitored to ensure that they remain effective and fit-for-purpose. We need to ensure that controls are working and are being used. There may be new work methods or technology that provide the opportunity to improve controls, or it may be that the nature of the activity has changed.

Controls will be monitored through regular work area inspections and site audits, team tool-box discussions, and when we undertake investigations into accidents or near misses.

Adjustment and improvement of controls will take place when required as a result of monitoring efforts.



7. RISK FRAMEWORK REVIEW

HSW Risk Framework

Our overall HSW Risk Framework will be reviewed on at least a two-yearly basis, or sooner than this if required.

HSW Risk Register

The review of our HSW Risk Register is continuous. Our goal is to review every risk control on at least an annual basis (or sooner than this if required). Reviews are undertaken by risk type and are scheduled throughout a 12-month cycle. Review of controls will always involve our Health, Safety and Wellbeing Representatives / Health, Safety and Wellbeing Committee, as well as employees (and managers) whose work the control relates to.



Everyone’s a Leader when it comes to Health, Safety and Wellbeing!

We aspire to a culture where everyone takes responsibility to protect the health, safety and wellbeing of themselves and others. We want every staff member to have the courage to speak up about health, safety and wellbeing concerns, and to feel empowered to bring solutions to the table.



We’ll support our people do this through strong and supportive leadership, and quality training and education programmes.

Feedback

We are always interested in staff feedback on their experience at work. Feedback helps us to improve things for yourself and others. Your experience with health, safety and wellbeing matters is no different. There are a range of ways to contribute ideas, compliments and constructive feedback about health, safety and wellbeing. Some of these are listed below:

- Direct feedback to your Manager, your Health, Safety and Wellbeing Representative, or a member of our People and Performance Team.
- Individual feedback through your Ara Poutama meetings.
- Team feedback at team tool box meetings / Group meetings
- General feedback through our quarterly engagement surveys (Kōerero Mai – Have your Say).



9.4 Risk and Assurance Committee Work Programme**Author:** Dave Tombs, Group Manager - Corporate Services**Authoriser:** Dave Tombs, Group Manager - Corporate Services**1. Reason for Report**

- 1.1 To provide, for reference, the Committee with the current Risk and Assurance Committee Work Programme.
- 1.2 The current Work Programme was reviewed at a previous Committee meeting and is intended to be presented at each subsequent Committee meeting to provide members with an opportunity to review/amend the proposed Work Programme in light of potential recent/current factors.

2. Discussion

- 2.1 This Programme has been drafted on the assumption that the Risk and Assurance Committee will hold quarterly meetings in March, June, September and December each year (with additional meetings scheduled as required).
- 2.2 Current Risk and Assurance Committee Work Programme (June 2023 note: Council's Revenue and Finance Policy has been added to the *Policies* subsection as per below):

Item	Audit and Risk Committee Meeting
Governance	
Risk and Assurance Committee Terms of Reference	March 2021; at least once every 3 years
Latest Management Accounts - Overview	Each meeting
Latest Health and Safety reporting	Each meeting
Compliance with Treasury Management Policy	Each meeting
Fraud Reporting	Each meeting
Protected Disclosure Reporting	Each meeting
Outstanding AuditNZ management letter points	Each meeting
Insurance Update	Each meeting
Current Areas of Concern	Each meeting – see below.
Internal Audit	

Outstanding internal audit recommendations	Each meeting (none currently exist)
Annual Internal Audit workplan	Discuss March, confirm June each year (this was discussed at November 2022 meeting)
Internal Audit Workplan Updates	Each meeting
Policies etc	Policies considered appropriate for ARC to review
Revenue and Finance Policy	Every 3 years (March preceding new LTP)
Gifts and Hospitality Policy	Review every 2 years: reviewed September 2022
Sensitive Expenditure Policy	Review every 2 years: reviewed October 2023
Fraud, Bribery and Corruption Policy	Review every 2 years: reviewed June 2023
Protected Disclosure "Whistle Blower" Policy	Review every two years: next review September 2024
Staff Code of Conduct	Review every 2 years: next review September 2025
Health, Safety and Wellbeing Policy	Review every 2 years: next September 2025
Privacy Policy	Review every 2 years: next review February 2025
Delegations Register	Last updated January 2018: review currently being finalised.
Policy on Development Contributions	Required by S102 LGA; S106 LGA requires Policy to be reviewed every 3 years. Current version adopted 9 June 2021.
Procurement Policy	Draft presented in December 2021: currently being finalised. Then review every 3 years.
Rates Postponement Policy	Required by S102 LGA; S110 LGA requires Policy to be reviewed every 6 years. Update required by June 2026.
Rate Remission Policy	Required by S102 LGA; S109 LGA requires Policy to be reviewed every 6 years. Update required by May 2027.
Rate Remission for Maori Freehold Land Policy	Required by S102 & S108 LGA: as per Policy, update required by 2028.
Significance and Engagement Policy	Required by S76 LGA; Update required by 2024.
Treasury Management Policy	Adopted by Council September 2023: next review due September 2026 (will be reviewed before June 2024)
Accounting Policies	Annually as part of annual financial statements preparation
Finance and Infrastructure Policy	Every three years (part of LTP)

ITEM 9.4

Risk	
Risk Management Policy	Review every 3 years – next review 2025
Strategic Risk Register	Reviewed in full during 2022; currently subject to a 'rolling review'

Current Policy Reviews

- 2.3 Officers are currently updating Council's Sensitive Expenditure Policy. This Policy is an 'operational policy' and, accordingly, is able to be Approved by Council's Executive Leadership Team.

Current Areas of Concern

- 2.4 The proposed Three Waters reforms have created a significant level of uncertainty around many aspects of Council's operations. The impact of these reforms continues to be carefully monitored and assessed at all senior levels of Councils. The potential financial impacts of these reforms continue to be reported to Finance/Performance Committee and Risk/Assurance Committee.

Officers have included current known Areas of Concern within reports submitted to this meeting but welcome discussion regarding any other topics that the Committee would like included.

Recommendation

That the report 'Risk and Assurance Committee Work Programme' be received.

9.5 Treasury Reporting

Author: Dave Tombs, Group Manager - Corporate Services

Authoriser: Dave Tombs, Group Manager - Corporate Services

1. Reason for Report

- 1.1 To provide the Risk and Assurance Committee with a report on Council's expected Treasury performance for 2023/24.

2. Context

- 2.1 Council's Liability Management Policy is contained within Council's Treasury Management Policy. The Liability Management Policy includes four borrowing covenants that Council's must comply with.

- 2.2 The four borrowing covenants are as follows:

1. Net Interest/Total Revenue must not exceed 20%
2. Net Interest/Annual Rates Revenue must not exceed 25%
3. Net Debt/Total Revenue must not exceed 175%
4. External Debt plus Committed Facilities plus Liquid Investments divided by External Debt must be greater than 110%

- 2.3 The following analysis includes full year forecasts for these figures, based largely on the year's amended Annual Plan figures. These figures will be updated once it becomes apparent significant variances will occur as the financial year progresses.

