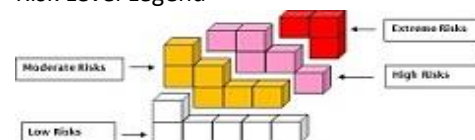


Risk	Type of Risk	Short Description	Cause	Impacts	Consequence (L)	Likelihood (L)	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update		
1	Global Warming: Sea Level Rise / Climate Change Erosion, property floods, property abandonment, early asset replacements and higher costs for more resilient assets are likely to result due to global warming effects.	13	Strategic	Global warming effects	- Global warming - Inability to budget for effects - Community divergence of views on risk and response	- Building consent liabilities - Erosion, property abandonment - Property floods - Greater costs - Early stormwater asset replacements - Higher capital costs for more resilient assets - Environmental non-compliances due discharges during more frequent extreme weather events - Wastewater overflow incidents increase - Impacts on business and the wider community	100	4	400	Extreme	High	- Asset management plans including risk and event targeted asset upgrades, seawall and other protective measures - Proactive coastal hazards and climate change planning - LGNZ liaison - Council Climate Change Working Group - Self insurance fund (\$250k Capex, \$150k Opex per annum) - Stormwater Plan * Ensure future development takes into account expected sea level rise.	* Community engagement * Resilience work * Establish sufficient resource to lead strategy development * Prioritise interventions to preclude house flooding * Include risk assessments for natural hazards in District Plan to support land use planning that prevents creating vulnerable housing opportunities. * Updating floodmaps to inform regulatory and District Plan. * 30 year Asset management plans. * Mean high water surveys, sea level rise data - GWRC/NIWA * Updating sea level rise model. * Establishment of a community led coastal adaptation programme * Emissions reduction (CEMARS targets) * Ensure appropriate recognition of the risk across key Council strategies and activity management plans abd the impact on the business and wider community	Senior Leadership Team	Dec-18	Jun-23	On Track	On Track	Updates to Mean High Water Surveys and Sea Level Rise data by GWRC and NIWA are being finalised. The outcome of AON/Tonkin Taylor resilience work will be incorporated in the strategic asset planning approach. Proactively engaging with our community. Coastal hazards work programme involving other Wellington region councils. Project plan is currently being developed and progressing. Continuing to explore projects necessary to reach targeted CO2 emissions reduction by 21/22.
2	Infrastructure Service Disruption Loss of critical infrastructure and services for extended periods are likely to occur in an extreme natural event due to lack of resilience and inadequate insurance arrangements.	10	Operational	Infrastructure service disruption	- Extreme natural event e.g. earthquake, tsunami, flood	- Loss of core infrastructure and services -May impact the usability of buildings in the district. - Injuries, fatalities - Significant impact on the ability of business and the wider community to operate effectively. - Lack of resilience - Uncertainty with Central Govt assurance of 60% loss funding	100	4	400	Extreme	Moderate	-AON / Tonkin Taylor / GNSR vulnerability / resilience modelling report - Self insurance \$250k p.a. - Asset replacement programme & condition assessments - Resilience programme - Insurance programme \$130M underground assets - Redundant network - Embedded water storage	* Review insurance arrangements * Waikanae WTP clarifier project * Strategy development and review to include climate change vision and actions. * Emergency recovery plan is incorporated within the wider Regional Civil Defence Emergency response.	GM Infrastructure Services	Dec-18	Jul-20	On Track	On Track	The Outer Wellington Shared Services resilience study is complete and highlights significant anomalies in risk and hence cost sharing amongst the subscribed councils. The arrangement is to be reviewed. Significant uncertainty of Central Govt 60% loss contribution in the context of a major event.
3	Asset Investment Decisions Sub-optimal asset investment decisions due to various constraints could potentially result in poor District outcomes, possible financial losses and/or failure to achieve KPIs.	1	Financial	Asset investment decisions	- Weak strategic vision/plan - Funding limitations, poor prioritization - Expert advice not accepted - Poor or no business case justification	- Financial losses - Strategy not achieved - Reputational damage - Higher priority issues unresolved - Deliverables / KPIs not met	100	4	400	Extreme	Moderate	- Underpinned by Infrastructure and Financial Strategy- Activity management plans - Asset renewal programme - SLT and Council reviews and approvals - Business cases required	* SLT discussion to be held regarding activity management plan / audit process across all of Council * Increase frequency of activity management plan review and audit processes * Ensure asset management decisions align with land-use and regulatory approach to ensure good planning, consenting and implementation decisions.	GM Infrastructure Services and GM Place and Space	-	Jul-20	On Track	On Track	Review activity management plan / audit processes across all of council in coordination with strategy development and review. A more strategic asset management approach is underway

