SUPPLEMENTARY AGENDA

Ordinary Council meeting

Tuesday, 22 September 2026

Date:	**Tuesday, 22 September 2026**
Time:	**9:30 am**
Location:	**Tauranga City Council Chambers L1, 90 Devonport Road Tauranga**

Marty Grenfell

Chief Executive

Order of Business

11 BUSINESS

11.1 Organisational Response Programme to Mauao External Review Report

File Number: **A21082943**

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Authoriser: **Christine Jones, General Manager: Strategy, Partnerships & Growth**

PURPOSE OF THE REPORT

1. To present to Council a proposed Organisational Response Programme for consideration and endorsement.

RECOMMENDATIONS

That the Council:

(a) Receives the report "Organisational Response Programme to Mauao External Review Report ".

(b) Approves Organisational Response Programme Plan structural arrangements of:

(i) A Programme Steering Group;

(ii) Programme Steering Group members of Independent Chairperson, Executive Team Sponsors, Elected Member/s, and special experts if required, appointed by the Mayor in consultation with Elected Members and the Chief Executive;

(iii) An independent programme director with relevant skills and expertise appointed by the Chief Executive, in consultation with the Mayor.

(iv) Regular formal reporting to the Programme Steering Group and the Audit & Risk Committee, as well as informal regular reporting to all elected members.

(c) Endorses the Organisational Response Programme Plan, including Workstream Plans (attachments 1 to 6).

(d) Approve unbudgeted expenditure up to a maximum of $500,000 to enable:

- Recruitment and appointment of independent chairperson of Organisational Response Programme Steering Group
- Recruitment and appointment of independent Organisational Response Programme Director
- Recruitment and appointment of workstream leads (including backfilling of existing staff where required)
- Resources to further refine the Organisational Response Programme Plan, with particular focus on budget review balancing cost efficiency with programme effectiveness.
- Proceeding with the immediate actions under the risk framework workstream
- Proceeding with the culture workstream actions to understand the current culture through interviews, focus groups and surveys.

(e) Requests staff to report back to Council with a refined recommended Organisational Response Programme, including recommended budgets, resource requirements, implementation sequencing and measures of success for approval.

EXECUTIVE SUMMARY

2. The Mauao External Review identified weaknesses in Council's risk management, governance, decision-making and organisational culture. In response, staff have developed the attached Organisational Response Programme Plan to implement all recommendations of the External Review and strengthen Council's capability to identify, understand, escalate and manage risk.

3. The proposed programme comprises four integrated workstreams addressing risk management, emergency management, organisational systems and processes, and organisational culture and relationships. These are supported by programme management, communications and transparency activities, and independent governance arrangements.

4. The attached Programme Plan sets out the programme objectives, workstreams, delivery approach, and governance arrangements. As the programme has been developed within a compressed timeframe, further work is required during programme mobilisation to develop budget estimates, confirm resource requirements, establish success measures and refine implementation sequencing.

5. This report seeks Council endorsement of the Programme Plan, approval of the proposed governance arrangements, and approval of unbudgeted expenditure up to $500,000 to enable programme mobilisation and refinement of the final programme budget and implementation arrangements before these are returned to Council for approval.

BACKGROUND

6. The Mauao External Review Report was formally received at the Council meeting of 1 September. The report contains recommendations designed to address the weaknesses and failures identified by Hon. Paul Davison KC, and to prevent a similar tragedy from reoccurring. Council accepted the findings and the recommendations and committed to implement every recommended action.

7. At the Council meeting of 1 September Council also received a report on “Organisational Response to Landslide Event and External Review Report”. Council endorsed an Organisational Response Programme and required a report to be presented to this 22 September meeting with structure arrangements, refined scope and objectives, resourcing, budget and funding, measures of success, monitoring and reporting, for consideration and approval.

8. In addition, resolutions were passed on 1 September which required the Organisation Response Programme to include a Culture Transformation Programme.

ORGANISATIONAL RESPONSE PROGRAMME

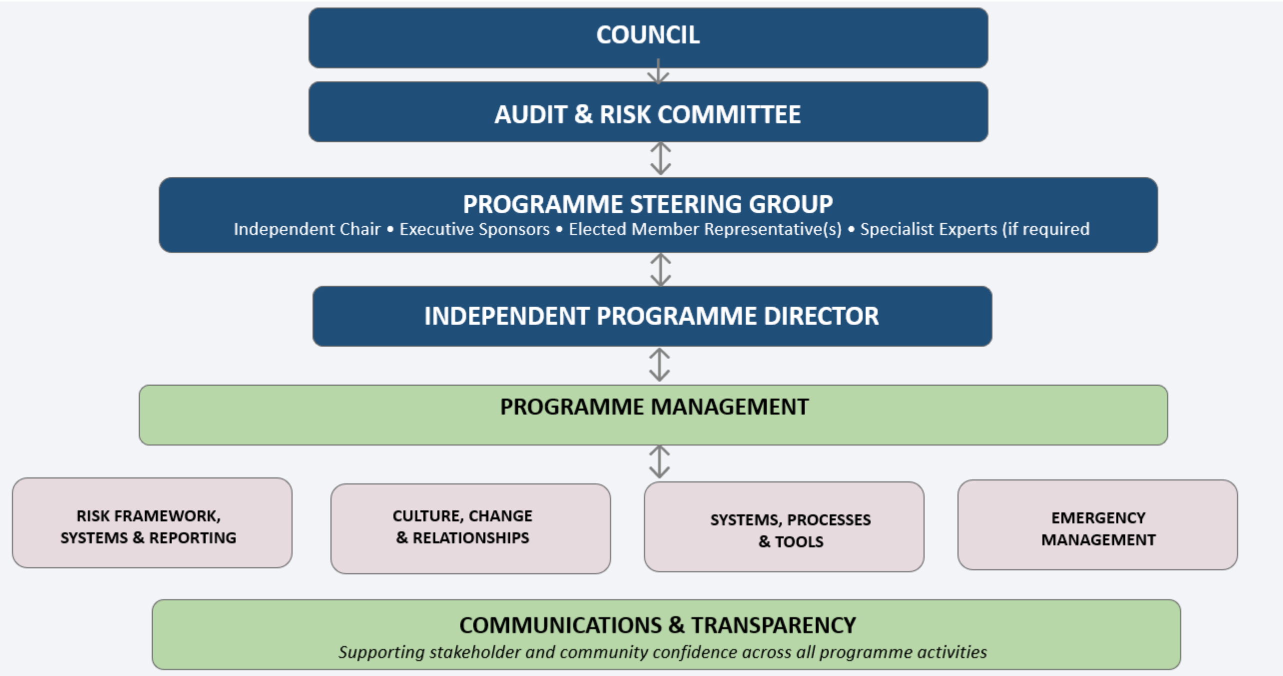
9. A proposed Organisational Response Programme Plan is attached (Attachments 1-6). The Programme Plan sets out the programme purpose, objectives, governance arrangements, implementation approach, workstreams, indicative resource requirements, programme risks, reporting framework and measures of success.

Programme Structure

10. Structural arrangements are required to be put in place to set up the Organisational Response Programme and to manage the overall project. Options for Council consideration are outlined in **attachment 7,** with the recommended option indicated by a red dashed line.

11. The recommended programme structure is designed to provide clear accountability, independent oversight and effective governance of the organisation's response to the Mauao Landslide External Review. The programme would be led by an independent Programme Director with appropriate expertise, with scope and objectives approved by Council.

Governance would be provided through a Programme Steering Group (PSG), comprising executive sponsors, an independent Chair, elected member representation and specialist expertise as required. The independent Chair would provide objective leadership and assurance, support constructive challenge of programme decisions and progress, and enhance confidence that the review recommendations are being implemented in a transparent and rigorous manner. The proposed arrangements seek to balance independent assurance, organisational ownership and effective programme delivery.



Organisational Response Programme Plan

12. The Organisational Response Programme is structured around four delivery workstreams, supported by cross-programme Communications & Transparency and Programme Management functions, as shown in the diagram below.

13. As requested by elected members, the Programme Plan includes a strong focus on transparency and public reporting to ensure the community can monitor progress against implementation of the External Review recommendations.

Risk Framework, Systems & Reporting

How risk is identified, assessed, managed and reported.

Culture, Change & Relationships

Understanding and improving leadership, behaviours and relationships to influence accountability, risk awareness and organisational growth

Systems, Processes & Tools

How systems, processes, and organisational arrangements are designed, implemented, monitored and continuously improved.

Emergency Management

How emergency events are prepared for, responded to and learned from.

Communications and Transparency

How we keep families, the community and stakeholders informed about the changes being made, the progress being achieved, and how these actions will help prevent a similar tragedy.

Programme Management

How programme delivery, performance, costs, timelines and outcomes are monitored and managed.

14. Elected members have advised of the importance of transparency and communication to the community with the purpose of providing clear, honest, and accessible information about programme progress, milestones achieved, challenges encountered, and actions being taken. This will enable the community to understand how the programme is delivering on its commitments and creating measurable improvements for Tauranga.

15. The tracker below is an example of how progress against the Organisational Response Programme can be demonstrated in a manner that should be understandable to the community.

Organisational Response Programme - Progress Tracker

Example

Mauao External Review Report Recommendation	% complete
S01 - One risk, one owner, with written handovers if the owner changes	30%
S02 - Record, track and appropriately escalate any hazard report	20%
S03 - make it easy to find geotech and natural hazard info in a central register	25%
S04 - notify asset owners of studies, regardless who commissions them	5%
S05 - Quantitatively assess and manage societal & life-safety risks, with clear actions for tolerability.	5%
S06 - Request unconstrained safety assessments, with independent expert review of risk advice.	5%
S07 - Implement TARPs, evacuation protocols, and staff training for natural hazard response.	60%
S08 - Monitor hazards frequently, proactively and independently verify risk management.	0%
S09 - Embed geotechnical review and risk tracking in all slope-related decisions and works	0%
S10 - Manage Mauao and campground geohazards as a single integrated risk system.	50%
E01 - Treat reports of slope failure as hazard intelligence requiring evacuation assessment	90%
E02 - Apply consistent hazard assessment standards during emergencies	70%
E03 - Consider evacuation of people below slopes whenever slope-related closures are considered	60%
E04 - Ensure timely hazard escalation and reliable emergency communications.	90%
I01 - Create a detailed implementation manual, templates and procedures	20%

Elected Member Resolutions re Culture	% complete
Understand the current culture through through interviews, focus groups and surveys	15%
Identify cultural strengths, improvement opportunities and the desired future culture	5%
Implement and sustain cultural improvements that strengthen leadership, accountability, organisational learning and organisational growth	5%

Orgnisational Response Programme Workstream	% complete
Culture	8%
Risk Framework	30%
Emergency Management	75%
Systems, Tools, Process	10%

STRATEGIC ALIGNMENT

16. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	✓
We are a city that supports business and education	✓
We are a vibrant city that embraces events	☐

FINANCIAL CONSIDERATIONS

17. Indicative budgets have been developed for each workstream, but further validation is required before staff can recommend them for approval. While each individual action effectively responds to the External Review Report, further work is required to:

- Assess whether the actions can be streamlined, or refined to be more cost effective
- Assess whether internal or external resourcing is the most appropriate taking into account capability, capacity, time requirements and cost
- Undertake internal challenge and assurance of the estimated timeframe and costs.

18. Budget estimates will be refined during programme mobilisation, including undertaking the steps outlined in paragraph above, and presented to Council for approval. Funding

requirements from 1 July 2027 will need to be incorporated into the 2027 – 2037 Long Term Plan

19. To enable the programme mobilisation ahead of the completion of the detailed programme budget refinement, elected members are requested to approve unbudgeted expenditure to enable:

    - Recruitment and appointment of independent chairperson of Organisational Response Programme Steering Group
    - Recruitment and appointment of independent Organisational Response Programme Director
    - Recruitment and appointment of workstream leads (including backfilling of existing staff where required)
    - Resources to further refine the Organisational Response Programme Plan, with particular focus on budget review balancing cost efficiency with programme effectiveness.
    - Proceeding with the immediate actions under the risk framework workstream
    - Proceeding with the culture workstream actions to understand the current culture through interviews, focus groups and surveys.

20. It is intended that the Emergency Management and Systems, Processes & Tools workstreams will be predominately progressed through internal resources in the first instance. This will get the workstream underway, allowing time for refinement of estimated costs before recommending a complete budget to Council.

21. Reporting on financial commitments and expenditure will be to the Programme Steering Group.

RISKS AND LEGAL IMPLICATIONS

22. The purpose of the Organisational Response Programme is to address the risks identified through the External Review. The Organisational Response Plan includes a section on programme risks and mitigations.

TE AO MĀORI APPROACH

23. The Organisational Response Programme includes actions to specifically address the:

    - arrangements with Tangata Whenua in respect of Mauao governance and partnership
    - views of Tangata Whenua in respect of the strengths and areas of improvement in terms of working with Council.

CLIMATE IMPACT

24. The Organisational Response Programme includes actions related to natural hazards which are directly impacted on by climate change.

SIGNIFICANCE

25. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

26. In making this assessment, consideration has been given to the likely impact, and likely consequences for:

(a) the current and future social, economic, environmental, or cultural well-being of the district or region

(b) any persons who are likely to be particularly affected by, or interested in, the .

(c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

27. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the issue is of high significance.

ENGAGEMENT

28. Taking into consideration the above assessment, that the matter is of high significance, officers are of the opinion that no further engagement is required prior to Council making a decision. The Programme Plan is an organisational improvement and governance document that outlines how Council will respond to the findings and recommendations of the Mauao External Review. It does not seek decisions on service levels, policies, funding, assets, or community outcomes that would benefit from public input. The programme has been developed in response to an independent review, Council resolutions, internal reviews and lessons identified from the January 2026 event. Ongoing transparency will be maintained through regular public reporting on programme progress, outcomes and implementation of review recommendations.

NEXT STEPS

29. Subject to Council approval:

a) Commence programme mobilisation.

b) Recruit and appoint the independent Steering Group Chair and independent Programme Director.

c) Confirm workstream leadership arrangements and resource requirements.

d) Develop robust programme budgets reflecting refined programme action.

e) Develop programme measures of success and reporting frameworks.

f) Present a refined Organisational Response Programme, including recommended budgets and performance measures, to Council for approval.

ATTACHMENTS

1. **Mauao External Review Organisational Response Programme Plan - A21159823** ⇩
2. **Mauao External Review Recommendations to Workstream - A21159824** ⇩
3. **Risk Framework Workstream Plan - A21159826** ⇩
4. **Emergency Management Workstream Action Plan - A21159827** ⇩
5. **Systems, Processes & Tools Workstream Plan - A21159828** ⇩
6. **Culture Workstream Plan - A21159830** ⇩
7. **Mauao Landslide External Review - Organisational Response Programme Structure Arrangement Options - A21159833** ⇩

Mauao External Review Report
Organisational Response Programme Plan

Executive Summary

The Mauao Landslide External Review identified significant weaknesses in Council's risk management framework, decision-making practices, governance arrangements and organisational culture. In response, Tauranga City Council has established the Organisational Response Programme to strengthen how risks are identified, understood, escalated, managed and governed across the organisation, particularly those with the potential to impact life safety.

The programme is designed to deliver lasting organisational improvement through a coordinated programme of work that addresses both the systems and processes that support effective risk management and the culture, behaviours and leadership practices required to sustain change. The programme adopts a pragmatic and staged approach, prioritising improvements that address critical risks while progressively implementing longer-term capability and cultural change.

Delivery is structured around four interdependent workstreams:

- **Risk Framework, Systems & Reporting**: *How TCC manages risk*

  Strengthening organisational risk management frameworks, processes, reporting and governance.

- **Culture, Change & Relationships**: *How people behave, communicate and exercise accountability*

  Improving leadership, accountability, communication, organisational culture and stakeholder relationships.

- **Systems, Processes & Tools**: *How information, actions and knowledge are managed*

  Strengthening organisational systems, governance processes, information management, organisational learning and accountability mechanisms.

- **Emergency Management**: *How TCC prepares for and respond to emergencies*

  Enhancing preparedness, response, recovery and continuous improvement arrangements for emergency events.

These workstreams are supported by programme management and a strong focus on communications and transparency. Collectively, they will implement the recommendations of the External Review and deliver broader improvements to organisational capability, governance, accountability and decision-making.

The programme will be overseen through dedicated governance arrangements, including independent leadership and oversight, with progress regularly reported through the Audit & Risk Committee and Council. Successful delivery of the programme will result in clearer accountability, stronger governance, improved visibility of critical risks, enhanced emergency management capability, and a culture where concerns are raised early and acted on. Ultimately, the programme seeks to provide confidence to Council, the community and stakeholders that risks, particularly those involving life safety, are actively identified, understood and managed.

Organisational Response Programme Purpose

The purpose of the Organisational Response Programme is to deliver a coordinated and sustainable response to the Mauao Landslide External Review, strengthening the systems, governance, leadership, culture and emergency management capabilities that support the safe and effective management of organisational risk. The programme seeks to embed lasting improvements that strengthen accountability, transparency, organisational learning and community confidence.

All of the recommendations in the External Review Report have been reflected in the Organisational Response Programme (refer **attachment 1)**

Context

The Mauao Landslide External Review Report identified significant weaknesses in Council's risk management framework and its application.

