

Supplementary agenda for a meeting of the Waikato District Council to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 17 JULY 2023** commencing at **9.30am**.

Supplementary agenda for Items 5 and 7.1 as indicated on the agenda distributed on 11 July 2023.

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GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE

COUNCIL

Chairperson:	Her Worship the Mayor
Deputy Chairperson:	Deputy Mayor
Membership:	The Mayor and all Councillors
Meeting frequency:	Six weekly – or as required
Quorum:	Half of the members (including vacancies)

Purpose

1. To provide leadership to, and advocacy on behalf of, the people of the Waikato District.
2. To define and represent the total communities' interests, ensuring ongoing community and economic development, the effective stewardship of existing assets, sustainable management of the environment, and the prudent management of the communities' financial resources.

Terms of Reference

The Council's terms of reference include the following powers which cannot be delegated to committees, subcommittees, officers or any other subordinate decision-making body:

1. The power to make a rate.
2. The power to make a bylaw.
3. The power to borrow money, or purchase or dispose of assets, other than in accordance with the Long-Term Plan.
4. The power to adopt a Long-Term Plan, Annual Plan, or Annual Report.
5. The power to appoint a Chief Executive.
6. The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long-term Plan or developed for the purpose of the local governance statement, including the Council's Infrastructure Strategy.
7. The power to adopt a remuneration and employment policy.
8. The power to approve or amend the Council's Standing Orders.
9. The power to approve or amend the Code of Conduct for elected members, and consider any recommendations made in relation to a complaint lodged under the Code.
10. The power to appoint and discharge:
 - a. members (including chairpersons) of Council committees and subordinate decision-making bodies, subject to the Mayor's powers under section 41A Local Government Act 2002; and
 - b. elected member representatives on external organisations.
11. The power to establish a joint committee with another local authority or other public body and appoint elected members as representatives on such committees or bodies.
12. The power to make the final decision on a recommendation from the Ombudsman where it is proposed that Council not accept the Ombudsman's recommendation.
13. The power to approve or change the District Plan, or any part of that Plan, in accordance with the Resource Management Act 1991.

14. The power to amend or replace the delegations in Council's Delegations Register (except where expressly permitted in the Delegations Register).

To exercise the following powers and responsibilities of Council, which the Council chooses to retain:

1. To approve a proposed policy statement or plan under the Resource Management Act 1991.
2. To approve changes to boundaries of the District under the Resource Management Act 1991 or any other legislation.
3. In respect of District Plan decisions:
 - a. To appoint independent commissioners to a panel for hearings of a Proposed District Plan;
 - b. To approve the recommendation of hearings commissioners on a proposed plan, plan change or variation (including private plan change); and
 - c. To approve a proposed plan or a change to a district plan under Clause 17, Schedule 1 of the Resource Management Act 1991.
4. To adopt governance level strategies, plans and policies which advance Council's vision and strategic goals (e.g. Hamilton to Auckland rail), other than where expressly delegated to a committee.
5. To approve Council's recommendation to the Remuneration Authority for the remuneration of elected members.
6. To approve the Triennial Agreement.
7. To approve resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of an electoral officer and reviewing representation arrangements.
8. To approve any changes to the nature and delegations of any Council committees or subordinate-decision making bodies.
9. To approve the Local Governance Statement.
10. To approve funding requests not allowed for within budgets, in accordance with Significance & Engagement Policy parameters.
11. To approve any additional funding decisions required for the Watercare Services contract.
12. To approve development agreements as recommended by the Development Agreements Subcommittee where infrastructure is not allowed for within the Long Term Plan.
13. To receive six-monthly reports from each Community Board on its activities and projects.

To	Waikato District Council
Report title	Actions Register – July 2022
Date:	17 July 2023
Report Author:	Kaye Whitfield, Executive Assistant to Chief Executive
Authorised By:	Gavin Ion, Chief Executive

1. Purpose of the report **Te Take moo te puurongo**

To update the Council on actions arising from the previous Council meeting.

2. Staff recommendations **Tuutohu-aa-kaimahi**

That the Waikato District Council receives the Actions register for July 2023.

3. Attachments **Nгаа тааpirihanga**

Attachment 1 – Actions Register

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Waikato District Council - Actions Register
July 2022

Meeting Date	Item and Action	Person / Team Responsible	Status Update
24 April	Workshop to be scheduled regarding Fixed Income Constituents assistance once FAQ sheet developed on what is being provided by Crown agencies to assist our communities and identify where Council need to continue to advocate to Central Government in regard to the wellbeing of our communities.	Gaylene	<ul style="list-style-type: none"> Noted. Council's financial policies including rates remission and postponement settings will be workshopped as part of the LTP work programme.
7 June 2023	Zero Harm Manager & Chief Executive to meet with Cr Whyte to discuss the proposed graphs prior to the next Council meeting.	Gavin Ion/ Cr Whyte	<ul style="list-style-type: none"> Zero Harm Manager, Lynn Shirley and Gavin Ion met with Cr Whyte to discuss the graphs. A further discussion is required on this topic.
7 June 2023	Zero Harm Manager to consider the capture of public safety events.	Lynn Shirley	<ul style="list-style-type: none"> Noted
7 June 2023	Democracy Manager to update Terms of Reference for the Joint Management Committee of Waikato Raupatu River Trust and Waikato District Council recognising Maangai Maaori in the Governance Structure and reload to website.	Gaylene	<ul style="list-style-type: none"> Completed

To	Waikato District Council
Report title	Approval of the Strategic Risk Register and Adoption of the Risk Appetite Statements
Date:	17 July 2023
Report Author:	David Tisdall, Risk Advisor
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To seek Council approval for the amended Strategic Risk Register and Risk Appetite Statements.