Risk Level Legend



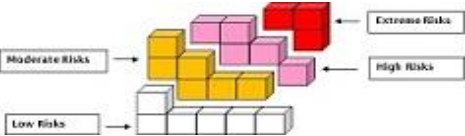
Treatment Update Legend



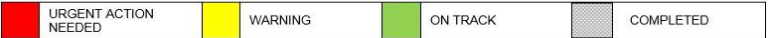
12/02/2020

Risk	Type of Risk	Short Description	Cause	Impacts	(C)onsequence	(L)ikelihood	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update		
4		Management of Council Owned Property Assets Poor council asset management practices and outcomes	Council Property Assets Management	- Fragmented data, lack of analysis - Poor risk management - Lack of life cycle approach	- Reputational damage - Costs - Penalties - Social, environmental harm	100	4	400	Extreme	Moderate	* SPM asset management system * RFS processes * Condition surveys * Business intelligence reporting	* Asset management practices review has led to asset management maturity improvement programme.	GM Place and Space	Jun-20	Ongoing	On Track	On Track	Morrison Low report was critical of property asset management systems and practices. The asset management maturity improvement programme to address is well progressed. Of the 200 property assets inspected , two buildings require further inspection to see if they meet structural and moisture standards. We are in the process of obtaining more detailed reports on both buildings.	
5	0	Iwi Relationships Failure to meet statutory and Memoranda of Partnership obligations to iwi, and to meet the council work programme, may result from an inability to achieve mutual understanding and agreement.	Strategic Reputational	Iwi Relationships	-Misunderstanding of purpose and function of Te Whakaminenga o Kāpiti -Limited understanding of tikanga maori and te reo maori within the Council -Limited internal capacity while recruiting for Iwi Partnerships Team -External factors e.g. 3 Waters -Limited resource capacity within iwi	-Reputational damage - Failure to meet statutory and MoP obligations -Delays, misalignment on key initiatives	70	4	280	High	Low	- Proactively monitor and communicate with ART -Consultation and participation policies/contract - Maori Economic Development work programme - Kaihautū Hononga Iwi (Iwi Partnership Manager)	- Independent stocktake of legal and partnering obligations -Ongoing conversation with iwi partners about partnership needs and aspirations -Enhanced induction on Iwi matters -Identify further initiatives that can influence positively e.g. GM level interaction with community leaders -Collaborate with iwi through to Te Whakaminenga o Kāpiti to ensure the iwi perspective of risk is incorporated - Increase awareness of staff through training	GM People and Partnerships	Dec-18	Ongoing	On Track	On Track	Regular meetings are occurring with each 3 iwi. Additional capacity has been provided within the Iwi Partnership team.
6	0	Central and Regional Government Policy Uncertainty Unforeseen district impacts/opportunities brought about by new Government policies.	Strategic	Central Government Policy Uncertainty	Development and introduction of new policies potentially affecting infrastructure development, housing, transport priorities, environmental and community initiatives	-Financial impacts -Government intervention -Delays in projects programmes -Redesign -Priority change -Community dissatisfaction	70	4	280	High	Moderate	=N7- Monitor policy announcements - Prepare submissions to advocate on behalf of the community - Clear communication within the organisation	* Research and Policy team to monitor policy announcements and work with SMEs across Council. * Advocacy to be presented and approved by Council and/or Committee * Form and strengthen good relationships and actively collaborate with Central and Regional Government to influence decisions	GM Corporate Services	Jun-18	Ongoing	On Track	On Track	The Government has embarked on a significant round of policy consultations. New 3 Waters regulatory changes have been announced. The financial implications of compliance need to be determined and resourced. The Sustainability & Resilience team has been established and is participating in the national risk assessment. Council is represented on the DIA working group for Wellbeing and Central & Local Government relationships.