Addressing these weaknesses requires change not only to Council's risk management systems and processes, but also to the organisational culture, behaviours and leadership practices that support them.

The Organisational Response Programme has been created to transform Council's risk management capability and decision-making practices, and organisational culture, so that risks, particularly those with life-safety consequences, are consistently identified, understood, escalated, managed and governed.

By completing this transformation, Council and the wider community can have greater assurance that robust systems, governance and organisational practices are in place to identify and manage risks effectively, particularly those with life-safety consequences.

"we will work with urgency, care, and a clear commitment to change"

Programme Objectives

The programme consists of 4 inter-related workstreams, supported by programme management and communication specialist resources, and will deliver the following:

1. Embed a Strong Risk and Accountability Culture
    - Promote accountability and ownership of risk.
    - Encourage early identification and escalation of issues and concerns.
    - Strengthen risk awareness, organisational growth and decision-making at all levels.
2. Strengthen Organisation-Wide Risk Processes
    - Establish consistent frameworks, systems and processes to identify, assess, escalate, manage and monitor risk
    - Improve the application of risk management practices across the organisation.
    - Align decision-making and risk management activities with Council's risk appetite.
3. Improve Visibility, Ownership and Oversight of Critical Risks
    - Provide a single, trusted view of key organisational risks.
    - Clarify risk ownership, controls and mitigation activities.
    - Ensure critical risks, particularly those involving life safety and serious harm, are visible at the appropriate governance and management levels.
4. Strengthen Governance, Assurance and Accountability
    - Improve governance oversight and decision making.
    - Enhance reporting, evidence-based assurance and organisational accountability.
    - Strengthen relationships, partnerships and transparency to support informed decision-making, accountability and community confidence
5. Enhance Emergency Preparedness and Response
    - Strengthen preparedness, response, recovery and organisational readiness.
    - Improve the ability to identify, assess and respond to emerging hazards and emergency events.
    - Enhance training, information, systems and decision support to better protect people and communities.

Implementation of the above will help ensure all recommendations from the External Review Report have been successfully implemented.

Programme Approach

The External Review identified not one single failure, but a combination of weaknesses across governance, risk management, information management, communication, escalation and organisational culture. As a result, no single project or action can fully address the findings. A coordinated and organisation-wide programme of change is required.

The programme recognises that Council has an existing risk management framework and capability, but that the External Review identified significant gaps in its application, governance, integration, oversight and supporting culture. The programme will therefore adopt a pragmatic and phased approach to improvement, prioritising actions that strengthen the management of critical risks as early as possible, while progressively implementing longer-term and more sustainable changes. Where appropriate, interim solutions and minimum viable approaches will be used to address priority risks quickly, with these being refined and enhanced over time as capability matures.

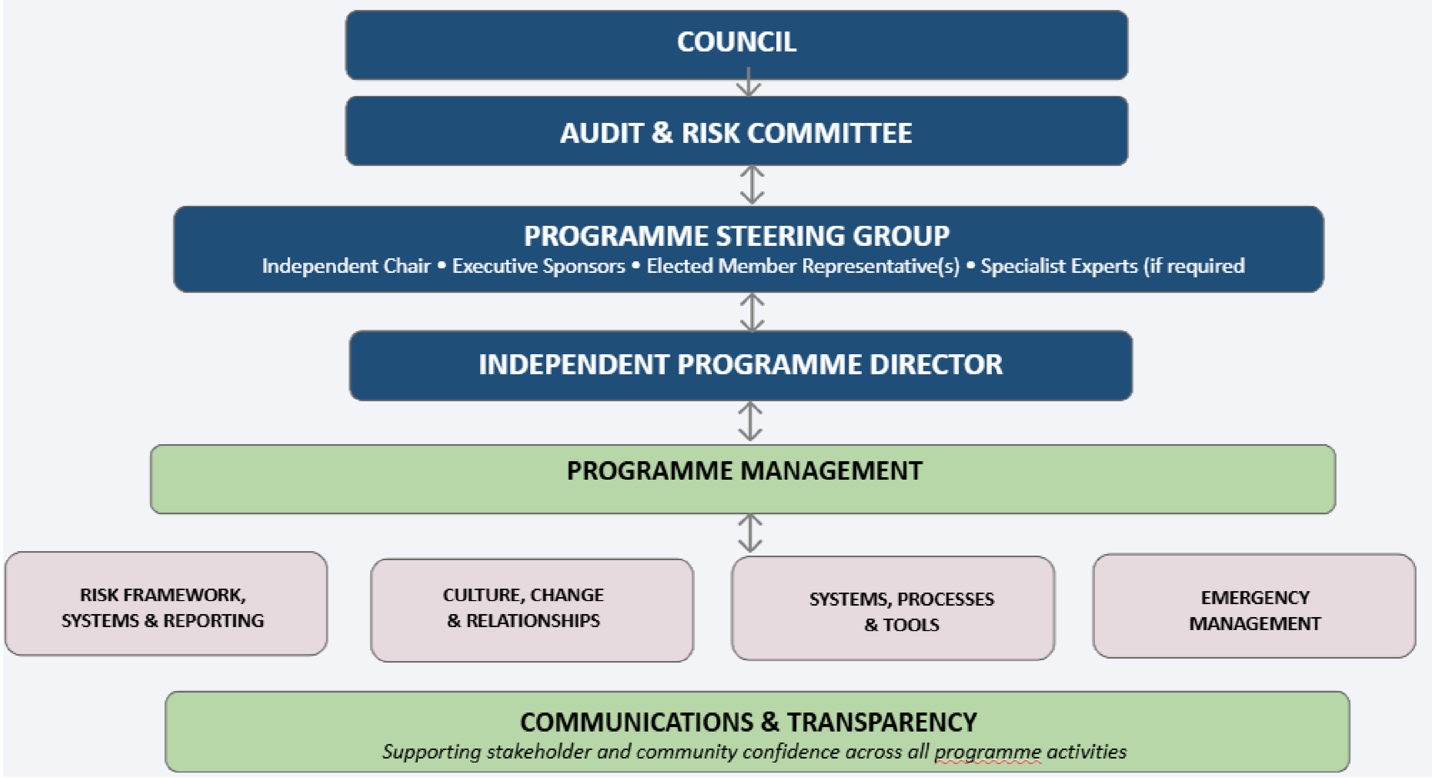
The programme is designed not only to implement the recommendations of the External Review, but to address the underlying organisational conditions that allowed risks and warning signs to be missed, fragmented or insufficiently escalated. The focus is therefore on building enduring capability, systems, accountability and culture rather than implementing a series of isolated corrective actions.

Programme Principles

To ensure the programme delivers meaningful and sustainable change, the following delivery principles will underpin all workstreams and programme activities:

- Maintain a clear line of sight between all actions and External Review recommendations.
- Be transparent about progress, challenges and outcomes.
- Test and validate proposed improvements before full implementation.
- Ensure improvements are Council-led and embedded into business-as-usual practices.

ORGANISATIONAL RESPONSE PROGRAMME STRUCTURE & GOVERNANCE



Organisation Response Programme Workstreams

The Organisational Response Programme is structured around four interdependent workstreams, supported by dedicated programme management and communications activity. Together, these workstreams address the key areas of change required in response to the External Review Report recommendations: strengthening Council's risk framework, systems and reporting; improving emergency management capability; enhancing the systems and tools that support organisational learning and accountability; and building the culture, behaviours, relationships and transparency needed to sustain lasting change. The diagram below shows how these workstreams fit together as an integrated programme. Note that Communications and Transparency delivers across the whole of the Programme.

Risk Framework, Systems & Reporting

How risk is identified, assessed, managed and reported.

Culture, Change & Relationships

Understanding and improving leadership, behaviours and relationships to influence accountability, risk awareness and organisational growth

Systems, Processes & Tools

How systems, processes, and organisational arrangements are designed, implemented, monitored and continuously improved.

Emergency Management

How emergency events are prepared for, responded to and learned from.

Communications and Transparency

How we keep families, the community and stakeholders informed about the changes being made, the progress being achieved, and how these actions will help prevent a similar tragedy.

Programme Management

How programme delivery, performance, costs, timelines and outcomes are monitored and managed.

Workstream Summary

Risk Framework, Systems & Reporting Workstream (Attachment 2)

This workstream focuses on strengthening how risk is identified, assessed, managed, monitored, escalated and governed across the organisation, with particular emphasis on significant risks that could result in loss of life or serious harm. It aims to ensure critical risks are identified early, clearly owned, consistently assessed, openly discussed, appropriately escalated and actively managed.

The workstream includes the review and refresh of risk management frameworks, risk appetite, risk assessment methodologies, governance arrangements, accountabilities, delegated authorities, reporting processes and supporting systems. It also covers enterprise, strategic, operational, project, safety and hazard-related risk management practices; risk ownership and decision-making; risk registers and reporting; organisational risk visibility; monitoring and assurance activities; risk culture and capability; and the ongoing assessment of risk management maturity and effectiveness.

The workstream seeks to provide leaders, governance forums and elected members with a clear line of sight to the organisation's most significant risks, confidence that controls and mitigation measures are effective, and assurance that risk management supports informed decision-making, safer outcomes and better organisational performance.

This workstream excludes the broader systems, processes and reporting that extend beyond solely risk management.

Emergency Management Workstream (Attachment 3)

This workstream covers the arrangements, systems, capability, planning, preparedness, response, recovery and continuous improvement required to manage emergency events across the organisation. It includes emergency management governance and accountability, emergency and recovery planning, organisational readiness, Emergency Operations Centre capability, hazard intelligence, situational awareness, information management, escalation and decision-making processes, training and exercising, lessons learned, assurance activities, and coordination with emergency services, Civil Defence, iwi, community organisations and other stakeholders.

Systems and Tools Workstream (Attachment 4)

While the Risk Framework workstream focuses on how risks are identified, assessed, governed and reported, the Systems, Processes & Tools workstream focuses on ensuring the information, records, actions and organisational knowledge that support decision-making are captured, accessible and effectively managed across the organisation. It responds to findings from the Mauao Landslide External Review and other reviews, which identified opportunities to strengthen how information, expert advice, recommendations and key actions are recorded, shared, monitored and acted on across the organisation.

A key focus of the workstream is reducing organisational risk by ensuring that important information is available to the right people at the right time, significant issues are identified and escalated appropriately, and actions are tracked through to completion. This includes improving the management of expert advice and recommendations, strengthening the way organisational knowledge is retained, and creating better systems for storing and accessing critical information.

The workstream will also improve staff training, reporting processes and organisational oversight to support consistent decision-making and greater accountability. By strengthening the systems and processes that underpin Council's work, the organisation will be better equipped to identify and manage risks, retain important knowledge, learn from experience, and deliver on its commitments to the community.

Culture, Change & Relationships Workstream (Attachment 5)

The Culture, Change & Relationships workstream is to help ensure Tauranga City Council has the culture and behaviours needed to support good decisions, clear accountability and safe outcomes for the community. The workstream recognises that policies and processes alone are not enough. Strong leadership, ownership of decisions and risks, open communication, and a willingness to raise concerns and learn from mistakes are all essential to preventing future failures and building public confidence.

The first area of focus is Council's internal culture. This work will help Council better understand how leadership, accountability, communication and decision-making are experienced across the organisation. Staff and elected members will be invited to share their experiences and views through interviews, workshops and surveys to identify what is working well, what needs to improve, and what changes are needed. A key objective is to create a culture where leaders set clear expectations, people take ownership of their responsibilities, teams work effectively across organisational boundaries, and staff feel confident speaking up about risks, concerns and opportunities for improvement.

The second area of focus is understanding how Council is experienced by iwi, partners, stakeholders and the wider community. This work will explore the quality of Council's relationships, communication and collaboration with those it works alongside and serves. Feedback will help identify opportunities to strengthen trust, improve engagement and build more effective partnerships. The insights gathered from both the internal and external work will inform future improvement actions, with success reflected in stronger leadership, clearer accountability, improved relationships, better decision-making and a culture that supports safer outcomes for the people of Tauranga.

Communications & Transparency

Regular, open communication will ensure stakeholders are informed of progress, key decisions, risks, and changes. Information will be shared in a timely and accessible way to support understanding, trust, and accountability.

Communications will focus on providing clear, honest, and accessible information about programme progress, milestones achieved, challenges encountered, and actions being taken. This will enable the community to understand how the programme is delivering on its commitments and creating measurable improvements for Tauranga.

By consistently demonstrating progress and outcomes, while being transparent about areas requiring further attention, Council will build trust and confidence that commitments are being delivered, investments are providing value, and meaningful, lasting change is being achieved for the community.

Programme Management Workstream

Effective programme management will be critical to ensure all workstream objectives are implemented in a timely manner. The following are key items that will be formalised during programme mobilisation.

Measures of Success and Interdependencies

Interdependencies

Interdependencies have not been fully identified and defined.

Both the Risk framework and Culture stream propose to do an independent assessment or survey, design a target future state and then implement a plan to close the gaps. This means measures of success are best defined when the gaps are known, which is not yet the case.

The two workstreams are closely linked and activities will be coordinated where practical to minimise duplication of effort and survey fatigue. Information gathered through interviews, workshops, focus groups and surveys will be shared between workstreams where appropriate. Findings from the Culture, Change & Relationships workstream will help inform the Risk Framework maturity assessment, particularly in relation to leadership, accountability, risk awareness, communication and escalation behaviours

Interdependencies between the workstreams will be managed by the Project Director. Once Council approves the workplan, these interdependencies will be mapped fully by all the workstream leads and the Project Director.

Measures of Success

The Emergency Management Workstream has sufficient existing maturity information to propose draft measures within the workstream plan. The measures of success for the other workstreams will be developed after endorsement and prior to final Workstream Plan approval.

Systems, tools and processes support either Risk Framework, Culture or Emergency Management workstreams. This makes the Systems, Processes and Tools workstream either the last to fully define measures of success, or success is defined as having taken the actions to support the overall programme.

Budget

Indicative budgets have been built but require validating before approval is appropriate. No internal challenge, external quotes or reviews of each budget line item have been undertaken at the time of preparing this Overview Programme.

Budget estimates (including sources of funding) will be finalised during programme mobilisation) and presented to Council for approval. Funding requirements from 1 July 2027 will need to be incorporated into the 2027 – 2037 Long Term Plan.

Timelines and Tracking Progress

The aim is to deliver the programme over an intense 18-month time period. Each of the Workstream Plans contains an overview Gantt chart. Underlying more detailed time programme is in development.

Reporting will be completed at the following 3 levels. Content and format of reports will be finalised during programme mobilisation.

Level	Purpose	Examples
Project tracking	Provide day to day monitoring of progress	• Actual v plan tracking • Weekly team standups • Issue/ risk management
Internal governance	Provide fortnightly governance reporting of key progress, outcome tracking, issues and risks	• Actual v plan tracking of initiatives and outcomes (both lead and lag indicators) • Issue/ risk management
External visibility	Provide regular visibility of progress against implementing External Review recommendations	Simple scorecard on website showing progress against each recommendation, e.g.: • Key outcomes to be delivered (with tangible examples) • Due date

		• % complete • Key activities delivered (with examples of these where possible) • Key activities remaining

For external and ongoing reporting to the public, a tracker of recommendations and workstream is proposed (see image below). This is a progress tracker (% complete on each recommendation or workstream) which is not outcome driven but shows commitment and completeness in TCC addressing the full set of recommendations. The simplicity of this tracker makes it easy to understand, but given it hides a large amount of detail underneath, a different tracker is needed for governance, and another level of detail is added for management.

Organisational Response Programme - Progress Tracker

Example

Mauao External Review Report Recommendation	% complete
S01 - One risk, one owner, with written handovers if the owner changes	30%
S02 - Record, track and appropriately escalate any hazard report	20%
S03 - make it easy to find geotech and natural hazard info in a central register	25%
S04 - notify asset owners of studies, regardless who commissions them	5%
S05 - Quantitatively assess and manage societal & life-safety risks, with clear actions for tolerability.	5%
S06 - Request unconstrained safety assessments, with independent expert review of risk advice.	5%
S07 - Implement TARPs, evacuation protocols, and staff training for natural hazard response.	60%
S08 - Monitor hazards frequently, proactively and independently verify risk management.	0%
S09 - Embed geotechnical review and risk tracking in all slope-related decisions and works	0%
S10 - Manage Mauao and campground geohazards as a single integrated risk system.	50%
E01 - Treat reports of slope failure as hazard intelligence requiring evacuation assessment	90%
E02 - Apply consistent hazard assessment standards during emergencies	70%
E03 - Consider evacuation of people below slopes whenever slope-related closures are considered	60%
E04 - Ensure timely hazard escalation and reliable emergency communications.	90%
I01 - Create a detailed implementation manual, templates and procedures	20%

Elected Member Resolutions re Culture	% complete
Understand the current culture through through interviews, focus groups and surveys	15%
Identify cultural strengths, improvement opportunities and the desired future culture	5%
Implement and sustain cultural improvements that strengthen leadership, accountability, organisational learning and organisational growth	5%

Orgnisational Response Programme Workstream	% complete
Culture	8%
Risk Framework	30%
Emergency Management	75%
Systems, Tools, Process	10%

Key Programme Risks

The below are key programme risks. These will be regularly reviewed and reported against as part of agreed governance processes.