2. Executive summary

Whakaraapopototanga matua

This report presents the results of the annual strategic risk review conducted by Council. The purpose of the review was to ensure the strategic risk register accurately reflects the current strategic landscape and to establish risk appetite statements that align with Council's focus. The process involved updating the structure of the risks, consulting with risk owners, and engaging in workshops with KPMG and the Audit and Risk Committee.

The recommendation is Council adopts the Strategic Risk Register and Risk Appetite Statements as presented in the report and as amended following feedback from the Audit and Risk Committee.

The significance of the decision sought is emphasised, indicating that the strategic risk register and risk appetite statements play a crucial role in guiding decision-making and aligning risk management with the Council's strategic goals. These statements provide clarity on the level of risk the Council is willing to accept and help in setting goals for risk treatment action plans and providing direction to teams when making decisions impacting strategic risks.

3. Staff recommendations Tuutohu-aa-kaimahi

That the Waikato District Council:

- a. approves the amended Strategic Risk Register; and
- b. approves the proposed Risk Appetite Statements.

4. Background Koorero whaimaarama

Each year Council reviews the strategic risk register to ensure it remains current and reflects changes in the strategic landscape. This process enables Council to proactively identify and manage potential risks that could impact its objectives and strategic priorities.

The review of strategic risks followed a staged approach. Firstly, the structure for all strategic risks was updated for clarity. The risks are now described and categorised into The Cause, The Risk, and The Consequences; an explanation for each of these is presented in Table 1. Following this, the risk owners were consulted to ensure their risks were amended to reflect any changes in the risk landscape. Finally, the Executive Team met to discuss the business risk environment, review the risks, and agree upon the final register, before being presented to the Audit and Risk Committee for support.

Table 1 - Risk structure guide

Element	Description	Tips
The cause	Clarifies what is driving the risk and later will help to develop an action plan.	<p><i>ASK: what would cause the risk to happen?</i></p> <p>Causes are facts; something known; an existing condition e.g., a known internal or external threat or crisis.</p> <p>Causes usually fall into categories: People: training, skills, experience, fatigue Systems: IT, mechanical Infrastructure: Buildings, utilities External: Weather events, external behaviours</p>
The risk or opportunity	<p>A risk or opportunity is something uncertain, something that could or might happen in the future.</p> <p>Risk refers to a failure or deviation from the objective (negative).</p> <p>Opportunity refers to something which could create an advantage to or benefit the objective (positive).</p>	<p><i>ASK: What could happen to prevent or help achieve our objectives?</i></p> <ul style="list-style-type: none"> • Both risks and opportunities are uncertain • Think 'could', 'may' or 'might'. A risk is something that might happen in the future • They usually relate to people e.g., employees, contractors, customers, or things e.g., processes, contracts, referrals, systems, resources, design or development, technology failure, supply chain <p>NB: if something is <i>certain</i>, it is an <i>issue</i> that needs to be resolved.</p>

The impact / consequence	Describes what the impact would be if the risk or opportunity was to occur.	<i>ASK: what would be the impact if this did happen?</i> Think of where the risk / opportunity could have an effect (positive or negative) e.g. financial, service delivery, performance, reputation, strategic, people. <ul style="list-style-type: none"> • A risk results in a negative impact • Opportunities result in a positive impact
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The annual strategic risk review included developing risk appetite statements for the strategic risks identified. Risk appetites define the Council's tolerance levels for specific risks and provide guidance on the acceptable level of risk exposure in pursuit of its strategic objectives. By establishing risk appetite statements, the Council can effectively align its risk management efforts with its overall goals.

On 24th April 2023, a workshop was facilitated by KPMG with Council to review the existing strategic risks and initiate discussions on risk appetite statements. The objective was to ensure that the Council's strategic risks were accurately captured, and the associated risk appetites were appropriately established.

During the workshop, breakout groups of councillors were formed to discuss each of the identified risks. These groups deliberated on the nature of the risks, their potential impact, and the Council's desired risk appetite in managing them. The insights gained from these discussions formed the basis for the subsequent development of risk appetite statements.

Two additional strategic risks were identified during the workshop. The first risk pertains to Te Tiriti o Waitangi, which involves the Council's commitment to honouring the principles of Te Tiriti o Waitangi. The second risk, named Servicing Growth, focuses on the Council's ability to manage and accommodate growth to maintain service delivery standards and protect existing communities. As these new risks were formulated after the KPMG workshop an additional meeting was held with the members of the Audit and Risk committee to capture recommendations on their risk appetite statements.

By collating the outcomes of the initial workshop with KPMG and the subsequent meeting with the Audit and Risk committee, the purpose of this report is to finalise the Strategic Risk Register and Risk Appetite Statements.

5. Discussion and analysis

Taataritanga me ngaa tohutohu

The 2022 Strategic Risk Register has been modified based on discussions with risk owners and the Executive Leadership team. Changes were made to titles and descriptions to align with Council priorities. Risk Appetite Statements serve the purpose of guiding decision-making and aligning risk management with strategic goals, providing clarity on the level of risk Council is willing to accept. These statements are used for goal setting in risk treatment action plans and to provide direction for teams when making decisions impacting strategic risks.

