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| Government Reform | The unanticipated impacts of Government legislative reforms and changes to national directions | 12 June 2025 |
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| Risks – Causes and consequences |
| <p>Causes</p> <ul style="list-style-type: none"> • Change of Government • Tempo increase of policy change at a national level (e.g., regionalisation vs centralisation) • Transfer of activity functions from Government to Council, without compensatory financial help • Shifting priorities at a national level • Unwillingness of regional partners to collaborate with the Council (e.g., in joint activities and services) <p>Consequences</p> <ul style="list-style-type: none"> • Inability to effectively plan for the long-term (See Risk: Growth) • Unforeseen costs with compliance (See Risk: Financial Affordability) • Reputational damage with the Community (See Risk: Iwi Relationships) |
| Opportunities – Causes and outcomes |
| <p>Causes</p> <ul style="list-style-type: none"> • Stability of Government (e.g., multi-term Governments) • More shared services and collaboration between local authorities • Amalgamation of local authorities <p>Outcomes</p> <ul style="list-style-type: none"> • Better conditions for strategic and long-term planning • Less compliance costs and more opportunity for efficiency gains • Positive reputational improvements with the community |
| Assurance and accountability |
| <p>Reporting: Deep dive report to the Audit and Risk Committee (annually)</p> <p>Ongoing monitoring: Shayne Harris (Chief Executive)</p> |

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| Controls/enablers in place |
| <ul style="list-style-type: none"> • Regular reporting to elected members • Anticipating impending legislation wherever possible at a political level • Mechanisms that serve as early indicators of impending and potentially disruptive change, such as membership with LGNZ, and high participation with Taituara and other advisory bodies • Internal capability to monitor and influence upcoming Government proposals (e.g., Strategy Team’s work in submissions) • Responding proactively to Audit NZ’s recommendations that arise out of their end-of-year assessments • Internal audit programme, and the ability to add items to this on an “as-needed” basis • Conscious efforts by senior leadership (both elected members and executive leadership) to build regional relationships |
| Controls/enablers planned |
| <p>Nil</p> |
| Factors outside of Council’s control |
| <ul style="list-style-type: none"> • National sentiment and the political change in response to this • The occurrence of significant events in other areas that subsequently drive Government reform (e.g., 2016 Havelock North water contamination, 2010 Pike River Mine disaster) |
| References |
| <p>Legislation</p> <ul style="list-style-type: none"> • Acts of Parliament • National Policy Statements <p>Council Documentation</p> <ul style="list-style-type: none"> • Long-term Plan 2024-34 <p>Previous Reporting:</p> <ul style="list-style-type: none"> • Initial Strategic Risk Update – Audit and Risk Committee 26 September 2024 |

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| Risk Appetite |
| <p>Financial & Investment – Cautious</p> <p>Service Delivery – Cautious-Open</p> |