Key Risk	Mitigant
Council staff capacity. Council staff may not have sufficient capacity to work effectively on the programme.	Through mobilisation, confirm resource requirements, and backfill resources where needed.
Outcome delivery. Actions identified in workstream plans may not fully deliver overall desired outcomes.	Maintain line of sight of actions to desired outcomes, and report (and test) regularly through governance.
Public confidence. Public may lose confidence if there is not regular demonstrable progress.	Provide regular and transparent reporting through Council website. Test ongoing perception through "Wave" surveys.
Funding continuity. Availability of funding across multiple budget years, under 4% rates cap, could be challenging, which would halt parts of the programme	Aim for an 18-month programme, such that the majority has been completed prior to rates capping coming in.
Other processes. Other inquiries and investigation are ongoing. It is possible these workstreams may need to pivot to include findings of those.	Scope changes go through Council to make sure these processes are appropriately responded to.

Attachments

1. External Review Recommendations Tracker
2. Workstream Plans

Mauao Landslide External Review Recommendations

Workstreams – Color Coding
Risk Framework, Systems & Reporting
Culture, Change & Relationships
Systems, Processes & Tools
Emergency Management

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
S01 [Para 441]	Assign one named owner for every life-safety natural hazard risk, including risks that cross team boundaries.	RFI1a, RFB1, RFB2, RFB3, RFB5 – Establish a single accountable owner for every identified risk to life, including risks that cross organisational boundaries, and review and formalise future requirements for risk ownership, governance oversight, escalation and accountability.
S01b [442]	Require formal written handovers and acceptance whenever responsibility for a safety risk moves between staff or teams.	RFI1b - Establish formal handover requirements when accountability transfers between roles or teams to support continuity of ownership and management of safety risk.
S01b [443]	Document risks, reports and actions whenever assets move between managers or restructures occur.	SPB1 – Develop standardized processes and templates to ensure critical knowledge transfer across all employee roles or responsibility changes.
S01 [444]	Create a central electronic register showing risk ownership, transfers and assigned actions.	This is already in CAMMS. Improvement is making CAMMS fully used and complete.
S01b [445]	Ensure knowledge is transferred when changing geotechnical consultants.	SPB2, and RFI1b - Establish formal handover requirements when accountability transfers between roles or teams, supported by a central repository for critical reports, expert advice and organisational

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
		knowledge to ensure information is retained and accessible over time.
S02 [446]	Record life-safety hazards in enough detail to allow proper assessment and monitoring.	RFB1, RFB2, RFB3, RFB5 – Establish a consistent approach and guidance for recording significant life-safety hazards, ensuring enough information is captured to support effective assessment, monitoring, escalation, and management. This includes clearly defining assurance expectations and maintaining governance and oversight.
S02 [447]	Automatically escalate serious hazard reports to senior leaders and Risk & Assurance.	RFI7c, d - Establish processes requiring hazard reports and assessments to be routed through Council's in-house hazard expertise, automatically reviewed and flagged when received, and routed to identified asset owners to support consistent assessment, escalation and risk management.
S02 [448]	Track every expert safety recommendation through implementation, deferral or rejection.	SPI 2 – Process for receiving, assessing, escalating, responding to and tracking external expert advice and reports, monitoring obligations and inspection programmes.
S03 [449]	Maintain one searchable register of all geotechnical and natural hazard reports.	SPB 2 – Establish a central repository of critical organizational knowledge to ensure critical reports, expert advice and organizational knowledge are readily accessible, searchable and retained over time. Priority focuses on geotechnical and natural hazard reports.
S04 [450]	Notify asset owners when another team commissions safety-related work affecting their asset.	RFI7d - Develop and implement processes to automatically route hazard reports and assessments to identified asset owners.
S05 [451]	Undertake quantitative risk assessments where credible life-safety hazards exist.	RFB5 – Implement a consistent framework for assessing significant hazards and risks to life or

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
		serious harm, including clear criteria for quantitative risk assessments. This also includes ensuring quantitative risk assessments are completed as per the framework requirements.
S05 [452]	Assess societal risk, not just individual risk, for sites with many people.	RFB1, RFB3, RFB5 – Incorporate both individual and societal risk considerations into risk assessments and decision making requirements.
S05 [453]	Require consultants to state whether risks are tolerable and what actions are needed.	RFI7b, RFB3, RFB5 – Require consultants to clearly state whether risks are tolerable and what actions are required, and establish and implement Council-wide requirements for considering risk tolerability, consultant recommendations and required mitigation actions when managing significant hazards and risks to life.
S06 [454]	Keep safety assessments independent from cost, operational or cultural considerations.	RFI7b - Require procurement processes for technical advice to avoid constraining outcomes based on cost or implementability considerations and require consultants to clearly state actions needed.
S06b [455]	Use internal natural hazard specialists to review and evaluate external expert advice.	RFI7c - Establish processes requiring hazard reports and assessments to be reviewed through Risk or relevant in-house technical expertise when received.
S07 [456]	Develop and maintain TARPs for all populated sites with medium-or-higher natural hazard risks.	RFI8, RFB1, RFB2, RFB3, RFB5 - Implement and maintain Trigger Action Response Plans (TARPs) for populated sites exposed to significant hazards, and establish a Council-wide approach for determining where TARPs are required and ensuring they remain current and effective.
S07 [457]	Pre-assign authority for precautionary evacuations and	RFI8- Establish trigger-based escalation and response

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
	ensure concerns are escalated immediately.	arrangements for populated sites exposed to significant hazards, including training staff to recognise precursors that indicate elevated landslide risk and authorise pre-emptive evacuation.
S07 [458]	Train staff to recognise warning signs of slope failure and follow TARP actions.	RFI8e - Train staff to recognise precursors that indicate an elevated landslide risk and make it clear that these indicators authorise staff to pre-emptively evacuate an area.
S08 [459]	Use contracted, scheduled monitoring with automatic alerts for missed inspections.	RFB1, RFB2, RFB3, RFB5 – Develop a Council-wide framework for the identification, monitoring and periodic review of hazard sites, including monitoring schedules, escalation triggers, assurance processes, accountability for monitoring outcomes and reporting requirements. This includes establishing contracted monitoring arrangements, where appropriate.
S08 [460]	Undertake independent assurance that hazards and recommendations are being managed.	RFB1, RB2, RFB3, RFB5 - Establish a consistent approach to hazard monitoring, independent assurance and oversight of critical risks.
S09 [461]	Require geotechnical assessments before works that could affect slope stability above populated areas. Apply this requirement regardless of why the works are being undertaken.	RFI10 - Identify assets above populated areas, reference mandatory geotechnical assessment requirements within asset management planning, and update Project Management Guidelines to require geotechnical assessment before works proceed.
S09 [463]	Include geotechnical review in approval processes for culturally significant or jointly managed sites.	RFB3, RFB5 – Ensure geotechnical review requirements are included in project approvals, asset decisions and governance processes for culturally significant, jointly managed and high-risk sites.
S09 [464]	Record decisions and resulting risk changes in central registers and escalation systems.	RFB5 - Ensure risk-based decisions and changes in risk exposure are captured through central risk

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
		registers and escalation processes.
S10 [465]	Manage Mauao and campground geohazards as a shared risk rather than separate issues.	RFI11 - Implement an integrated approach to the ongoing management of geohazard risks within the Mauao Study Area, including coordination of risk assessments, monitoring, Trigger Action Response Plans (TARPs), mitigation options, stakeholder engagement and future land-use decision-making.
S10 [467]	Acknowledge expert advice that landslide risk may exceed rockfall risk for the campground.	
S10 [468]	Treat geotechnical risks across the shared boundary as one integrated hazard system.	
S10 [469]	Share hazard reports and coordinate consultants between Mauao and campground teams.	
E01 [470]	Treat reports of slope failure as hazard intelligence requiring evacuation assessment, not just welfare checks.	EMI1 - Life-Safety Escalation for Incoming Calls EMI3 - Emergency Planning, Procedures and Training EMB4 - Emergency Management Systems, Procedures and Operational Readiness
E02 [471]	Apply consistent hazard assessment standards during emergencies across all locations.	EMI3 - Emergency Planning, Procedures and Training EMB4 - Emergency Management Systems, Procedures and Operational Readiness
E03 [472]	Consider evacuation of people below slopes whenever slope-related closures are being considered.	EMI3 - Emergency Planning, Procedures and Training EMB4 - Emergency Management Systems, Procedures and Operational Readiness
E04 [473]	Escalate public warnings about emerging hazards to competent decision-makers.	EMI2 - Emergency Escalation Pathways EMB1 - Emergency Management Governance and Assurance
E04 [474]	Ensure reliable emergency contact channels between campground management and the EOC.	EMI2 - Emergency Escalation Pathways

External Review Recommendation & paragraph	Mauao External Review Recommendation Summary	Workstream Action
I01 [475]	Create a detailed implementation manual, templates and procedures to embed these recommendations.	SPI 7 – Training and capability development to ensure the processes, systems and requirements established through the Mauao External Review response are understood and consistently applied. EMB3 - Emergency Management Training and Exercising

RISK FRAMEWORK ACTION PLAN

Executive Sponsor:

Reneke van Soest General Manager: Operations & Infrastructure

Workstream Lead: External resource

Workstream Description

Ensuring TCC has a clear and consistent approach to managing risk with focus on risk to life and serious harm, and these are identified early, adequately understood, escalated to the right level and have appropriate governance, asset and technical oversight.

Objectives

Purpose

This workstream aims to improve how TCC understands, identifies, manages, monitors and oversees risk across the organisation. The key objective is to ensure critical risks, particularly those that could result in loss of life or serious harm, are identified, openly discussed, seen by the right people, escalated in a timely manner and actively managed.

The findings from External Review, internal reviews and lessons arising from the Mauao landslide highlighted that information about risk is not always brought together in a way that provides leaders and governance forums a complete and accurate picture of critical risks that are most relevant for TCC. The reviews identified opportunities to strengthen ownership, accountability for risks, improvise how risks are discussed and escalated, and ensure risk management practices are applied more consistently across the organisation.

The workstream will help TCC better understand its current risk management capability, gain consensus on what good looks like for TCC, and identify practical changes needed to get there. The focus is on developing and implementing a more consistent approach to identifying, assessing, managing, monitoring and reporting risks, while ensuring leaders have clear visibility of the most critical risks.

While longer term work will be undertaken, several immediate improvement actions have been identified and will be progressed on priority basis. These actions will address known issues and provide pragmatic short-term improvements and will also inform the design of the future state risk management approach.

Objectives

Objective 1

Review and refresh TCC's risk management framework, including risk matrix, to establish consistent organisation wide approach to identification, assessment, management, monitoring, reporting, and prioritisation of most critical risks.

Objective 2

Strengthen ownership and accountabilities for significant risks by clarifying decision rights, responsibilities, accountabilities and expectations across all levels of the organisation.

Objective 3

Improve the quality and consistency of risk-related practices including risk identification, assessment, management, monitoring and reporting, to support operational activities, major projects and strategic decision-making in line with TCC's risk appetite.

Objective 4

Develop a clear and consistent understanding of Council's key risks, the critcal controls relied up to manage those risks and the effectiveness of those controls and mitigation measures.

Objective 5

Increase visibility of risks with focus on critical, safety and emerging risks through effective monitoring, discussion and timely escalation to management and governance forums.

Objective 6

Strengthen the organisation's risk management maturity through clear capability targets, measurable improvement outcomes and regular assessment of the effectiveness of governance, oversight and risk management practices.

Desired Outcomes

TCC has a clear view of risks that matter the most and confidence that these risks are receiving the right level of attention and prioritisation. The Elected members and Executive team have adequate and accurate information they need to make informed decisions.

Risk Management is part of everyday decision making, supporting TCC to deliver safer outcomes for its people and community, rather than a separate activity. Staff members have a clear understanding of their responsibilities; people are encouraged to discuss risks openly and escalate when needed; and governance forums have visibility of critical and emerging risks and can gain confidence that appropriate actions have been planned or underway.

Broader Desired Outcomes

- Significant risks, particularly risks to life and serious harm, are identified early, understood, escalated and actively managed across council.
- For critical risks and risks to like, council has identified the key controls relied upon to prevent or reduce harm, assigned accountability for those controls, and has confidence they are operating efficiently.
- Identifying risks and escalation is made easy, and risk management is happening at the right level for all risks. Systems support the right behaviour.
- Leaders and governance forums have clear line of sight to the risks that matter the most and can gain confidence that they are receiving the right attention. This also means that the risk matrix and risk appetite used leads to a manageable number of significant risks.
- Risk management considerations are built into planning, investment decisions, projects, and day to day activities.
- Staff members have clear understanding of their responsibilities for managing risks and are empowered to make decisions within their delegated authority.
- TCC has embedded a strong risk culture that supports open discussion, timely escalation and informed decision-making, with staff being confident that they have the right tools to identify risks. The culture also empowers staff to fully manage risks within their authority level.
- Risk management supports better decisions, better outcomes for the community, and reduces the likelihood of critical risks being missed or not being well managed.
- Enable and empower staff members to confidently exercise their delegated authorities and risk management responsibilities by providing clear decision-making frameworks, practical guidance and fit-for-purpose systems that make it easier to identify, escalate and manage risk appropriately.
- Risk appetite is set at a level that manages aspiration and reality, meaning it is affordable and possible to implement within an LTP timeframe.
- TCC can demonstrate ongoing improvements in how risks are identified, managed and overseen across the organisation.

Scope

This workstream covers improving how TCC identifies, assesses and manages and maintains oversight over risks across the organisation. It includes:

- Risk management framework, roles, processes and tools needed to ensure that significant risks to life and serious harm, are visible, understood and actively managed.
- Strengthening council's understanding of critical risk controls, accountabiltiy ofr those controls, and oversight of their ongoing effectiveness.
- Strengthening leadership oversight, improving risk reporting and escalation, and giving leaders and elected members a clearer picture of critical risks.

The workstream will review and refresh TCC's risk management framework and approach to make risk management more consistent, practical and embedded into the day to day operations and decision making processes. It will help ensure critical risks are identified early, assessed in a consistent manner, clearly owned and appropriately escalated.

In Scope

- Risk Management Framework, supporting policies, standards and operating model.
- Risk governance arrangements, committee oversight and leadership accountability.
- Risk appetite framework, risk acceptance approach and delegated accountabilities.
- Enterprise, strategic, operational, safety and project risk management practices.
- Risk identification, assessment, management, prioritisation and treatment approaches.
- Risk ownership, escalation and decision-making responsibilities.
- Risk registers, reporting and organisation-wide visibility of critical risks.
- Integration of risk information into planning, investment and operational decisions.
- Risk culture, awareness and capability.
- Risk management maturity assessment and improvement planning.
- Monitoring, assurance and reporting on effectiveness of risk management.

Out of Scope

- Organisational culture transformation and broader culture change initiatives not directly related to risk management.
- Emergency response, incident management and business continuity operational procedures.
- Asset-specific investigations, engineering assessments, remediation programmes or operational projects.
- Technology platform replacement or major systems implementation projects, except where required to support risk management improvements.

Current State and Key Issues

Current State

The foundations of risk management are in place and largely but inconsistently working: a defined risk appetite with supporting matrix, system and guidance documents; three-pillars governance; and a functioning HSE system with hazard identification and management, all underpinned by a strong culture of care. Several quick fixes are already implemented, including an external report review process, a near-complete historical report search and review, and a leadership awareness questionnaire.

Key Issues

- Risks are not consistently visible at the right level; escalation is inconsistent
- Risk assessments vary across internal teams and contractors
- Risks is held across various systems and locations, making visibility of the full risk landscape difficult
- Reporting could be clearer, mixing risks with issues and categories. Reports don't cover that mitigation actions are working – and Internal Audit covers only a small share of risks each year
- No clear plan yet for operationalising the approved risk appetite- although it is reported against
- Risk awareness, identification and accountability need lifting to be more consistent across the organisation
- Ownership and accountability are not always clear.

Improvement Actions

The Risk Framework Action Plan directly responds to the following independent Mauao External Review recommendations:

S01 - Assign one named owner for every life-safety natural hazard risk, including risks that cross team boundaries.
S01b - Require formal written handovers and acceptance whenever responsibility for a safety risk moves between staff or teams.
S01b - Ensure knowledge is transferred when changing geotechnical consultants.
S02 - Record life-safety hazards in enough detail to allow proper assessment and monitoring.
S02 - Automatically escalate serious hazard reports to senior leaders and Risk & Assurance.
S04 - Notify asset owners when another team commissions safety-related work affecting their asset.
S05 - Undertake quantitative risk assessments where credible life-safety hazards exist.
S05 - Assess societal risk, not just individual risk, for sites with many people.
S05 - Require consultants to state whether risks are tolerable and what actions are needed.
S06 - Keep safety assessments independent from cost, operational or cultural considerations.
S06b - Use internal natural hazard specialists to review and evaluate external expert advice.
S07 - Develop and maintain TARPs for all populated sites with medium-or-higher natural hazard risks.
S07 - Pre-assign authority for precautionary evacuations and ensure concerns are escalated immediately.
S07 - Train staff to recognise warning signs of slope failure and follow TARP actions.
S08 - Use contracted, scheduled monitoring with automatic alerts for missed inspections.
S08 - Undertake independent assurance that hazards and recommendations are being managed.
S09 - Require geotechnical assessments before works that could affect slope stability above populated areas. Apply this requirement regardless of why the works are being undertaken.
S09 - Include geotechnical review in approval processes for culturally significant or jointly managed sites.
S09 - Record decisions and resulting risk changes in central registers and escalation systems.
S10 - Manage Mauao and campground geohazards as a shared risk rather than separate issues.
S10 - Acknowledge expert advice that landslide risk may exceed rockfall risk for the campground.
S10 - Treat geotechnical risks across the shared boundary as one integrated hazard system.
S10 - Share hazard reports and coordinate consultants between Mauao and campground teams.

