



AGENDA

Audit and Risk Committee Meeting Friday, 5 June 2026

Date: Friday, 5 June 2026

Time: 9:30 am

**Location: Ngā Hau e Whā, William Fraser Building, 1
Dunorling Street, Alexandra**

(A link to the live stream will be available on the Central Otago District Council's website.)

**Peter Kelly
Chief Executive Officer**

Notice is hereby given that an Audit and Risk Committee will be held in Ngā Hau e Whā, William Fraser Building, 1 Dunorling Street, Alexandra and live streamed via Microsoft Teams on Friday, 5 June 2026 at 9:30 am. The link to the live stream will be available on the Central Otago District Council's website.

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	26.2.17 June 2026 Confidential Governance Report	Error! Bookmark not defined.

Members Mr B Robertson (Chair), Her Worship the Mayor T Alley, Cr S Browne, Cr C Pannett, Cr T Paterson

In Attendance P Kelly (Chief Executive Officer), L Fleck (Group Manager - People and Culture, Acting Group Manager - Community Vision), J Muir (Group Manager - Three Waters), Q Penniall (Group Manager - Planning, Infrastructure and Regulatory), S Righarts (Group Manager - Governance and Business Services), D Scoones (Group Manager - Community Experience), W McEnteer (Governance Manager)

1 APOLOGIES

2 PUBLIC FORUM

3 CONFIRMATION OF MINUTES

Audit and Risk Committee - 9 February 2026

**MINUTES OF CENTRAL OTAGO DISTRICT COUNCIL
AUDIT AND RISK COMMITTEE
HELD IN CROMWELL SERVICE CENTRE, 42 THE MALL, CROMWELL
AND LIVE STREAMED VIA MICROSOFT TEAMS ON MONDAY, 9 FEBRUARY 2026 AT 9:34
AM**

PRESENT: Mr B Robertson (Chair), Her Worship the Mayor T Alley, Cr S Browne,
Cr C Pannett, Cr T Paterson

IN ATTENDANCE: P Kelly (Chief Executive Officer), L Fleck (Group Manager - People and Culture, Acting Group Manager - Community Vision), D Rushbrook (Regional Deals Lead), D Scoones (Group Manager - Community Experience), P Morris (Chief Financial Officer), A Crosbie (Policy and Strategy Lead), A Lines (Risk and Procurement Manager), A Jansen (Health, Safety and Wellbeing Advisor), W McEnteer (Governance Manager)

1 APOLOGIES

There were no apologies.

2 PUBLIC FORUM

There was no public forum.

3 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Robertson
Seconded: Paterson

That the public minutes of the Audit and Risk Committee Meeting held on 8 December 2025 be confirmed as a true and correct record.

CARRIED

4 DECLARATIONS OF INTEREST

Members were reminded of their obligations in respect of declaring any interests. There were no further declarations of interest.

5 REPORTS

26.1.2 POLICY AND STRATEGY REGISTER

To consider the updated Policy and Strategy Register.

After discussion it was requested that there be a separate table in the register to note the reason a policy was out of date and when it would be brought up to date.

COMMITTEE RESOLUTION

Moved: Alley
Seconded: Browne

That the report be received and its contents noted.

CARRIED

26.1.3 LTP UPDATE

To consider an update on the Long-Term Plan (LTP) project.

Staff updated the meeting on the current activities of the LTP, including the formation of AMPS and the roadmap to guide members of where the project currently sat.

COMMITTEE RESOLUTION

Moved: Pannett
Seconded: Browne

That the report be received and its contents noted.

CARRIED

26.1.4 HEALTH, SAFETY AND WELLBEING REPORT

To provide the Audit & Risk Committee with an update on the health, safety and wellbeing performance of the organisation.

COMMITTEE RESOLUTION

Moved: Browne
Seconded: Alley

That the report be received and its contents noted.

CARRIED

26.1.5 IMPLEMENTATION OF FINDINGS OPERATIONAL FINANCE REVIEW

To consider a proposed roadmap to implement the findings of the recent report commissioned as part of Council's internal audit process.

After discussion it was noted that there were also steps to implement findings, such as opening the Long-term Plan budgets earlier.

COMMITTEE RESOLUTION

Moved: Pannett
Seconded: Browne

That the report be received and its contents noted.

CARRIED

6 CHAIR'S REPORT

26.1.6 CHAIR'S REPORT

To consider the Chair's report.

There was no report from the Chair.

7 MEMBERS' REPORTS

26.1.7 MEMBERS' REPORTS

To consider the members' reports.

There were no reports from Members.

8 STATUS REPORTS

26.1.8 FEBRUARY 2026 GOVERNANCE REPORT

To report on items of general interest and the current status report updates.

COMMITTEE RESOLUTION

Moved: Robertson
Seconded: Alley

That the report be received.

CARRIED

9 DATE OF THE NEXT MEETING

The date of the next scheduled meeting is 5 June 2026.

10 RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION

Moved: Robertson
Seconded: Alley

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
Confidential Minutes of Ordinary Committee Meeting	<p>s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	<p>To protect a person's privacy</p> <p>Commercial sensitivity</p> <p>Legal professional privilege</p> <p>To prevent use of the information for improper gain or advantage</p>
26.1.9 - Bad Debts and Abandoned Land	<p>s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p>	<p>To protect a person's privacy</p> <p>Commercial sensitivity</p>
26.1.10 - Risk Management Update	<p>s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage</p>	<p>To prevent use of the information for improper gain or advantage</p>
26.1.11 - Litigation Register	<p>s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege</p>	<p>Legal professional privilege</p>
26.1.12 - Digital Strategy 2026-2030 and Key Risk Initiatives	<p>s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of</p>	<p>To prevent use of the information for improper gain or advantage</p>

	official information for improper gain or improper advantage	
26.1.13 - CEO Update	s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	To prevent use of the information for improper gain or advantage

CARRIED

The public were excluded at 10.53 am the meeting closed at 12.26 pm.

4 DECLARATIONS OF INTEREST

26.2.1 DECLARATIONS OF INTEREST REGISTER

Doc ID: 2830056

Report Author:	Wayne McEnteer, Governance Manager
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

2. Attachments

Appendix 1 - Declarations of Interest - Audit and Risk [↓](#)

Appendix 2 - Declarations of Interest - Bruce Robertson [↓](#)

Name	Member's Declared Interests	Spouse/Partner's Declared Interests	Council Appointments
Tamah Alley	Manuherikia Irrigation Co-operative (shareholder) Cliff Care Ltd (family connection) Tenaya New Zealand Ltd (Director and Shareholder) Southern Lakes Trails (Trustee) LGNZ Zone 6 Chair Regional Deals Panel Member LGNZ National Council (Member)	Manuherikia Irrigation Co-operative Society Ltd (shareholder) Emergency Management Otago Group Controller (employee)	Central Otago Wilding Conifer Control Group Destination Advisory Board Southern Lakes Health Trust (Trustee)
Sarah Browne	Anderson Browne Construction and Development (Director and Shareholder) Central Otago Sports Turf Trust (Trustee) Central Football and Multisport Turf Trust (Trustee) Sutherland Architecture Studio Ltd (Employee)	Infinite Energy Ltd (Employee)	Tarras Community Liaison
Curtis Pannett	Teviot Valley Irrigation Company Ltd (Director/Shareholder) Teviot Valley Water Care Group (Member) Rabobank Client Council (Councillor) Hill Springs Farming Company Ltd (Sole Director/Shareholder) Roxburgh Golf Club (Member)		I and H McPhail Charitable Trust Entertainment Group Steering Group/ PSG Tuapeka County Bursary Fund Committee

Name	Member's Declared Interests	Spouse/Partner's Declared Interests	Council Appointments
Tracy Paterson	Matakanui Station (Director and shareholder) Matakanui Development Co (Director and shareholder) A and T Paterson Family Trust (Trustee) A Paterson Family Trust (Trustee) Central Otago Health Inc (Elected Member) Bob Turnbull Trust (Trustee / Chair) New Zealand Wool Classers Association (Chair) Central Otago A&P Association (Member) Waiora Manuherikia Governance Group (Member) Central Otago Riding for the Disabled (Volunteer) Regional Deals Panel Member	Matakanui Station (Director and shareholder) Matakanui Development Co (Director and shareholder) A Paterson Family Trust (Trustee) A and T Paterson Family Trust (Trustee) Federated Farmers (On the executive team) Omakau Irrigation Co (Director) Matakanui Combined Rugby Football Club (Committee) Manuherikia Catchment Group (Co-chair) Omakau Domain Board Omakau Hub Committee (Chair) Manuherikia Valley Community Hub Trust (Trustee) Southern Cross Sheep Ltd (Director) Mt Stalker Ltd (Trustee) Mt Stalker Pastoral Ltd DKIL Ltd (Shareholder) Manuherikia River Limited (Director)	Central Otago Health Incorporated Otago Central Lakes Regional Deals Committee



Interest declaration as at 31 May 2026

Entity	Role	Comment
RBruce Robertson Ltd	Shareholder & director	Governance and advisory services
Local authorities		All roles on Local Authorities relate to Audit and Risk Committees
Thames Coromandel	Chair	
Taupo	Chair	
Bay of Plenty	Deputy Chair	
Gisborne	Chair	
Napier	Chair	
South Wairarapa	Chair	
Timaru	Chair	
Central Otago	Chair	
Southland	Chair	
Christchurch	Chair	
New Plymouth	Chair	
Kaipara	Chair	
Kapiti Coast	Chair	
Dunedin	Chair	
Central Government		
Ministry of Primary Industries	Chair	Audit and Risk Committee
CCO		
Regional Software Holdings Ltd (RSHL)	Independent Board Chair	Shared services to the Regional Council sector – primary contractor for main software shared service contract is Datacom
Family relationships		
I have 3 sons working in the public sector		<p>Earth Sciences New Zealand (formerly NIWA) - National Manager Advanced Technology</p> <p>The Treasury – Budget team</p> <p>MBIE – Building consent determinations</p>

5 REPORTS

26.2.2 POLICY & STRATEGY REGISTER

Doc ID: 2816181

Report Author:	Alix Crosbie, Policy & Strategy Lead
Reviewed and authorised by:	Louise Fleck, Group Manager - People and Culture, Acting Group Manager - Community Vision

1. Purpose

To consider the updated Policy and Strategy Register.

Recommendations

That the report be received and its contents noted.

2. Discussion

As a whole, the organisation has missed the 90% target with 83.16% of policies in date. This is reflecting the additional pressure on work programmes from reform and other processes.

Community Experience 86.67%

Cemeteries Bylaw renewed.
Cemeteries Handbook out of date. On May Council agenda.

Community Vision 100%

Policies Policy renewed.
Film Friendly Policy review commenced.

Governance and Business Services 82.93%

Financial Reserves still out of date
Protected Disclosures (Whistleblowing) Policy renewed
EM Allowances & Reimbursements renewed
Governance Statement renewed
Otago Local Authorities Triennial agreement renewed
Five IRM policies likely to be renewed in 2026 but currently lapsed

People & Culture 93.75%

HSW Management Framework updated.
HS Policy Statement updated
Flex work had been updated early out of cycle, have adjusted in register

Planning & Infrastructure 62.5%

Sustainability Strategy out of date. Review underway, early discussions underway with third party provider to help facilitate faster delivery.
 Lighting Policy removed from register
 Waste Management Bylaw expired April
 Dog Control Policy and Bylaw remain out of date
 Roading Policy and Bylaw remain out of date

Audit and Risk Policies

Policy	Status
Significance & Engagement Policy	In date
Staff Interests Policy	In date
Credit Card Policy	In date
Fraud, Bribery, & Corruption Policy	In date
Investment Policy	In date
Liability Management Policy	In date
Procurement Policy	In date
Protected Disclosures (Whistleblowing) Policy	In date
Rates Remission Policy	In date
Rating Policy	In date
Revenue and Financing Policy	In date
Risk Management Policy & Process	In date
Sensitive Expenditure Policy	In date
Travel Policy	In date
Privacy Policy	In date
Protection of Information and Information Systems (Cybersecurity) Policy	In date
LGOIMA Request Policy	In date
Staff Delegations Manual	Out of date
Fixed Asset Management and Disposal Policy	In date
Infrastructure Strategy	In date
Transportation Procurement Strategy	In date
Infrastructure Strategy (Water)	<i>Future policies only – currently covered by Council policies</i>
Water Services Fixed Asset & Disposal Policy	<i>Future policies only – currently covered by Council policies</i>

Overdue Policies

Policy	Department	Date due	Length of expiry
Cemeteries Handbook/Strategy	Community Experience	2025	6 months
Plaques & Memorials Policy	Community Experience	March 2025	2 months
Financial Reserves Policy	Governance & Business Services	July 2024	2 years
CCTV Policy	Governance & Business Services	January 2026	4 months
ICT Disaster Recovery Plan	Governance & Business Services	April 2026	1 month
IRM Disaster Recovery Plan	Governance & Business Services	April 2026	1 month

Information and Records Management Plan	Governance & Business Services	2026	Unable to confirm
Privacy Plan	Governance & Business Services	2025	5 months
Staff Delegations Manual	People & Culture	July 2025	10 months
Sustainability Strategy	Planning & Infrastructure	April 2024	2 years
Waste Management & Minimisation Bylaw	Planning & Infrastructure	March 2026	2 months
Dog Control Bylaw	Planning & Infrastructure	December 2025	5 months
Dog Control Policy	Planning & Infrastructure	December 2025	5 months
Roading Bylaw	Planning & Infrastructure	November 2025	6 months
Roading Policy	Planning & Infrastructure	June 2022	4 years

The fastest pathway to the compliance target is the renewal of:

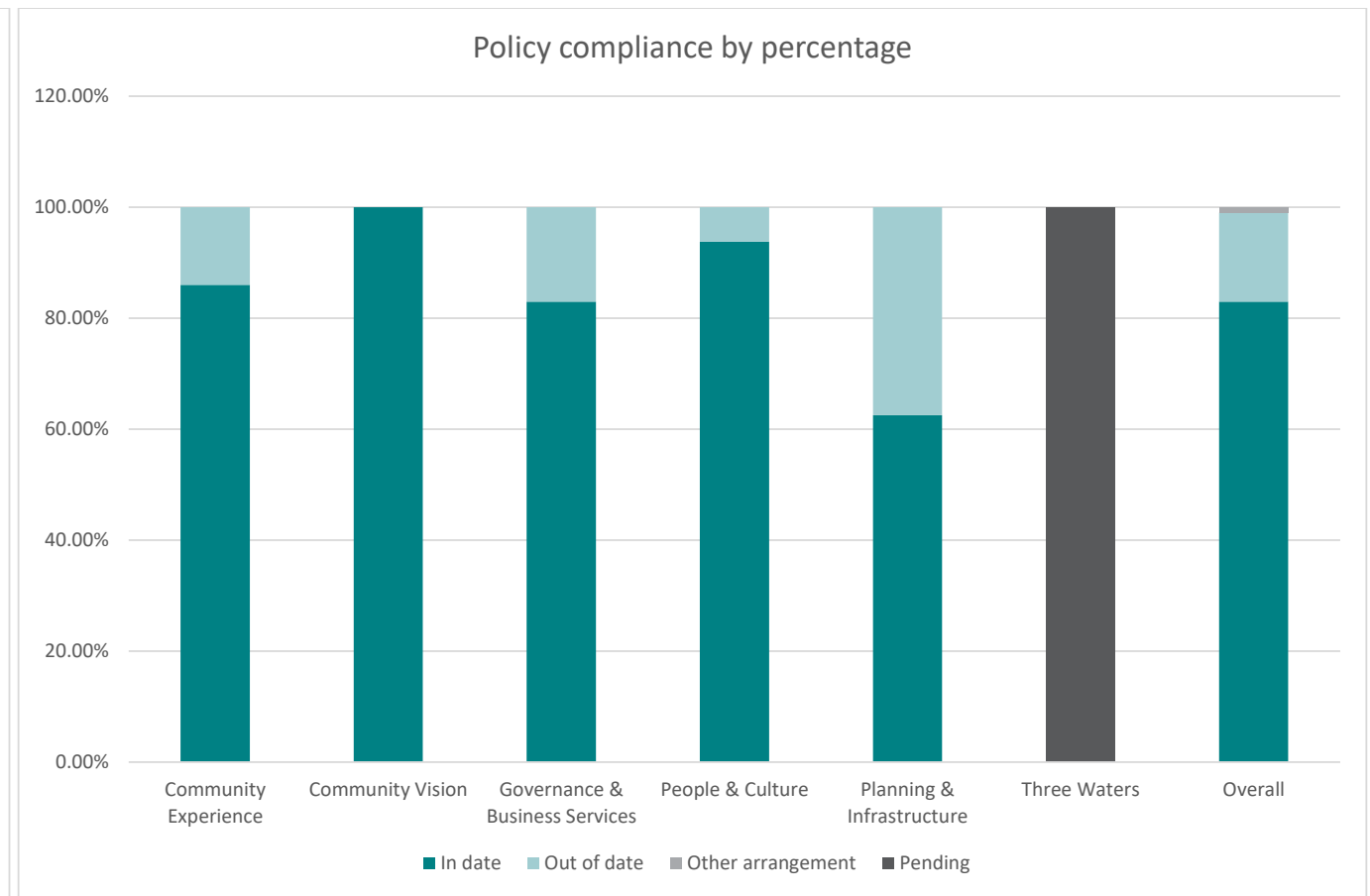
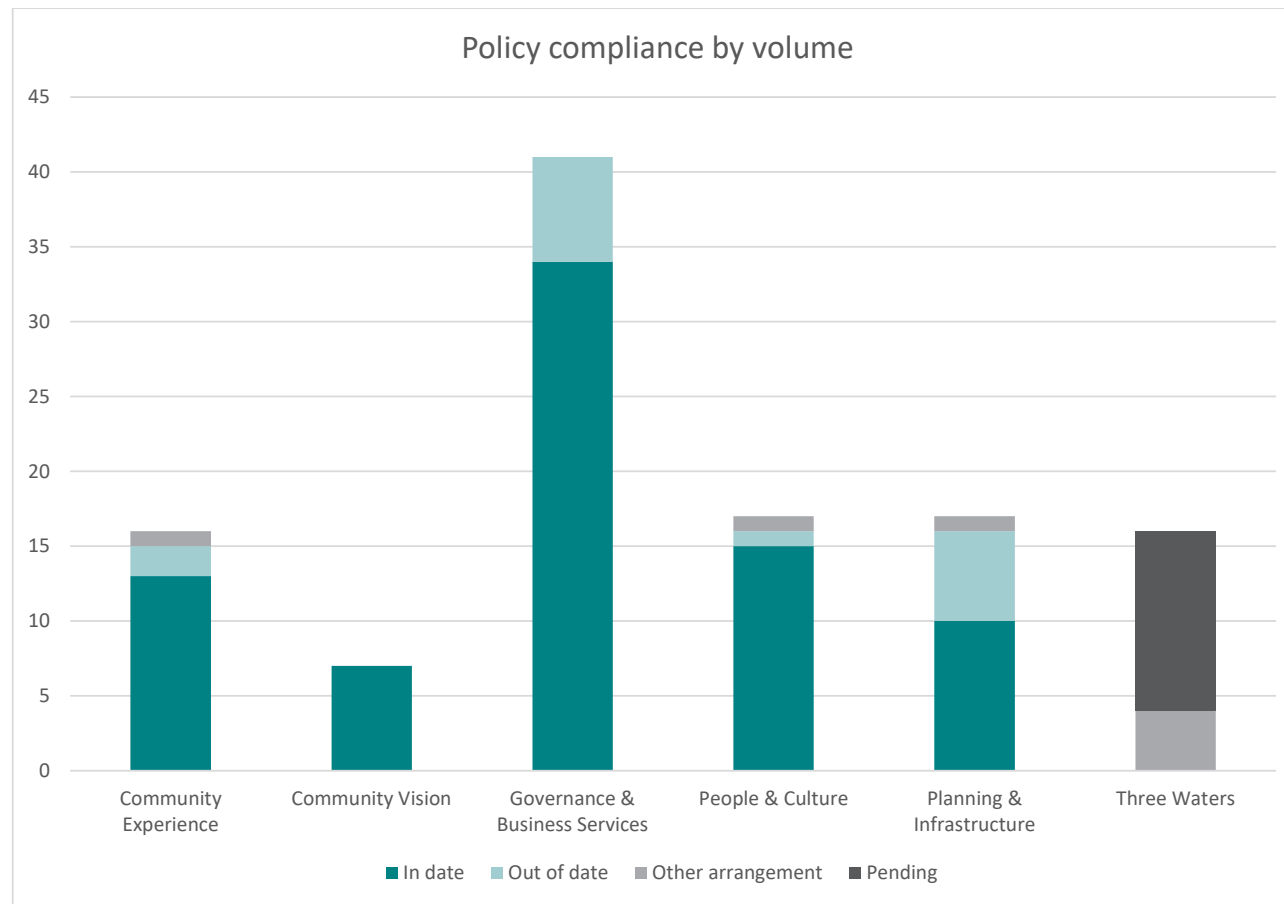
- Plaques and Memorials Policy
- Film Friendly Policy
- CCTV & the ICT plans
- Public Toilet Policy

3. Attachments

Appendix 1 - Policy & Strategy Register [↓](#)

Central Otago Policy Register

Policy compliance snapshot



Department	Total number of policies, strategies, and plans	Total number of policies assessed for compliance	Not assessed	Policies in date	Policies out of date without formal arrangement	Policies out of date with formal arrangements	Pending	Compliance (%)
Community Experience	16	15	1	13	0	0		86.67%
Community Vision	7	7	0	7	0	0		100.00%
Governance & Business Services	41	41	0	34	7	0		82.93%
People & Culture	16	16	0	15	1	1		93.75%
Planning & Infrastructure	17	16	0	10	6	0		62.50%
Total	97	95	1	79	16	1		83.16%
Three Waters	16	12	4	12	0	0	5	

Compliance target: 90%
Status: Compliance target not met
Prepared: Calculated on 21 May 2026



Community Experience

Responsible officer: General Manager Community Experience

Customer Services

Policy Name	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Complaints Policy	March 2025	March 2028	CEO	To clearly articulate how complaints are managed	External	Operational
Unreasonable Complainant Conduct Policy	March 2025	March 2028	CEO	To manage risks associated with unreasonable behaviour from customers and complainants, whilst retaining their access to council services.	External	Operational

Libraries

Policy Name	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Libraries Guidelines	September 2024	September 2027	Council	Sets standards for behaviour in the library and covers operational aspects	External	Operational

Parks and Recreation

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Cemeteries Bylaw	March 2026	March 2031	Council	Regulates the management of cemeteries.	External	Operational
Cemeteries Handbook 2020	2020	2025	Council	Further details the management of cemeteries	External	Out of date
District Tree Policy	2025	November 2028	Council	Specifies principles, policies, and objectives regarding Council's ongoing protection and management of Council-owned trees within the district.	External	Operational
Open Spaces and Recreation Strategy	February 2025	February 2030	Council	Strategy to enable the network of open spaces and parks to meet the recreation needs of the community.	External	Operational
Open Spaces Naming Policy	February 2025	February 2028	Council	Sets out a framework for naming open spaces	External	Operational
Parks and Recreation Activity Management Plan	2021	2026	Council	Formally documents the management philosophy applied to parks and recreation assets and services	Internal	Operational
Plaques and Memorials Policy	February 2023	February 2025	Council	Provides a framework to guide the installation, location, and management of commemorative memorials on parks and reserves.	External	Out of date
Reserve Management Plans (RMP) x11	Various	Various	Council	Contain objectives and policies for the management, protection, and future development of a reserve. Relate to the Reserves Management Act 1977. 11 Reserve Management Plans are in place covering 55 reserves.	External	Various
Smokefree and Vape Free Policy	September 2024	September 2027	Council	Designates smokefree and vape free public areas, including all parks and reserves, and within 10m of the entrance of any council-owned building or bus stop. Linked to the Government's Smokefree Aotearoa Plan 2025.	External	Operational
Wilding Conifer Control Policy	October 2024	October 2027	Council	Provides guidance on Council's approach to managing wilding conifers on council owned or managed land.	External	Operational

Property

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Council-owned Earthquake-prone Buildings Policy	June 2026	June 2025	Council	To provide clear guidance for the management of a specific issue. For compliance with the Building (Earthquake-prone Buildings) Amendment Act 2016.	External	Operational
Community Leasing and Licensing Policy	July 2026	July 2025	Council	To provide a consistent and equitable framework for community leases and licences. To provide fairness, equity, and prudent financial management.	External	Operational
Public Toilet Policy	April 2023	April 2026	Council	Provides guidance around the provision of public toilets	External	Operational

Community Vision

Responsible officer: Executive Manager Community Vision

Community and Engagement

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
District Vision	April 2025	2030	Council	Aspirational vision of future Central Otago as prioritised by the community. Replaced Community Development Strategy.	External	Operational
Grants Policy	November 2024	November 2027	Council	Ensures a robust, fair and contestable process is in place for giving public money. Due for review in 2024; earlier review programmed during LTP process. Extended via resolution 24.2.8	External	Operational
Media Policy	October 2023	October 2026	Council	Guides staff and elected members on their roles and responsibilities with regard to external media communications and social media platforms	Internal	Operational

Future work: Wellbeing Strategy; Communications and Engagement Strategy

Strategy and Economic Development

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Economic Development Strategy	2026	2031	Council	Economic development framework to assist in achieving gains in economic performance and manage challenges. Supports well-being (core function.) Review underway – report to Council will request extension of existing strategy while work is carried out.	External	Operational
Film Friendly Policy	June 2023	June 2026	Council	Partnership agreement with Film NZ to agree to Film Friendly Regulations – application of NZ Local Government Filming Protocols. There are conditions both Film NZ and the Council must meet.	External	Operational
Policies Policy	February 2026	February 2029	Council	Outlines processes and expectations around policies.	Internal	Operational

Future work: Housing Strategy

Tourism

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Destination Management Plan	October 2022	2027	Council	Brings together different stakeholders to achieve the common goal of developing a well-managed, sustainable visitor destination aligned to aspirations and values of our communities and mana whenua.	External	Operational

Governance & Business Services

Responsible officer: General Manager Governance & Business Services

Executive Function

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Annual Plan	June 2023	30 June 2026	Council	Produced in each of the two years between Long-term plans. Refreshes budgets and work programmes and considers whether adjustments are needed. Legislative requirement under the Local Government Act.	External	Operational. Review underway.
Annual Report	September 2024	September 2026	Council	Produced at the end of each financial year. Sets out performance and delivery against budgets and targets.	External	Operational
Long-term Plan	June 2025	30 June 2027	Council	Core functional document and legislative requirement. Sets the strategic direction and work programme for the 10 years ahead. Describes the council's activities and relevant community outcomes. Outlines services, projects, costs, how they are paid for, and the relevant measurements of success and effectiveness. Produced every three years to statutory timeframes. Local Government Act 2002 Section 93 (6) (c)	External	Operational. Process has begun for next LTP.
Significance and Engagement Policy	June 2025	LTP	Audit & Risk Council	Legislative requirement and core document. Identifies the degree of significance, when and how communities can expect to be engaged, and the decision-making process. Reviewed through Long-term Plan	External	Operational
Staff Interests Policy	October 2024	October 2027	Audit & Risk CEO	Manages conflict of interest to maintain the impartiality, transparency, and integrity of Council and protect employees from potential perceptions or allegations of bias.	Internal	Operational