5.1 Changes to Strategic Risk Register

Following the discussion with risk owners and the Executive Leadership Team the following changes were made to the 2022 Strategic Risk Register. Refer to Attachment 1 for the proposed 2023 risks. The key changes are as follows:

2022 Risk Title	Description of change
Affordability	Significant Change - The intent of this risk was change from “is there enough money”, to “is their alignment between what the community wants to spend and what they’re being given”. To reflect this the title changed to <u>Affordable Services</u> .
Community Expectations	Moderate Change - Causes were broadened to better capture the leading causes and the primary focus has moved to alignment between the Council and community regarding what is wanted and how engagement occurs.
Technical Capability	Moderate Change – Scope was broadened from the risk associated with the large digital transformation to capture general people training and system effectiveness. Title amended to <u>Operational Capability</u> .
Cyber Security	Minor Change - Causes expanded to capture the need to appropriately manage the exposure of suppliers having access to our systems.
People & Culture	Minor Change - Causes were broadened to differentiate between internal and external causes. For clarity the name was changed to Recruitment and Retention.
Climate Resilience	Minor Change - For clarity this risk was split into two, Community Climate Resilience and Infrastructure Climate Resilience.
Regional & National Strategic Planning & Legislative Reform;	Minor Change –Title amended to <u>Government policy and legislative reform</u> .
Zero Harm	Unchanged – Risk only restructured to align with Table 1.
Business Resilience	Unchanged – Risk only restructured to align with Table 1.
Workplace Culture	Unchanged – Risk only restructured to align with Table 1.
Project Delivery	Unchanged – Risk only restructured to align with Table 1.
Te Tiriti o Waitangi	New Risk – To align with the strategic priority of Building Relationships there was the desire to capture risk associate with giving effect to Te Tiriti o Waitangi
Servicing Growth	New Risk – To align with the strategic priority of Supporting sustainable growth this risk was developed.

5.2 Adoption of Risk Appetite Statements

The following section outlines the purpose of Risk Appetite Statements and how they are intended to be used.

The purpose of Risk Appetite Statements is to provide a clear understanding of Council's willingness to accept and manage risks. The statements provide clear guidance and direction by defining the level of risk Council is willing to accept or tolerate, helping decision-makers make informed choices about risk-taking.

The Risk Appetite Statements also align risk management practices with strategic goals and objectives, ensuring risk management efforts are focused on relevant areas that support the overall strategy.

The two intended uses of the statements are:

- 1) Goal setting for the strategic risk treatment action plans, and

Each strategic risk has a treatment action plan that sets out the treatments that are used or will be used to reduce the inherent risk. However, due to resource constraints businesses face, reducing risks to "Low" or eliminating them entirely is often undesirable. The risk appetite provides a minimum acceptable risk so the business can allocate appropriate resource and balance other competing priorities. This is captured in the "Risk Appetite Setting" on each of the Risk Appetite Statements in attachment 2.

- 2) Direction setting for teams when making decisions that impact strategic risks.

Risk owners identified various risk areas where decisions will need to be made by the business and are strongly influenced by the organisation's risk appetite. They potentially impact resource allocation and team priorities. These decisions are not fixed and will be periodically reviewed to ensure they remain suitable and effective. These are found under the "Where will we take Risk?" and "Where will we not take risk?" section on the appetite statements in attachment 2.

5.3 Options

Ngaa koowhiringa

There are two reasonable and viable options for Council to consider. This assessment reflects the level of significance (see paragraph 6.1). The options are set out below:

Option 1: Council adopts the Strategic Risk Register and Risk Appetite Statements, as included in this report.

Option 2: Staff undertake further workshops with Councillors to further refine the Strategic Risk Register and or Risk Appetite Statements. Staff recommend option one because the proposed register and appetite have considered all the feedback that was received through the recent workshops and meetings.

5.4 Financial considerations **Whaiwhakaaro puutea**

There are no material financial considerations associated with the recommendations of this report. However, application of the Risk Appetite Statements may result decisions that have different financial outcomes than would have previously occurred. This will be worked through as mitigations are developed and considered.

5.5 Legal considerations **Whaiwhakaaro-aa-ture**

Staff confirm that the recommendation complies with Council's legal and policy requirements.

5.6 Strategy and policy considerations **Whaiwhakaaro whakamaaherehere kaupapa here**

The report and recommendations are consistent with the Council's policies, plans and prior decisions.

5.7 Maaori and cultural considerations **Whaiwhakaaro Maaori me oona tikanga**

There are not considered to be any mana whenua issues regarding the identification of strategic risks or risk appetite statements. However, there is now a Te Tiriti o Waitangi Strategic Risk that will have implications for mitigation, resourcing, and focus.

5.8 Climate response and resilience considerations **Whaiwhakaaro-aa-taiao**

The decisions sought by, and matters covered in, this report are consistent with the Council's [Climate Response and Resilience Policy](#) and [Climate Action Plan](#).

5.9 Risks **Tuuraru**

Implementation Risk: The departure of the risk advisor poses a risk to the successful implementation of the amended Strategic Risk Register and Risk Appetite Statements. The loss of expertise and knowledge may result in a gap in understanding and guidance during the implementation process. The recruitment process is currently underway in an attempt to keep up momentum.

6. Significance and engagement assessment Aromatawai paahekoheko

6.1 Significance Te Hiranga

The decisions and matters of this report are assessed as of low significance, in accordance with the Council's [Significance and Engagement Policy](#).

6.2 Engagement Te Whakatuutakitaki

The Strategic Risk Register and Risk Appetite Statements were developed by Council with support from certain Committee members.