The actions represent known improvement opportunities already identified through internal reviews, Audit & Risk Committee reporting, and post-event organisational response activities.

A number of these actions can be progressed immediately to strengthen the management and oversight of critical risks, while others will be incorporated into the broader improvement programme to support a more comprehensive review and uplift of TCC's risk management framework, practices and capabilities.

This phased approached enables TCC to address and apply priority and immediate fixes in the near term while undertaking a more substantive work required to design future state activities to establish a consistent approach and risk management practices, and to strengthen risk management maturity over the longer term.

Resource Requirements

Resource requirements for each action have been assessed as:

- Type;
  - Within existing staff resources (ESR),
  - Additional people resources (APR)
  - Systems / tech costs (S & T)
- Scale;
  - Low < 80 hrs or <$10,000
  - Medium 80hrs to 240 hrs or $11,000 to $60,000
  - Large >240 hrs or >$60,000

Part A –Specific Improvement Actions (specific near-term tasks)

The actions below represent known improvement opportunities already identified through the Mauao Landslide External Review , internal reviews, Audit & Risk Committee reporting, and post-event organisational response activities. These actions can progress immediately while broader workstream reviews and future-state design activities are undertaken.

Action Ref	Action	Ownership & Resources	Due	Status	Source
RFI1	**Single accountable owner for risks to life** *Action Intended Result: Risks to life have clear ownership, accountability and continuity of management regardless of organisational structure, staffing changes or organisational boundaries.* Implement arrangements requiring a single accountable owner for every identified risk to life, including risks that cross organisational boundaries. a. Ensure leadership accountability is clear through leadership declarations and interviews b. Quick fix: Use CAMMS for all risk-to-life items (bridging systems manually), with single owners identified in CAMMS	*Owner: Chris Quest* ESR – Large APR – Low	6monthly	Done –Now BAU In progress	Mauao External Review Recommendation S01a

Action Ref	Action	Ownership & Resources	Due	Status	Source
	Interim arrangements establish accountability now while longer-term risk ownership, governance and accountability arrangements are reviewed through broader improvement programme actions – RFB1, RFB2, RFB3 RFB5.	S&T - Medium	Critical risks by January 27		
	Establish formal handover requirements when accountability transfers between roles or teams (SPI7 deals with larger accountability and role clarity)	TCC P&C – Jan Pedersen	Trial by EO Dec 26	In progress	Mauao External Review recommendation S01b
RFI2	**Risk assessment quick fix** *Action intended result: The organisation is consistently assessing identified risks. Governance and management can trust that critical risks that come to them are indeed critical.* a. Quantify the risk matrix as much as reasonably possible, aligning to Risk Appetite and current complexity of the organisation b. Roll out and training to front line staff on risk assessment method (matrix) and expectations c. Distribute TCC risk matrix with contracts so reports identify and report risks in line with	*Owner: Risk Framework Lead* ESR – Medium APR – Large S&T - Low	With appropriate resource – Q3 2027	Not yet started	Risk Framework Review / Organisational Response Actions

Action Ref	Action	Ownership & Resources	Due	Status	Source
	TCC risk management systems, and flag when risks are not tolerable This action will support immediate updates to risk matrix to support improved risk assessment with broader review and refresh of the risk appetite and risk management framework being assessed through RFB1, RFB2, and RFB5.				
RFI3	**Improved Visibility of Organisational Risks** *Action Intended Result: Critical risks are visible and accessible to those responsible for governance, oversight and risk management.* a. Quick fix: Investigate options for providing a consolidated organisational view of risk information held across multiple systems and registers, including CAMMS, Damstra, Vault and project-based risk registers. This quick fix is intended to take the data out of the disparate systems and display in a single dashboard, so visibility is high even if the dashboard is manually managed.	*Owner: Risk Framework Lead* ESR – Medium APR – Low S&T - Medium	Design by November Implemented by Q2 CY27	Not started	

Action Ref	Action	Ownership & Resources	Due	Status	Source
	b. Historical report review to ensure all risks are visible and being managed – see SPI3 c. Explicitly include risk acceptance Delegation of Authority in the DoA Manual, and implement this in CAMMS. The action improves the visibility and consistency of risk information in the short term, while the longer-term improvements to risk systems, reporting and framework requirements are being addressed through RFB2, RFB4 and RFB5.				
RFI7 ST	**Route reports through the in-house hazard experts and asset owners, independent of who commissions advice** *Action Intended Result: Asset owners and relevant technical experts are made aware of material risks affecting their assets regardless of who commissioned the advice. Material hazard-related information is reviewed by appropriately qualified personnel before decisions are made. Note this links with action SPI2* Establish processes requiring relevant hazard reports and assessments to be routed through Council's in-house hazard expertise to support	*Owner: Alastair McNeil* ESR – High APR – Low S&T – Medium-High			Mauao External Review recommendation S04, S06, S06b

Action Ref	Action	Ownership & Resources	Due	Status	Source
	consistent assessment, escalation and risk management. Develop and implement processes and systems to automatically notify relevant asset owners. a. Identify and implement pathway to flag reports using Procurement processes b. When procuring advice, do not constrain outcomes for cost, or other implementability considerations. Require statement of actions needed. c. Automatically review and flag reports when received, routed through Risk or relevant expertise in-house d. Automatically route reports to identified asset owner	TCC Procurement TCC Procurement TCC Risk TCC Procurement	Feb 2027 Feb 2027 May 2027	Done Not started In progress Not started	
RFI8 ST and LT	**TARPs for populated sites** *Action Intended Result: Sites exposed to significant hazards have defined trigger-based escalation and response arrangements.*	*Owner: GM O&I and GM R&C*			Mauao External Review recommendation S07

Action Ref	Action	Ownership & Resources	Due	Status	Source
	Implement and maintain TARPS for populated sites exposed to significant hazards. Specific steps include:				
	a. Address highest-risk public reserves (56) and known landslide risk locations, including the Historic Village	O&I		Done	
	b. Identify other hazard sites.	Climate team	June 27	In progress	
	c. Address other known infrastructure hazard sites.	O&I	June 27	Initiated	
	d. Review all other public-to-private sites under a to-be-written policy on dealing with the risk of landslides.	Policy: GM S&G Assessment of assets against policy: Asset Management	June 28 and ongoing for new assets	Not started	
	e. Train staff on spotting precursors that indicate an elevated landslide risk, and make it clear that these precursors authorise staff to pre-emptively evacuate the area	TCC HSE	Priority staff by Dec 26 Rest of org by Dec 27	Not started	

Action Ref	Action	Ownership & Resources	Due	Status	Source
	These actions provide immediate risk mitigation and escalation arrangements for known hazard locations while broader improvement plan will consider and review existing TARP arrangements, identify any additional populated sites requiring TARPs, and implement monitoring, maintenance and assurance processes to ensure TARPs remain effective and current, through actions RFB1, RFB2, RFB5 and RFB6				
RFI9 LT	**Scheduled expert monitoring of hazard sites** *Action Intended Result: Hazard sites are actively monitored, reviewed and reassessed to ensure emerging risks are identified and managed appropriately.* Develop and implement a framework for the identification, monitoring and periodic review of hazard sites, including establishment of monitoring schedules, escalation triggers, assurance processes and tracking of and accountability for monitoring outcomes.			In progress	Mauao External Review recommendation S08

Action Ref	Action	Ownership & Resources	Due	Status	Source
	Where assets need to be monitored, ensure such monitoring happens understanding contracts and a missed monitoring cycle is escalated and acted upon.				
RFI10	**Mandatory geotechnical assessment before works above populated area, no matter the reason** *Action Intended Result: Hazard sites are actively monitored, reviewed and reassessed to ensure emerging risks are identified and managed appropriately.* Identify assets that are above a populated area, ensure these are tagged in the Asset Management Plan, and reference the requirement for mandatory geotechnical works. Update the Project Management Guidelines with the mandatory geotechnical assessment requirement	*Owner: Asset Management* ESR – Large APR – Medium S&T - Medium	June 2027	Not yet started	Mauao External Review recommendation S09

Action Ref	Action	Ownership & Resources	Due	Status	Source
RFI11	**Enhanced co-ordination and management of the campground / Mauao geohazard interface** *Action Intended Result: Geohazard risks affecting Mauao, Beachside Holiday Park and surrounding public assets are identified, assessed and managed through coordinated governance, technical assessment, stakeholder engagement and decision-making arrangements.* Implement an integrated approach to the ongoing management of geohazard risks within the Mauao Study Area, including coordination of risk assessments, monitoring, Trigger Action Response Plans (TARPs), mitigation options, stakeholder engagement and future land-use decision-making. This includes supporting coordinated governance and decision-making involving Council, Mauao Trust, Ngā Poutiriao ō Mauao, iwi representatives, technical advisors, asset operators and other affected stakeholders.	*Owner: C Rahiri* Currently funded and resourced	June 2027	In progress	Mauao External Review recommendation S10 Mauao Recovery Programme; QLRA; Mauao Recovery Working Group

Part B - Broader Improvement Programme (near term actions)

The majority of this workstream is focused on longer-term improvements to Council's risk management capability. However, it is recommended that delivery be phased between near-term and longer-term actions to build momentum, strengthen confidence in the programme and demonstrate early progress against key findings from the External Davison Review and other internal review activities.

Taking visible action in the near term will help establish stronger oversight of significant risks, reinforce accountability and ownership, and demonstrate Council's commitment to improving how risks are identified, escalated and managed in a consistent manner across the organisation.

Action Ref	Action	Owner & Resources	Due	Status	Source
RFB1	**Assess the completeness of the risk management framework and approach** *Action Intended Result: Council has a clear understanding of whether its risk management framework, governance arrangements and accountabilities remain fit for purpose. Gaps, overlaps and opportunities for improvement are identified and prioritised.* This will include: a. Conducting a structured review of Council's risk management policies, framework, delegated authorities, risk appetite, reporting, mitigation monitoring, operational procedures, systems and tools.	*Owner -RF Lead* ESR – Medium ASR – Large	Feb 2027	Not started	Mauao External Review recommendation S01, S02, S07, S08 TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	b. Assessing whether risk appetite, decision-making authority and risk acceptance accountabilities are clearly defined, aligned and consistently applied. c. Identify material gaps, duplication and opportunities to simplify the framework. The review will cover the specific actions from PART A including: a. Review of risk ownership requirements, risk acceptance authorities and accountability arrangements – **RFI1** b. Review the suitability of the risk appetite statements/ settings risk assessment methodology and risk matrix introduced through **RFI2.** c. Review the criteria used to determine when quantitative risk assessments are required, including risks to life, societal risk, hazard exposure and risk tolerability considerations. d. Assess whether current risk assessment methodologies appropriately consider both individual and societal risk and support consistent decision-making across TCC. e. Review how consultant recommendations are assessed, reported and incorporated into decision-making, including requirements to clearly state risk tolerability and recommended actions.				

Action Ref	Action	Owner & Resources	Due	Status	Source
	f. Review requirements for TARPs, geotechnical assessments and risk-to-life management processes implemented through **RFI8** g. Review existing requirements for life-safety hazard monitoring, inspection regimes, escalation triggers, and assurance activities conducted to evaluate the control environment.				
RFB2	**Assess current risk management maturity** *Action Intended Result: Establish a baseline view of Council's current risk management capability and the maturity of its risk practices. This provides an informed basis for targeting investment and improvement efforts where they will have the greatest impact.* a) Agree on the risk survey questions to be included in the culture survey b) Discuss and agree on targeted interviews, workshops, focus groups to be conducted c) Conduct document reviews and practical walkthroughs to assess how consistently risk is understood and managed across Council.	*Owner -RF Lead* ESR – Medium ASR – Large S&T - Medium	Survey – Nov 2026 Targeted interviews, workshops, and document review – Dec 2026 Maturity assessment – Feb 2027	Not started	Mauao External Review recommendation S01, S02, S07, S08 TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	d) Consider the risk management capacity and capability across TCC staff members and Elected members. e) Assess the effectiveness of current hazard monitoring, monitoring compliance, assurance activities and escalation arrangements. f) Evaluate the effectiveness, consistency and adoption of improvements introduced through RFI1, RF2, RFI3, RFI8, including ownership of risks to life, risk assessment practices, collating information from risk system, risk visibility, monitoring arrangements and escalation processes. g) Collate the results from the survey, interviews and workshops to inform the current state assessment of the risk management practices with particular focus on the management of critical, safety, strategic, geohazard, landslide, asset, site and contractor risks.				
RFB3	**Define and agree the target state** *Action Intended Result: Leaders and elected members have a shared view of the risk management capability, governance and behaviours Council wants to achieve. Future improvement efforts are aligned to a clear and agreed definition.*	*Owner - GM O&I to lead, ACR and Council to approve* ESR – Low	Apr 2027	Not started	Mauao External Review recommendation S01, S02, S05, S07, S08, S09 TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	a) Work with Executive Team to develop a draft practical and proportionate target-state risk management model aligned with Council's operating environment, risk profile and strategic priorities. b) Confirm desired maturity levels, behaviours, governance, accountabilities and ways of working, together with measurable indicators for tracking progress. c) Validate the target state with the Executive Leadership Team and elected members. This will cover the specific actions from PART A including: a. Define Council's future-state approach to managing risks to life, including risk ownership, escalation, governance oversight and risk acceptance – **RFI1** b. Define Council's future-state approach for i. Conducting quantitative risk assessments where credible life-safety hazards exist. ii. Assessing societal risks iii. Ensuring independent consultant advice has been obtained where risks are within tolerance limits and specific actions required to be implemented.	ASR – Large			

Action Ref	Action	Owner & Resources	Due	Status	Source
	c. Define a future-state approach for determining when qualitative assessments, TARPs, QLRAs, and other risk treatments should be applied, including funding considerations – **RFI8**, d. Define the future-state approach for monitoring and managing significant life-safety hazards, including ensuring recording of adequate details to support appropriate assessment, and establishing monitoring requirements, assurance expectations, escalation thresholds and governance oversight – **RFI9** e. Define future state requirements for - **RFI10**: i. incorporating geotechnical review into planning, approval and governance processes for culturally significant, jointly managed and high-risk sites. ii. recording risk decisions and changes in risk exposure within central risk registers and escalation pathways.				
RFB4	**Develop the Risk Management Uplift Roadmap** *Action Intended Result: Priority improvements are translated into a practical and sequenced implementation plan with clear ownership and accountability. Council has a defined pathway for strengthening risk management capability over time.*	*Owner - External expert resource*	May 2027	Not started	TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	a) Translate the assessment findings into a Council-wide roadmap of measurable, achievable and time-bound actions. b) Assign clear ownership, sequence initiatives according to risk, dependency and available capacity.	ESR – Low ASR – Medium			

Part B - Broader Improvement Programme (longer term actions)

