



Top 10 Organisational Risk Heatmap Report

Kāpiti Coast District Council

Camms.

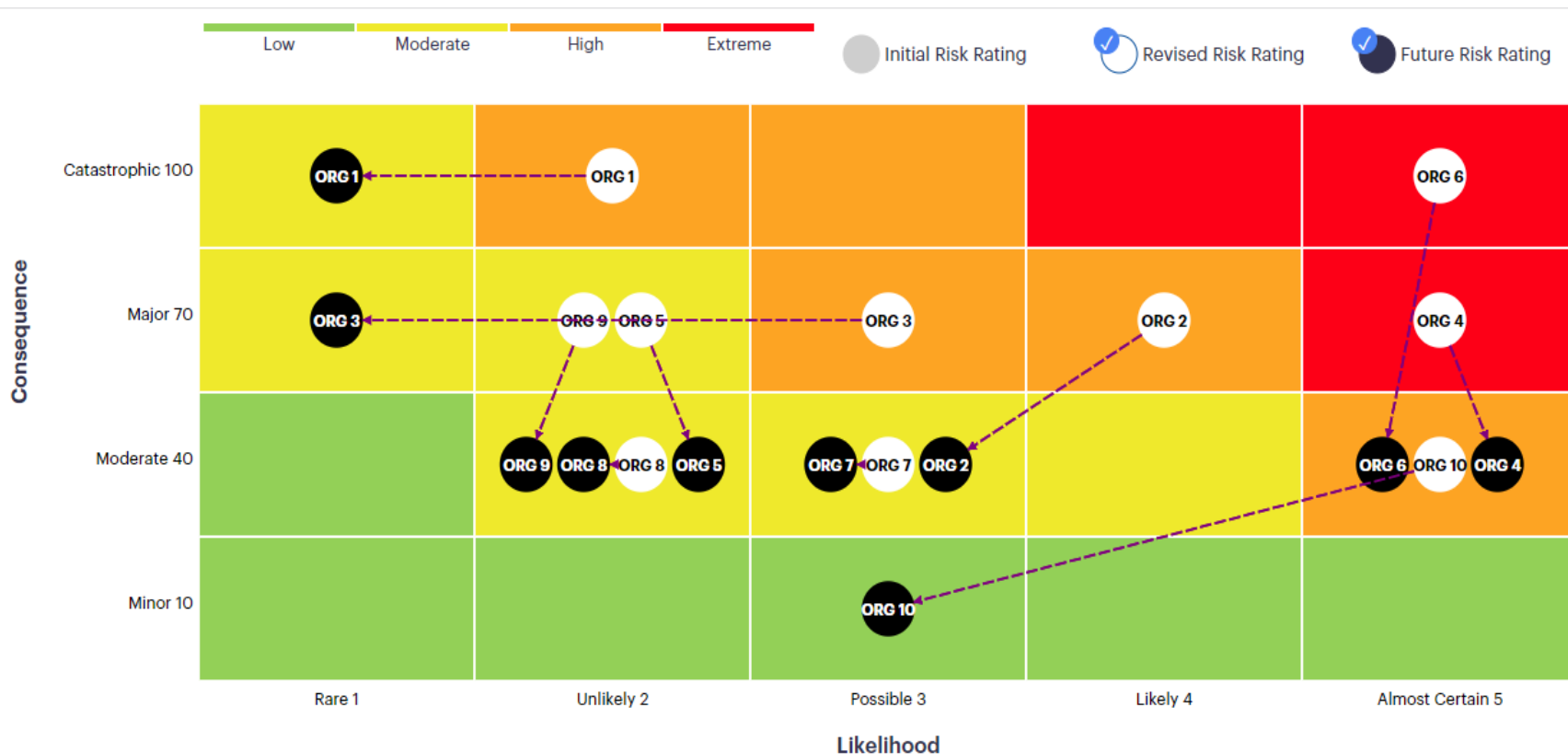
15 February 2024

HEATMAP SUMMARY

The heatmap shown below presents a 'big picture' and concise view of all current Organisational Risks for Council. It enables you to see on one page how each risk is tracking from the current (revised) risk rating towards the target (future) risk rating. Council is aiming to achieve the target risk ratings using appropriate risk treatment. The risk treatments under each risk in this report provide more detail. The current risk rating was achieved by revising the initial risk rating taking into consideration the existing risk controls. For clarity reasons the initial risk ratings are not shown in the below map. The initial risk ratings for each risk are shown in the heatmaps further in this report.

For two Organisational Risks the current risk rating and the future risk rating is the same (ORG 7 and ORG 8) which means that the risk is managed at an acceptable level.

- Initial risk rating - The initial risk level without taking into consideration existing risk control measures
- Current Risk Rating - The current risk level taking into consideration existing risk controls and their effectiveness
- Target Risk Rating - The future risk level taking into consideration planned risk treatments, new and existing controls and their effectiveness
- The target risk rating represents the Risk Appetite, which means the level of risk Council is willing to accept when delivering on its objectives.