Finance

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Credit Card Policy	June 2024	June 2027	Audit & Risk CEO	Guidance for employees and Elected Members on the use of credit cards – defines parameters and mitigates risk	Internal	Operational
Financial Reserves Policy	July 2021	June 2024	Council	Guidance to ensure Council's financial reserves are managed consistently, accurately, and transparently within clearly defined parameters.	External	Out of date
Financial Strategy	June 2025	LTP	Council	Sets out the two guiding principles of affordability and sustainability. Includes how we fund, spend, and deliver. Reviewed through Long-term Plan process.	External	Operational
Fraud, Bribery, and Corruption Policy	April 2024	April 2027	Audit & Risk Council	Clear guidance to staff who encounter or suspect fraud, bribery, and/or corruption. Raise awareness about how to recognise fraud, bribery, and corruption.	External	Operational
Investment Policy	June 2025	LTP	Audit & Risk Council	Reviewed through Long-term Plan process. Legislative requirement of the Local Government Act Sections 102(2)(c) and 105. Ensures all statutory requirements are met. Ensures Council appropriately manages funds for legislated purposes.	External	Operational
Liability Management Policy	June 2025	LTP	Audit & Risk Council	Reviewed through Long-term Plan process. Legislative requirement of the Local Government Act Sections 102(2)(b) and 104 and Sub Part 4 of Part 6 (Sections 112 to 122). Ensures all statutory requirements are met. Ensures Council has appropriate funding facilities and complies with lending and risk requirements.	External	Operational
Procurement Policy	January 2025	October 2026	Audit & Risk Council	Guided by New Zealand Government Procurement Rules released by the Ministry of Business, Innovation, and Employment. Provides a consolidated view of the procurement objectives and requirements.	External	Operational



Protected Disclosures (Whistleblowing) Policy	February 2026	February 2029	Audit & Risk Council	Legislative requirement – Protected Disclosures (Protection of Whistleblowers Act 2022). Provides principles, objectives and a framework by which serious wrongdoing may be reported and the subsequent protections afforded to the whistleblower. Encourages the reporting of suspected or actual wrongdoing.	External	Operational
Rates Remission Policy	June 2025	LTP	Audit & Risk Council	Reviewed through Long-term Plan process. Clear guidance when and how a rates remission can be sought.	External	Operational
Rating Policy	June 2025	LTP	Audit & Risk Council	Reviewed through Long-term Plan process. Defines categories of rateable land, due dates and penalties, and spells out the rating charges and the total rates to be collected for a given year.	External	Operational
Revenue and Financing Policy	June 2025	LTP	Audit & Risk Council	Reviewed through Long-term Plan process. Sets out the council's policies in respect of funding operating and capital expenditure.	External	Operational
Risk Management Policy and Process	January 2025	October 2027	Audit & Risk Council	Sets objectives, principles, processes, and parameters to ensure risk management practices are embedded and reviewed across the organisation.	External	Operational
Sensitive Expenditure Policy	June 2024	June 2027	Audit & Risk Council	Clearly defined parameters for sensitive expenditure to ensure it is consistently assessed, authorised, and reviewed. Ensures Council is a responsible user of public money.	External	Operational
Travel Policy	June 2024	June 2027	Audit & Risk Council	Provides a clear, transparent, consistent, and cost-effective approach to travel-related expenses incurred. Ensures both travel risks and costs are effectively identified, managed, authorised, and monitored.	Internal	Operational
Vehicle Purchase, Maintenance, and Disposal Policy – Personal Use	December 2024	December 2027	CEO	Provides a co-ordinated, consistent, cost-effective, and transparent approach to the procurement, maintenance, and disposal of council-owned motor vehicles. Supports value for money and sustainability objectives.	Internal	Operational
Vehicle Purchase, Maintenance, and Disposal Policy – General Council Vehicles	December 2024	December 2027	CEO	Provides a co-ordinated, consistent, cost-effective, and transparent approach to the procurement, maintenance, and disposal of council-owned motor vehicles. Supports value for money and sustainability objectives.	Internal	Operational

Governance

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Appointment and Remuneration of Directors Policy	October 2025	October 2028	Council	Legislative requirement of Section 57(1) of the Local Government Act 2002. Sets an objective and transparent process for the identification, appointment, and remuneration of directors.	External	Operational
Code of Conduct	October 2025	October 2028	Council	Legislative requirement. Sets out standards of behaviour expected from members in the exercise of their duties. Reviewed through electoral process.	External	Operational
Delegations Register (including Audit and Risk Terms of Reference)	October 2025	October 2028	Council	Derived from Schedule 7, clause 32 (2) and sub clause 32 (1) of the Local Government Act 2002. Outlines the assignment of power, function or duty of action – and the related authority to complete the action assigned. Reviewed through electoral process.	External	Operational
Elected Members Allowances and Reimbursements Policy	April 2026	October 2028	Council	Legislative requirement. Relates to the Local Government Act 2002, Remuneration Authority Act 1977, and Local Government Elected Members (2021/22) (Certain Local Authorities) Determination 2021. Provides a framework for allowances, expenses claimed, and resources available to elected members during their term in office.	External	Operational
Governance Statement	March 2026	March 2029	Council	Legislative requirement of the Local Government Act 2002. Outlines how Council makes decisions and shows how residents can influence those processes. Council	External	Operational

				is obliged to provide a new governance statement within six months of each triennial election.		
Otago Local Authorities' Triennial Agreement	2026	1 March 2029	Council and external bodies	Legislative requirement. Section 15 of the Local Government Act 2002 requires local authorities within a region to enter into a Triennial Agreement to ensure appropriate levels of communication, coordination, and collaboration.	External	Operational
Pre-election Report	July 2025	2028	CEO	Legislative requirement of the Local Government Act 2002 (section 99A). Provides an update on the state of business in Central Otago for public discussion.	External	Operational
Standing Orders (Community Boards)	October 2025	October 2028	Council	Legislative requirement. Sets out rules for the conduct of proceedings. Relates to Local Government Act 2002, Local Government Official Information and Meetings Act 1987, Local Authorities (Members' Interests) Act 1968. Reviewed through electoral process.	External	Operational
Standing Orders (Council)	October 2025	October 2028	Council	Legislative requirement. Sets out rules for the conduct of proceedings. Relates to Local Government Act 2002, Local Government Official Information and Meetings Act 1987, Local Authorities (Members' Interests) Act 1968. Reviewed through electoral process.	External	Operational

Information Services

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Closed Circuit Television (CCTV) Policy	January 2023	January 2026	Council	Provides guidance on the management and use of Council's CCTV network.	External	Out of date
Cybersecurity Plan	2025	2028	CEO	Details approach to cybersecurity.	Internal	Operational
Digital and Information Strategy	July 2025	July 2028	CEO	Guidance how to integrate digital services and information to meet community need	Internal	Operational
Information and Communication Technology Disaster Recovery Plan	April 2025	April 2026	CEO	Manages the backup and recovery of digital information and information systems in the event of a disaster or emergency event	Internal	Out of date
Information and Records Management Disaster Recovery Plan	April 2025	April 2026	CEO	Manages protecting and salvaging physical records and archives in the event of a disaster	Internal	Out of date
Information and Records Management Plan	2025	2026	CEO	Comprehensive plan for the effective retention, appraisal, and disposal of Council information and records.	Internal	Out of date
Information and Records Management Policy	March 2024	March 2027	Council	Guidance for the effective retention, appraisal, and disposal of Council information and records. Part of Information and Records Management Plan.	Internal	Operational
Privacy Policy	2024	February 2027	Audit & Risk CEO	Outlines Council's code of practice and legal obligations in accordance with the Privacy Act 2020.	Internal	Operational
Privacy Plan	2022	2025	CEO	Details approach to privacy.	Internal	Out of date
Protection of Information and Information Systems (Cybersecurity) Policy	March 2024	March 2027	Audit & Risk Council	Protects users of council information and information systems, including personal information. Will include Acceptable Use of Public Wi-Fi Standard. Report to December Audit and Risk meeting.	Internal	Operational
LGOIMA Request Policy	2024	February 2027	Audit & Risk CEO	Ensures Council meets the legal obligation on granting requests for official information under the Local Government Official Information and Meetings Act (LGOIMA) 1987. Provides a framework to ensure processes are open and transparent.	Internal	Operational

People and Culture

Responsible officer: General Manager People and Culture

Human Resources

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Equal Employment Opportunity (EEO), Discrimination, Harassment and Bullying Policy	September 2023	September 2026	CEO	Embeds equal employment opportunity and anti-discriminatory practices to provide a workplace free from discrimination, harassment, and victimisation.	Internal	Operational
Code of Conduct	July 2023	July 2026	CEO	Sets out staff responsibility in the areas of integrity, conduct and performance	Internal	Operational
Flexible Work Practices Policy	January 2024	January 2027	CEO	Sets out staff arrangements for flexible working.	Internal	Operational
Leave Management Policy	January 2024	January 2027	CEO	Provides direction in relation to the administration of leave benefits. Relates to the Holidays Act 2003, Parental Leave and Employment Protection Amendment Act 1987, and Volunteers Employment Protection Amendment Act 1973.	Internal	Operational
Performance Management Policy	August 2023	August 2026	CEO	Provides a framework for dealing with instances where employees are alleged not to have met the required standards of behaviour, performance, conduct, and attendance. Ensures prompt, consistent, and fair treatment.	Internal	Operational
Police Vetting Guidelines	2021	2026	CEO	Ensures compliance with the Children's Act 2014	Internal	Operational
Remuneration Policy	2024	February 2027	CEO	To ensure that the Central Otago District Council attracts and retains employees through effective, competitive and affordable remuneration practices.	Internal	Operational
Reward and Recognition Policy	January 2024	January 2027	CEO	The reward & recognition policy sets out to value our people and ensure contributions are recognised.	Internal	Operational
Staff Delegations Manual	August 2024	July 2025	Audit & Risk Council	Sets out the delegations given to officers in relation to certain administrative and financial matters, statutory duties, responsibilities, and powers.	External	Out of date
Vehicle Use and Safe Driving Policy	February 2023	February 2028	CEO	Supports a safe driving culture to reduce the number of vehicle-related incidents and injuries and to reduce the costs associated with poor driving.	Internal	Operational

Health, Safety, Wellbeing and Security

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Adverse Weather Guidelines	January 2025	January 2027	CEO	Work practises to ensure safety in adverse weather	Internal	Operational
Health, Safety and Wellbeing Management Framework	February 2026	February 2029	CEO	Designed to support CODC to meet or exceed its duty to provide a safe and healthy working environment.	Internal	Operational
Health and Safety Policy Statement	January 2026	January 2027	CEO	Sets out commitment under the Health and Safety at Work Act 2015 to protect the health and safety of employees, contractors, volunteers, and customers.	Internal	Operational
Safeguarding and Child Protection Policy	July 2025	July 2027	CEO	Ensures Council has a strong culture of child protection and appropriate vetting is in place. Complies with the Children's Act 2014. Includes: <ul style="list-style-type: none"> • Procedure for responding to child abuse and neglect (against staff) • Procedure for responding to disclosed or suspected child abuse or neglect • Publication of photo and video consent form 	External	Operational
Smoke and Vaping Free Workplaces Policy	January 2026	January 2029	CEO	Sets out the expectations around smoking at Central Otago District Council (CODC) workplaces under the Smokefree Environments and Regulated Products Act 1990 (the Act) and subsequent amendments.	Internal	Operational
Trespass Policy	May 2026	May 2029	CEO	Sets out the procedure for authorised employees to trespass a person or persons who pose a risk to Council, property, or any person under the Trespass Act 1980.	Internal	Operational

Planning and Infrastructure

Responsible officer: General Manager Planning and Infrastructure

Executive Function

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Fixed Asset Management and Disposal Policy	July 2024	July 2026	Audit & Risk Council	Provides guidance and clarity surrounding the management and disposal of Council assets, ensuring probity, accountability, and transparency.	External	Operational
Infrastructure Strategy	June 2025	LTP	Audit & Risk Council	Required under section 101B of the Local Government Act 2002. Identifies significant infrastructure issues for the next 30 years, the options for managing those issues, and the implications of the options. Currently covers Three Waters and Roading. 2024 version won't include Three Waters but should include Parks and Property. Reviewed through Long-term Plan.	External	Operational

Environmental Engineering

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Sustainability Strategy	April 2019	April 2024	Council	Provides sustainability workstreams, goals, actions, and measures of success. Assists with compliance Toitū carbon reduce programme.	External	Out of date
Waste Management and Minimisation Bylaw	March 2021	March 2026	Council	Supports the promotion and delivery of effective and efficient waste management and minimisation as required under the Waste Minimisation Act 2008.	External	Out of date
Waste Management and Minimisation Plan	June 2024	2030	Council	Supports the Waste Management and Minimisation Bylaw. Reviewed through Long-term Plan.	External	Operational

Planning

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
District Plan	April 2008	TBD	Council	Alternate timeframe ratified by Council.	External	Agreed alternate timeframe
Lighting Policy	March 2019	June 2022	Council	Public spaces lighting policy — protects night skies from light pollution. Applies to land owned or managed by Council. Currently under review — completion will follow Dark Skies Plan	External	Out of date Review programmed
Master and Spatial Plans <ul style="list-style-type: none"> Alexandra Airport Masterplan (2021) Cromwell (2019) Vincent (2022) 	Various	Various	Council	Provides guidance to facilitate growth. Teviot Spatial Plan in development.	External	Operational

Regulatory

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Alcohol Restrictions in Public Places Bylaw	April 2025	April 2030	Council	Legislative mechanism to set controls on the consumption of alcohol in public places.	External	Operational
Dangerous and Insanitary Building Policy	March 2022	March 2027	Council	Requirement of the Building Act 2004.	External	Operational
Dog Control Bylaw	December 2020	December 2025	Council	Bylaw created under the Dog Control Act. Includes regulatory provisions for dog control in the district.	External	Out of date
Dog Control Policy	December 2020	December 2025	Council	Complementary to the Dog Control Bylaw. Establishes the framework on which the bylaw and associated fees regarding dog registration and offences are based.	External	Out of date



Easter Sunday Trading Policy	June 2022	June 2027	Council	Enables local businesses to trade on Easter Sunday in line with the Shop Trading Hours Amendment Act 2016. Legislation allows for five-year rollover. Requires consultation for each renewal – even with no changes – however can remain operational for up to two years after it lapses.	External	Operational
Gambling and Board Venue Policy	April 2025	April 2028	Council	Requirement under the Gambling Act. Establishes a framework for the regulation and control of Class 4 Gambling and Board Venues.	External	Operational
Psychoactive Substances Policy	April 2025	April 2030	Council	Provision of Section 66 of the Psychoactive Substances Act 2013. Regulates the availability of psychoactive substances. Enables Council and community to have influence over the location of retail premises in the district.	External	Operational

Future work: Enforcement strategy; Trading in Public Places Bylaw

Roading

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Roading Bylaw	November 2020	November 2025	Council	Provides the regulatory framework to facilitate the Council in achieving a safe, efficient, and fully accessible transportation network.	External	Out of date.
Roading Policy	January 2016	June 2022	Council	Ensures a safe, efficient, and fully accessible transportation network is in place. Puts in place a minimal regulatory framework and ensures enforcement can be undertaken.	External	Out of date. Review underway.
Transportation Procurement Strategy	August 2023	August 2028	Audit & Risk Council	Ensures resources are used effectively and economically to deliver fit for purpose infrastructure.	External	Operational

Water Services

Responsible Officer: Group Manage Water Services

Three Waters

Note: Policies and bylaws were largely deferred during the previous government water reform transition period based on advice from the National Transition Unit. A program for developing new asset management plans, water services delivery plan, water safety plans, policies and bylaws is being developed based on legislated delivery timelines for key documents.

It is likely that there will be more legislated plans required to be produced for wastewater and stormwater management following the release of Bill 3 in December 2024.

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication	Status
Water Services Asset Management Plans	2021	March 2025	Group Manager Water Services	Plan for management of strategic asset. New asset management plans are currently being prepared for the 2025 Long Term Plan.	Internal	Pending
Water Services Delivery Plan	New	LTP & 2 September 2025	Council	Councils are required to prepare water services delivery plans to demonstrate their commitment to deliver water services that meet regulatory requirements, support growth and urban development, and that are financially sustainable. Council is required to provide an assessment of their water infrastructure, how much they need to invest, and how they plan to finance and deliver it through their preferred water service delivery model. Consultation on the preferred model is expected to be undertaken as part of the LTP.	External	Pending
Infrastructure Strategy	June 2021	LTP	Audit & Risk Council	Required under section 101B of the Local Government Act 2002. Identifies significant infrastructure issues for the next 30 years, the options for managing those issues, and the implications of the options. Currently covers Three Waters and Roading. Reviewed through Long-term Plan.	External	Pending
Development and Financial Contributions Policy	June 2021	LTP	Council	Outlines Council's approach to funding development infrastructure via development contributions under the Local Government Act 2002 and Resource Management Act 1991. Reviewed through Long-term Plan.	External	Pending
Leakage Remissions Policy	June 2021	LTP	Council	Standardised procedure to assist ratepayers who have excessive water rates due to a fault/leak. Reviewed through Long-term Plan process.	External	Pending
Water Services Fixed Asset and Disposal Policy	New	March 2025	Audit & Risk Council	Provides guidance and clarity regarding the capitalisation and valuation of assets, and disposal of Council assets, ensuring probity, accountability, and transparency.	Internal	Pending
Water Services Resilience Plan	June 2020	April 2025	Group Manager Water Services	Assesses the resilience of Council's three waters to hazards and identifies where upgrades are required.	Internal	Pending
Water Services Response Plan	June 2020	April 2025	Group Manager Water Services	Council's arrangements for responding to significant failures	Internal	Pending
Subdivision Engineering Standards for Water Services	September 2019	April 2025	Council	Provides appropriate standard for land development and subdivision engineering. Council is currently using New Zealand Standard 4404:2004 with a local addendum. The third Local Water Done Well Bill due in December 2024 will include changes relating to national engineering design standards for water services. These will be mandatory.	External	Operational Work underway

Drinking Water Quality Policy Statement	March 2020	April 2025	Council	<p>Policy position on drinking water quality.</p> <p>The ongoing need for this policy will be reviewed against new legislation requirements for water safety plans.</p>	Internal	Out of date
<p>Water Safety Plans</p> <ul style="list-style-type: none"> • Lake Dunstan Water Supply (2023) • Cromwell (2022) • Naseby (2022) • Omakau (2022) • Patearoa (2022) • Pisa Village (2022) • Ranfurly (2022) • Roxburgh (2022) 	Various	Omakau and Ophir Dec 2024 Remaining 8 by July 2025.	Group Manager Water Services	<p>Requirement of the Water Services Act 2021 from 14 November 2022.</p> <p>These are required to be reviewed on an ongoing basis when any issue is identified or any operational or asset change is made.</p> <p>Taumata Arowai have undertaken a review of the Water safety Plans and have requested these be updated to more accurately reflect the requirements of the Act.</p>	Internal	Pending
Water Services Policy	New	November 2025	Council	Single policy document to include all policies relating to water, wastewater and stormwater in one concise policy document.	External	Pending
Water Supply Bylaw	May 2008	June 2026	Council	New bylaw to enable enforcement of water related issues (including illegal connections and backflow)	External	Out of date
Wastewater Bylaw (incorporating Tradewaste)	New June 2001	June 2026	Council	New bylaw to enable enforcement of wastewater related issues (including the discharge of trade waste to the wastewater system)	External	Pending
Stormwater Bylaw	New	June 2026	Council	New bylaw to enable enforcement of stormwater related issues (including stormwater connections/infiltration)	External	Pending
Sewer Lateral Policy	July 2016	December 2022	Council	Defines responsibilities of sewer lateral pipes connecting to the main sewer system.	External	Out of date

Other Documents

Emergency Management

Note: Emergency Management Plans are administered by Central Otago Emergency Management, managed by the Otago Regional Council. They are not included in calculations of Council's overall target.

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication
Community Response Plans <ul style="list-style-type: none"> • Cromwell • Clyde, Earnsclough, and Alexandra • Naseby, Ranfurly, Maniototo • Manuherikia Valley • Teviot Valley • Queensberry • Ida Valley 	Various	Various	Central Otago Emergency Management (Otago Regional Council)	Localised advice and preparation for response to emergency situations. https://www.otagodem.govt.nz/districts/central-otago	External

Community-owned Strategies and Plans

Note: Community-owned strategies and plans are maintained by the relevant communities. They are not included in calculations of Council's overall target.

Document	Date reviewed	Due for review	Responsibility	Explanation	Publication
Arts Strategy	April 2013	April 2024	Community owned	Administered by the Arts Trust	External
Community Plans <ul style="list-style-type: none"> • Alexandra (2013) • Clyde (2011) • Cromwell (2021) • Maniototo (2007) • Naseby (2016) • Omakau (2014) • Ophir (2015) • Oturehua (2014) • Patearoa and Upper Taieri (2019) • Pisa (2009) • Roxburgh and Teviot Valley (2011) • St Bathans (2006) • Tarras (2023) • Waipiata (2008) 	Various	Various		Community plans are visions made by the local community. Actions are identified through these plans.	External
Heritage Strategy	2021	2024	Community owned	Administered by the Central Otago Heritage Trust. An action plan designed to provide a long-term solution to the sustainable identification, preservation, management, and celebration of heritage.	External
Museum Strategy	August 2020	August 2025	Community owned	Administered by the Central Otago Museums Trust. Articulates a high-level vision, mission, and strategic objectives for museums. Includes a framework for collaboration and overarching actions for development into an operational plan.	External

Central Otago policy standard

The intention of the register is to provide an accurate and up to date overview to the Audit and Risk Committee. This enables the committee to carry out their function of providing oversight and governance to ensure appropriate systems and practice are delivered throughout the Council and its activities.

The register includes all bylaws, strategies, and policies. Relevant plans and guidelines have also been included.

Central Otago policy documents are reviewed over the following time period:

- Bylaw – 5 years
- Policy – 3 years
- Plans – 5 years
- Strategies – 5 years
- Guidelines – 5 years

No set timeframes apply to community owned documents.

Longer timeframes may apply when a policy or document is drawn directly from legislation – in these instances, timeframes follow the relevant act.

Policies are reviewed annually where appropriate.

Compliance

Compliance is calculated based on the number of items on this register that meet the timeframes above. The following exclusions have been made:

- Reserve Management Plans have been excluded from compliance figures.
- Community owned plans have been excluded from compliance figures as they are administered directly by the community.
- Community response plans have been excluded from compliance figures as they are administered by the Otago Regional Council.
- The Regional Identity has been excluded from compliance figures as there is no one set document to base the calculation on.

Publication

All Central Otago policies adopted by Council are published externally.

Policies that primarily relate to the management of staff, including human resource provisions, are not published. These policies have been marked as 'internal' on the register.

Publication generally refers to the Council website codc.govt.nz. Some work also appears on the Central Otago New Zealand website centralotagonz.com. The Long-term Plan and related policies are also published in hard copy.

26.2.3 LTP UPDATE

Doc ID: 2801398

Report Author:	Bidi Sharland, Corporate and Strategic Planner
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

To consider an update on the 2027-2037 Long-Term Plan (LTP) project.

Recommendations

That the report be received and its contents noted.

2. Discussion

Project Status

The 2027–2037 Long-Term Plan (LTP) is on schedule. The last update was provided to the Audit and Risk Committee on 9 February, with regular progress reports since provided to Council and the Community Boards.

The LTP team attended the Taituarā long-term planning seminar in February. Taituarā described this as an “LTP of hard decisions”, driven by Three Waters separation, affordability pressures, and possible rates capping from 2029. This reinforces the need to prioritise, weigh trade-offs, and clearly communicate the impact of investment choices.

In April and May, activity managers and budget holders prepared 10-year work programmes and workshop presentations covering levels of service, whole-of-life cost, and risk. These were presented at Council workshops on 11 and 13 May, alongside matters raised through Community Board LTP Strategy Workshops.

A decision paper confirming Council’s LTP inclusions will be presented to the Council meeting on 27 May. It will include modelling of Council’s preferred direction identified through the workshops.

LTP budget development began in late March after Council approved the draft 2026-27 Annual Plan. Budget inputs remain open until 18 June and will reflect Council feedback. Finance will present the budgets in late July. Rates workshops continued through April and May, and this will be publicly consulted with the community in July.

The high-level timeline is below. Appendix 1 provides further detail on elected member involvement through Council and Audit and Risk Committee meetings and workshops.

Time	Actions
Q4 2025	Key consultation issues identified (begins) Onboarding/induction with new elected members Strategy sessions with councillors Kick off Rating Review
Q1 2026	Strategy sessions with community boards Finalise Community Outcomes Commence preparation of budgets AMP rationale complete (to support Infrastructure Strategy and Budgeting)
Q2 2026	LTP workshops continue (budgets & strategies) Budgets continue development Financial strategy Rating review out for consultation (end of June)
Q3 2026	Any additional workshops Budgets finalised Begin finalising all supporting strategies, AMPs, policies 30-year Infrastructure Strategy updated Drafting of Consultation Document and LTP commences
Q4 2026	Draft Consultation Document and LTP reviewed by Audit & Risk Committee Draft Consultation Document and LTP approved for audit by Council Supporting documents drafted
Q1 2027	CD and draft LTP audited January – February 2027 End of February/early March 2027 CD adopted for consultation Public consultation undertaken March/April 2027
Q2 2027	Hearings and deliberations Final edits and refinements Final adoption by 30 June 2027
Q3 2027	Review of LTP Planning & coordination of next LTP commences

Risks, Assumptions, Issues, and Dependencies (RAID) Log

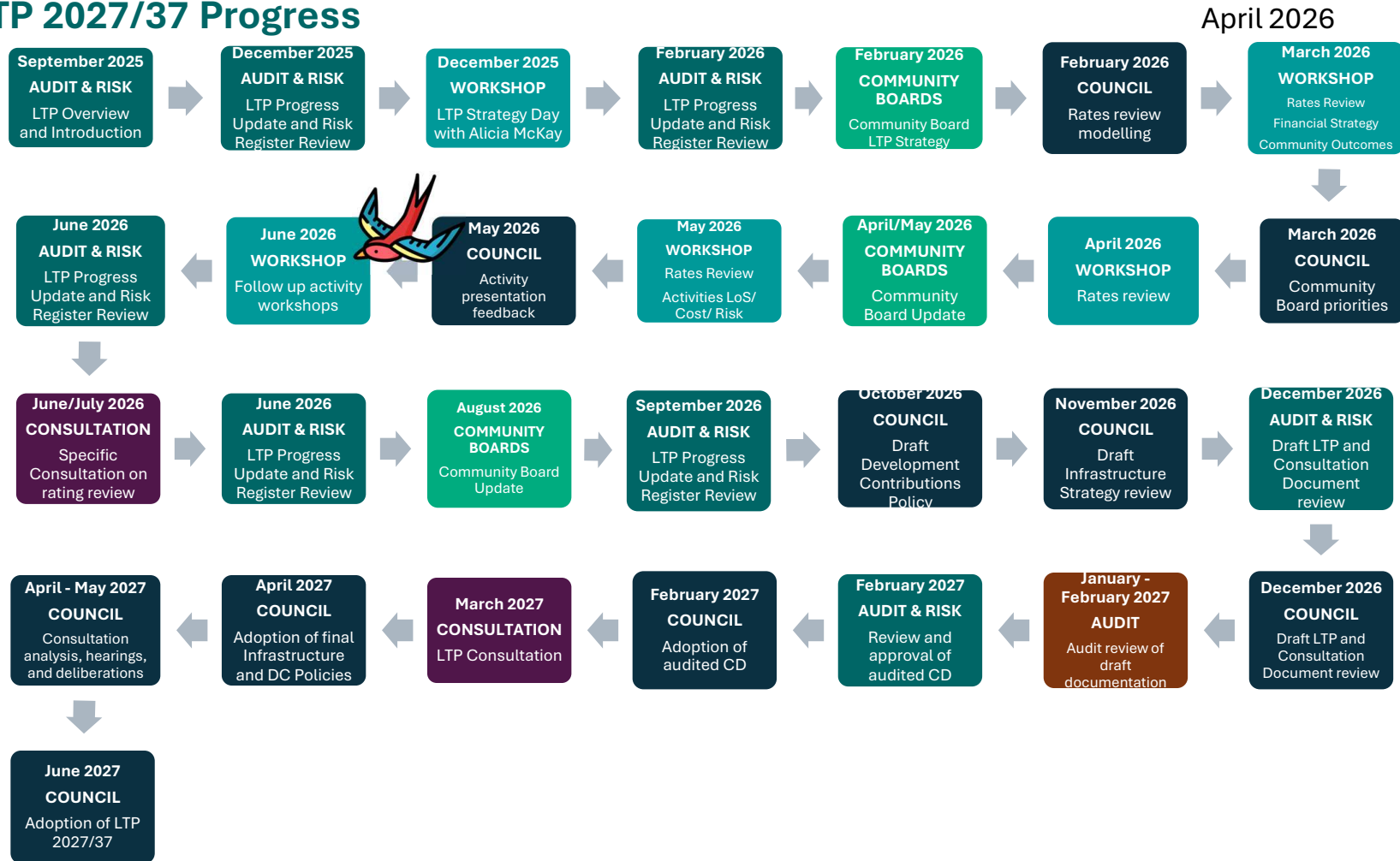
The RAID Log has been reviewed and updated and can be found at Appendix 2. Only one risk has a current rating of very high; it is likely this will remain a top risk for the project as work progresses. The risk relates to rate capping and the impact of this upon budgeting and Council's ability to deliver as expected. A new risk relating to government reform impacts upon the LTP process has been added and is currently rated high. Positively, several risks have reduced in score in the latest review, with two dropping from medium to low and another decreasing from high to medium.

