



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

Workshop Meeting Agenda

Tuesday, 23 September 2025

Council Chamber

28-32 Ruataniwha Street

Waipawa

WORKSHOP - RISK & ASSURANCE COMMITTEE

Author: Doug Tate, Chief Executive

Authoriser: Doug Tate, Chief Executive

Attachments: 1. 23 Sept 2025 - R&A Committee Workshop slides [↓](#) 

PUBLIC WORKSHOP

The public workshop covered the following items:

Risk Workshop discussion

This session updated the Committee on the risk assessment work that officers undertook following the June workshop. The slides for this item were provided as pre-reading.

Gap analysis of top risk controls

The purpose of this workshop was to take the R&A Committee through the gap analysis of controls undertaken for each of the Council's top risks. The top risk addressed in this workshop was 'failure of critical roading infrastructure. The slides for this item were provided as pre-reading.



Risk & Assurance Committee Workshop

23 September 2025



Together we thrive!

R&A Workshop Agenda – 23 Sept 2025

Public Workshop

Risk workshop discussion (20min)

Gap analysis of controls - Failure of critical roading infrastructure (30min)



*Together
we thrive!*



Risk workshop discussion

Nic Bousfield/ELT

23 September 2025



Together we thrive!

Background

- At the June 2025 R&A workshop, officers presented the top risks, a gap analysis of each risk was undertaken throughout the work programme.
- During that session officers were asked to undertake further work, which resulted in refreshed risk assessments being undertaken on these risks.
- As the risk assessment work progressed, a number of changes were made to the risk register which are detailed in the Risk Status report.



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*

Prioritising the top 5

- Continue with the "gap analysis of controls" of our top risks but refine the list to the top 5 (versus the 20+) and review one risk each workshop.
- Prioritising the top 5 - Those risks that have the greater likelihood of something going wrong, and when they do, have the greater consequence



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*

Risk Assessment Results

Risk title	Council Appetite	Residual Risk Score	ELT top risks in June	Identified top risks Sept
A critical workplace incident occurs caused by the failure of a workplace procedure which results serious injury or loss of life to a worker.	Low appetite to take risk	Extreme	N	Y
A major privacy breach occurs caused by a breach of cyber security controls resulting in customer information being unprotected.	Low appetite to take risk	Extreme	Y	Y
Council's ability to maintain lifelines roading infrastructure is compromised, caused by the age, condition, vulnerability and lack of redundancy of our roading infrastructure (including Patangata bridge, Makaramu Bridge, Cooks Tooth Road) resulting in a significant failure of critical assets.	Council has a moderate appetite to take risk	Extreme	Y	Y
There is a failure of drinking water reservoirs and/or associated critical infrastructure, caused by the age, condition, vulnerability and lack of redundancy of our water assets, resulting in Council being unable to provide safe drinking water to Waipawa and Waipukurau.	Low appetite to take risk	Extreme	Y	Y



HAWKE'S BAY
DISTRICT COUNCIL

we thrive!

Risk Assessment Results

Risk title	Council Appetite	Residual Risk Score	ELT top risks in June	Identified top risks Sept
Council is unable to deliver an affordable water delivery solution through Local Water Done Well and associated regulatory reform caused by the scale of investment required resulting in the delivery of unaffordable water services to the rate payer	Council has a moderate appetite to take risk	Extreme	N	Y

Didn't make the top 5:

Risk title	Council Appetite	Residual Risk Score	ELT top risks in June	Identified top risks Sept
Council is unable to remotely monitor the delivery or safety of drinking water due to a cyber event that impacts Council's systems preventing remote access to water data and monitoring systems.	<i>Low appetite to take risk</i>	<i>High</i>	Y	N



