

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.		Controls/enablers in place Council 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.
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.		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.
Assurance and accountability Reporting: Deep dive report to the Finance and Performance Committee (annually) Ongoing monitoring: Hamish Waugh (General Manager – Infrastructure)		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 Manawatu Water Services strategic risk work and Committee workshop, 2026.
		Risk Appetite Legal Compliance - Averse-Minimalist Health, Safety & Wellbeing - Minimalist Financial & Investment - Cautious Reputational - Cautious Service Delivery - Cautious-Open Environmental - Open