3. Attachments

Appendix 1 - LTP 2027-37 Key Milestones [↓](#)

Appendix 2 - LTP RAID Log - June 2026 [↓](#)

LTP 2027/37 Progress





- Questions:
- When will Financial Strategy be approved by Council? Workshop March – final document when? – with IS
 - Consultation approach for rating review – when should this be agreed? Is March too early?
 - Additional follow-up workshops for activities to be in June – does this align with NZTA plans for August documentation?

Risk Reference	Risk Name	Risk Description	Owner	Current Ratings		Current Risk Score	Mitigants	Target Risk Score	Status	Recent Change	Issue Reference	Transfer to BAU?	Date Closed	
				I	L									
LTP-11	Rates Increases and Capping	Risk that rates capping for year 3 of the LTP will restrict Council's ability to undertake required activities, resulting in service level reductions and community dissatisfaction	LTP Project Team	4	5	Very High	- Budgeting workshops to begin in early 2026, to allow time for refinement and to establish rate impact as early in the planning process as possible - Budgeting workshops to be consistent from all areas of the organisation, through use of a template, ensuring elected members have the appropriate information to direct decision-making - Once modelling of rates available from initial budgeting, work will be undertaken to establish requirements to ensure Y3 of the LTP is possible within a capped rates environment	Low	Open			No		
LTP-17	Central Government Reform	Risk that central government reform impacts the development of a fit for purpose Long-Term Plan due to pace, volume, and uncertainty of existing and proposed reforms. This could result in staff and community dissatisfaction, and requirement to complete an LTP amendment in year 2 or 3 of the LTP.	LTP Project Team	4	4	High	- LTP Project Sponsor also leading head start pathway internal workstream - Proposed change to LTP activity groupings currently under review and potential engagement with central government understood - Amendments to Development Contributions (moving to levies) understood and to be factored into DC Policy - LTP to be prepared with best available information on all current and planned reform activity	Low	Open	New May 2026			No	
LTP-01	Internal delays	Risk that internally-driven delays within the LTP process impact the timeliness of the delivery of key items such as strategies, consultation document, and the LTP itself. This could result in increased audit fees, staff pressure and dissatisfaction, legislative breach, and negative impact on ability to set rates.	LTP Project Team	4	3	High	- Working groups set up to manage delivery of each key item - Timeline defined - ELT to enforce deadlines consistently - Solutions to bottleneck processes from previous LTPs to be defined by project team	Low	Open				No	
LTP-06	Key Person Dependencies	Risk that key individuals within the LTP process are unable to deliver as expected, resulting in unsatisfactory completion of work items, delays, staff pressure and dissatisfaction, and incomplete processes.	LTP Project Team	3	4	High	- Identify key person dependencies - Ensure shadowing or back-up processes in place - Set up template/process to be followed if a key person exits the project	Low	Open				No	
LTP-10	Staff Workload Pressure	Risk that pressure on staff increases at pinch points within the project, resulting in decreased wellbeing and an inability to meet expected standards.	LTP Project Team	4	3	High	- Pinch points in timeline identified with consideration to be given to potential solutions	Low	Open				No	
LTP-14	Post-Waters Strategy Alignment	Risk that the strategy for the organisation in a post-water services environment is not developed in alignment with LTP project timelines, resulting in the LTP not being reflective of strategic direction.	LTP Project Team	3	4	High	- Working group leads meet monthly to discuss progress and strategic alignment	Low	Open				No	
LTP-02	Audit delays	Risk that CODC's audit team delay the start of their audit of the CD or LTP, or are delayed in completing their audit due to factors outside CODC control, resulting in staff pressure and dissatisfaction, reputational damage, and legislative breach.	LTP Project Team	3	3	Medium	- Maintenance of audit relationship from initiation of project to ensure deadlines locked in - Where a change to CODC's audit team is suggested or occurs, this will be managed appropriately - note that audit team has changed from	Low	Open	Reduced from high - May 2026			No	
LTP-04	Internal Communication	Risk that internal communication is inadequate, resulting in non-completion of tasks, delayed delivery, staff dissatisfaction, and elected member dissatisfaction.	LTP Project Team	3	3	Medium	- Internal comms to be owned by Project Team - Internal comms plan to be defined - Regular check-ins on whether approach is effective to be held	Low	Open				No	
LTP-07	Maori Partnership and Engagement	Risk that iwi are not effectively engaged at the necessary points in the process, resulting in reputational damage, relationship damage, and lack of Maori representation in the LTP	LTP Project Team	3	3	Medium	- Maori liaison working group established - Aukaha quarterly hui to include standing LTP agenda item during the planning process	Low	Open				No	
LTP-13	Activity Management Plan Development	Risk that AMPs cannot be utilised to support the Infrastructure Strategy due to inconsistencies in development and misalignment with other documentation. This would result in delays to definition of the Infrastructure Strategy and increased audit focus.	LTP Project Team	3	3	Medium	- Infrastructure and AMPs working group established - AMP training to be delivered by external party - Consistent template for AMP development - Timeframes for completion of AMPs defined early in process	Low	Open				No	

LTP-08	NZTA Deadline Impacts	Risk that NZTA's deadline for completion of Roading AMP and funding applications reduce opportunity for other areas of the organisation to seek appropriate budgetary increases due to pre-determination of Roading budget.	LTP Project Team	3	2	Low	- Timeframe for AMP completion across the organisation aligned to NZTA requirements - Budget discussions to take place prior to NZTA deadlines, resulting in well-rounded information being included in NZTA submission, accounting for needs of the rest of the organisation - Level of Service and AMPs working group monitoring progress of activities to ensure deadlines are met	Low	Open	Reduced from medium - May 2026		No
LTP-09		Risk that final LTP does not appropriately reflect or align with the district vision, organisational vision, or community outcomes, resulting in the LTP not delivering upon community or council aspirations.	LTP Project Team	3	2	Low	- Community Development Lead included in multiple working groups, including overall project team - AMPs to include vision linkage - LTP guiding principles including visions and outcomes linkages to be documented - Workshop template for elected member workshops to include requirement to document linkages across visions and outcomes	Low	Open	Reduced from medium - May 2026		No
LTP-05	External Communication and Consultation	Risk that external communication for LTP is not successful and does not drive desired engagement, resulting in community views not being fully factored into decision-making	LTP Project Team	3	2	Low	- Comms Plan for LTP consultation - Consideration of any new approaches to engagement - CD response rate to be monitored throughout consultation period and community reminders to be increased if required	Low	Open			No
LTP-12	Engagement with Technology	Failure to engage with innovative technology (e.g., AI) throughout the LTP process reduces opportunity for increased efficiency and improved dissemination of information	LTP Project Team	3	2	Low	- LTP Project Team to investigate options for technology use within project and across workstreams	Low	Open			No
LTP-15	LTP Impact on BAU	Risk that LTP project activity impacts BAU productivity and staff capacity, resulting in non-completion of planned activity and staff dissatisfaction.	LTP Project Team	2	3	Low	- Timelines planned, with inputs from organisation understood - Clear communication of expectations from staff	Low	Open			No
LTP-16	Rates Review Process	Risk that the decided approach following the rates review results in increased workloads and delays to project timelines.	LTP Project Team	2	3	Low	- Rate review work to be undertaken early 2026 - anticipating June consultation - LTP consultation timing planned in advance - Finance working group in place to monitor and manage activities	Low	Open			No
LTP-03	Governance/Staff Relationship and Alignment	Risk that the governance/staff direction and approach to LTP is misaligned, resulting in lack of or delayed decision-making, inconsistent direction, staff and EM dissatisfaction, and reputational damage.	LTP Project Team	2	2	Low	- Consistent workshops and papers to be delivered to Council to support their digestion of information - Audit & Risk Committee to maintain oversight of LTP process - Mayor to be engaged early (November 2025) - Council to be engaged early (November 2025) - Council workshops to begin with LTP overview for new councillors. - Community Board engagement to be defined. - Elected member strategy workshop to guide process	Low	Open			No

Reference	Description	Date of Assumption	Confirmed/R emoved	Date Confirmed or Removed	Comments
A001	CODC will retain a stable council for the full LTP process	Oct-25			
A002	Economic forecasts remain on track and are expected to be realised	Oct-25			

Reference	Issue Title	Issue Description	Date Identified	Action being taken
IS001	Water Services Strategy Audit	Water Services Strategy may need to be audited alongside the LTP, rather than separately.	8/12/2025	OAG and Taituara providing guidance in early 2026 to provide further instruction on how the audit process will work for WSS and LTP

Reference	Dependency Description	Dependent Upon	Update	Related Risk Reference	Issue Raised?	Issue Reference	Status	Date Closed
DP001	Annual Plan 2026/27 budget finalisation must be complete before budgets can be opened for LTP	Annual Plan 2026/27	AP Project group has taken this dependency into account and planned a timeline to allow for early completion of budgets	LTP-01	No	N/A	Closed	1/04/2026

26.2.4 HEALTH, SAFETY AND WELLBEING REPORT

Doc ID: 2792387

Report Author:	Anita Jansen, Health, Safety and Wellbeing Advisor
Reviewed and authorised by:	Louise Fleck, Group Manager - People and Culture, Acting Group Manager - Community Vision

1. Purpose

To provide the Audit & Risk Committee with an update on the health, safety and wellbeing performance of the organisation.

Recommendations

That the report be received and its contents noted.

2. Discussion

2.1 Reporting period

This report covers the period 1 January – 31 March 2026 ('the reporting period').

2.2 Health, Safety and Wellbeing Advisor summary

During this reporting period, the Health, Safety and Wellbeing focus has been on finalising our work programme, enhancing staff wellbeing and carrying out risk reviews.

Critical Risk Review completed by the Executive Leadership Team at the Omakau Water Treatment Plant, observing river transect work to enhance understanding of operational risks. The next review is scheduled for September at the Cromwell Transfer Station.

Quarterly risk reviews to support identification of key risks and control gaps, with a specific focus on remote and/or isolated work is underway with HS Reps across the organisation.

Development and implementation of our twelve-month wellbeing plan.

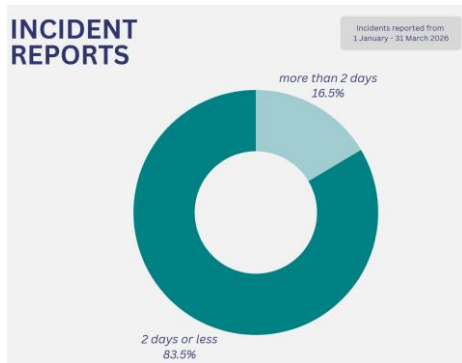
Finalisation of the Health, Safety and Wellbeing Management Framework.

Ongoing delivery of BWARE training across the organisation.

Rollout of a new Employee Assistance Programme (EAP) wellbeing app to devices.

Consultation on the draft Drug and Alcohol Impairment Policy, reinforcing the organisation's commitment to a safe and healthy workplace.

2.3 Lead Indicator dashboard

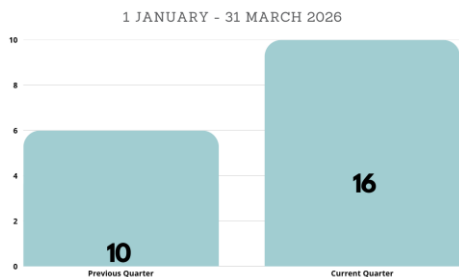


Measure: Reporting of incidents in a timely manner 80% of incidents reported in BWARE within 48 hours* (and to manager immediately)

Commentary: Achieved – 83.5%, which is slightly more than the previous quarter’s percentage of incidents reported within 2 days or less.

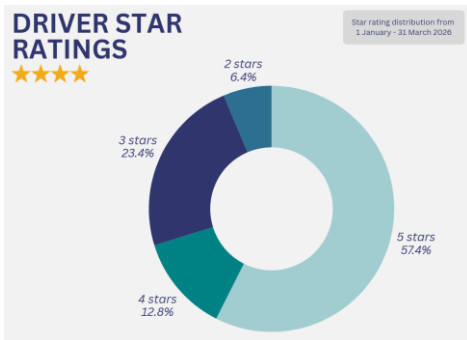
*Contractor incidents within 72 hours of notification to CODC.

Near Misses Reported



Measure: Increase in number of near misses being reported each quarter.

Commentary: Achieved – slight increase compared to the previous quarter with 16 near misses reported.

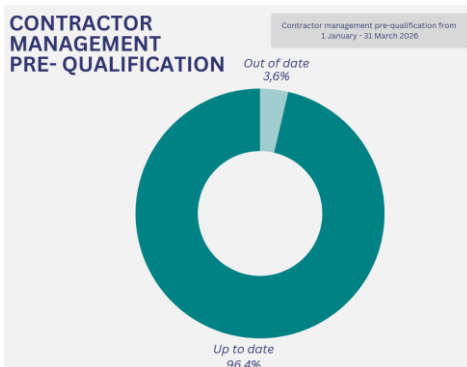


Measure: Achieve Average Star Rating of 4 – measured quarterly.

Commentary: Achieved - star rating of 4.

Continue to recognise drivers with 5-star ratings on driver leaderboard. Star ratings are based on harsh braking, speed and acceleration.

There were three drivers who achieved an average star rating of 2 – this has been followed up with the drivers involved.



Measure: Contractor management – pre-qualification assessments up to date: 90% of pre-qualification assessments up to date.

Commentary: Achieved 96.4%, which is a slight improvement compared to the previous quarter.

Critical risk observation



Measure: Critical risk observation by ELT - Observation to take place bi-annually.

Commentary: The critical risk observation took place in March 2026, with ELT visiting the Omakau Water Treatment Plant to observe river transect work. The next critical risk is scheduled for September 2026.

2.4 Significant incident summary

There were 88 incidents reported during this period, an increase from 55 in the previous reporting period.

SEVERITY RATING	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Risk consequence rating	Negligible or minor (Business as usual)	Moderate	Major	Extreme
Examples	Non-treatment injury, first aid injury	Medical treatment injuries, near miss that could result in medical treatment, wet rescue	Lost time injuries, high potential near miss	Fatality, life-altering injuries, or potential for either
No. of incident reports	72	14	2	0

Table 1. Severity rating for all incident reports

2.5 Employee reports

During this reporting period, there were 16 incidents (19%) affecting employees, representing an 8% decrease compared to the previous period.

Employee-related incidents were primarily associated with challenging customer interactions, minor injuries, and near-miss events. Instances of aggressive or confrontational behaviour from members of the public were noted, including disputes over pool inflatables weight limits, and noise levels during peak periods.

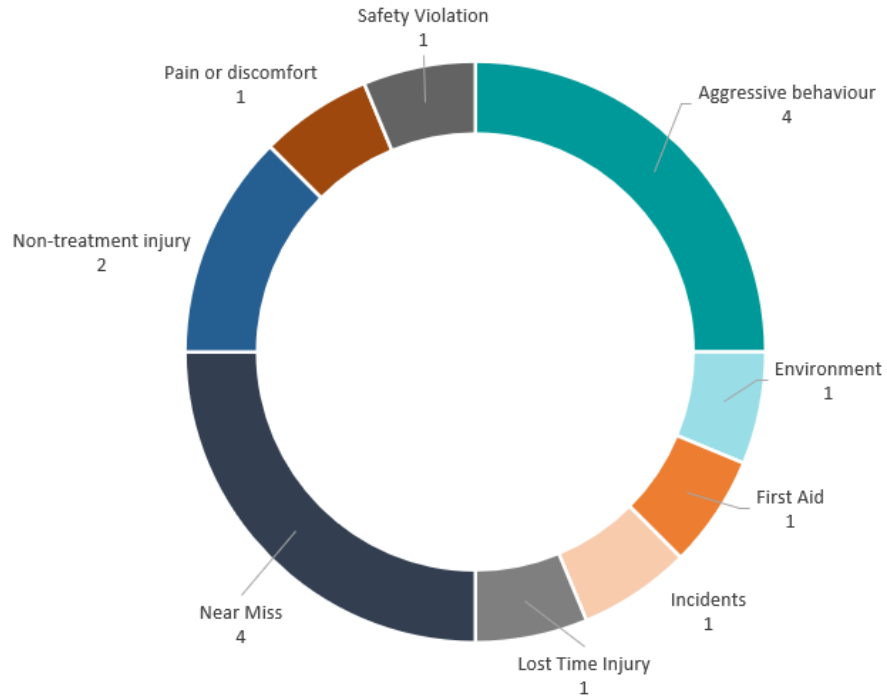
A trespass notice was issued for two years following repeated inappropriate and intimidating behaviour, reinforcing controls to protect staff wellbeing.

A more serious incident involved an employee sustaining a fractured shoulder following a fall pool side, requiring ambulance attendance and resulting in a lost time injury.

A near-miss event was also recorded, where a vehicle passed dangerously close to an employee undertaking fieldwork, highlighting the need for continued vigilance and effective safety controls.

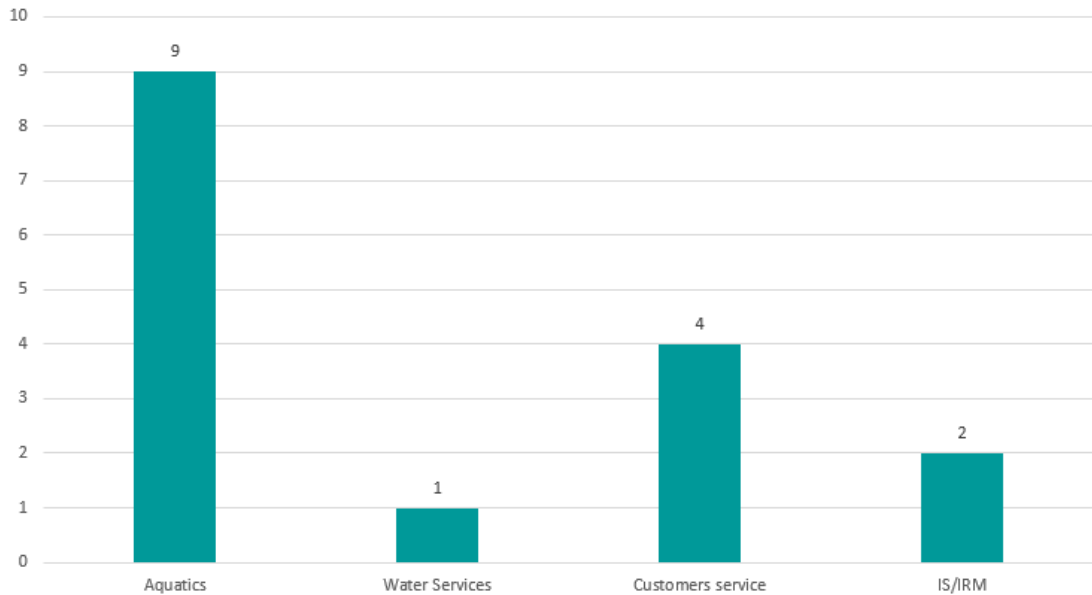
Minor injuries included a laceration from contact with a display stand and musculoskeletal discomfort linked to workstation setup, which was addressed through ergonomic adjustments.

Employee reports by type 1 January - 31 March 2026



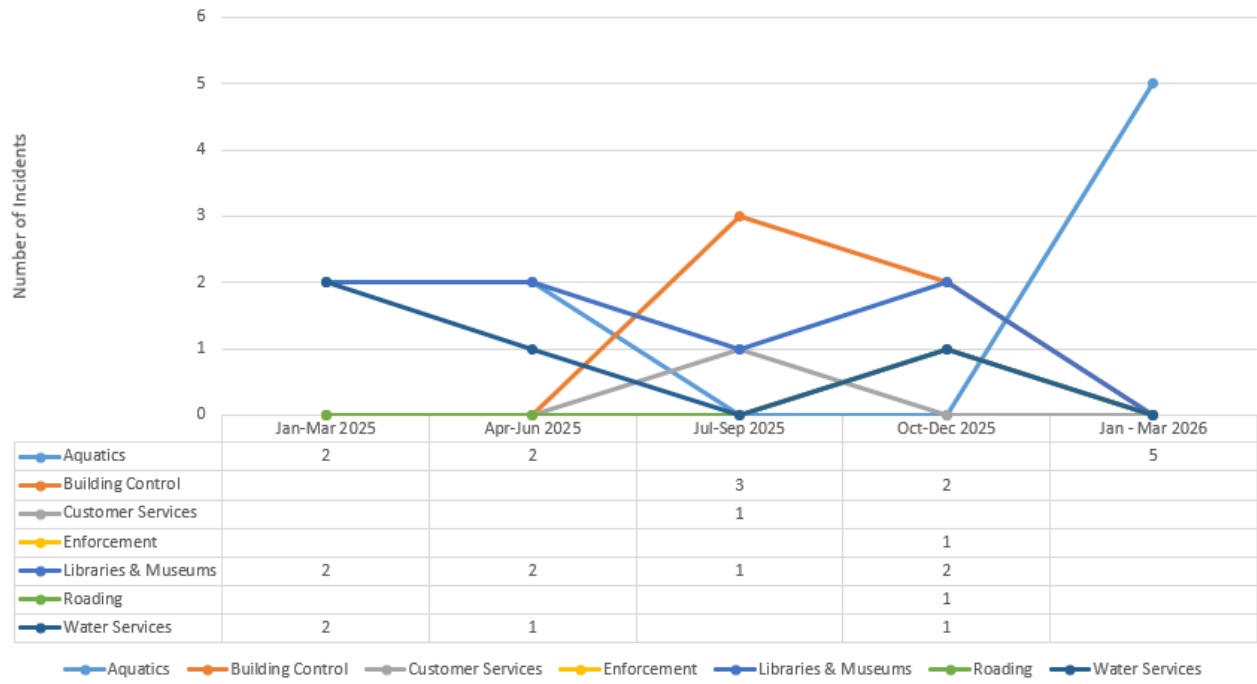
Graph 1. Employee incidents and reports by cause: Aggressive behaviour or violence (4), Environment (1), First Aid (1), Incidents (1), Lost Time Injury (1), Near Miss (4), Non-treatment injury (2), Pain or Discomfort (1), Safety Violation (1)

Employee incidents by business area 1 January - 31 March 2026

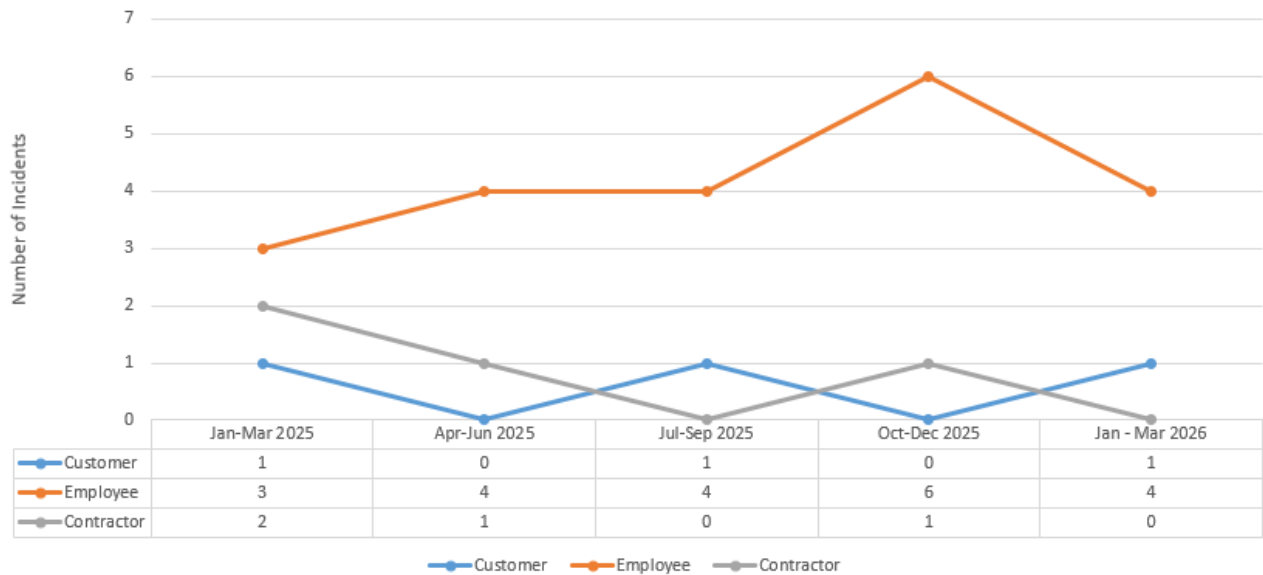


Graph 2. Employee incidents by business area: Aquatics (9), Customer Service (4), Water Services (1), IS/IRM (2).

Trend Analysis - Aggressive Behaviour by area



Trend Analysis - Aggressive Behaviour by type



2.5.1 Employee injuries

Five recordable injuries were reported this quarter, which is a slight decrease from the previous quarter.

