

Risk	Risk Factors/Drivers	Negative Effects	Risk Treatment(s)	Residual Risk	Treatment Status	Risk Status
1 Inadequate Management & Planning for Infrastructure	<p>Inadequate reporting of faults in assets</p> <p>Inadequate maintenance and repairs</p> <p>Inadequate asset management plans</p>	<p>Incremental damage results in major failure. Potential breach of legislative requirements.</p> <p>Excessive expenditure in event of catastrophic failure. Risk to health and safety from failures.</p> <p>Failure to meet customer needs. Failure to meet statutory requirements. Financial risks from unbudgeted work due to failures.</p>	<p>3 waters and roading contracts with real time reporting to asset managers. This ensures all the required information is collected and passed onto appropriate asset managers.</p> <p>Asset management plans for roading, stormwater, water and waste-water. Repairs and maintenance for stormwater, water and wastewater (3 waters) and roading are outsourced to external suppliers.</p> <p>Asset Management Plans reviewed by Audit NZ and peer reviewed by consultants in 2011 to ensure that they address all relevant issues and can deliver the outcomes required.</p>	M	<p>3 Waters and roading contract in place and repairs are logged with asset managers as part of the contract. No issues</p> <p>3 Waters and roading contract in place All responses to all faults and repairs are part of the contracts</p> <p>Asset Management Plans completed and peer reviewed by consultants and accepted by AOG.</p>	No change
2 Damage to Water Supply Assets	<p>Water mains failure and damage</p> <p>Natural hazards</p>	<p>Risks to health and safety as water is an essential service. Financial effects for costs of repairs. Loss of reputation and trust</p> <p>Risks to health and safety if assets are damaged and these assets supply essential services. Financial effects for costs of repairs. Loss of reputation and trust.</p>	<p>Adoption of the 3 waters contract in place for repairs and maintenance to water infrastructure to minimise likelihood of failures.</p> <p>Monitoring of natural hazards as part of ongoing property and asset management planning.</p>	M	<p>3 Waters contract in which maintenance and responses to all faults and repairs are part of the contract. KPIs for this are identified in the asset management plans</p> <p>Regular assessments of hazards taking place as per asset management plans</p>	No change
3 Inadequate Water Supply	<p>Excessive demand on water supplies</p> <p>Water assets failing to meet demands</p>	<p>Failure to meet statutory requirements. Reputational damage.</p> <p>Risks to health and safety if the supply to essential services is affected. Financial effects for costs of urgent upgrades if needed.</p>	<p>Demand on supply is constantly monitored and a water saving promotional campaign in place which can be activated when needed.</p> <p>Development and implementation of growth management plans and strategies and the incorporation of these into asset management plan</p>	M	<p>Water use and reservoir levels are monitored with alarm warning systems. Water saving promotional campaign can be activated when needed</p> <p>Growth management plans developed and incorporated into AMPs to ensure services are developed when required to meet anticipated future needs.</p>	No Change