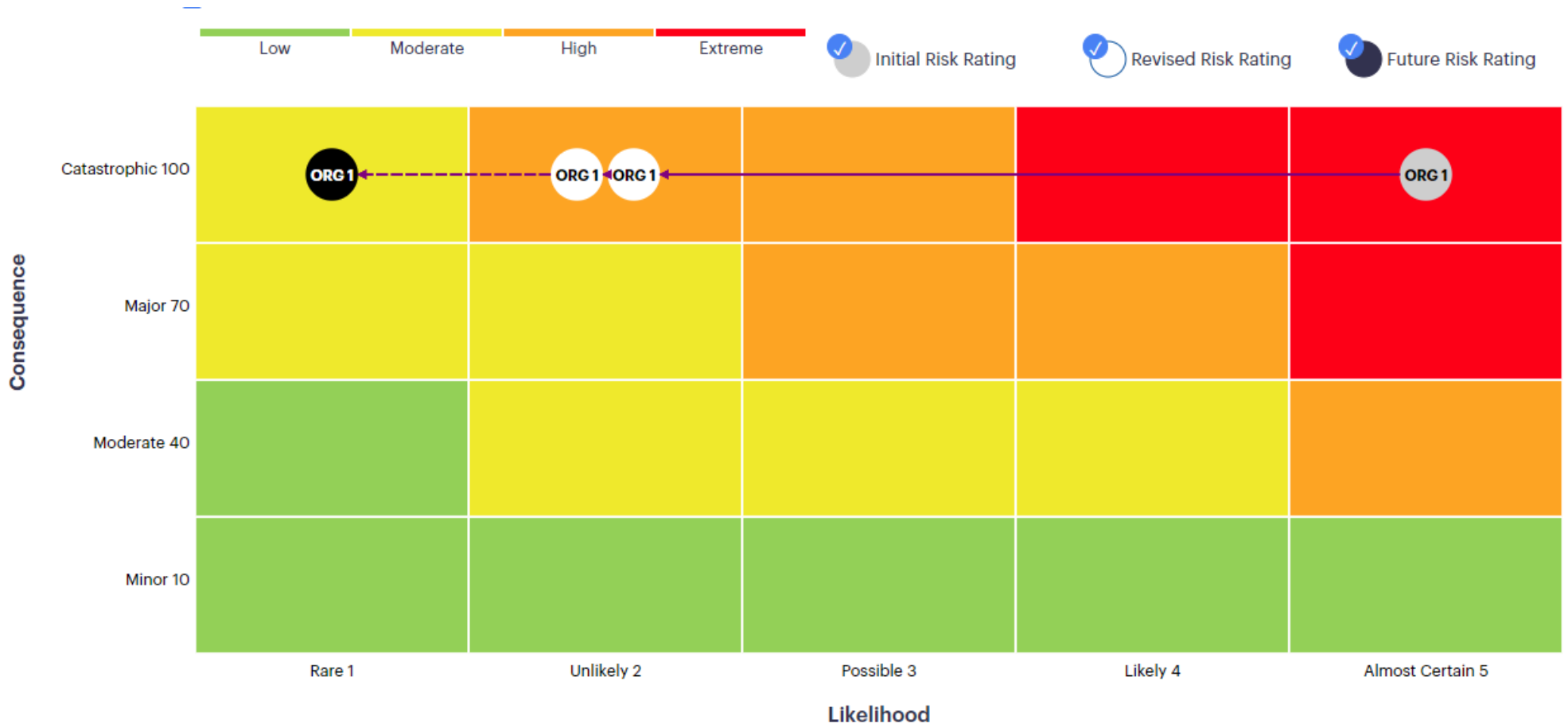


RISK SUMMARY - ORGANISATIONAL RISKS

Risk Title	Initial	Current	Target
ORG 1 - Loss of life, serious injury or illness due to insufficient Health, Safety and Wellbeing management	Extreme	High	Moderate
Risk Sponsor Comments: Council is committed to providing a healthy, safe working environment improved by a continuous improvement approach for learning opportunities and leadership development.			
ORG 2 - Failure to adequately maintain social licence	High	High	Moderate
Risk Sponsor Comments: To maintain social licence means for our council that our community trusts us to make good decisions about how we spend ratepayer's money and invest in our district's future.			
ORG 3 - Failure to give effect to Te Tiriti and our obligations to Iwi, Hapu and Maori	Extreme	High	Moderate
Risk Sponsor Comments: There are potential partnership, legal and reputational consequences for the Council associated with this risk, however an increased focus within Council including the delivery of Te Tiriti o Waitangi workshops provides an improving foundation for working alongside our mana whenua iwi partners to understand and mitigate these.			
ORG 4 - Inadequate mitigation and adaptation responses to known and future climate change challenges	Extreme	Extreme	High
Risk Sponsor Comments: We are seeing increasing impacts of climate change and will need to continually increase our response to adapt and mitigate climate change. This means focus on reducing carbon emissions to prevent further global warming, and planning to live with a changing climate and managing the impacts of that. This is a long-term response where Council is also advocating for action from others and influencing decision-makers, as actions need to be taken by everyone not just council.			
ORG 5 - Failure to achieve legislative obligations	Extreme	Moderate 70	Moderate 40
Risk Sponsor Comments: There are significant controls in place and staff are acutely aware of the risks of not meeting their statutory obligations as part of their roles. Staff understand the potential consequences to Council's reputation if we were to fail to meet these legislative obligations.			
ORG 6 - Inadequate management of the impacts of central government reform/change	Extreme	Extreme	High
Risk Sponsor Comments: We are working in a reasonably fluid environment in regard to central government reform/change. The coalition agreement has provided some direction and initial change. We are monitoring further change and direction setting closely and ensuring there is a good understanding of the implications for Council.			
ORG 7 - Inadequate safeguards against cyber security threats	Extreme	Moderate	Moderate
Risk Sponsor Comments: Cyber security protection measures need to be fit for purpose for the Council and resourced appropriately.			
ORG 8 - Failure to prudently manage Council's financial stability including fraudulent activity	Extreme	Moderate	Moderate
Risk Sponsor Comments: Generally satisfied with internal controls of the financial system. More regular training and awareness of the fraud mitigation policy is to be planned.			

Risk Title	Initial	Current	Target
<p>ORG 9 - Failure to maintain business continuity for essential services and inadequate planning and preparedness for emergencies.</p>	High	Moderate	Moderate
<p>Risk Sponsor Comments: Business continuity remains a key area of focus. A rolling review is to be undertaken to ensure BCP's are fit for purpose, with regular reviews and complacency checks to ensure controls are kept up to date with improvements to processes highlighted and updated. To have robust emergency management planning processes in place and a high level of preparedness is essential for Council's ability to deliver an adequate response during and after an emergency event and meet its obligations under the CDEM Act.</p>			
<p>ORG 10 - Inability to attract and retain sufficient capacity to deliver Council's objectives</p>	Extreme	High	Low
<p>Risk Sponsor Comments: Our Council is experiencing challenges in attracting and retaining suitably skilled and experienced staff. This is a current observation across Local Government at present, especially in small-sized Councils. This challenge is also compounded through candidate remuneration expectations balanced against what the Council can afford to pay.</p>			

ORG 1 - Loss of life, serious injury or illness due to insufficient Health, Safety and Wellbeing management

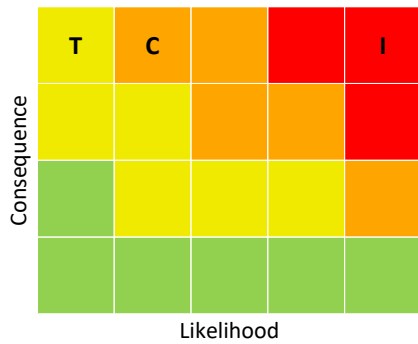


RISK OVERVIEW

Organisational Risk

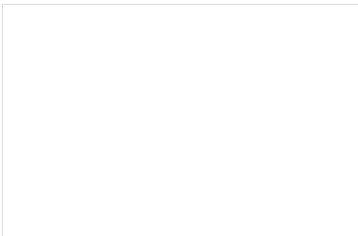
ORG 1	Loss of life, serious injury or illness due to insufficient Health, Safety and Wellbeing management			
Risk Categories: Health, Safety and Wellbeing, Legal and Regulatory Compliance, Reputational and Stakeholder Relationship	Risk Sponsor: Chief Executive	Secondary Risk Sponsor(s): Senior Leadership Team (SLT)	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
C	Partially Effective



Causes

- Complacency
- Failure to engage and listen to staff
- Ineffective consistent engagement and communication between staff and management
- Ineffective safeguards and/or process controls
- Insufficient levels of capability
- Lack of adherence of contractor management frameworks
- Lack of sharing information to enable lessons learnt
- Loss of balance between resourcing and expectations
- Personal circumstances of staff
- Poor health and safety processes
- Poor safety culture and/or behaviours





Consequences

- Absenteeism
- Financial penalties
- Injuries and/or fatalities
- Negative impact on psychological wellbeing
- Reduced resilience
- Reputational damage
- Legal consequences

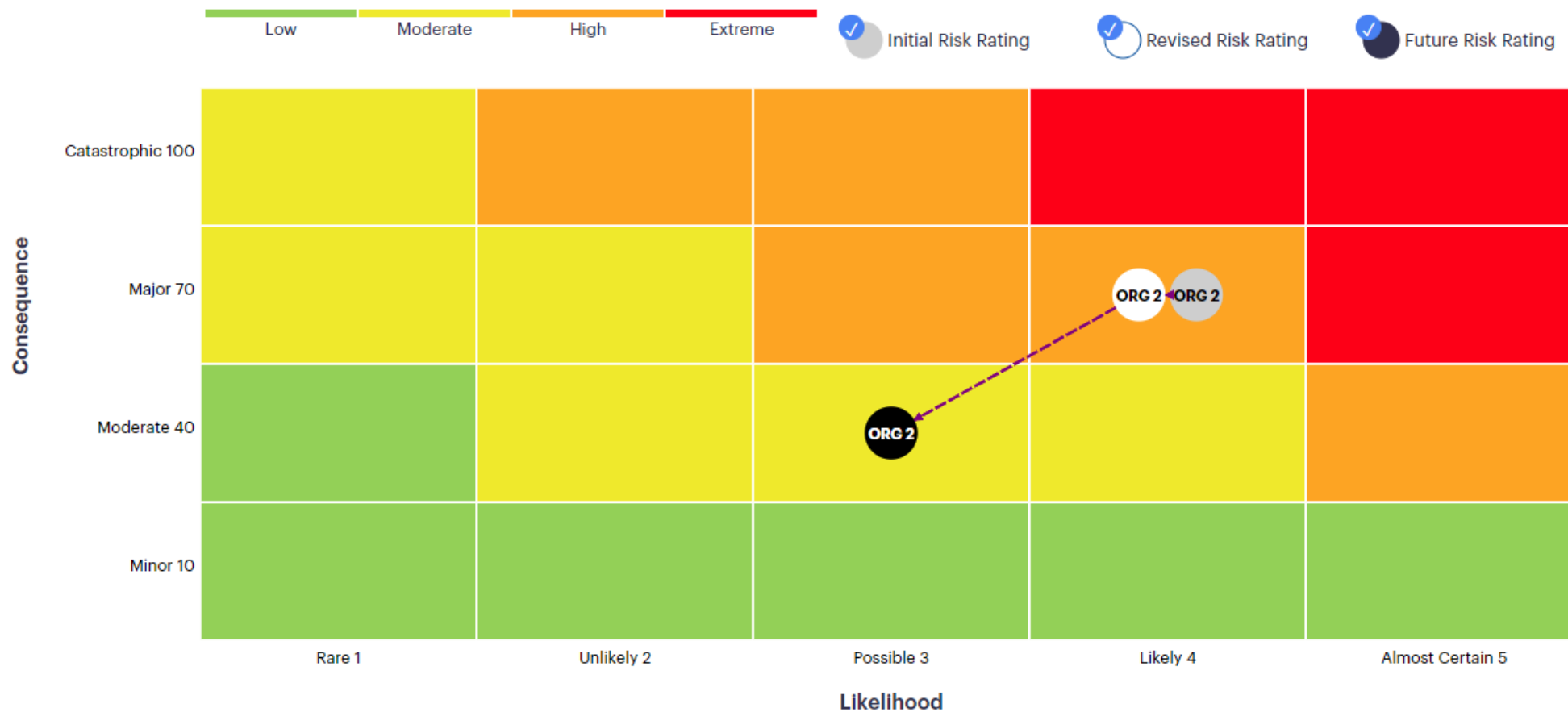
Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Driver Education	Organisational Development Manager	Partially Effective
Asbestos Management Training	Organisational Development Manager	Partially Effective
Employee Assistance Programme for Kapiti staff	Organisational Development Manager	Effective
Consistent use of Health and safety management systems	Organisational Development Manager	Effective
Proactive modelling of good Health & Safety behaviours to promote wellbeing	Organisational Development Manager	Partially Effective
Kapiti staff Health and Safety Committee	Organisational Development Manager	Partially Effective