Reporting period	Non-treatment injury	First aid injury (FAI)	Medical treatment injury (MTI)	Restricted duties	Lost time injury (LTI)	Fatality	Total recordable injuries
Feb 24 – Apr 24	1	0	0	0	1	0	2
May 24 – Jul 24	0	1	1	0	0	0	2
Aug 24 – Oct 24	0	3	0	0	0	0	3
Nov 24 – Dec 24	0	3	0	0	0	0	3
Jan 25 – Mar 25	1	4	0	0	0	0	5
Apr 25 – Jun 25	1	1	0	0	1	0	3
Jul 25 – Sep 25	2	1	0	0	0	0	3
Oct 25 – Dec 25	1	4	1	0	0	0	6
Jan 26 – Mar 26	3	1	0	0	1	0	5

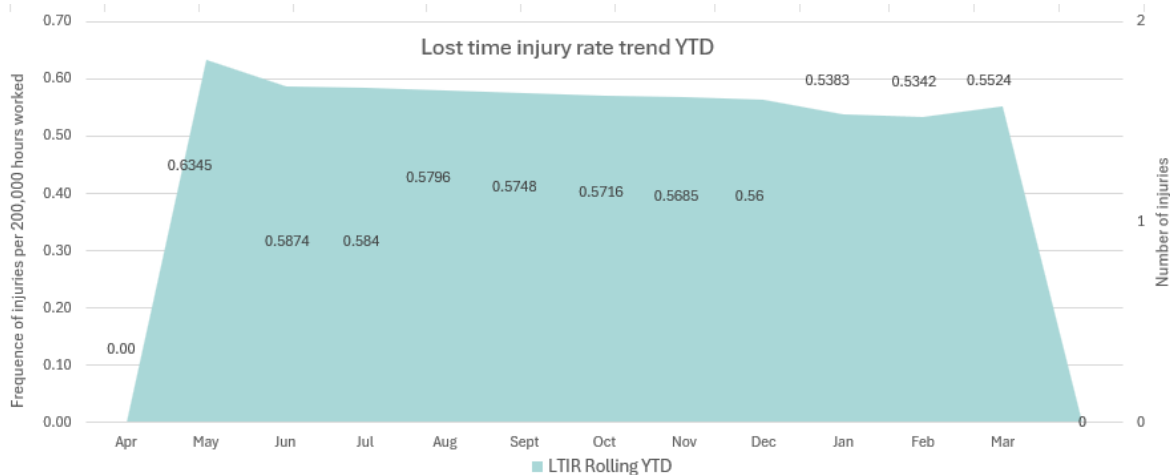
Table 2. Recordable injuries (employees)

2.6 Lost time injury frequency rate (LTIFR)

The Lost Time Injury Frequency Rate (LTIFR) is measured against a benchmark of 1.95 injuries per 200,000 hours worked. The injury rate has remained relatively stable across the previous reporting period.

In May 2025, a lost time injury occurred involving an employee at a swimming pool who sustained a leg injury after tripping over. Medical assessment confirmed fractures requiring surgical treatment. The incident has been classified as a lost time injury.

A second lost-time injury occurred in March 2026, involving a swimming pool employee who sustained a fractured shoulder following a fall from the poolside wall while conducting a class.



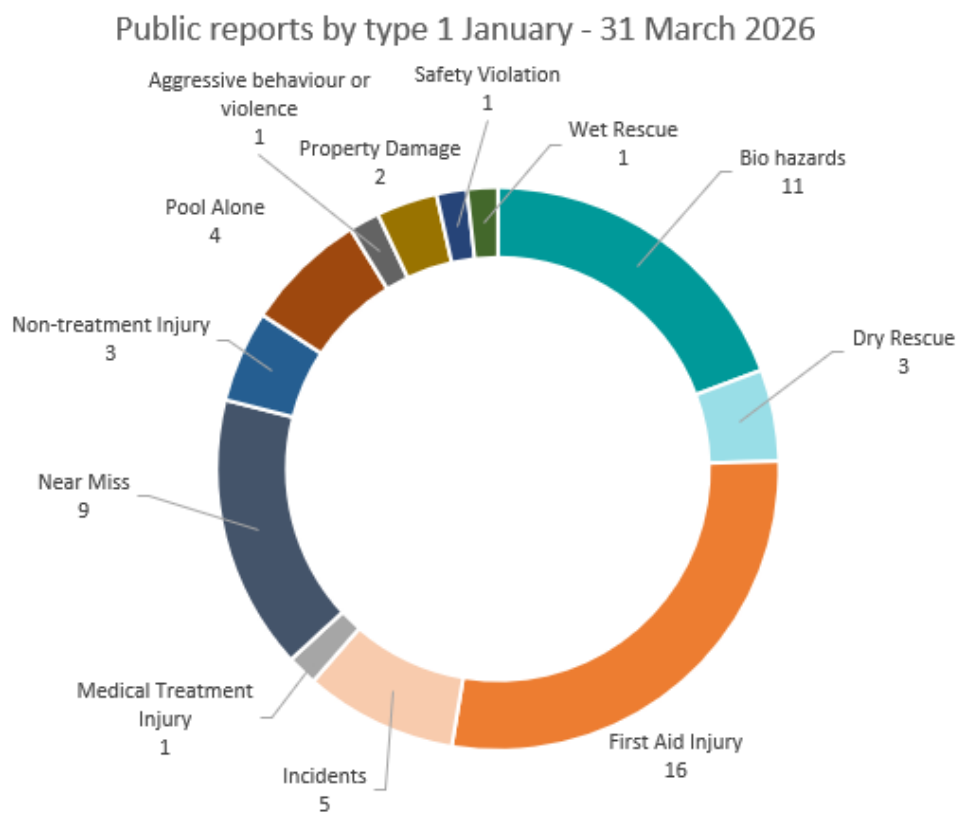
Graph 3. Lost time injury frequency rate (rolling 12-month average).

2.7 Public incidents

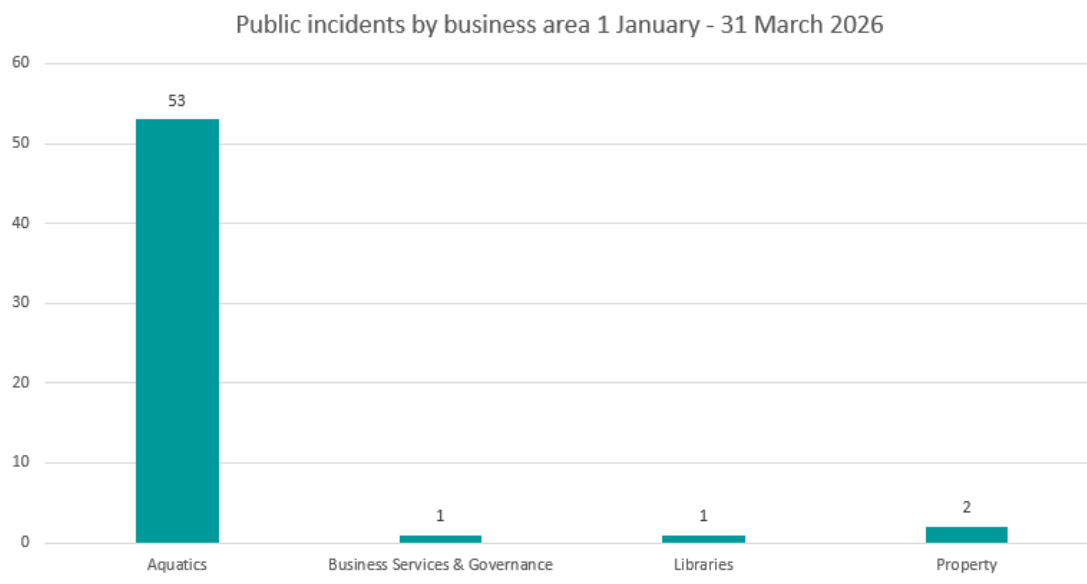
During this reporting period, 57 incidents (65%) involved members of the public, representing an increase from 60% in the previous period.

One wet rescue also occurred during a school swimming session, involving a child who became distressed in the water. Three dry rescues were undertaken, involving two children who experienced difficulty in the deep end of the pool and one adult who became entangled in the lane ropes while using an aqua belt.

A customer became verbally aggressive after reacting to their clothing being moved in a changing cubicle. Other events included non-compliance with supervision requirements, and minor first aid cases such as grazes, nosebleeds, and head impacts.



Graph 4. Public incidents and reports by cause: Bio hazards (11), Dry Rescue (3), First Aid Injury (16), Incidents (5), Medical Treatment Injury (1), Near Miss (9), Non-treatment Injury (3), Pool Alone (4), Aggressive behaviour (1), Property Damage (1), Wet Rescue (1)



Graph 5. Public incidents by business area. Aquatics (53), Business Services & Governance (1), Libraries (1), Property (2)

2.7.1 Public injuries

Twenty injuries were reported during this period, representing an increase in total recordable injuries compared to the previous reporting period. All injuries occurred within the Aquatics teams.

Reporting period	Non-treatment injury	First aid injuries (FAI)	Medical treatment injury (MTI)	Fatality	Total recordable injuries
Feb 24 – Apr 24	0	9	1	0	10
May 24 – Jul 24	0	13	1	0	14
Aug 24 – Oct 24	0	9	1	0	10
Nov 24 – Dec 24	0	5	1	0	6
Jan 25 – Mar 25	0	18	2	0	20
Apr 25 – Jun 25	1	9	1	0	11
Jul 25 – Sep 25	2	14	0	0	16
Oct 25 – Dec 25	4	5	0	0	9
Jan 26 – Mar 26	3	16	1	0	20

Table 3. Recordable injuries (public)

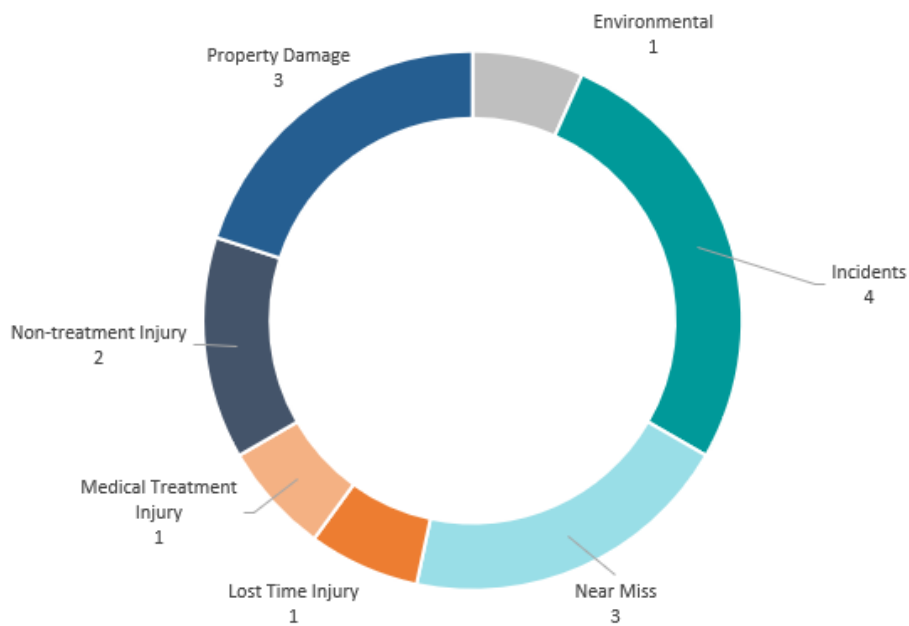
2.8 Contractor reports

Council received 15 contractor reports (17%) during this period, representing an increase from the previous reporting period.

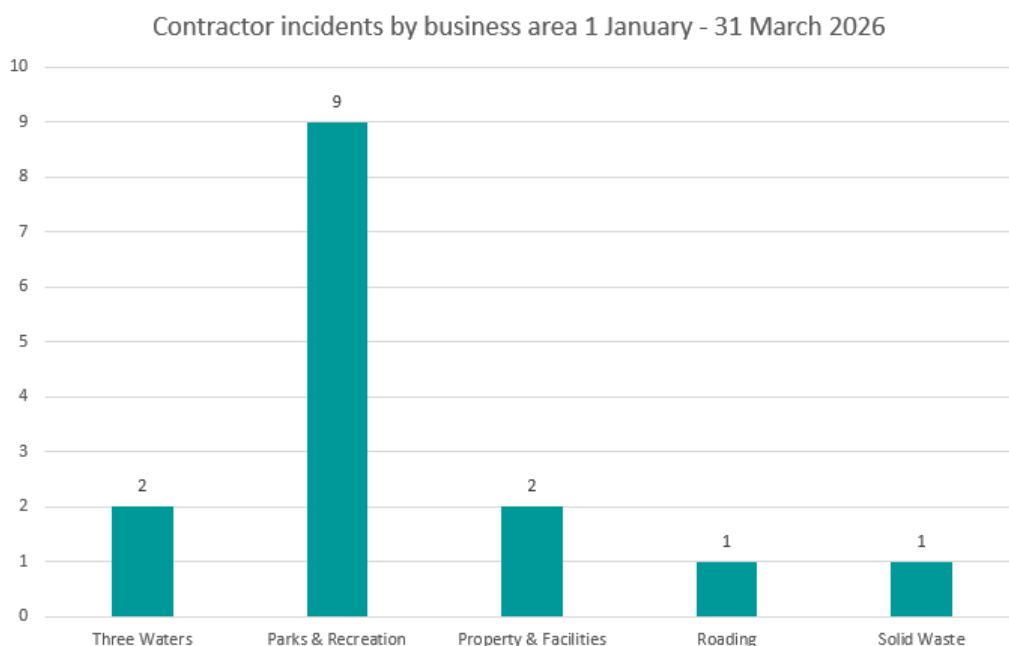
The most significant incidents included a machinery rollover involving a 1.5T excavator at a worksite; no injuries were sustained. A separate incident occurred at a transfer station, where a skip load was found to contain asbestos-containing material after being deposited on the tipping pad. Work was immediately halted, the area was secured, and decontamination procedures were completed. The site was safely reopened later the same day.

A number of non-serious harm injuries were also reported, largely associated with manual handling and operational tasks, including a back strain, minor muscle strain, facial injury, and eye irritation.

Contractor reports by type 1 January - 31 March 2026



Graph 6. Contractor incidents and reports by cause: Property Damage (3), Environmental (1), Incidents (4), Near Miss (3), Lost Time Injury (1), Medical Treatment Injury (1), Non-treatment Injury (2)



Graph 7. Contractor incidents by business area. Three Waters (2), Parks & Recreation (9), Property & Facilities (2), Roothing (1) Solid Waste (1)

2.8.1 Contractor injuries

There were five recordable incidents during this period, representing a slight increase from the previous quarter.

The most significant incidents involved a manual handling task where equipment shifted during unloading, resulting in a facial injury requiring dental treatment. Another incident involved a back strain sustained during manual handling activities, with contributing factors including a previous injury and movement technique.

Reporting period	Non-treatment injury	First Aid Injury (FAI)	Medical treatment injury (MTI)	Fatality	Total recordable injuries
Feb 24 – Apr 24	0	0	0	0	2
May 24 – Aug 24	0	0	1	0	1
Aug 24 – Oct 24	0	3	0	0	3
Nov 24 – Dec 24	0	0	1	0	1
Jan 25 – Mar 25	1	0	0	0	1
Apr 25 – Jun 25	4	0	0	0	4
Jul 25 – Sep 25	1	1	0	0	2
Oct 25 – Dec 25	0	1	1	0	2
Jan 26 – Mar 26	2	0	3	0	5

Table 4. Recordable injuries (contractor).

2.10 Critical risks

Graph 8 below illustrates the core risks or hazards associated with incident reports during the reporting period.

Reports of exposure to biological hazards remains unchanged from the previous period at 11.

Incidents involving aggressive behaviour or violence decreased compared to the previous reporting period, which recorded seven incidents.



Graph 8. Incident reports relating to critical risk areas compared to previous reporting periods. Aggressive behaviour or violence (5), Biological hazards (11), Driving fleet vehicles (1), Working at heights (1)

2.11 Training and competency

Training area / course	This period
New staff inductions	26
Fire extinguisher training (Water Sampling)	5
BWare training (Regulatory)	6
First aid certificates (new and refresher)	19

Table 6. Training register excerpt

2.11.1 Planned training

- De-escalation workshop – Scheduled May 2026
- Situational Safety/De-escalation 4 hour workshops – Scheduled June 2026

2.12 Wellbeing

2.12.1 Indicator 1: No. employee sessions with EAP (Employee Assistance Programme)

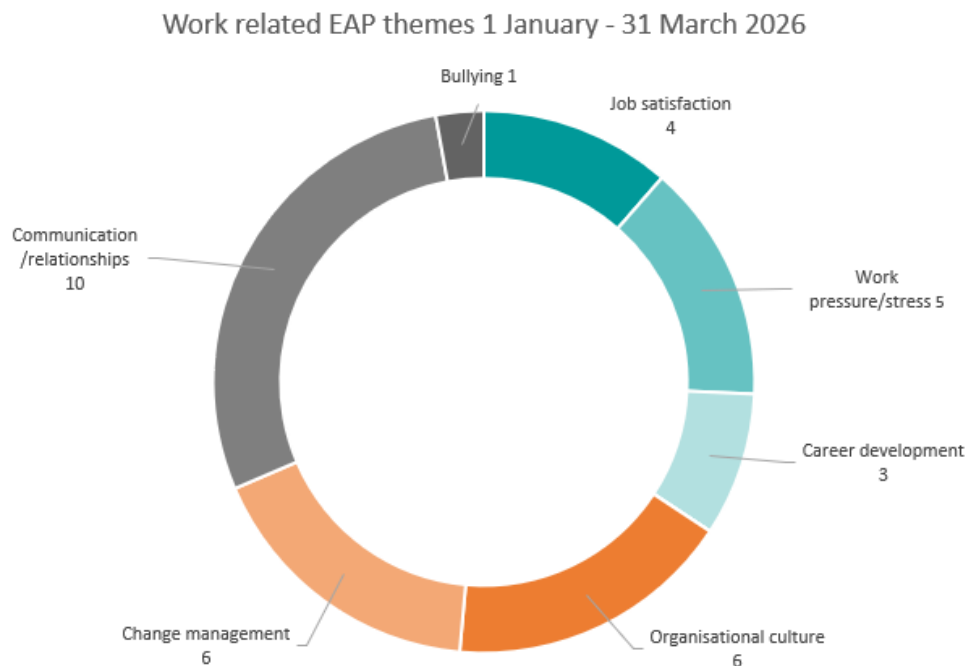
The EAP data covers the period January, February and March 2026. During this time, 68 matters were raised with the onsite EAP provider, compared to 75 in the previous reporting period:

- **Personal matters:** 48.5% (decreased from 59% previously)
- **Workplace matters:** 51.5% (increased from 41% previously)

EAP Top 3 Themes (Work-related)

Position	Work-related themes
1	Communications
2	Managing workplace change
3	Organisational Culture

Table 7. Work-related theme.



During this reporting period, the most frequently identified workplace themes were communication challenges, managing organisational change, and workplace culture.

Communication challenges were the most prominent issue, with employees expressing frustration around expectations, engagement with leadership, and navigating conversations during periods of change.

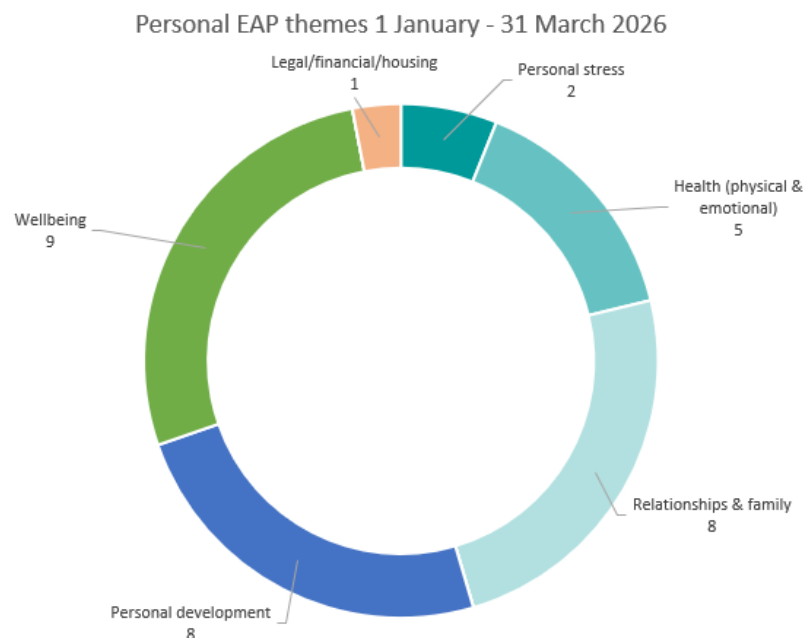
Change-related concerns were also evident, including uncertainty around structural changes, role adjustments, and future direction. While some feedback was positive, most reflected stress and difficulty adapting.

Organisational culture featured strongly, with a mix of positive team dynamics alongside concerns about support and workplace relationships.

EAP Top 3 Themes (Personal)

Position	Personal themes
1	Wellbeing
2	Relationships / Family
3	Personal Growth / Future

Table 8. Personal themes (Top 3).



During this reporting period, the most commonly raised personal concerns were wellbeing, relationships and family, and personal growth and future planning.

Wellbeing was the most prominent theme, reflecting a focus on overall mental and emotional health.

Relationship and family issues were also significant, highlighting the ongoing impact of personal dynamics outside of work.

Personal growth and future planning featured strongly, with employees seeking clarity around goals, direction, and life transitions. Overall, these themes indicate a strong focus on both immediate wellbeing and longer-term personal development.

In depth sessions:

Of all matters discussed, employees sought individual support from the Wellbeing Supporter on 14 occasions, considering the issues significant enough for a private, in-depth conversation. These sessions included strategy discussions and/or referrals for counselling. This is a decrease from 23 in-depth sessions in the previous reporting period.

In depth sessions are defined as: In-depth conversations with an employee away from their desk, in a private room or off-site. These can last 30-60 minutes per conversation.

Clinical sessions:

Two employees accessed clinical or counselling support, attending a total of four sessions. All sessions were related to personal matters. This represents a decrease from five sessions reported in the previous period.

2.12.2 Indicator 2: Employee attendance at wellbeing events and activities and feedback from post-activity surveys

We continue to promote webinars hosted through My Everyday Wellbeing and the challenge for each month. The themes for this quarter have been:

- **Recognising and responding to grief**
- **Healthy from the inside out**
- **Redefining Retirement: Designing your next chapter**

2.12.3 Scheduled activities

We continue to hold staff Engage Sessions which give staff the opportunity to hear the life experiences from another staff member. These usually attract approximately 20 staff both in person and online.

Wellbeing initiatives for this reporting period have included:

- Welcome back sausage sizzle
- Frugal February
- Financial wellbeing workshop
- Aotearoa bike challenge
- Celebrating International Women's Day
- Balancing work, family and dependents session
- Neurodiversity week

3. Attachments

Nil

26.2.5 REVISED RISK APPETITE STATEMENT

Doc ID: 2801395

Report Author:	Amelia Lines, Risk and Procurement Manager
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose of Report

To consider Central Otago District Council's (CODC) revised Risk Appetite Statement.

Recommendations

That the Audit and Risk Committee

- A. Receives the report and accepts the level of significance.
 - B. Recommends to Council the adoption of the revised Risk Appetite Statement.
-

2. Background

A Risk Appetite Statement (RAS) was first developed and adopted by Council in January 2025. As this was the first iteration of a RAS, a review following the inauguration of a new Council has been undertaken to ensure the RAS continues to accurately reflect Council's attitude towards and appetite for risk. As such, a workshop was held in February 2026 to review and discuss the risk appetite and to introduce a revised approach to appetite.

3. Discussion

The workshop held in February 2026 introduced a new approach to defining risk appetite levels. This approach changes appetite levels from a scale of very low to very high, determined through formal risk assessment, to a qualitative scale of averse through to open. The revised Risk Appetite Statement can be found at Appendix 1.

This change in definition will support staff to discuss appetite in relation to future decisions and significant activities, as opposed to only when a risk has been formally assessed and can be understood to be within or out of appetite. To ensure complete linkage with risk assessments and the ability to report appetite levels of existing risks, the appetite levels link directly to risk assessments of very low to very high.

This new approach enables a well-rounded approach to risk appetite and will support staff in providing appropriate advice to elected members.

In addition to a change in risk appetite level definition, the appetites for each category of risk were reviewed in the workshop. This review resulted in one category, People and Health & Safety, being split into separate categories relating to People (internally focused) and Health & Safety (both internally and externally focused).

Whilst the majority of appetites remained at the equivalent level to the previous appetite levels, there were two key changes made. The risk category of Reputation and Relationships was changed from cautious (representing risks rated medium or below) to reasoned (representing risks rated high or lower). This reflects the acknowledgement that difficult decisions will be made as costs continue to rise the landscape of local government changes, which comes with some accepted reputational risk.

The Financial Sustainability risk category was changed from averse (representing risks rated low or very low) to reasoned (representing risks rated high or below). This is an increased appetite for risk-taking and was decided based upon the district's growth and alignment with Council's top strategic priority, funding. Council recognises that the ability to be adaptable and to take reasoned risks is key to achieving long-term financial sustainability and making decisions today that will support the future residents of the district.

4. Financial Considerations

There are no direct financial considerations related to this decision.

5. Feedback from Community Boards

No feedback has been sought from community boards in relation to this decision.

6. Options

Option 1 – (Recommended)

Recommend the adoption of the revised Risk Appetite Statement to Council.

Advantages:

- No delay in adoption of the revised Risk Appetite Statement.

Disadvantages:

- None.

Option 2

Recommend the adoption of the revised Risk Appetite Statement to Council with changes requested by the Committee.

Advantages:

- The statement will reflect the most up to date position and views of the Audit & Risk Committee.

Disadvantages:

- Potential delay in adoption.

7. Compliance

<p>Local Government Act 2002 Purpose Provisions</p>	<p>This decision enables democratic local decision making and action by, and on behalf of communities by defining the risk appetite within which the Council aims to operate within to deliver effectively in the short and long term.</p>
<p>Decision consistent with other Council plans and policies? Such as the District Plan, Economic Development Strategy etc.</p>	<p>Yes</p>
<p>Considerations as to sustainability, the environment and climate change impacts</p>	<p>Council’s risk appetite specifically details appetite in relation to the environment.</p>
<p>Risks Analysis</p>	<p>There are two key risks related to this decision: the appropriate development of the RAS and its subsequent implementation. Frequently planned review of the RAS will ensure the continued appropriateness of the appetites defined, and a plan to implement the RAS across the organisation will be followed.</p>
<p>Significance, Consultation and Engagement (internal and external)</p>	<p>This decision does not trigger the Significance and Engagement Policy.</p>

8. Next Steps

Once approved by the Audit & Risk Committee and subsequently adopted by Council, the Risk Appetite Statement will be utilised in quarterly risk reporting and will be rolled out to relevant staff to ensure decision reports to Council appropriately reflect the alignment with risk appetite.

9. Attachments

Appendix 1 - Revised Risk Appetite Statement 2026-2028 [↓](#)



Risk Appetite Statement

Department:	Business Support
Document ID:	<CentralDocs ID>
Approved by:	Council resolution 29/01/2025
Effective date:	January 2025– June 2026
Next review:	December 2026 (or upon review of Risk Management Policy) June 2028



Purpose:

This Risk Appetite Statement defines the level of risk acceptable or tolerable to Central Otago District Council (CODC) and the approach to managing and monitoring risks that fall outside this defined appetite. This document aligns with, and must be read in conjunction with, the Risk Management Policy.

Principles and objectives:

Council recognises that defining risk appetite is a tool that will support the management and analysis of risks across the organisation. To support the efficacy of the Risk Management Policy, this Risk Appetite Statement defines the level of risk that Council is willing to take in pursuit of achieving objectives and delivering required services.

Scope:

This Risk Appetite Statement must be read and understood by:

- Managers and team leaders;
- Group and general managers;
- Elected Members; and
- Appointed Members.

Definitions:

Term	Definition
Risk Appetite	The amount of risk an organisation is willing to take in pursuit of achieving objectives. This Risk Appetite Statement confirms Council’s risk appetite in qualitative statements.
Risk	A threat to the achievement of objectives. Measured by the combination of impact and likelihood of the risk occurring.





