

Regulatory and Compliance	Council's ability to anticipate and respond to regulatory requirements and maintain compliance while delivering its strategic priorities and services.	23 September 2026
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Risks – Causes and consequences
Causes • Rapid or complex changes to legislation, regulation, standards and regulator expectations. • Insufficient capability, systems, data or clear ownership to identify and demonstrate compliance. • Late awareness of emerging requirements or inadequate lead time to fund and implement change. • Dependence on external regulators, approvals, guidance and specialist advice. Consequences • Breach of legal, consent or mandatory requirements, including enforcement action or loss of approvals. • Service or project disruption and inability to deliver strategic outcomes. • Unplanned cost, affordability pressure and reprioritisation of investment. • Harm to people or the environment, and loss of regulator, community or elected-member confidence.
Opportunities – Causes and outcomes
Causes • Early regulator engagement and participation in sector guidance and submissions. • Improved compliance systems, data, assurance and cross-Council coordination. Outcomes • Earlier identification of obligations and better planning and investment decisions. • More efficient compliance and fewer breaches. • Greater confidence and ability to influence workable regulatory settings.
Assurance and accountability
Reporting: Deep dive report to the Finance and Performance Committee (annually) Ongoing monitoring: Hamish Waugh (General Manager – Infrastructure)

Controls/enablers in place
• Council's Risk Management Policy, delegations and governance oversight. • Named operational owners and subject-matter specialists. • Compliance/consent monitoring and internal/external assurance. • Regulator and sector engagement, with regulatory change considered through planning processes.
Controls/enablers planned
• Strengthen the organisation-wide view of material obligations, ownership and assurance. • Integrate material regulatory change into strategy, asset, financial and workforce planning. • Develop targeted capability, systems and data where new regimes create material gaps.
Factors outside of Council's control
• Government policy, legislative change and implementation timing. • Regulator interpretation, enforcement approach and approval timeframes. • Availability of national guidance, specialist capability and sector capacity.
References
Council Documentation • Risk Management Policy • Relevant compliance, consent, asset and operational policies/plans/registers Previous Reporting: • Identified through Manawātū Water Services strategic risk work and Committee workshop in 2026.
Risk Appetite
Legal Compliance - Averse-Minimalist Health, Safety & Wellbeing - Minimalist Financial & Investment - Cautious Reputational - Cautious Service Delivery - Cautious-Open Environmental - Open