

Wednesday, 25 February 2026

*Te Hui o Te Kaunihera ā-Rohe o Heretaunga*

**Hastings District Council**

**Risk and Assurance Committee Meeting**

*Kaupapataka*

# Attachments (for Items 5 and 9)

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*Te Rā Hui:*  
Meeting date: **Wednesday, 25 February 2026**

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*Te Wā:*  
Time: **10:00 AM**

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*Te Wāhi:*  
Venue: **Council Chamber  
Ground Floor  
Civic Administration Building  
Lyndon Road East  
Hastings**

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ITEM	SUBJECT	PAGE
<b>5.</b>	<b>INFRASTRUCTURE PROGRAMME UPDATE</b>	
Attachment 1:	Water - Wastewater Treatment Plant East Clive FH52 - Investigative Reports - WWTP Upgrade - Risk Review Report Feb 26	3
Attachment 2:	Transport - Bridge Operations - Reporting - Redclyffe Bridge - Risk Review Report Feb 2026	17
Attachment 3:	Rissington Bridge - Risk Review Report Feb 2026	21
<b>9.</b>	<b>ANNUAL STRATEGIC RISK HORIZON SCAN 2026</b>	
Attachment 1:	Annual Risk Horizon Scan 2026	25
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## Infrastructure Project Risk Report

**Project:** East Clive Wastewater Treatment Plant Upgrade and Long Term Strategy

**Project Risk Classification:** **HIGH**

**Revised Budget:** \$42m (across multiple LTP years) – see Table 1

**Spend to date:** \$1,830,598

**Forecast Cost at Completion:** \$34.56m<sup>1</sup>

### 1 Purpose

The purpose of this report is to provide the Committee with insight to risks being managed within the wastewater treatment plant upgrade and long-term strategy projects to established assurance that mitigations are sufficient and effective.

### 2 Project Objective

The East Clive Wastewater Treatment Plant (WWTP) is a critical asset owned by the Hastings District Council (HDC). The plant co-locates a treatment system for domestic wastewater collected from the urban parts of the Hastings District along with a plant which milliscreens pre-treated wastewater discharged from Industrial properties in the district. These waste streams are then combined and discharged via a grit chamber, outfall pump station and long ocean outfall.

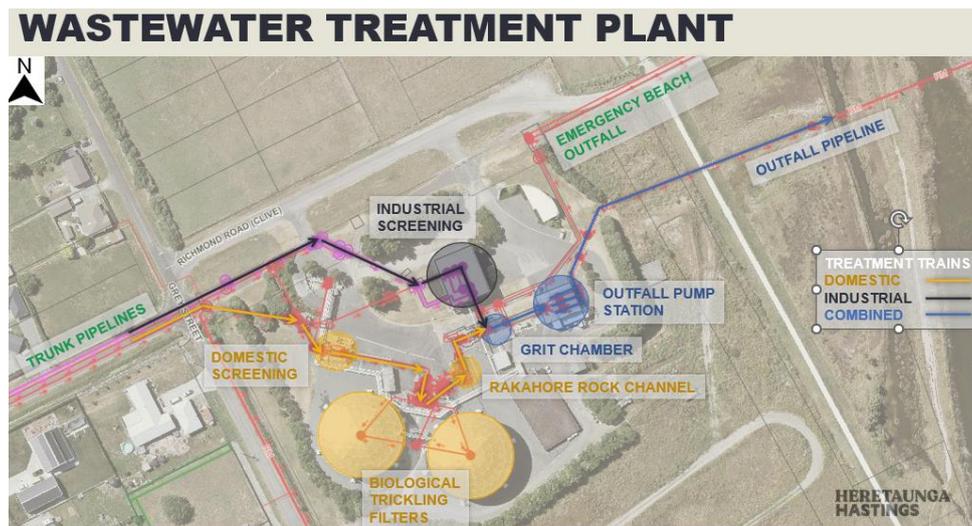


Figure 1: East Clive Wastewater Treatment Plant Overview

<sup>1</sup> Based on project estimate, construction contract not yet awarded

### 3 Operating Context

A number of assets at the treatment plant need to be replaced or upgraded to ensure the WWTP continues to operate in accordance with its resource consent.

The WWTP has been built progressively in stages over the years. Constructed in the late 1970's the community relies on the outfall pump station to pump all industrial and domestic treated wastewater out the long ocean outfall. Assets related to the outfall pump station are now at the end of their useful life. In particular, the mild steel manifold that conveys waste from the pumps to the outfall pipeline is currently failing; multiple leaks and repairs of the manifold have been made in recent years, and an upgrade of this asset is urgently required. In addition, spare parts cannot be obtained to maintain the outfall pumps themselves.

These obsolescent pumps need to be upgraded to ensure the resilience of the site.

The WWTP Upgrade project involves the replacement of the penstocks, pumps, manifolds and sections of the landside outfall pipeline. To facilitate this work, a second pump station is to be constructed at the site, along with an upgrade of high-voltage electrical assets to power the new pump station. These works will enable the site to continue pumping treated effluent through the 2.75km long ocean outfall.

A resource consent to discharge treated wastewater via a 2.75km long ocean outfall to the marine environment governs how the site is operated. This consent allows for a further 24-years of operation at this site, which aligns with the expected asset life of the new pump equipment being ordered. The site also holds a resource consent to discharge to an outfall on the beach in emergency situations, which will potentially need to operate during high-risk parts of the construction stage, i.e. when cutting into the outfall pipeline.

Along with the WWTP Upgrade project, work is beginning on the development a long-term (100+ years) strategy for managing the WWTP. The outputs of this project will inform future investment needs at the site, along with potential relocation or mitigation options for the plant due to the climate change risk related to the site.



Figure 2: Mild Steel Manifold from the outfall pump station



Figure 3: Formed steel plates kept on site for emergency repairs to the manifold

### 4 Project Status

A construction contract for the upgrade works has been tendered but not yet awarded. Due to the high-risk nature of the project, a two-stage procurement process was undertaken and only "Tier One" contractors were invited to tender. Due to long-lead times for made-to-order mechanical equipment, a contract to supply pumps for the project has been awarded to Sulzer pumps. Five pumps are required for the works, and thus far two of the pumps have been ordered, with an order for the further 3 pumps planned to coincide with the construction programme requirements.



Similarly, a request for proposal (RFP) for a consultant to assist with the long-term strategy has been issued to short-listed potential suppliers.

In 2024 the project was estimated to cost \$31 - \$35 Million, however the LTP 24-25 Budget provision was for \$23.6M. The budgets were then rephased as per Table 1 below. Note that once construction tender prices are known this project cost estimate will need to be updated.

Construction pricing is intended to be taken to Infrastructure Delivery Committee in late March 2026, and then council for a decision on procurement of the outfall and pump station delivery contractor.

*Table 1: Project Budget vs Cost Estimates (2025/26 onwards)*

Financial Year	Rephased Budgets (2025/26 FY Forwards)			Current Forecast Costs (WWTP Upgrade + Strategy)	Variance (Budget – Forecast)
	Project Code: 203171	Project Code: 202591	Total		
<b>Ann Plan + CF 2025 - 2026</b>	\$6.60m	\$2.1m	\$8.7m	\$4.38m	\$4.32m
<b>2026 - 2027</b>	\$13.7m	\$8.544	\$22.24	\$27.01m	-\$4.77m
<b>2027 - 2028</b>	\$5.8m	1.198m	\$6.998	\$2.86m	-\$4.14m
<b>2028 - 2029</b>	\$2.9m	1.198m	\$4.098	\$0.30m	\$3.80m
<b>Totals</b>	<b>\$29M</b>	<b>\$13.04M</b>	<b>\$42.036M</b>	<b>\$34.56M</b>	<b>\$7.486M</b>



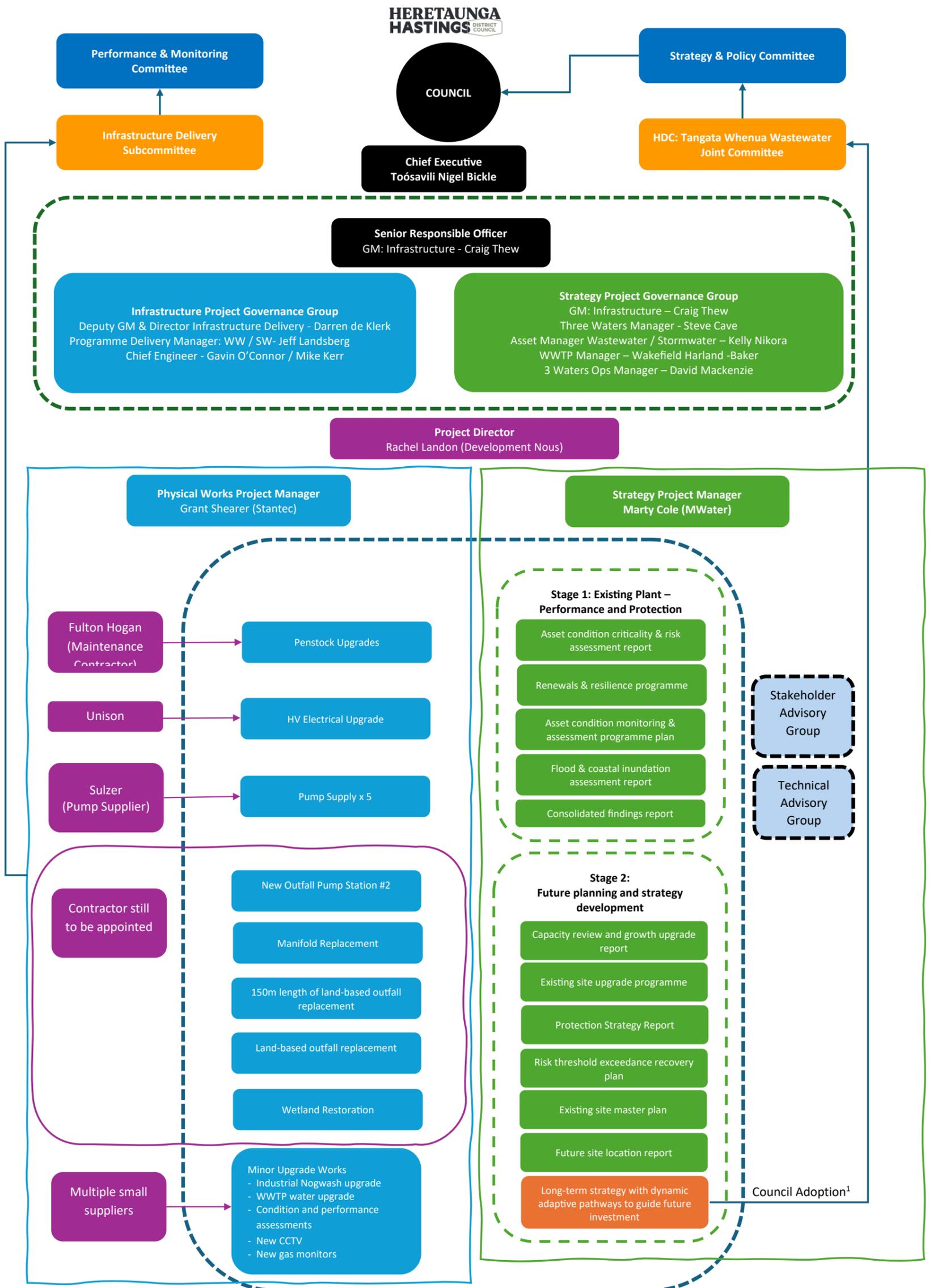


Figure 4: WWTP Upgrade and Long-Term Strategy: Structure & Programme Governance





## 5 Project Risk Profile

The risk profile for the East Clive WWTP Upgrade Project reflects a complex live-plant upgrade with significant constructability, financial, and health and safety exposures. Key high-priority risks include failure of the existing outfall pipeline during construction, damage to the existing pipe due to settlement, limited shutdown timeframes, and potential funding constraints if tender prices exceed the current budget. Several of these risks carry severe consequences, including possible WWTP shutdown, environmental non-compliance, and reputational impacts.

### 5.1 Top 5 Project Risks and Mitigations - WWTP Upgrade Works

Detail regarding the causes, consequences and mitigation methods for the most critical risks are detailed in Table 2 below.

