

Risk	Risk Factors/Drivers	Description	Inherent Risk				Treatment Description	Residual Risk			
			Likelihood	Severity	Score	Rating		Likelihood	Severity	Score	Rating
Central Government Policies	Central Government Agendas	Unsubstantiated criticism of local governments performance by central government clouding communities perceptions on the performance of local government.	Likely	Major	20	High	Monitored by policy team and any potential changes are reported to the SLG and Council as required.	Likely	Major	20	High
Damage to Water Supply Assets	Natural Hazards	Damage to land from natural hazards that has an impact on property and infrastructure assets located on or adjacent to the property. Potential for negative impacts for the community as these assets supply essential services. Unbudgeted financial costs of repairs.	Possible	Moderate	12	Moderate	Monitoring of natural hazards as part of ongoing property and asset management planning.	Possible	Minor	8	Moderate
	Watermain Failure and Damage	The failure of watermains (breaks) and the damage to infrastructure and property associated with the failure. Negative effects on community health and safety as water is an essential service. Unbudgeted financial effects for costs of repairs.	Likely	Minor	10	Moderate	Adoption of the 3 waters contract in place for repairs and maintenance to water infrastructure to minimise likelihood of failures.	Possible	Minor	8	Moderate
Dysfunctional Relationship with Councillors	Political Interference	Political interference in operational matters below the Senior Leadership Group creating inefficiencies and possible loss of staff impeding ability to deliver levels of service.	Possible	Moderate	12	Moderate	TDC Code of Conduct adopted by the Council.	Possible	Moderate	12	Moderate
Failure to Deliver Required Levels of Service	Insufficient Project Resourcing	Under resourcing of projects and activities resulting in failure to deliver required outcomes. May result in breaches of legal requirements and cost overruns where emergency resourcing is required	Possible	Major	16	High	Utilisation of standard business case template which covers all project requirements and ensuring the Senior Leadership Group reviews them for quality control checks.	Unlikely	Major	12	Moderate
	Lack of Approval and Funding	Lack of approval and funding causing a failure to achieve to achieve plan targets specified in business plans. Breach of legal requirements and consequences of this may include damages against Council	Likely	Major	20	High	Annual budgeting & planning process undertaken by the organisation and business case analysis by Senior Leadership Group to ensure funding is secured as required.	Unlikely	Major	12	Moderate
	Missed Business Opportunities	Missing potential business opportunities due to inadequate liaison with external parties with possible negative financial impacts of these missed opportunities and possible failure to achieve strategic outcomes.	Possible	Moderate	12	Moderate	Avoidance of the risk by utilising Enterprise Great Lake Taupo to liaise with businesses to identify and assist them	Possible	Moderate	12	Moderate
	Failure to Meet Customer Expectations	Customer buy in not achieved by failing to identify customer expectations with potential reputational damage, legal challenges and breaches of legal obligations.	Likely	Minor	10	Moderate	Restructure of organisation in 2016 by new CEO. Implementation of in house programs to identify opportunities to improve service delivery.	Possible	Minor	8	Moderate
Health & Safety in the Workplace	Employment of Contractors	Contractors employed by the Taupo District Council failing to meet their obligations under the Health and Safety at Work Act has the potential for serious harm, financial risks from fines and loss of reputation and trust.	Possible	Catastrophic	20	High	Health and Safety contractor management procedures are available on the Tui via the Ochre page.	Unlikely	Catastrophic	15	High
ICT System Failure	Inadequate IT Systems	IT business systems not being fit for purpose and delivering the outcomes the organisation needs to function efficiently. Breaches of legislative requirements. Failure to deliver required levels of service. Reputational risk	Likely	Major	20	High	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.	Possible	Major	16	High
	IT Systems Failure	Failure of information and data management systems resulting in equipment failure and business interruption. Financial impact of failures of IT systems especially financial systems. Loss of data. Security breaches. Risks to health and safety in key infrastructure systems	Likely	Major	20	High	Business Continuity Plans for ICT Water & Wastewater systems in the event of a failure of an IT system.	Likely	Moderate	15	High
Inadequate Emergency Preparedness & Response	Inadequate Emergency Response Capability	Inadequate emergency response and repair capabilities in management and maintenance contracts for infrastructure assets. Potential for risks to health and safety of residents and increased costs unplanned emergency works & repairs. Potential for severe media scrutiny.	Likely	Major	20	High	Emergency response and repair functions contracted out with a 24/7 response requirement.	Unlikely	Major	12	Moderate
	Lack of preparedness for emergencies	Failure to develop and keep updated emergency plans resulting in an inappropriate and/or uncoordinated response to an emergency. Creates risks to health and safety of residents and potential for increased financial risk associated with unplanned emergency works & repairs.	Possible	Major	16	High	Preparation of emergency management plans and business continuity plans and undertaking emergency exercises.	Unlikely	Moderate	9	Moderate