Policy:

Utilising Risk Appetites

The definition of risk appetites within this Risk Appetite Statement is only one element of increasing Council’s risk maturity. In order to support the management of risk throughout the organisation, this Risk Appetite Statement must be utilised by the target audience to enhance and guide discussion about risks associated with decisions being made.

Risk Appetite Statement

Council’s risk appetites are documented in the below table, providing statements for each appetite category. Council’s risk appetites are informed by our risk impact criteria and risk matrix, which can be found at Appendices A and B.

Four levels of risk appetite are defined in the table below and shown as a matrix at Appendix A. These categories are qualitative and are directly linked to Council’s risk assessment criteria and risk matrix, found at Appendix B and C.

Appetite	Definition
Averse	All practicable controls are implemented. Only minimal risk is taken. Risks with a residual rating of low or very low are within appetite.
Cautious	Council implements and operates a strong control environment, however, it is accepted that a small amount of risk must be taken in order to achieve related objectives. Risks with a residual rating of medium or lower are within appetite.
Reasoned	Council accepts that risk needs to be taken with appropriate checks and balances. Achievement of objectives relies upon risk being taken. Risks with a residual rating of high or lower are within appetite.
Open	Council is willing to take risk to achieve benefits and meet objectives. The potential negative impacts are understood and accepted. Risks with a residual rating of very high or lower are within appetite.

Risk appetite categories are defined in the table below, along with a risk appetite and statement for each category. These appetites and associated statements should be used to support decision-making and effective discussion across the organisation.



Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Operational	All operational risks detailed within departmental Operational Risk Registers.	Risk exposure through day to day, business as usual activities is actively mitigated through Council's operational control environment. Risks with a rating of low or very low are within appetite.	Averse
People & Culture	Risks relating to the recruitment, satisfaction, and retention of staff, and the culture of the organisation.	Council aims to develop and maintain an organisational culture and suite of controls to enable a well-resourced and capable workforce. Risks with a rating of medium or lower are within appetite.	Cautious
Health & Safety	Risks relating to Health & Safety of staff, contractors, and users of Council facilities.	Council will ensure appropriate controls are in place to maintain the health and safety of staff, contractors, and the community. Council balances safety with practicality where required. Risks with a rating of medium or lower are within appetite.	Cautious
Service Delivery and Assets	Risks relating to the failure or damage of Council assets, and the ability of Council to deliver services to the district.	Council balances cost, risk, and level of service to ensure that assets are well-maintained and services delivered to meet community expectations. Well-managed service delivery and asset risks support the achievement of Council's Protection strategic priority. Risks with a rating of medium or lower are within appetite.	Cautious



Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Legislative and Regulatory Compliance	Risks with a distinct focus on adherence to legislation and regulation.	Council aims to achieve compliance with all legislation and regulation and ensure prompt resolution of any non-compliance. Risks with a rating of low or very low are within appetite.	Averse
Reputation and Relationships	Risks relating to maintaining or building effective relationships with stakeholders. The category also includes risks relating to Council's reputation and standing within the district, regionally, and nationally.	Council seeks to uphold strong stakeholder relationships but acknowledges that staying within risk appetite could affect its reputation. Well-balanced risk-taking supports Council in achieving its strategic priority of Regional Leadership. Risks with a rating of high or lower are within appetite.	Reasoned
Environment	Risks relating to the district's natural environment, ecosystems, and landscapes.	In order to achieve Council's strategic priorities of Protection and Attraction, Council will ensure mitigations are in place to protect and enhance the district's natural environment. Risks with a rating of medium or lower are within appetite.	Cautious
Systems, Data, and Information	Risks relating to the appropriateness and security of our information systems, and the security and management of data and information.	Council seeks to ensure its information systems operating environment is secure and fit for purpose, ensuring that all data and information is appropriately managed. Risks with a rating of low or very low are within appetite.	Averse



Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Financial Operations	Risks relating to budgeting and forecasting, cashflow, and potential fraudulent activity.	Financial prudence and ensuring appropriate use of public funds are key to maintaining public trust. Council has a low appetite for budgetary overspends and unexpected losses. Risks with a rating of low or very low are within appetite.	Averse
Financial Sustainability	Risks relating to Council's long-term financial sustainability, debt levels, and financial strategy.	Council's top strategic priority, Funding, requires bold decision-making and appropriate risk-taking to ensure Council can continue delivering services sustainably, and meet community expectations through periods of significant growth and change for the district. Risks with a rating of high or lower are within appetite.	Reasoned





Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Operational	This category includes all operational risks detailed within departmental Operational Risk Registers.	Council has a low appetite for operational risk. Risk exposure through day to day, business as usual activities is actively mitigated through Council's operational control environment.	Low
People and Health & Safety	This category includes risks relating to the wellbeing, satisfaction, and retention of staff. The category also includes risks relating to Health & Safety of staff, contractors, and users of Council facilities.	Council has a medium appetite for 'people and health & safety' key risks. Due to the activities being undertaken by Council staff and contractors, and at Council's public facing facilities, Council understands that a certain level of risk must be accepted in order to continue effectively managing these activities and facilities.	Medium
Service Delivery and Assets	This category includes risks relating to the failure or damage of Council assets, and the ability of Council to deliver services to the district.	Council has a medium appetite for 'service delivery and assets' key risks. Council understands that the appetite for risk in this area is balanced with a need to keep costs within a reasonable range.	Medium
Legislative and Regulatory Compliance	This category includes risks with a distinct focus on adherence to legislation and regulation.	Council has a low appetite for 'legislative and regulatory compliance' key risks. Council aims to achieve compliance with all legislation and regulation and understands that there are critical pieces of legislation and regulation that would result in significant impacts if adherence was not achieved.	Low



Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Reputation and Relationships	This category includes risks relating to maintaining or building effective relationships with stakeholders. The category also includes risks relating to Council's reputation and standing within the district, regionally, and nationally.	<p>Council has a medium appetite for 'reputation and relationships' key risks.</p> <p>Council understands that relationships with the many stakeholders are key to success. Council agrees that setting a medium appetite for this risk category reflects the possibility that necessary decisions are not well received by district residents.</p>	Medium
Environment	This category includes risks relating to the district's natural environment, ecosystems, and landscapes.	<p>Council has a medium appetite for 'environmental' key risks.</p> <p>Council acknowledges the importance of maintaining a thriving natural environment which can be enjoyed by this district's residents and visitors.</p>	Medium
Systems, Data, and Information	This category includes risks relating to the appropriateness and security of our information systems, and the security and management of data and information.	<p>Council has a low appetite for 'systems, data, and information' key risks.</p> <p>Council seeks to ensure its information systems operating environment is secure and fit for purpose, ensuring that all data and information is appropriately managed.</p>	Low

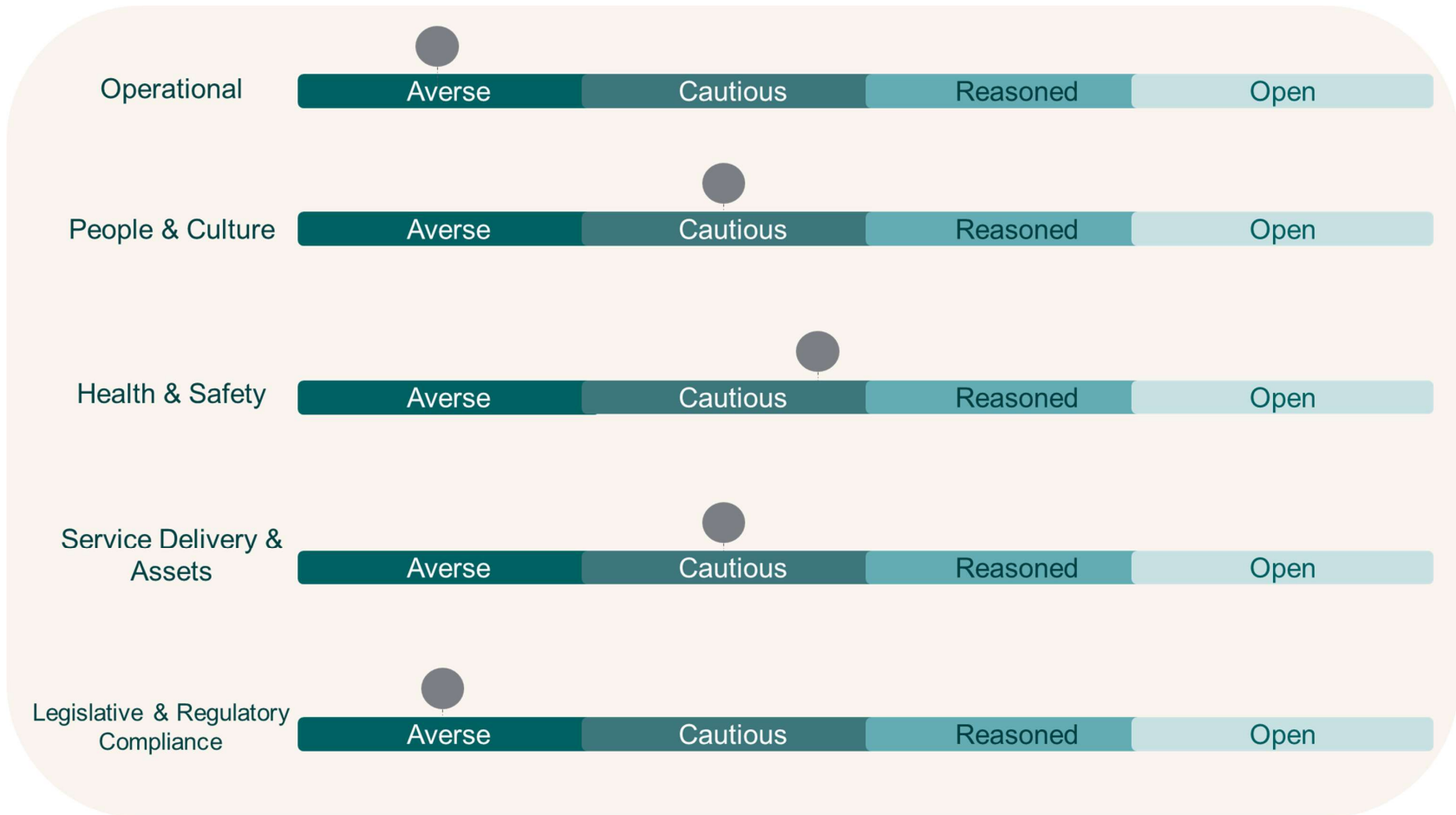


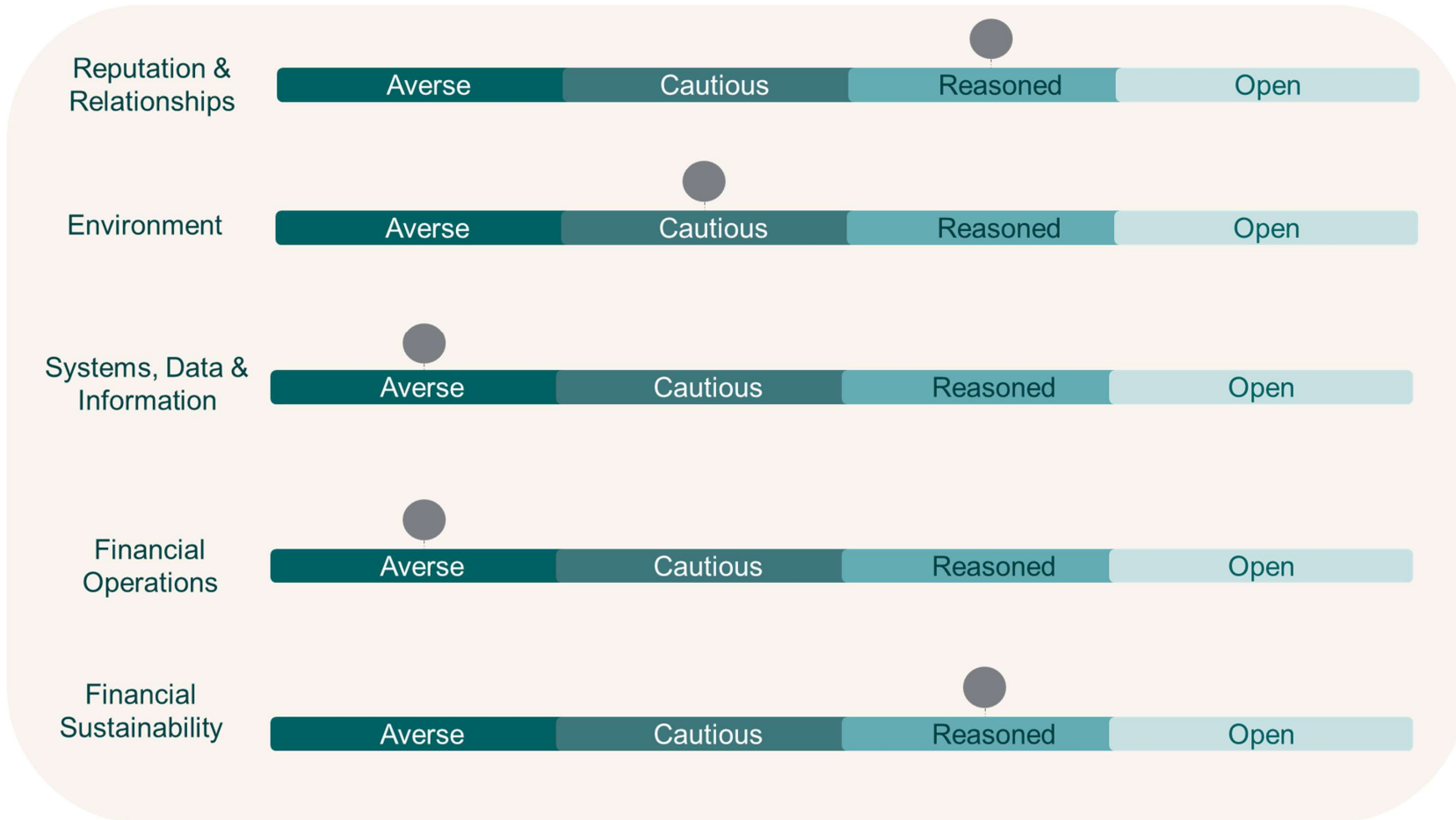
Risk Appetite Category	Category Description	Risk Appetite Statement	Risk Appetite
Financial Operations	This category includes risks with a distinct focus on budgets, spending, and financial losses.	<p>Council has a low appetite for 'financial operations' key risks.</p> <p>Council acknowledges that financial prudence and ensuring the use of public funds is appropriate are key to maintaining public trust. Council has a low appetite for budgetary overspends and unexpected losses.</p>	Low
Financial Sustainability	This category includes risks relating to Council's long term financial sustainability, debt levels, and financial strategy.	<p>Council has a low appetite for 'financial sustainability' key risks.</p> <p>Council strives to manage finances in a way that protects the longevity of the organisation and ability to deliver on long term goals. Council's appetite for risks that could impact our financial sustainability is therefore low.</p>	Low



Risk Appetite Summary

Risk Appetite Category	Risk Appetite				
Operational	Very Low	Low	Medium	High	Very High
People and Health & Safety	Very Low	Low	Medium	High	Very High
Service Delivery and Assets	Very Low	Low	Medium	High	Very High
Legislative and Regulatory Compliance	Very Low	Low	Medium	High	Very High
Reputation and Relationships	Very Low	Low	Medium	High	Very High
Environment	Very Low	Low	Medium	High	Very High
Systems, Data, and Information	Very Low	Low	Medium	High	Very High
Financial Operations	Very Low	Low	Medium	High	Very High
Financial Sustainability	Very Low	Low	Medium	High	Very High







Out of Appetite Reporting

When a risk is assessed as out of appetite after the residual risk assessment, the following process applies:

Operational Risks

- Report the out of appetite operational risk to the Executive Leadership Team (ELT) with recommendation whether to treat or accept risk
- ELT reviews the recommendation and decides to treat or accept the out of appetite risk
- If ELT agrees to accept the risk, the acceptance is reported to the Audit and Risk Committee for information.
- If ELT decides the risk should be treated, the risk owner is responsible for implementing the additional actions to reduce risk exposure
- The risk continues to be assessed six-monthly through the standard operational risk assessment process
- ELT reviews out of appetite operational risks annually

Key Risks

- Each key risk is assigned to a risk appetite category
- If the key risk's residual risk assessment is out of appetite for that category, ELT will provide commentary as to the risk position and action being taken to reduce risk exposure
- All key risks are reported to the Audit and Risk Committee quarterly, with out of appetite risks and commentary highlighted
- ELT continues to review and assess out of appetite key risks quarterly through the standard risk assessment process

Review

Council's risk appetite statement will be reviewed in line with the Risk Management Policy.

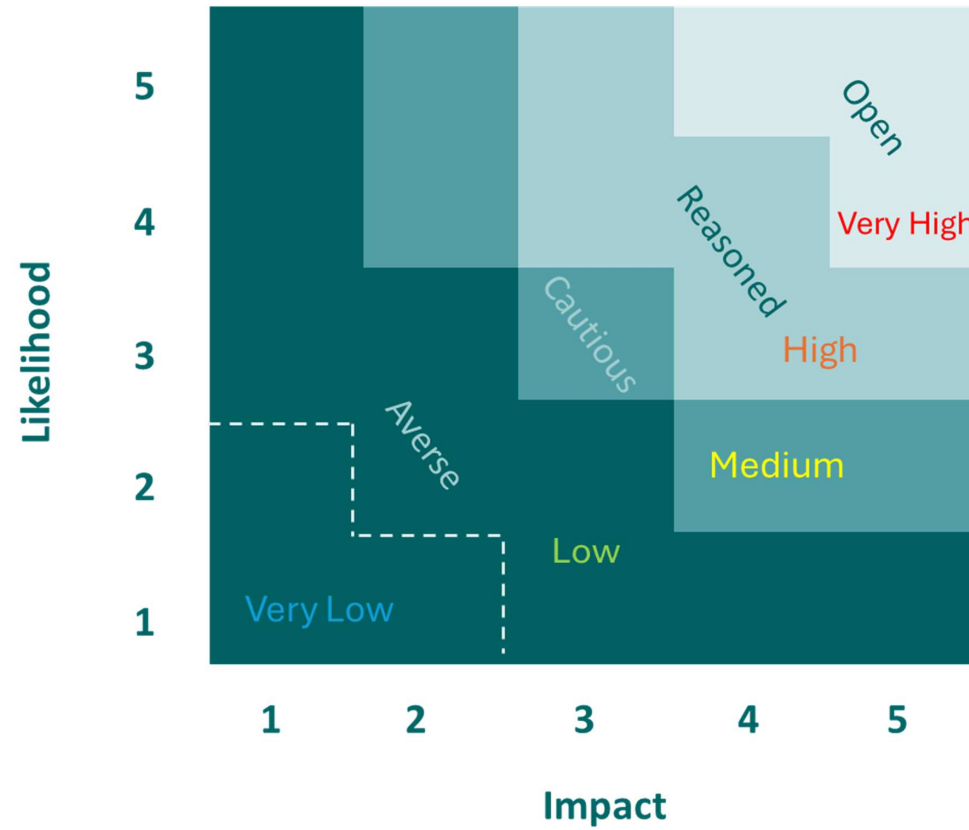
Related documents:

This Risk Appetite Statement must be read and utilised in conjunction with the Risk Management Policy. In order to be fully effective, this Risk Appetite Statement must be understood in the context of wider risk management activity throughout the organisation.



Appendix A

Risk Appetite Matrix





Appendix B

Risk Matrix

Likelihood	Almost Certain (5)	Low (5)	Medium (10)	High (15)	Very High (20)	Very High (25)
	Highly Likely (4)	Low (4)	Medium (8)	High (12)	High (16)	Very High (20)
	Possible (3)	Low (3)	Low (6)	Medium (9)	High (12)	High (15)
	Unlikely (2)	Very Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	Rare (1)	Very Low (1)	Very Low (2)	Low (3)	Low (4)	Low (5)
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
		Impact				



Appendix C

Risk Assessment Criteria

Likelihood	Score	Description
Almost Certain	5	Is expected to occur and is almost inevitable. (occurs once or more in the next 12 months)
Likely	4	Is expected to occur in some circumstances. Not surprised if it happens. (occurs in the next 1-3 years)
Possible	3	Might occur in some circumstances. (occurs in the next 4-10 years)
Unlikely	2	Could occur in some circumstances but would be surprised if it happens. (occurs in the next 11-20 years)
Rare	1	Unlikely to occur but may in exceptional circumstances. It would be highly unexpected. (does not occur in the next 20 years)



Impact and Score	Financial Operations	Financial Sustainability	People and Health & Safety	Service Delivery and Assets	Legislative and Regulatory Compliance	Reputation and Relationships	Environment	Systems, data and information
Extreme 5	Capex overspend of >50% of approved budget Unanticipated costs or losses of > \$1 million	Council is unable to obtain an appropriate credit rating, or when holding a credit rating, this is downgraded. Council's long-term financial outlook is extremely poor with results expected to negatively impact the district and ratepayers.	H&S incident resulting in one or more fatalities. Long term severe health effects, including life-changing injuries for one or more individuals. Site shut down, investigation, and notification to Worksafe or other agency. Significantly increased attrition, increased long-term staff absence, and/or significant drop in staff wellbeing.	Key services not available to the majority of the community for over a week. Severe service degradation ongoing for over a month. Critical assets destroyed or rendered unusable for several months.	Breaches result in legal action and/or penalties for Council or officers of Council. Compliance failures result in severe restrictions placed upon two or more areas of core Council business.	National adverse political or media comment. Long-term loss of confidence in Council's capability and standing. New and existing relationships compromised, requiring significant time and effort to repair.	Irreversible and extensive damage to significant natural environments and ecosystems. Widespread irreversible damage to landscapes. Permanent loss of one or more species.	Loss of access to critical systems for over 1 week, non-critical over 2 weeks. Permanent loss of critical data. Data leak/breach of confidential information relating to all Council functions.
Major 4	Capex overspend of >25% of approved budget Unanticipated costs or losses of \$250k - \$1m	Council is able to achieve a low credit score that allows low levels of borrowing and shows us as a vulnerable or unattractive borrower. Council's long-term financial outlook is poor.	H&S incident involving multiple casualties requiring hospitalisation. Long-term severe health effects, including life-changing injuries, for an individual. Site shut down, investigation, and notification to Worksafe or other agency. Long-term staff dissatisfaction, slight increase in long-term staff absence, slight increase in attrition, and/or minor drop in staff wellbeing.	Key services not available to a significant portion of the community for less than a week. Severe service degradation ongoing for less than a month. Critical assets rendered unusable for several weeks.	Breaches result in legal action being taken against Council and/or officers of Council. Compliance failures result in substantial restrictions placed on one core Council activity.	Regional adverse political or media comment for more than a week. Loss of confidence in Council's capability and standing lasting several months. New and existing relationships somewhat compromised, requiring additional oversight to improve.	Long-term and significant damage to natural environment and ecosystems taking >5 years to recover and significant restorative work. Localised irreversible damage to landscapes. Long-term reduction in one or more species.	Loss of access to critical systems for more than 1 week, non-critical less than 1 week. Data loss/leak of confidential information relating to one Council function.
Moderate 3	Capex overspend of >10% of approved budget Unanticipated costs or losses of \$100k - \$250k	Council is able to achieve a lower than desired, but reasonable credit rating. Council's long-term financial stability is negatively impacted, with the outlook less favourable than previously modelled.	H&S incident involving one or more casualties requiring urgent medical attention. Medium-term health effects for one or more people. Investigation and possible site shut down and/or notification to Worksafe or other agency. Medium-term staff dissatisfaction, slight increase in medium-term staff absence.	Key services not available to some of the community for less than a week. Moderate service degradation for less than a month. Multiple non-critical assets rendered unusable for at least a week.	Breaches require significant attention or corrective action. Compliance failures result in restrictions placed upon limited areas of core Council business.	Regional adverse political or media comment for less than a week. Public dissatisfaction lasting from days to weeks. New and existing relationships require increased attention but are not compromised.	Widespread damage to local natural environment and ecosystems taking several years to recover and extensive restoration work. Localised reversible damage to landscapes. Temporary reduction of more than one species.	Loss of access to critical systems for less than 1 day, non-critical less than a week. Data loss/leak of confidential information relating to one Council function.
Minor 2	Capex overspend of >5% of approved budget Unanticipated costs or losses of \$30k - \$100k	Council is able to achieve and continue to maintain the desired credit rating. Council's long-term financial stability is called into question, but the outlook remains unchanged.	H&S incident requiring first aider attention resulting in short-term, minor negative health impacts. Internal investigation required, without need for external notification. Short-term staff dissatisfaction, slight increase in short-term staff absence.	Short-term reduced service delivery that does not compromise community outcomes. Small number of non-critical assets unusable for less than a week.	Breach or compliance failure that requires minor remedial action. No restrictions placed on activities.	Local adverse political or media comment for less than a week. Limited dissatisfaction. No impact on new or existing relationships.	Minor damage including temporary pollution or contamination of localised natural environment or ecosystem. Minor reversible damage to landscapes. Temporary reduction of one species.	Loss of access to non-critical systems for less than 1 day. Data loss/leak of non-confidential information relating to more than one Council function.
Insignificant 1	Opex or capex overspend of less than \$30k	Council's short-term stability is impacted, but long-term financial stability is not affected.	H&S incident resulting in momentary or limited health impact. No assistance required. Brief, minor staff dissatisfaction.	Service delivery delays with no negative impact on the community Assets remain in use, but with superficial damage.	Compliance failure that does not result in a breach, with no disruption to performance of duties.	Negative personal views about Council publicly shared with negligible impact on Council's reputation. Public confidence and stakeholder relationships are unaffected.	Brief, non-hazardous and short-term impact on localised natural environment or ecosystem. Minor short-term reversible damage to landscapes	Non-critical systems or data interrupted for less than 4 hours. Data loss/leak of non-confidential information relating to one Council function.

26.2.6 INSURANCE STRATEGY

Doc ID: 2817540

Report Author:	Amelia Lines, Risk and Procurement Manager
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

To consider Central Otago District Council's (CODC) evolving approach to insurance strategy.

Recommendations

That the report be received and its contents noted.

2. Discussion

In order to ensure appropriate risk mitigation, CODC maintains insurance policies that cover indemnity, liability, material damage, and statutory obligations. The policies currently in place are listed below.

- Material damage and business interruption
- Motor vehicle
- Public liability
- Professional liability
- Statutory liability
- Employers liability
- General & professional liability excess layer

- Cyber
- Crime
- Forestry
- Airport owners and operators
- Unmanned aerial vehicle & liability (UAV) - drone

CODC does not insure assets such as bridges, footpaths, roads, or underground infrastructure. This self-insurance approach was implemented at a time when Council held cash reserves and was debt-free. Those cash reserves are no longer held, so the approach is being reviewed.

Traditional insurance options do not exist to cover footpaths or roads. However, bridges and underground infrastructure can be covered for natural catastrophe events, such as cyclone, flood, or earthquake.

Underground infrastructure is not in the scope of our forward-looking insurance strategy, as this liability will be transferred to Southern Waters from 1 July 2027.

To establish the best approach for CODC, modelling will be undertaken to understand the cost and relative risk of the following options:

- Traditional insurance – entering a catastrophe-based policy to cover bridges
- Rates-funded emergency fund – this would work alongside the existing fund for emergency roading works
- Ring-fenced debt headroom – this approach would ensure that an appropriate level of debt headroom is consistently available if a catastrophic event were to occur.

Modelling will consider the district's bridges, the potential cumulative effect of a significant event, such as alpine fault rupture of magnitude 8 or above, and the cost of reinstatement of key bridge infrastructure.