Table 2: Detail regarding the critical top 5 risks related to the WWTP Upgrade project

Risk Description	Mitigation Measures
<b>The existing main outfall pipeline fails/collapses during the construction</b>	
<p>Cause: The most likely cause of pipeline failure during construction is due to (but not limited to) the following construction activities</p> <ul style="list-style-type: none"> <li>▪ Trenching</li> <li>▪ Inadequate pipe support when exposed</li> <li>▪ Vibrations due to heavy plant, machinery, sheet pile driving or piling</li> </ul> <p>Consequence: Should this risk eventuate there threat is that the plant has to shut the WWTP and may breach existing discharge consent conditions held by HDC.</p> <p>Potential environmental pollution as a result of discharge via the beach outfall may also cause reputational damage to HDC.</p> <p>The cost to repair the main outfall pipeline may have an impact on the overall project funding.</p>	<p>Designers have considered what construction and contingency planning is required around:</p> <ul style="list-style-type: none"> <li>▪ longer shutdowns,</li> <li>▪ staging work,</li> <li>▪ temporary pipe support,</li> <li>▪ emergency pipe repair solution</li> </ul> <p>Adequate pipe supports for any works that require the outfall pipeline to be fully exposed are required.</p> <p>The fragility of the existing pipeline has been considered in the design. The remaining residual risk during construction phase will be managed via constructability reviews with the contractor to establish necessary controls to protect the main outfall pipeline for the duration of the works.</p>
<b>The live drilling fails part way through live tap into the outfall pipeline</b>	
<p><b>Cause:</b> Drillers not experienced enough, hole coring equipment not adequate</p> <p><b>Consequence:</b> The consequence is delay to the programme.</p> <p>Should this risk eventuate, depending on the nature of the failure it may necessitate diverting flows from the outfall to the Emergency Beach</p>	<p>The risks and conditions at the site will be reviewed again with the contractor in advance of allowing the live tap to proceed.</p> <p>It is likely that this will include requirements for:</p> <ul style="list-style-type: none"> <li>▪ Works to be undertaken during low flow periods (e.g. at night).</li> <li>▪ At low tide</li> <li>▪ With industry forewarned to reduce production</li> </ul>



Risk Description	Mitigation Measures
<p>Outfall which may cause environmental pollution and reputational damage to HDC.</p>	<ul style="list-style-type: none"> <li>▪ The Emergency Beach Outfall prepared for opening in advance</li> <li>▪ Failure Contingency Plan sent to HBRC for approval before live tap can start.</li> </ul>
<p><b>Works near post tensioned concrete structures and live flows as large as these results in serious/fatal accident on site.</b></p>	
<p>There is a risk that the post-tensioning within concrete structures at the site (especially the outfall pipeline) could rupture causing injury during the works</p> <p><b>Cause:</b> Drillers not experienced enough, hole coring equipment not adequate.</p> <p><b>Consequence:</b> The consequence is delay to the programme.</p> <p>Should this risk eventuate, depending on the nature of the failure it may necessitate diverting flows from the outfall to the Emergency Beach Outfall which may cause environmental pollution and reputational damage to HDC.</p>	<p>Procurement process restricted contractors to Tier 1 contractors with backgrounds in working on high-risk projects.</p> <p>The design has minimised the need to physically expose or work near the post tensioned tendons; the connection point to the existing outfall pipeline has been chosen where there is a gap in the post tensioned tendons.</p> <p>A specialist Contractor from the US (Team Inc) has been nominated to carry out the live drilling works. They are experienced in working around the risks with post tensioned tendons and large live flows that cannot be diverted.</p>
<p><b>Failure of temporary connection from Pump Station #2 to existing outfall pipeline</b></p>	
<p>A temporary connection to the existing outfall pipeline is required during construction of the new outfall pipeline.</p> <p><b>Cause:</b> Flow must be diverted through pump station 2 while works are carried out at pump station 1 and the construction of the outfall pipeline</p> <p><b>Consequence:</b> The consequence of the threat is possibility of failure or leakage of the temporary connection resulting in sewage spill</p>	<p>The Contractor will be responsible for the design of temporary works. They will have to provide a methodology for the temporary flow diversion for pre-approval by HDC and the Engineer.</p> <p>A possible temporary design for the connection between the outlet pipework and existing outfall pipeline has been supplied by the designer to the construction tenderers.</p>
<p><b>New penstocks do not operate properly at the time of commissioning the main works.</b></p>	
<p>There is a threat that the penstocks do not operate as per the testing and commissioning from the time of handover to HDC to the time the construction project needs to utilise them to divert flows.</p> <p><b>Cause:</b> Possible not understanding and/or implementing penstocks/stoplogs and actuators maintenance regime during the period between penstock completion and completion of pump station upgrade works.</p>	<p>The Designer and the Penstock MSQA team have raised this with HDC Operations. All appropriate penstock operation and maintenance information has now been passed to HDC operations.</p> <p>Monitoring that this maintenance is occurring will be required.</p>



Risk Description	Mitigation Measures
<p><b>Consequence:</b> Delays and cost implications as the main contractor does not take responsibility for penstock operation to carry out commissioning of PS1 and PS2</p>	

### 5.2 Project Risk Controls

An external project director has been seconded to Council for this project. The project director reports to the 3Waters Capital Programme Manager.

The WWTP Upgrade project and the long-term strategy work both have project governance groups where project risk is reported and from there it can be escalated to the relevant Council officers and Committees. Refer to Figure 4 for the programme structure and governance. It is intended that the project governance groups will meet at least monthly from this point forward.

The value of the upgrade construction contract is such that the WWTP upgrade contract will need to be approved by Council. From that point forward, during the course of the construction contract, Councils SHOP system will be used to manage any changes/variations to the construction contract.

### 5.3 Risk Trends & Velocity

Overall, as the construction start date gets closer, the risk trends for the project will be increasingly dominated by the constructability risk, particularly those involving the existing outfall pipeline and settlement. Shutdown-related risks have improved since the design period, due to design refinements considering this risk, however, the risk still remains high.

Procurement (financial) risks and H&S risks remain stable. When the tender prices envelopes for the construction tender are opened the impact of the financial risk from this project will be reassessed

### 5.4 Fast Moving Risks

Fast-moving risks are those that can change status rapidly or impact the project within a single reporting cycle. The project has several **high-velocity risks**, particularly those tied to live-plant interfaces, weather conditions, and supply chain variability. These risks require **short-interval monitoring** and rapid response capability. Table 3 summarises fast moving risks related to the project.

Table 3: Fast-moving risk flags

Risk	Why It's Fast-Moving	What Could Change Quickly
Failure of existing outfall pipeline during construction	Live drilling, vibration, excavation near fragile asset	A single construction activity could trigger immediate failure
Limited shutdown timeframes	Shutdown windows depend on flow conditions	Wet-weather events can instantly eliminate shutdown opportunities
Extreme wet weather events	Weather-driven and unpredictable	Heavy rainfall can overwhelm bypass capacity
Connection with existing pumping station	Tight tolerances; fabrication errors	A measurement error can cause immediate redesign delays
Long lead time for materials	Supplier delays can occur suddenly	International shipping or manufacturing delays can escalate rapidly

### 5.5 Predictive Indicators

Predictive indicators are **early warning signs** that a risk may materialise soon. These indicators will help the team to act before the risk becomes an issue. Emerging risks relate primarily to **ground conditions, weather variability, and fabrication tolerances**. These risks are not yet high-impact but warrant close observation as construction progresses.

Table 4: Emerging Risks Identified

Emerging Risk	Why It's Emerging	Notes
Pre-loading duration uncertainty	Settlement timeframe not fully predictable	Could extend programme if settlement exceeds estimates
Ground condition variability during construction	Investigations completed, but residual uncertainty remains	Could require additional temporary works
Climate-driven rainfall variability	Increasing frequency of extreme events	Could affect shutdown windows and bypass capacity
Fabrication tolerance risk at PS1	Tight spatial constraints; updated risk commentary	Misalignment could cause redesign or rework
Contractor resource availability	National labour shortages	Could affect sequencing and productivity

### 5.6 Risk Concentration and Clustering

Table 5 provides a summary of the project risks, concentrated into the themes, showing the project risk levels (before mitigation is put in place), along with representative live project risks for each theme. Of the risks identified for the WWTP project, 14 have been closed to date, with a further 38 risks still remaining live on the project risk register.

Table 5: Risk clusters

Theme	No. of live risks related to theme	Risk Level (before mitigation)	Representative Risks
Constructability	7	Severe	Outfall pipeline failure; settlement damage; small shutdown windows
Health & Safety	2	High	Confined spaces; natural disaster and working in the vicinity of post tensioned cables with high flow rates
Environmental	3	Severe	Wastewater overflows during construction period
Financial / Procurement	9	Severe	Long lead time for materials. Uncertainty around tender prices
WWTP Operational	6	Severe	Manifold or outfall fails during construction period.
Programme	10	Severe	Procurement of essential materials cause delay to the programme.
General Public	1	High	Walking track along stopbank, used by HB Marathon route, will need to be closed for periods during the contract.
Consenting	0	None (all closed)	All previously identified risks in this area have now been closed.

## 6 Strategic Risk Context – Emergency Outfall and System Redundancy

The risks assessed within this report relate specifically to the WWTP Upgrade Works currently underway. Broader long-term strategic and operational risks for the East Clive Wastewater Treatment Plant will be addressed separately as part of the forthcoming WWTP Strategy Project, which has not yet commenced.

A key strategic issue that will require detailed assessment is the level of redundancy within the treatment system, particularly the site's ability to achieve a "safe failure" state in the event of a major incident. This matter has become increasingly topical in light of the current emergency situation at the Moa Point Treatment Plant, and it underscores the importance of ensuring that the East Clive Wastewater Treatment Plant has robust contingency pathways.

The plant's existing Emergency Beach Outfall (EBO) provides a last-resort discharge option intended only for catastrophic failure scenarios. However, the EBO has several significant operational constraints:

- Manual intervention is required to clear shingle from the outfall using a digger, which can only occur at low tide and in calm coastal conditions. These conditions are unlikely to coincide with the high-flow events that typically accompany WWTP failures, particularly during storm events when inflow and infiltration are elevated.



- The EBO relies on gravity flow from the plant and has a maximum hydraulic capacity of approximately 800 L/s, compared with the plant's consented discharge limit of 2,800 L/s. This means diversion to the EBO is only feasible during periods of low flow, such as overnight.
- The wider wastewater network provides limited storage capacity, estimated at approximately two hours during high-flow conditions.

While the likelihood of requiring the EBO is considered low, the consequences of being unable to utilise it during an emergency lasting more than two hours would be severe. This represents a critical strategic risk for the site.

The WWTP upgrade works will reduce the probability that the EBO is needed by improving asset condition, resilience, and operational performance. However, the upgrade will not eliminate the underlying risk, nor does it address the fundamental limitations of the EBO system itself. This strategic risk remains unmitigated at a system level and will be monitored and reported as the project progresses. Stantec have been asked to provide some high-level options to mitigate this risk in advance of the WWTP Strategy project in case the solution could be incorporated into the WWTP construction, with further assessment to be undertaken through the WWTP Strategy Project.

A key risk which to be addressed for this site as part of the strategic work will be the need to assess the redundancy in the system, in particular the need for "safe failure" for the site. This is a topical issue to consider given the current emergency situation at the Moa Point Plant.

## 7 Mitigation Effectiveness

Mitigation measures are well-developed for the most critical risks. These include detailed geotechnical assessment and pre-loading at the wetland connection, temporary pipe support and emergency procedures for live drilling, design of offline construction where possible, early procurement of key equipment such as pumps, and engagement of experienced specialist contractors for high-risk activities. Health and safety risks associated with post-tensioned structures, confined spaces, and natural disasters are being managed through design choices, contractor selection, and procedural controls.

Table 6 summarises the effectiveness of the mitigation methods proposed. Noting that even with mitigations in place for risks associated with the WWTP Upgrade project, a high level of risk is still attached to this work.

Table 6: Summary of Mitigation Effectiveness for WWTP Upgrade project based on themes

Theme	Highest Risk Score in theme before mitigation	Highest Residual Risk Score in theme after mitigation	Risk Level (after mitigation)	Representative Risks
Constructability	25	19	High	Outfall pipeline failure; settlement damage; small shutdown windows
Health & Safety	23	20	High	Confined spaces; natural disaster and working in the vicinity of post tensioned cables with high flow rates
Environmental	23	20	High	Wastewater overflows during construction period
Financial / Procurement	21	16	High	Long lead time for materials. Uncertainty around tender prices
WWTP Operational	23	20	High	Manifold or outfall fails during construction period.
Programme	21	19	High	Procurement of essential materials cause delay to the programme.
General Public	17	10	Low	Walking track along stopbank, used by HB Marathon route, will need to be closed for periods during the contract.





## Infrastructure Project Risk Report

**Project:** Redclyffe Bridge Replacement

**Project Risk Classification:** **HIGH**

**Budget:** \$83million (LTP Funding)

**Spend to date:**

1. Temporary Crossing: \$2,974,368
2. Bridge Replacement: \$650,104 (design, investigations)

**Forecast Cost at Completion:** \$80.2million (to refine as design progresses)

### Purpose

This report provides the Risk & Assurance Committee with an overview of the key risks being managed on the Redclyffe Bridge Replacement project. It outlines the operating environment, current risk exposure, and the effectiveness of the controls in place as the project progresses.

### Project Objective

The Redclyffe Bridge project aims to restore a reliable and resilient two lane connection with shared user path across the Tutaekuri River following Cyclone Gabrielle. Construction is likely to commence in late 2026/early 2027. The project has recently delivered a Structural Options Report and Geotechnical Investigations are currently underway. Through the early project phases there has been strong coordination between HDC and WSP with significant stakeholder engagement to ensure the bridge alignment and structural options meet the needs of the community. -lane connection across the

### Operating Context

The project, currently in the pre-implementation/design phase, will be constructed within the river and surrounding floodplain. This will require careful management of in-stream works, water diversion, erosion control, and environmental compliance. Associated management plans will be developed as the project progresses and consents with specific site conditions are obtained.

A key risk at this site is the need to pile into a confined aquifer with unknown artesian pressures. The Structural Option Report (SOR) acknowledges this and has proposed a piling solution that mitigates the potential adverse effects. Current investigations indicate that artesian pressures are only marginally above ground level, which reduces some of the associated piling risk. Once investigations are completed, a hydrogeology report (Technical Assessment) will be prepared to confirm appropriate controls for managing aquifer-related risks.

The proposed alignment overlaps with a historic timber bridge. An archaeological authority will be sought to allow piling to continue should historical remnants be encountered. Depending on presence or not of remnant timber debris or archaeological artifacts, this may slow piling progress.



### **Communication of Project Risks**

Internal coordination is functioning well. WSP and HDC meet weekly to review design and engagement activities. Engagement with HDC's Programme Delivery Manager occurs fortnightly, with more frequent informal communication. WSP maintains a live risk register covering the design programme and potential scope changes as additional site information becomes available. WSP also manages a live programme that tracks project progress; this is provided periodically and will soon be maintained on HDC's SharePoint/Te Kitenga for increased transparency. In addition, WSP issues a monthly report to HDC summarising progress, risk status, and planned works.

WSP is providing oversight of the geotechnical investigations, with personnel on-site daily to log boreholes. A WSP internal Teams chat is used to share updates, keeping the team informed and supporting environmental compliance tracking. Cultural monitoring by Mana Whenua and environmental oversight by the WSP ecology team continue as required.

### **Project Risk Controls**

Risk roles and responsibilities are clearly defined in WSP's risk register. At this stage a large portion of the risk sits with HDC. WSP manages the risk register and programme updates fortnightly. Key risks that are emerging are communicated via the monthly reporting.

### **Risk Trends & Velocity**

Overall risk exposure remains high due to the early-stage nature of the project with a higher number of unresolved uncertainties that could influence both programme and cost outcomes. Many of these risks are not expected to be realised; however, they will progressively reduce, or be confirmed, once further information becomes available, particularly through ongoing geotechnical investigations.