Inadequate Management & Planning for Infrastructure	Inadequate Reporting of Faults in Assets	Faults in assets are not rectified in isolation due to non notification to other affected parties resulting in incremental damage leading to major failure. Potential breach of legislative requirements.	Likely	Major	20	High	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..	Unlikely	Major	12	Moderate
	Inadequate Maintenance and Repairs	Inadequate repairs and maintenance of infrastructure services affecting supply and quality of services resulting in excessive expenditure in event of catastrophic failure and potential risks to health and safety of the community.	Likely	Moderate	15	High	Asset Management Plans developed and reviewed by Audit NZ and peer reviewed to ensure that they address all relevant issues and can deliver the outcomes required.	Unlikely	Moderate	9	Moderate
	Inadequate Asset Management Plans	Asset management plans required for key infrastructure assets are not developed correctly and plan objectives are not met. Failing to meet community needs and statutory requirements. Financial risks from unbudgeted work due to failures	Possible	Major	16	High	Asset Management Plans developed and reviewed by Audit NZ and peer reviewed to ensure that they address all relevant issues and can deliver the outcomes required. 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..	Rare	Moderate	6	Low
Inadequate Project Management	Inadequate Project Assessments	Inadequate project briefs and descriptions and possible cost overruns, reputational damage and failure to achieve strategic goals/outcomes.	Likely	Major	20	High	Utilisation of standard business case template which covers all project requirements and ensuring the Senior Leadership Group reviews them for quality control checks.	Unlikely	Major	12	Moderate
	Inadequate Project Financial Controls	Inadequate management of project finances with possible cost overruns, reputational damage and failure to achieve strategic goals	Likely	Major	20	High	Utilisation the Track 24 project financial system that installs controls around project funding and payments to ensure no uncontrolled budget blow outs occur	Unlikely	Major	12	Moderate
Inadequate Water Supply	Unsuitable Water Quality	Water supply not achieving required standards for drinking due to chemical, bacterial or other contamination. Risks to health and safety, reputational risks and potential claims against the Council if consumers consume water or there is insufficient amounts of suitable water available.	Possible	Major	16	High	Ongoing development and improvements of water supply systems to meet government standards. Continuous monitoring of treatment and regular biological testing of supplies. BCP in place for water contamination scenarios Telemetry system in place to provide real time warnings of any failure in water or wastewater systems.	Possible	Moderate	12	Moderate
	Water Supplied Unsuitable for Consumption	Biological or chemical contamination of public water supplies rendering the water supplied being unsuitable and/or unsafe for consumption. Significant potential for risks to health and safety and reputational risks. Potential for legal claims for damages from affected parties.	Possible	Major	16	High	Ongoing development and improvements of water supply systems to meet government standards. Continuous monitoring of treatment and regular biological testing of supplies. BCP in place for water contamination scenarios Telemetry system in place to provide real time warnings of any failure in water or wastewater systems.	Unlikely	Moderate	9	Moderate
	Excessive Demand on Water Supplies	Uncontrolled escalation in demand on water supplies and non promotion of water conservation resulting in a failure to meet statutory requirements for water supply. Community backlash if insufficient water for their needs.	Likely	Minor	10	Moderate	Demand on supply is constantly monitored and a water saving promotional campaign in place which can be activated when needed Telemetry system in place to provide real time warnings of any failure in water or wastewater systems.	Possible	Minor	8	Moderate
Operational Inefficiencies	Operational Inconsistencies Across the District	Failure to define operation and maintenance guidelines and/or standards resulting in inconsistent procedures could result in reputational damage, legal challenges, breaches of legal obligations, wastage and financial impact of wastage.	Almost Certain	Minor	12	Moderate	Organisational structure developed to ensure consistent district wide approach reduce the likelihood of these inconsistencies occurring.	Possible	Minor	8	Moderate
Asbestos in Council buildings	Friable Asbestos in Council buildings	Risks to health and safety to employees and public. Negative publicity relating to options to eliminate problem. Financial risks associated with removing the asbestos risk.	Possible	Catastrophic	16	High	Council has a zero tolerance for exposing staff and the public to exposure to potentially dangerous asbestos and is working to identify and remove all asbestos from its buildings. Where asbestos is discovered that poses a risk to staff and the public, the buildings affected will be cordoned off with no access by staff and public until the asbestos is removed and the building is deemed free of and safe from asbestos.	Possible	Moderate	12	Moderate