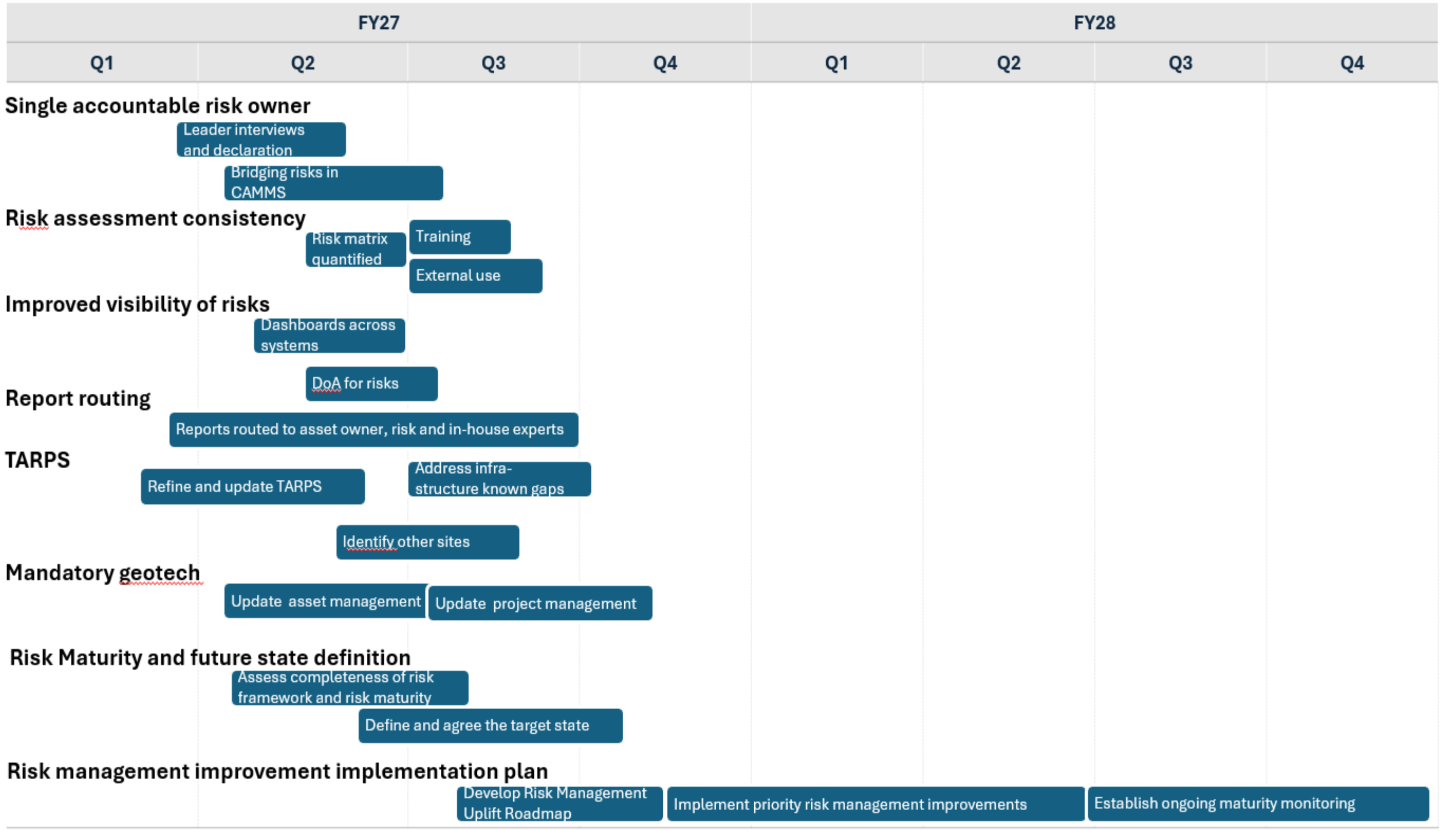
Action Ref	Action	Owner & Resources	Due	Status	Source
RFB5	**Implement priority risk management improvements** *Action Intended Result: Priority improvements identified through the review are implemented and embedded into business practice.* Progress the highest-value improvements identified through the assessment. Improvements may include: • formalising and implementing Council-wide requirements for risk ownership, handover and accountability building on **RFI1**	*Owner -RF Lead* ESR – Medium ASR – Large	Dec 27	Not started	Mauao External Review recommendation S01, S02, S03, S05, S07, S08, S09 TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	• clarification of risk appetite, risk acceptance authorities and escalation pathways; • development of approaches for managing significant natural and life safety hazard risks, including risk tolerability, mitigation expectations and funding considerations; • improved identification, assessment and management of risks to life; • Identification of critical controls for significant risks and risks to like, assignment of accountability for those controls, and monitoring of critical controls and mitigation effectiveness; • improved visibility and accessibility of geohazard information; • implement the refreshed appetite, risk framework, risk assessment methodology, risk acceptance, and ensure alignment of risk matrix from **RFI2** • establishing an integrated organisational risk view and long-term system solution building on the interim arrangements developed through **RFI3** • Ensure: iii. Quantitative risk assessments are conducted as required under the defined risk methodology and approach, and where credible life safety hazards exist				

Action Ref	Action	Owner & Resources	Due	Status	Source
	iv. Requirements are clearly defined assess individual and societal risks where hazards have the potential to impact multiple people. • Implement Council-wide requirements for managing risks to life, including criteria for TARPs, QLRAs, and other risk treatments building on **RFI5 and RFI8** • Ensure – **RFI8**: i. Completion of assessment of populated sites to determine where TARPs are required and ensure appropriate arrangements are in place. ii. Implementation of monitoring and independent assurance activities to confirm TARPs remain current, and effective to support timely escalation and management of risks. • Develop and implement **RFI9**: i. a Council-wide framework for the identification, monitoring and periodic review of hazard sites, including monitoring schedules, escalation triggers, assurance processes, accountability for monitoring outcomes and reporting requirements. This includes establishing contracted monitoring arrangements, where appropriate. ii. processes and system to support automatic escalation of missed inspections or monitoring				

Action Ref	Action	Owner & Resources	Due	Status	Source
	cycles, and have clearly defined ownership of monitoring actions. iii. independent assurance plan to assess that identified hazards, recommendations, controls and mitigation measures are being actively managed and remain effective. • enhancements to risk reporting and governance arrangements. • Ensure – **RFI10**: i. Geotechnical review requirements are included in project approvals, asset decisions and governance processes for culturally significant, jointly managed and high-risk sites ii. Recording of risk-based decisions, and resulting changes in risk exposures in central risk registers and escalation processes Establish consistent risk assessment and reporting requirements, including where appropriate requiring consultants, contractors and external parties to assess and report risks using Council-approved risk methodologies and risk matrices.				
RFB6	**Establish ongoing maturity monitoring** *Action Intended Result: Council can measure progress against its target state and demonstrate whether risk management capability is improving over time. Leaders and*	*Owner - Chris Quest*	Ongoing	Not started	TCC Org

Action Ref	Action	Owner & Resources	Due	Status	Source
	governance forums have visibility of emerging gaps and can intervene where further improvement is required. a) Implement a repeatable maturity monitoring approach to assess whether the uplift programme is delivering sustained improvement. b) Define performance indicators and maturity measures, periodically reassess capability, evaluate implementation effectiveness, refresh the roadmap as priorities evolve. c) Develop approaches to monitor the effectiveness and ongoing health of critical risk controls and mitigation actions, including identification of suitable performance measures and data sources. d) Establish ongoing reporting of the progress to the Executive Leadership Team, Audit and Risk Committee and Council.	ESR – Large ASR – Low			


FY27
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Q2
Q3
Q4
Q1
Q2
Q3
Q4
Single accountable risk owner
Leader interviews and declaration
Bridging risks in CAMMS
Risk assessment consistency
Risk matrix quantified
Training
External use
Improved visibility of risks
Dashboards across systems
DoA for risks
Report routing
Reports routed to asset owner, risk and in-house experts
TARPS
Refine and update TARPS
Address infra-structure known gaps
Identify other sites
Mandatory geotech
Update asset management
Update project management
Risk Maturity and future state definition
Assess completeness of risk framework and risk maturity
Define and agree the target state
Risk management improvement implementation plan
Develop Risk Management Uplift Roadmap
Implement priority risk management improvements
Establish ongoing maturity monitoring

Success Measures

As noted in the Programme Plan, success measures will be developed when the Workstream Action Plan has been endorsed. These will be reported up through the Project Steering Group process, through to the Audit & Risk Committee for approval and subsequent monitoring reports.

EMERGENCY MANAGEMENT ACTION PLAN

Executive Sponsor:

Sarah Omundsen; General Manager: Regulatory & Community Services

Workstream Lead:

Paula Naude, Head of Community Outcomes and Emergency Management

Workstream Description

To strengthen emergency management preparedness, capability, response, recovery and continuous improvement to better protect people and communities

Objectives

Purpose

This workstream exists to strengthen Tauranga City Council's emergency management arrangements in response to the findings of the External Review and lessons identified through the January 2026 event and subsequent debrief processes.

The workstream focuses on ensuring hazard intelligence is effectively recognised, assessed and escalated; that emergency response decisions are supported by clear processes, roles and escalation pathways; and that staff have the capability, tools and training required to respond consistently and effectively during emergency events. The workstream will also support the implementation and ongoing monitoring of emergency-management-related recommendations and improvement actions.

Objectives

Objective 1:
Strengthen emergency management governance, leadership and accountability across Council.

Objective 2:
Improve organisational preparedness, capability and operational readiness.

Objective 3:
Enhance emergency management planning, systems and operational coordination.

Objective 4:

Embed continuous improvement and organisational learning.

Objective 5:

Strengthen Council's ability to support community resilience, response and recovery.

Desired Outcomes

The overall desired outcome of this workstream is that people and communities are better protected before, during and after emergencies. Specific outcomes include:

- Emergency management governance is clear, effective and well understood
- Council maintains a high level of preparedness and operational readiness.
- Emergency responses are coordinated, informed and timely.
- Continuous improvement is embedded across emergency management activities.
- Council is recognised as a trusted and resilient emergency management partner.

Scope

In Scope

The Emergency Management Improvement Workstream covers the organisational systems, governance, capability and continuous improvement activities required to address the recommendations of the External Review and the actions arising from emergency management debriefs and post-event reports. This includes:

- Emergency management governance, oversight, assurance and reporting arrangements.
- Roles, responsibilities, delegations and accountability for emergency management and recovery activities.
- Emergency management and recovery policies, frameworks, plans, procedures and supporting documentation.
- Organisational preparedness, readiness and resilience across Council.
- Emergency Operations Centre (EOC) and Incident Management Team (IMT) capability and readiness.
- Staff training, exercising, competency development and succession planning for emergency management functions.
- Information management, situational awareness, intelligence, decision-support and record-keeping practices during emergencies.
- Response-to-recovery transition arrangements and recovery planning capability.

- Continuous improvement processes, including implementation and monitoring of External Review recommendations, event debrief actions, lessons learned and assurance reviews.
- Internal and external coordination arrangements with Bay of Plenty Civil Defence Emergency Management Group partners, emergency services, iwi, community organisations and other stakeholders.
- Emergency management performance monitoring, reporting and assurance to leadership and Council.

Out of Scope

The workstream does not include:

- Delivery of operational emergency responses to specific emergency events, except where improvements to systems, capability or procedures are identified.
- Capital works, infrastructure upgrades or hazard mitigation projects undertaken through asset management, resilience, transport, waters or property programmes.
- Broader organisational culture, leadership or people initiatives that are not directly related to emergency management capability and readiness.
- Community-led resilience projects, public education programmes or hazard-specific initiatives that are managed through separate work programmes, except where recommendations require improved coordination with emergency management activities.
- Regional Civil Defence Emergency Management Group programmes or national emergency management reforms that are outside Council's direct control, although alignment with these programmes will be maintained.
- Business-as-usual operational activities that do not contribute to implementing Davison Review recommendations, debrief actions or emergency management continuous improvement objectives.

Current State and Key Issues

Tauranga City Council has a well-established emergency management function, experienced personnel, and strong relationships with regional and national emergency management partners. The organisation has demonstrated its ability to respond to and recover from a range of emergency events and has continued to invest in capability development, planning and preparedness activities.

The External Review and subsequent post-event debriefs have identified opportunities to further strengthen emergency management governance, organisational readiness, operational systems and continuous improvement processes. While many core arrangements are in place, there is a need to ensure greater consistency, clarity and organisation-wide maturity in emergency management practices, supported by clear accountability, robust planning, effective information management and systematic implementation of lessons learned. Addressing these opportunities will support a more resilient organisation that is better prepared to manage future emergency events and recovery activities.

Key Issues

- Governance, accountability and reporting arrangements require strengthening to ensure clear oversight, decision-making and organisational ownership of emergency management responsibilities.
- Emergency management roles, responsibilities and expectations are not consistently understood across the organisation, creating potential challenges during activation and response operations.
- Emergency management plans, procedures and supporting documentation require ongoing review and improvement to ensure they remain current, integrated and fit for purpose.
- Information management, situational awareness and record-keeping processes during emergency responses can be further strengthened to support timely decision-making and operational coordination.
- Workforce capability and readiness vary across functions, highlighting the need for continued training, exercising, succession planning and development of emergency management competencies.
- Processes for capturing, monitoring and implementing lessons identified through events, exercises, reviews and debriefs require greater consistency to ensure continuous improvement opportunities are fully realised.
- Response-to-recovery transition arrangements and recovery planning capability require further strengthening to support effective long-term community and organisational recovery outcomes.
- Greater organisational integration is required to ensure emergency management considerations are consistently embedded into business planning, risk management and resilience activities across Council.

Improvement Actions

The Emergency Management Action Plan directly responds to the following recommendations from the independent Mauao External Review by Paul Davison:

E01 - Treat reports of slope failure as hazard intelligence requiring evacuation assessment, not just welfare checks.
E02 - Apply consistent hazard assessment standards during emergencies across all locations.
E03 - Consider evacuation of people below slopes whenever slope-related closures are being considered.
E04a - Escalate public warnings about emerging hazards to competent decision-makers.
E04b - Ensure reliable emergency contact channels between campground management and the EOC.
I01 - Create a detailed implementation manual, templates and procedures to embed these recommendations.

This Action Plan has also been informed by the January 2026 event reviews and debriefs, Emergency Operations Centre lessons learned reviews, organisational response actions following the January 2026 event, and ongoing emergency management continuous improvement activities.

Resource Requirements

It is proposed that the actions are predominantly delivered using existing staff resources, operating within the approved emergency management budget.

Part A – Specific Improvement Actions (specific near-term tasks)

These actions are known improvement opportunities already identified through the Mauao Landslide External Review and post-event debriefs. These actions can progress immediately while broader workstream reviews and future-state design activities are undertaken.

Action Ref	Action	Ownership & Resources	Due	Status	Source
EMI1	**Life-Safety Escalation for Incoming Calls** *Action Intended Result: Potential life-safety hazards reported by the public are identified, assessed and escalated appropriately.* Implement and maintain enhanced slip triage and escalation processes to support timely assessment and response to potential life-safety risks.	*Owner: P Naude*	Complete	Complete	Mauao External Review Recommendation (Rec) E01, E04a
EMI2	**Emergency Escalation Pathways** *Action Intended Result: Roles, responsibilities and escalation pathways are clear and consistently applied during emergency events.* Strengthen cross-team emergency escalation arrangements, including clarification of decision-making responsibilities, escalation triggers and pathways, emergency operating procedures and reliable communication and emergency contact arrangements between the Emergency Operations Centre and site	*Owner: P Naude*	March 2027	In Progress	Mauao External Review Rec E04a, E04b

	operators, including campground management where life-safety risks may exist.				
EMI3	**Emergency Planning, Procedures and Training** *Action Intended Result: Emergency management plans, procedures and training support effective preparedness, response and decision-making.* Implement improvements to emergency planning, procedures and training, including embedding trigger-based evacuation processes and life-safety-focused decision-making practices including consistent hazard assessment and decision-making processes across emergency responses.	*Owner: P Naude*	December 2026	In Progress	Mauao External Review Rec E01 - E03
EMI4	**January 2026 Event Reviews and Debriefs** *Action Intended Result: Lessons identified through the January 2026 event are fully captured, documented and translated into improvement actions.* Complete and maintain post-event reviews, debriefs and lessons learned processes arising from the January 2026 weather event and associated Emergency Operations Centre activations. Ensure improvement opportunities are identified, documented and assigned for implementation.	*Owner: P Naude*	Complete	Complete	January 2026 Event Reviews
EMI5	**January 2026 Event Improvement Action Programme**	*Owner: P Naude*	March 2027	In Progress	January 2026 Event Reviews

	Action Intended Result: Improvement opportunities identified through the January 2026 event are implemented and embedded into emergency management practice. Implement, monitor and test the effectiveness of improvement actions identified through the January 2026 weather event reviews, Emergency Operations Centre debriefs and lessons learned processes.				

Part B – Broader Improvement Programme (systematic review)

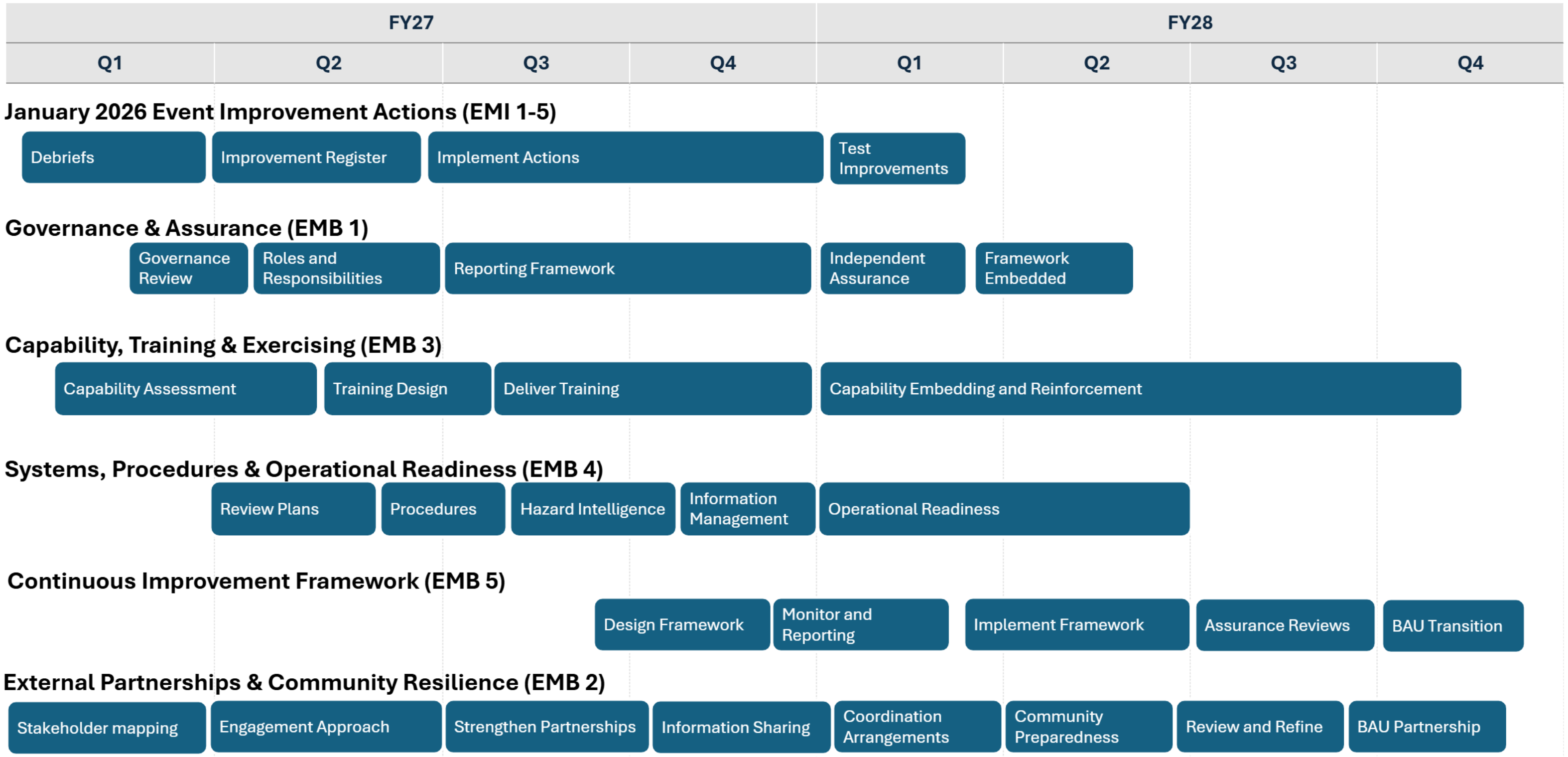
These initiatives represent the larger organisational changes required to fully implement the Davison Review recommendations as well as learnings through post-event debriefs and embed a mature, sustainable emergency management capability across Council.