Risk	Risk Factors/Drivers	Negative Effects	Risk Treatment(s)	Residual Risk	Treatment Status	Risk Status
4 Inadequate Emergency Preparedness & Response	Lack of preparedness for emergencies Inadequate emergency response capability	Risks to health and safety of residents. Financial effects for unplanned emergency works & repairs. Loss of reputation and trust Failure to deliver required emergency services. Failure to meet legislative requirements. Loss of reputation and trust	Preparation of emergency management plans and business continuity plans and undertaking emergency exercises. Emergency response and repair functions contracted out with a 24/7 response requirement.	M	Emergency management plans developed. Regular CD training and exercises undertaken to test Council's capability. 3 Waters contract in place and covers 24/7 response. In the event of significant large scale disruptions BCPs have been developed.	No Change
5 Health & Safety in the Workplace	Employment of Contractors Public exposure to risks from works in public places	Financial effects of potential fines. Loss of reputation and trust. Risks to health and safety of public. Breach of statutory requirements.	Health and Safety contractor management procedures are available on the Tui via the Ochre page. Ensuring that contractor and staff requirements and procedures for working safely are in detailed in current H&S Policy and communicated to all parties	M	Information on the organisation's intranet (Wiki). All contractors are required to be approved contractors with appropriate H&S plans. Audits/reviews of works are being undertaken to ensure compliance with required safety standards	No Change
6 ICT System Failure	Inadequate IT systems IT systems failure	Breaches of legislative requirements. Failure to deliver required levels of service. Reputational risk Financial impact of failures of IT system especially financial systems. Loss of data. Security breaches. Risks to health and safety in key infrastructure systems	The What Does Good Look Like project is reviewing all ICT business systems to identify if current systems are fit for purpose or not and current ICT options available. Business Continuity Plans for ICT Water & Wastewater systems in the event of a failure of an IT system.	M	WDGLK project has identified the Council's current and likely future needs and is at the RFP stage. BCPs developed that address actions to be followed in the event of an ongoing IT system failure. The BCP is currently being reviewed and updated.	Improvement to Moderate due to reduction in likelihood
7 Dysfunctional Relationship with Councillors	Political interference	Reputational damage. Inefficiencies and financial impact of these inefficiencies. Possible loss of staff impeding ability to deliver levels of service can result in breaches of contract and other legal obligations.	Adoption of a Taupo District Council Code of Conduct and the employment of a CEO in accordance with the requirements of the LGA 2002	M	TDC Code of Conduct adopted by the Council. CEO employed with an individual employment agreement. Various HR policies in place to ensure staff meet required levels of impartiality and professionalism.	No Change

Risk	Risk Factors/Drivers	Negative Effects	Risk Treatment(s)	Residual Risk	Treatment Status	Risk Status	
8	Failure to Deliver Required Levels of Service	<p>Lack of approval and funding</p> <p>Missed business opportunities</p> <p>Insufficient project resourcing</p> <p>Failure to meet customer expectations</p>	<p>Breach of legal requirements and consequences of this may include damages against Council.</p> <p>Negative financial impact of these missed opportunities. Possible failure to achieve strategic outcomes</p> <p>Breach of legal requirements and consequences of this may include damages against Council. Cost overruns.</p> <p>Reputational damage. Legal challenges and associated costs and impacts. Breach of legal obligations.</p>	<p>Annual budgeting & planning process undertaken by the organisation and business case analysis by Senior Leadership Group to ensure funding is secured as required</p> <p>Avoidance of the risk by utilising Enterprise Great Lake Taupo to liaise with businesses to identify and assist them</p> <p>Utilisation of standard business case template and ensuring the Senior Leadership Group reviews them for quality control checks.</p> <p>Restructure of organisation in 2016 by new CEO. Implementation of in-house programs to identify opportunities to improve service delivery.</p>	M	<p>Long term and annual planning processes in place as per the requirements of the LGA 2002.</p> <p>EGLT is an operating entity and monitored by an annual report to the Council on its activities.</p> <p>All projects are being peer reviewed by SLG before approval to ensure sufficient resourcing is available before projects commence</p> <p>New SLG fully functional. Programs such as What Does Good Look Like are in place to identify areas for improvement for service delivery</p>	Slight improvement with less likelihood
9	Inadequate Project Management	<p>Inadequate project financial controls</p> <p>Inadequate project assessments</p>	<p>Cost overruns. Reputational damage. Failure to achieve strategic goals</p> <p>Cost overruns. Reputational damage. Failure to achieve strategic goals</p>	<p>Utilisation the Track 24 project financial system that installs controls around project funding and payments to ensure no uncontrolled budget blow outs occur</p> <p>Utilisation of a standardised business case template and ensuring all business cases are presented to SLG for approval and quality control checks.</p>	M	<p>Track 24 in place. Budget variations must be approved by Council.</p> <p>All projects business cases are being peer reviewed by SLG before approval to ensure adequacy and consistency in project assessments.</p>	No Change
10	Operational Inefficiencies	Operational inconsistencies across the district	Reputational damage. Legal challenges and associated costs and impacts. Breach of legal obligations. Wastage and financial impact of wastage.	Organisational structure developed to ensure consistent district wide approach reduce the likelihood of these inconsistencies occurring	M	Recent staff survey results show a significant improvement in scores relating to staff being informed, are working together and are informed. Restructures are delivering expected results	Slight improvement with less likelihood.