Current Risk Treatments

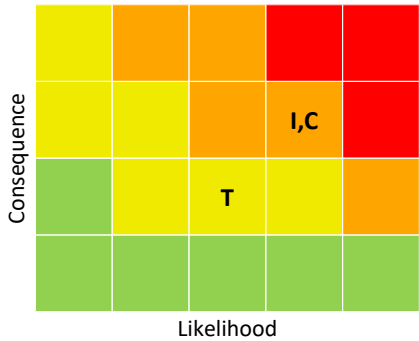
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Continuing the risk-based approach / assessment focus on: asbestos, hazardous substances, contractor management and driving.	Organisational Development Manager	In Progress	55	30 Jun, 2024	 RED
Progress Comment: Work continues on developing and strengthening a risk based approach across the organisational critical H&S risks, including risk assessment and mitigation education (e.g. equipping staff with tools/skills to do their jobs safely and a revised focused format for H&S reports. The asbestos handling SOPs are continuously reviewed and improved and team training is on-going. Revised driver education is under development.					
Psychological well-being: wellbeing initiatives for staff	Organisational Development Manager	In Progress	55	30 Jul, 2024	 GREEN
Progress Comment: Additional resources are now in place to focus on development and implementing a range of wellbeing initiatives. A staff well-being and culture programme is underway with weekly well-being ideas, webinars and peer to peer support initiatives. Two workshops 'leading through change' were delivered early December with good attendance.					
SiteWise H&S pre-qualification for council contractors	Organisational Development Manager	In Progress	95	30 Jun, 2024	 GREEN
Progress Comment: This requirement has now been implemented and 114 contractors have completed the assessment process and have been registered in SiteWise.					
The Health and Safety Committee.	Organisational Development Manager	Ongoing	95	30 Jun, 2024	 N/A
Progress Comment: A new Health and Safety Committee structure has been implemented that includes two SLT members to provide greater opportunities for worker engagement and more regular engagement with the CE and SLT. The committee has launched an education programme on managing aggressive customers on 12 January to support staff thinking and action in these situations. A further education programme that will be rolled out via internal communication channels with a different theme every month.					

ORG 2 - Failure to adequately maintain social licence



ORG 2	Failure to adequately maintain social licence			
Risk Categories: Reputational and Stakeholder Relationship - Reputation,Stakeholder Relationship, Assets & Infrastructure Resilience, Environmental Impact, Legal and Regulatory Compliance	Risk Sponsor: GM People and Partnerships	Secondary Risk Sponsor(s): Senior Leadership Team (SLT)	Last Reviewed Date: 1 9 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



Causes

- Inconsistent approaches to engagement and collaboration
- Lack of transparency and accountability
- Poor alignment with strategic priorities in decision-making (reports)Poor understanding of and responsiveness to community needs and expectations

Consequences

- Decision makers lack mandate/confidence to act
- Lack of public confidence in and acceptance of Council decisions and advice
- Project and initiatives requiring community involvement or support take longer and cost more to deliver

Current Controls

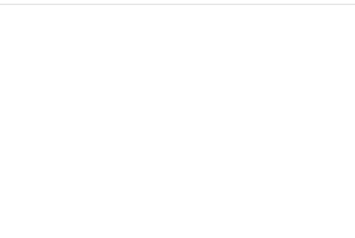
Control Title	Control Owner	Control Effectiveness Rating
Staff and elected members communications on transparency and code of conduct.	GM Iwi Partnerships	Partially Effective
Significance and Engagement Policy	Manager Corporate Planning and Reporting	Partially Effective
Communication and Engagement Strategy	Communications and Engagement Manager	Partially Effective
Residents Opinion Survey	Manager Corporate Planning and Reporting	Partially Effective
Proactive Disclosures Policy	Governance and Legal Services Manager	Partially Effective










Current Risk Treatments

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Communications and engagement plans for significant Council projects (PMO and other infrastructure teams)	Communications and Engagement Manager	In Progress	60	30 Jun, 2024	GREEN
Progress Comment: No updates at this time - communication plans are in place for the most significant projects that are underway.					
Council briefings are open to the public, live streamed and briefing slides are published.	Governance and Legal Services Manager	In Progress	55	30 Jun, 2024	GREEN
Progress Comment: Fourteen public briefings were held and live streamed in the second quarter of the current financial year.					
Council website continuous improvement programme	Communications and Engagement Manager	In Progress	55	30 Jun, 2024	GREEN

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Effectiveness of control	
C	Partially Effective



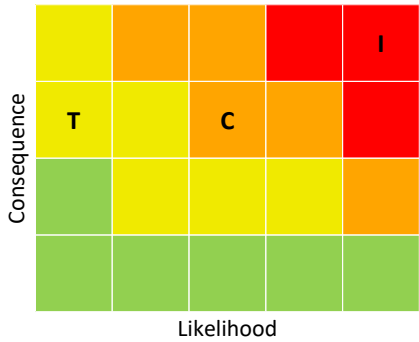
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Progress Comment: Work to review Council's website information architecture was completed in Q1 and changes will be implemented in Q3. This involved an online survey, and focus groups with residents and elected members. Work to make the information more accessible continues.					
Extending our communications reach to create opportunities for the public to understand and get involved in decision-making, and help facilitate access to services and facilities.	Communications and Engagement Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: We continue to measure and evaluate our content and communication channels and continue to see steady growth across.					
Implementation and regular review of Communication, Media and Social Media Policy (2021)	Communications and Engagement Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: The review of this Policy is planned for completion in June 2024.					
Investing and lifting communications and engagement capability	Communications and Engagement Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: A comms and engagement induction module is under development. Senior comms advisors continue to provide best practice advice, guidance and support to individuals and teams.					
LGOIMA requests and replies are published on the Council website	Governance and Legal Services Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: LGOIMA requests are published on the Council website each quarter or sooner when required. 67 LGOIMA requests were received in Q2.					
Regular Elected Members communications on transparency and EM code of conduct.	Democracy Services Manager	In Progress	10	30 Jun, 2024	 GREEN
Progress Comment: Messaging will be embedded in elected members induction programme and will be reinforced through regular elected members updates and communications.					
Regular review of Council's Significance and Engagement Policy	Manager Corporate Planning and Reporting	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Review of the S&E Policy is making good progress. The proposed policy will be presented to Council in on public briefing on 20 February. Public consultation on the reviewed policy is scheduled for March 2024 and adoption for June 2024 alongside the 2024 Long Term Plan.					
Regular staff communications about transparency, accountability and code of conduct.	Communications and Engagement Manager	In Progress	10	30 Jun, 2024	 GREEN
Progress Comment: Messaging will be embedded in staff induction programme and reinforced through regular managers updates and all staff communications.					
Resident survey: data on core elements of social licence through quarterly survey questions on trust and transparency.	Manager Corporate Planning and Reporting	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: The Q2 survey is complete, with satisfaction for trust and transparency slightly decreased (3%) but with a 51% result equal to satisfaction recorded for Q2 of the 2022/23 year.					
Vision Kapiti engagement programme.	GM Strategy and Growth	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Vision Kapiti is delivered to gauge ideas and concerns from the community to inform thinking around where our district is going in the next 30 years. A roving engagement hub was stood up and after Waikanae and Otaki was present in Paraparaumu in November. Flyers were distributed and council staff and council had a presence at the Kāpiti Food Fair. The Vision Kapiti Hub is always available online. Through the hub we are canvassing feedback on a range of topics, including council's strategic priorities for the triennium, housing, health, education, tourism, land use planning and employment.					