3. Analysis – Current Position

- 3.1 Council's current debt position is:

Amount	Settled Date	Maturity Date	Fixed Rate of Interest	Annual Interest Cost
\$3 million	10/05/2019	15/04/2029	3.12%	\$94k
\$5 million	08/02/2022	14/04/2033	3.68%	\$184k
\$11 million	14/04/2022	15/04/2027	4.17%	\$255k
\$5 million	27/04/2023	15/05/2028	5.10%	\$385k
\$7 million	12/06/2023	15/05/2028	5.30%	\$371k
\$31 million				\$1.289m

ITEM 9.5

This report assumes a further \$10 million will be borrowed, at 5.5% at the end of February so that the 2023/24 interest cost will be \$183k higher than the \$1.289 million highlighted above (\$1.47m).

3.2 Council's 2023/24 budget for Interest Income was conservatively set at \$265k (2022/23 Actual amount was \$390k). At the end of October 2023 the year-to-date figure was \$226k. For the purposes of the analysis contained in this report, a full year Interest Income figure of \$500k has been used.

3.3 Net Interest/Total Revenue must **not exceed 20%**

• Interest Expense (see above)	\$1,472k
• Interest Income (see above)	\$500k
• Net Interest	\$972k
• Total Revenue	\$50m
Net Interest/Total Revenue	2%

3.4 Net Interest/Annual Rates Revenue must **not exceed 25%**

• Net Interest (from S3.3)	\$972k
• Rates Revenue full year budget	\$29.5m
Net Interest/Annual Rates Revenue	3%

3.5 Net Debt/Total Revenue must **not exceed 175%**

• Debt	\$41.0m
• Bank/Deposits (30 June budget)	\$10.7m
• Net Debt	\$30.3m
• Total Revenue	\$50m
Net Debt/Total Revenue	61%

3.6 External Debt plus Committed Facilities plus Liquid Investments (Available Finance) divided by External Debt must be **greater than 110%**

• External Debt	\$41.0m
• Bank/Deposits	\$10.7m
• Available Finance	\$51.7m
Available Finance divided by External Debt	126%

4. Commentary – Current Position

- 4.1 The above analysis shows that Council is expected to be comfortably within its borrowing covenants at 30 June 2024.
- 4.2 Officers intend to propose a Debt Ceiling in its next LTP that is based on the 4 borrowing covenants, stipulating the 'internally imposed' debt ceiling' is \$5m lower than the figure provided by the covenants. This is intended to provide Council with a 'buffer' for unforeseen events.

Recommendation

That the report 'Treasury Reporting' be received.

9.6 Insurance Update**Author:** Dave Tombs, Group Manager - Corporate Services**Authoriser:** Dave Tombs, Group Manager - Corporate Services**1. Reason for Report**

1.1 To provide the Risk and Assurance Committee with an update on current Insurance related matters.

2. Insurance Claims

2.1 Council has had two Insurance Claims this financial year:

2.1.1 Theft of motorbike used for off road purposes by a rural water scheme (\$3.5k received)

2.1.2 Minor damage to motor vehicle in single vehicle accident whilst parking (claim being assessed) - no personal injury involved.

3. Insurance Coverage

3.1 Officers are currently assessing extending its Infrastructure Coverage to be part of a higher pooled layer (current pooled limit is \$300m; LASS councils considering whether to opt in to an increased layer of \$200m – ie providing a combined coverage of \$500m).

Recommendation

That the report 'Insurance Update' be received.

9.7 Audit NZ Management Letter Points**Author:** Dave Tombs, Group Manager - Corporate Services**Authoriser:** Dave Tombs, Group Manager - Corporate Services**1 Reason for Report**

- 1.1 To provide Risk and Assurance Committee with a summary of Council's current Audit New Zealand Management Letter points.

2 Context

- 2.1 Audit New Zealand typically provide Council with a Management Letter after each audit (interim and final) that contains various suggested improvements to Council's controls/systems/processes. Officers will track and update these to report on progress of these items.
- 2.2 The intent of including the Management Letter Register on this agenda is to 'establish the practice' of including this as a standing agenda item rather than undertake a detailed review of these items.
- 2.3 Once reported to Risk and Assurance Committee and confirmed by Audit NZ as being 'resolved', the item will be removed from this register.
- 2.4 The Management Letter relating to the June 2023 audit is yet to be received.

3 Recommendation

- 3.1 That the report 'Audit New Zealand Management Letter Points' be received.

1.

Attachments:

1. **Audit NZ Management Letter Points - Summary - November 2023** [↓](#)

That the report Audit NZ Management Letter Points be received.

Updated as at Nov 2023							
Issue raised in:	Recommendation	Managed	Audit NZ Priority	September Update 2023	November 2023 Update	Expected due date	Officer's assessment
18/19	Assets with no construction date Implement a process to improve the asset data on road assets with no construction date. Audit 2021 Update: In progress. The District Council continues to look at processes that will improve the integrity of asset data. Analysis and implementation of possible measures will require a multiple-year timeframe	GM Assets & IS	Beneficial	On going	On going	TBA	Beneficial
18/19	Condition and performance data for Infrastructure Assets Continue to implement a program to collect condition and performance data.	GM Assets & IS	Necessary	On going	On going	TBA	
20/21	Fraud risk Assessment Council undertakes a formal fraud assessment to assess: a) transactions, activities, or locations that may be susceptible to fraud; and controls/processes the Council has in place to mitigate those risks	Financial Services	Beneficial	Ongoing formal fraud awareness program (February, June and October) established. Fraud assessment to be conducted once other current priorities have been addressed.	Ongoing formal fraud awareness program established. Fraud assessment to be conducted when new finance managers are fully familiar with Council activities.	2024	Beneficial
18/19	Changes to financial delegations The District Council review all financial delegations set up within the system to ensure these are correct. Going forward each quarter there is an independent review of any changes made to the financial delegations with the District Council's FMIS.	Financial Services	Necessary	In progress	Will be fully addressed when new finance managers are fully familiar with Council activities.	2024	Beneficial
Prior to 18J	No Regular Testing of Business Continuity and IT Disaster Recovery Plans We continue to recommend that Business Continuity and IT Disaster Recovery plans be finalised. As part of the project to implement new IT infrastructure we recommend that testing of failover to the new secondary datacentre be performed and the IT DR plan be finalised.	Mgr Info Services	Necessary	As part of our DR and BCP planning we have been implementing a reconfiguration of the Disaster Recovery Platform, which is hosted in Palmerston North, to streamline and simplify that process when initiating a fail-over & fail-back during a DR event. This process is almost complete with the final server duplication being completed on the 12/09/2023. The DR SAN storage is permanently addressable storage, but is connected via secured separate storage VLAN's & not accessible by users. Both the onsite and DR storage SAN's are protected by storage based Snapshot's that run every hour and daily (2 days for on premise & 7 days for DR). The DR SAN snapshot's cannot be altered/deleted by RDC users. There is a six monthly test of these systems to confirm the viability of these back up systems A final check of the failover firewall remains to be completed and full DR test is scheduled for October 23.	As part of our DR and BCP planning we have been implementing a reconfiguration of the Disaster Recovery Platform, which is hosted in Palmerston North, to streamline and simplify that process when initiating a fail-over & fail-back during a DR event. This process is almost complete with the final server duplication being completed on the 12/09/2023. The DR SAN storage is permanently addressable storage, but is connected via secured separate storage VLAN's & not accessible by users. Both the onsite and DR storage SAN's are protected by storage based Snapshot's that run every hour and daily (2 days for on premise & 7 days for DR). The DR SAN snapshot's cannot be altered/deleted by RDC users. There is a six monthly test of these systems to confirm the viability of these back up systems Firewall work completed and failover to individual servers tested successfully and full failover is scheduled for December 2023.	Dec-23	Necessary
Prior to 18J	Review of Procurement Practice As part of our 2016 audit we completed a review of the joint procurement process undertaken by Manawatu District Council, Horowhenua District Council, and the Council. Our summarised recommendations are detailed below: Conflict of interest declarations to be signed off by the appropriate authority at the time that they are signed off by the person completing the declaration · Declarations to be regularly updated, both actively and at key stages of the procurement process. · Declarations to be completed by those with the ability to influence the decision of the evaluation team, regardless of whether or not these individuals have decision making power. · A business case be prepared for all procurements of significant value and risk · A procurement strategy or plan should specify the roles and responsibilities of those involved in the process. This includes those sitting on the evaluation team and any advisors to the process. · Consider risks during the procurement planning stage. These risks relate to the procurement process rather than the contract. While the procurement strategy identified the broad scope of the procurement, we would expect to see more specificity around timing and quality of what was being procured.	GM Corporate Services / Chief Operating Officer	Necessary	Proposed new Policy being reviewed by PMO	ELT reviewing draft Policy in November 2023	2024	Necessary