The cost of footpath and road reinstatement will also be considered to ensure a full understanding of the costs associated with a significant event. It should be noted that any of the three potential options will consider the central government funding support in emergency events. It is expected that central government would co-fund infrastructure reinstatement to a maximum of 60%.

Next Steps

For funding decisions to be made in alignment with 2027-37 Long term-Plan budgeting, modelling and options analysis will be undertaken by the end of June. Options will be presented to Council for decision and subsequently budgeted.

3. Attachments

Nil

26.2.7 DELOITTE'S AUDIT ENGAGEMENT LETTER AND AUDIT PROPOSAL LETTER FOR 2026 AUDIT

Doc ID: 2816278

Report Author:	Paul Morris, Chief Financial Officer
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose of Report

To consider acceptance of the Audit Engagement Letter and Audit Proposal Letter submitted by Council's new Auditors Deloitte.

Recommendations

That the Audit and Risk Committee

- A. Receives the report and accepts the level of significance.
- B. Recommends to Council that the Audit Proposal letter in its current form be signed by the Mayor and accepts the total audit fee of \$340,869 (incl GST) for the 30 June 2026 audit
- C. Authorises the signing of the Audit Engagement Letter for the three years 2026-28.

2. Background

Every year Council is required to prepare a set of accounts for the end of the financial year.

These accounts are required to be audited and adopted by Council before 31 October in each year.

The Office of the Auditor General (OAG) is the Council's auditors. The task of completing the audit work is contracted to AuditNZ and other of the major audit firms within New Zealand.

Council were to be audited by AuditNZ for 2026, however with our decision to create a water services CCO, Southern Waters Ltd (SWL) the OAG looked at a more streamlined delivery model. At the time our partner councils (prior to Waitaki District Council rejoining the proposal) were not audited by AuditNZ but by Deloitte Limited (Deloitte). It was determined by the OAG that SWL would also be audited by Deloitte.

Ultimately, staff were asked by the OAG and accepted a change in auditor to Deloitte.

Deloitte have given Council draft Letter of Engagement attached as Appendix 1 and draft Audit Proposal Letter detailing the proposed fee attached as Appendix 2.

3. Discussion

The Letter of Engagement covers the period 2026-28 and outlines the terms of the audit engagement, the nature and limitations of an annual audit as well as outlining the respective responsibilities of Council and the appointed auditor. It is of standard form and content and does not raise any concerns for Council staff.

The Audit Proposal letter deals with the expectation of outcome around the audit for the 2026 and the time required and cost associated with the work to be done.

The audit will be carried out under the Public Audit Act (2001) Sec 15 with the fees being set by the Auditor General under sec 42 of that Act.

4. Financial Considerations

The audit proposal utilises the budgeted hours proposed by AuditNZ at 1125 hrs. There is no increase in the hours required. However, the hours have been reallocated within the budget to reduce the nett hours from the appointed auditor by 2 but increase the review partner hours by 20. A small adjustment to non-CA qualified staff has been increased by 5 hours.

The fee has been increased from \$276,171 (2025 budget fees) to \$296,408 due to staff salary movements of \$10,237 and disbursements of \$10,000

5. Feedback from Community Boards

N/A

6. Options

Option 1 – (Recommended)

Accept the two letters and recommend both be signed.

Advantages:

- Annual audit can continue at the timetable set for delivery of the Annual Report before the statutory deadline.

Disadvantages:

- None

Option 2

Council is not comfortable with the fee increase and does not sign the Audit proposal letter

Advantages:

- Council may be able to reduce the fee slightly

Disadvantages:

- Potential delay to the audit commencement and completion.
- Council risks not meet its statutory deadline.

7. Compliance

Local Government Act 2002 Purpose Provisions	This decision enables democratic local decision making and action by, and on behalf of communities by providing a robust Annual Report that has been audited.
Decision consistent with other Council plans and policies? Such as the District Plan, Economic Development Strategy etc.	The decision will allow a statutory requirement to be fulfilled.
Considerations as to sustainability, the environment and climate change impacts	There are no implications
Risks Analysis	N/A
Significance, Consultation and Engagement (internal and external)	This does not apply. It is a statutory requirement.

8. Next Steps

Assuming Council agrees that both letters be signed the audit can commence as planned.

9. Attachments

Appendix 1 - CODC Audit Engagement Letter FY26-FY28 [↓](#)

Appendix 2 - CODC Audit Proposal Letter FY26 [↓](#)



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20 May 2026

The Mayor
Central Otago District Council
PO Box 122
Alexandra 9340

Dear Mayor

AUDIT ENGAGEMENT LETTER

This audit engagement letter is sent to you on behalf of the Auditor-General who is the auditor of all “public entities”, including Central Otago District Council, under section 14 of the Public Audit Act 2001 (the Act). The Auditor-General has appointed me, Mike Hawken, using the staff and resources of Deloitte Limited, under section 32 and 33 of the Act, to carry out the annual audits of the Central Otago District Council’s financial statements and performance information. We will be carrying out these annual audits on the Auditor-General’s behalf, for the years ending 30 June 2026 to 30 June 2028.

This letter outlines:

- the terms of the audit engagement and the nature, and limitations, of the annual audit; and
- the respective responsibilities of the Council and me, as the Appointed Auditor, for the financial statements and performance information.

The objectives of the annual audit are:

- to provide an independent opinion on the Council’s financial statements and performance information; and
- to report on other matters that come to our attention as part of the annual audit. Typically those matters will relate to issues of financial management and accountability.

We will carry out the audit in accordance with the Auditor-General’s Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board (collectively the Auditing Standards). The Auditing Standards require that we comply with ethical requirements, and plan and perform the annual audit to obtain reasonable assurance about whether the Central Otago District Council’s financial statements and performance information are free from material misstatement. The Auditing Standards also require that we remain alert to issues of concern to the Auditor-General. Such issues tend to relate to matters of financial management and accountability.

Your responsibilities

Our audit will be carried out on the basis that the Council acknowledges that it has responsibility for:

- preparing the financial statements and performance information in accordance with any applicable legal requirements and financial reporting standards;
- having such internal control as determined necessary to enable the preparation of financial statements and performance information that are free from material misstatement, whether due to fraud or error; and
- providing us with:
 - access to all information relevant to preparing the financial statements and performance information such as records, documentation, and other information;
 - all other information, in addition to the financial statements and performance information, to be included in the annual report;
 - additional information that we may request from the Central Otago District Council for the purpose of the audit;
 - unrestricted access to Council members and employees that we consider necessary; and
 - written confirmation concerning representations made to us in connection with the audit.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organisation”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

CONFIDENTIAL



The Council's responsibilities extend to all resources, activities, and entities under its control. We expect that the Council will ensure:

- the resources, activities, and entities under its control have been operating effectively and efficiently;
- it has complied with its statutory obligations including laws, regulations, and contractual requirements;
- it has carried out its decisions and actions with due regard to minimising waste;
- it has met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector in that it has carried out its decisions and actions with due regard to probity; and
- its decisions and actions have been taken with due regard to financial prudence.

We expect the Council and/or the individuals within the Central Otago District Council with delegated authority, to immediately inform us of any suspected fraud, where there is a reasonable basis that suspected fraud has occurred - regardless of the amount involved. Suspected fraud also includes instances of bribery and/or corruption.

The Council has certain responsibilities relating to the preparation of the financial statements and performance information and in respect of financial management and accountability matters. These specific responsibilities are set out in Annex 1. The Auditor-General and Deloitte Limited take seriously their responsibilities under the Health and Safety at Work Act 2015, and we expect you to provide a safe and healthy working environment for our audit staff when they are working at your premises. Specific health and safety responsibilities are set out in Annex 1. We expect members of the Council to be familiar with all of the responsibilities set out in Annex 1 and, where necessary, have obtained advice about them.

The Council should have documented policies and procedures to support its responsibilities. It should also regularly monitor performance against its objectives.

Our responsibilities

Carrying out the audit

We are responsible for forming an independent opinion on whether the financial statements of Central Otago District Council:

- present fairly, in all material respects:
 - its financial position as at 30 June 2026, 30 June 2027 and 30 June 2028; and
 - its financial performance and cash flows for the years then ended.
- comply with generally accepted accounting practice in New Zealand in accordance with the applicable financial reporting framework.

We are also responsible for forming an independent opinion on whether the performance information of Central Otago District Council:

- presents fairly, in all material respects, the performance for the years ended 30 June 2026, 30 June 2027 and 30 June 2028, including:
 - its performance achievements as compared with forecasts included in the statement of performance expectations for the financial year; and
 - its actual revenue and expenses as compared with the forecasts included in the statement of performance expectations for the financial year.
- complies with generally accepted accounting practice in New Zealand.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements and performance information. How we obtain this information depends on our judgement, including our assessment of the risks of material misstatement of the financial statements and performance information, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements and performance information.

We do not examine every transaction, nor do we guarantee complete accuracy of the financial statements and performance information. Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with the Auditing Standards.



20 May 2026
Central Otago District Council
Page 3

During the audit, we obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal controls. However, we will communicate to you in writing about any significant deficiencies in internal control relevant to the audit of the financial statements and performance information that we identify during the audit.

During the audit, the audit team will:

- be alert for issues of effectiveness and efficiency – in particular, how the Council have carried out their activities;
- consider laws and regulations relevant to the audit;
- be alert for issues of waste – in particular, whether the Council obtained and applied the resources of the Council in an economical manner, and whether any resources are being wasted;
- be alert for issues of a lack of probity – in particular, whether the Council has met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector; and
- be alert for issues of a lack of financial prudence.

Our independence

It is essential that the audit team and Deloitte Limited remain both economically and attitudinally independent of Central Otago District Council (the Council); including being independent of management personnel and members of the Council). This involves being, and appearing to be, free of any interest that might be regarded, whatever its actual effect, as being incompatible with the objectivity of the audit team and Deloitte Limited.

To protect our independence, specific limitations are placed on us in accepting engagements with the Council other than the annual audit. We may accept certain types of other engagements, subject to the requirements of the Auditing Standards. Any other engagements must be the subject of a separate written arrangement between the Council and myself or Deloitte Limited.

Reporting

We will issue an independent audit report that will be attached to the financial statements and performance information. This report contains our opinion on the fair presentation of the financial statements and performance information and whether they comply with the applicable reporting requirements. The audit report may also include comment on other financial management and accountability matters that we consider may be of interest to the addressee of the audit report.

We will also issue a management letter that will be sent to the Council. This letter communicates any matters that come to our attention during the audit that, in our opinion, are relevant to the Council. Typically those matters will relate to issues of financial management and accountability. We may also provide other management letters to the Central Otago District Council from time to time. We will inform the Council of any other management letters we have issued.

Please note that the Auditor-General may publicly report matters that are identified in the annual audit, in keeping with section 21 of the Public Audit Act 2001.

Next steps

Please acknowledge receipt of this letter and the terms of the audit engagement by signing the enclosed copy of the letter in the space provided and returning it to me. The terms will remain effective until a new Audit Engagement Letter is issued.

If you have any questions about the audit generally, or have any concerns about the quality of the audit, you should contact me as soon as possible. If after contacting me you still have concerns, you should contact the Director of Auditor Appointments at the Audit Office on (04) 917 1500.

If you require any further information, or wish to discuss the terms of the audit engagement further before replying, please do not hesitate to contact me.

Yours sincerely

.....
Mike Hawken
for Deloitte Limited
On behalf of the Auditor-General
Dunedin, New Zealand



20 May 2026
Central Otago District Council
Page 4

I acknowledge the terms of this engagement and that I have the required authority on behalf of the Council.

Signature:

Name:

Title: Date:



Annex 1 – Respective specific responsibilities of the Council and the Appointed Auditor

Responsibilities for the financial statements and performance information	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are required by legislation to prepare financial statements and performance information in accordance with legal requirements and financial reporting standards.</p> <p>You must also ensure that any accompanying information in the annual report is consistent with that reported in the audited financial statements and performance information.</p> <p>You are required by legislation to prepare the financial statements and performance information and provide that information to us before the statutory reporting deadline. It is normal practice for you to set your own timetable to comply with statutory reporting deadlines. To meet the reporting deadlines, we are dependent on receiving the financial statements and performance information ready for audit and in enough time to enable the audit to be completed. "Ready for audit" means that the financial statements and performance information have been prepared in accordance with legal requirements and financial reporting standards, and are supported by proper accounting records and complete evidential documentation.</p>	<p>We are responsible for carrying out an annual audit, on behalf of the Auditor-General. We are responsible for forming an independent opinion on whether the financial statements:</p> <ul style="list-style-type: none"> • present fairly, in all material respects: <ul style="list-style-type: none"> - the financial position as at 30 June 2026, 30 June 2027 and 30 June 2028; and - the financial performance and cash flows for the year then ended. • comply with generally accepted accounting practice in New Zealand in accordance with the applicable financial reporting framework. <p>We are also responsible for forming an independent opinion on whether the performance information:</p> <ul style="list-style-type: none"> • presents fairly, in all material respects, the performance for the years ended 30 June 2026, 30 June 2027 and 30 June 2028, including: <ul style="list-style-type: none"> - the performance achievements as compared with forecasts included in the statement of performance expectations for the financial year; and - the actual revenue and expenses as compared with the forecasts included in the statement of performance expectations for the financial year. • complies with generally accepted accounting practice in New Zealand. <p>We will also read the other information accompanying the financial statements and performance information and consider whether there are material inconsistencies with the audited financial statements and performance information.</p> <p>Materiality is one of the main factors affecting our judgement on the areas to be tested and on the timing, nature, and extent of the tests and procedures performed during the audit. In planning and performing the annual audit, we aim to obtain reasonable assurance that the financial statements and performance information do not have material misstatements caused by either fraud or error. Material misstatements are differences or omissions of amounts and disclosures that, in our judgement, are likely to influence the audit report addressee’s overall understanding of the financial statements and performance information.</p> <p>If we find material misstatements that are not corrected, they will be referred to in the audit opinion. The Auditor-General's preference is for you to correct any material misstatements and avoid the need for them to be referred to in the audit opinion.</p>



	<p>An audit also involves evaluating:</p> <ul style="list-style-type: none"> • the appropriateness of accounting policies used and whether they have been consistently applied; • the reasonableness of the significant accounting estimates and judgements made by those charged with governance; • the appropriateness of the content and measures in any performance information; • the adequacy of the disclosures in the financial statements and performance information; and • the overall presentation of the financial statements and performance information. <p>We will ask you for written confirmation of representations made about the financial statements and performance information. In particular, we will seek confirmation that:</p> <ul style="list-style-type: none"> • the adoption of the going concern basis of accounting is appropriate; • all material transactions have been recorded and are reflected in the financial statements and performance information; • all instances of non-compliance or suspected non-compliance with laws and regulations have been disclosed to us; and • uncorrected misstatements noted during the audit are immaterial to the financial statements and performance information. <p>Any representation made does not in any way reduce our responsibility to perform appropriate audit procedures and enquiries.</p> <p>We will ensure that the annual audit is completed by the reporting deadline or, if that is not practicable because of the non-receipt or condition of the financial statements and performance information, or for some other reason beyond our control, as soon as possible after that.</p> <p>The work papers that we produce in carrying out the audit are the property of the Auditor-General. Work papers are confidential to the Auditor-General and subject to the disclosure provisions in section 30 of the Public Audit Act 2001.</p>
--	---

Responsibilities for the accounting records	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for maintaining accounting and other records that:</p> <ul style="list-style-type: none"> • correctly record and explain the transactions of the public entity; • enable you to monitor the resources, activities, and entities under your control; • enable the public entity's financial position to be determined with reasonable accuracy at any time; • enable you to prepare financial statements and performance information that comply with legislation (and that allow the financial statements and performance information to be readily and properly audited); and • are in keeping with the requirements of the Commissioner of Inland Revenue. 	<p>We will perform sufficient tests to obtain reasonable assurance as to whether the underlying records are reliable and adequate as a basis for preparing the financial statements and performance information.</p> <p>If, in our opinion, the records are not reliable or accurate enough to enable the preparation of the financial statements and performance information and the necessary evidence cannot be obtained by other means, we will need to consider the effect on the audit opinion.</p>



Responsibilities for accounting and internal control systems	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for establishing and maintaining accounting and internal control systems (appropriate to the size of the public entity), supported by written policies and procedures, designed to provide reasonable assurance as to the integrity and reliability of financial and - where applicable - performance information reporting.</p>	<p>The annual audit is not designed to identify all significant weaknesses in your accounting and internal control systems. We will review the accounting and internal control systems only to the extent required to express an opinion on the financial statements and performance information.</p> <p>We will report to you separately, on any significant weaknesses in the accounting and internal control systems that come to our notice and that we consider may be relevant to you. Any such report will provide constructive recommendations to assist you to address those weaknesses.</p>

Responsibilities for preventing and detecting fraud and error	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>The responsibility for the prevention and detection of fraud and error rests with you, through the implementation and continued operation of adequate internal control systems (appropriate to the size of the public entity) supported by written policies and procedures.</p> <p>We expect you to formally address the matter of fraud, and formulate an appropriate policy on how to minimise it and (if it occurs) how it will be dealt with. Fraud also includes bribery and corruption.</p> <p>We expect you to consider reporting all instances of actual, suspected, or alleged fraud to the appropriate law enforcement agency, which will decide whether proceedings for a criminal offence should be instituted. We expect you to immediately inform us of any suspected fraud where you, and/or any individuals within the Central Otago District Council with delegated authority have a reasonable basis that suspected fraud has occurred - regardless of the amount involved.</p>	<p>We design our audit to obtain reasonable, but not absolute, assurance of detecting fraud or error that would have a material effect on the financial statements and performance information. We will review the accounting and internal control systems only to the extent required for them to express an opinion on the financial statements and performance information, but we will:</p> <ul style="list-style-type: none"> • obtain an understanding of internal control and assess its ability for preventing and detecting material fraud and error; and • report to you any significant weaknesses in internal control that come to our notice. <p>We are required to immediately advise the Audit Office of all instances of actual, suspected, or alleged fraud.</p> <p>As part of the audit, you will be asked for written confirmation that you have disclosed all known instances of actual, suspected, or alleged fraud to us.</p> <p>If we become aware of the possible existence of fraud, whether through applying audit procedures, advice from you, or management, or by any other means, we will communicate this to you with the expectation that you will consider whether it is appropriate to report the fraud to the appropriate law enforcement agency. In the event that you do not report the fraud to the appropriate law enforcement agency, the Auditor-General will consider doing so, if it is appropriate for the purposes of protecting the interests of the public.</p>

Responsibilities for compliance with laws and regulations	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for ensuring that the public entity has systems, policies, and procedures (appropriate to the size of the public entity) to ensure that all applicable legislative, regulatory, and contractual requirements that apply to the activities and functions of the public entity are complied with. Such systems, policies, and procedures should be documented.</p>	<p>We will obtain an understanding of the systems, policies, and procedures put in place for the purpose of ensuring compliance with those legislative and regulatory requirements that are relevant to the audit. Our consideration of specific laws and regulations will depend on a number of factors, including:</p> <ul style="list-style-type: none"> • the relevance of the law or regulation to the audit; • our assessment of the risk of non-compliance; • the impact of non-compliance for the addressee of the audit report.



	<p>The way in which we will report instances of non-compliance that come to our attention will depend on considerations of materiality or significance. We will report to you and to the Auditor-General all material and significant instances of non-compliance.</p> <p>We will also report to you any significant weaknesses that we observe in internal control systems, policies, and procedures for monitoring compliance with laws and regulations.</p>
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Responsibilities to establish and maintain appropriate standards of conduct and personal integrity	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You should at all times take all practicable steps to ensure that your members and employees maintain high standards of conduct and personal integrity. You should document your expected standards of conduct and personal integrity in a "Code of Conduct" and, where applicable, support the "Code of Conduct" with policies and procedures.</p> <p>The expected standards of conduct and personal integrity should be determined by reference to accepted "Codes of Conduct" that apply to the public sector.</p>	<p>We will have regard to whether you maintain high standards of conduct and personal integrity – particularly in matters relating to financial management and accountability. Specifically, we will be alert for significant instances where members and employees of the public entity may not have acted in accordance with the standards of conduct and personal integrity expected of them.</p> <p>The way in which we will report instances that come to our attention will depend on significance. We will report to you and to the Auditor-General all significant departures from expected standards of conduct and personal integrity that come to our attention during the audit.</p> <p>The Auditor-General, on receiving a report from us, may, at his discretion and with consideration of its significance, decide to conduct a performance audit of, or an inquiry into, the matters raised. The performance audit or inquiry will be subject to specific terms of reference, in consultation with you. Alternatively, the Auditor-General may decide to publicly report the matter without carrying out a performance audit or inquiry.</p>

Responsibilities for conflicts of interest and related parties	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You should have policies and procedures to ensure that your members and employees carry out their duties free from bias.</p> <p>You should maintain a full and complete record of related parties and their interests. It is your responsibility to record and disclose related-party transactions in the financial statements and performance information in accordance with generally accepted accounting practice.</p>	<p>To help determine whether your members and employees have carried out their duties free from bias, we will review information provided by you that identifies related parties, and will be alert for other material related-party transactions. Depending on the circumstances, we may enquire whether you have complied with any statutory requirements for conflicts of interest and whether these transactions have been properly recorded and disclosed in the financial statements and performance information.</p>

Responsibilities for publishing the audited financial statements on a website	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>You are responsible for the electronic presentation of the financial statements and performance information on the public entity's website. This includes ensuring that there are enough security and controls over information on the website to maintain the integrity of the data presented.</p> <p>If the audit report is reproduced in any medium, you should present the complete financial statements, including notes, accounting policies, and any other accountability statements.</p>	<p>Examining the controls over the electronic presentation of audited financial statements and performance information, and the associated audit report, on your website is beyond the scope of the annual audit.</p>



Responsibilities under the Health and Safety at Work Act 2015	
<i>Responsibilities of the Council</i>	<i>Responsibilities of the Appointed Auditor</i>
<p>We expect you to work with us to ensure the health and safety of our audit staff.</p> <p>You must ensure, so far as is reasonably practicable, the health and safety of our audit staff while they are on your premises, or otherwise engaging with you on their audit work. We expect you to provide a safe and healthy work environment, which includes, but is not limited to, providing:</p> <ul style="list-style-type: none"> • information, training, instruction, and supervision to protect them from work related health and safety risks, including inductions on workplace emergency evacuation procedures; • suitably designed workstations that support and maintain an ergonomically correct body posture, including adequate lighting and ventilation; • adequate welfare facilities, such as appropriate bathroom and washing amenities, suitable drinking water, and rest facilities; • appropriately labelled and equipped first-aid kits; • personal protective equipment (PPE) when all other control measures can't adequately eliminate or minimise risks to a worker's health and safety; and • protection from offensive conduct such as aggressive slurs and/or behaviours, physical assaults or threats, intimidation, ridicule or mockery, insults, or put-downs. <p>We expect you to work with us to resolve any health and safety concerns related to our audit staff.</p>	<p>The Auditor-General and Deloitte Limited take seriously their responsibility to provide a safe working environment for audit staff. Under the Health and Safety at Work Act 2015, as a person conducting a business or undertaking (PCBU) we will make arrangements with you to keep our audit staff safe while they are working at your premises or otherwise engaging with you on their audit work.</p> <p>We will obtain an understanding of health & safety systems, policies, and procedures put in place for the purpose of ensuring compliance with legislative and regulatory requirements.</p> <p>We will take reasonable care of our own health and safety, and we will take reasonable care that what we do or don't do does not adversely affect the health and safety of other people.</p> <p>We will cooperate with the workplace health and safety policies and procedures of the Central Otago District Council and comply with any reasonable instructions given.</p> <p>We will monitor the health and safety of our audit staff (in particular, to ensure you are providing the things listed under your responsibilities to ensure a safe and healthy work environment for our audit staff when they are on your premises), and we may advise someone at your premises (such as a Chief Financial Officer and/or a health and safety representative) if we have a health and safety concern related to our audit staff. We will work with you to resolve any health and safety concerns related to our audit staff.</p>



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20 May 2026

Mayor Tamah Alley
 Central Otago District Council
 PO Box 122
 Alexandra 9340

Copy: Manager Auditor Appointments
 Audit Office
 PO Box 3928
 Wellington

Dear Tamah

Proposal to conduct the audit of Central Otago District Council on behalf of the Auditor-General for the 2026 financial year.

1 Introduction

The Auditor-General proposes to appoint me to carry out the audit of your organisation for the next financial year. As required by the Audit Office (AO) I set out below information relating to the audit for the for the financial year ending 30 June 2026. The purpose of this proposal is to provide information on:

- the statutory basis for the audit and how audit fees are set;
- the entities covered by this proposal;
- key members of the audit team;
- the hours we plan to spend on the audit and reasons for any change in hours;
- our proposed fees for the audit for the financial year ending 30 June 2026 and reasons for any change;
- assumptions relating to the proposed audit fees, including what we expect of your organisation;
- what the AO Audit Standards and Quality Support charge provides;
- certification required by the Auditor-General; and
- our commitment to conduct the audit in accordance with the Auditor-General's Auditing Standards.

2 Statutory basis for the audit and how audit fees are set

The audit of your organisation is carried out under Section 15 of the Public Audit Act 2001, which states that “the Auditor-General must from time to time audit the financial statements, accounts, and other information that a public entity is required to have audited”.

Fees for audits of public entities are set by the Auditor-General under section 42 of the Public Audit Act 2001. However, your Councillors and I have the opportunity to reach agreement first and recommend those fees for approval. The Auditor-General, with assistance from the AO, will set audit fees directly only if we fail to reach agreement.

Our proposed audit fees are set out in this letter and include an estimate of the reasonable cost of disbursements (including travel and accommodation where necessary).

3 Entities covered by this proposal

This proposal covers the audits of the following entities:

- Central Otago District Council

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4 Key members of the audit team

Appointed Auditor	Mike Hawken
Quality Control Reviewer	Bruno Dente
Audit Manager	Desiree Heinze-Farrington

5 Estimated audit hours

We estimate that the following hours will be required to carry out the audits (compared to budgeted and actual data from the previous financial year):

Audit team member	2025 budget	2026
Appointed Auditor	112	110
Review Partner	0	20
Audit Manager	170	170
Other CA qualified staff	340	340
Non CA qualified staff	480	485
Other specialists	23	0
Total audit hours	1125	1125

We have retained the same estimated hours as previously proposed by Audit New Zealand. We will work with management to ensure we are efficient and effective in performing the audit. Subsequent to completion of the audit we will share our actual hours as part of the fee estimate process for 30 June 2027.

5.1 Reasons for changes in audit hours

The major reasons for the changes in hours for your organisation's audit are:

Reasons for increased or decreased audit hours compared to previous period budgeted hours:	2026
Predicted changes in audit hours	0
Total increase (decrease) in audit hours	0

6 Proposed audit fees

Our proposed fees for the next three audits (compared to budgeted and actual data from the previous financial year) are:

Structure of audit fees	2025 budget fees \$	2026 \$
Net audit fee (excluding AO Audit Standards and Quality Support charge and disbursements)	242,805	253,053
AO Audit Standards and Quality Support charge	23,366	23,355
Total audit fee (excluding disbursements)	266,171	276,408
Estimated Disbursements (including 3% technology charge)	10,000	20,000 ¹
Total billable audit fees and charges	276,171	296,408
GST	41,426	44,461
Total (including GST)	317,597	340,869

¹ The disbursements are estimated based on 4 weeks of staff time (3 staff) onsite at Council. We are working with management to finalise plans, including onsite visits. Where actual costs are less than estimated the lower cost will be invoiced.