Several high-uncertainty risks persist in relation to ground conditions, archaeology, and in-stream works, for which effective mitigation is not yet possible. Additionally, the requirement to relocate overhead lines remains a live risk pending further detail before engagement with Unison can progress.

Community-related risks continue to be low, supported by sustained and robust engagement from WSP and HDC. Clear, accurate, and timely communication will remain essential to avoid eroding the good engagement completed to date. While property acquisition from private landowners is unlikely, land will be required from both HBRC and LINZ to support designation. Recent experience highlights the need to provide these parties with early and comprehensive information to allow sufficient time for their internal processes. These land-related dependencies will continue to present programme risk until resolved.

### **Risk Concentration and Clustering**

Residual risks are spread across multiple areas. With ground conditions, archaeology, instream works, utilities and community related risks still live. WSP will continue to review and address these with appropriate mitigations and controls put in place as required. In general, in the



absence of suitable information WSP will make design decisions that keep live risks as low as possible. -related risks

### **Mitigation Effectiveness**

Mitigation measures are operating effectively, with cultural and ecological monitoring applied in a proportionate and responsive manner to ensure any emerging issues are identified early. While the design programme and scope remain the most sensitive aspects at this stage, the strong coordination and frequent communication between WSP and HDC are helping to minimise the potential for programme disruptions and support timely resolution of emerging risks.

### **Conclusion**

The Redclyffe Bridge project is progressing steadily through its early design and investigation phases, with strong coordination between HDC, WSP, and key stakeholders. While several technical and environmental uncertainties remain, particularly around ground conditions, archaeology, and in-stream works, the project has established effective mitigation measures, active monitoring, and clear risk management processes.

As geotechnical investigations advance and further information becomes available, risk levels are expected to reduce. Ongoing collaboration, transparent communication, and proactive planning will be essential to maintaining programme momentum and ensuring a resilient bridge solution is delivered.

The current budget position at \$83,000,000 is considered conservative.





## Infrastructure Project Risk Report

**Project:** Rissington Bridge Replacement

**Project Risk Classification:** **HIGH**

**Budget:** \$25 million (NIFF original budget)

**Spend to date:** \$4,275,520

**Forecast Cost at Completion:** \$13.9million

### Purpose

This report provides the Risk & Assurance Committee with an overview of the key risks being managed on the Rissington Bridge Replacement project. It outlines the operating environment, current risk exposure, and the effectiveness of the controls in place as construction progresses toward completion.

### Project Objective

The Rissington Bridge project aims to restore a reliable and resilient two-lane connection across the Mangaone River following Cyclone Gabrielle. Construction commenced in September 2025, with a contractual completion date of 31 July 2026. The project continues to progress well, with strong coordination between HDC, WSP, Fulton Hogan and Mana Whenua. Stakeholders expect a safe build, environmental and cultural compliance, managed community impacts and disciplined cost control. Risk appetite remains very low for health and safety incidents, environmental harm or cultural breaches, and low for avoidable delays.

### Operating Context

The project is being constructed within the river and surrounding floodplain, requiring careful management of in-stream works, water diversion, erosion control and environmental compliance. Weather remains a general consideration, though to date it has not materially affected progress due to the completed temporary causeway which has held up well with increased river levels. All in-ground bridge works, including abutment and pier piling, are now complete, and no adverse ground conditions were encountered. The only material discovered during piling was buried concrete debris from the original cyclone-destroyed bridge, with no archaeological or cultural items identified beyond minor sheep bones recorded early in the works.

Internal coordination is working well. FH provides weekly progress and programme updates. WSP runs the weekly site and contract meeting, with HDC's Project Manager attending. The team works through construction progress, temporary works, safety, environmental matters and any commercial issues. FH maintains a live risk register and programme, updating these fortnightly. WSP's MSQA team and HDC's PM review the register and programme on the same cycle to ensure consistency, early escalation, and alignment between design, construction and stakeholder expectations. WSP also issues a fortnightly report to HDC and Mana Whenua stakeholders, providing a consolidated view of progress, risk status, cultural monitoring, consent compliance and planned works.

From a cost perspective, construction began in a favourable position. The contract was awarded at \$7.84 million, which was well below the engineer's estimate of \$9.53 million. That gave the project a healthy buffer at the start and has helped maintain confidence around the overall budget position. Variations to date have been modest and largely driven by WSP/HDC initiated changes or consent



requirements rather than contractor performance, and the project continues to track within the approved budget.

WSP provides Construction Monitoring Level 2, typically requiring two site visits each week; however, due to FH's accelerated programme, WSP has increased this to around three site visits per week to align with FH's inspection and test plans (ITP) and maintain assurance over quality and environmental controls. Cultural monitoring by Mana Whenua and environmental oversight by the WSP ecology team continue as required. Additional roading and stormwater design (AWPT and the Soldier's Settlement intersection) continues in parallel and requires active coordination between WSP and HDC to ensure timely release of information.

As the project transitions into superstructure works, construction activity is entering a higher-risk execution phase involving precast beam delivery, heavy lifting operations, and associated temporary works platforms. These activities are inherently high-consequence but time-bound, and are being managed through detailed construction methodologies, critical lift planning, and permit-to-load processes. Weather and river levels remain a key consideration during this phase, particularly in relation to crane platforms, causeway stability, and lifting windows.

Excavation works have also identified existing sheet pile retention at the southern road approach associated with the Bailey bridge abutment. This condition is now understood and is being incorporated into construction sequencing to maintain traffic access and structural stability until the permanent bridge is complete.

### **Project Risk Controls**

Risk roles and responsibilities are clearly defined. FH manages the operational risk register and programme updates fortnightly. WSP's MSQA team and HDC's Project Manager conduct regular reviews to confirm accuracy, identify changes in exposure and ensure mitigation actions are progressing. Cost control is maintained through the NZS3910 change management and cost, estimate and quantity processes, with variations assessed by WSP MSQA/HDC Project Manager and final approval by HDC's Programme Delivery Manager. Environmental controls are supported by consent-driven monitoring, ongoing cultural oversight by mana whenua, and regular MSQA checks at weekly meetings. Assurance is supported through weekly FH reporting, weekly site/contract meetings and the structured two-weekly programme and risk review cycle.

### **Risk Trends & Velocity**

Risk exposure has reduced as key construction milestones have been completed, with the close-out of inground bridge works eliminating several high-uncertainty risks relating to ground conditions, archaeology and instream works. Only minor archaeological material was identified, utilities have not presented issues, and community-related risks remain low. As the project transitions into superstructure works, there is a short-term increase in execution-stage risk associated with precast beam installation and lifting activities. While these works introduce higher-consequence risk, they are time-bound and are being managed through established construction methodologies, temporary works certification, and increased monitoring.

Precast beam installation is currently tracking behind the original casting schedule due to contractor precast yard constraints and the rejection of an early beam for quality reasons. While beam installation sits on the critical path, there is no confirmed impact to the overall project completion date at this stage. Any entitlement for extensions of time remains under review through normal contractual processes, and no approved extensions of time have been granted to date.



Two minor environmental incidents occurred early in the project. The first involved a small bank slip during initial river diversion works. The incident was observed by WSP's ecologist, and the affected area was fully remediated as part of the permanent scour protection works. The second involved minor silt discharge when a digger operator used river water for compaction. The activity was stopped immediately, FH reinforced correct procedures, and the water cart was mandated as the only source for compaction water. Both incidents were low-impact, were resolved immediately and have not recurred, reflecting improving environmental performance. FH has also applied learnings from incidents at Moteo-Puketapu, and no equivalent issues have occurred at Rissington.

The only moderate-velocity risk that remains under active focus is the integration of the additional roading and stormwater design scope. Timely release of design information is essential to avoid sequencing issues for FH. Upcoming pavement and surfacing works are programmed to commence in autumn and extend into early winter. As seasonal conditions change, increased rainfall may affect productivity and sealing windows, with potential implications for programme efficiency and surfacing quality if not carefully managed.

### **Risk Concentration and Clustering**

Residual risk is no longer spread across multiple unrelated areas. With ground conditions, archaeology, instream works and utilities risks now low, most pre-implementation risks, including consenting, scour design and structural option matters, have been fully closed out. To date, community-related impacts have been relatively limited, as the majority of construction activity has occurred offline from the live road network. As the project progresses, remaining risk is increasingly concentrated around active construction interfaces, including superstructure installation, temporary works associated with beam lifting, continued reliance on the Bailey bridge for public access, and upcoming bridge approach pavement works required to tie the new structure into the existing alignment. The commencement of nearby Soldiers Settlement road works during a similar timeframe introduces additional potential for cumulative traffic and stakeholder impacts. These risks reflect normal construction interfaces rather than any underlying performance or governance issues.

### **Mitigation Effectiveness**

Mitigation measures are functioning effectively. Cultural and ecological monitoring has been proportionate and responsive, ensuring early identification of any environmental or archaeological issues. FH's environmental controls have strengthened following the early incidents, with no further occurrences. TMP compliance has remained strong, with adjustments made in response to community feedback. Quality outcomes from MSQA inspections have been consistently good. The additional design scope remains the most sensitive area, but coordination between WSP, FH and HDC is active, with no programme delays anticipated as a result.

Mitigation measures for superstructure works are well established, with critical lift plans, temporary works approvals, and permit-based controls in place prior to execution. Increased site presence and monitoring during beam installation provides additional assurance during this higher-risk phase.

WSP is providing MSQA services for both the Rissington Bridge project and the nearby Soldiers Settlement road works. This provides a direct coordination link across contractors, particularly in relation to traffic management interfaces, sequencing, and stakeholder impacts, reducing the risk of conflicting controls or unmanaged cumulative effects within the same corridor.



## Conclusion

The project's risk profile continues to improve as construction advances. Major uncertainty has been removed with the completion of in-stream and in-ground works, cultural and environmental compliance is stable, and FH's responsiveness and reporting discipline have supported strong risk visibility. The key focus area remains the timely integration of additional design scope into FH's sequencing. While the project is entering a more complex construction phase involving lifting operations, temporary works, and seasonal weather exposure, these risks are understood, controlled, and actively managed, with no confirmed programme delays identified at this time.



Abbreviated Risk Register Report – Tier 1 Risks (Council)

Description	Details	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level
Natural or man-made disaster exposure	Natural and man-made disasters covers major disasters or emergencies due to a natural hazard or human-made events affecting community safety or property.	Extreme	Possible	Harm to People: Severe Financial: Major Service Level: Moderate Compliance: Minor Reputation: Moderate Environment: Major	High
People Health, Safety & Wellbeing	Exposure to health & safety risks (as a result of activities undertaken or directed by Council) which could result in serious health effects to workers, customers and public.	Extreme	Possible	Harm to People: Severe Financial: No impact Service Level: Minor Compliance: No impact Reputation: No impact Environment: No impact	High
Significant Operational Service Failure	Operational failure that may have a material impact on the delivery of Council services to the community.	Extreme	Likely	Harm to People: No impact Financial: No impact Service Level: Major Compliance: Moderate Reputation: Moderate Environment: No impact	High
Water Quality & Quantity	As a result of climate change and human activities, there may not be a sustainable quantity of quality water to support the communities economic, social and environmental wellbeing aspirations.	Extreme	Likely	Harm to People: Major Financial: No impact Service Level: No impact Compliance: No impact Reputation: Moderate Environment: Moderate	High