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Updated as at Nov 2023							
Issue raised in:	Recommendation	Managed	Audit NZ Priority	September Update 2023	November 2023 Update	Expected due date	Officer's assessment
Prior to 18J	Reviews of Magiq users access levels We continue to recommend that regular reviews of users of the District Council's Magiq system be completed to ensure access remains appropriate.	Mgr Info Services	Necessary	Report in design to enable 6-monthly audit currently underway.	Will be fully addressed when new finance managers are fully familiar with Council activities.	2024	
22/23	Dry weather sewerage overflows Implement a system to accurately record dry weather sewerage overflows in line with the requirements of the DIA's mandatory performance measure on sewerage overflows.	COO	Necessary	On going	On going	2024	
22/23	Recommendations made by valuers and peer reviewer Implement the recommendations made by the infrastructure asset valuers and peer reviewer.	COO	Beneficial	On going	On going	2024	
22/23	Sensitive expenditure policies do not align with good practice Sensitive expenditure policies are updated to align with the Office of the Auditor-General's good practice guide on controlling sensitive expenditure.	Manager Corp Serv	Beneficial	Policy has been amended to include suggested changes – expected to be subject to ELT approval Sept/Oct	New Policy, which incorporates audit recommendations, approved Oct 2023	Oct-23	Ready to Close
Prior to 17J	Contract management Endorse an integrated policy for organisation-wide use and review the Council's current contract management system for appropriateness. Monitor service contracts between contractors and the Council against the Key Performance Indicator's (KPI's); to confirm the work performed is completed to a satisfactory standard.	PMO	Necessary	Work is continuing, the consultant has shared a first draft and we are expecting conclusion by the end of Dec 2023	The procurement and contract management policy is under ELT review and expected to be adopted in February 2024. The quality of contract management has significantly improved since the audit comment was made with signed and completed contracts for all works as well as Purchase Order management being much more transparent. Good contract management by the Project Management Office is now business as usual.	Dec-23	Ready to Close
19/20 Also reported on 21/22 Interim	Identification of earthquake prone buildings Update the earthquake prone listing spreadsheet and take into account allowances for any works required to the earthquake prone buildings as part of the next valuation. May impact impairment of assets due to correction or preventative maintenance costs.	GM Assets & IS	Necessary	Feb 2023 comment: The spreadsheet has been updated. (The seismic assessments have been completed but the upgrades to the buildings to get them up to code has not yet been completed: the seismic assessments and the wider RDC owned buildings condition assessment that will be completed early in the new financial year will identify a prioritised list of upgrades to our buildings that will be included in the new LTP.) For these purposes this item can be closed.		Feb-23	Ready to Close
Prior to 17J	Monitoring of Contractor Performance Implement a quality assurance (QA) programme over services contracted out to third parties. This is especially important when the performance of these contractors feed into Council's KPIs, for example responding to roading call outs.	GM Corp Services	Necessary			NA	Ready to close
Prior to 18J	Capital Work in progress Review the capital WIP balance to: · clearly identify projects included in the balance; and · perform an impairment assessment over the outstanding WIP balance at year-end; and ensure projects are capitalised on a timely basis once they are ready for use; and · perform a monthly reconciliation.	Manager Financial Services	Necessary			NA	Ready to close

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Updated as at Nov 2023							
Issue raised in:	Recommendation	Managed	Audit NZ Priority	September Update 2023	November 2023 Update	Expected due date	Officer's assessment
Prior to 18J	Carry forward of capital expenditure Continue to reduce the amount of capital expenditure carried forward to the next financial year.	GM Assets & IS	Necessary			NA	Ready to close
2018/19	Bribery and Corruption policy The District Council consider the following: · Develop an overarching bribery and corruption policy that links to related policies and procedures. · Update the related policies/procedure to ensure their scope clearly includes bribery and corruption.	GM Corp Services	Beneficial			NA	Ready to close
Prior to 17J	Performance measure rules Continue to review the effectiveness of the collection and reporting of data.	GM Democracy & Planning	Necessary			NA	Ready to close
21/22 Interim	Improving creditor Masterfile review process The District Council phone to confirm new creditors or changes to a creditor's bank account number to ensure they are valid	Financial Services	Necessary			NA	Ready to close
22/23	Breach of Local Government Members (2021/22) Determination 2021 Changes to elected representatives' remuneration are independently reviewed for compliance with the relevant Determination to ensure remuneration in line with the Determination.	Mgr People & Performance	Necessary			NA	Ready to close
22/23	Payroll system calculating termination pay incorrectly Manually recalculate employee's termination pay to verify the accuracy of the payroll system. If the payroll system calculates a termination pay incorrectly then the District Council should override the system to ensure it pays the correct amount.	Mgr People & Performance	Necessary			NA	Ready to close
22/23	General Rate on Defence land The rates resolution states that the general rate is set on a capital value basis for all land, but that defence land is assessed as if that rate was based only on its land value.	Manager Corp Serv	Necessary			NA	Ready to close
22/23	Breach of Local Government Act 2002 section 98(7)(b) Make improvements to processes for preparing the annual report to ensure that it is complete and of reasonable quality at the beginning of our audit.	Manager Corp Serv	Necessary			Sep-23	Ready to Close
17/18	Service Performance Information Implement a regular review of information entered to ensure that the correct data is being captured for attendance times. Continue to reinforce training on requirements to ensure staff are aware of the correct processes to follow and understand the information being captured.	GM Democracy & Planning	Necessary			Jun-23	Ready to Close

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9.8 Internal Audit Programme

Author: Dave Tombs, Group Manager - Corporate Services

Authoriser: Dave Tombs, Group Manager - Corporate Services

1. Reason for Report

1.1 To provide the Committee with an update on Council's Internal Audit Programme.

2. Context

2.1 In March 2021 Officers drafted a formal five-year Internal Audit Programme and now provides a 'progress update' to each Risk and Assurance Committee meeting.

