

Water Services Risks as Described in the Corporate Risk Register (30 September 2026)

Name		Description		Inherent Risk (pre-Controls)		Controls			Residual Risk (post-Controls)			Appetite			Owner		Approver	
		Likelihood	Impacts		Risk Score		Effect	Status	Likelihood	Impacts		Risk Score						
Insufficient Water Volume for the Fire Sprinklers to Suppress Fire at the Manawatu Resource Recovery Centre	Due to limitations with water volume available in the Precinct 5 growth area, there is not sufficient water volume available to meet the Building Act requirements for the fire sprinklers at the Resource Recovery Centre.	Certain (5)			Extreme (80)	Fire System Checks and Water Reservoir Project - Ensure monthly fire system inspections are undertaken regardless of Code Compliance Certificate inspections not being required. - Progress with new water reservoir construction in Precinct 5 to provide required volume. - Regular checks of Smart Environmental Evacuation Procedure. Reduces likelihood & impacts - Connection of fire sprinkler system to mains pressure to suppress fire. Fully effective			Rare (1)			Low (4)	Within Appetite	Wiremu Greening	Hamish Waugh			
Flooding Impacts to Business-as-Usual	Impacts directly caused by Flooding on Business-as-Usual practice, along with threatening Council-owned assets.	Possible (3)			High (24)	1. Sustainable Infrastructure - Resilience focused Capital Projects 2. Emergency Management - Staff maintaining CDEM training 3. Stormwater Management Inclusions - Accommodating for growth of the District through stormwater management inclusions in Developer Agreements and Subdivision Applications 4. Regulatory Function - Council is now more aware of flood areas and have better rules in place (e.g., District Planning and Building Compliance) around where people build and what kind of structures they build. Within capital works, officers have more knowledge around how to mitigate flooding impacts (e.g., where to locate detention ponds) 1. Reduces risk impacts 2. Reduces risk impacts 3. Reduces risk impacts 1. Fully effective 2. Fully effective 3. Fully effective			Possible (3)			Medium (12)	Within Appetite	Wiremu Greening	Hamish Waugh			
Failure to Deliver on Capital Works Programmes	Internal and external resourcing, contractor availability, financials, consenting, land tenure, unforeseen complexities, changing of scope prevent the ability to achieved planned capital works programmes.	Possible (3)			Extreme (48)	1. Proactive Project Management - Engagement for procurement solutions (external) 2. Procurement Policy and Procedures - The Council's Procurement Policy lays out best practice around procuring quality contractors for capital works. For example, projects under \$100 k can be sourced via direct contact with a known supplier, projects between \$100 k and \$500 k may be procures using a close competitive process (minimum of three known suppliers) and above \$500 k requires open tender 3. Financial Delegation Limits - Financial delegation limits (approved by Council via the Delegations Manual) ensure that there are appropriate levels of approval for financial expenditure. If additional CAPEX is above \$500 k this must go back to Council for approval 1. Reduces likelihood & impacts 2. Reduces likelihood & impacts 3. Reduces likelihood & impacts 4. Stakeholder Engagement - Stakeholder engagement helps to ease processes around land tenure, changes in scope and consenting 1. Reduces likelihood & impacts 2. Reduces likelihood & impacts 3. Reduces likelihood & impacts 5. Quality Assurance - Council officers have responsibilities to check the progress of contractors for capital works. Experts and technical staff are able to critique contractor progress reports to ensure that works are on track and at a sufficient quality standard 1. Fully effective 2. Fully effective 3. Fully effective 6. Contingency Budgets - Large capital projects include an addition portion of budget set aside for contingency costs. Contingency costs require officer approval before being expended 1. Fully effective 2. Fully effective 3. Fully effective 4. Fully effective 5. Fully effective 6. Fully effective			Rare (1)			Low (4)	Within Appetite	Wiremu Greening	Hamish Waugh			

Failure to Meet Three Waters and Waste Minimisation Levels of Service	Council's three waters and waste minimisation activities have associated levels of service that must be met. This risk relates to the risk of Council not meeting these levels of service.	Possible (3)	Service Delivery - Severe (8) Reputational - Worst Case (16) Legal Compliance - Severe (8) Financial & Investment - Worst Case (16) Health, Safety & Wellbeing - Moderate (4) Environmental - Worst Case (16) Cultural - Moderate (4) Political - Moderate (4)	Extreme (48)	1. Proactive Asset Management - Mitigate and have proactive compliance inspections of consent conditions and environment thresholds. - Proactive asset management and maintenance programmes. - Public education on best practice of use of Council services. - Capital improvements and renewals to improve levels of service 2. Customer Notification Responses - The Infrastructure Support Team monitors CCRs during business hours and ensures they are accurate and contain complete information. Outside of business hours (e.g., nights and weekends), the Palmerston North City Council (PNCC) call centre now has access to edit MDC's CCR system. This ensures that MDC staff receive written information at the time of notification. Ongoing communication between MDC and PNCC continues to improve this process. 3. Prioritisation of Compliance-related Capital Works - Both officers and elected members actively prioritise compliance-related capital works (e.g., wastewater infrastructure) during long-term planning. This means that growth-related projects are more likely to be deferred than compliance-related projects	1. Reduces likelihood & impacts 2. Reduces likelihood & impacts 3. Reduces likelihood & impacts 1. Fully effective 2. Partially effective 3. Fully effective	Possible (3)	Service Delivery - Moderate (4) Reputational - Moderate (4) Legal Compliance - Minor (2) Financial & Investment - Minor (2) Health, Safety & Wellbeing - Minor (2) Environmental - Moderate (4) Cultural - Moderate (4) Political - Insignificant (1)	Medium (12)	Within Appetite	Wiremu Greening	Hamish Waugh
Rising Compliance Costs	Government reform puts excessive financial burdens on councils (e.g., compliance costs). This can be hard to plan for due to the uncertain nature of reforms, and short lead-in times.	Likely (4)	Reputational - Worst Case (16) Legal Compliance - Worst Case (16) Environmental - Minor (2)	Extreme (64)	1. Maintaining Awareness of Possible Legislative Changes - Keeping tabs on what the Government is signalling, participation in professional body discussions (e.g., Taituara), communicating with government agencies 2. Staffing - We have staff who monitor upcoming or signalled legislative change on a regular basis 3. Submissions - The Council submits its views on proposed legislation (e.g., Bills) and influences discussions around impacts on local authorities	1. Reduces impacts 2. Reduces impacts 1. Fully effective 2. Fully effective	Likely (4)	Reputational - Moderate (4) Legal Compliance - Minor (2) Environmental - Insignificant (1)	High (16)	Within Appetite	Wendy Thompson	Hamish Waugh