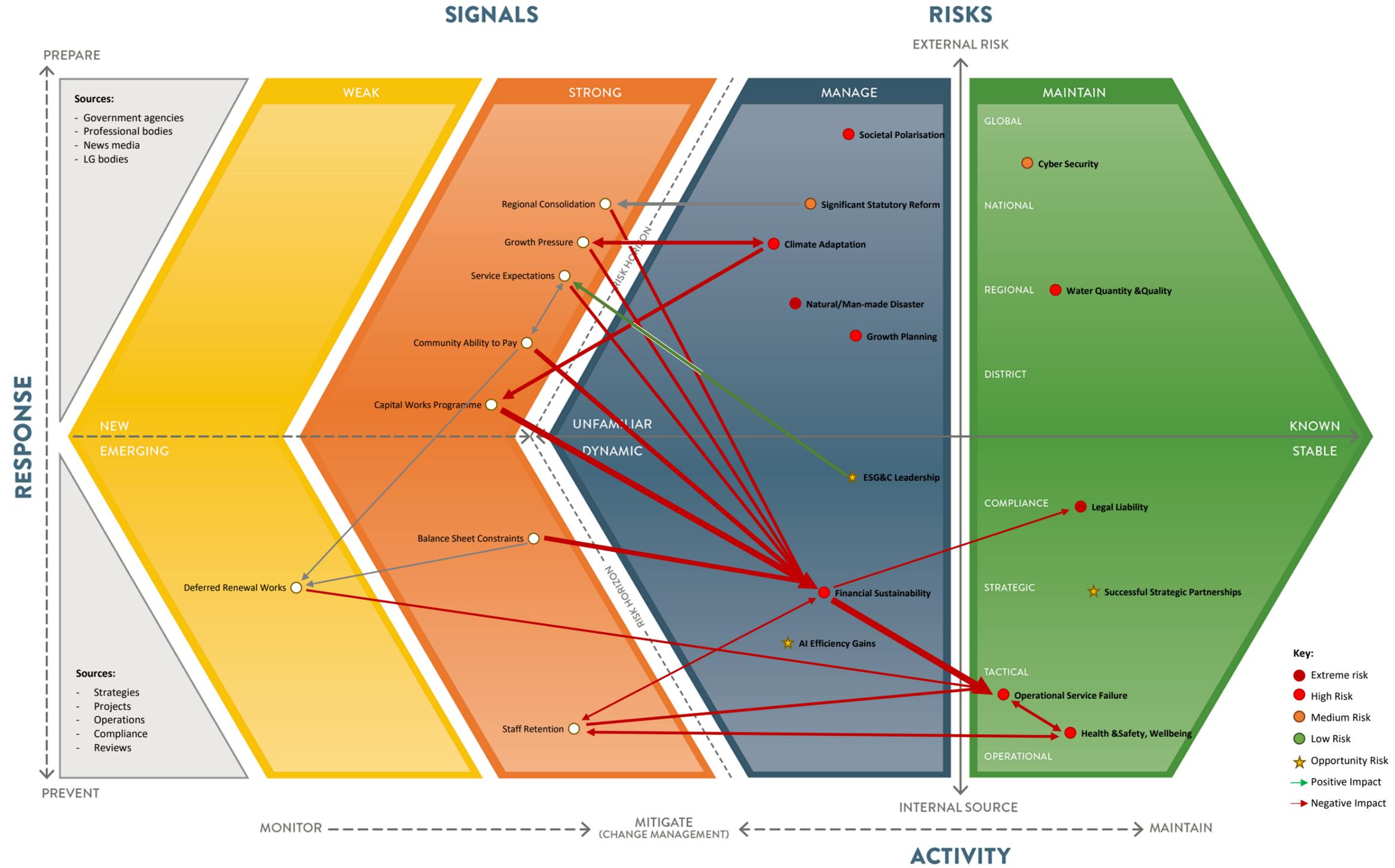
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Description	Details	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level
Financial Sustainability	Due to over committing to work programmes the financial sustainability of the Council may be compromised affecting delivery of all LTP goals.	Extreme	Possible	Harm to People: No impact Financial: Severe Service Level: Minor Compliance: No impact Reputation: Moderate Environment: No impact	High
Growth planning	Poor timing or under-recovery of growth investment may lead to unexpected cost escalation adversely affecting Council's financial position and ability to achieve LTP objectives.	Extreme	Possible	Harm to People: Moderate Financial: Severe Service Level: Moderate Compliance: Minor Reputation: Moderate Environment: Minor	High
Failure of climate adaptation	Lack of knowledge, protracted decision making or insufficient application of resources may cause climate change adaptation measures to fail adversely impacting economic, social and cultural wellbeing.	Extreme	Likely	Harm to People: Major Financial: Major Service Level: No impact Compliance: No impact Reputation: Moderate Environment: Major	High
Significant statutory reform	Failure to proactively adapt to statutory changes could adversely affect economic, environmental, social or cultural wellbeing, and cause significant delays and/or barriers to Council's delivery of LTP objectives.	Extreme	Possible	Harm to People: No impact Financial: Minor Service Level: No impact Compliance: Moderate Reputation: Moderate Environment: Insignificant	Medium
Demonstrate good ESG&C practices	[Opportunity] Successfully and proactively addressing Environmental, Social, Governance (ESG) and Cultural expectations during decision making processes would contribute to improving equity of resources, enhanced community wellbeing, enrichment of the natural environment, increased trust of and a positive reputation for Council, attraction as an employer and to gain a		Likely	Harm to People: No impact Financial: No impact Service Level: No impact Compliance: No impact Reputation: No impact Environment: No impact	

Description	Details	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level
	head start on complying with potential future legislation.				
Cyber Security Threat	Increasing sophistication of cyber attacks may cause Council to be unable to defend a significant cyber attack, resulting in an inability to communicate through normal channels, operate core functions or stand up a response, severely impacting Council's reputation and potential legal implications and/or fines.	Extreme	Possible	Harm to People: No impact Financial: Moderate Service Level: Major Compliance: Minor Reputation: Moderate Environment: No impact	Medium
Legal Liability	Decisions made without sufficient justification or delegated authority may be successfully challenged resulting in Council being found liable for costs, reparations with consequential loss of trust in confidence.	Extreme	Rare	Harm to People: Insignificant Financial: Major Service Level: Moderate Compliance: Moderate Reputation: Major Environment: Insignificant	Medium
Successful Strategic Partnerships	[Opportunity] Provision of sufficient capacity and capability within the organisation to manage relationships with other agencies, would lead to successful partnerships and a collaborative, effective approach to projects. This would result in a positive reputation with communities, better outcomes for the community and other stakeholders, and potentially limit financial costs for each partner.				
Societal Polarisation	Combinations of inequity, income disparity and misinformation/Truth decay may result in societal fragmentation and polarisation affecting safety of Council staff, property and services.	Extreme	Possible	Harm to People: Major Financial: No impact Service Level: Moderate Compliance: No impact Reputation: No impact Environment: No impact	Medium
Generative AI Efficiency	[Opportunity] Proactive implementation of Generative Artificial Intelligence tools may lead to improved operational efficiency and increased productivity enhancing delivery of council services and meeting additional demand without significant increase in cost.				

### HDC Strategic Risk Map & Horizon Scan –February 2026

Horizon scanning is an attempt to systematically imagine rather than predict the future so that it can be better managed when it arrives.  
The approach adopted is to look for signals in the operating environment that indicate a possible change that could affect known strategic risks or Long Term Plan objectives.







SIGNAL:	Community Ability to Pay
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>Community struggling with inflationary cost pressure, including the cost of rates rises.</li> <li>Responding to this community sentiment Central Government is passing on pressure to minimise rate increases, including a potential rates cap, and directing Local Government to focus on core services.</li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>Pressure to review Council services to minimise rates increases.</li> </ul>
<i>What might this mean for Council?</i>	<p>Ensuring affordability of rates increases is likely to increase the risk that <b>Financial Sustainability</b> cannot be maintained, which in turn, will affect the risk of <b>Operational Service Failures</b>. As a result, Council may need to consider one or more of the following strategies:</p> <ul style="list-style-type: none"> <li>Managing operational expenditure through enhanced operational efficiency and/or making strategic choices about service levels.</li> <li>Increasing revenue opportunities by creating new revenue streams from existing organisation capability and/or increasing user pays fees and charges. <i>(Note: There is a tension between implementing user pays fees and community service expectation. Refer page 5).</i></li> <li>Phasing the timing of debt repayment to manage short term funding requirements.</li> <li>Maximising benefit of external funding by prioritising relevant capital projects. <i>(Note: Prioritising new works may result in Deferring Renewal Works, which can have the consequence of increasing <b>Operational Service Failure</b> risk).</i></li> </ul>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>Strategic Work Programme review underway to inform strategic service delivery choices.</li> <li>Detailed review of the capital programme to ensure project costs are as robust as possible.</li> <li>Assessing the expected debt position after the transition of water services to a regional Council Controlled Organisation.</li> <li>Internal project established to consider AI driven efficiency.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>It is highly likely that our current policy positions will need to change to reflect the new operating environment. The following processes will contribute to the review and realignment of policy direction: <ul style="list-style-type: none"> <li>Annual plan process to review short term spending priorities.</li> <li>Long Term Plan process to inform medium to long term strategic service delivery choices.</li> </ul> </li> </ul>

GOAL:	Capital Works Programme
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>• Council has a very significant capital works programme that has grown from approximately \$520m in the 2021 LTP to around \$2.1bn in the 2024 LTP (a 4-fold increase).</li> <li>• The significant drivers of the capital programme are ongoing rebuild of roading assets damaged by Cyclone Gabrielle and service level improvements for water services which both of which will persist.</li> <li>• Global delays in addressing climate change are making significant climate warming more likely, which will have an impact on the capital investment needed to upgrade assets to cope with higher rainfall events or hot temperatures.</li> <li>• Central Government funding will be increasing difficult to obtain.</li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>• Capital works programme, which is considered a core Council service, will continue to be a large proportion of the total council expenditure and rating requirement.</li> <li>• Cost of delivering core Council services will be driven by wider market and economic pressures (e.g. inflationary pressure). At present the market is favourable, but this is likely to change resulting in cost increases for new capital work and renewal projects.</li> <li>• Significant weather, or disaster events, requiring further response and funding are becoming more likely in the future.</li> </ul>
<i>What might this mean for Council?</i>	<p>The size of the Capital Works Programme is putting significant pressure on the risk that <b>Financial Sustainability</b> cannot be assured. As a result, Council may need to consider one or more of the following strategies:</p> <ul style="list-style-type: none"> <li>• Prioritising central Government funded projects while funding is available.</li> <li>• Strategic choices may be needed to manage new capital and renewal work programmes within fiscal constraints. This may include changing service level expectations to reduce programme cost and/or deferring specific projects.</li> </ul> <p><i>(Note: Deferring Renewal Works can have the consequence of increasing Operational Service Failure risk. Remedying unplanned service failures is usually significantly more expensive than undertaking planned works. Therefore, project prioritisation needs to be carefully considered before changing the new or renewal works programmes).</i></p>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>• Working closely with NZTA and Government to achieve the most effective use of external funding.</li> <li>• Detailed review of the capital programme to ensure project costs are as robust as possible.</li> <li>• Ensure the right systems, structures and capabilities are in place to effectively and efficiently procure and deliver the capital works programme for our communities.</li> <li>• Considering alternative contract arrangements to minimise the demand on Council's balance sheet.</li> <li>• Reviewing the Development Contributions model.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>• It is highly likely that our current policy positions will need to change to reflect the new operating environment, which will need to be considered in the Long Term Plan. This includes a policy position on the size of event infrastructure can cope with that includes a provision for climate change.</li> </ul>

SIGNAL:	Regional Consolidation
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>• Central Government pursuing a significant policy agenda to shift spending priorities including:               <ul style="list-style-type: none"> <li>○ Updating the purpose of Local Government.</li> <li>○ Changes to water service deliver (Local Water Done Well),</li> <li>○ Resource management/land use planning (RMA reform),</li> <li>○ Building consenting changes,</li> <li>○ Strategic infrastructure delivery.</li> </ul> </li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>• Reforms tending to push toward regional consolidation of activities (e.g. Local Water Done Well).</li> <li>• Government agencies implementing the Government policy agenda (e.g. increased expectations for emergency management capability).</li> </ul>
<i>What might this mean for Council?</i>	<p>The known risk of <b>Significant Statutory Reform</b> is playing out as a move toward Regional Consolidation, which in the short term will put further pressure on the risk that <b>Financial Sustainability</b> cannot be maintained. As a result, Council may need to consider one or more of the following strategies:</p> <ul style="list-style-type: none"> <li>• Significant changes to how we identify, advocate for, collaborate on, and deliver regional priorities.</li> <li>• Need to reassess existing service delivery models against policy direction.</li> <li>• Ensure prudent financial management to avoid further cost of living pressure.</li> <li>• Facilitate transition of service delivery to new entities including funding the processes.</li> <li>• Council assets may be “stranded” through regional consolidation.</li> </ul>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>• Strategic work plan to inform service delivery choices.</li> <li>• Local Water Done Well change programme intends to transition the delivery of water services to a Council Controlled Organisation over multiple years minimising the risk of service disruption and stranded overheads.</li> <li>• Proactive evaluation and engagement on a regional Building Consent Authority.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>• Reforms will have significant implications for the Council services and consequently will require adjustment of associated governance and management practices.</li> </ul>

SIGNAL:	Service Expectations
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>• Government and community are expressing a wide range of views on the role Council's should play, range from 'stick to knitting' to wider wellbeing.</li> <li>• Potential for a cap on rates increases.</li> <li>• Community expectation that the fees to use Council's community services (e.g. libraries, swimming pools, sport fields) should be low.</li> <li>• Community expectation is that infrastructure services should not fail and be of good quality.</li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>• Ongoing pressure to deliver more and/or higher quality services without significant increase to property rates. (e.g. increased expectations for emergency management capability)</li> <li>• Resistance to increasing user pays fees for Council services.</li> </ul>
<i>What might this mean for Council?</i>	<p>The Service Expectations being set for Council will put further pressure on the risk that <b>Financial Sustainability</b> cannot be maintained. However, through demonstration of good governance (<b>Environmental, Social, Governance &amp; Culture (ESG&amp;C) Leadership</b>) Council can mitigate the impact of Service Expectation pressure. The following factors will be relevant to Council's consideration of service expectations:</p> <ul style="list-style-type: none"> <li>• The challenges posed by this signal goes to defining the core business of Local Government and establishing where to position HDC services on the spectrum today, while allowing flexibility for the future (as the expectations are likely to continue to shift over time). This includes decisions on infrastructure and core community services, through to a more expansive view of Council's role in promoting cultural, social, economic, and environmental wellbeing and the level of community good funding from general rates to specific services.</li> <li>• The community is likely to be sensitive to changes in service levels or increases in user pays fees. However, any decisions to minimise user charges for services will flow on to higher rates burden to cover costs. Therefore, re-evaluation of the community good funding contributed to community services will needed.</li> <li>• Public awareness of the split between user pays and community good rates contribution to services may need to be increased through greater transparency funding models.</li> </ul>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>• Strategic Work Programme review underway to inform strategic service delivery choices.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>• It is likely that the current service levels set by Council will need review in context of these changing service expectations, in particular the community good contribution to community services from rates.</li> </ul>

SIGNAL:	Growth Pressure
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>To address housing affordability central Government has a strong policy agenda to make room for growth, particularly residential growth, which includes pressure for more new “green fields” housing developments. This includes a trend for deregulation of land use planning to enable private property owners to develop their land.</li> <li>However, at the same time there are multiple policy tensions between: Protection of productive soils, Enabling retreat from hazards, and Fund infrastructure.</li> <li>Communities are not ready to acknowledge or address risk from natural hazards until the issue becomes acute, and have a preference to protect rather than retreat from hazardous locations.</li> <li>Gaps in systems to fund and delivery solutions to address existing hazard exposures.</li> </ul>
<i>What can we expect?</i>	<p>The known risk of poor <b>Climate Adaptation</b> is strongly in tension with Growth Pressures, which has short and long term implications on the risk that <b>Financial Sustainability</b> cannot be maintained. As a result, Council will need to be aware of the following implications:</p> <ul style="list-style-type: none"> <li>Unresolved tension between the multiple policies areas to be left to Local Government to resolve.</li> <li>Market driven changes to land use (e.g. through insurance and banking lending) are likely to lead to poor overall social and economic outcomes.</li> <li>Pressure from existing communities to improve physical defences against natural hazards (e.g. Cape Coast coastal erosion).</li> <li>Finite ratepayer base with potential restrictions on ability to raise funds through rates caps.</li> <li>Application for subdivision and land development in areas that have an undesirable long term hazard exposure.</li> <li>Need for better hazards data to support land use planning.</li> </ul>
<i>What might this mean for Council?</i>	<ul style="list-style-type: none"> <li>Council will need to make decisions on whether growth initiatives should be allowed considering the long term risk of loss due to hazard exposure. Resolving this tension in the absence of a robust planning framework will likely mean Council will need a strong policy position.</li> <li>Funding will be required for hazard modelling and analysis.</li> </ul>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>Advocating to Government for improvements in Long-Term Insights Brief – Building Resilience to Hazard, which promotes prioritising risk reduction, post event recovery framework and all of community based solutions involving Central Government, Local Government and Communities.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>District Plan will require review once the new requirements are released through the Resource Management Act reform.</li> </ul>