Risk Level Legend

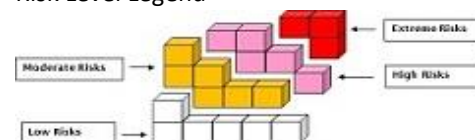


Treatment Update Legend



Risk	Type of Risk	Short Description	Cause	Impacts	Consequence (C)	Likelihood (L)	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update
7 Staff recruitment and retention Additional costs, high staff stress, poor morale, loss of staff, loss of IANZ accreditation, poor decision making may result from difficulties in recruiting and retaining staff due more attractive work/salaries elsewhere and industry staffing fluctuations.	6 Strategic	Staff recruitment & retention	- Competing, more interesting work elsewhere - Fluctuations in some industries (consenting, building inspection) - Less desirable working location for some people - Better salaries elsewhere - FTE cap policy - High workload and expectations.	- Loss of intellectual knowledge - Additional costs e.g. consultants - Delays in critical work programmes, e.g. economic development strategy - Loss of IANZ accreditation- Shortage of building control staff - Poor staff morale - Less than optimal decision making - Corporate loss of institutional knowledge - Few staff leads to high workload and high stress	70	4	280	High	Moderate	- Staff engagement surveys - Employ contractors/consultants to backfill vacancies - Succession planning - Workforce planning - Talent management - Short term workload management - Job grade and pay structure reviews - Adjust forward work programmes to align with capability and capacity	- Greater capacity in Organisational Development area - Reviewing remuneration - Better document/information management; desk files, project plans, asset management systems - Professional Development - Leadership training - Monitoring staff work loads - Increased focus on culture and development	Organisational Development Manager	Jun-19	On-going	On Track	On Track	A Council-wide Gallup engagement survey has been completed and action plans and training have been scheduled. We now have greater capacity in the Organisational Development area and there is an increased focus on culture and engagement. Strong competition from larger metropolitan Councils and central government. SOLGM recognise widespread industry skills shortages. Particular long term issues in; - RMA area - Building area - Development engineer
8 Fraudulent Activity Fraudulent activity could occur undetected due to inadequate monitoring, lack of strong physical and process controls resulting in financial loss, business interruption and reputational damage.	11 Financial Reputational	Fraudulent activity	- Inadequate monitoring of processes and transactions - Lack of strong physical and process controls - Unauthorised misappropriation of council assets - Procurement agility versus conflicts of interest	- Financial loss - Business interruption - Reputational damage	70	3	210	High	Low	- Maintain fraud awareness - Protected disclosures - Employee screening - Statutory year end audits - Internal controls - Fraud management framework	- Fraud awareness training - Enterprise risk management - Internal audit programme (as resources allow) - Conflict of interest declaration processes	GM Corporate Services	Feb-21		On Track	Attention	Limited resources to carry out necessary steps to reduce target risk level to low. The focus for 2019/20 is on PWC completing PAYE tax compliance review.
9 Paraparaumu Wastewater Treatment Plant Consent - Legislative change could result in reduced number of viable options and higher discharge standards at substantial cost to further treat/dispose. - Poor investigations, assessments and/or iwi engagement result in unsuccessful application.	8 Strategic Reputational	Paraparaumu Wastewater Treatment Plant Consent	- Restrictive provisions introduced in the proposed natural resources plan or subsequent Whaitua process. - Submissions to application upheld and new consent not issued	- Costly additional works required to consent WWTP - More onerous discharge conditions require substantial upgrade to WWTP - Failure to secure consent limits growth and development	100	2	200	High	Moderate	- Comprehensive consenting strategy include risk assessment and mitigations - Professional services contract aligned to risk mitigation actions including engagement and consultation strategies	- Track PNRP and Whaitua Processes - Close working relations with GWRC through the development of the AEE and options assessments - Maintain and strengthen iwi/community relationships - New consenting strategy	GM Infrastructure Services	Jun-18	Jun-22	On Track	Attention	Significant uncertainty continues due to engagement challenges with iwi. Lack of availability for iwi to engage is now critical to the ability to progress the consent process. Alternative interim option decision is imminent.
10 Programme Delivery Planned project delivery could be compromised due to unforeseen events.	4 Financial	Programme delivery compromised	- Poor project management, procurement etc. - Potential global economic crisis - Unforeseen cost pressures - Design / scope changes	- Projects not delivered as planned - Financial losses - Reputational damage - Non delivery of core services	40	5	200	High	Moderate	Quarterly reports of performance (financial and non-financial) of Council's priority projects are provided to the Strategy and Operations Committee. - In-house Project Management Office (PMO) - Risk management - Regular financial reporting and monitoring - Rationalised capital project programme budget for the first 6 years of the 18-38 LTP	- Continue to develop financial management capability - Continue to develop capability of in-house PMO function - Continue to improve risk management awareness and capability - More extensive asset inventory - More conservative/resilient forward programme - Roll-out of project management techniques and educate new/existing staff - Council has limited the capital programme budget for the first 6 years of 18-38 LTP	Senior Leadership Team	Jun-19	Ongoing	On Track	On Track	Deliverability of the 2019/20 CAPEX programme is reviewed quarterly and the current forecast will be presented to Strategy & Operations in March 2020. More frequent reporting to SLT, on all relevant detail is now occurring.