2.2 Since its introduction, it has become apparent that competing work demands, covid disruptions and resource constraints can cause delays in the intended timeframes for completing elements of this Programme.

3. Discussion

3.1 As discussed at a prior Committee meeting, Officers will continue to monitor the Internal Audit Programme, noting any reviews that are required/recommended by legislation and external agencies such as the Ombudsman Office.

4. Year to Date progress

4.1 Consenting Applications review has been completed – no significant findings.

4.2 Safeplus review has been completed; Report is expected in near future.

4.3 Insurance Management: senior officers and selected Councillors reviewed Council's insurance arrangements in a series of workshops.

4.4 All other scheduled matters: reviews have commenced apart from the matter in S5.2.1 below.

5. Future Considerations

5.1 As requested at the June 2023 Risk and Assurance committee meeting, Officers will 'link in' Council's Strategic Risks to this Work Program. Other demands have prevented this from occurring yet.

5.2 Officers invite discussion around the following item that is scheduled for review in 2023/24:

5.2.1 Elected Member Effectiveness

Attachments

1. **Internal Audit Workplan** [↓](#)

Recommendation 1

That the report 'Internal Audit Programme' be received.

Rangitikei District Council
Internal Audit Program (subject to ongoing review)

	21/22	22/23	23/24	24/25	25/26
Known/arising material risks	A/B ✓	A/B ✓	A/B	A/B	A/B
Health and Safety (Safeplus)	A ✓		A		A
Fleet management Services	A ✓			B	
Community Engagement (note 1)	A ✓			A	
Ethics (2)	<i>A partially done</i>			A	
Legislative Compliance (3)	<i>A not done</i>				A
Cyber Security/IT Recovery Plans	B/C ✓	A ✓	B	B	A
Business Continuity Plan (4)	B/C ✓		B		
Indirect tax evaluation	C ✓		C		B
Antifraud Assessment (5)		A *		C	C
Cash handling controls/processes		A/B *		B	
Statement of Service Performance (6)		A/B ✓	C	C	C
Consenting Applications (6)	B ✓	A/B ✓	B ✓	A	B
Peer review/Councilmark	A ✓			A °	
Procurement and Contract Management				A	
Elected Member effectiveness (8)			A		
Insurance Management			A/B ✓		
Risk Management Framework					A/B
Digital Transformation (9)			A/B		
Community Wellbeing (10)			A/B		
Accounts Payable				A	
Treasury Management				A	
Complaints Handling				A/B	
Capital Program (11)				A/B	
Onboarding/off boarding of staff (12)					A

* subject to resources/market availability

Key:

- A formal, externally review
- B structured internal review
- C overview

Notes

1. Includes working with Iwi/other partnerships; improvements to our ongoing communication with the community
2. Evaluation of our ethics related objectives/procedures/activities etc
3. Include compliance with payroll legislation (holiday pay etc)
4. In the event of major flood/quake
5. Fuel card, credit card, sensitive expenditure, false invoices, false time sheets/overtime
6. Improvements identified?? Barriers to success??
7. Other governance arrangements
8. Year 2 of election cycle
9. Existing and future 'ways of working'
10. Homelessness, health/leisure facilities, community support
11. Including Project Management, works order management, department set up
12. including new/old staff 'getting' on/off of payroll

9.9 Marton Rail Hub - Project Risks Review**Author: Mark Barnes, Project Director - Rail Hub****Authoriser: Kevin Ross, Chief Executive****1. Reason for Report**

- 1.1 To advise the Audit and Risk Committee of the Councils significant risks and suggested mitigations for the Committees review.

2. Context**2.1 Background**

- 2.1.1 The Marton Rail Hub (MRH) is an RDC sponsored initiative to establish a rail hub in partnership with private investor(s) on land bordered by the North Island main rail trunk line, State Highway 1 and Makirikiri Road.
- 2.1.2 The driver for the MRH was the potential economic growth opportunity of the “Wall of Wood” of soon to be harvested pine in the Rangitikei, Manawatu, Ruapehu, Whanganui and Horowhenua district. Benefits identified:
- Creating local employment.
 - Local economic benefit of ~\$38M over 10 years.
 - Increased returns from iwi forest rentals.
 - Efficient and lower cost transport options for forestry owners.
 - Environmental and safety benefits of transporting logs directly to ports for export, so removing trucks off the national road network.
 - To act as a catalyst for future development and economic benefit.
- 2.1.3 The MRH scope includes a rail siding with north and south bound connections to rail trunk line; a log yard and container area; and access off Makirikiri Road.
- 2.1.4 In March 2020, the MRH was originally conceived to occupy 65Ha at an estimated cost of \$14.66M.
- 2.1.5 In November 2020 the Central Government Provincial Growth Fund committed \$9.1M to fund the design and construction of the MRH. A funding agreement was established with deliverables, milestone dates and payments to reflect this. The agreement is being managed on behalf of Central Government by Kanoa, the MBIE Regional Economic Development & Investment Unit.
- 2.1.6 The basis of the agreement is Council would fund the project and then recover the monies expended once specific milestones, such as completion of the rail siding, has been achieved. This is a payment in arrears arrangement.
- 2.1.7 The balance of the project costs comprised \$0.75M from Council and \$4.81M from a private investor.
- 2.1.8 The \$0.75M from Council included \$0.225M to fund the District Plan change.

2.2 District Plan Change and the Environment Court

- 2.2.1 To enable the development, a change to the District Plan is required to rezone land from rural to industrial use.

- 2.2.2 Over the course of time the land area required for the MRH increased significantly, primarily driven by the need to orientate the rail siding perpendicular to the trunk line, resulting in a final land area of 65Ha.
- 2.2.3 The 65Ha required underwent the District Plan change in late 2020. However, this was appealed to the Environment Court by a local appellant.
- 2.2.4 To support the Environment Court process and to address the concerns of the appellant a significant amount of work undertaken to:
- Describe how the site could develop with aligned industries using timber waste to drive further economic benefit.
 - Assess the environmental and ecological impact of the development and associated mitigations.

The outcome was a Comprehensive Development Plan (CDP) and associated reports as published on the Council website.

<http://www.rangitikei.govt.nz/district/projects/marton-rail-hub>

- 2.2.5 In April 2023, the Environment Court dismissed the appeal against the District Plan change. The District Plan change is in place pending going operative.
- 2.2.6 However, the Environment Court judgement did include several provisions (conditions) as to how the site is to be developed and monitored for compliance with these provisions.