Action Ref	Action	Ownership & Resources	Due	Status	Source
EMB 1	**Emergency Management Governance and Assurance** *Action Intended Result: Emergency management governance, oversight and accountability arrangements provide confidence that emergency management risks, readiness and improvement actions are appropriately monitored and managed.*	*Owner: P Naude*	June 2027	Planning In Progress	Mauao External Review Rec E04a / January 2026

	Review and strengthen governance, assurance, reporting and accountability arrangements for emergency management, including oversight of readiness, implementation of recommendations and monitoring of improvement actions and regular reporting on progress, effectiveness and completion of emergency management improvement initiatives.				Event Reviews
EMB 2	**External partnerships and community resilience** *Action intended: Stronger coordination and preparedness across Council, emergency services, lifeline utilities, iwi and community partners to improve collective readiness and resilience.* Develop and enhance strategic partnerships with emergency services, CDEM agencies, iwi, lifeline utilities, community organisations and other stakeholders to improve collective readiness, response capability and recovery outcomes. Promote community resilience by strengthening engagement, preparedness initiatives, information sharing and collaborative planning arrangements. Review and strengthen communication and coordination arrangements with key stakeholders and site operators (including the campground), including emergency contact and escalation arrangements where life-safety risks may exist	*Owner: P Naude*	Ongoing	Planning In Progress	Mauao External Review Rec E04b / January 2026 Event Reviews
EMB3	**Emergency Management Training and Exercising** *Action Intended Result: Staff have the capability, training and support required to fulfil emergency management*	*Owner: P Naude*	June 2027	In Progress	Mauao External

	responsibilities and emergency response functions, including identifying hazards and escalating concerns. Develop and embed a sustainable emergency management capability programme covering workforce readiness, succession planning, emergency management training, exercising and capability development programmes, including hazard recognition, escalation requirements, decision-making responsibilities and Emergency Operations Centre roles.				Review Rec I01
EMB4	**Emergency Management Systems, Procedures and Operational Readiness** *Action Intended Result: Emergency management systems, plans, procedures and operating arrangements are current, integrated and consistently applied.* Review, strengthen and maintain emergency management plans, procedures, operating arrangements, information management practices, hazard intelligence, situational awareness and Emergency Operations Centre readiness to support effective emergency response and recovery activities including consistent hazard assessment and decision-making processes across emergency responses.	*Owner: P Naude*	June 2027	Planning Stage	Mauao External Review Rec E01-E03
EMB5	**Emergency Management Lessons and Continuous Improvement Framework** *Action Intended Result: Lessons identified through future emergencies, exercises, reviews and assurance activities*	*Owner: P Naude*	December 2027	Planning Stage	January 2026 Event Reviews

	are consistently captured, monitored, implemented and reported. Develop and embed a framework for the identification, management, monitoring and reporting of lessons learned and improvement opportunities arising from emergency events, exercises, reviews and assurance activities ensuring continuous improvement becomes a sustainable business-as-usual practice.				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Q1
Q2
Q3
Q4
January 2026 Event Improvement Actions (EMI 1-5)
Debriefs
Improvement Register
Implement Actions
Test Improvements
Governance & Assurance (EMB 1)
Governance Review
Roles and Responsibilities
Reporting Framework
Independent Assurance
Framework Embedded
Capability, Training & Exercising (EMB 3)
Capability Assessment
Training Design
Deliver Training
Capability Embedding and Reinforcement
Systems, Procedures & Operational Readiness (EMB 4)
Review Plans
Procedures
Hazard Intelligence
Information Management
Operational Readiness
Continuous Improvement Framework (EMB 5)
Design Framework
Monitor and Reporting
Implement Framework
Assurance Reviews
BAU Transition
External Partnerships & Community Resilience (EMB 2)
Stakeholder mapping
Engagement Approach
Strengthen Partnerships
Information Sharing
Coordination Arrangements
Community Preparedness
Review and Refine
BAU Partnership

Critical Success Checkpoints

Governance framework established (December 2026)

1. Priority Davison and Debrief recommendations implemented (June 2027)
2. Independent assurance review completed (September 2027)
3. Emergency management capability improvements embedded (March 2028)
4. Programme closure and transition to business-as-usual continuous improvement (June 2028)

Draft Success Measures

The success measures below are designed to demonstrate whether the workstream has achieved the intended improvements in governance, capability, preparedness, operational readiness and continuous improvement identified through the Davison Review and post-event debrief processes.

Measure	Baseline	Target
Davison Review and debrief actions implemented and closed	25%	90% of actions completed within agreed timeframes; 100% of critical recommendations implemented
Emergency management staff and designated response personnel completing required training and exercising programme	85%	100% completion of annual training and exercising requirements
Organisational readiness assessment rating	To be established	Year-on-year improvement in organisational readiness maturity
Partner agency satisfaction with Council's emergency management coordination and response arrangements	To be confirmed	Positive rating maintained or improved across annual reviews
Timeliness and quality of situation reporting and decision support during activations	To be established	Performance standards consistently achieved during exercises and activations

SYSTEMS, PROCESSES & TOOLS ACTION PLAN

Executive Sponsor: Craig Rice, Chief Operating & Financial Officer

Workstream Lead: TBC - in house

Workstream Description

How systems, processes, organisational practices and governance arrangements are designed, implemented, monitored and continuously improved.

Objectives

Purpose

This workstream exists to strengthen the organisational foundations that support effective decision-making, accountability, transparency and continuous improvement across Tauranga City Council.

It responds to findings from the Mauao Landslide External Review, internal reviews and lessons identified following the Mauao landslide event, which highlighted weaknesses in how critical information, expert advice, organisational knowledge and key actions were captured, managed, escalated, communicated and monitored.

The workstream will strengthen organisational processes, governance oversight, reporting practices, information management and organisational knowledge retention. It will support greater accountability, transparency and continuous improvement through clearer ownership, improved visibility of critical information, and more effective organisational learning.

Objectives

Objective 1

Strengthen organisational governance, oversight and accountability mechanisms to support effective decision-making and assurance.

Objective 2

Improve the consistency and effectiveness of organisational processes and controls.

Objective 3

Enhance information, records and knowledge management practices to ensure critical organisational information is accessible, retained and appropriately managed.

Objective 4

Improve organisational reporting and information flows to support transparency, monitoring and informed decision-making.

Objective 5

Embed mechanisms that support continuous improvement, organisational learning and the effective implementation of recommendations and corrective actions.

Desired Outcomes

Outcome 1: Elected members and leaders are supported by accurate, timely and reliable information, enabling informed and transparent decision-making.

Outcome 2: Council processes are applied consistently across the organisation, providing greater certainty, accountability and reliability for staff, stakeholders and the community.

Outcome 3: Critical organisational information and knowledge are retained and accessible and effectively used to support decision-making over time.

Outcome 4: Reporting and oversight mechanisms provide early visibility of emerging issues and progress on improvement activities, supporting effective governance and organisational accountability.

Outcome 5: The organisation demonstrates a culture of learning and continuous improvement, with recommendations and lessons learned translated into lasting improvements that strengthen organisational performance and community confidence.

Scope

This workstream covers the structural and operational aspects of the organisation, including governance arrangements, processes, procedures, systems, records, reporting, information management and mechanisms that define requirements, enable consistent practice, support effective oversight and facilitate continuous improvement.

The workstream focuses on ensuring organisational information, decisions, actions and organisational knowledge are consistently captured, managed, tracked and reported throughout their lifecycle. It also includes the governance and organisational processes required to support effective accountability, assurance and decision-making.

In Scope

- Governance arrangements, governance support processes and oversight mechanisms.
- Organisational policies, procedures, standards and process documentation.
- Organisational reporting frameworks and information flows.
- Records, document and information management practices.
- Knowledge management, organisational memory and information accessibility.
- Management of expert advice, recommendations and organisational actions.
- Continuous improvement processes, lessons learned and recommendation tracking.
- Repository and records management arrangements for critical organisational information and technical reports.
- Mechanisms that support organisational accountability, assurance and transparency.

Out of Scope *(covered in other workstreams)*

- Risk frameworks, risk appetite, risk methodologies and risk assessment tools.
- Risk identification, assessment, escalation and treatment processes.
- Risk registers, risk reporting and risk ownership arrangements.
- Organisational culture, leadership behaviours and change management initiatives.
- Organisation-wide capability, leadership development and cultural change programmes not directly related to implementation of this workstream.
- Emergency management operational procedures and response arrangements.
- Asset-specific investigations, remediation programmes or operational projects.

Current State and Key Issues

Current State

The organisation has a range of governance arrangements, systems, processes and reporting mechanisms in place to support decision-making, accountability and organisational oversight. Following the Mauao landslide event, significant work has already been undertaken to strengthen governance, improve oversight, review historical records, enhance the management of expert advice and establish more structured approaches to organisational accountability and reporting.

Reviews undertaken following the event found that many organisational processes were operating effectively within individual business areas, while also identifying opportunities to strengthen consistency across the organisation, improve information and knowledge management practices, enhance visibility of critical information and expert advice and ensure key actions, recommendations and lessons learned are consistently tracked, monitored and reported.

Key Issues

- Important organisational information, records, reports and external advice are held across multiple systems and locations, making it more difficult to access, connect and oversee information consistently.
- Processes for receiving, recording, tracking and monitoring expert advice, recommendations and organisational actions require greater consistency, visibility and accountability.
- Historical reviews identified opportunities to strengthen documentation, knowledge management, ownership and handover practices to support organisational continuity and retention of critical organisational knowledge.
- Reporting and information flows do not always provide a complete organisational view, creating challenges for governance oversight, organisational assurance and informed decision-making.
- Mechanisms for tracking recommendations, lessons learned and improvement actions require strengthening to ensure improvements are implemented, monitored and sustained over time.

Improvement Actions

The Systems, Processes and Tools Action Plan directly responds to the following recommendations from the independent Mauao External Review by Paul Davison:

SO1 – Knowledge preservation

SO2 – Expert review of external reports

SO3 – Repository for geohazard reports

This Action Plan has also been informed by the January 2026 event reviews and debriefs, organisational response actions following the January 2026 event, and ongoing continuous improvement activities.

Resource requirements for each action have been assessed as:

- Type;
  - Within existing staff resources (ESR),
  - Additional people resources (APR)
  - Systems / tech costs (S & T)
- Scale;
  - Low < 80 hrs or <$10,000
  - Medium 80hrs to 240 hrs or $11,000 to $60,000
  - Large >240 hrs or >$60,000

Part A –Specific Improvement Actions (specific near-term tasks)

The actions below represent known improvement opportunities already identified through the Mauao Landslide External Review (MLER), internal reviews, Audit & Risk Committee reporting, and post-event organisational response activities. These actions can progress immediately while broader workstream reviews and future-state design activities are undertaken.

Action Ref	Action	Ownership & Resources	Due	Status	Source
SPI 1	***External Consultant Risk Identification Requirements*** *Action Intended Result: Material risks identified through external advice are consistently communicated.* Update procurement templates, Statements of Work templates and consultant engagement requirements to ensure material risks, assumptions, limitations and recommendations are clearly identified and communicated.	*Owner: A McNeil*	Complete	Completed	TCC Org (links to Mauao External Review SO5)
SPI 2	***External advice and reports***: *Action Intended Result: External advice is consistently assessed and appropriately managed.* Implement organisation-wide process for receiving, assessing, escalating, responding to and tracking external expert advice and reports monitoring obligations and inspection programmes. The process will include assessment, response planning, action tracking, and accountability for material risks identified and establishing mechanisms to identify and flag missed inspections, overdue monitoring activities and uncompleted actions.	*Owner: A McNeil* ESR – Large APR – Large S&T - Large	May 2027 – Please note this will be a staged release – some parts can be implemented earlier.	In Progress	Mauao External Review SO2

Action Ref	Action	Ownership & Resources	Due	Status	Source
SPI 3	***Historical Document Review*** *Action Intended Result: Assurance that significant risks to life identified in historical external advice has been appropriately considered and addressed.* Complete the review of historic documents to verify that significant findings, recommendations and risks are appropriately recorded, considered and managed. **Note: Current phase covers going back three years (i.e. 2023 onwards). The review may extend back a full 10 years (i.e. back to ~2016) which would need additional resource and time.*	*Owner: A McNeil* ESR – Low APR - Large	Nov 2026 (current phase)	In Progress	TCC Org
SPI 4	***Reports to Council, Committees and Advisory Groups*** *Action Intended Result: Significant issues and risks are clearly communicated to decision-makers and remain visible throughout the governance process.* a) Establish processes to ensure that where Council, Committee or Advisory Group meetings are cancelled after the agenda has been issued, the reports are presented to a subsequent meeting, unless otherwise approved by a General Manager. b) Strengthen report writing standards, templates and training to ensure significant issues are clearly	*Owner: S Holmes* *a) ESR - Low* *b) ESR – Low*	a) 30/10/26 b) 20/12/26	a) BAU b) Not Started	TCC EM's & TCC Org

Action Ref	Action	Ownership & Resources	Due	Status	Source
	presented and risks identified. This includes guidance on the effective use of attachments and clearly highlighting key information contained within attachments in reports and Executive Summaries, where appropriate. c) Review all Council, Committee and Advisory Group meetings cancelled after agenda publication since 1 January 2021 to confirm whether reports were subsequently presented and identify any risks arising from reports not progressing through the governance process. d) Review co-governance* committee arrangements and increase the online availability of agendas and minutes, where appropriate, to support accountability and transparency. *any committee, advisory, panel or governance group with external membership	*c) ESR – Low* d) ESR - Low	c) 28/2/27 d) 30/10/26	c) Not Started d) In Progress	
SPI 5	***Governance Oversight Strengthening*** *Action Intended Result: Governance arrangements provide effective oversight of organisational risk, assurance and accountability* a) Strengthen Terms of Reference for Audit & Risk Committee	*Owner: S Holmes* a) ESR – Low	a) Complete	a) Complete	TCC EM

Action Ref	Action	Ownership & Resources	Due	Status	Source
	b) Increase frequency of Audit & Risk Committee to bi-monthly c) Appoint all elected members as members of Audit & Risk Committee d) Include at least one strategic, high-risk or assurance-related topic for detailed review (deep dive) at each Audit & Risk Committee meeting. e) Review and strengthen processes for tracking and reporting actions arising in Council and Committee meetings.	b) ESR – Low c) ESR - Low d) ESR – Low e) ESR - Low	b) 30/10/26 c) Complete d) BAU e) 30/10/26	b) In Progress c) Complete d) In Progress e) In Progress	
SPI 6	***Elected Member Request Process*** *Action Intended Result: Elected members have timely access to information, and visibility of request progress and outcomes.* Review and improve the EM request process to enhance access to information and support, including visibility of request status and progress.	*Owner: C Jones* *ESR - Low*	9 /10/26	In Progress	TCC EM

Action Ref	Action	Ownership & Resources	Due	Status	Source
SPI 7	***Training and capability development:*** *Action Intended Result: Staff understand and consistently apply the processes and requirements established through the Mauao review response.* a) Develop training materials to support implementation of actions within the Mauao Landslide External Review Organisational Response Programme b) Establish tier/role specific training requirements for each role c) Deliver training to staff in identified roles. d) Establish onboarding arrangements to ensure staff appointed to identified roles complete the required training within 3 *[to be confirmed]* months of commencement.	*Owner: Jan Pederson* a) APR - large S&T – large b) ESR – Low c) APR - large S&T – Low d) ESR - low	Unknown at this stage (dependent on progress of other actions)	Planning stage Not started	TCC Org