The audit fees allow for the audit team to carry out specific tasks identified in the AO Sector Brief and for the AO Audit Standards and Quality Support charge. We have also estimated the reasonable cost of disbursements (including travel and accommodation where necessary). Disbursement costs are indicative only and will be charged on an actual and reasonable basis to be agreed with management.

6.1 Reasons for changes in audit fees

In table 5.1 we showed the factors that have resulted in a change of audit hours. The cost impacts of those changes are shown in the table below.

Reasons for increased or decreased audit fees compared to previous period budgeted fees.	2026
Predicted changes in audit hours	0
Predicted staff salary cost movements.	10,237
Total increase (decrease) in audit fees	10,237

We have applied a factor of 4.2% as advised by the Audit Office.

7 Assumptions relating to our audit fee

You are responsible for the production of your financial statements and anything else that must be audited. Our proposed audit fees are based on the assumption that:

- You will provide to us, in accordance with the agreed timetable, the complete information required by us to conduct the audit.
- Your staff will provide us with an appropriate level of assistance.
- Your organisation's annual report and financial statements (including Statements of Service Performance) will be subject to appropriate levels of quality review by you before being submitted to us for audit.
- Your organisation's financial statements will include all relevant disclosures.
- We will review up to two sets of draft annual reports, one printer's proof copy of the annual report, and one copy of the electronic version of the annual report (for publication on your website).
- There are no significant changes to the structure and/or scale of operations of the entities covered by this proposal (other than as already advised to us).
- There are no significant changes to mandatory accounting standards or the financial reporting framework that require additional work.
- There are no significant changes to mandatory auditing standards that require additional work.
- There are no significant changes to the agreed audit arrangements (set out in an annual letter we will send you) that change the scope of, timing of, or disbursements related to, this audit.

If the scope and/or amount of work changes significantly, we will discuss the issues and any implications for our audit costs and your audit fees with you and the AO at the time.

8 What the OAG Audit Standards and Quality Support charge provides

Parliament has indicated that it expects the full cost of annual audits under the Public Audit Act (including an AO Audit Standards and Quality Support charge) to be funded by public entities.

The AO Audit Standards and Quality Support charge partially funds a range of work that supports auditors and entities, including:

- development and maintenance of auditing standards;
- technical support for auditors on specific accounting and auditing issues;
- ongoing auditor training on specific public sector issues;



20 May 2026

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- preparation of sector briefs to ensure a consistent approach to annual audits;
- development and maintenance of strategic audit plans; and
- carrying out quality assurance reviews of all auditors, and their audits and staff on a regular (generally, three-year) cycle.

Appointed Auditors are required to return the AO Audit Standards and Quality Support charge portion of the audit fee, to the AO.

9 Certifications required by the Auditor-General

We certify that:

- the undertakings, methodology, and quality control procedures that we have declared to the AO continue to apply;
- our professional indemnity insurance policy covers this engagement; and
- the audit will be conducted in accordance with the terms and conditions of engagement set out in the audit engagement agreement and schedules.

10 Conclusion

As the Appointed Auditor, I am committed to providing you and the Auditor-General with the highest level of professional service. I intend to work with you, the AO, and the Auditor-General in a partnership environment to resolve any issues that may arise.

If you require any further information, please do not hesitate to contact me.

Please counter-sign this letter (below) to confirm that you, and the governing body of your organisation, agree with its contents. This letter will then form the basis for a recommendation to the Auditor-General on the audit fee that should be set. The schedules of audit hours and fees will also be incorporated into my audit engagement agreement with the Auditor-General to carry out the audit of your organisation as the agent of the Auditor-General.

Yours sincerely

Mike Hawken

Partner

for Deloitte Limited

On behalf of the Auditor-General

Dunedin, New Zealand



20 May 2026

Page 5

I accept the audit fees for the audit of the 30 June 2026 financial year as stated above.

Full name: _____ Position: _____

Authorised signature: _____ Date: _____

Entity name: _____

Actions to take when agreement has been reached:

- 1 Make a copy of this signed proposal and keep it for your file.
- 2 Send the original to: Mike Hawken
Deloitte Limited

26.2.8 BANCORP QUARTERLY REPORT MARCH 2026

Doc ID: 2816773

Report Author:	Paul Morris, Chief Financial Officer
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

To consider the report from Bancorp Treasury advisors for the quarter ended 31 March 2026.

Recommendations

That the report be received and its contents noted.

2. Discussion

Attached is the treasury report for the quarter ended 31 March 2026. This is an ongoing report required under the Liability Management Policy to ensure appropriate oversight by the Committee of Council's treasury functions. The Liability Management policy sets out the framework for Council's borrowing, interest rate exposure, liquidity, credit exposure and debt repayment.

At the time this treasury report was written external debt sat at \$85.0m. It should be noted that while we are compliant the report highlights that we are close to our limits in the 2-4 year band. This was addressed in our drawdown in April (refer to the interest rate risk management section of the report).

3. Attachments

Appendix 1 - CODC Treasury Dashboard 31 March 2026.pdf [↓](#)



Quarterly Treasury Dashboard Report

as of 31 March 2026

RICTLY PRIVATE AND CONFIDENTIAL



Economic Commentary

Global

Financial markets ended the March quarter in a more cautious mood than they began it. The conflict in the Middle East pushed oil prices sharply higher, lifting inflation concerns, and driving global interest rates higher, while equities became more volatile and the US dollar strengthened. The outlook now depends heavily on how soon the conflict is resolved, with a prolonged period of disruption likely to exacerbate pressure on energy prices, inflation, global growth, and interest rates.

The US economy still looks resilient, but it has clearly cooled. Growth slowed into late 2025, inflation is lower than a year ago but not yet fully settled, and payroll growth has eased enough to suggest the labour market is softening, leaving the US Federal Reserve to balance slower growth against higher inflation. Recently, higher inflation has been the market’s primary concern, with the 10-year US Treasury yield ending the March quarter at 4.32%, up from 4.17% at the start of the quarter.

Australia has held up better than most major economies recently. Strong government spending and migration has supported growth; however, inflation remains sticky. After delivering three interest rate cuts over 2025, the RBA reversed course and lifted its cash rate in both February and March, the cash rate finishing the quarter at 4.10%. Households are still feeling cost pressures, as higher interest rates and fuel prices threaten to compound the pain. This has already affected consumer confidence, which is now at its lowest level since the series began in 1973. The 10-year Australian government bond yield rose from 4.75% in January to just below 5.00% by quarter-end.

Elsewhere, the picture remained uneven. China showed some improvement in manufacturing, but weak domestic demand still makes the recovery look fragile. Japan is facing imported inflation, driven by higher oil prices and a weak yen, which should help the Bank of Japan increase interest rates. Europe has seen moderate growth, while the latest energy price shock has made the inflation outlook less comfortable.

New Zealand

	OCR	90 day	1 year swap	2 year swap	3 year swap	5 year swap	10 year swap
31-Dec-25	2.25%	2.52%	2.61%	2.93%	3.20%	3.56%	4.09%
31-Mar-26	2.25%	2.54%	2.92%	3.43%	3.69%	3.96%	4.32%
Change	0.00%	+0.02%	+0.31%	+0.50%	+0.49%	+0.40%	+0.23%

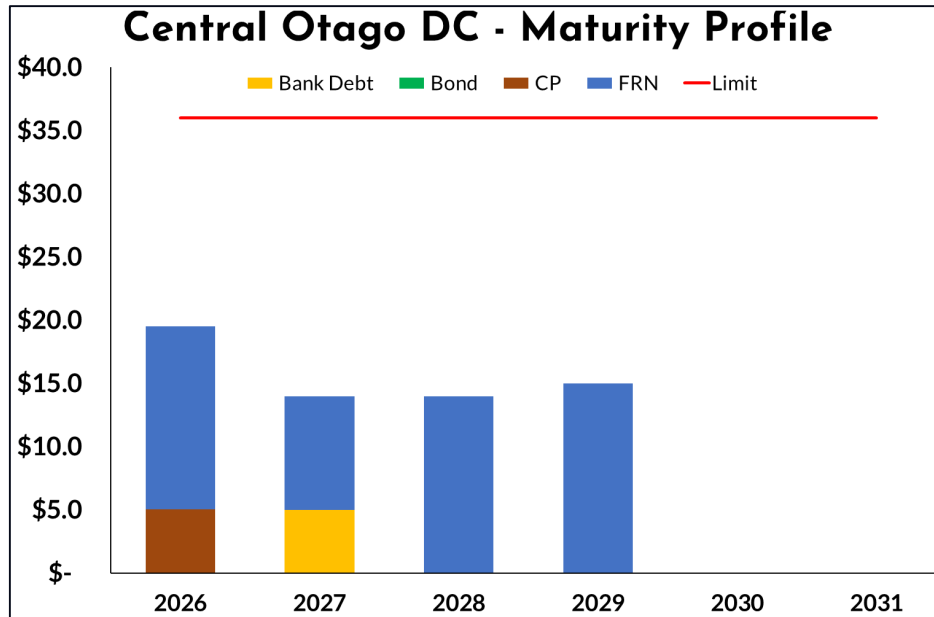
New Zealand entered 2026 with signs that the economy was starting to improve. Growth had returned in the second half of 2025, economic sentiment was picking up, - helped by stimulatory interest rates. The RBNZ left the OCR unchanged at 2.25% in February, noting the economy was at an early stage of recovery, and forecast GDP growth of 2.8% over 2026.

Nevertheless, the domestic outlook has changed drastically as the war in the Middle East is set to test the improving narrative. Higher oil and prices have lifted inflation risks, pushing interest rates higher while also threatening growth by raising costs and weighing on confidence. In March, business confidence fell from 59.2 to 32.5, while consumer confidence fell from 100.1 to 91.3. Ultimately, this has made the interest rate outlook less clear than it was previously. Since the conflict began, the three-year swap rate has risen around 50bp to 3.69%, while the New Zealand 10-year government bond yield is around 40bp higher at 4.72%, tightening financial conditions just as domestic momentum was tentatively beginning to improve. As noted above, the domestic outlook now depends heavily on how soon the conflict is resolved.



Funding and Policy Compliance

3



Total Debt
\$85.0m
 External Drawn Debt

Debt from LGFA
\$85.0m

Liquidity = Term deposits + cash in bank + undrawn bank facility
\$24.85m

Liquidity ratio (must be >110%)
129.24%

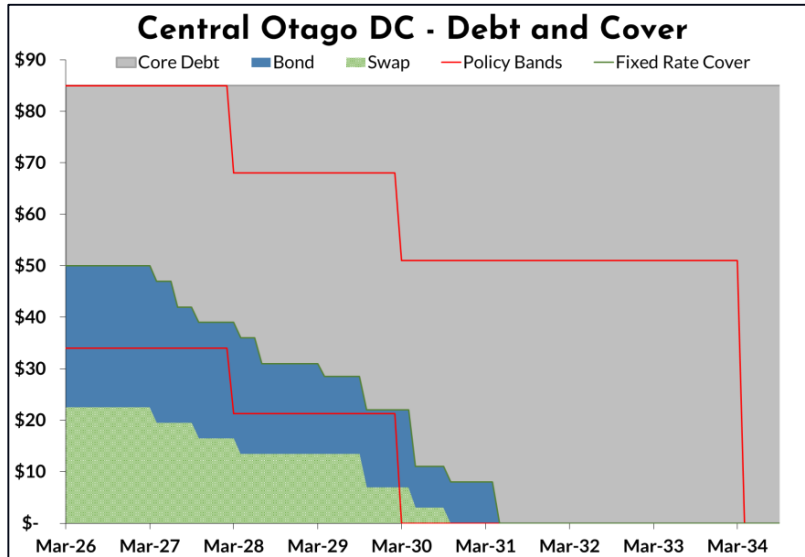
Cost of Funds as at 31 March 2026
4.09%

Policy Compliance	Compliant
Have all transactions been transacted in compliance with policy?	Yes
Is fixed interest rate cover within policy control limits?	Yes
Is the funding maturity profile within policy control limits?	Yes
Is liquidity within policy control limits?	Yes
Are counterparty exposures within policy control limits?	Yes

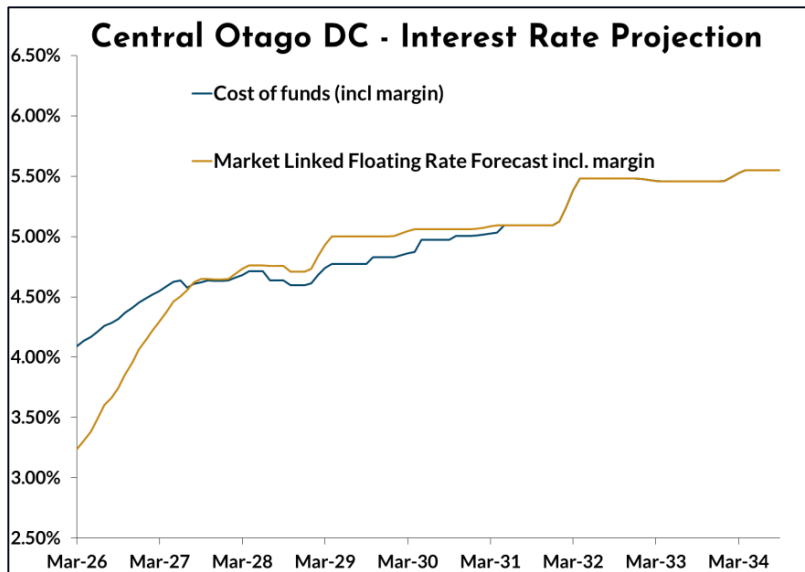


Interest Rate Risk Management

4



Current % of Debt Fixed	58.8%
Current % of Debt Floating	41.2%
Value of Fixed Rate (m)	\$50.0
Weighted Average Cost of Fixed Rate Instruments	4.37%
Value of Forward Starting Cover	\$0.0
Weighted Average Cost of Forward Starting Cover	N/A
Value of Floating Rate (m)	\$35.0
Current Floating Rate	2.54%
Current Floating Rate (incl margin)	3.24%
All Up Weighted Average Cost of Funds Including Margin	4.09%
Total Facilities In Place	\$90.0



	Fixed Rate Hedging Bands		
	Minimum	Maximum	Policy
0 - 2 years	40%	100%	Compliant
2 - 4 years	25%	80%	Compliant
4 - 8 years	0%	60%	Compliant



Central Otago DC - LGFA Funding

5

As of 31 March 2026, CODC had \$85.0 million of core debt, all of which is sourced from the Local Government Funding Agency (“LGFA”) using Commercial Paper (“CP”), Floating Rate Notes (“FRN”), and Fixed Rate Bonds (“FRB”), which are detailed in the table below.

Instrument	Maturity	Yield	Margin	Amount
LGFA FRN	15-Apr-26	3.10%	0.59%	\$5,000,000
LGFA FRN	15-Apr-26	3.05%	0.54%	\$2,500,000
LGFA CP	28-Apr-26	2.65%	0.15%	\$5,000,000
LGFA FRN	15-Oct-26	3.22%	0.71%	\$2,000,000
LGFA FRN	15-Oct-26	2.93%	0.42%	\$5,000,000
LGFA FRB	1-Jul-27	5.99%	N/A	\$5,000,000
LGFA FRN	15-Oct-27	3.36%	0.85%	\$4,000,000
LGFA FRN	15-Oct-27	3.06%	0.55%	\$5,000,000
LGFA FRB	1-Jul-28	6.01%	N/A	\$5,000,000
LGFA FRN	15-Oct-28	3.50%	0.99%	\$4,000,000
LGFA FRN	15-Oct-28	3.60%	1.09%	\$5,000,000
LGFA FRN	15-Oct-28	3.16%	0.65%	\$5,000,000
LGFA FRB	20-Apr-29	5.24%	N/A	\$2,500,000
LGFA FRN	20-Apr-29	3.36%	0.85%	\$5,000,000
LGFA FRN	20-Apr-29	3.20%	0.69%	\$5,000,000
LGFA FRN	20-Apr-29	3.21%	0.70%	\$5,000,000
LGFA FRB	15-May-30	4.21%	N/A	\$7,000,000
LGFA FRB	15-May-31	4.46%	N/A	\$8,000,000
			Total	\$85,000,000



LGFA Funding Rates as at 31 March 2026

6

Listed below are the credit spreads and applicable interest rates as at 31 March 2026 for Commercial Paper (“CP”), Floating Rate Notes (“FRN”) and Fixed Rate Bonds (“FRB”), at which Central Otago DC could source debt from the Local Government Funding Agency (“LGFA”).

Maturity	Margin	FRN (or CP Rate)	FRB
3 month CP	0.15%	2.69%	N/A
6 month CP	0.15%	2.95%	N/A
Apr-27	0.43%	3.12%	3.45%
May-28	0.58%	3.27%	4.16%
Apr-29	0.61%	3.30%	4.43%
May-30	0.70%	3.39%	4.66%
May-31	0.79%	3.48%	4.86%
May-32	0.88%	3.57%	5.04%
Apr-33	0.97%	3.66%	5.19%
May-35	1.08%	3.77%	5.43%
Apr-37	1.10%	3.79%	5.55%



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26.2.9 DIGITAL STRATEGY AND KEY RISK INITIATIVES

Doc ID: 2777165

Report Author:	Nathan McLeod, Chief Information Officer
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

To consider an update on the Digital Strategy and provide an update on initiatives related to Digital Services key risks.

Recommendations

That the report be received and its contents noted.

2. Discussion

Digital Strategy update

The proposed Digital Strategy was pending feedback from Council on the challenges facing the Council digital ecosystem. These challenges only impact the action plan including the delivery roadmap and duration of the strategy.

During the May 2026 workshops for the 2027/37 Long-Term Plan (LTP), thirteen challenges were discussed in terms of level of service, cost and risk. Based on this workshop, the Digital Strategy will be presented to Council for adoption, with a review to be undertaken in July 2027 post 2027/37 LTP adoption. This will enable the Digital Services department to start implementing the strategy based on existing funding, while adapting to the changing landscape.

The Digital Strategy is aligned with various other strategies, such as the Customer Experience Strategy and Central Otago Libraries Strategy and their implementation.

Attached is summarised version of the May 2026 workshop presentation.

Direction on all budget items and options is being sought at the May 2026 council meeting.

Key Risk Initiatives updates

The following table outlines status updates on initiatives related to Key Risks only. This is not the full portfolio of projects being undertaken by Digital Services. Other projects do impact these initiatives.

Initiative	2027/37 LTP challenge	Description	Status
Converged Security/Network Improvement	N/A	Renewal of the foundation of Council's digital ecosystem - connectivity (network) and perimeter security (firewall).	<p>Delayed due to network issues between Alexandra and Cromwell Service Centre, which enables network and firewall resilience.</p> <p>Pending network service provider solution.</p> <p>This is impacting the initiation of multiple other initiatives.</p>
Implement Approved Applications and Cloud Services based on risk	N/A	Automatically blocking high risk applications and services, while considering what is approved or what applications and services are currently being used by Council users.	Working with cybersecurity partner to scope.
Secure Email Gateway upgrade	N/A	Council has multiple layers of protection and training in place. One of these layers is no longer required.	Was planned for in February 2026. Delayed due to workload. Small project but needs to be well managed to minimise impact on email delivery.

Initiative	2027/37 LTP challenge	Description	Status
Web Proxy Secure Gateway for Public Facing Services	N/A	A recommendation from our cybersecurity assessor was to strengthen Council public facing web services. This service would operate between Council public facing services and the internet to protect Council information, block threats and enforce Council policies.	This will be linked to our Server, Storage and Back-up Renewal 2025 and GIS Renewal projects due to on-premises applications and services. These projects may result in this project being pulled forward or no longer required. GIS Renewal is in procurement. Server, Storage and Back-up Renewal 2025 may be further delayed due to workload.
Secure Digital Signing implementation	N/A	Digital signatures improve security, reduce paper, printing and postage costs, speed up document processing and remote signing, strengthen compliance and audit trails, and provide a more convenient customer experience through secure, legally valid agreements.	Implemented. Digital Services user forums are embedding into the various use cases across Council, while encouraging digital workflows solutions vs. current analogue processes that require signatures.
Deploy Microsoft Purview across Council	N/A	Microsoft Purview is a data governance, security and compliance platform that helps Council manage and protect data across its environments. Microsoft security features were partially implemented last year to demonstrate value.	Pending feedback on Microsoft E5 security review from cybersecurity partner to determine next steps.
Digital disposal of information	Challenge # 6: Digital Disposal of Information	Our information management assessor has recommended Council implement digital disposal. Digital disposal securely and permanently destroys information no longer needed, reducing unauthorised access, privacy breaches, storage costs and compliance risk while improving data management.	Pending 2027/37 LTP adoption.

Initiative	2027/37 LTP challenge	Description	Status
Information Compliance, Monitoring and Reporting	N/A	Our information management assessor recommended strengthening information compliance, monitoring and reporting. Council is embedding information management into daily work, with IM requirements built into contracts, project plans and procurement to meet legal obligations.	Project being scoped. Information Governance team changes are currently being progressed. Such as new IM Support role, and Fees and Charges model for Property File Requests.
Information Management Awareness, Training and Support	N/A	Our information management assessor recommended strengthening awareness, training and support. Council will use its web-based training platform to deliver role-based eLearning, videos and gamified content, supported by a training matrix and a practical focus on metadata and statutory requirements, including the Public Records, LGOIMA and Privacy Acts.	Assuming other projects go to plan, this is scheduled to commence in July 2026.
Preserve and Access our records	Challenge # 8: Preserve and Access Our Heritage	Our information management assessor recommended reviewing and updating the archives to meet compliance and preservation needs, ensure they are fit for purpose, and improve customer access. This includes making the archives register public-facing, improving physical storage, developing a digital continuity strategy that reflects Māori data sovereignty, completing the Physical Records Register, updating the Archives Framework, and correcting description standards to restore provenance and original order.	Discussions with Property and Facilities department are underway to address physical storage concerns. This will determine the initiative start date. Long-term solution is pending 2027/37 LTP adoption.

Initiative	2027/37 LTP challenge	Description	Status
Review and adopt AI Management Essentials Framework		Council will adopt the AI Management Essentials framework to manage how Artificial Intelligence (AI) is used. This project moves Council from using AI on an ad-hoc basis to having a managed and safe approach. Focus will be on three key areas: internal processes, risk management and communication.	This initiative maybe be merged into other workstreams.
IS Governance and Management Platform	N/A	The platform will provide a unified view of Digital Services governance, management and delivery. It will consolidate strategy, policy, standards and procedures management and implementation. This will support a more proactive, integrated approach to decision-making, risk management, compliance and service delivery for Council and its customers.	Pending recruitment and onboarding of new ICT role within the Digital Workspace and Infrastructure team.
IS Induction & Exiting Process Improvement	N/A	The current Digital Services onboarding, induction, and exiting processes are manual, resource-intensive, and no longer fit for purpose. This project will implement an automated, integrated provisioning framework to mitigate the operational and security risks associated with human error and delayed processing.	Pending recruitment and onboarding a new ICT role within the Digital Workspace and Infrastructure team.
AI Assistant Tools PoV	Challenge # 10: Strategic Adoption of Enterprise-Grade AI Assistants	Many Council tasks are manual, time-consuming, and costly. AI assistant tools can automate routine work and support writing, templated content, infographics, podcasts, video development, research and analysis. This frees staff for higher-value work, improves decision-making and supports public communication.	Proof of Value (PoV) is currently on hold. A new Trusted AI Team will be formed in July/August to progress and support Strategic Adoption of Enterprise-Grade AI Assistants. Long-term solution is pending 2027/37 LTP adoption.

3. Attachments

Appendix 1 - May 2026 workshop presentation summary [↓](#)

2027 LTP Workshop Information Services: LoS, \$, Risk – Summary for Audit & Risk Committee

Central Otago District Council



Innovate.



Automate.



Connect.



Secure.





The Crossroads: Three Futures for Central Otago

Future 1: The Integrated Council (The Proactive Pathway)

- **Strategic:** Legacy systems modernised to resolve technical debt permanently.
- **Resilient:** Modern platform absorbs Document Management, Disposal, and Payments.
- **Efficient:** Organisational capacity unlocked by dedicated Digital Enablement leadership.
- **Outcome:** Managed risks, near-zero downtime, and a future-proofed community.

Future 2: The Stabilised Council (The Baseline Pathway)

- **Strategic:** Core system replacements deferred; focus on closing current operational deficit.
- **Resilient:** Mandatory compliance restored; basic disaster recovery target (1 day).
- **Efficient:** Targeted automations implemented, but relies on existing team silos without dedicated enablement leadership.
- **Outcome:** Managed risk profile and stable foundation, but lacks modern capacity for innovation or deep efficiency.

Future 3: The Fragile Council (The Reactive Pathway)

- **Reactive:** Legacy systems persist; technical debt and cyber-risk compound annually.
- **Expensive:** Forced to fund mandatory band-aid projects individually at higher long-term cost.
- **Stagnant:** Staff struggle with manual workarounds that negatively impact our customers.
- **Outcome:** Increasing Very High risks, escalating storage fees, and service vulnerability.

Challenge # 1: ICT Infrastructure/Cloud Inflation

- **Problem:**
 - Price increases on ICT Infrastructure – on-premise and cloud – memory use driven by AI
 - Microsoft have indicated 10% to 28% increase, possibly higher from November 2028 on
 - Quarterly pricing risk is real
 - Annual budgeting assumptions are unsafe
 - Do not expect price stabilisation in FY26–FY27
- **Alignment with Community Outcomes:**
 - **Increased Economic Propensity** will be impacted if not planned for
- **Evidence:**
 - Datacom are seeing 3% increases each month
 - Cyclone Computers have seen a few 30% increases since November 2025
 - HP Enterprise
 - Not putting a % on this
 - “Expect repeated pricing adjustments driven by memory shortages, continuing through at least 2027”
 - [Microsoft 365 Packaging and Pricing Updates Public FAQ | Microsoft Licensing Resources](#)



Challenge # 1: ICT Infrastructure/Cloud Inflation

Investment Options:

	Level of Service	Cost	Risks
➔ Option 1 - Maintain Current LOS (Baseline)	<p>Status Quo: Normal inflation assumptions applied and Water hardware costs are retained.</p>	<p>\$0 Retain current Water hardware budget. Further investigation required</p>	<p>Financial plans and assumptions are impacted. Overspends requested.</p>
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	<p>Lower specs or sweat the life: Procure lower spec'd devices, such as laptops, servers and smart phones when the are due to be renewed. Or sweat them out.</p> <p>Unable to influence possible cloud service performance.</p>	<p>~ (\$50K – \$150K) + OPEX/CAPEX Further investigation required</p>	<p>Users impacted by device performance. Device out of warranty. Increased support costs.</p>
Option 3 - Increased Investment / Improved LOS (Risk Down)	<p>ICT Infrastructure/Cloud Inflation applied: Establish a sensible inflation % for year 1 to 3 of LTP</p>	<p>~ \$100K – \$250K + OPEX/CAPEX Further investigation required</p>	<p>Decreases overspends.</p>


Challenge # 2: Digital Assets are growing

- **Problem:**
 - Digitising information and workflows, plus retaining more digital information
 - New people in particular contractors and partners
 - New facilities increasing digital hardware
 - New digital software in particular cloud services
 - All need to be proactively managed and reactively supported
- **Alignment with Community Outcomes:**
 - **Increased Economic Propensity**
 - **Robust Social Fabric**
 - **Expressions of Culture**
- **Evidence:**
 - Property Files 90% digitised
 - Cromwell Memorial Event Centre i.e. 50 x Wi-Fi Access Point, 700 data ports, CCTV, Access Control, Smart Building
 - Roxburgh Entertainment Centre
 - Contractors for Planning and Building due to staff shortage and community growth



Challenge # 2: Digital Assets are growing

Investment Options:

	Level of Service	Cost	Risks
 Option 1 - Maintain Current LOS (Baseline)	Status Quo planned through the Annual Plan/previous LTP	\$0	Retain our ability to support, maintain and manage our ever increasing digital assets.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Reduce support roles to 1	~(\$345K) OPEX Ongoing (Salary & Overhead)	<p>Reduced proactive maintenance and management of digital assets, increasing cybersecurity and compliance risks.</p> <p>Reduced user and customer support level of service. Also impacts innovation and integration.</p>
Option 3 - Increased Investment / Improved LOS (Risk Down)	N/A		



Enhanced Digital Customer Experience Programme


Challenge # 3: Automation & integration

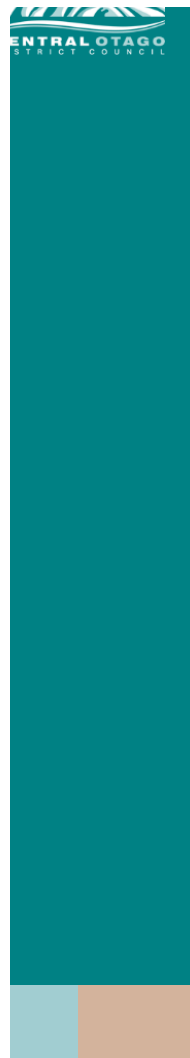
- **Problem:**
 - Manual data entry and information flow between online customer system and back end systems
 - Impacts data quality and adds extra cost in terms of effort
 - Impacts customer seeing current data
- **Alignment with Community Outcomes:**
 - **Increased Economic Propensity** through efficiency gains
 - **Robust Social Fabric**
- **Evidence:**
 - Delays in processing
 - Customer portals out of sync



Challenge # 3: Automation & integration

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Limited automation & integration technology capability	\$0	Limited to basic technology. Limited to what service providers can deliver.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Reduce licensing costs.	~(\$35K) OPEX Ongoing	Data quality reduces. Operational efficiency increases. Unable to focus on enhancing customer experience.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Improved automation & integration technology capability.	\$0 As licensing budget is freed up from Water exiting, use for automation and integration.	Managed automation and integration. Decreases manual data entry improving data quality. Improves customer satisfaction and trust.