These provisions were mainly in line with expectation and generally aligned with the environmental and ecological mitigations as identified in the CDP and included a role for Council to ensure the provision requirements are monitored for compliance.

However, there were aspects that did not correctly reflect the Court proceedings.

- 2.2.7 Following legal advice, an appeal was made to the High Court that the Environment Court had erred on a point of law. The rationale being:
- The contested provisions were granted in favour of the Appellant on the basis they were "...not opposed by Council." However, Council opposed these on several occasions.
 - The contested provisions represent a significant barrier to attracting the necessary investment to realise the vision of this new industrial zone.
- 2.2.8 In September 2023, the High Court found in favour of Council and returned the contested provisions back to the Environment Court for reconsideration.
- 2.2.9 The Environment Court process is ongoing.

2.3 Funding Shortfall

- 2.3.1 The original estimate for the MRH was \$14.66M.
- 2.3.2 Due to the significant increase in land area required, the consequential works to manage stormwater, diversion of natural water ways and implementation of the environmental and ecological mitigations identified in the provisions, significant additional investment is required to realise the MRH.
- 2.3.3 Excluding land purchase, investment far in excess of \$60M will be required.

2.4 Developer Interest

2.4.1 A developer has made a conditional commitment to the project subject to completing their own due diligence to prove feasibility and project viability. This includes the developer being able to secure tenants to occupy the site.

2.4.2 The developer's due diligence exercise is ongoing and is expected to be completed April/May 2024.

2.5 Central Government Funding – District Plan Change Costs and Developer Interest

2.5.1 The \$9.1M Central Government funding agreement did not include costs associated with the District Plan change. \$0.225M was allocated by Council for this.

2.5.2 The appeal to the Environment Court has resulted in significant unplanned spend for legal and professional services (subject matter experts etc) associated with the case. This is in addition to the costs incurred by Council in the initial District Plan change process.

2.5.3 These unplanned costs have been declared and discussed with Kanoa and it has been acknowledged by Kanoa (Martyn Dunne, Kanoa Regional Development Senior Official) and supported by Accelerate25, the Manawatu-Whanganui regional development advocate group, that this expenditure will be recovered from the \$9.1M Government contribution.

2.5.4 In October 2023, the funding agreement was formally varied to recognise that realising the MRH is dependent on a developer agreeing to invest in the project, with milestone dates and deliverables aligned with the potential developer's high-level programme.

2.5.5 The potential developer is keen to secure/maintain access to the Government funding as this will improve the ability of the developer to access capital from other sources to fund the development.

2.6 Council's Financial Exposure – Central Government Funding

2.6.1 Current Position

- Expenditure to date is \$3.138M
- Payments received from Central Government under the agreement is \$1.887M.
- Council cost exposure is \$1.251M.

2.6.2 Council's exposure will increase monthly with ongoing legal fees, external planning, and project management costs in support of the Court process. However, these costs are being minimised.

3. Risks

3.1 The significant Council risks, consequences and mitigations are listed in Table 1.

There is a RISK that.....	Consequences	Mitigation
The recent change in Government results in Government funding being withdrawn.	<ul style="list-style-type: none"> • Loss of tangible Government support for the MRH undermines the ability of the developer to raise 	Opportunity to be sought to lobby incoming Government ministers to continue to support the MRH.

	<p>additional capital to funding.</p> <ul style="list-style-type: none"> The likelihood of the MRH being progressed reduces. 	
The Councils cost exposure driven by the unplanned Environment Court (legal fees etc) costs is not be recovered from Government.	Council will have to fund the cost exposure from their own funds, so will incur an increase in debt levels.	Although it has been acknowledged by Kanoa that the Council's cost exposure will be recovered, an agreed recovery mechanism is to be put in place.
The Environment Court does not modify the District Plan change provisions in favour of the Council.	<ul style="list-style-type: none"> It is likely the potential developer will deem the project not to be viable. The MRH does not progress with the potential developer. 	Council to seek alternative developer(s) with a different vision that could be viable.
The potential developer's due diligence exercise concludes the project is not viable.	The MRH does not progress with the potential developer.	Council to seek alternative developer(s) with a different vision that could be viable.
With the Council's financial commitment to the Marton Rail Hub project there is a perceived conflict of interest due to the Council's role in the consenting process; and the Environment Court provisions compliance monitoring role.	Council is not seen to be impartial, and its reputation is impaired.	<ul style="list-style-type: none"> Establish a Special Purpose Vehicle (SPV) with other investors to isolate Council from the project. Council officers are not involved in the SPV. Council is represented on the development Community Liaison Group (CLG) to report on the development's compliance with the Environment Courts provisions.
Council could be liable for any project cost overrun.	Potential increase in debt.	Establish a Special Purpose Vehicle with other investors to isolate Council financially from the project.
If the Marton Rail Hub project does not proceed (due to lack of funding) the reputation of the Council, being the project sponsor, could be impaired.	Reputation impairment	Establish/review a community communication plan.

ITEM 9.9

<p>If there is no developer/investment on board before the District Plan change becomes operative, one of the uncontested Environment Court provisions requires the Council (in lieu of there being no developer) to plant trees around the 65Ha zone perimeter on land that the Council does not own.</p>	<p>This District Plan provision requirement is not fulfilled, so leading to non-compliance with the Environment Court outcome and possible reputational risk.</p>	<ul style="list-style-type: none"> • Council to establish a plan as to how this District Plan provision can be fulfilled. • Council to agree strategy as to when the District Plan becomes operative. • Test assumption that this can be funded from either the Councils allocated MRH funding, or from the Government allocated budget. • Landowner’s attitude to this to be sought.
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Recommendation 1

That the ‘Marton Rail Hub - Project Risks Review’ be received.

9.10 Strategic Risk Review - Climate Change**Author:** Kezia Spence, Governance Advisor**Authoriser:** Carol Gordon, Group Manager - Democracy & Planning**1. Reason for Report**

- 1.1 This report provides the Risk and Assurance Committee with an update on the request to review each strategic risk.

2. Context

- 2.1 Council is currently working on a Climate Change Strategy and Action Plan, which is being funded by the Better Off funding that Council received.
- 2.2 Beca has been engaged to do this work and have currently completed a first draft.
- 2.3 Once this work has been done the Climate Change Responsiveness strategic risk will be completely reviewed to align with this work.

Attachments:

1. **Climate Change Strategy- Draft** [↓](#)

Recommendation 1

That the report on Strategic Risk – Climate Change be received.