ORG 3 - Failure to give effect to Te Tiriti and our obligations to Iwi, Hapu and Maori



ORG 3	Failure to give effect to Te Tiriti and our obligations to Iwi, Hapu and Maori			
Risk Categories: Reputational and Stakeholder Relationship	Risk Sponsor: GM Iwi Partnerships	Secondary Risk Sponsor(s): Chief Executive	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
C	Partially Effective

Causes

- Failure to be a supportive partner to mana whenua iwi during treaty claim and negotiation processes
- Inadequate resourcing of organisation to have appropriate capacity and capability to partner, collaborate and engage
- Inadequate support for resourcing of mana whenua iwi to enable appropriate capacity to partner, collaborate and engage
- Inadequate understanding of obligations to iwi, hapu and maori
- Inadequate understanding of partnership obligations to mana whenua iwi
- Inadequate understanding of Te Tiriti o Waitangi obligations
- Miscommunication or No communication

Consequences



- Deterioration of partnership/s with mana whenua iwi
- Legal consequences
- Reputational damage

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Long Term Plan and other strategic and operational plans.	Senior Leadership Team (SLT)	Partially Effective
Mana whenua representation in Council Governance Structure	GM Iwi Partnerships	Effective
Funding for Iwi capacity	GM Iwi Partnerships	Partially Effective
Regular communication between Council and Iwi partners	GM Iwi Partnerships	Partially Effective
Te Whakaminenga o Kapiti work programme	GM Iwi Partnerships	Partially Effective
Staff capability training	Iwi Partnerships Manager	Not Assessed

Current Solutions

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Establish a staff capability development programme on enhancing Te Reo Maori.	GM Iwi Partnerships	In Progress	55	30 Jun, 2024	 GREEN

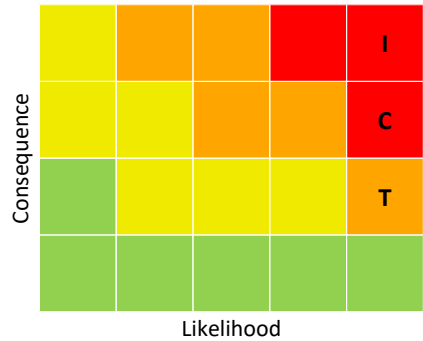
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
<p>Progress Comment: Council has partnered with Education Perfect to deliver an online Te Ao Maori Fundamentals Programme for staff, to be reviewed in 2024. There has been mixed success with the programme, due in part in part to capacity challenges in the Iwi Partnerships Team to enable monitoring and support for participants. Two cohorts have completed the programme with one additional cohorts to complete by mid 2024. Recruitment will enable a dedicated focus on the development an delivery of a long-term staff capability programme.</p>					
Establishing and formalising staff training.	Iwi Partnerships Manager	Not Started	0	30 Jun, 2024	 N/A
<p>Progress Comment: The team plans to deliver training to develop and enhance knowledge on Te Tiriti, Council's iwi partnership obligations and how to engage with the Iwi Partnership Team and mana whenua. Work with other teams to formalise this training as part of staff induction and internal training programmes. Once staff has been recruited this work will get underway.</p>					
Establishment of new Iwi Partnerships Group	GM Iwi Partnerships	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: The Iwi Partnerships Group has been established with a General Manager and Iwi Partnerships Manager in place. Active steps are being taken to recruit additional capacity for the group.</p>					
Scoping aspirational and funding needs of iwi partners.	Iwi Partnerships Manager	Not Started	0	30 Jun, 2024	 N/A
<p>Progress Comment: Recruitment will provide and enable a focus on gathering this information from iwi partners and use it to improve effective work and budget planning to deliver on these needs.</p>					
Work with our mana whenua iwi partners to review the Memorandum of Partnership and Te Whakaminega o Kāpiti terms of reference	GM Iwi Partnerships	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: Discussions are ongoing with all three of our Iwi partners specific to the partnership aspirations and needs of each Iwi. The GM Iwi Partnerships has been meeting regularly with Iwi Partners to progress a review of the Memorandum of Partnership and the ToR. The TWOK workprogramme is under review.</p>					

ORG 4 - Inadequate mitigation and adaptation responses to known and future climate change challenges



ORG 4	Inadequate mitigation and adaptation responses to known and future climate change challenges			
Risk Categories: Environmental Impact, Assets & Infrastructure Resilience, Health, Safety and Wellbeing, Reputational and Stakeholder Relationship	Risk Sponsor: GM Strategy and Growth	Secondary Risk Sponsor(s): GM Corporate Services, GM Infrastructure Services, GM Regulatory Services	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

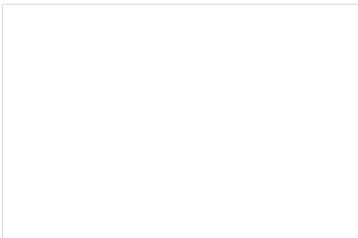
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Effectiveness of control	
C	Partially Effective

Risk Appetite



Causes

- Failure to appropriately consider climate change in growth decisions
- Failure to consider climate change appropriately in BAU activities
- Inadequate consideration in Council strategies and plans
- Misalignment between Council's climate change strategies and operational activities
- Misalignment between national direction and appropriate local responses

Consequences


- Building consents liabilities
- Coastal erosion
- Disruption to core Infrastructure
- Economic development disruption to local businesses and community
- Environmental non-compliances due to discharge
- Property and assets losses/impacts
- Increased capital costs for resilient assets
- Increased wastewater overflow
- Loss of credit rating
- Loss of cultural taonga of significance
- Negative impacts on our resilience
- Reduced quality of land for use
- Reduced quality of wai (rivers, streams and ocean)










Risk Treatment: Take further action to modify impact / likelihood

Current Controls

Control Title	Control Owner	Control Effectiveness Rating	Control Next Review Date
Deliver asset management to make core infrastructure assets resilient to a changing climate.	GM Infrastructure Services	Partially Effective	30 Apr, 2024
Natural Catastrophe Insurance	GM Corporate Services	Effective	30 Apr, 2024
Build climate change thinking, planning and action into all council activities.	Sustainability and Resilience Manager	Effective	30 Apr, 2024
Land Use Planning	District Planning Manager	Partially Effective	30 Apr, 2024
Implement further emissions reduction actions into Council's services delivery	Sustainability and Resilience Manager	Effective	30 Apr, 2024