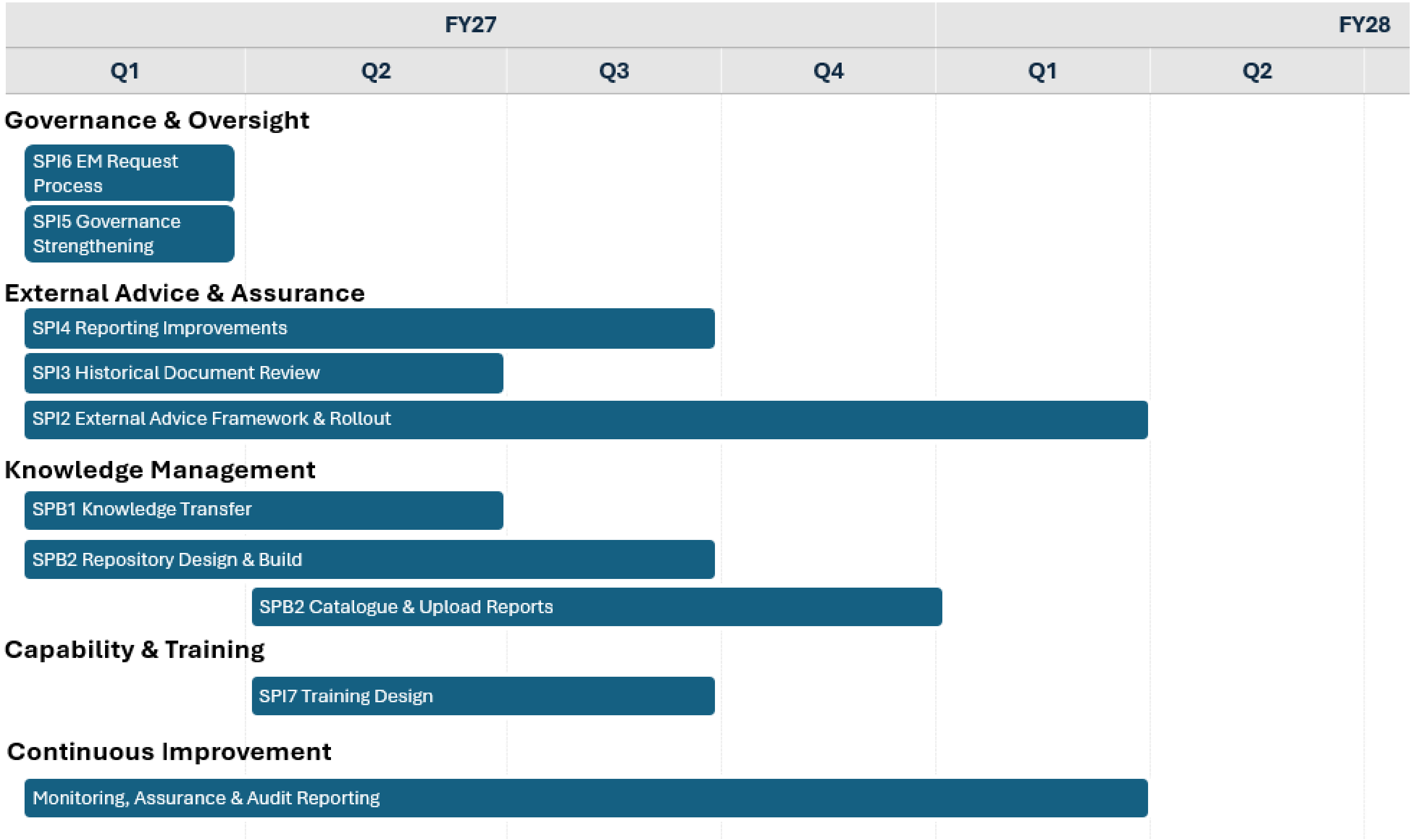
Part B - Broader Improvement Programme (systematic review)

The actions below capture larger initiatives, reviews or programmes of work that will require a more strategic approach with phased or longer-term delivery.

Action Ref	Action	Owner & Resources	Due	Status	Source
SPB 1	***Critical knowledge transfer across all employee role changes*** *Action Intended Result: Critical organisational knowledge is retained and effectively transferred during employee role changes* a) Develop standardised processes and templates to capture key risks, responsibilities, and information sources, and onboarding/offboarding requirements for role changes, ensuring effective knowledge transfer and continuity. b) Assess and implement systems and tools to enable the recording, transfer and retention of organisational knowledge. c) Establish assurance processes to monitor implementation of the standardised processes and verify that critical knowledge is being effectively transferred and retained.	*Owner: J Pederson* *a) APR – medium* *b) APR – low S&T – Large* *c) ESR - low*	December 2026 December 2026 December 2026	a) In Progress b) In Progress c) In Progress	Mauao Externa Review S01 (b)

Action Ref	Action	Owner & Resources	Due	Status	Source
SPB 2	***Central Repository of Critical Organisational Knowledge*** *Action Intended Result: Critical organisational knowledge is accessible, retained and used to inform decision-making.* Establish a central repository to ensure critical reports, expert advice and organisational knowledge are readily accessible, searchable and retained over time, regardless of staff turnover or organisational change: a) Create a central repository system for critical reports, expert advice and organisational knowledge, with initial priority given to geotechnical and natural hazard information, including ensuring information is complete, easily searchable, and accessible to authorised Council staff, asset managers, contractors and consultants. b) Catalogue and upload existing key geotechnical and natural hazard reports currently held by council. c) Establish and implement processes and controls to ensure all future critical reports, documents and organisational knowledge are consistently recorded, maintained and accessible within the central repository.	*Owner: R Van Soest* *a) S&T Low ESR – Low* *b) ESR – Medium* *c) ESR - Medium*	a) Dec 2026 b) March 2027 c) March 2027	a) In progress b) Not started c) Not started	Mauao External Review S03

Systems Processes & Tools Workstream Roadmap



Success Measures

As noted in the Programme Plan, success measures will be developed when the Workstream Action Plan has been approved. These will be reported up through the Project Steering Group process, through to the Audit & Risk Committee for approval and subsequent monitoring reports.

Workstream Resourcing and Budget

Workforce Requirements

This workstream can be delivered with a mix of:

- Existing staff resources within existing budgets (where the task is of a low resource demand and can be fitted in existing work programmes)
- Existing staff resources with backfill for all or part of their roles
- Additional people resource
- New or improved systems and tools.

CULTURE, CHANGE & RELATIONSHIPS

Executive Sponsor: Christine Jones, General Manager Strategy, Partnerships & Growth

Workstream Lead: External resource with Jan Pedersen

Workstream Description

Understanding and improving leadership, behaviours and relationships to influence accountability, risk awareness and organisational growth

Objectives

Purpose

This workstream aims to specifically address the four resolutions concerning culture, that were unanimously passed by Tauranga City Council in response to the tragedy on 22nd January 2026 and the release of the Mauao External Review Report. These resolutions aim to expand the focus of this workstream from a risk awareness and safety culture to a wider culture maturity uplift. These resolutions are in addition to the recommendations made in the External Review published in August 2026, where there were clear recommendations for accountability and improved communications between teams. Whilst this workstream is not directly responsible for the Mauao External Review recommendations, its objectives are to provide a foundation for improving behaviours to embed ownership, collaboration, communication and accessibility of knowledge. Therefore, the culture, change and relationships workstream will work closely in conjunction with the risk management and Process and Systems' workstream to respond to both the recommendations in the Davison report and the council's four resolutions. The success of this workstream is dependent on (i) the collaboration with the other workstreams, (ii) open and honest feedback and (iii) the willingness for change from all stakeholders, council, iwi and elected members.

Objectives

Objective 1: To understand the existing culture, what is good and what needs improving and the council's current culture maturity.

Objective 2: Elected members and staff are actively involved in understanding and designing council's future culture.

Objective 3: To design ways of working to strengthen and empower ownership and accountability throughout the council, so they are sought and rewarded

Objective 4: To create a psychologically safe and growth culture where individuals feel comfortable to speak up, constructively challenge and admit their mistakes to enable improved learning, growth and deeper understanding.

Objective 5: To gain common understanding and improved relationships between council, partners and external stakeholders e.g. iwi.

Objective 6: To enhance and measure the culture so it is focused on collaboration and growth versus silo working, fear, futility and unfamiliarity.

Desired Outcomes

Ultimately the desired outcome for this workstream and the programme is to contribute to an organisational culture that supports the early identification, escalation and management of known risks to life. All the workstreams intersect, and the focus of this workstream is to enhance the behaviours and frameworks to embed and reward the immediate actions of the other workstreams e.g. ownership, knowledge transfer and learning,

Within the next 6 months:

1 As a council worker, I have ownership and have bought into the culture improvement work as I have contributed to improving the council's culture through open and honest feedback by either attending focus groups, helping design the survey or completing the culture survey.
2 As an elected member, I am not only informed, but involved in designing the areas of focus for the council's culture building assurance and trust that the culture and change workstream's plans and actions are enabling positive change
3 As a partner of council, I have assurance that the council is thinking about how to improve partnering with me, as there is ongoing engagement and the council wants me to provide open and honest feedback.

Longer-Term Cultural Change

1 As an elected member, I have confidence that the council's culture continues to improve and contribute to a more transparent and safer city.
2 As a member of the public, I feel safe in all public spaces and confident that any concerns I raise will be met with appropriate response and action from the council
3 As a leader
   - I feel empowered to take ownership and accountability of all potential hazards to not only mitigate risk to life but meet regulatory requirements e.g. asbestos assessments across the region.

- I am a role model, exhibiting desired behaviours to empower my team and lead by example.

4 As a council staff member, I feel:
- empowered to own decisions,
- speak up and challenge,
- psychologically safe to admit my mistakes, and
- confident in my knowledge of potential health and safety hazards and risks to life

5 As a council partner, I am experiencing improved collaboration and a stronger relationship with the council and have ongoing engagement in both societal and community matters.

Scope

This workstream provides the foundations to embedding the immediate and broader actions of the other workstreams, e.g. providing a growth culture to create a desire for learning, improvement and greater knowledge especially around risk management. Whilst the focus of this workstream is on the Broader Improvement plan, it is recommended that some actions be completed in the next 6 months to set up the workstream for long-term success. As culture can be all encompassing, for the purposes of this programme it is essential to define what is in scope and what is not.

In Scope

- Assessment of the current culture via surveying staff and elected members and conducting focus groups
- Design of the desired behaviours and culture for a psychologically safe environment, that enables ownership of risks and mitigates risk to life events.
- Creation of a high performing risk management culture
- Creation of actions which address any gaps in behaviours and desired culture norms that are measurable and realistic
- Gaining agreement on what is leadership
- Improving mechanisms for open, honest and two-way communications
- Measuring and monitoring the success of both immediate and broader actions to create lasting change in behaviours and values.
- Maintaining aspects of the culture the council want to keep.

Out of Scope

- Voice of general public. This workstream will look to update the quarterly community wave survey to ask one to two questions to measure improvements in the council's culture but the voice of the general public will not be an input to this workstream.

Current State and Key Issues

Current State

The first actions of this workstream are to establish the current state, through interviews, focus groups and a council wide survey to understand:

1 What is working well and therefore should be kept
2 What needs to improve and how and
3 What is currently missing, that should be present

Improvement Actions

Whilst there are no specific culture recommendations in the Mauao External Review, the success of the whole programme is dependent on this programme. The following two recommendations are particularly dependent on this workstream's actions:

- SO1 - Single, accountable ownership of every risk to life
- SO 4 - Communications between teams specifically, "notification where one team commissions safety-related work concerning another team's asset"

This Action Plan has mainly received direction from the Council resolutions of the 1 September 2026 meeting.

The actions in this plan are grouped into:

- Relationship related actions; these are in respect of relationships TCC has with external partners, stakeholders and community
- Culture related actions; these are in respect of the organisational culture within TCC.

Resource Requirements

Resource requirements for each action have been assessed as:

- Type;
  - Within existing staff resources (ESR),
  - Additional people resources (APR)
  - Systems / tech costs (S & T)
- Scale;
  - Low < 80 hrs or <$10,000
  - Medium 80hrs to 240 hrs or $11,000 to $60,000
  - Large >240 hrs or >$60,000

Part A – Specific Improvement Actions (specific near-term tasks)

The actions below represent known improvement opportunities already identified through the Mauao Landslide External Review, internal reviews, Audit & Risk Committee reporting, and post-event organisational response activities. These actions can progress immediately while broader workstream reviews and future-state design activities are undertaken.

Relationship Related

Action Ref	Action	Ownership & Resources	Due	Status	Source
CIR 1	**Establish interim Mauao governance and partnership arrangements during governance review (**refer action CB0) *Action Intended Result: Council and Tangata Whenua can work constructively together with clear interim arrangements that support effective stewardship of Mauao, continuity of decision-making and renewed confidence in the partnership.* The interim arrangements will: a) Maintain effective governance oversight of Mauao-related matters. b) Support regular engagement, communication and relationship-building between partners. c) Ensure risks, issues and opportunities are identified and managed appropriately. d) Provide clear and agreed decision-making pathways while longer-term arrangements are being considered. e) Create a stable foundation for partners to work collaboratively through the review process.	*Owner: C Rahiri* *ESR - Medium*	Nov 2026	In progress	TCC EM's & TCC Org

Action Ref	Action	Ownership & Resources	Due	Status	Source
CIR 2	**Survey Partners & Key Stakeholders** *Action Intended Result: Improve council relationships with partners by understanding how partners want to work with council and enable commonality of goals, objectives and language reducing miscommunication and misalignment.* a) Identify a range of key Council partners and stakeholders b) Create survey to understand partner and stakeholder views of current strengths and areas for improvement in terms of working with Council. c) Distribute survey noting that the survey is anonymous d) Analyse survey data identifying key themes and messages e) Develop action plan to identify any key issues emerging.	Owner ? APR - Low	June 2027	Not Started	EM direction
CIR 3	**Quarterly Community Wave** *Action Intended Result: Provide a means for the general public to provide feedback and use as an ongoing measure and barometer to gauge the success of the culture workstream's actions.* Create question/s to enable the general public to provide feedback on how they experience organisational culture	Owner ? ESR - low	Next quarter	Not Started	EM direction

Part B - Broader Improvement Programme (systematic review)

The majority of this workstream is focused on Broader Improvements, however, it is recommended to split the deliverables into near term (next 6 months) and longer term. This will not only build momentum but also trust that council is serious, actively listening to staff, partners and elected members and taking targeted and appropriate action.

Part B – Relationship Related

Action Ref	Initiative	Owner & Resources	Due	Status	Source
CBIR 1	**Review and Strengthen Mauao Governance and Partnership Arrangements** *Action Intended Result: Partners have a shared understanding of roles, responsibilities, decision-making and accountability arrangements, supported by trust, mana-enhancing relationships and a renewed partnership approach that enables the effective long-term stewardship of Mauao.* Undertake a joint review with the Mauao Trust, iwi partners and Council of the governance, representation and partnership arrangements supporting Ngā Poutiriao o Mauao. The review will: a) Evaluate existing governance, representation, decision-making and accountability arrangements. b) Clarify the respective roles, responsibilities and expectations of iwi partners, the Mauao Trust, Ngā Poutiriao o Mauao and Council.	ESR - Medium	March 2027	Not Started	TCC EM's & TCC Org

Action Ref	Initiative	Owner & Resources	Due	Status	Source
	c) Identify opportunities to strengthen relationships, trust, communication and information sharing between partners. d) Review reporting and accountability arrangements to support effective governance and stewardship. e) Develop recommendations for future governance, representation and partnering arrangements for consideration by partners. f) Progress an updated partnering agreement reflecting agreed relationship principles, roles, responsibilities and governance arrangements.				

Part B – Culture Related Broader Improvement Programme (near term actions)

This workstream aims to address the following four resolutions passed unanimously by Council:

I. Includes an assessment of the current organisational culture and design of the desired future culture.

II. Extends beyond risk-management culture to address the wider behaviours, values, relationships, leadership practices and organisational conditions that contributed to the systemic failures identified in the External Review.

III. Is developed through meaningful engagement with staff at all levels.

V. Establishes clear culture outcomes, leadership expectations, responsibilities, implementation milestones and measurable indicators of behavioural and systemic change.