7. Next steps Ahu whakamua

Following adoption of the Strategic Risk Register and Risk Appetite Statements the next steps are:

- Implementation of the adopted Strategic Risk Register and Risk Appetite Statements: Staff will work to implement the adopted risk register and ensure the risk appetite statements are integrated into their decision-making processes. This will involve updating risk treatment action plans, aligning resource allocation with the risk appetite, and establishing mechanisms for monitoring and reporting on risk management efforts.
 - Monitoring and review: Regular monitoring and review of the Strategic Risks and Risk Appetite Statements are essential to ensure their effectiveness and relevance over time. This will be carried out as part of Executive team oversight and the quarterly reporting to the Audit and Risk Committee.
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8. Confirmation of statutory compliance Te Whakatuuturutanga aa-ture

As required by the Local Government Act 2002, staff confirm the following:

The report fits with Council's role and Committee's Terms of Reference and Delegations.	Confirmed
The report contains sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages (<i>Section 5.1</i>).	Confirmed
Staff assessment of the level of significance of the issues in the report after consideration of the Council's Significance and Engagement Policy (<i>Section 6.1</i>).	Low
The report contains adequate consideration of the views and preferences of affected and interested persons taking account of any proposed or previous community engagement and assessed level of significance (<i>Section 6.2</i>).	Confirmed
The report considers impact on Maaori (<i>Section 5.5</i>)	Confirmed
The report and recommendations are consistent with Council's plans and policies (<i>Section 5.4</i>).	Confirmed
The report and recommendations comply with Council's legal duties and responsibilities (<i>Section 5.3</i>).	Confirmed

9. Attachments Ngaa taapirihanga

Attachment 1 – Proposed 2023 Strategic Risk Register

Attachment 2 – Risk Appetite Statements

Appendix 1 - Proposed 2023 Strategic risk Register.

Risk Title	Infrastructure Climate resilience	Community Climate resilience	Community expectations	Government policy and legislative reform	Business resilience	Project delivery	Workplace culture
Risk Owner	Megan May	Kurt Abbot	Emma Edgar	Clive Morgan	Kurt Abbot	Kurt Abbot	Vanessa Jenkins
Cause	<p>Due to</p> <ul style="list-style-type: none"> Aging infrastructure with an increased vulnerability due to climate change, Reduced renewal timeframe and increased design requirements impacting funding when assets need to be replaced, Insufficient resource to fulfil required maintenance schedules 	<p>Due to</p> <ul style="list-style-type: none"> Increasing climate impacts, Communities holding council accountable for climate relief, Diverse and conflicting needs of communities 	<p>Due to</p> <ul style="list-style-type: none"> Communities not understanding the role of local government, Community apathy and willingness to engage, Communities not understanding the value of connecting with council, Council not understanding what is important to our communities and how they want to be engaged with or the role they want to play 	<p>Due to</p> <ul style="list-style-type: none"> Lack of insight, Inadequate planning, or Unable to execute plans to adapt (Inadequate adaptability) 	<p>Due to</p> <ul style="list-style-type: none"> Lack of planning, Unprioritized work programmes, and/or Untested plans 	<p>Due to</p> <ul style="list-style-type: none"> Lack of capacity, Lack of capability (Planning and management practices) 	<p>Due to</p> <ul style="list-style-type: none"> Lack of change readiness (Poor leadership and/or ineffective change management), Poor internal culture within the workforce (Poor hiring or induction)
Risk	There may be a lack of resilience in council assets	Council may be unable to support communities to adapt to climate impact	There may be a misalignment between the Council and community regarding what is wanted and how engagement occurs	Council may be unable to adapt to structural and legislative changes	There may be a lack of resilience in council operations	Council may be unable to deliver key services and projects	There may be a misalignment of staff to business values, direction, and strategy
Consequence	<p>Resulting in</p> <ul style="list-style-type: none"> Failure to deliver on LOS, Zero harm caused to contractors, staff, and communities, Financial loss/ increased cost to replace assets, Reputational damage. 	<p>Resulting in</p> <ul style="list-style-type: none"> Significant public scrutiny, Community holding council accountable, Financial impact - Increased emergency support required. 	<p>Resulting in</p> <ul style="list-style-type: none"> Held to account for things we're not accountable for, Additional costs from ineffective engagement, <p>Reduced trust in local government.</p>	<p>Resulting in</p> <ul style="list-style-type: none"> Council being financially disadvantaged, Additional resource pressures, Council experiencing significant disruption. 	<p>Resulting in</p> <p>Significant disruption to business function.</p>	<p>Resulting in</p> <p>Time, quality, and cost requirements of project delivery not met.</p>	<p>Resulting in</p> <ul style="list-style-type: none"> Business outcomes being significantly impacted, Degradation of internal culture Reduced productivity, Zero harm, mental wellbeing.