Risk Level Legend



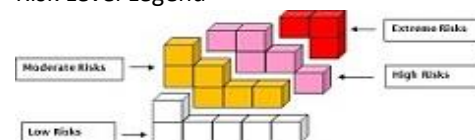
Treatment Update Legend



12/02/2020

Risk	Type of Risk	Short Description	Cause	Impacts	(C)onsequence	(L)ikelihood	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update		
11	Health & Safety	-	Compliance Operational	Health and safety (Permanent item on register)	- Extreme events (e.g. natural hazard) - Hazardous environments - Poor hazard identification - High consequence areas include Hazardous substances, Contractor Management, Asbestos, Driving - Working alone and remotely	- Injuries to people - Loss of reputation - Penalties, fines - Welfare staff exposure	100	2	200	High	Low	- H&S Wellbeing role - Health and safety management systems - Asbestos management plan - Care register - Working alone policy - Resilience training, safety in the workplace - Increase awareness	- H&S Committee -Risk based approach focus on Asbestos Hazardous substances Contractor management Driving - Employee Assistance Programme	Senior Leadership Team	Feb-22	Ongoing	On Track	On Track	Commenced implementing staff asbestos health monitoring programme. HSWA 2 year integrated action plan (incl Hazardous Substances) phase 1 complete. Quarantine protocol is being established for staff visiting China (Coronavirus).
12	LGA Social Well-Being Policy Expectations			Social Wellbeing	Lack of resource and/or priority	- Community dissatisfaction - Reputational risk	40	4	160	Moderate	Low	* Explore responses at next LTP round * Welfare planning as part of the wider emergency management planning.	* Developing strategies and putting wellbeing policy measures in place	GM People and Partnerships	Dec-20	Dec-20	On Track	On Track	LGA amendments passed
13	Financial Management	12	Financial	Poor Financial Management	- Poor financial controls and monitoring - Unforeseen events	- Actual costs exceed budgets - Financial losses - Reputational damage - Non-delivery of core services	40	4	160	Moderate	Low	- Monthly management reports provided to budget managers - SLT provided with monthly management report identifying financial risks - Quarterly financial and non-financial performance reporting to Council	- Reprioritisation of budgets - Procurement improvement programme - PMO - Risk management - Financial management awareness training	GM Corporate Services	Dec-18	Ongoing	On Track	On Track	Council's half year financial performance and position including year end forecasts will be reported to the Strategy and operations Committee in March 2020. This will include the capital works programme.
14	New Asset Operational Deficiencies	0	Financial	New Asset Operational Deficiencies	District Plan and consenting processes do not guarantee good design and/or sustainable assets Lack of proper design consideration up front Planning processes do not always meet engineering requirements	High costs to maintain or replace	40	4	160	Moderate	Low	-District Plan -Consent processes -Hand over processes -SDPR process	SDPR Review has commenced Open spaces strategy development Business Improvement Team working on subdivision processes including approval of s224 certificate in consultation with internal stakeholders and more detailed review of assets to vest in Council, early reviews and working with developers from an early stage, with better monitoring of asset development.	GM Infrastructure Services GM Regulatory Services GM Place and Space	Dec-18	Ongoing	On Track	On Track	Process review on subdivision processes is still in progress. SDPR work has begun and is intended to be substantially complete by December 2020 with plan changes to follow by Dec 2021. The impacts of the proposed Urban Development Bill are being monitored as any future identified project may impact future assets vested to Council.
15	Significant Contractual Disputes	0	Financial Reputational	Significant Contractual Disputes	Required contract management processes not followed, lack of consistency	- Costs, fines - Dispute - Arbitration - Judicial review -Reputation	70	2	140	Moderate	Moderate	Contract Management Processes	-Review current practices to ensure process consistency -Continuous improvement	GM Infrastructure Services	Dec-18	Ongoing	On Track	Completed	Target risk reached and risk level accepted.