Sensitivity: General



Rangitikei District Council Climate Strategy

Rangitikei District Council

Prepared for Rangitikei District Council
Prepared by Beca Limited

24 November 2023



Sensitivity: General

Revision History

Revision N°	Prepared By	Description	Date
1	Alex McDonald	Draft for initial client feedback	7/11/2023
2	Alex McDonald	Updates following feedback workshop	23/11/2023

Document Acceptance

Action	Name	Signed	Date
Prepared by	Alex McDonald		23/11/2023
Reviewed by	John Lohrenz Laura Robichaux	 	24/11/2023
Approved by	Rick Lomax		24/11/2023
on behalf of	Beca Limited		

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Sensitivity: General

| Introduction |

Introduction

This report presents an initial Climate Strategy for Rangitikei District Council (RDC). Beca Ltd (Beca) was commissioned by RDC to create a Climate Strategy for Council operations to guide climate action in a targeted and realistic way. The format for this document was agreed with the client project team in advance of the workshop, with content and themes developed through a client workshop and offline feedback to refine workshop detail. The version of the report is intended for internal use only, noting that RDC are expected to evolve this and brand the content aligned to RDC branding and accessibility policy.

This report is an initial Climate Strategy for RDC to review and develop, including utilising for further engagement with communities and key stakeholders to refine the approach and priorities for the district over the next few years.

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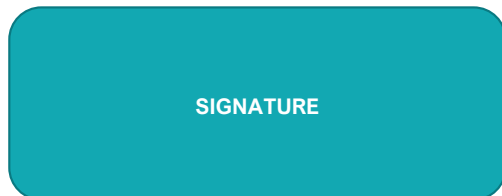
Key Terms

Term	Definition
Adaptation	Taking action to prepare for and adjust to both the current effects of climate change and the predicted impacts into the future.
Carbon footprint	A measure of the amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organization, or community.
Decarbonisation	The reduction or elimination of carbon dioxide emissions from a process or activity.
Hazard	The potential occurrence of climate-related physical events or trends that may cause damage and loss.
Mitigation	Taking actions to reduce emissions that cause climate change.
Resilience	The capacity or ability of a system or community to withstand or recover quickly from the impacts of a climate hazard.
Risk	The exposure of a system or community to a hazard.
Vulnerability	The degree to which a system or community is susceptible to, and unable to cope with climate hazards.

Sensitivity: General

[Executive Message]

[Executive Message]



Sensitivity: General

| Our Vision and Values |

Our Vision and Values

Welcome to Rangitikei District Council's first Climate Strategy

*He oranga whenua,
He oranga tangata,
He oranga wairua,
Thei Mauriora!*

*If our land is cared for,
If our people are looked after,
If the spirit is strong,
We can build a better future for all,
Let there be life!*

Climate change is one of the most tangible threats to our way of life that society will face in the coming decades. In order to respond to this, there is a role for Rangitikei District Council (RDC) to help the Council and our district decarbonise, adapt, mitigate and prepare for the coming challenges. This requires a collaborative approach including supporting the actions being taken at a regional level through the Horizons Regional Climate Change Risk Assessment and the Manawatū-Whanganui Climate Change Action Plan. As a Council we are still in the early stages of our climate journey, but we are committed to continuing to develop upon the positive steps that have already been taken by the Council and wider community, agricultural sector and businesses. Our ambition is to make practical progress towards positive climate action and support the movement towards a more resilient district and region. While the challenges we will face are daunting and will be felt inequitably across our community, we are also presented an opportunity to move towards an equitable, low carbon, resilient Rangitikei and act now for the benefit of the future of our district.

Our ambition is to **play our part** in driving **adaptation** and **mitigation** initiatives both within RDC operations and the wider district, and to support and enable a **low carbon, resilient Rangitikei**.

Our ambition is guided by clarity that all climate action will require an integrated approach that considers sustainable outcomes for us as a council and district. This needs to be supported with practical, realistic and implementable set of actions to support our vision for the future of Rangitikei. Our goal is supported by six commitments:

Enabling a Low Carbon and Resilient District – Our district level commitments:

- We will support and **play our part** in the region to reduce emissions.
- We will actively promote adaptation planning for the district and support initiatives for a **resilient** economy.
- We will leverage climate thinking, building on efforts to date, to create an **inclusive, regenerative, circular** district.

We Play Our Part – Our Council commitments:

- We will adopt climate as a key lens in major Council strategic and investment **decision making**.
- We will integrate **emissions reduction** initiatives and **adaptation planning**.
- We will develop a plan to **reduce council emissions** and measure progress each year.

These commitments are supported by practical and implementable actions, outlined with indicative timeframes in our one-page Action Plan below.

Sensitivity: General

| Our District |

Our District

The Rangitikei District covers a diverse landscape from the sand country of the south coast to the sprawling hills of the Upper Rangitikei. With a relatively small (but growing!) population compared to its size, our district is littered with exceptional natural features and opportunities to enjoy the outdoors. Our diverse terrain and environment supports a wide range of industries to complement our strong primary sector. The agricultural sector, especially sheep/beef and dairy, is a significant contributor to economic outcomes in the district.

While our close connections to the environment make Rangitikei a great place to live, we are also vulnerable to the impacts of climate change. Our coastal and river townships are vulnerable to rising sea levels and increased flooding. Our roading/transport and infrastructure networks are at risk of disruption and disconnection during severe storms. While efforts are already being made by agricultural communities to understand and adapt, these communities also remain at risk of the effects of climate change – impacting lives and livelihoods. The impacts of climate change are already being seen in Rangitikei, and in just the last five years we have experienced record temperatures and extreme flooding¹. The disruptions to our people, economy and natural systems are already occurring and will worsen in the coming decades. The time for action is now, and we must develop the frameworks that will shape our response to the challenges and opportunities created by climate change. Our passionate and motivated community are already taking positive steps towards a resilient future, and we are committed to continuing to support the initiatives that are underway.

What are we already doing?

LED STREET LIGHTING PROJECT

NB - during the workshops / hui is was suggested that other projects could add to or replace these two named case studies. RDC should decide which and what number of cases studies are appropriate.

SECOND PROJECT POP OUT – COMMUNITY PLANTING AT MARTON

Potential Climate Change Impacts for Our Region by 2050

Identified in the Horizons Regional Council Climate Change Risk Assessment*



*Increases on 2017 baselines under RCP8.5 projections

¹ Rangitikei District Council (2023), *Pae Tawhiti Rangitikei Beyond: Community Spatial Plan*.

Sensitivity: General

| Our Community |

Our Community

We all have a part to play in managing the future of our district, and we all have an opportunity to be climate leaders within our sphere of influence at home, at work, as business leaders and within our communities. Through targeted individual and collective action, we can have a huge impact on the future of Rangitikei for generations to come. As a Council, we are committed to continuing to work collaboratively with all partners and stakeholders for the betterment of the whole Rangitikei community, as we have done so through the engagement processes for *Pae Tawhiti*, our Community Spatial Plan. We will also collaborate with other Councils to work towards common goals for the wider region and our shared taonga.

Partnering with Iwi

We are committed to continuing to work with and support iwi and hapū to achieve a shared vision for the future of the district; aligning RDC’s climate strategy with iwi/hapū plans for their Marae, communities and taonga. Further development of our approach to emissions reduction and adapting to climate change needs to provide for Māori aspirations through our ongoing partnerships with Ngā Puna o Rangitikei and Te Roopuu Ahi Kaa. Building on key engagements to-date, including recent engagements around Rangitikei’s Spatial Plan and 2023/24 Annual Plan, and the Manawatū-Wanganui Joint Climate Change Action Plan, our goal is for all iwi groups to be influential across all sectors in our district. Iwi have a unique perspective to offer in our climate journey, incorporating mātauranga Māori (Māori knowledge) and te ao Māori lens in decision-making processes with guidance from marae, iwi and hapu groups. This will help us to direct climate action in a targeted way to benefit our entire community.