Risk Title	Recruitment and Retention	Operational Capability	Te Tiriti o Waitangi	Zero Harm	Cyber Security	Affordable services	Servicing Growth
Risk Owner	Vanessa Jenkins	Geoff King	Gavin Ion	Gavin Ion	Geoff King	Alison Diaz	Clive Morgan
Cause	<p>Due to</p> <p>External factors such as:</p> <ul style="list-style-type: none"> Industry competition and employment rates and/or, Being unable to compete with salary expectations. <p>Internal factors such as:</p> <ul style="list-style-type: none"> Limited internal development opportunities, Perceived or actual council culture, Lack of appropriately supported training, Inexperienced workforce 	<p>Due to</p> <ul style="list-style-type: none"> Inadequately trained or experienced people, Ineffectively designed and maintained, systems and processes, High demand on staff to adopt new systems 	<p>Due to</p> <ul style="list-style-type: none"> Lack of clarity of who the appropriate Mana Whenua is, Poor partnerships with Iwi/ Mana Whenua and engagement fatigue among Mana Whenua, Insufficient support (Capability and capacity) internally and within Mana Whenua and Iwi 	<p>Due to</p> <ul style="list-style-type: none"> Poor or inactive health and safety systems, Non-compliance with legislative requirements, Inadequate governance/ management of shared health and safety responsibilities with other PCBUS 	<p>Due to</p> <ul style="list-style-type: none"> Cyber-attack or unauthorised access, Damage to privileged information, Reduced data integrity, Lack of compliance with process, Inappropriate management of suppliers 	<p>Due to</p> <ul style="list-style-type: none"> Planning assumptions being misaligned with desired or perceived outcomes, Prevailing economic conditions, Communities not always considering that rates are the primary source of funding for the services they are requesting 	<p>Due to</p> <ul style="list-style-type: none"> Incorrect use of projections by the business (assumptions and/or limitations not being allowed for), Forecasting being poor, Forecasting being limited to "best guess" estimates and unable to predict significant change in trends, An inability to financially provide for growth infrastructure in time
Risk	Council may be unable to recruit or retain suitable resource (Staff or consultants)	Council may Lack of operational capability (People, processes, and systems) within the business	Council may fail to give effect to Te Tiriti o Waitangi	Council may be unable to identify and manage hazards to staff and public	Council may not have adequate protection of council, staff, and community information	There may be a disparity between funding and cost	There may be a misalignment between observed growth and how council services it
Consequence	<p>Resulting in</p> <ul style="list-style-type: none"> Business outcomes being impacted, Zero harm - mental pressure on teams. 	<p>Resulting in</p> <ul style="list-style-type: none"> Being unable to meet key business needs, <ul style="list-style-type: none"> Customer engagement, Business resilience, Optimal service level, Failure to deliver on agreed service levels. 	<p>Resulting in</p> <ul style="list-style-type: none"> Partnership and relationship damage and increased distrust in local government, Delivery of key projects impacted/ delayed, Failure to meet legislative and governance obligations, Failure to meet LOS/ ability to operate (Resource consents not approved). 	<p>Resulting in</p> <ul style="list-style-type: none"> Significant harm is caused to workers, or others, Financial impact, Reputational damage, Business disruption. 	<p>Resulting in</p> <ul style="list-style-type: none"> Significant financial, reputational, and or business impact. 	<p>Resulting in a</p> <ul style="list-style-type: none"> Failure meet LOSs, Failure to deliver LTP project, Failure to meet other financial obligations (i.e. contributions towards partners). 	<p>Resulting in</p> <ul style="list-style-type: none"> Failure to meet LOS (Decay in LOS), Funding allocation becoming unmanageable, Community disruption from key projects not being prioritised, Stranded assets (Over investment in lead infrastructure).

Infrastructure Climate Resilience

Risk Owners: General Manager – Service Delivery

OVERVIEW OF RISK AREA

Due to Aging infrastructure with an increased vulnerability due to climate change, Reduced renewal timeframe and increased design requirements impacting funding when assets need to be replaced and Insufficient resource to fulfil required maintenance schedules, **There may be** a lack of resilience in council assets, **Resulting in**, Failure to deliver on LOS, Zero harm caused to contractors, staff, and communities, Financial loss/ increased cost to replace assets and/ or Reputational damage.

RISK APPETITE STATEMENT

At Waikato District Council, we recognise the importance of addressing climate change risks and taking action to mitigate potential impacts on our community. We have a “**Moderate**” risk appetite when it comes to climate change risks, which is driven by our desire to be proactive and improve our infrastructure, such as flood management assets, to increase our capability to respond to what are our communities require of us.

WHERE WILL WE TAKE RISK?

We understand that our district size and limited funding can constrain our ability to implement best practices, while also ensuring that costs are not passed on to ratepayers. Our commitment and drive to seek balance when investing into our climate change mitigation strategies with cost to our communities means that our appetite for investment is “Moderate”.

We acknowledge that there is still much uncertainty around climate change risks, and with a changing regulatory environment we will need to engage with communities as well as central government to increase our awareness of what is required, or what our communities expect of us. Therefore, while we continue to look to uplift our capability surrounding Infrastructure climate resilience, we will have a “Moderate” appetite to implementing climate response plans.

WHERE WILL WE NOT TAKE RISK?

The Council understands the significance of its leadership role in building a resilient community. We have a “Low” appetite for ensuring that all of our staff are well-trained and educated where their role requires them to deliver impact on climate-related activities as well as manage climate related risks.

We have a “Low” appetite for not investing in key infrastructure, such as transportation infrastructure (roads and bridges) as well as our flood management assets, to support our emergency response in times of extreme climate-related events.

Risk Appetite Settings



Upstream/Emitters

Project delivery
Technical capability
Regional & National Reform

Infrastructure Climate Resilience

Downstream/Receivers

Community expectations
Affordability
Business resilience
Project delivery
Zero Harm

Community Climate Resilience

Risk Owner: Chief Executive Officer

OVERVIEW OF RISK AREA

Due to, Increasing climate impacts, Communities holding council accountable for climate relief, Diverse and conflicting needs of communities, **Council may be** unable to support communities to adapt to climate impacts, **Resulting in** significant public scrutiny, community holding council accountable and financial impact (increased emergency support required)

RISK APPETITE STATEMENT

Due to the challenges posed by climate change there is an increase need to support communities to develop their resilience.