SIGNAL:	Balance Sheet Constraints
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>Fiscal and balance sheet constraints primarily flowing from the core Council business of infrastructure provision to support growth and Cyclone recovery related expenditure.</li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>Need to prioritise the capital works programme to ensure funding obligations are met.</li> <li>Need to consider the phasing of the timing for debt repayment to manage short term funding requirements.</li> <li>Pressure to complete the transportation cyclone recovery rebuild programme.</li> </ul>
<i>What might this mean for Council?</i>	<p>Balance Sheet constraints require careful management to avoid increasing the risk that <b>Financial Sustainability</b> cannot be maintained, which in turn, will affect the risk of <b>Operational Service Failures</b>. As a result, Council may need to consider the following:</p> <ul style="list-style-type: none"> <li>Managing operational expenditure through enhanced operational efficiency and/or making strategic choices about service levels.</li> <li>Increasing revenue opportunities by creating new revenue streams from existing organisation capability and/or increasing user pays fees and charges.</li> <li>Phasing the timing of debt repayment to manage short term funding requirements.</li> <li>Spreading the capital works programme over future years to achieve a deliverable and affordable programme including, Changing service level expectations to reduce programme cost, or Deferring works to reduce short-term expenditure, or Cancelling programmes to reduce total commitment.</li> </ul> <p><i>(Note: Deferring Renewal Works can have the consequence of increasing Operational Service Failure risk. Therefore, project prioritisation needs to be carefully considered before changing the new or renewal works programmes).</i></p>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>Detailed review of the capital programme to ensure project workload and estimates are as robust as possible.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>Ensure the right systems, structures and capabilities are in place to effectively and efficiently deliver the capital work programme for our communities.</li> <li>Review of service level expectations is likely to be needed.</li> </ul>

SIGNAL:	Staff Retention
<i>What are we seeing?</i>	<ul style="list-style-type: none"> <li>• Pressure from multiple external stakeholders to reduce the rates burden.</li> <li>• Expectations for service levels provided by Local Government are unchanged or are increasing.</li> <li>• Regionalisation of services creating new entities in the region.</li> <li>• Increased public discourse on the value of local government and increased negative communication and harmful customer interactions from some in the community.</li> </ul>
<i>What can we expect?</i>	<ul style="list-style-type: none"> <li>• Potentially staff considering moving to other organisations where environments are more settled.</li> <li>• Potentially increase in staff workloads due to service level demands at lower cost.</li> <li>• Increased wellbeing issues across staff</li> <li>• Uncertainty for staff in a changing environment</li> </ul>
<i>What might this mean for Council?</i>	<p>Failing to Retain Staff will put pressure on operations increasing <b>Operational Service Failure</b> risk. There is also a two way interaction between good <b>Health, Safety &amp; Wellbeing</b> and Staff Retention, emphasising the importance of good Health, Safety and Wellbeing programmes. The implications for Council are:</p> <ul style="list-style-type: none"> <li>• Increase in staff turnover and loss of institutional knowledge, which will adversely affect service delivery and staff wellbeing.</li> <li>• Greater pressure on remaining staff.</li> <li>• Decrease in employee engagement, and potentially productivity.</li> </ul>
<i>What are we currently doing?</i>	<ul style="list-style-type: none"> <li>• Continuing to focus on maintaining a positive organisational culture.</li> <li>• Implementing the recommendations from the psychosocial risk assessment.</li> <li>• Providing training for managers to ensure they manage and lead well, given this is one of the things that impacts most on employee turnover.</li> <li>• Providing support in the form of workshops on working in pressured and changing environments.</li> <li>• Developing guidelines to utilise when progressing change.</li> <li>• Increasing level of communications in relation to change.</li> <li>• Ensuring remuneration is placed appropriately against the market.</li> <li>• Providing professional development opportunities to grow and engage staff.</li> <li>• Ensuring our wellbeing offerings are fit for purpose.</li> <li>• Continuing to provide wellbeing support for higher risk roles, and an Employee Assistance Programme for all staff.</li> </ul>
<i>Are our current policy settings relevant?</i>	<ul style="list-style-type: none"> <li>• Generally, yes, taking account that we are currently implementing recommendations from psychosocial risk assessment.</li> </ul>

## AI-generated summary of World Economic Forum Global Risks Report 2026

Local councils in Aotearoa New Zealand should consider the following key takeaways from the **Global Risks Report 2026**, tailored to their local governance responsibilities:

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### 1. Geoeconomic Confrontation & Supply Chains

- **Age of Geoeconomic Competition:** The report flags increasing use of economic tools—tariffs, sanctions, trade controls—creating ripple effects on trade, finance, technology, and critical resource access. [[iod.org.nz](https://www.iod.org.nz)], [[weforum.org](https://www.weforum.org)]
- **Local Implications:** Councils may need to reassess supply chain resilience for critical infrastructure and community services, diversifying procurement and preparing for sudden disruptions (e.g., in fuel, construction materials or IT services).

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### 2. Climate & Environmental Risks Maintain Long-Term Threat

- **Short-Term Risk Perception:** While climate and biodiversity issues are currently deprioritized amid geopolitical and economic pressures, they remain top-rated long-term threats. [[iod.org.nz](https://www.iod.org.nz)], [[weforum.org](https://www.weforum.org)]
- **Council Relevance:** Ongoing investment in climate adaptation—flood defenses, fresh water resilience, biodiversity initiatives—remains vital. These risks could escalate if neglected during more pressing near-term challenges.

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### 3. Governance Agility & Strategic Horizon Scanning

- **Structural Uncertainty:** The report emphasizes uncertainty as a permanent feature, not a temporary disruption. [[iod.org.nz](https://www.iod.org.nz)], [[weforum.org](https://www.weforum.org)]
  - **Council Actions:**
    - Strengthen early-warning systems for emerging risks (e.g., economic shocks or regional supply disruptions).
    - Regularly test long-term assumptions in scenarios and capital planning to enhance adaptive capacity.
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#### 4. Diminishing Multilateral and Institutional Reliability

- **Waning International Cooperation:** As geopolitical fragmentation deepens, reliance on stable, predictable governance frameworks is weakening. [\[weforum.org\]](#), [\[iod.org.nz\]](#)
- **Council Considerations:**
  - Reinforce regional and central-government partnerships.
  - Build local policy autonomy to manage issues like emergency response, land-use planning, and environmental regulation with less dependence on international or central structures.

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#### 5. Interconnected Risk Dynamics

- **Compound Risks:** The report highlights how geopolitical, economic, technological, and environmental threats interact and amplify one another. [\[iod.org.nz\]](#), [\[weforum.org\]](#)
- **Council Response:**
  - Adopt integrated risk frameworks that consider cross-sector impacts—e.g., how a supply chain shock might affect infrastructure projects or emergency preparedness.
  - Use cross-departmental collaboration (e.g., planning, infrastructure, emergency management) to monitor compound risks.

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#### Implementation Highlights for NZ Local Councils:

- Review **procurement practices** to ensure flexibility and alternate sourcing.
- Maintain **climate adaptation momentum** alongside urgent operational risks.
- Embed **strategic foresight** into council planning and budgeting.
- Cultivate **local–central–regional coordination**, reducing reliance on external frameworks.
- Enhance **risk-data integration** across climate, infrastructure, and supply chain systems.

By proactively integrating these insights into council decision-making, local authorities in New Zealand can strengthen community resilience and capacity to respond to both near-term shocks and long-term disruptions.



# The Global Risks Report 2026 21st Edition

INSIGHT REPORT



# Key findings

The *Global Risks Report 2026*, the 21st edition of this annual report, marks the second half of a turbulent decade. The report analyses global risks through three timeframes to support decision-makers in balancing current crises and longer-term priorities. Chapter 1 presents the findings of this year's **Global Risks Perception Survey (GRPS)**, which captures insights from over 1,300 experts worldwide. It explores risks in the current or immediate term (in 2026), the short-to-medium term (to 2028) and in the long term (to 2036). Chapter 2 explores the range of implications of these risks and their interconnections, through six in-depth analyses of selected themes. Below are the key findings of the report, in which we compare the risk outlooks across the three-time horizons.

Uncertainty is the defining theme of the global risks outlook in 2026. **GRPS** respondents viewed both the short- and long-term global outlook negatively, with 50% of respondents anticipating either a turbulent or stormy outlook over the next two years, deteriorating to 57% of respondents over the next 10 years (Figure 1). A further 40% and 32%, respectively, view the global outlook as unsettled over the two- and 10-year time frames, with only 1% anticipating a calm outlook across each time horizon.

As global risks continue to spiral in scale, interconnectivity and velocity, 2026 marks an age of competition. As cooperative mechanisms crumble, with governments retreating from multilateral frameworks, stability is under siege. A

contested multipolar landscape is emerging where confrontation is replacing collaboration, and trust – the currency of cooperation – is losing its value.

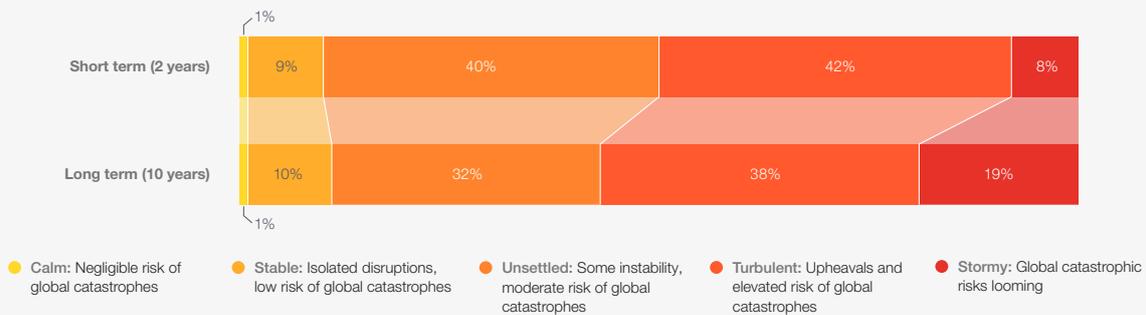
This year's **GRPS** findings show heightened short-term concerns compared to last year, with a 14 percentage-point increase in respondents selecting a turbulent or stormy outlook over the next two years. By contrast, compared with last year, there is a five percentage-point improvement over the next 10 years in those two categories (from 62% last year to 57% this year), with a slight uptick in respondents selecting either a calm or stable outlook (up three percentage points) or an unsettled outlook (up two percentage points).

## Multilateralism is in retreat

The multilateral system is under pressure. Declining trust, diminishing transparency and respect for the rule of law, along with heightened protectionism, are threatening longstanding international relations, trade and investment and increasing the propensity for conflict. **Geoeconomic confrontation** is top of mind for respondents and was selected as the top risk most likely to trigger a material global crisis in 2026 by 18% of respondents, increasing two positions from last year (Figure 2). This is followed by **State-based armed conflict**, selected by a further 14% of respondents.

FIGURE 1 Short-term (2 years) and long-term (10 years) global outlook

"Which of the following best characterizes your outlook for the world over the following time periods?"



Source  
World Economic Forum Global Risks Perception Survey  
2025-2026

Note  
The percentages in the graph may not add up to 100% because values have been rounded up/down.

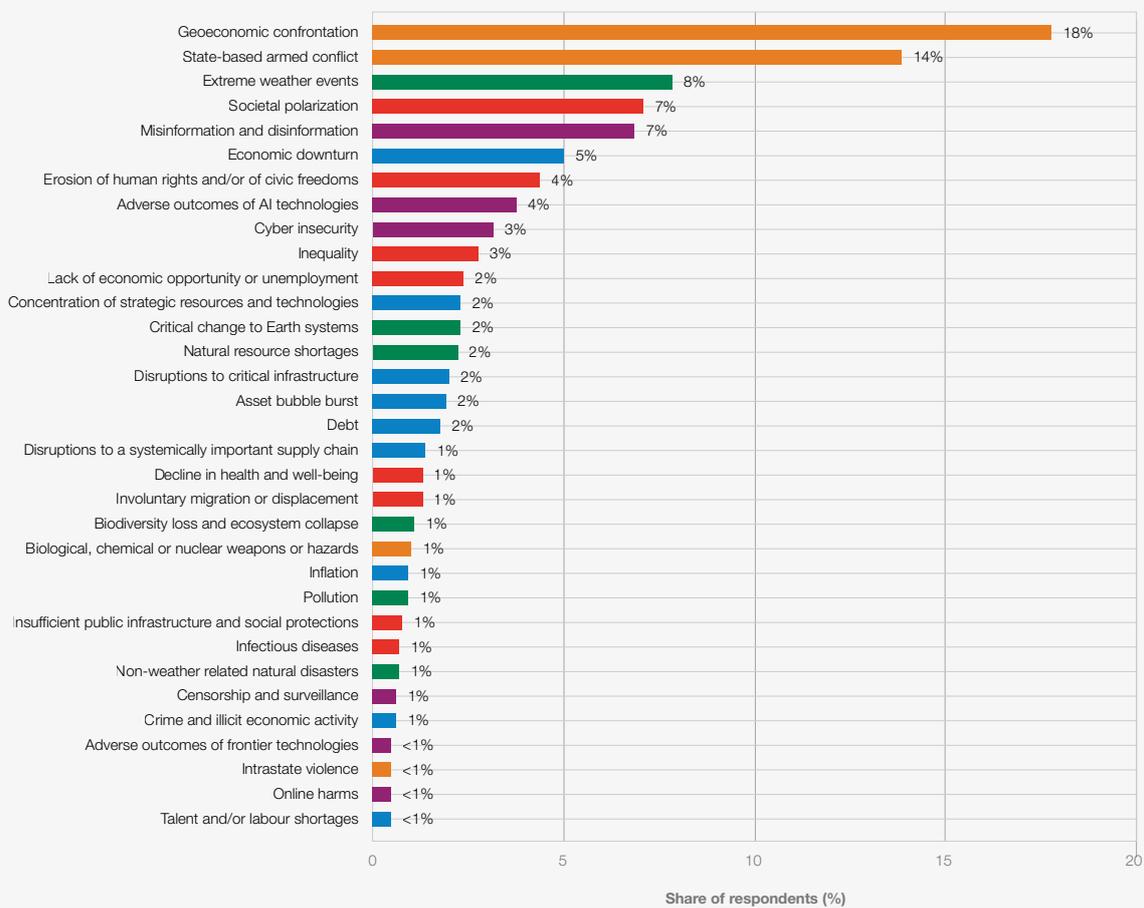
In a world already weakened by rising rivalries, unstable supply chains and prolonged conflicts at risk of regional spillover, such confrontation carries systemic, deliberate and far-reaching global consequences, increasing state fragility. The centrality of **Geoeconomic confrontation** in the global risks landscape is not restricted to 2026, with respondents selecting it as the top risk over the two-year time horizon (to 2028, Figure 3), as well, up eight positions from last year (Figure D). Geoeconomic confrontation threatens the core of the interconnected global economy, as explored further in **Section 2.2: Multipolarity without multilateralism**.