Stakeholders

In preparing our initial Climate Strategy we have provisionally identified the following partners and stakeholders (see right) as having an important voice in helping us to consider the priorities and actions we need to progress over the coming years, as we reduce carbon emissions and respond to the effects of climate change for our people, communities, and infrastructure. We have begun identifying key partners, groups, organisations and collaborators. We welcome you to get in contact if you would like to be included in future consultation on our climate response.

Marae, Iwi and Hapu based in Rangitikei District	Ngā Puna Rau o Rangitikei; Te Roopuu Ahi Kaa.
Central and Local Government Partners	Our partner district and city councils; Horizons Regional Council; Accelerate 24; Waka Kōtahi.
Community & Groups	Rangitikei River Catchment Collective; Rangitikei Environment Group; Scott’s Ferry Residents Society; Koitiata Residents Committee.
Business & Industry Groups	Federated Farmers; Manawatū and Whanganui Chambers of Commerce; Whanganui and Partners; Business Rangitikei; Beef + Lamb NZ; DairyNZ .

Delivering and Tracking Our Progress

We will know if our climate strategy is effective by regularly tracking progress against the target outcomes of our Action Plan. Climate action needs to be dynamic and adaptable to changing economic, social, cultural and environmental conditions, and focused on achieving the following:

We Play Our Part

Rangitikei District Council leads the way on climate action, and we hold ourselves accountable.

Enabling a Low Carbon and Resilient District

Our potential influence on climate outcomes for the District is maximised and Rangitikei businesses and communities feel empowered on climate action.

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Sensitivity: General

| Our Responsibilities |

Our Responsibilities

Concerted effort and effective long-term planning is needed for RDC to meet our obligations and requirements under legislation, as well as contribute to positive outcomes of applying national guidance and policy. While this is an ever changing and evolving space, some of the key legislation and policy we need to consider at the time of this document are:

Legislation / Policy	Target / Requirement Set	Relevance to RDC
Te Tiriti o Waitangi (as enshrined into law)	To uphold Te Tiriti in all Māori–Crown engagements and processes. Uphold Māori rights and interests under Te Tiriti and ensure an equitable transition for Māori.	RDC should embed partnership in council-led climate action to uphold Te Tiriti principles and enable whānau, hapū and iwi to determine and deliver climate education, action and resilience at a local level.
Climate Change Response (Zero Carbon) Amendment Act 2019	Minister may request climate change adaptation related information from Councils, 'must comply' with request. National carbon targets; <ul style="list-style-type: none"> All greenhouse gases (excluding biogenic methane) to net zero by 2050. Minimum 10% reduction in biogenic methane emissions by 2030, and 24-47% reduction by 2050. 	RDC will need to understand council's carbon footprint, set reduction targets, understand climate risks and implement adaptation plans.
Spatial Planning Act 2023	Regional Spatial Strategies (RSS) to consider climate mitigation and adaptation.	RDC can support Horizons Regional Council in RSS preparation and align district plans.
Natural and Built Environment Act 2023	Natural and Built Environment Plan to 'have regard to' National Emissions Reduction Plan and National Adaptation Plan.	RDC will need to understand climate risks to comply and stay up to date with legislative changes and developments.
Local Government Official Information and Meetings Act 2023	Natural hazard information to be provided in Land Information Memoranda.	RDC will need to prepare for changes from July 2025, align with Horizons Regional Council to ensure necessary information is available.
National Adaptation Plan (NAP)	Support all New Zealanders to adapt, live and thrive in a more damaging climate.	RDC must 'have regard' to the NAP in plans and should align climate strategies with NAP priorities using published guidance.
National Emissions Reduction Plan (ERP)	Support all New Zealanders to reduce emission from all aspects of the economy; from transport to industry, land use to energy. Local government clearly stated as a key agency in reducing emissions.	RDC must 'have regard to' ERP in plans and should align RDC plans with ERP targets.

It is also noted that there are a number of recent and emerging government strategies that could be reviewed to direct climate action based on updated recommendations or requirements. These include but are not limited to:

- Climate Change Adaptation Bill
- Te Rautaki Para | Aotearoa New Zealand Waste Strategy
- Equitable Transitions Strategy
- Circular Economy & Bioeconomy Strategy (under development)
- National Energy Strategy