Council has a high reliance on communities to play a key role in their own resilience. Councils role in community climate resilience is primarily a planning and influencing role that relies on significant community buy-in and effort.

As such, council has a **Moderate to High** risk appetite provided sufficient resource is committed to developing accurate, realistic and achievable Community Resilience Plans and Community Adaptation.

WHERE WILL WE TAKE RISK?

Council is willing to rely on businesses and communities within the district to play their part and be responsible for their own emissions reduction obligations.

Council is willing to relying on funds from central government and others to funding of adaptive management plans.

Council is willing to implement community resilience plans by relying on communities to play significant roles to support themselves rather than relying on a centralised local government response.

Council is willing to upskill and rely on communities to implement accessible aspects of adaptive management plans to make themselves more resilient.

WHERE WILL WE TAKE LESS RISK?

Council is willing to invest in community resilience plans.

Council is unwilling to disrupt long term climate adaptation plans for short term reactive decisions lead by community fears.

Council is unwilling for council to not have appropriate resource for the writing and publishing of Adaptive Management Plans for communities to use.

Council may be willing for council to divert resource to implement areas of Adaptive Management Plans where non-government (local or central) funding solutions are identified.

Risk Appetite Settings



Current Risk Level
Risk Appetite

Connected Risks

Upstream/Emitters

Recruitment and Retention
Climate Resilience
Business Resilience

Community Climate Resilience

Downstream/Receivers

Affordability
Business Resilience
Project Delivery
Community expectations

Community Expectations

Risk Owner: Chief Operating Officer

OVERVIEW OF RISK AREA

Due to a misalignment between community wants and the viability of delivering those wants and increasing costs and resources, **Council may** be unable to meet community expectations, **Resulting in** significant public scrutiny, and loss of faith in council.

RISK APPETITE STATEMENT

As WDC is primarily funded through rates, council acknowledges the importance of balancing the community needs and wants with the proportional impact this will have on their rates. To reflect this, the cost of project delivery will be prioritised over scope and programme.

Council is willing to have a high appetite for communities not being directly involved in the delivery of significant works that are programmed in the LTP, however, council has a low appetite for communities to be uninformed of the disruption and inconveniences that result from them. Due to resource constraints, council is willing to accept a Moderate level of risk through the utilisation of local boards to be the primary means of this type of communication.

Therefore, council is willing to accept the **Moderate** risk appetite for community expectations.

WHERE WILL WE TAKE RISK?

Due to the constraints of internal resource on the comms team we are willing to utilise local boards to:

- Publicise impacts on communities from delivery of capital project, (i.e. road closures).
- Be responsible for engagement of small-scale projects with high visibility and high usage.

Where there are significant programmes of work that are needed to comply with legislative requirements council will focus on informing communities of disruption in delivery rather than engagement during concept and design.

WHERE WILL WE TAKE LESS RISK?

Unwilling to leave communities uninformed over works that directly inconvenience them.

We are unwilling to let budgets within the LTP change to meet changing community expectations. There is a willingness to talk to communities around the need to reprioritise projects to fit budgets.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Zero Harm
Affordability
Business resilience
Project Delivery
Cyber Security
Climate Resilience

Community Expectations

Downstream/Receivers

Project Delivery
Recruitment and Retention
Business Resilience

Government policy and legislative reform

Risk Owner: General Manager Community Growth

OVERVIEW OF RISK AREA

Due to a Lack of insight, Inadequate planning, or an inability to execute plans to adapt (Inadequate adaptability), **council may be** unable to effectively adapt to structural and legislative changes, **Resulting in** council being financially disadvantaged, additional resource pressures and council experiencing significant disruption.

RISK APPETITE STATEMENT

Council acknowledges the large amount of reform on the horizon and the significant impact it will have on WDC. Additionally, council is aware of the significant pressure currently on staff do the work required to comply with existing legislation.

Council has focused its risk appetite around how informed it expects to be, the response to legislation ahead of it getting assent and its willingness to commit resource to attempt to change reform.

Overall, Council has a **Moderate** appetite that acknowledges that council is at the receiving end of change with limited resource and influence in the decision-making processes needed to have a low appetite.

WHERE WILL WE TAKE LESS RISK?

Council is willing to commit resource to be informed on the impacts of future reforms on WDC and is willing for ELT to hire and equip appropriate internal resource as required to keep WDC informed of changes from reform.

Council is willing to accept significant disruption of BAU by not preparing the organisation for reform where there is a low level of certainty on the final nature of the reform (Not willing second-guessing reform).

Council is willing to commit funding and resource to influence reform when there is a clear outcome sought through small to moderate changes.

Council is willing to commit funding and resource to oppose reform when there is a clear outcome sought to mitigate a significant impact to our district.

WHERE WILL WE TAKE RISK?

Council is unwilling to engage external consultants to be informed without preapproval from elected members.

Risk Appetite Settings



Current Risk Level
Risk Appetite

Connected Risks

Upstream/Emitters

Reform

Downstream/Receivers

Community Climate Resilience,
Infrastructure Climate Resilience
Workplace Culture
Project Delivery

Business Resilience

Risk Owner: Projects and Innovation Manager

OVERVIEW OF RISK AREA

Due to Lack of planning, unprioritized work programmes, and/or untested plans, **There may be** a lack of resilience in council operations **Resulting in** significant disruption to business function

RISK APPETITE STATEMENT

Council recognises the importance of maintaining business continuity and ensuring the resilience of its Essential and High priority services. Following the significant changes to ways of working, staff turnover and past and ongoing disruptions, council is not considered sufficiently resilient in several areas.