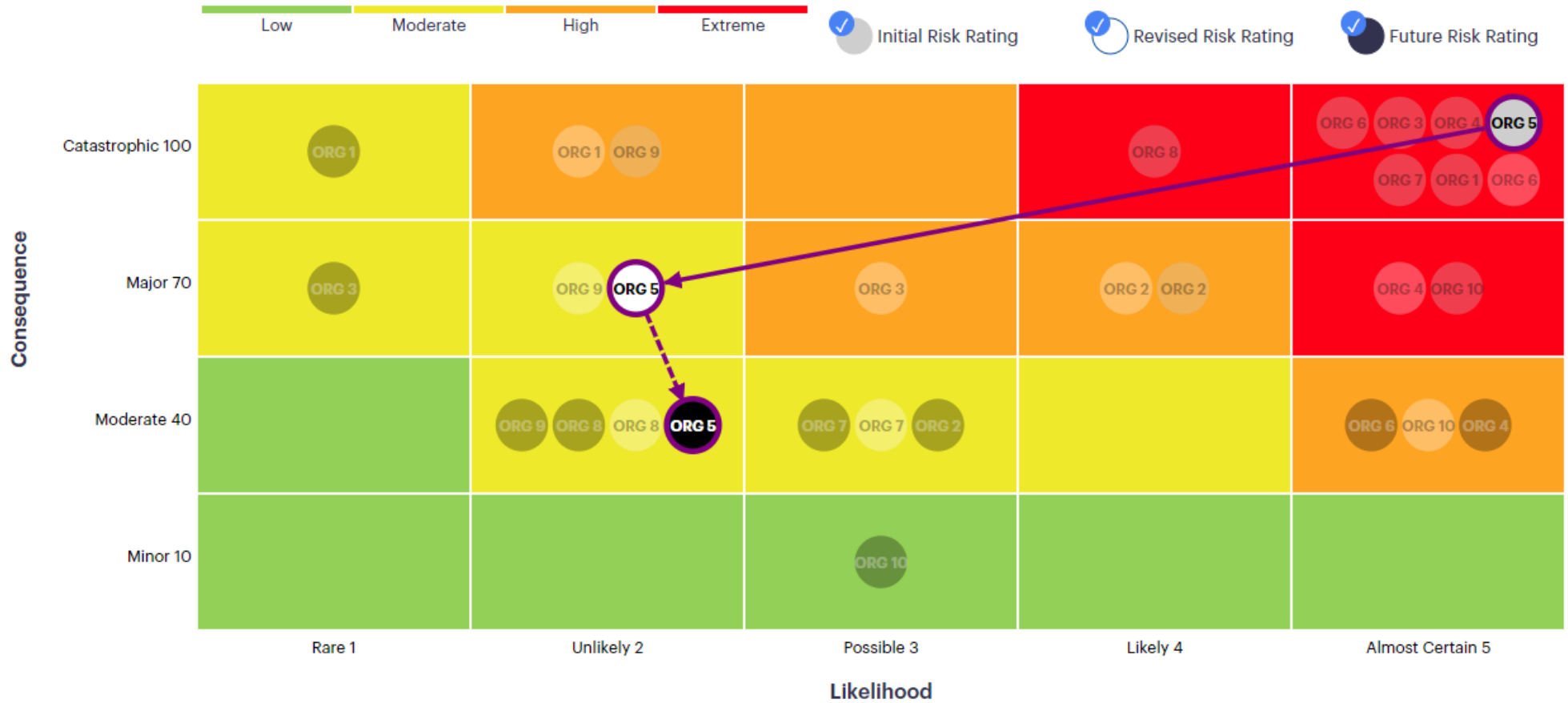
Current Solutions

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Carbon footprint and emissions reduction support and education.	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
<p>Progress Comment: An education role started in January 2023 and council adopted a Climate Action Grants Policy under which the first round of grants for a total of \$100k were approved in August. A new round is planned for March 2024. An internal travel and climate survey was undertaken in July and delivery of internal education programme is now underway. An external campaign is planned for mid 2024.</p>					
Carbon Reduce programme, target setting and support for delivery of carbon emissions projects	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: A new organisational target for further emissions reductions by 2032 was set on 29 June. Funding bids for five emissions reduction projects to deliver on the new target have been proposed in draft LTP2024 budgets. The annual carbon audit under the Carbon Reduce programme has been completed with certification expected end January. A work programme for 'value chain' emissions is now underway.</p>					
Climate change projects delivered under the Wellington Region Growth Framework	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: The Regional Climate Change Impacts Assessment started in June 2022 and is planned to be finalised for Kapiti half 2024. The Regional Emissions Reduction Plan development started in April 2023. the direction of the draft plan was approved by the WR Leadership Committee and will go out for consultation shortly. A new Regional Adaptation Plan is planned to start, with a project-lead being recruited by the WRLC. Through complex development opportunities council is seeking collaboration on emissions reductions through increased public transport.</p>					
Coastal Adaptation Panel (CAP) recommendations to Council	District Planning Manager	In Progress	81	30 Jun, 2024	 AMBER
<p>Progress Comment: The Coastal Advisory Panel have completed their initial community value workshops for the whole district and have commenced their work on options for the Paekākāriki Adaptation area. The project is on track for the CAP's recommendation report to be presented to Council end of May 2024.</p>					
Develop a report on consents where flooding and coastal considerations were part of the decision-making.	Team Leader Resource Consents	Not Started	0	30 Jun, 2024	 N/A
<p>Progress Comment: Discussions have started on how to use current systems to develop this report.</p>					
Implement Climate Emergency Action framework	Sustainability and Resilience Manager	In Progress	77	30 Jun, 2024	 AMBER
<p>Progress Comment: Council adopted this framework as part of LTP 2021 and this represents how council is embedding climate change in its activities and decision-making. The third Climate Emergency Action report was provided to elected members and published on the council website to update council and the community on progress on climate actions across activities. Staff continued to work across activities to embed mitigation and adaptation actions and budgets in documents that are being developed for the draft Long Term Plan 2024.</p>					
Infrastructure resilience projects delivery.	Manager, Project Management Office	Ongoing	0	30 Jun, 2024	 N/A
<p>Progress Comment: A multi-year stormwater upgrade programme is underway and ongoing to the end of the current 2021 LTP in 2041. The Amohia Stormwater Catchment Upgrade (a project that reduces flooding of 350 houses and started in January 2023 is in the last stage of completion. Two seawall replacements in Paekākāriki and Raumati are planned for the LTP 2024 and LPT 2027 period (next 10 years).</p>					
Introduce a Climate Strategy	Strategy Manager	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: The Climate Change and Resilience Community Think Tank was established and has met twice. A Direction of Travel document has been drafted and the SOF Committee has set a district-wide emissions reduction target in December 2023. The DoT document is being finalised for public consultation in March/April.</p>					
Progress coastal district plan change	District Planning Manager	Not Started	0	31 Dec, 2026	 N/A
<p>Progress Comment: The recommendation from CAP, if adopted, will inform the district plan change and other associated actions.</p>					
Progress flood risk plan change.	District Planning Manager	Not Started	0	31 Dec, 2025	 N/A

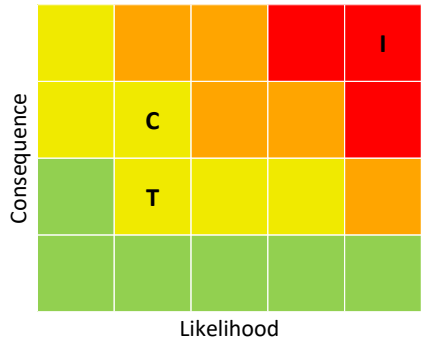
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Progress Comment: This work has not started as it depends on the flood mapping work underway (refer to infrastructure stormwater and inland flooding project).					

ORG 5 - Failure to achieve legislative obligations



ORG 5 Failure to achieve legislative obligations				
Risk Categories: Legal and Regulatory Compliance, Reputational and Stakeholder Relationship	Risk Sponsor: GM Regulatory Services	Secondary Risk Sponsor(s): GM Corporate Services, GM Infrastructure Services, GM People and Partnerships, GM Strategy and Growth	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



Causes

- Breach of internal policy or procedure
- Failure to provide or maintain safe infrastructure
- Insufficient analysis of available data
- Insufficient resourcing
- Misaligned policies
- Miscommunication or No communication
- Political decisions made against professional advice
- Political influence in operational matters
- Staff applying legislation incorrectly
- Staff providing incorrect advice to Council

Consequences

- Community impact
- Public safety impacted negatively
- Council liability
- Environmental impact
- Failed infrastructure
- Failure to adopt LTP / Annual Plans
- Financial exposure
- Legal consequences
- Loss of IANZ accreditation
- Loss of public confidence
- Loss of skilled and specialist staff
- Loss of staff due disciplinary action or termination
- Non-compliance with regulatory and legislative obligations
- Poor decision making
- Regulatory infringement
- Reputational damage

- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control

C Partially Effective










Current Controls


Control Title	Control Owner	Control Effectiveness Rating
Compliance with Local Government Act 2002 and all other relevant legislation	Senior Leadership Team (SLT)	Effective
Compliance with statutory standards and associated Annual Reports	GM Regulatory Services	Effective
Compliance Reports on sanitary services to Taumata Arowai.	GM Infrastructure Services	Effective
Advice available from external legal service providers	Governance and Legal Services Manager	Partially Effective
Internal legal counsel services	Governance and Legal Services Manager	Partially Effective
Monitoring policy/legislative change announcements	Principal Advisor Regulatory Services	Effective
Implement District Plan and other relevant legislation	District Planning Manager	Partially Effective