### Economic risks are intensifying

Economic risks, taken collectively, show the largest increases in ranking over the next two years, albeit from relatively low rankings last year. **Economic downturn** and **Inflation** are both up eight positions, to #11 and #21 respectively, with a similar uptick for **Asset bubble burst**, up seven positions to #18 (Figure 4). **Economic downturn** has witnessed one of the largest increases in severity score compared with last year's findings, behind only **Geoeconomic confrontation**. **Section 2.4: An economic reckoning** explores how, over the next two years, mounting debt sustainability concerns coupled with potential economic bubbles – in a context of rising **Geoeconomic confrontation** – could herald a new phase of volatility, potentially further destabilizing societies and businesses.

FIGURE 2 Current Global Risk Landscape

"Please select one risk that you believe is most likely to present a material crisis on a global scale in 2026."



Source  
World Economic Forum Global Risks Perception Survey  
2025-2026

Risk categories  
■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological

FIGURE 3 Global risks ranked by severity, short term (2 years) and long term (10 years)

\*Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period.\*

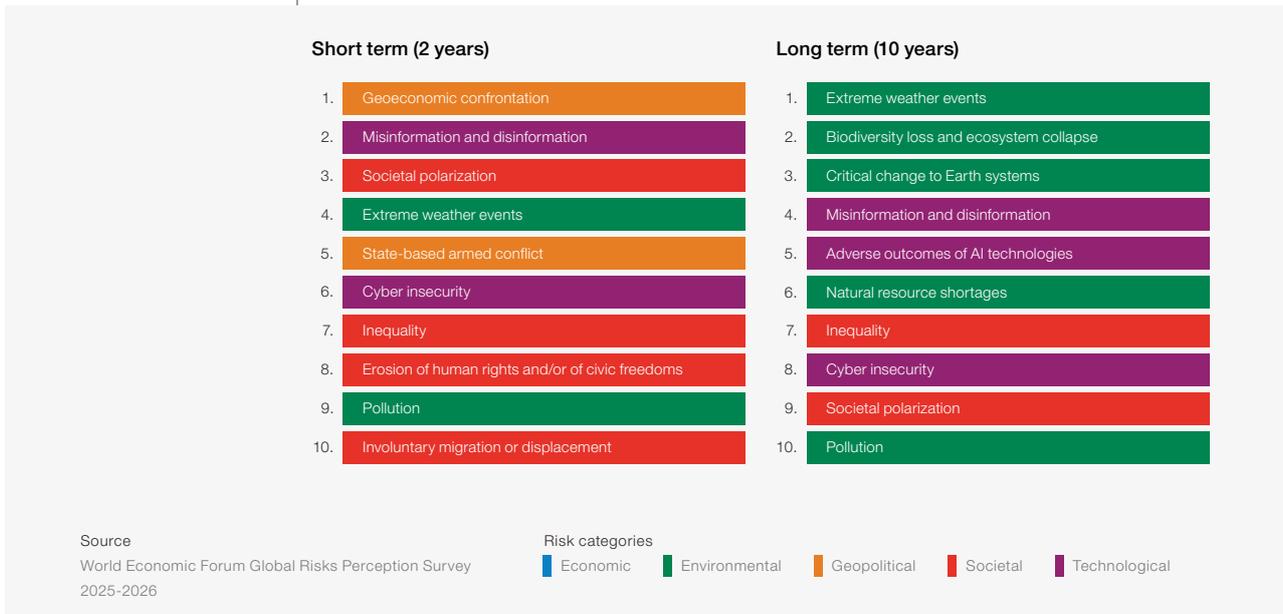
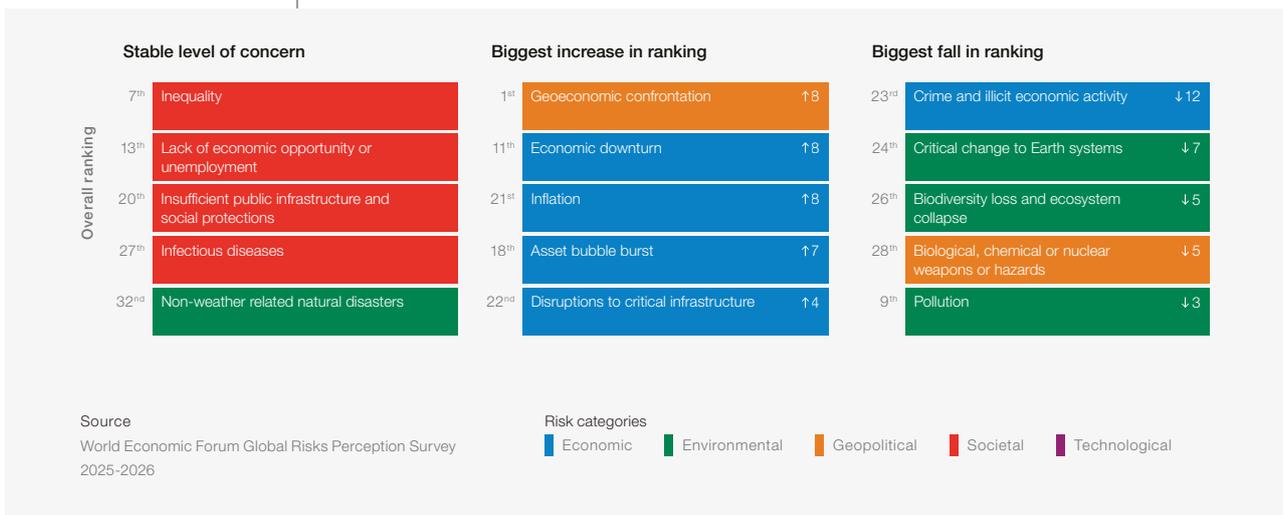


FIGURE 4 Change in short-term (2 years) global risks perception from last year



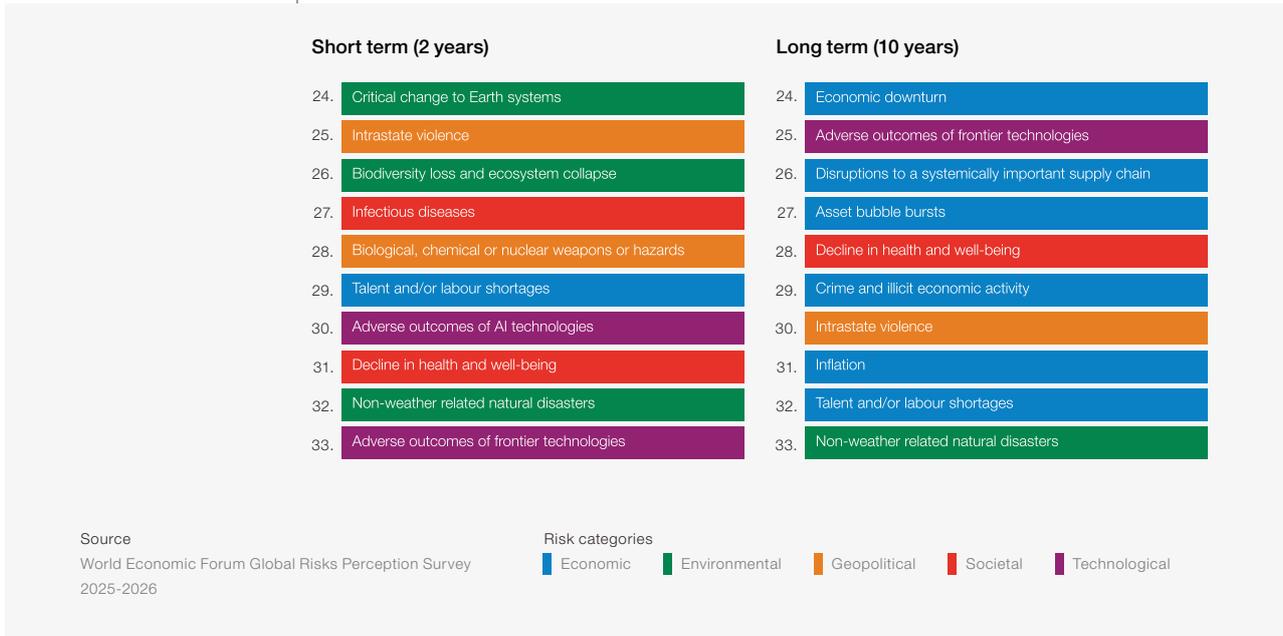
### Technological risks are growing, largely unchecked

Technological developments and new innovations are driving opportunities, with vast potential benefits from health and education to agriculture and infrastructure, but also leading to new risks across domains, from labour markets to information integrity to autonomous weapons systems.

**Misinformation and disinformation** and **Cyber**

**insecurity** ranked #2 and #6, respectively, on the two-year outlook. **Adverse outcomes of AI** is the risk with the largest rise in ranking over time, moving from #30 on the two-year outlook to #5 on the 10-year outlook. **Section 2.7: AI at large** explores how, over the next decade, AI could impact labour markets, societies and global security. Conversely, **Adverse outcomes of frontier technologies**, which moves from #33 in the two-year ranking to #25 in the 10-year ranking (Figure 5), remains relatively low overall. **Section**

FIGURE 5 Lower ranking risks by severity, short term (2 years) and long term (10 years)



**2.6: Quantum leaps** explores how an acceleration in quantum technologies can offer significant opportunities to societies and economies, from improving the accuracy and speed of climate and weather modelling to the discovery of new drugs. Yet, advancements in the quantum field also risk becoming another facet of strategic rivalry, economic bifurcation and political polarization.

### Societies are on the edge

Rising societal and political polarization is intensifying pressures on democratic systems, as extremist social, cultural and political movements challenge institutional resilience and public trust. The growing prevalence of “streets versus elites” narratives reflect deepening disillusionment with traditional governance structures, leaving many citizens feeling excluded from political decision-making processes and increasingly skeptical that policy-making can deliver tangible improvements to livelihoods. **Inequality** was selected by respondents as the most interconnected global risk for a second year running, followed closely by **Economic downturn** (Figure 6). In parallel, **Misinformation and disinformation** in second position in the two-year timeframe, below **Geoeconomic confrontation**, remains an acute global concern. As wealth continues to concentrate in the hands of a few, while cost of living pressures remain high, permanently K-shaped economies are becoming a risk, calling the social contract and its financing into question. **Section 2.3: Values at war** explores how societal and political polarization may deepen

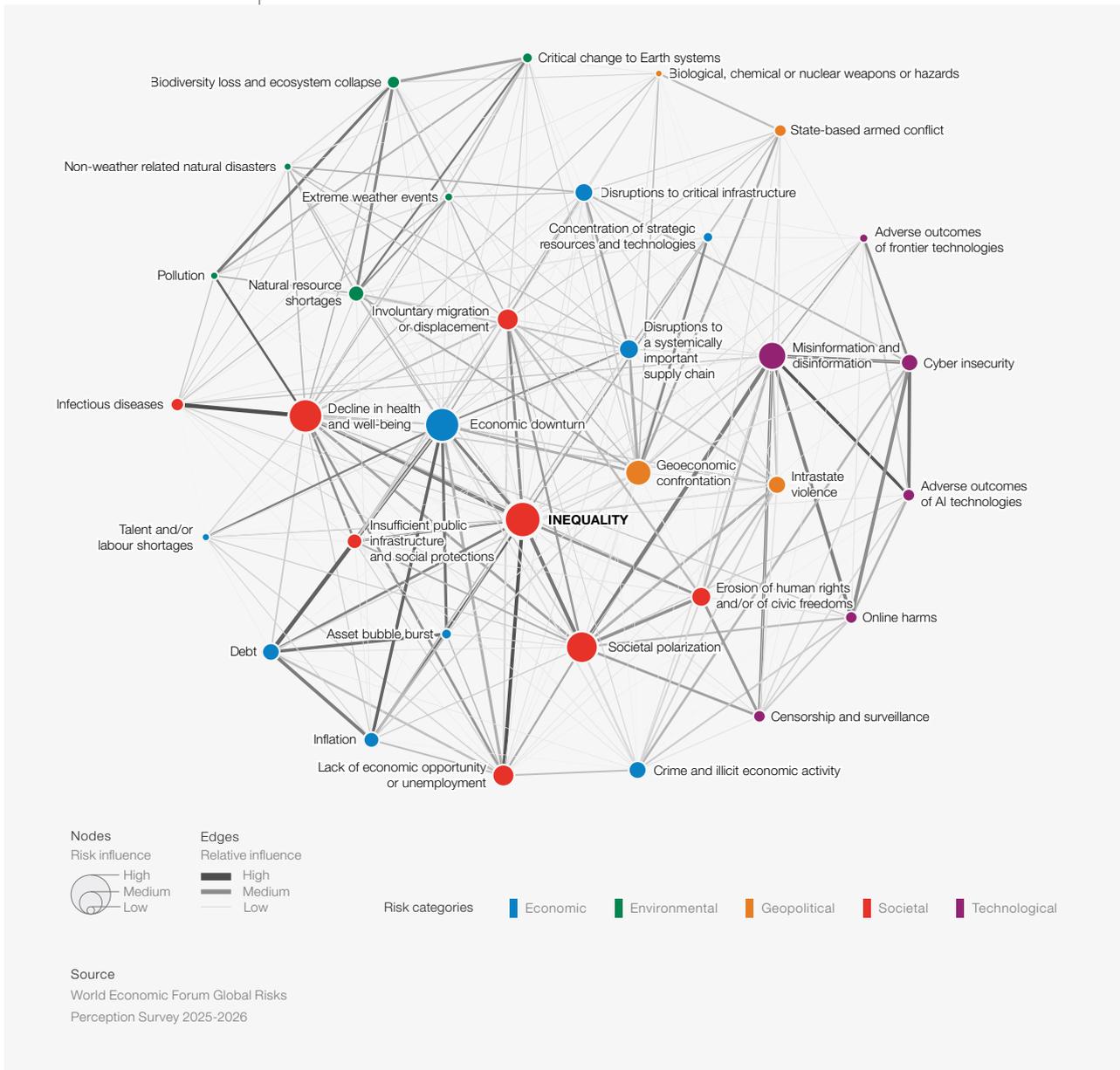
over the next two years as technology becomes more embedded in daily life and geoeconomic tensions persist, heightening the risks of increased digital distrust and dilution of socio-environmental progress.