Risk Level Legend

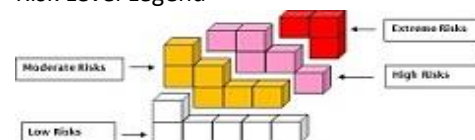


Treatment Update Legend



Risk	Type of Risk	Short Description	Cause	Impacts	Consequence (I)	Likelihood (L)	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update
16 Business Disruptions Following a disruptive incident; extended non delivery of core services, financial losses, reputational damage could result due to lack of Business Continuity Plans (BCPs).	7 Operational Reputational	Business disruptions	- Lack of BCP's - Lack of staff awareness / training - Lack of staff - Disruptive events - Over-reliance on key staff capability	- Financial losses - Reputational damage - Non-delivery of core services - H&S compromised	40	3	120	Moderate	Low	- Specific corporate BCPs in place - Continuity Leadership Team (CLT)	* Development and testing of organisation wide BCPs	Senior Leadership Team	Dec-18	Ongoing	On Track	On Track	* Work has been completed on some key business continuity plans (listed below). Testing and providing staff training of these BCPs to follow. -Payroll (HR and Finance) -Loss of office buildings -Supplier payments -Customer call centre -Drinking Water Supply -Laboratory Water Testing -Wastewater Services Electoral Services
17 Community Engagement Challenges in understanding and achieving optimal engagement with the community could lead to delays to critical works and reputational damage.	9 Strategic Reputational	Community Engagement	- Need to extensively consult - Legislative requirements - Community desire for growing transparency and participation - Business planning deficiencies - Community perception of council - Silo'd activities	- Reputational damage - Delays to critical works - Raising community expectations but disconnect with current resources - Reputational damage through lack of progress - Lack of progress - People opt out	40	3	120	Moderate	Moderate	- Consultation processes - Significance and engagement policies - Communication & engagement strategy - LG Act requirements - Connecting the dots; blend / extend consultation topics	Slow down and be more deliberate Seek out more opportunities for information sharing to encourage positive engagement.	GM Corporate Services GM People and Partnerships	Dec-18	Ongoing	On Track	Completed	Target risk level achieved. Increased alignment and awareness of complimentary work programmes (E.g. Coastal Strategy and Beach Bylaw). We are looking ahead at localism. Digital campaigns are achieving far greater reach Our home, our Kāpiti #shareyourkapiti #backinmydaykapiti
18 Open for Business Poor customer perceptions of council, financial losses, legal challenges, developer dissuasion and reputational damage could likely result if the Open for Business initiative is not implemented or successful. Also refer "Engagement Fatigue" and "Staff Recruitment and Retention" risks	5 Reputational	Not "Open for Business"	- Systems and processes not fully fit for purpose - Expert advice ignored - Poor customer service culture - Staff capacity / capability	- Reputational damage – council perceived as not helpful - Loss of trust with customers - Dissuades new developers - Loss claims - H&S compromised - Litigation and legal challenges - Financial losses	40	3	120	Moderate	Low	- "Open for Business" initiative - Case/project management - Pre-application meetings - Business start-up meetings - Meeting with developers - Structural and cultural changes	-Continue to build on "Open for Business" initiative -Enhance systems and processes -Ensure timely delivery -Integrated services -Working with the Chamber of Commerce - Ongoing engagement with key customers - Improve customer solution focused culture - Ensure staff are empowered to make decisions - Develop and highlight positive examples / case studies where staff have developed innovative approaches	Senior Leadership Team	Dec-18	Dec-20	On Track	On Track	The independent organisational review is underway. The Economic Development team have appointed a Principal Advisor Growth and Development to work on a 'key account' basis to manage and grow relationships with the development community and across Council.
19 High Debt Potential inability to increase debt funding in the future constraining council's ability to deliver (revised wording)	3 Financial	High Debt	-Trying to meet community expectations but lack of willingness to pay	- Inability to increase debt - Debt cap breached faster - High interest costs - Financial losses - Reputational damage - Non-delivery of core services	40	3	120	Moderate	Low	- Infrastructure strategy - Rating system - Strong treasury management with quarterly treasury performance reporting to A&R Committee	- Focus on green line strategy and on capital expenditure that provides for resilience and growth - Reprioritise to ensure borrowings stay below 200% of operating income -Developer contributions and other funds -Central government funding, provincial growth fund -Continue to seek alternate funding sources and/or increase non-rates funding sources to keep debt down	Chief Executive	Feb-21	On-going	On Track	On Track	Independent credit rating agency Standard and Poors affirmed council's credit rating of AA stable (was A+) in Aug 2019. This was a significant achievement and represents 3rd party confirmation of Council's strong treasury management and ability to borrow and repay debt.