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*

Next workshop – Risk Statement from the R&A Committee

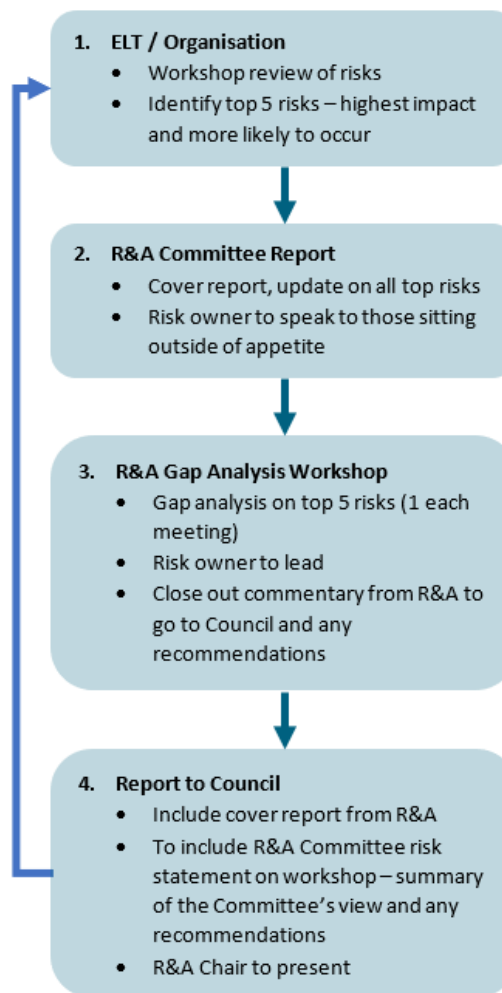
- Andrew will be back for Dec R&A Committee to facilitate the conversation where the committee will form a view (the risk statement) during the workshop.
- The purpose of the risk statement is to give assurance to Council that a "gap analysis" of controls has been undertaken, the R&A Committee is satisfied (or not) and here's a summary of the discussion...
- The risk statement will be drafted in the room by the Risk Owner.
- The risk statement will be included in the Risk Report to Council, presented as part of the Risk Report to Council by the R&A Chair.



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*

Process flow from R&A workshop to Council



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*



Gap analysis of controls - Failure of critical roading infrastructure

Reuben George

23 September 2025



Together we thrive!

Gap Analysis of controls – Failure of critical roading infrastructure

				Risk Statement		
Risk Title	Appetite	Risk Owner	ELT Sponsor	Event	Cause	Consequence
Failure of critical roading infrastructure	Council has a moderate appetite to take risk	Reuben George	Mark Kinvig	Significant failure of critical roading infrastructure (for example Patangata bridge, Makaramu bridge, Cooks Tooth Road)	Age/ condition/ vulnerability/ lack of redundancy of our assets	Council's ability to maintain critical roading and infrastructure lifelines is compromised



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

*Together
we thrive!*

Gap Analysis of controls – Failure of critical roading infrastructure

Before Controls						After Controls		
Risk Consequence	Likelihood	Inherent Risk Score	Consequence Risk Area	Category of control	Controls	Residual Consequence	Likelihood	Residual Risk Score
Catastrophic (5)	Likely (4)	Extreme	Financial Decision Making (Operational)	Data	1. Asset inspection regime	Catastrophic (5)	Likely (4)	Extreme
				Planning	2. Asset Management Plans			
				Policy/Strategy	3. Infrastructure Strategy			
				Data	4. Critical asset register			
				Contingency	5. Catastrophic Events Reserve			
				Planning	6. Renewals programme			
				Planning	7. Operational scenario planning			
				Engagement	8. Community activation/household resilience			
				Investment	9. Securing co-funding and local share			



CENTRAL
HAWKE'S BAY
DISTRICT COUNCIL

*Together
we thrive!*

Gap Analysis of controls – Failure of critical roading infrastructure

Controls	Control Owner	Maturity level of control (1 - low maturity, 2 - moderate maturity, 3 - high maturity)	Impact window (i.e. how long until this control will have high maturity 1-3 yrs, 3-5yrs 5yrs +)	Constraints and limitations of the control	Next steps within 12 months and comments	Last reviewed
1. Asset inspection regime	Reuben	3	1-3 yrs	Funding constraints	Continue with new professional service supplier	29/08/2025
2. Asset Management Plans	Reuben	2	1-3 yrs	Ability to attain co-funding and affordability	Implement asset management plan improvements	29/08/2025
3. Infrastructure Strategy	mark	2	1-3 yrs	Ability to attain co-funding and affordability	Update strategy as part of LTP cycle	29/08/2025
4. Critical asset register	Reuben	2	1-3 yrs	Ability to attain co-funding and affordability	Continue with new professional service supplier	29/08/2025
5. Catastrophic Events Reserve	Brent	2	1-3 yrs	Council's ability to respond is limited to the amount it has accumulated in it's reserve fund	To continue to rate fund annual contributions to the reserve to maintain a reasonable contingency fund	29/08/2025
6. Renewals programme	Reuben	2	1-3 yrs	Ability to attain co-funding and affordability	Implement asset management plan improvements	29/08/2025
7. Operational scenario planning	Reuben	1	3-5 yrs	Team capacity	Prioritise work with other activities	29/08/2025
8. Community activation/household resilience	Debbie	2	3-5 yrs	Community engagement	Establishment of Community Emergency Hubs and personal emergency preparedness messaging	29/08/2025
9. Securing co-funding and local share	Reuben	1	3-5 yrs	Funding constraints	Continue to engage with NZTA and Council to advocate for funding	29/08/2025



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL

*Together
we thrive!*



End. Close workshop

23 September 2025



Together we thrive!