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Maintain building consent authority International Accreditation New Zealand (IANZ)	Building Team Manager	Effective

Current Risk Treatments

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Audit process to gain certification	Building Team Manager	Completed	100	01 Dec, 2023	 GREEN
Progress Comment: The audit process is overseen by a Steering Group of council staff and is part of a continuous improvement and review process for accreditation that takes place every two years. The IANZ audit was successfully completed in November 2023 and Council continuous to be accredited.					
Better analysis of compliance inspections and reporting	GM Regulatory Services	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: We continue work to make better strategic use of business systems data to report on the effectiveness of Council's legislative outcomes. Managers provide detailed reporting on inspections and actions for consideration as part of this process.					
Legal services are provided across the business.	Governance and Legal Services Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: A Legal Strategy has been approved by SLT in Q1 to inform optimal legal service required by Council staff.					
Quarterly legislative compliance survey	Governance and Legal Services Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: This survey is sent to tier 3 and 4 managers who are directly responsible for meeting legislative requirements for their services delivery. SLT complete a legislative compliance declaration based on the completed survey outcomes every quarter.					
Regulatory Services monthly reporting (internal efficiency and effectiveness)	GM Regulatory Services	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: This is an ongoing BAU task completed within Regulatory Services monthly by activity managers. This report is shared with SLT and councillors. For example, it reports on number of requests for further information and failed building inspections.					
Review of regulatory information for consenting processes on the Council website	Principal Advisor Regulatory Services	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: A project is underway to improve this information on the Council website. After two rounds of community and staff testing, a more customer-focussed structure was established which should enable customers to find and access the consenting information they need more easily. This new structure is included into the project that is currently underway to improve the navigation structure of the whole Council website, led by the Content and Channels team.					
Reviews of Quality Assurance Systems (QAS) for IANZ accreditation, resource consents and environmental standards.	Building Team Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: This is an ongoing requirement for the IANZ accreditation in the BCA area. Continuous quality and improvement reviews are now embedded as part of regulatory services delivery.					
Sanitary services assessments to Taumata Arowai.	Manager, Water & Wastewater Services	In Progress	65	30 Jun, 2024	 GREEN
Progress Comment: The Water Supply Drinking water assessment was provided to Taumata Arowai in July 2023. The other sanitary services assessments will be provided during this financial year, alongside Long Term Plan 2024 development.					
SLT oversight of Asset Management Plans and work programmes	Senior Leadership Team (SLT)	In Progress	55	30 Jun, 2024	 GREEN

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
<p>Progress Comment: Asset Management Plans are under review as part of the development of the Long Term Plan 2024 and will be updated in accordance with legislative changes and requirements. Compliance with consents for activity delivery is part of activity and asset management.</p>					
<p>Training and workshops to ensure that (new) legislative requirements are well understood for decision-making and applications.</p>	<p>Principal Advisor Regulatory Services</p>	<p>In Progress</p>	<p>55</p>	<p>30 Apr, 2024</p>	 <p>AMBER</p>
<p>Progress Comment: 24 staff completed the general compliance training programme in 2023 and 12 staff are planned to start their training in 2024. This training takes place over a 6-8 month period and is part of professional development for regulatory staff. Throughout the year stakeholder forums are delivered for planning consultants, with one on Natural Hazards planned for 26 March.</p>					

ORG 6 - Inadequate management of the impacts of central government reform/change



ORG 6 Inadequate management of the impacts of central government reform/change

Risk Categories: Legal and Regulatory Compliance, Environmental Impact, Financial Exposure, Reputational and Stakeholder Relationship

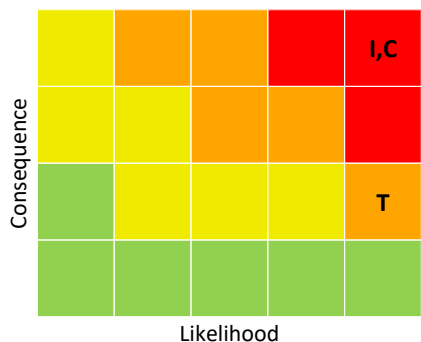
Risk Sponsor:
GM Strategy and Growth

Secondary Risk Sponsor(s):
GM Infrastructure Services,
GM People and Partnersh,
GM Place and Space (Acting),
GM Regulatory Services

Last Reviewed Date:
19 Jan, 2024

Next Review Date:
30 Apr, 2024

Individual Heatmap



Causes

- Change in Government direction
- Inadequate regulatory impact statements affecting local government
- Government intervention
- Government timeframes for local government engagement

Consequences

- Organisational change
- Delays to work programmes
- Do-ability challenges in implementing national directive
- Financial exposure
- Increased costs
- Reprioritisation
- Reputational damage

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Monitoring policy and legislative announcements to respond and prepare for change.	Chief Advisor & Manager Research and Policy	Effective
Raising issues of concern for our community through formal processes	Chief Advisor & Manager Research and Policy	Effective
Engage in regional and national forums and projects to scan opportunities and influence decision-making.	Chief Advisor & Manager Research and Policy	Partially Effective

Current Risk Treatments

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Actively engaging with DIA to monitor and progress steps required for water reforms.	GM Infrastructure Services	In Progress	55	30 Jun, 2024	GREEN
Progress Comment: Council is keeping a watching brief on actions in the next 12 months to 2 years on Local Water Done Well decision-making from the new government. Decision-making will likely be part of the city/regional deals that the new government is developing.					
Consider, assess and manage implications of health reform for Kāpiti district.	Strategy Manager	In Progress	55	30 Jun, 2024	GREEN

- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control

- C Partially Effective

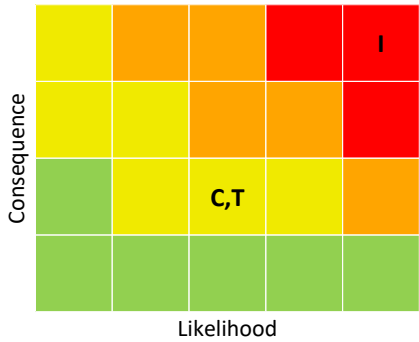
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
<p>Progress Comment: A Health Strategy is being drafted to outline how Council will support addressing the implications of health reform for Kāpiti as a locality, and existing/growing health services gaps. Legislation requires local authorities to be consulted in the locality discussion for health services. We are working with the health sector and with the Kāpiti Health Advisory Group. This Group has been re-established and the TOR of have been approved by the Strategy, Operations and Finance Committee.</p>					
Identify short to medium term high impact legislative changes to include budgets in Long Term Plans	Chief Financial Officer	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: Announced changes in waste minimisation legislation and the financial impacts of this has been included in draft Long Term Plan 2024 budgets.</p>					
Regional and national collaboration and knowledge sharing	Chief Advisor & Manager Research and Policy	In Progress	55	30 Jun, 2024	 GREEN
<p>Progress Comment: Progressively targeting engagement with central government and regional government. Recruitment in the Strategy & Growth Group will enable further delivery of this work-programme.</p>					
Reviewing current settings to identify the potential implications of national direction and RMA amendments for district planning and growth	District Planning Manager	Ongoing	0	30 Jun, 2027	 N/A
<p>Progress Comment: The timeframes for introduction of new legislation to replace the repealed Acts and possible new or changed National Policy Statements is unknown. When published, staff will analyse the new replacement RMA legislation and will prepare a submission. Consultation on the Wellington Region Future Development Strategy has closed in November and a hearing is planned early in 2024.</p>					
Scenario planning that will inform our short, medium and long term direction (includes input to LTP)	Strategy Manager	Not Started	0	30 Jun, 2024	 N/A
<p>Progress Comment: Councillors have agreed that developing scenarios will be part of the Vision Kapiti development. We will start pathways development in the new year.</p>					

ORG 7 - Inadequate safeguards against cyber security threats



ORG 7	Inadequate safeguards against cyber security threats		
Risk Categories: Information and Data Management, Financial Exposure, IT Systems and Processes, Reputational and Stakeholder Relationship	Risk Sponsor: GM Corporate Services	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



Causes

- Data breach
- Denial of service
- Inappropriate use
- Malicious code
- Phishing attack
- Poor physical security
- Ransomware
- Supplier being breached
- Unauthorised access
- Unpatched systems
- Zero-day attacks