Action Ref	Initiative	Owner and Resources	Due	Status	Source
CBI1	**Conduct Interviews & Focus Groups to inform culture survey design** *Action Intended Result: A range of perspectives are captured from Elected Members, Executive and council staff on the current and desired future culture, leadership and behaviours.* a) Design interview & focus group questions b) Agree interview and focus group participants to ensure a range of levels, departments and views c) Arrange interviews d) Interview Elected Members and Executive (separately). These interviews will be for the purpose of informing development of the survey. Therefore, questions will be focused on culture drivers (see diagram) on both current state and desired future culture. e) Run focus groups with staff to ask similar questions to develop a culture survey	Owner ? APR – medium ESR - low	Oct 2026	Not Started	TCC Org
CBI2	**Analyse the data to design a council wide culture survey** *Action Intended Result: key themes from the previous action are identified and shaped into key themes for further testing via a survey to whole of council and Council.* a) Address the common themes to question, , with specific consideration of factors that influence leadership, behaviours, accountability, risk awareness and organisational growth. b) Survey to include questions on how governance impacts on culture.	Owner - ? APR – medium ESR - low	Nov 2026	Not Started	TCC Org

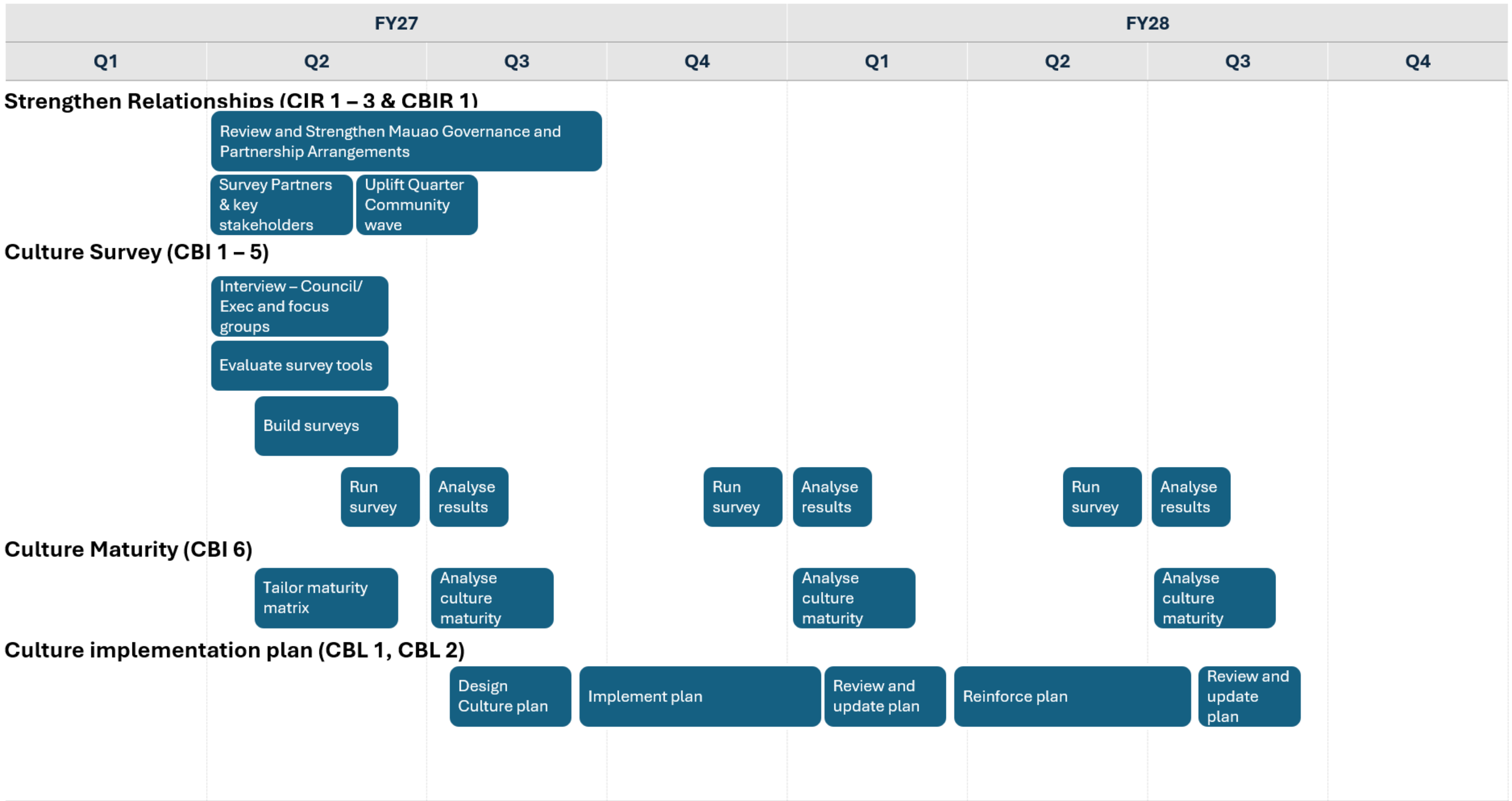
Action Ref	Initiative	Owner and Resources	Due	Status	Source
	c) Identify what are the desired behaviours, culture and values d) Understand what other surveys council are expected to complete and co-ordinate or if possible, incorporate those surveys into one.				
CBI3	**Build Survey** *Action Intended Result: identify the most appropriate/ timely and cost effective mechanism to survey whole of council that meets the design requirements and create and test that surveying tool, so it is fit for purpose.* a) Analyse existing survey tools and research alternative surveying tools e.g. Microsoft Forms b) Build a culture specific survey, incorporating questions relating to risk culture as noted in the Risk Management workstream	Owner - ? APR – low ESR - low S&T – low to med	Nov 2026	Not Started	TCC Org
CBI4	**Undertake Survey** *Action Intended Result: All who have been sent the survey have an opportunity to anonymously respond resulting in over 90% response rate with open and honest feedback to ensure that subsequent actions and plans represent all of Council and council views.* a) Plan for the release e.g. reward for 90% participant rate, noting that the survey is anonymous. b) Communicate to council c) Roll out the survey to all council and Council d) Reminders triggered to ask all to complete	Owner - ? ESR - low	Dec 2026	Not Started	TCC Org
CBI5	**Analyse Survey data**	Owner - ?	Jan 2027	Not Started	TCCEM

Action Ref	Initiative	Owner and Resources	Due	Status	Source
	Action Intended Result: Organisation-wide data is collected on leadership, behaviours, accountability, risk awareness and culture and any assumptions or anomalies are tested with focus groups to create an evidenced base to common themes and patterns to guide culture improvement opportunities and focus actions. a) Review the results and develop hypotheses b) Test hypotheses and assumptions with focus groups and explore anomalies and differences of opinions c) Understand current cultural strengths and opportunities for improvement	APR – medium IESR - low			
CBI6	**Assess TCC's culture maturity** *Action Intended Result: Based off the survey and follow up focus groups, agree a baseline for TCC's cultural maturity as well as a future desired maturity levels to then enable a gap analysis and focus for subsequent actions and planning to guide culture improvement opportunities.* a) Agree/ tailor the maturity matrix measurements to assess TCC's culture maturity focusing on risk and safety b) Based on interviews, focus groups and survey results assess TCC's current culture maturity and desired maturity c) Conduct a gap analysis	Owner - ? APR - medium	Jan 2027	Not Started	TCCEM
CBI7	**Strengthen Leadership, Accountability and Organisational Learning** *Action Intended Results: There is an improved culture of learning and continuous improvement where clear expectations for leadership,*	Owner - ? APR – low ESR - medium	Dec 2026	Not Started	Mauao External Review S01

Action Ref	Initiative	Owner and Resources	Due	Status	Source
	ownership, accountability, risk awareness and desired behaviours are continually reinforced through communication channels and training materials. a) Review existing training and learning ecosystem to strengthen training in: • Ownership and accountability • Clarify expectations for leadership • Reinforces desired behaviours around risk management, ethics and values • Critical thinking and judgement calls b) Design training so it can be delivered as a suite of training, not a one and done, is accessible for refresher training and for all new joiners when onboarding c) Create training that is level specific, so it is tailored and meaningful				

Part B – Culture Related - Broader Improvement Programme (longer term actions)

Action Ref	Initiative	Owner	Due	Status	Source
CBL1	**Create a Culture Implementation plan** *Action Intended Results: embed and sustain culture improvements through targeted actions that will deliver the most meaningful impact that enables sustainable enhancement of leadership, behaviours, relationships to support ownership, accountability, risk awareness and organisational growth.* This plan is council wide and should contain: a) Measurable, doable and timeboxed actions (SMART) b) Prioritise no more than 5 actions c) Should be revisited regularly to assess if course correction is required, but not new actions added. d) Be future focused around building desired behaviours and culture.	Owner – CE APR – medium ESR - medium	Q3 FY27	Not Started	TCCEM
CBL2	**Iterate the culture survey and plan** *Action Intended Results: The plan needs to be a living document that is continually monitored and updated based on evidenced improvements or areas where more attention is required.* a) Regularly The culture survey will measure how effective the plan is and where it will need to be updated.	Owner – CE ESR - low	Ongoing	Not Started	TCCEM


FY27
FY28
Q1
Q2
Q3
Q4
Q1
Q2
Q3
Q4
Strengthen Relationships (CIR 1 – 3 & CBIR 1)
Review and Strengthen Mauao Governance and Partnership Arrangements
Survey Partners & key stakeholders
Uplift Quarter Community wave
Culture Survey (CBI 1 – 5)
Interview – Council/ Exec and focus groups
Evaluate survey tools
Build surveys
Run survey
Analyse results
Run survey
Analyse results
Run survey
Analyse results
Culture Maturity (CBI 6)
Tailor maturity matrix
Analyse culture maturity
Analyse culture maturity
Analyse culture maturity
Culture implementation plan (CBL 1, CBL 2)
Design Culture plan
Implement plan
Review and update plan
Reinforce plan
Review and update plan

Success Measures

It is important to note that there is no definition of done for this workstream, as culture that is not constantly fed with intentional actions and monitored, atrophies. However, there are key measures of success that can demonstrate growth and improvement over both the short and longer term.

Short term within 12 months:

- Interviews, focus groups and a council wide initial survey conducted in the next 6 months will provide a baseline on:
  - key cultural drivers e.g. leadership behaviours, ownership, governance, reward, speak up and admitting mistakes and collaboration, sharing of knowledge
  - cultural maturity
  - survey response rate, the aim is for above 90%
- Ongoing surveys and focus groups every 6 – 12 months on the same questions to measure
  - Improvement on scores and sentiment across the key cultural drivers
  - Uplift in cultural maturity

After 18 months:

Whilst ongoing surveys will measure and evidence the effectiveness of the cultural improvement plan there should also be visible evidence of:

- A culture of ownership and accountability
- Improved risk awareness, including ongoing testing of controls and monitoring of key risk and evacuation plans
- Improved collaboration across council and with partners and stakeholders
- More trust between all parties, council, the general public, elected members and tengata whenua

Resourcing and Budget

Workforce Requirements

Given the sensitivity around the data collected in this workstream, it is advised that, although there is a council responsible executive as owner, that most of the upfront actions are outsourced to external consultants, with subject matter expertise. However, it is essential for this workstream to be successful, that an internal working party from across the council are involved and included in the design, management and analysis of the survey results as well as building out the culture plan. Once the plan is built, then the internal working group and council will own the actions, plan and further iterations, with potential independent oversight to check and challenge the effectiveness of the plan.

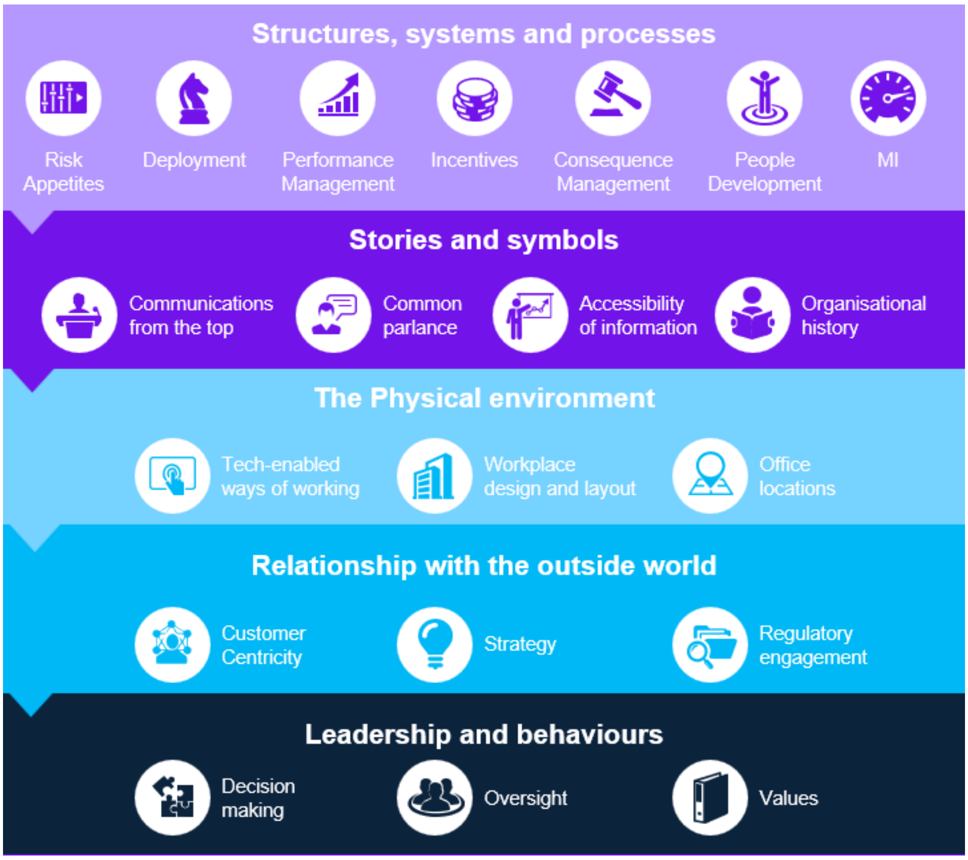
This approach maintains interviewee's confidentiality yet creates council ownership of actions and accountability for the success of the culture improvement programme.

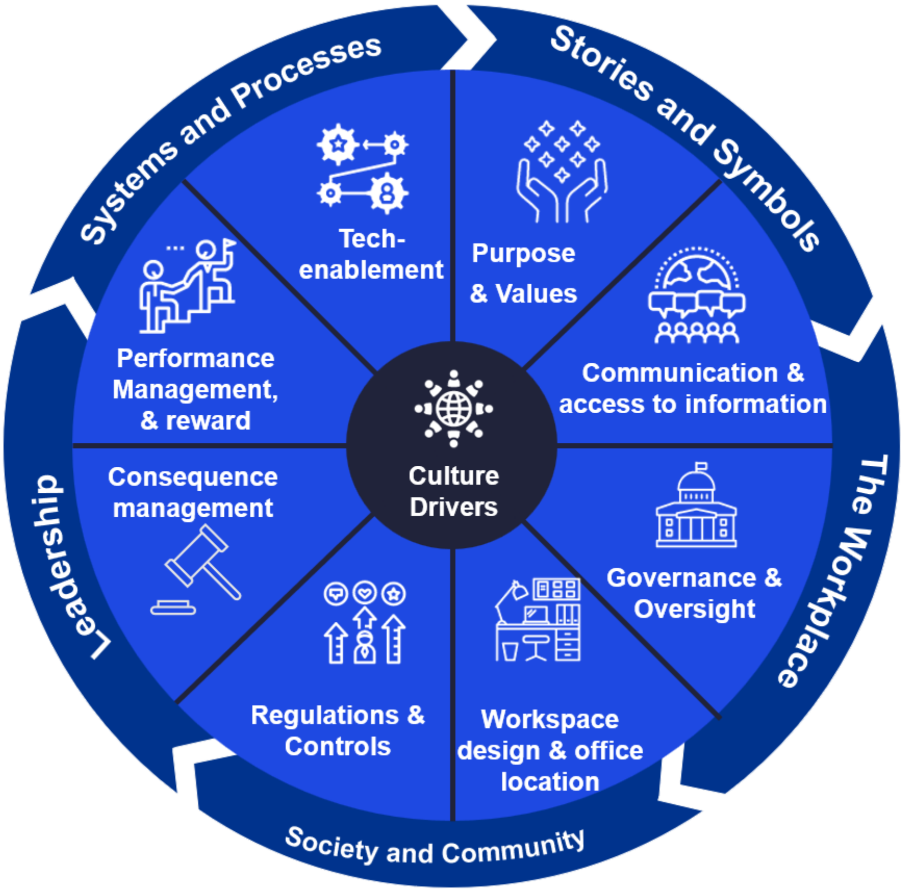
This workstream would there be delivered with a mix of:

- Existing staff resources within existing budgets (where the task is of a low resource demand and can be fitted in existing work programmes)
- Existing staff resources with backfill for all or part of their roles
- Additional people resource (to provide the level of independence as noted above)
- New or improved systems and tools.

Appendices

Examples of culture drivers




Systems and Processes
Stories and Symbols
The Workplace
Society and Community
Leadership
Tech-enablement
Purpose & Values
Communication & access to information
Governance & Oversight
Workspace design & office location
Regulations & Controls
Consequence management
Performance Management, & reward
Culture Drivers

Mauao Landslide External Review – Organisation Response Programme
Structural Arrangements

How do we oversee the programme?

Separate PSG	Regular reporting to the Mayor, no separate group	Up to the CEO	Full council or ARC (note that this will slow down the overall speed)

If we have a PSG of sorts, who is on this?

Exec sponsors (ES)	+ Independent chair	+Elected member	+/or Expert(s)		Structure not OK - rethink

Who appoints the PSG members?

CE	Mayor In consultation with EMs & CE	All of council (which slows things down!)

Who approves scope and objectives?

Exec	PSG	Mayor	ARC	Council

Who leads the project?

(Independent) project director with risk and culture expertise	In-house project manager	In-house risk manager	Other option

Reporting

Weekly	Fortnightly To PSG	Council (informal) Copied PSG key documents	Every ARC meeting	Something else