Risk Level Legend

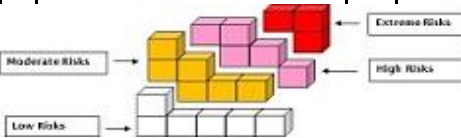


Treatment Update Legend



Risk	Type of Risk	Short Description	Cause	Impacts	Consequence (C)	Likelihood (L)	Current C*L	Current Risk Level	Target Risk Level	Controls	Treatments	Owner	Target Date Original	Target Date Revised	Previous Treatment Status	Latest Treatment Status	Risk Update
20	Operational	Emergency response	- Community expectations WREMO expectations evolving - Lack of preparedness and unified response approach - Loss of limited key staff	- Reputational damage - Financial loss - Injuries, fatalities	100	1	100	Moderate	Low	- WREMO response plan - CD and emergency management systems - CD training and exercises	*Community resilience *Work with WREMO *Continually review emergency management plans and staff capability/resources *Enterprise risk management *New infrastructure resilience	GM Place and Space	Dec-18	Ongoing	On Track	On Track	The Sustainability and Resilience team has been created and this team is leading the emergency management work in partnership with WREMO. The EOC staffing roster is full and the 2020 training programme starts in February. Regular meetings with lifelines are occurring and the welfare plan and earthquake response plan is currently being finalised.
21	Compliance Reputational	Drinking Water Safety	Insufficient source capacity due climate change, drought Contamination Natural disaster Lifeline Infrastructure failures (part of criticality framework for our assets)	-Reputational damage -Non-M22compliance with critical NZDWS element (Note we don't fully comply with all non-critical NZDWS on all schemes currently) -Water shortages -Community dissatisfaction	100	1	100	Moderate	Low	-All water supplies treated with multi-barrier approach -Water conservation and use management procedures -Network water quality sampling programme in place to meet NZDWS -Water safety plans 3 of 4 being updated currently and incorporate critical control points as per Havelock N -Joint working group with Councils in the Wellington region working collaboratively on water safety -Routine infrastructure inspections and condition inspections -SOPs and hygiene protocols -Water Supply Bylaw	-Water safety and resilience works programme \$15m 2018-22 -Bulk mains condition assessment \$90k 2018-20 -Otaki water supply reservoir 2024-26	GM Infrastructure Services	Dec-19	Jun-22	On Track	On Track	The report on the 3 waters regulatory review was released by central government. A proposed MoU to form a 'Wellington Region Water Group' is being considered. The group would aim to ensure greater collaboration in the region and provide greater assurance of drinking water safety.
22	Strategic Financial	Uncertainty in economic development and district growth	- Lack of capability to accurately predict / forecast -Inherent uncertainty in growth forecasts - Divergent views on how Kapiti should develop - Expressway reshaping Kapiti	-Suboptimal district outcomes - Ad-hoc development and business growth unpredictable - Higher rates due lower than predicted growth - PGF funding - Reputation damage for Council and District - Increased unemployment - Loss of existing businesses and jobs	40	2	80	Moderate	Moderate	- Current forecasts - Constant review - Monitoring and quarterly reporting on resources and business land demand and supply underway (NPS-UDC) - Monthly / quarterly reporting A robust development contributions policy and scheme	- Potential partnering with central government development initiatives - Economic Development Strategy refresh being implemented - Review Development Management Strategy (Growth Strategy) - More targeted business and visitor attraction policies - PGF / WIP development and applications - Relevant measures - Sufficient resourcing - Strong partnerships within Council and with key partners and stakeholders to support delivery of agreed actions.	GM Place and Space	Ongoing	Ongoing	On Track	Completed	Level of risk accepted however subject to continuous improvement. Potential development partnering initiatives with central government are being explored.
23	Financial Reputational	Procurement Process Failure	Tender process not followed	Costs, fines, reputation damage	40	2	80	Moderate	Moderate	-Procurement processes -Audits	Continuous improvement	GM Infrastructure Services	Ongoing	Ongoing	On Track	Completed	Level of risk accepted however subject to continuous improvement.
24	Compliance	Environmental Non-compliance	Process not followed or risks not anticipated	-Costs, fines -Environmental harm -Reputation damage	40	2	80	Moderate	Moderate	Consent processes Operational procedures Risk management CSVue compliance management system introduced as a pilot	Greater awareness, ownership of consents and more rigorous approach to compliance achieved through CSVue	GM Infrastructure Services	Ongoing	Ongoing	On Track	Completed	Level of risk accepted however subject to continuous improvement.
Risk Level Legend																	

Risk Level Legend



Treatment Update Legend

