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| <b>Growth</b> | The ability to adequately respond to growth demand in the District | <b>05 June 2026</b> |
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| <b>Risks – Causes and consequences</b>   |
| <p>Causes</p> <ul style="list-style-type: none"> <li>• Cost of infrastructure (See Risk: Financial Affordability)</li> <li>• Changing Government policy (See Risk: Government Reform)</li> <li>• Unclear strategic direction</li> <li>• Incomplete regional soil and flood mapping data</li> <li>• The consenting system (across councils) is too complex for many users</li> <li>• Outdated District Plan</li> <li>• Council underinvestment</li> </ul> <p>Consequences</p> <ul style="list-style-type: none"> <li>• Unrealised potential housing capacity (See Risk: Local Economy)</li> <li>• Growth in suboptimal areas of the District</li> <li>• Substandard infrastructure services for new growth</li> </ul> |
| <b>Opportunities – Causes and outcomes</b>   |
| <p>Causes</p> <ul style="list-style-type: none"> <li>• Cheaper infrastructure costs</li> <li>• Government deregulation</li> <li>• Long-term strategic vision</li> <li>• Thorough and up-to-date regional soil and flood mapping data</li> <li>• Effective consenting system</li> <li>• Relevant District Plan</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>• Can develop key infrastructure projects more quickly</li> <li>• Introduce new projects to the capital growth programme</li> <li>• Expand settlements across the District</li> <li>• High-quality infrastructure services for new growth</li> </ul>   |
| <b>Assurance and accountability</b>  |
| <p>Reporting: Deep dive report to the Finance and Performance Committee (annually)</p> <p>Ongoing monitoring: <b>Lyn Daly</b> (GM – Community)</p>   |

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| <b>Controls/enablers in place</b>   |
| <ul style="list-style-type: none"> <li>• Regular updating of District Plan chapters</li> <li>• Reconsideration of the affordability and timing of the growth programme each Long-term Plan</li> <li>• Engagement with the business community and developers (e.g., Grow Manawatū Working Group)</li> <li>• Quality Manager review of consenting processes (with a view towards simplification and ease-of-use)</li> </ul> |
| <b>Controls/enablers planned</b>  |
| <ul style="list-style-type: none"> <li>• Growth strategy</li> <li>• Economic Development strategy</li> <li>• Community Development strategy</li> </ul>  |
| <b>Factors outside of Council’s control</b>   |
| <ul style="list-style-type: none"> <li>• Cost of construction</li> <li>• Strategic priorities of partner agencies (e.g., NZTA, Powerco, Chorus)</li> </ul>  |
| <b>References</b>   |
| <p>Legislation</p> <ul style="list-style-type: none"> <li>• Resource Management Act 1991</li> </ul> <p>Council Documentation</p> <ul style="list-style-type: none"> <li>• Long-term and Annual planning</li> </ul> <p>Previous Reporting:</p> <ul style="list-style-type: none"> <li>• Initial Strategic Risk Update – Audit and Risk Committee 13 March 2025</li> </ul>  |
| <b>Risk Appetite</b>  |
| <p>Service Delivery – Cautious-Open</p> <p>Financial &amp; Investment – Cautious</p> <p>Environmental – Cautious-Open</p> <p>Legal Compliance – Averse-Minimalist</p> <p>Cultural – Cautious</p>  |