

Central Hawke's Bay District Council Governance Risk Register

Risk No	Risk Description	Inherent Risk	Current Risk	Risk Treatments (Actions)	Progress Reporting
1	<p>Fresh Water Failure of water treatment, pumping and network infrastructure or lack of network capacity means the community does not receive an adequate supply of fresh potable water</p>	Extreme	Moderate amber	<p>Full Review and Audit Programme for all water safety plans</p> <p>Procurement of expert resource to increase capacity and capability for delivery and monitoring of Water Safety Plans</p> <p>Complete review of SCADA system</p>	<p>Programme of review and audit for all Water Safety Plans for next 12 months</p> <p>Successfully passed a Partial Implementation Audit for Waipawa and Otane</p> <p>Ongoing improvement plans for each Water Safety Plan that is being managed and monitored and reported to the DHB</p> <p>SCADA review completed and list of actions developed with timelines and reporting (this fed into WSPs)</p>
2	<p>Failure of Critical Assets Incorrect maintenance and investment/replacement results in unexpected failure of critical assets and loss of levels of service</p>	Extreme	Moderate amber	<p>Identify Critical Assets within AMP providing a critical service</p> <p>Develop asset condition data & management strategy.</p> <p>Regularly carry out monitoring, condition assessment, planned and corrective maintenance of key assets</p> <p>Independent reviews of all Asset Management Plans</p> <p>Complete review of SCADA system</p>	<p>AMPs exist for all critical assets</p> <p>AMPs programmed for review in line with next LTP cycle</p> <p>Capital and maintenance programmes developed, carried out and reported against.</p> <p>For all critical assets an initial review, preceding the formal update of all plans in time for the LTP 2021-31, is scheduled for September/October 2019</p> <p>SCADA review completed and list of actions developed with timelines and reporting</p>
3	<p>Wastewater Treatment System Failure System failing resulting in environmental impact and/or prosecution before a new solution is constructed and operational.</p>	High Red	Moderate amber	<p>Replace or upgrade major failing plants</p> <p>Carry out routine planned and corrective condition assessment and maintenance</p> <p>Complete review of SCADA system</p>	<p>Project to replace 3 major failing plants (Waipukurau, Waipawa, Otane) is progressing well as per agreed timelines with</p> <p>Maintenance and condition assessment/inspections have been increased at all plants as part of move to new contractor.</p> <p>SCADA review completed and list of actions developed with timelines and reporting</p>
4	<p>Health & Safety - Community Failure to create and maintain safe council facilities and a safe environment for the community leading to death or serious injury.</p>	Extreme	Moderate amber	<p>Creation of top-level framework/structure document to guide subsequent policies, procedures</p> <p>Create clear picture of existing policies and procedures</p> <p>Review and improve policies and procedures</p> <p>Ensure all contractors are pre-qualified for work on the network through Site Wise or the Council pre-qualification process</p>	<p>Programme of work developed in P&C Group business plan for 2018/19.</p> <p>List of existing procedures and their effectiveness in development</p> <p>Some procedures reviewed and improved based on qualitative risk assessment</p> <p>Currently 1 contractor outstanding for pre-qualification (this contractor not working on network at present)</p>