Additionally, council considers the impact of prolonged pressure of mental wellbeing on staff a key threat to business resilience and supports aligning work programmes with staff capacity.

Taking this, and ongoing recruitment and budget constraint into account, council has a low appetite for resilience in the critical areas not yet addressed, but an overall **Moderate** risk appetite for business resilience.

WHERE WILL WE TAKE RISK?

Council is willing to accept low rigor for business continuity planning and testing to be carried out for low priority services.

Council is willing for low priority services to be impacted by short to medium term impact. Short term resource not being backfilled by external consultants.

WHERE WILL WE TAKE LESS RISK?

Council is unwilling to fail to effectively comply with our Emergency management obligations in the event of a significant disaster.

Council is willing for rigorous business continuity planning and testing to be carried out for all essential and high priority services.

Council is not willing to allow Essential and High Priority services to be significantly impacted. Disruption will be minimised by repurposing staff, external consultants and investment in tool and systems. Focus on High Priority services needs to be improved to match the existing approach to Essential services.

Council is willing to realign outcomes and outputs of work programmes to align with business continuity levels to avoid pressure and mental wellbeing impacts on staff.

Risk Appetite Settings



Current Risk Level
Risk Appetite

Connected Risks

Upstream/Emitters

Technical Capability
Regional & Strategic planning
& Legislative reform
Recruitment and Retention
Climate Resilience
Zero Harm
Cyber Security
Affordability

Business Resilience

Downstream/Receivers

Recruitment and Retention
Zero Harm
Community Expectations
Project Delivery

Project Delivery

Risk Owner: General Manager Service Delivery

OVERVIEW OF RISK AREA

Due to, Lack of capacity, Lack of capability (Planning and management practices), **Council may be** unable to deliver key services and projects, **Resulting in** Time, quality, and cost requirements of project delivery not met.

RISK APPETITE STATEMENT

Delivery of projects is central to achieving outcomes for our community. This is particularly in critical service areas that extend to delivery of the four well-beings i.e. social, economic, environmental and cultural wellbeing.

Generally our risk appetite is low in this area, however there are a number of pressures that are not fully controllable; such as strategic planning and legislative reforms. Accordingly, our overall risk appetite setting is **Moderate**.

WHERE WILL WE TAKE RISK?

We will respond to, and meet, any requirements of reforms by central government. This will likely result in pressure on broader planned project delivery, but we will continue to prioritise delivery of projects in critical service areas.

Where there is pressure, either internally or externally, on the total cost of initiatives, we will consider the need for scope changes or re-prioritisation in non-critical service areas to reduce net impacts on affordability. Part of our core purpose is maintaining levels of service in critical areas. Accordingly, we will not trade-off this priority for affordability.

Where re-prioritisation of projects is required we will consult with the Community and look to manage expectations.

WHERE WILL WE TAKE LESS RISK?

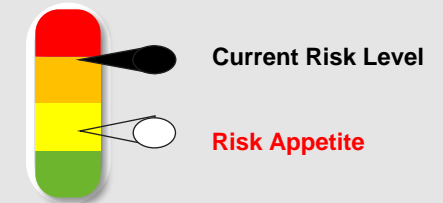
We will ensure that we have clarity on the benefits of projects and how they support delivery of our key objectives.

We also need to ensure we have the right technical capability and people to support project delivery.

We will never reduce our focus on Zero Harm to prioritise project delivery objectives.

We won't deprioritize key strategic projects that are required to enable growth and community outcomes and wellbeings.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Strategic Planning and
Legislative Reform
Recruitment and Retention
Climate Resilience
Technical Capability
Project Delivery

Project Delivery

Downstream/Receivers

Recruitment and Retention
Community Expectations
Affordability
Zero Harm

Workplace Culture & Recruitment and Retention

Risk Owner: General Manager Customer Support, Projects and Innovation Manager

OVERVIEW OF RISK AREA

Due to a lack of change readiness (Poor leadership and/or ineffective change management), Poor internal culture within the workforce (Poor hiring or induction), **There may be** a misalignment of staff to business values, direction and strategy, **Resulting in**, Business outcomes being impacted, Reduced productivity or damaged to staff mental wellbeing.

Due to industry competition, being unable to compete with salary expectations, or limited internal development opportunities, perceived or actual council culture, lack of appropriately supported training or inexperienced workforce, **Council may be** unable to Recruit or retain suitable resource (Staff or consultants), **Resulting in** business outcomes being impacted, Zero harm - mental pressure on teams.

RISK APPETITE STATEMENT

The Council acknowledges that having a positive workforce culture where staff feel included, prepared, and have the opportunity to thrive and grow is critical to our success. We strive to maintain both an effective retention and attraction strategy that position us as an organisation of first choice.

Accordingly, while we are committed to uplifting our current people environment, we recognise that we will need to accept some level of risk in order to achieve our strategic goals. We therefore have a **Moderate** risk appetite to pursue a positive workplace culture, while maintaining strong financial prudence and ensuring compliance with all applicable legislation.

WHERE WILL WE TAKE RISK?

The Council will take risk in exploring new recruitment opportunities and investing in active recruitment for high-level staff. Council is willing to take on graduate level staff, while acknowledging that this may pose a risk to work force productivity in the medium term.