### Environmental concerns are being deprioritized

The **GRPS** findings suggest heightened prioritization of non-environmental risks relative to environmental ones compared to previous years. In the outlook for the next two years, a majority of environmental risks experienced declines in ranking, with **Extreme weather events** moving from #2 to #4 and **Pollution** from #6 to #9. **Critical change to earth systems** and **Biodiversity loss and ecosystem collapse** also declined, by seven and five positions, respectively, and are in the lower half of the risk list this year in the two-year outlook. All environmental risks also declined in severity score for the two-year time horizon compared with last year’s findings. In other words, not only do their rankings decline relative to other risk categories, but there has also been an absolute shift away from concerns about the environment. In the next 10 years, environmental risks have retained their ranking as the most severe risks, with **Extreme weather events** identified as the top risk and half of the top 10 risks being environmental in nature (Figures 7 and 10).

In this year’s **GRPS**, we also asked respondents about their perceptions of the global outlook by risk

FIGURE 6 Global risks landscape: an interconnections map

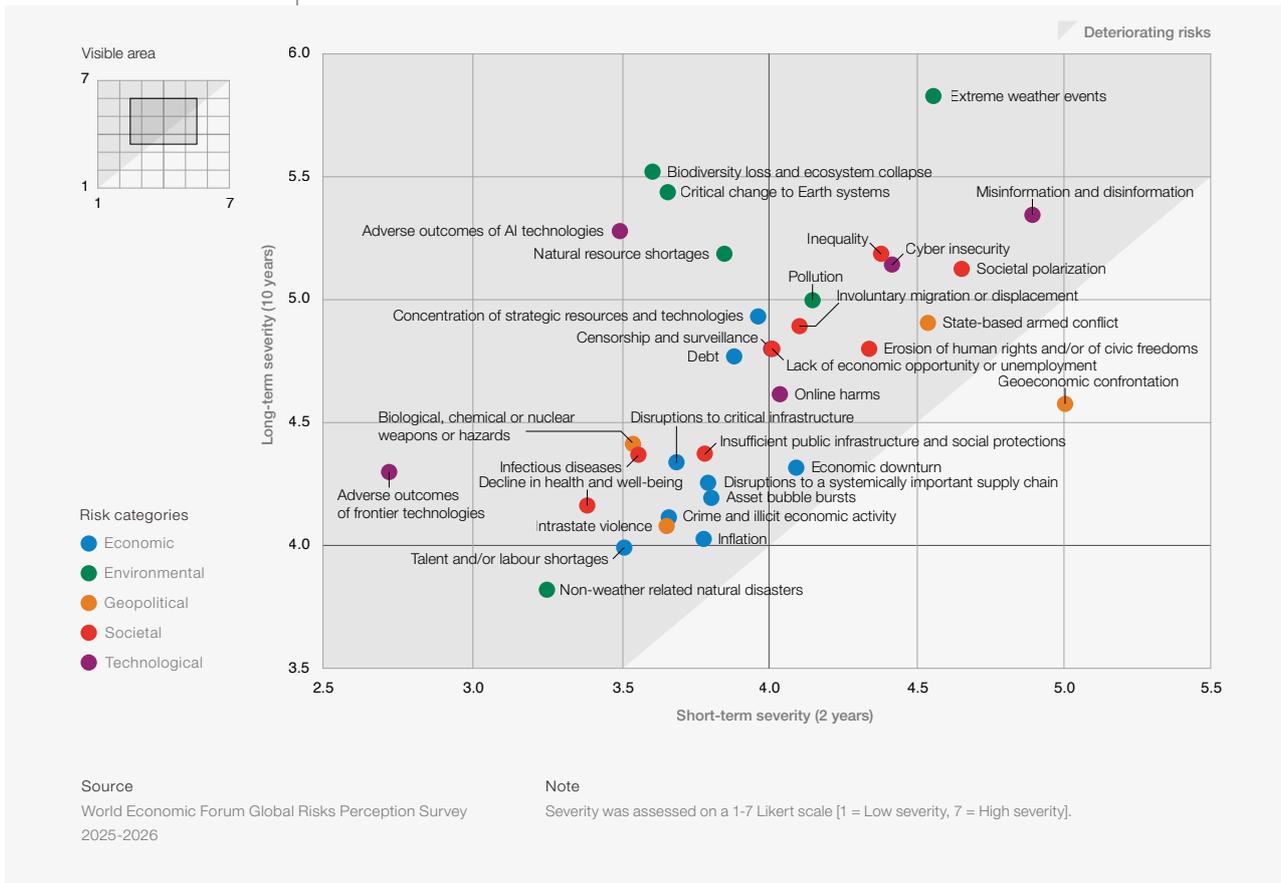


category: societal, technological, environmental, economic and geopolitical. Over the next decade, environmental risks were perceived with the most pessimism out of all risk categories surveyed, with close to three-quarters of respondents selecting either a turbulent or stormy outlook (Figure 8). **Chapter 2.5: Infrastructure endangered** explores, in part, the effects of continued extreme weather and climate change on ageing infrastructure. From supply-chain chokepoints to strains on electrical grids, critical infrastructure requires renewed attention, with the current risks already playing out and affecting societies globally.

### A new competitive order is emerging

In this period of geoeconomic transformation, alliances are being reshaped and the resilience of markets and of the institutions that emerged from the Bretton Woods Conference of 1944 is being tested. Protectionism, strategic industrial policy and active influence by governments over critical supply chains all signal a world growing more intensely competitive. In this year's **GRPS**, 68% of respondents describe the global political

FIGURE 7 Relative severity of global risks, short term (2 years) and long term (10 years)



environment over the next 10 years as a “multipolar or fragmented order in which middle and great powers contest, set and enforce regional rules and norms”, an increase of four percentage points compared to last year (Figure 9). Only 6% of respondents expect a reinvigoration of the previous unipolar, rules-based international order.

The growing shift toward more inward-looking and adversarial policies has cast further uncertainty over the future of multilateralism. As nations increasingly prioritize national interests over collective action, pressing questions emerge about the capacity of the international community to confront shared challenges such as climate change, global health and economic stability – as well as generate the local growth needed for domestic prosperity

and stability. In this evolving landscape, global leadership and the values that will underpin the next phase of international cooperation are issues that remain critically unresolved.

Yet, history reminds us that order can be rebuilt if nations choose strategic collaboration even amid competition. The future is not a single, fixed path but a range of possible trajectories, each dependent on the decisions we make today as a global community. The challenges highlighted in the **GRPS** – spanning geopolitical shocks, rapid technological change, climate instability, economic uncertainty and their collective impact on societies – underscore both the scale of the risks we face and our shared responsibility to shape what comes next.

FIGURE 8 Long-term (10 years) outlook by risk category

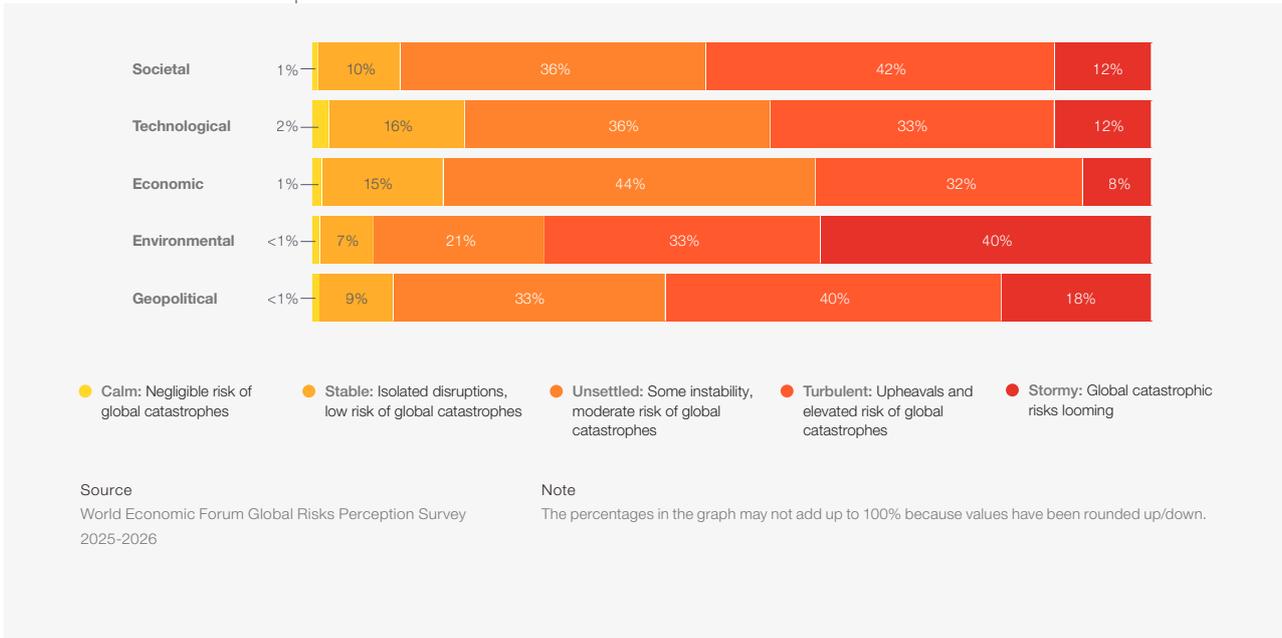


FIGURE 9 Global political outlook

"Which of the following best characterizes the global political environment for cooperation on global risks in 10 years?"

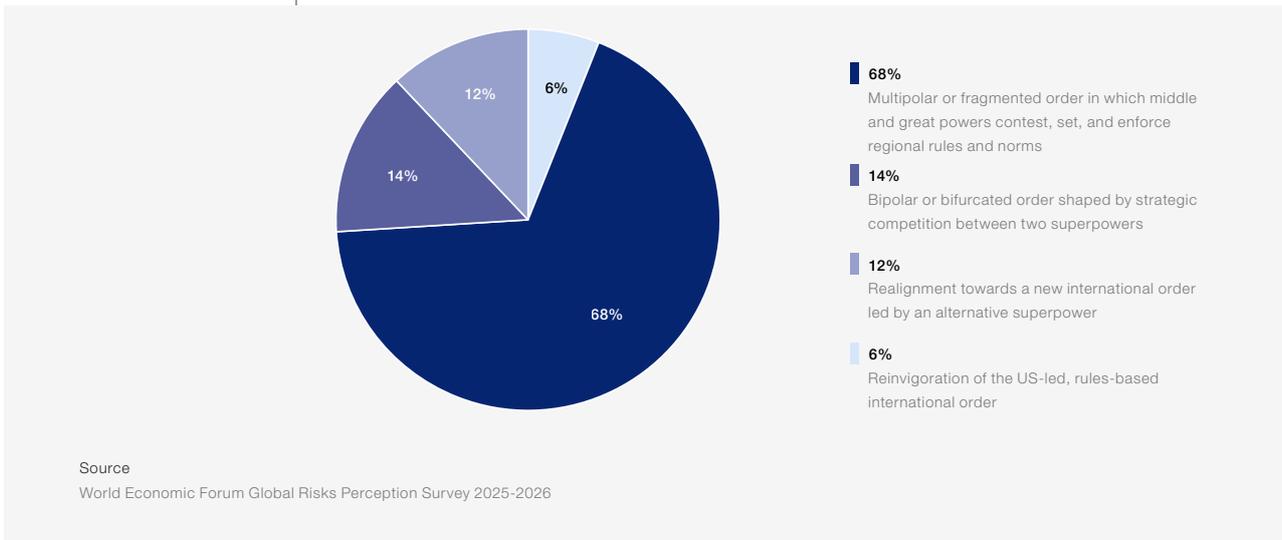


FIGURE 10 Global risks ranked by severity, short term (2 years) and long term (10 years)

\*Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period.\*



Source  
World Economic Forum Global Risks Perception Survey  
2025-2026

Risk categories  
■ Economic   
 ■ Environmental   
 ■ Geopolitical   
 ■ Societal   
 ■ Technological



Transparency International New Zealand

### **Falling Corruption Score Signals Growing Risks to New Zealand's Democratic Integrity**

**Wellington, 10 February 2026** – New Zealand's declining Corruption Perceptions Index (CPI) score signals growing risks to the country's democratic integrity and global reputation.