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5	<p>Health & Safety - Workers Failure to create and maintain a safe environment for staff leading to death or serious injury.</p>	Extreme	Moderate amber	<p>Creation of top-level framework/structure document to guide subsequent policies, procedures</p> <p>Create clear picture of existing policies and procedures</p> <p>Review and improve policies and procedures</p> <p>Ensure all contractors are pre-qualified for work on the network through Site Wise or the Council pre-qualification process</p> <p>Develop and implement staff engagement mechanism within H&S system</p>	<p>Programme of work developed in P&C Group business plan for 2018/19.</p> <p>List of existing procedures and their effectiveness in development</p> <p>Some procedures reviewed and improved based on qualitative risk assessment</p> <p>currently 1 contractor outstanding for pre-qualification (this contractor not working on network at present)</p> <p>Safety and Wellbeing committee developed and H&S reps/committee members appointed</p>
6	<p>Inadequate Civil Defence Response Failure to respond adequately during a civil defence emergency results in undue harm to members of the community and delays in restoring the district to an operational basis.</p>	Extreme	Moderate amber	<p>Implement corrective actions from audit in 2017</p>	<p>Funding secured for EOC resources, currently being procured for implementation in the 2019 calendar year.</p> <p>Further local training exercises and participation in regional exercise planned in third quarter of 2019 calendar year.</p> <p>72% of corrective actions complete. This is anticipated to be completed by June 2020 based on identification of alternate EOC</p>
7	<p>Not able to retain or secure key staff Shortage of skilled staff impacts on ability to deliver services to the community.</p>	Significant Amber	Moderate green	<p>Complete annual market benchmark</p> <p>Implement and maintain performance and development framework for all staff</p> <p>Include non-rem benefits as key focus for organisation</p> <p>Include employee wellbeing as key focus for organisation</p>	<p>Market remuneration review completed for 2018 and programmed for 2019</p> <p>PDPs developed annually including training specific to role as well as stretch development opportunities</p> <p>Non-rem benefits included in P&C Group business plan</p> <p>Employee benefits developed through 2018/19 including:</p> <ul style="list-style-type: none"> * recognising our people guideline * community service leave policy * sick leave bank policy <p>Employee wellbeing included as focus in P&C Group Business Plan</p> <p>Safety and wellbeing committee given mandate to promote and implement employee wellbeing</p>
8	<p>Business Interruption Business interruption caused by some unexpected event impacting on service delivery.</p>	High Red	Moderate amber	<p>Development of a BCP for CHBDC</p> <p>Digitalisation project underway</p>	<p>On the work programme but has not started yet. This is planned for completion in the first half of 2020</p> <p>Project to digitise property records underway</p>

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9	<p>Failure to effectively deliver services and projects Failure to deliver Council strategic objectives, projects or normal business as usual service levels resulting in community dissatisfaction.</p>	Significant Red	Significant Red	<p>Increased reporting on projects as part of Council's financial reporting</p> <p>A three waters programme delivery manager recruited to manage the work programme</p> <p>Development of a Project\Contract Management programme over the first 6 months of the 2019 calendar year</p>	<p>Project reporting happens on a regular basis</p> <p>Key three waters projects have been tendered and programme is underway.</p> <p>Development of programme is completed. 80% of the program is in progress. Remaining in design. Program as a whole is on track and is being reported regularly to Council.</p>
10	<p>Adverse Environmental Change or events Severe weather events and climate change effects impacting community wellbeing and property values</p>	Extreme	Moderate amber	<p>Ensure that AMPs, work programmes and contracts consider High Impact Local Probability (HILP) events for weather.</p> <p>Second water supply source to be added to Waipukurau Supply to increase resilience</p> <p>There is a piece of economic development assessment work underway to assess diversification options</p>	<p>Road maintenance contract management reviewed and improved to ensure a focus on resilience and restoration of service following major weather events. This completed and tested in 2018.</p> <p>Project underway, however this has been delayed based on access to viable sources of water. This is being regularly reported to Council as part of the Big Water Story Key Project Status Reporting</p> <p>The Economic Development assessment is due for adoption at the Community Development Committee on 15 August</p>
11	<p>Financial Strategy Failure Implementation of council's Financial Strategy is not effective in guiding appropriate decision making to meet the financial pressures associated with maintaining the assets in a manner that is <u>affordable</u> to the CHB community.</p>	Extreme	Moderate amber	<p>Continuous Development of the Internal Financial Reporting to enable robust decision making</p> <p>Work with HB region on Matariki Economic Development Project</p> <p>Development of external funding framework</p>	<p>Treasury reporting is being developed and will be reported to the Council as part of the Quarterly Financial Reporting. This is expected to be reported to Council as part of the first financial reporting following the election</p> <p>This body of work is underway, with Council taking an active role in the Strategy's refresh. This will be ongoing.</p> <p>Project underway. Initial presentation to Council workshop. Initiatives such as PGF applications being explored</p>

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