Challenge # 4: Legacy System Modernisation

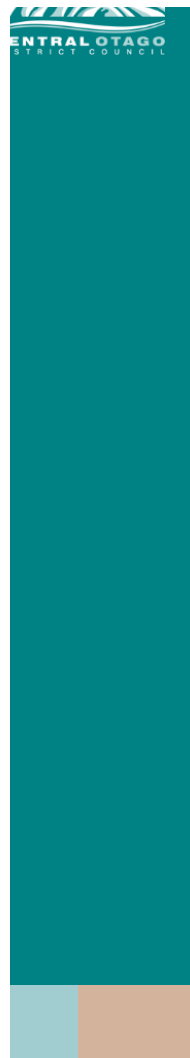
- **Problem:**
 - Fragmented & legacy systems exposes critical cyber threats
 - Manual workarounds creates community service deficit
 - Non-compliance with the Privacy Amendment Act 2025 and System Improvements Bill
 - Administrative overheads drive up the rates burden
- **Alignment with Community Outcomes:**
 - **Increased Economic Prosperity:** Releasing staff capacity for high-value strategic initiatives and eliminating manual workarounds to limit the increasing rates burden.
 - **Robust Social Fabric:** Securing personal data against state-sponsored actors to prevent a catastrophic loss of Digital Trust, and ensuring compliance with the Privacy Amendment Act 2025.
- **Evidence:**
 - **Te Korowai Report (2025):** Warns against underinvesting in core technological
 - **Technical Debt:** Legacy COBOL transition creates tech debt
 - **Peer Outcomes:** Waitaki DC, Selwyn DC, Rotorua Lakes



Challenge # 4: Legacy System Modernisation

Investment Options:

	Level of Service	Cost	Risks
➔ Option 1 - Maintain Current LOS (Baseline)	External Assessment: Year 3 of LTP	\$450K to \$600K for assessment OPEX	Escalating technical debt, cyber, and privacy risks
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Stop MAGIQ Cloud Improvement: Reduced through managed decline	No investment	Severe cyber vulnerability, system failure, and privacy breaches
➔ Option 3 - Increased Investment / Improved LOS (Risk Down)	Digital Transformation: Improved efficiency and automation	\$8.5 million over three to four years OPEX/CAPEX, 20+ years useful life	Lowest risk to data, operations, and privacy compliance




Challenge # 5: Modernising Digital Collaboration

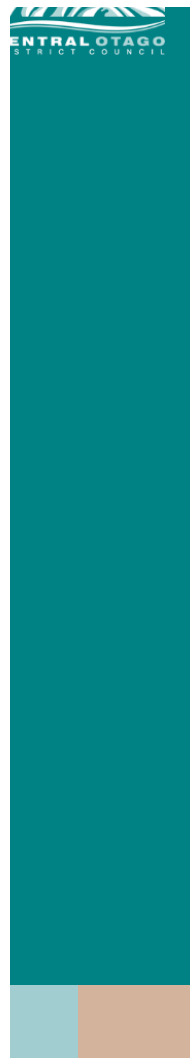
- **Problem:**
 - Static repository lacking modern document collaboration
 - Manual workarounds creating shadow IT
 - Information Management Standards not met and escalates cybersecurity vulnerabilities.
 - Severely limits statutory LGOIMA timeframes.
- **Alignment with Community Outcomes:**
 - **Increased Economic Prosperity:** Supports productivity-enhancing technology.
 - **Robust Social Fabric:** Secures community data to protect our **Digital Trust**.
 - **Data Platform Integration:** We are using Microsoft Fabric; this modernisation provides the clean data required to support it safely.
- **Evidence:**
 - **Te Korowai Report (2025):** Warns against underinvesting in core technological
 - **2025 Information Management Maturity Assessment:** Staff frustration and critical gaps impacting IM maturity
 - **Risk:** Human error risks, and threats to business continuity



Challenge # 5: Modernising Digital Collaboration

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Hybrid MAGIQ Documents/SharePoint: Fragmented collaboration. Limited Information Governance controls.	Avoids initial capital cost. High hidden operational costs.	Potentially decreases our IM maturity further. Threatens business continuity and statutory compliance.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	File Server: Findability drops. External collaboration is impossible.	Avoids initial capital cost. High ongoing server costs.	Violates the Public Records Act 2005 and Information Management Standards. Increases cyber risk blast radius.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Managed SharePoint Digital Workplace: Seamless digital experience. Unified, secure access anywhere.	\$700K CAPEX One Off, 10 years useful life \$150K OPEX Ongoing High long-term return on investment.	Lowers risk. Automates compliance and minimises cyber threats. Aligns with risk appetite.




Challenge # 6: Digital Disposal of Information

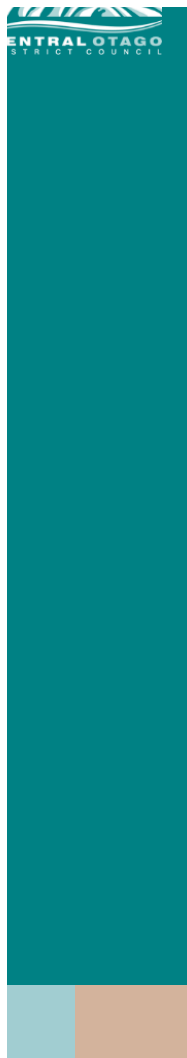
- **Problem:**
 - Lack of a defensible data destruction
 - Non-compliance Privacy Act / Public Records Act and LGOIMA discovery burden
 - Expanding cyber attack surface of **Redundant, Obsolete, and Trivial (ROT)** data
- **Alignment with Community Outcomes:**
 - **Robust Social Fabric:** Protects community privacy and builds **Digital Trust**
 - **Increased Economic Prosperity:** Reduces storage costs and limits staff time searching for information.
- **Evidence:**
 - **2025 Information Management Maturity Assessment:** Lack of defensible data disposal.
 - **Financial & Operational:** Continuously escalating cloud storage costs and an increased volume/complexity of LGOIMA requests draining staff resources.
 - **Key Risk Register:** Cybersecurity is Very High residual risk, exacerbated by unchecked ROT data.



Challenge # 6: Digital Disposal of Information

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Status Quo: Retain current practices. Ad hoc disposal over MAGIQ Documents only; no federated enterprise governance.	Escalating year-on-year cloud storage costs as ROT data footprint expands unchecked. Hidden costs of wasted staff time.	High. Ongoing regulatory failure, massive LGOIMA discovery burden, and a highly vulnerable, expanding cyber-attack surface.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Blind Reduction: Blindly reduce storage limits to force data reduction without formal governance or intelligence.	Lower. Immediate, short-term savings on cloud storage or licensing fees.	Extreme. Mass deletion of protected records causing PRA breaches, loss of corporate memory, and lack of legal Certificates of Destruction.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Federated Governance: Implement a Federated Information Governance Platform to manage data in-place and automate defensible disposal.	~ \$150K OPEX Ongoing Offset by long-term storage reductions and massive staff efficiency gains.	Mitigated. Ensures absolute legislative compliance and drastically shrinks the cyber-attack surface. Improves Data Quality: AI Supports Regional Collaboration: Southern Waters Enables Smooth Transitions: Simplification of Local Government.




Challenge # 7: 95% Cybersecurity Maturity

- **Problem:**
 - Expired System Trust
 - Work-from-home Blind Spots
 - Uncontrolled Master Keys (Privileged Access Management)
 - Partner/Supply Chain Risks
 - Response Skill Gap
 - Risk Intelligence Gap
- **Alignment with Community Outcomes:**
 - **A Safe and Healthy Community:** Community's sensitive personal data proactively protected
 - **Thriving Community:** High-performance digital systems allow staff to work faster and spend more time serving the community rather than managing technical failures.
- **Evidence:**
 - **Independent Security Audit (July 2025):** Council is falling behind on how we manage cloud providers
 - **Technical Review (April 2026):** Digital Trust foundation is not fit for purpose, remediation 2027
 - **Vulnerability:** 2,132 to 318 vulnerabilities, limited current tools



Challenge # 7: 95% Cybersecurity Maturity

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Strategic Optimisation: Targets 85% maturity; current 1-day recovery target.	BAU Budgets	Higher residual risk Legacy PKI expires in 2027 Hybrid workforce remains unprotected.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Basic Compliance: <70% maturity; slow recovery (>2 days).	Reduced OPEX	High Residual Risk: Trust erosion High vulnerability to breach Potential legacy system failure.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Strategic Transformation: >95% Advanced/Predictive Maturity: Near-zero downtime (<4 hours).	\$20K CAPEX One-off, 5 years useful life \$190K OPEX Ongoing (\$18K Dedicated on-call digital forensics retainer)	Low Residual Risk: Proactive protection Automated crypto-agility for 2029 global mandates.





Challenge # 8: Preserve and Access Our Heritage

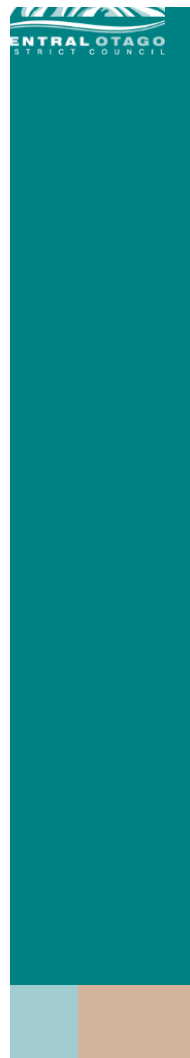
- **Problem:**
 - Storage has a leaking roof and failing climate control
 - Divestment leaves heritage asset without a home
 - Legislative non-compliance with the Public Records Act 2005.
 - Significant loaned collections at risk
 - Restricted public and staff access
 - Council and Community archives and artefacts
- **Alignment with Community Outcomes:**
 - Ensures the preservation of local identity and keeps heritage within Central Otago.
 - Provides robust physical and digital access for residents, historians, and iwi.
 - Maintains democratic transparency and honours community expectations.
- **Evidence:**
 - **Dec 2024 Audit:** Environmental controls 26% compliance
 - **Data Logging:** Damaging temperature and humidity swings
 - **Contractual Breach:** Facilities violate loan obligations
 - **Funding Disparity:** \$0 capital investment



Challenge # 8: Preserve and Access Our Heritage

Investment Options:

	Level of Service	Cost	Risks
 Option 1 - Maintain Current LOS (Baseline)	Local Relocation: Greatly improved physical preservation; maintains local public access and provenance.	\$25k–\$40k CAPEX One-off, 10 + useful life Move & HVAC \$25k–\$32k OPEX Ongoing Annual commercial lease Or the opportunity cost of utilising existing Council space.	Brings Council within risk appetite; effectively mitigates the total loss of the asset.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Offsite Commercial Storage: Severe reduction in staff/customer access; information hidden behind freight logistics and delays.	\$43k–\$66k CAPEX One-off \$6.3k–\$27.5k OPEX Ongoing \$25–\$47.50 per box for freight/retrieval fees	Drastically increases reputational risk and community dissatisfaction by exporting local heritage out of the district.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Combined Cultural Storage (integrating council archives, museum gallery, community archives, and the Eden Hore collection under one roof). Massive improvement; transforms the current system into a best-in-class,	~ \$1.7M–\$3.5M CAPEX One-off 50 + useful life Land/building purchase and construction/retrofitting of a consolidated 400sqm facility.	Completely mitigates long-term preservation and compliance risks, though short-term risks remain high during the planning phase.



Challenge # 9: Team Leader - Digital Enablement

- **Problem:**
 - CIO capacity stretched
 - Proactive solution delivery stalled
 - Manual workarounds (Shadow IT) undermine our Digital System, erode Digital Trust
 - Leadership needed to shift department to a strategic partner
- **Alignment with Community Outcomes:**
 - Supports Increased Economic Prosperity
 - Invests in innovation and enhance productivity
 - Accelerates digital community services
- **Evidence:**
 - **2025 Te Korowai Report:** Small and stretched workforce
 - **Deloitte Review & Risk Registers:** Manual processes, key person dependency, unintuitive legacy systems, and Shadow IT



Challenge # 9: Team Leader - Digital Enablement

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Maintain Digital Enablement: Incremental improvements managed within existing team silos.	No additional investment.	Accepts ongoing inefficiencies. The Digital System remains slow and improvements are ad-hoc.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Reduce Digital Enablement: Break-fix maintenance only. No proactive system optimisation.	No investment.	High vulnerability to processing errors, data silos, and a complete loss of Digital Trust .
➔ Option 3 - Increased Investment / Improved LOS (Risk Down)	Improve Digital Enablement Leadership: Dedicated leadership driving business solutions, data visualisation, automation and artificial intelligence.	\$180K OPEX Ongoing (Salary & Overhead)	Active investment to eliminate manual bottlenecks, accelerate automation, and build Digital Trust through data integrity.




Challenge # 10: Strategic Adoption of Enterprise-Grade AI Assistants

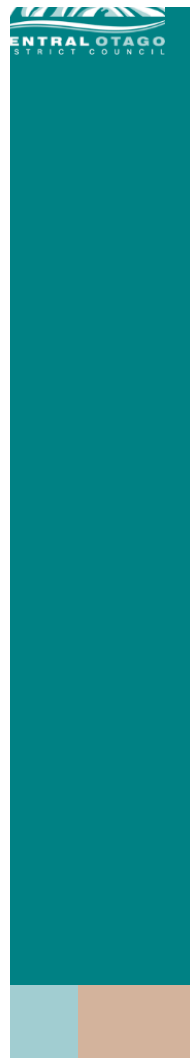
- **Problem:**
 - Free AI expose Council to critical data leaks, identity vulnerabilities, and legislative non-compliance
 - Deploy secure, enterprise-grade systems to safely automate workloads
- **Alignment with Community Outcomes:**
 - Directly supports Increased Economic Prosperity
 - Directly supports a Robust Social Fabric
 - Securing data builds absolute **Digital Trust**
- **Evidence:**
 - **2025 Te Korowai Report:** Lack of AI governance
 - Cybersecurity risk (KR17)
 - Compliance with the upcoming Privacy Laws (IPP3A) and Archives New Zealand directives by May 2026.
 - Demand through these presentation from other Activities



Challenge # 10: Strategic Adoption of Enterprise-Grade AI Assistants

Investment Options:

	Level of Service	Cost	Risks
 Option 1 - Maintain Current LOS (Baseline)	End Proof of Value/No Enterprise-Grade AI Assistants: Optimisation limited to specific users for a Proof of Value group only.	\$25K OPEX one off existing allocation	Fails to provide enterprise-wide guardrails required by Te Korowai and May 2026 IPP3A mandates. Fails to mitigate KR17.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	Uncontrolled AI Assistants: Provide no official AI tools. Blocks innovation.	No investment.	Highly dangerous. Exacerbates KR17 by driving staff to unapproved shadow IT, guaranteeing data breaches.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Enterprise-Grade AI Assistants: Full enterprise-wide deployment of secure tools.	\$200K to \$300K OPEX Ongoing	Strongest mitigation against KR17. Aligns with Te Korowai IT governance and drives affordability (KR18).
 Option 4 – Block AI	Block AI not part of an existing Information System	No investment.	Reduces risk. Possibly encourage users to use unapproved devices. Shadow IT



Enhanced Digital Customer Experience Programme


Challenge # 11: Scale interaction management insights

- **Problem:**
 - Fragmented interaction systems
 - Blind spots impacting customer experience, impacting no wrong door
 - Lack of proactive engagement
 - Lack of scale impacting successful insights and knowledge base
- **Alignment with Community Outcomes:**
 - **Robust Social Fabric and Expressions of Culture** by expanding enhanced customer experience beyond our Customer Services department – no wrong door.
- **Evidence:**
 - **2025 ALGIM CX Report:** Knowledge lowest area (83.2%)
 - Achieve 81% First Contact Resolution (FCR) in Customer Services
 - Integrating with Data Platform will enable greater success
 - Customer Experience Strategy 2026-2030



Challenge # 11: Scale interaction management insights

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Status Quo: Genesys isolated to frontline. No data platform integration or public AI chatbot.	~\$52K OPEX Ongoing	Blind spots in customer journey; high failure demand calls. Limits data visibility.
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	System Downgrade: Basic telephony only. Remove internal AI and interaction tracking.	~(\$45K) OPEX Ongoing	Severe drop in Customer Experience (CX) Total loss of interaction data/metrics.
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Enterprise Expansion: Expand Genesys to all departments. Deploy AI public chatbot for 24/7 self-service.	\$100K CAPEX One-off, 10 years useful life \$45K - \$75K OPEX Ongoing	Best mitigates fragmented data and reputational risk. Requires change management.



Challenge # 12: GIS Managed Services/Uplift

- **Problem:**

- Aging legacy system requires renewal, delayed due ePlan and Asset Management Systems
- Cybersecurity risk
- Severe "Key Person" Dependency (Resilience)

- **Alignment with Community Outcomes:**

- **Increased Economic Propensity** – improve planning, building, and maintaining critical infrastructure
- **Robust Social Fabric** – visual and transparent data enabling safe and connected community
- **Expressions of Culture** – map heritage, celebrate regional identity, collaborate on cultural asset data


- **Evidence:**

- Open market tender
- Demand from the business
- Data visualisation



Challenge # 12: GIS Managed Services/Uplift

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Status Quo for resource Uplift in software costs	\$10k to \$20K deficit OPEX Ongoing for software costs	Reliance on single resource, retain potential for loss of knowledge & expertise
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	N/A		
 Option 3 - Increased Investment / Improved LOS (Risk Down)	GIS Managed Service: Based on estimate from market tender. Work along side internal single GIS resource	\$25K to \$55K OPEX Ongoing Internal resource would cost \$128K (Salary & Overhead)	Active investment to enable shared resourcing and knowledge, reducing loss of knowledge & expertise



Challenge # 13: Objective Resource Consents

- **Problem:**

- No customer online processing portal to track progress, poor customer experience
- Legacy and no automated workflow impacting processing
- No linkage to District Plan
- No integration to with Objective Build for building consents (live 25 May 2026)

- **Alignment with Community Outcomes:**

- **Increased Economic Propensity** – improve integrated planning
- **Robust Social Fabric** – visual and transparent data enabling safe and connected community
- **Expressions of Culture** – consents connected with District Plan


- **Evidence:**

- Customer feedback
- Declining adherence to statutory timeframes
- National resourcing pressures
- Shifting customer expectations



Challenge # 13: Objective Resource Consents

Investment Options:

	Level of Service	Cost	Risks
Option 1 - Maintain Current LOS (Baseline)	Status Quo: Retains the existing legacy systems, manual processing, and a fragmented regulatory experience.	\$0	Ongoing inefficiencies Breaching statutory processing timeframes Disconnect from Objective Build
Option 2 - Reduced Cost / Reduced LOS (Risk Up)	N/A		
 Option 3 - Increased Investment / Improved LOS (Risk Down)	Implementation of a modern, integrated online portal aligning resource consents natively with the District Plan and the broader Objective software ecosystem.	~ \$100K - \$200K CAPEX One-off, 10 years useful life ~ OPEX Ongoing similar to Objective Build: ~ fixed fee up to \$125K, or variable over. i.e.: value of work \$600,000 × 0.075% = \$450 (excl. GST) application fee.	Foundation customer, 1 of four. Ability to influence and possible savings,

6 CHAIR'S REPORT

26.2.10 CHAIR'S REPORT

Doc ID: 2830652

1. Purpose

To consider the Chair's report.

Recommendations

That the report be received.

2. Attachments

Nil

7 MEMBERS' REPORTS

26.2.11 MEMBERS' REPORTS

Doc ID: 2830654

1. Purpose

To consider the members' reports.

Recommendations

That the reports be received.

2. Attachments

Nil

8 STATUS REPORTS

26.2.12 JUNE 2026 GOVERNANCE REPORT

Doc ID: 2816319

Report Author:	Wayne McEnteer, Governance Manager
Reviewed and authorised by:	Saskia Righarts, Group Manager - Governance and Business Services

1. Purpose

To report on items of general interest and the current status report updates.

Recommendations

That the report be received.

2. Discussion

Audit and Risk Forward Work Programme

The Forward Work Programme is attached to provide an update on when key issues plan to be before the Audit and Risk Committee (appendix 2).

3. Attachments

Appendix 1 - Audit and Risk Forward Work Programme [↓](#)

Audit and Risk Forward Work Programme 2026						
Area of work	Reason for work	Committee's role (decision and/or direction)	Expected timeframes (2026)			
			Feb	Jun	Sept	Dec
Long-term Plan						
Long-term Plan	Oversight of the preparation of the Long-term Plan.	Direction required: Direction on timeline and progress. To make recommendations to Council on matters and proposals relevant to risk management and internal review practices.				
		Direction	*	*	*	*
		Audit Arrangements		*		
Strategic Risk Review						
Strategic Risk Review	Oversight of strategic risk.	Direction required:				
		Quarterly Risk Update	*	*	*	*
Briefing by Chief Executive						
Briefing by Chief Executive	Oversight of issues from a risk perspective.	Direction required: An opportunity for the Chief Executive to update the committee on any issues from a risk perspective. The committee can advise as needed.				
		Direction	*	*	*	*
Insurance						
Insurance	Oversight of the range of insurance policies and options.	Direction required: To advise on insurance options and monitor the current suite of insurances the Council has.				
		Insurance Strategy		*		
		Insurance Suite Update				*
Treasury Report and other transactions – every meeting						
Treasury Report	Oversight on both debt and debtors (including reports from Bancorp).	Direction required: To advise on both debt and debtors.				
		Treasury Report and Bad Debts Report	*	*	*	*
Annual Plan						
Annual Plan	Oversight of the preparation of the Annual Plan (may include verbal update).	Direction required: Direction on timeline and progress. To make recommendations to Council on matters and proposals relevant to risk management and internal review practices.				
		Preparation	*			
		Finalisation (if plan is consulted on)		*		

Area of work	Reason for work	Committee's role (decision and/or direction)	Expected timeframes (2026)			
			Feb	Jun	Sept	Dec
Annual Report						
Annual Report	Oversight of the preparation of the Annual Report.	Direction required: For the Committee to recommend to Council that they adopt the 2025-2026 Annual Report subject to any changes the Committee may identify.				
		Audit Arrangements	*			
		Preparation			*	
Audits						
Internal Audits	Reviewing the internal audit programme of work and the actions arising from those audits.	Direction required: Direction on timeline and progress. Identifying the key risks and actions arising from the audits.				
		Work to be completed:	*	*	*	*
		Approval of the forward work programme and internal audit charter		*		
External Audit	Oversight of management reports post external audits	Direction required: Overseeing the progress of key recommendations arising from the audits.				
		Work to be completed:	*	*	*	*
Policy Reviews and Legislative Compliance						
Legislative Compliance Update	Annual oversight of Central Otago District Council's compliance against relevant legislative requirements.	Direction required: Keeping an oversight that Council is meeting its legislative requirements.			*	
Policy Reviews	Oversight of Council's policy renewal schedule and reviewing relevant updated and new policies.	Direction required: Provide feedback on policies and recommend for approval and implementation. Review policy schedule to ensure timelines are being achieved.				
		<p>Audit and Risk give direction on the following policies:</p> <p>Staff Delegations Manual: currently being worked on</p> <p>Fixed Asset Management and Disposal Policy: due for review July 2026</p> <p>Transportation Procurement Strategy: due for review August 2026</p> <p>Procurement Policy: due for review October 2026</p> <p><u>Planned for 2027/28</u></p> <p>Protection of Information and Information Systems (Cybersecurity) Policy 2023-2026: due for review March 2027</p> <p>Privacy Policy: due for review March 2027</p> <p>LGOIMA Request Policy: due for review March 2027</p> <p>Fraud, Bribery, and Corruption Policy: due for review April 2027</p>				

Area of work	Reason for work	Committee's role (decision and/or direction)	Expected timeframes (2026)			
			Feb	Jun	Sept	Dec
		Credit Card Policy: due for review June 2027 Sensitive Expenditure Policy: due for review June 2027 Travel Policy: due for review June 2027 Risk Management Policy and Process: due for review October 2027 Staff Interests Policy: due for review October 2027 Protected Disclosures (Whistleblowing) Policy: due for review September 2028 <u>Long-term Plan Policies</u> (The intention it to have these policies completed alongside the Long-term Plan) Significance and Engagement Policy: due for review 2027/37 LTP Investment Policy: due for review 2027/37 LTP Liability Management Policy: due for review 2027/37 LTP Rates Remission Policy: due for review 2027/37 LTP Rating Policy: due for review 2027/37 LTP Revenue and Financing Policy: due for review 2027/37 LTP Infrastructure Strategy: due for review 2027/37 LTP				

9 DATE OF THE NEXT MEETING

The date of the next scheduled meeting is 11 September 2026.

10 RESOLUTION TO EXCLUDE THE PUBLIC

Recommendations

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
Confidential Minutes of Ordinary Committee Meeting	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	To protect a person's privacy Commercial sensitivity Legal professional privilege To prevent use of the information for improper gain or advantage
26.2.13 - Bad Debts and Abandoned Land	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	To protect a person's privacy
26.2.14 - Risk Management Update	s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	To prevent use of the information for improper gain or advantage
26.2.15 - Litigation Register	s7(2)(g) - the withholding of the information is necessary to maintain legal professional privilege	Legal professional privilege
26.2.16 - CEO Update	s7(2)(j) - the withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage	To prevent use of the information for improper gain or advantage

26.2.17 - June 2026 Confidential Governance Report	s7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	To protect a person's privacy
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