Consequences

- Financial exposure
- Information leakage
- Legal consequences
- Privacy breaches
- Reputational damage
- Service disruption
- Theft of information






- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
C	Effective

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Cyber Security Awareness Training	Chief Information Officer	Effective
Security Incident Management System	Information Technology Manager	Effective
Annual independent cyber security audit	Chief Information Officer	Effective
Software security patches	Chief Information Officer	Effective
User Security Permissions	Chief Information Officer	Effective
Proactive monitoring of cyber security threats	Information Technology Manager	Effective

Current Risk Treatments

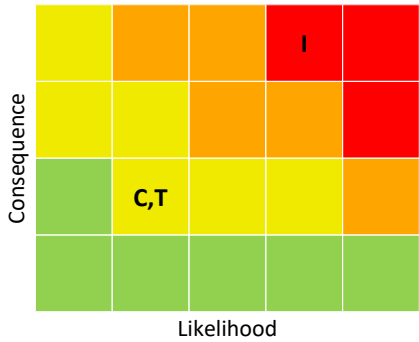
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Develop and run training on cyber security awareness	Chief Information Officer	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Staff training is scheduled throughout the year and incorporating training for elected members is being investigated.					
Implement Managed Security Information Event Management (SIEM) for proactive monitoring of cyber security threats	Information Technology Manager	Ongoing	55	30 Jun, 2024	 N/A
Progress Comment: Implementation BAU					
Monthly updates for software patches for servers and laptops	Information Technology Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: on track					
Quarterly testing of IT team response to cyber threats	Information Technology Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Internal audit of response processes continues					
Rapid implementation of cyber security independent audit action recommendations	Chief Information Officer	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: The annual audit took place in October 2023, there were no critical recommendations from the audit. We are implementing the higher ranked actions at the moment, for example looking at setting of passwords.					

ORG 8 - Failure to prudently manage Council's financial stability including fraudulent activity



ORG 8	Failure to prudently manage Council's financial stability including fraudulent activity		
Risk Categories: Financial Exposure, Reputational and Stakeholder Relationship	Risk Sponsor: GM Corporate Services	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



Causes

- Cyber security attack
- Decreased revenue
- Inadequate financial controls
- Increased insurance premiums
- Inflation
- Lack of process controls
- Major government policy changes
- Rising costs

Consequences

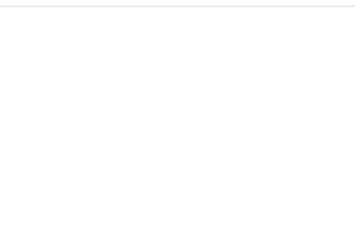
- Delays to work programmes
- Failure to meet legislative and statutory obligations
- Financial losses
- Legal consequences
- Reputational damage
- Service disruption

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Employee screening	Organisational Development Manager	Effective
Enterprise Risk Management	Business Improvement Manager	Effective
Fraud awareness training	Chief Financial Officer	Partially Effective
Mitigation of Fraud Policy	GM Corporate Services	Partially Effective
Internal Audit work programme	Business Improvement Manager	Effective
Protected Disclosures Policy	Governance and Legal Services Manager	Effective
Financial External Audits	Chief Financial Officer	Effective
Financial Internal Audits	Chief Financial Officer	Effective
Financial management awareness training	GM Corporate Services	Effective
Financial reporting	Chief Financial Officer	Effective

- I** Initial Risk Assessment
- C** Current Risk Assessment
- T** Target Risk Assessment







Effectiveness of control	
C	Effective



Current Controls

Control Title	Control Owner	Control Effectiveness Rating	Control Next Review Date
Financial Strategy	GM Corporate Services	Partially Effective	30 Apr, 2024
Procurement Policy and Manual	Procurement Lead	Partially Effective	28 Oct, 2022
Insurance and re-insurance of Council assets	GM Corporate Services	Effective	30 Apr, 2024
Staff membership to the SFO Local Government Counter Fraud Community of Practice	GM Corporate Services	Not Assessed	09 Feb, 2024
Code of conduct	Senior Leadership Team (SLT)	Partially Effective	30 Apr, 2024
Council's Long-Term Plans and Annual Plans	Senior Leadership Team (SLT)	Effective	30 Apr, 2024

Current Solutions

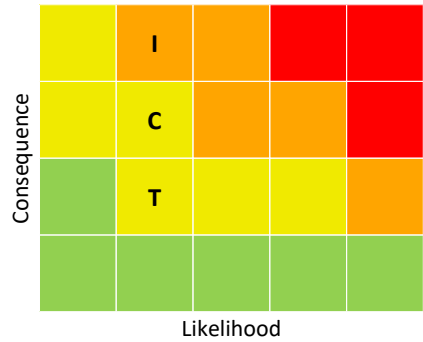
Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Annual review of Conflicts of Interest (COI) register	Business Improvement Manager	Not Started	0	30 Jun, 2024	 N/A
Progress Comment: This review is to ensure that all conflicts are correctly defined, management plans are appropriate and independent oversight.					
Mitigation of Fraud Policy Internal Audit	Business Improvement Manager	Completed	100	31 Dec, 2023	 GREEN
Progress Comment: Completed.					
Pre-employment screening and employee screening when change in roles	Organisational Development Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: From October to end of December 33 Ministry of Justice background checks were undertaken with no concerns reported so far (3 are still in progress). All Council employment agreements contain provision for termination of employment or withdrawal of an offer if a background check result is not to the satisfaction of the Council.					
Procurement Policy and Framework to achieve fair and transparent procurement as part of services delivery.	GM Corporate Services	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: The procurement framework has been reviewed and change recommendations are being implemented.					
Promote staff awareness and understanding of the fraud mitigation policy, the protected disclosures policy and the Code of Conduct	Chief Financial Officer	Not Started	0	30 Jun, 2024	 N/A
Progress Comment: A planning day will take place in March where training opportunities and promotion programme will be discussed.					
Regularly review relevant corporate policies	GM Corporate Services	Ongoing	0	30 Jun, 2024	 N/A
Progress Comment: Ongoing as part of BAU; the General Expenses Policy was reviewed in July 2023, the Koha Policy draft review is complete and for approval with GM.					

ORG 9 - Failure to maintain business continuity for our essential services and inadequate planning and preparedness for emergencies



ORG 9 Failure to maintain business continuity for essential services and inadequate planning and preparedness for emergencies.				
Risk Categories: Assets & Infrastructure Resilience, Financial Exposure, Health, Safety and Wellbeing, IT Systems and Processes, Legal and Regulatory Compliance, Reputational and Stakeholder Relationship	Risk Sponsor: GM Infrastructure Services	Secondary Risk Sponsor(s): GM Corporate Services, GM Regulatory Services	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024

Individual Heatmap



Causes

- Civil Defence Emergency
- Cyber security attack
- Data breach
- Earthquakes
- Fire
- Flooding
- Natural catastrophe
- Network failure
- Pandemics

Consequences

- Homelessness
- Negative impact on Council and community resilience
- Public/staff harm
- Legal implications
- Customer dissatisfaction
- Failure to meet statutory requirements
- Delays to work programmes
- Disruption to core Infrastructure
- Failure to achieve business objectives
- Financial exposure
- Reputational damage
- Service disruption











- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
C	Partially Effective

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Asset Management Plans	Senior Leadership Team (SLT)	Partially Effective
Pandemic plan	Organisational Development Manager	Effective
Audit operational readiness of the organisation	Business Improvement Manager	Effective
Business Continuity Plans	Senior Leadership Team (SLT)	Partially Effective
Ensure up to date and fit for purpose Response Plans are in place.	Sustainability and Resilience Manager	Partially Effective
Continued Community Resilience Education Programmes delivered by in Kapiti by WREMO.	Sustainability and Resilience Manager	Partially Effective
Resourcing, training and integration with WREMO and use of the CIMS model.	Sustainability and Resilience Manager	Partially Effective
Sufficient emergency management staffing levels to provide better preparedness, response and recovery.	Sustainability and Resilience Manager	Partially Effective