New Zealand's CPI score has fallen by two points for the fourth consecutive year—a 10% drop overall. While we still rank equal fourth with Norway, this continued slide reflects diminishing confidence among business experts and international assessors in the integrity of the public sector.

"Transparency, integrity and accountability are cornerstones of our democracy," says Anne Tolley, Chair of TINZ. "We are seeing these values being chipped away."

Over the past year, prosecutions involving bribery, deception, and misuse of public funds and power—including bid-rigging, cartel behaviour, driver licensing rorts and COVID-related fraud—have highlighted systemic weaknesses and a troubling disregard for both public money and integrity in general.

The just published pilot report from the [Anti-Corruption Taskforce](#) validates the expert perceptions in the CPI. It finds that internal fraud and corruption are almost certainly being under-reported and the true scale of the issue remains unclear, but what is reported in this pilot is alarming.

TINZ is also concerned by allegations affecting the integrity of voting processes in both local and national elections—issues that strike at the core of democratic trust.

"An additional major concern is the lack of transparency around lobbying and political donations," Tolley says. "Voters have little visibility of who is influencing political decision-making. At the same time, some businesses continue to operate in the shadows, enabling money laundering and tax evasion. Investigative agencies remain hampered by reduced resources and inadequate legislative tools."

This year's CPI decline is driven by surveys assessing bribery and corruption risks in trade, public contracting, licensing, judicial decision-making, and the diversion of public funds for private gain.

While government agencies have strengthened some accountability measures and improved cross-agency collaboration, corruption is a broader and more complex problem. It requires cohesive action and clear strategic direction from central and local government, supported by business and civil society."

In 2025, expert advisors informed Police Minister Costello that New Zealand remains the only Five Eyes country without a whole-of-government national anti-corruption strategy. This absence has created a significant gap in the country's capacity to prevent, detect, and respond effectively to corruption risks in both the public and private sectors.

#### **What Is Needed**

TINZ calls for:

- A comprehensive national anti-corruption strategy
- Stronger transparency through lobbying regulation and timely disclosure of political donations
- Enhanced oversight to safeguard voting and electoral processes

"We understand that economic growth is a priority for the current Government," Tolley says. "But a sound economy is inseparable from a robust democracy."

"In an election year, people need to know who is driving policy change and have fair opportunities to participate in decision-making. We need real consequences for those who abuse our financial and political systems, and agencies with the leadership and capacity to reverse the troubling trends of bribery, fraud, kickbacks, and secret deals."

#### **ENDS**

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#### **About Transparency International**

Transparency International is a global civil society coalition based in Berlin, leading the fight against corruption. It compiles a number of measures of different aspects of corruption including the Corruption Perceptions Index, the Global Corruption Barometer, and the Bribe Payers Index. Information on Transparency International can be found at [www.transparency.org](http://www.transparency.org).

#### **About the New Zealand chapter of Transparency International**

The New Zealand chapter of Transparency International works to actively promote the highest levels of transparency, accountability, integrity and public participation in government and civil society in New Zealand and the Pacific Islands. Find TINZ at [www.transparency.org.nz](http://www.transparency.org.nz).

Transparency International New Zealand has programmes and projects designed to support greater integrity. These can be viewed in our [Annual Report](#).

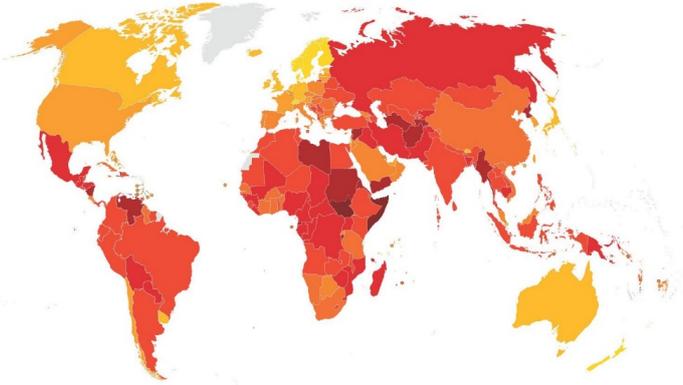
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Infographics



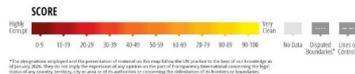
# CORRUPTION PERCEPTIONS INDEX 2025

The perceived levels of public sector corruption in 182 countries/territories around the world.



SCORE COUNTRY/TERRITORY

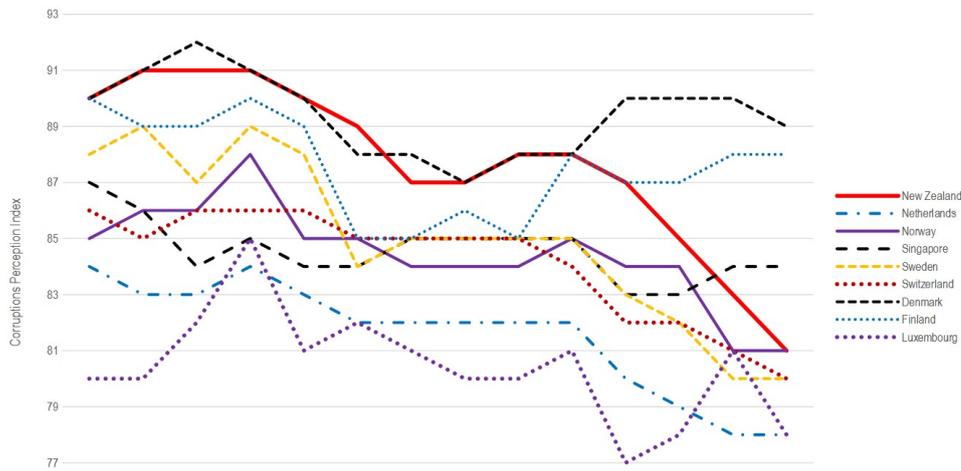
89	Denmark	86	France	53	Poland	42	Moldova	35	Brazil	30	Peru	21	Guinea Bissau
88	Finland	65	Lithuania	52	Malaysia	41	South Africa	35	Sri Lanka	29	Gabon	21	Mozambique
84	Singapore	64	Bahamas	52	Oman	41	Trinidad and Tobago	34	Algeria	28	Bolivia	20	Cambodia
81	New Zealand	64	United States of America	50	Bahrain	41	Vietnam	24	Bosnia and Herzegovina	28	Iraq	20	Comoros
81	Norway	63	Brunei Darussalam	50	Greece	40	Bulgaria	34	Indonesia	28	Liberia	20	Democratic Republic of the Congo
80	Sweden	63	Chile	49	Jordan	40	Cuba	34	Laos	28	Mali	19	Tajikistan
80	Switzerland	63	Korea, South	49	Malta	40	Guyana	34	Nepal	27	Pakistan	19	Burundi
78	Netherlands	62	Saint Vincent and the Grenadines	48	Mauritius	40	Hungary	34	Sierra Leone	26	Cameroon	17	Turkmenistan
77	Germany	62	Cabo Verde	48	Slovakia	40	North Macedonia	33	Ecuador	26	Guatemala	16	Afghanistan
77	Iceland	62	Israel	47	Croatia	40	Tanzania	33	Panama	26	Guinea	16	Haiti
76	Australia	60	Dominica	47	Vanuatu	39	Albania	33	Serbia	26	Kyrgyzstan	16	Myanmar
76	Estonia	60	Latvia	46	Armenia	39	India	33	Thailand	26	Nigeria	15	Equatorial Guinea
76	Hong Kong	59	Czechia	46	Kuwait	39	Maldives	32	Angola	26	Papua New Guinea	15	Korea, North
76	Ireland	59	Saint Lucia	46	Montenegro	39	Morocco	32	El Salvador	25	Madagascar	15	Syria
75	Canada	58	Qatar	46	Namibia	39	Tunisia	32	Philippines	25	Uganda	14	Nicaragua
73	Uruguay	58	Rwanda	45	Senegal	38	Ethiopia	32	Togo	25	Bangladesh	14	Sudan
71	Bhutan	57	Slovenia	45	Benin	38	Kazakhstan	31	Belarus	24	Central African Republic	13	Eritrea
71	Japan	57	Saudi Arabia	45	Romania	38	Suriname	31	Djibouti	24	Republic	13	Libya
70	United Kingdom	57	Costa Rica	44	Sao Tome and Principe	37	Colombia	31	Mongolia	24	Paraguay	13	Yemen
69	Austria	56	Grenada	44	Jamaica	37	Dominican Republic	31	Niger	23	Republic of Congo	10	Venezuela
69	Belgium	56	Portugal	44	Solomon Islands	37	Gambia	31	Turkey	23	Eswatini	9	Somalia
69	United Arab Emirates	55	Timor-Leste	44	Timor-Leste	37	Lesotho	31	Uzbekistan	23	Iran	9	South Sudan
68	Barbados	55	Cyprus	43	China	37	Zambia	30	Azerbaijan	23	Lebanon		
68	Seychelles	55	Spain	43	Cote d'Ivoire	36	Argentina	30	Egypt	22	Chad		
68	Taiwan	53	Italy	43	Ghana	36	Belize	30	Kenya	22	Honduras		
				43	Kosovo	36	Ukraine	30	Mauritania	22	Russia		
										22	Zimbabwe		



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www.transparency.org/cpi

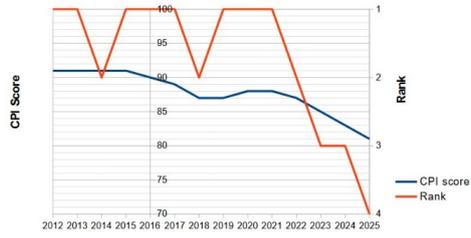
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CPI- Leadership country trends



New Zealand CPI Since 2012

Year	CPI score	Rank	Comment
2025	81	4	Fourth tied with Norway
2024	83	3	Fourth
2023	85	3	Third behind Denmark (90) and Finland (87)
2022	87	2	Second equal with Finland
2021	88	1	Tied with Denmark and Finland
2020	88	1	Tied with Denmark
2019	87	1	Tied with Denmark
2018	87	2	Denmark was first with a score of 88
2017	89	1	Denmark was second with a score of 88
2016	90	1	Tied with Denmark
2015	91	1	Tied with Denmark
2014	91	2	Denmark was first with a score of 92
2013	91	1	Tied with Denmark
2012	91	1	Tied with Denmark and Finland

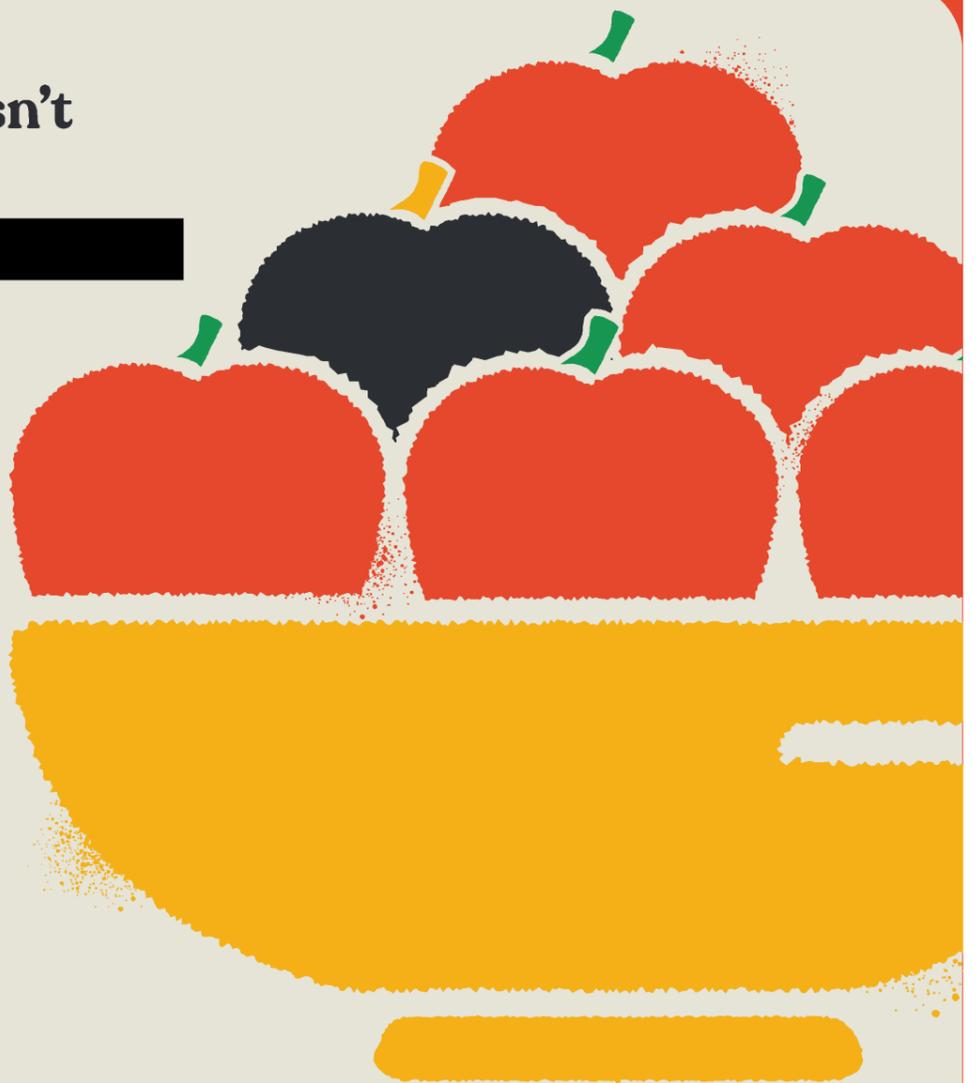






# DON'T LET ONE BAD APPLE SPOIL THE FRUIT BOWL

If something doesn't  
feel right, call  
0800 [REDACTED]  
or talk to your  
Group Manager  
or GM: P&C.



Our Protected Disclosures (Whistleblower) Policy  
provides protection for current and former staff,  
contractors, and volunteers who make a disclosure  
in good faith – **you can find it on Infokete.**

**HERETAUNGA  
HASTINGS** DISTRICT COUNCIL