Sensitivity: General

Our Action Plan

Actions	Enabling Processes/Actions	Responsibility	Target Outcomes & Measures of Success
We Play Our Part			
1. Develop a register of key legislative and regulatory requirements for RDC.	<ul style="list-style-type: none"> Continue to incorporate updates to climate legislative/policy responsibilities in Executive Leadership Team meeting agendas, and where required develop clear actions with delegation of responsibility. Continue to monitor developments in legislative requirements and central government guidance. 	Executive Leadership Team (ELT)	<ul style="list-style-type: none"> Clearly defined roles and responsibilities and an understanding of RDC's position within wider national and regional initiatives.
2. Integrate climate into long term planning and decision making	<ul style="list-style-type: none"> Use the Climate Impact Lens to assess significant projects for their climate risks and opportunities for the 2024/34 Long Term Plan and post-plan development. Provide training to key staff on climate change (including effective use of the Climate Impact Lens). Incorporate climate impact considerations into decision making by adding a climate risk and carbon mitigation opportunities section to all Council papers from FY24. Involve iwi partners and local stakeholders in development of detailed climate response / actions, and in evolving this climate strategy over time. 	ELT, Democracy & Planning	<ul style="list-style-type: none"> Major projects have this assessment before inclusion into the Long-Term Plan And projects continue to be assessed as they evolve into annual plans and investment. Long-term and annual planning processes consider climate impacts.
Adaptation			
3. Integrate climate risk and adaptation in our processes	<ul style="list-style-type: none"> Advocate for Horizons Regional Council to update district climate hazard maps Assess the climate risks associated with the location of any new Council projects. Review the natural hazards section of the District Plan and update where necessary by the end of FY25. Identify the risk associated with council infrastructure by completing a high-level screening of key climate risks and opportunities by FY25. Carry out district-wide surface flood modelling, building on ongoing work in the Tutauenui catchment. Secure budget for additional climate-focused roles and expertise in RDC. 	Democracy & Planning, Assets & Infrastructure, Capital Projects	<ul style="list-style-type: none"> A clear understanding of at-risk council assets and effective long-term plans to manage RDC's climate risk. Investment decisions are made based on a sound evidence base, resulting in best value outcomes for the district. Insurance and other associated costs rising are minimised through resilient assets and dynamic adaptation.
Mitigation			
4. Develop a Council carbon footprint and set annual monitoring and reduction targets.	<ul style="list-style-type: none"> RDC will develop a baseline council carbon footprint for emissions from Council buildings, assets, vehicles and purchased energy (i.e. Scope 1 & 2 emissions) for the FY24 reporting year. By FY26 we will also include Scope 3 emissions in the Council carbon footprint (i.e. emissions from the Council's value chain, like employee commute, capital works and procurement activities). Climate change considerations will be progressively built into council procurement strategy from FY25. Continue to incorporate low-emissions vehicles into the council fleet as leases renew. Explore what central government funding opportunities are available to RDC to support mitigation initiatives during FY25. 	Democracy & Planning	<ul style="list-style-type: none"> A clear understanding of the whole of RDC's footprint and opportunities for emissions reductions. A decarbonisation action plan to reduce council emissions.
Enabling a Low Carbon and Resilient District			
5. Support community-led action on climate change.	<ul style="list-style-type: none"> Develop a communications plan to share progress, case studies and lessons learned with the community (including through RDC website) to build momentum around a collaborative climate response, and community-led actions. Develop a programme or leverage others' work in the District to engage with youth and disadvantaged groups on climate issues. Explore opportunities to embed climate priorities in existing forums and oversight groups. 	Community, Democracy & Planning, ELT	<ul style="list-style-type: none"> Our people are empowered to get involved in community-led climate action. An engaged and proactive community who are actively involved in climate initiatives.
6. Partner effectively with iwi groups on climate action and management of natural hazards.	<ul style="list-style-type: none"> Utilise existing forums to continue engaging with Te Roopuu Ahi Kaa, Ngā Puna Rau o Rangitikei, and other marae, iwi and hapu groups on climate issues and action. Collaborate with key stakeholder groups to increase resilience of significant sites and taonga to physical hazards. Explore opportunities to form a climate oversight group to partner with RDC on indigenous solutions to climate change in FY25/26. 	All departments	<ul style="list-style-type: none"> Our iwi and hapū are able to fulfil their aspirations. Te ao Māori and mātauranga Māori will be embedded in district-level climate initiatives.
7. Encourage innovation and the use of developing technologies in industry and employment.	<ul style="list-style-type: none"> Building on existing community environmental initiatives, support regional / national initiatives that incentivise rural sector use of sustainable technologies and practices. Continue enabling the development of renewable energy projects within the district (e.g. wind and solar) where appropriate. 	Community, Democracy & Planning	<ul style="list-style-type: none"> Rangitikei's rural sector is a leader in sustainable and high value primary production. Empowered and engaged rural communities who are passionate about going beyond compliance to support positive environmental outcomes.
Adaptation			
8. Complete a Climate Change Risk Assessment for the district.	<ul style="list-style-type: none"> Provide quality, accessible information about hazards, risks, and how the climate is likely to change to local industries to empower Marae, communities and individuals in for better decision-making and community-led adaptation initiatives. Engage with communities and businesses to improve understanding of climate risks and adaptation planning in the district. Support rural communities to become resilient to extreme and changing weather patterns (per Spatial Plan) Work with at-risk communities to develop adaptation plans in line with national and international guidance and best practice (beginning in FY25). 	Democracy & Planning	<ul style="list-style-type: none"> A clear understanding of the most at-risk areas of Rangitikei, and a roadmap to increase resilience. Clear pathways and an understanding of community risk tolerance established to inform future adaptation actions. Maladaptation is avoided. An equitable transition to a more resilient district for all members of the community.
Mitigation			
9. Develop a carbon footprint for the district.	<ul style="list-style-type: none"> By FY27 develop a community carbon footprint for activities within the district. Explore if a district emissions reduction target should be set in alignment with national emissions reduction initiatives by FY27-28. Assess mode shift opportunities to expand walking, cycling and public transport provision within and between towns; including infrastructure for alternative fuels. Support community groups and businesses in their own emissions reduction journeys through effective communication and engagement. 	Democracy & Planning, Community	<ul style="list-style-type: none"> Rangitikei District is proactively contributing to national and regional emissions reduction ambitions. Businesses are empowered to assess their own emissions and opportunities for reductions.

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| END OF STRATEGY |

END OF STRATEGY

Sensitivity: General

| Report Limitations and Disclaimers |

Report Limitations and Disclaimers

This report has been prepared by Beca Ltd (Beca) under Proposal for Climate & LTP strategy and services, dated 13 September 2023 (Agreement) between Beca and Rangitikei District Council (Client). Beca has been requested by the Client to provide a Draft District Climate Strategy relating to the Project.

The contents of the report are confidential and may not be used by the Client for any purpose other than in accordance with the stated Scope. This report may not be used or relied upon by any other party and Beca accepts no liability to any person other than to the Client for issues arising out of this report.

By relying on this report, the Client confirms that:

- a) Beca's duty of care is owed solely to the Client and no other person;
- b) Beca's liability to the Client in relation to this report shall be subject to the same limitation of liability provided in the Agreement. To the maximum extent permitted by law, the maximum aggregate of all liability of Beca to the Client whether in contract, tort or otherwise, shall not exceed the amount of the limit provided in the Agreement;

In preparing this report Beca has relied on key information provided by the Client and information readily available in the public domain.

Unless specifically stated otherwise in this report, Beca has relied on the accuracy, completeness, currency and sufficiency of all information provided to it by, or on behalf of, any third party, including the information listed above, and has not independently verified the information provided. Beca accepts no responsibility for errors or omissions in, or the currency or sufficiency of, the information provided. Publicly available records are often inaccurate or incomplete.

Where information has been provided by or on behalf of the Client, the Client confirms and warrants that it has the right to use such information for the purpose stated in the report.

The contents of this report are based on Beca's understanding and interpretation of current international protocols and standards. Unless otherwise agreed, this report will not be updated to take account of subsequent changes to any standards and protocols.

Beca makes no warranties or representations to the Client or third parties (express or implied) in respect of the report, particularly with regard to any commercial investment decision made on the basis of the report. This disclaimer must accompany every copy of the report, which is an integral document and must be read in its entirety.

This report should be read in full, having regard to all stated assumptions, limitations and disclaimers. To the maximum extent permitted by law, no responsibility is accepted for the use of any part of this report in any other context or for any other purpose not stated in this report.

10 Public Excluded

Resolution to Exclude the Public

The meeting went into public excluded session [enter time](#)

Recommendation

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

- 1 Risk and Assurance Committee Meeting - 21 September 2023
2. Cybersecurity
3. Fraud Reporting

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the *Local Government Official Information and Meetings Act 1987* for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
10.1 - Risk and Assurance Committee Meeting - 21 September 2023	To consider the minutes relating to matters that were the subject of discussion at the 21 September meeting	S48(1)(a)
10.2 - Cybersecurity	s7(2)(j) - Improper Gain or Improper Advantage	s48(1)(a)(i)
10.3 - Fraud Reporting	s7(2)(a) - Privacy	s48(1)(a)(i)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interests protected by Section 6 or Section 7 of the Act which would be prejudiced by the holding or the whole or the relevant part of the proceedings of the meeting in public as specified above.

11 Open Meeting