Current Risk Treatments

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Analysis of emergency events that have occurred to apply learnings locally.	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Deployed staff to out of district emergencies have shared their observations and lessons with EOC staff and SLT. Continue to promote deployments to assist in emergencies and share lessons. Review and discuss various review reports and promote discussion about improvements at function managers meetings and controllers link-ups.					
Asset Management Planning and investing in resilient infrastructure.	Senior Leadership Team (SLT)	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Asset Management plans are reviewed every three years as part of Long Term Plan (budget) development, taking into account key information. Improvement plans form part of Asset Management Plans and are reviewed more frequently.					
Council wide rolling review of BCP's	Senior Leadership Team (SLT)	Ongoing	0	30 Jun, 2024	 N/A
Progress Comment: Inventory of existing BCPs and gaps analysis has started.					
Development of more comprehensive recovery planning.	GM Strategy and Growth	In Progress	55	01 Oct, 2024	 GREEN
Progress Comment: Recent natural hazard events highlighted that development of a more comprehensive recovery plan is required. Work is underway with WREMO to develop a recovery programme, including a virtual recovery office approach. We are working with WREMO, Police, Health, MSD and education and have established regular meetings.					
Kāpiti Local Emergency Response Plan development and implemetation.	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: The draft Local Response Plan for Kāpiti will be finalised in the next 2 months and socialised with EOC Function Managers. The final plan will be approved by SLT and will be reviewed every 5 years. A local Emergency Drinking Water Plan is under development.					
Mandatory emergency management foundations training for all staff.	Sustainability and Resilience Manager	In Progress	10	30 Jun, 2024	 GREEN
Progress Comment: SLT approved this approach in November 2023. Implementation plan has been developed starting with EOC and EAC foundation training sessions from March 2024.					
Professionalise EOC structure in order to build and retain capacity and capability.	Sustainability and Resilience Manager	In Progress	10	30 Jun, 2024	 GREEN
Progress Comment: Progression pathways have been developed to offer advancement through the various levels within the EOC (from Function Staff to Local Controller). Remuneration framework has been endorsed by SLT as a priority for the draft LTP2024 budget. Remuneration recognises the critical role of this workforce, incentivises advancement through training and provides recognition.					
Regular testing and practice of BCP activation to ensure BCP and back-up systems for business functions are fit for purpose.	Senior Leadership Team (SLT)	Ongoing	0	31 Dec, 2025	 N/A
Progress Comment: Each Activity Manager and BCP owner needs to plan for regular testing and practice. This will be tested and reviewed through the rolling BCP review.					
Review and update Infrastructure BCP's	GM Infrastructure Services	In Progress	40	30 Jun, 2024	 AMBER
Progress Comment: Some review work has started; a Waste Water PCB review is in progress. The Property PCB is in draft ready for practice. A full review and update of all Infrastructure BCPs is planned to finalised by 30 June.					
Work programme to enhance inter-agency collaboration locally (KESCC) and joint operational readiness	Sustainability and Resilience Manager	In Progress	55	30 Jun, 2024	 GREEN

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Progress Comment: A local Severe Weather Management Team based of the Kapiti Emergency Services Coordination Committee) was established as part of the integrated readiness approach. Other agencies take part in Council's EOC exercises and this programme is working towards an inter-agency exercise in 2025.					

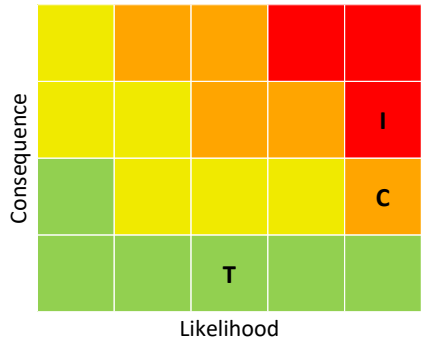
ORG 10 - Inability to attract and retain sufficient capacity to deliver Council's objectives



ORG 10 Inability to attract and retain sufficient capacity to deliver Council’s objectives

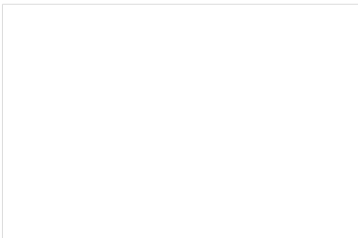
Risk Categories: Health, Safety and Wellbeing	Risk Sponsor: Organisational Development Manager	Secondary Risk Sponsor(s): Senior Leadership Team (SLT)	Last Reviewed Date: 23 Jan, 2024	Next Review Date: 30 Apr, 2024
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Individual Heatmap



- I Initial Risk Assessment
- C Current Risk Assessment
- T Target Risk Assessment

Effectiveness of control	
C	Partially Effective



Causes

- Competitive market
- Increased workload expectations
- Inflation
- Limited opportunities for career progression
- Significant family or life event





Consequences

- Corporate loss of institutional and intellectual knowledge
- Decreased staff welfare and mental health
- Delays to work programmes
- Failure to meet legislative and statutory obligations
- Increased costs
- Loss of skilled and specialist staff
- Lowering of staff morale
- Reputational damage

Current Controls

Control Title	Control Owner	Control Effectiveness Rating
Engaging Contractors / Consultants to backfill vacancies	Organisational Development Manager	Partially Effective
Monitoring job grade & remuneration policy	Organisational Development Manager	Partially Effective
Monitoring Remuneration trends	Organisational Development Manager	Effective
Professional development opportunities	Organisational Development Manager	Partially Effective
Regular staff engagement surveys and associated work programmes	Organisational Development Manager	Partially Effective
Workforce and Succession Planning	Organisational Development Manager	Partially Effective
Reprioritisation of Work Programmes	Senior Leadership Team (SLT)	Partially Effective

Current Risk Treatments

Risk Treatment Title	Responsible Officer	Treatment Status	% Completed	End Date	Performance
Annual remuneration process	Organisational Development Manager	In Progress	90	30 Jun, 2024	 GREEN
Progress Comment: This review includes trends across the sector and work is underway to review remuneration bands across different job groupings					
Continuous review on ways to maintain an effective workforce	Organisational Development Manager	In Progress	60	30 Jun, 2024	 GREEN
Progress Comment: Highly competitive recruitment market and shortage of skilled workers is leaving some areas understaffed. Timelines set by government have increased worker demand in some areas with consultants also working at capacity. To enable us to be best positioned in the event of future pandemic/emergency situations that could impact our ability to 'business as usual' we are undertaking a more robust continuous improvement approach to the policies and processes for managing staff absences to enable continuity in key delivery areas. A review of essential services BCP planning is underway.					
Staff engagement	Organisational Development Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Staff engagement is measured through annual Gallup Staff Engagement survey and ongoing pulse surveys. Various actions building on the outcomes of the survey are underway such as the use of the Clifton Strengths tool and availability of team workshops, the development of the People & Culture Strategy that builds on themes like development/learning. Regular People Leader and Activity Manager hui have commenced to support furthering collaboration and communication across council teams and work programmes.					
Workforce and Succession Planning	Organisational Development Manager	In Progress	55	30 Jun, 2024	 GREEN
Progress Comment: Workplace and succession planning is a work in progress to enable retaining staff capability. We have developed and commenced implementation of career pathway models for technical and specialist areas. Leadership training is offered to staff as part of implementation of the People and Culture Strategy and this is being further developed and extended. Regular People Leader and Activity Manager hui have commenced to support furthering collaboration and communication across council teams and work programmes.					

5. Definitions (ISO 31000:2018)

Term	Definition
Risk	The effect of uncertainty on achieving objectives. It can be positive, negative or both, and can create or result in opportunities and threats.
Risk Appetite	The amount of risk that Council is willing to pursue or retain to achieve its objectives.
Risk Assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk Tolerance	The threshold levels of risk exposure that, with appropriate approvals can be exceeded but when exceeded will trigger some form of response.
Risk Management	Coordinated activities to direct and control Councils uncertainties in relation to achieving objectives.
Risk Management Capability	The culture, practices, experience and application of risk management within Council.
Risk Management Guidance	A structured approach to identify, monitor and manage risk.
Risk Register	A record of information about identified risks and how they are being managed. There are three different types of registers, Strategic, Operational (Group) and Projects.
Initial Risk Rating	The current risk level without taking into consideration existing control measures.
Current Risk Rating	The current risk level taking into consideration existing risk controls.
Consequence	The outcome of an event which affects Council achieving its objectives.
Likelihood	The chance of something occurring.
Control	A measure that maintains and / or modifies the current risk rating.

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