The Council will take risk in ensuring that its workforce is supported by external staff. This will require the Council to takes the risk that contractors align with the Councils organisational values and have the skills necessary to deliver on the Councils strategic objectives.

Council is willing to rely on people leaders to manages their teams and monitoring flexible working effectiveness. To this effect, people leaders will carry out Monthly employee check ins with staff.

WHERE WILL WE NOT TAKE RISK?

Council is willing to priorities the Our Plan People chapter strategy to ensure we foster a positive workplace environment balanced with delivery and outcomes.

The Council is willing to invest in internal development opportunities for it's people. Council acknowledges that its ability to influence its attraction strategies through resource allocation is constrained in the current market. Therefore, the council will ensure its people continue to develop and grow within the organisation.

Council is willing to priorities support to staff and people leaders around their mental wellbeing.

Council will keep current in the market with employee benefits when retaining staff.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Zero Harm
Community expectations
Affordability
Regional & Strategic
planning & Legislative
reform

Workplace...& Recruitment ...

Downstream/Receivers

Zero Harm
Project Delivery
Affordability
Business resilience
Technical Capability

Operational Capability

Risk Owner: Chief Information Officer

OVERVIEW OF RISK AREA

Due to, inadequately trained or experienced people, ineffectively designed and maintained, systems and processes or a high demand on staff to adopt new systems, **Council may** lack of operational capability within the business (People, processes, and systems), **Resulting in** Being unable to meet key business needs, (Customer engagement, Business resilience ,Optimal service level) or failure to deliver on agreed service levels

RISK APPETITE STATEMENT

The Council recognises the importance of maintaining up-to-date technical skills and system capability to support our operations and strategic goals. While we aspire to uplift our people skills and enhance the capabilities of our systems, we acknowledge that we are constrained by limited funding and a highly competitive market for talent, particularly high-level staff. We are committed to managing these risks effectively by exploring innovative and cost-effective solutions to enhance our capability as an organisation, while maintaining a balanced approach that ensures our resources are utilised efficiently and effectively. We are therefore willing to accept a **Moderate** risk appetite in the pursuit of excellence, while maintaining a strong focus on prudent financial management and resource allocation.

WHERE WILL WE TAKE RISK?

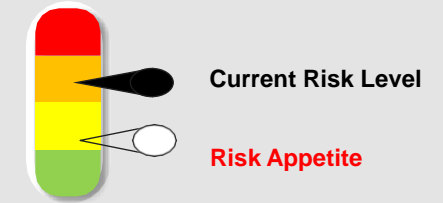
While exploring opportunities to uplift the Council's technical capabilities, the Council acknowledges that it must make decisions while considering the impact on ratepayers affordability. During current market economic conditions, the war for talent also continues to place financial stress on organisations looking to attract talented staff. Therefore the council accepts that it has a "Moderate" appetite to uplifting its current talent base and system capability due to its constrained financial base, but also the limited high-level staff available in the current market.

WHERE WILL WE NOT TAKE RISK?

The Council has a "Low" risk appetite to failing to have the necessary technical staff capability due to a failure in investing into internal people development programmes

The Council has a "Low" risk appetite to making decisions in sourcing people or implementing digital solutions that do not consider the wider financial impact on the organisations strategic goals.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Recruitment & Retention
Affordability

Operational Capability

Downstream/Receivers

Zero Harm
Community expectations
Project Delivery
Business resilience
Climate Resilience
Cyber security

Cyber Security

Risk Owner: Chief Information Officer

OVERVIEW OF RISK AREA

Due to, Cyber-attack or unauthorised access, Damage to privileged information, Reduced data integrity, and/or Lack of compliance with process, **Council may** not have adequate protection of council, staff, and community information, **Resulting in** Significant financial, reputational, and or business impact

RISK APPETITE STATEMENT

The Council recognises the importance of cyber risk management and has made significant strides in improving its cyber security capability. While the Council recognises the need for ongoing investment in cybersecurity, with current market conditions and the highly competitive environment for cyber related talent, the pace of uplift needs to be managed effectively to ensure the organisation remains compliant with all required cyber legislation. The Council therefore accepts a **Moderate** risk appetite, showing its drive to continue to develop its cyber capabilities while navigating the current market conditions

WHERE WILL WE TAKE RISK?

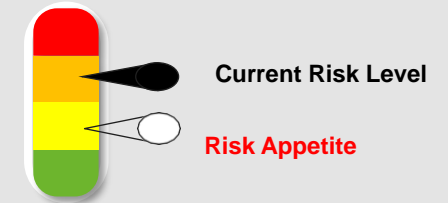
The Council acknowledges that its ability to manage cyber related risks is subject to the level of cyber expertise, and the quality of the operational systems present within the organisation. The Council is willing to accept a higher level of risk while the organisation seeks to continue to attract, uplift and implement key personnel and operational systems to uplift its cyber capability. The Council accepts the road to cyber resilience is a journey, and so will need to accept a higher level of risk while this is navigated.

WHERE WILL WE NOT TAKE RISK?

The Council has a “Low” appetite to failing to meet cyber industry standards due to a failure in keeping informed. The Council is willing to invest in ensuring all staff receive the required training in relation to Cyber.

The Council has a “Low” appetite to not having a strong controls environment to manage cyber related risks effectively. This consists of ensuring funding and time are invested into regular audit programs, reporting uplift and the 3 year improvement plan, to ensure the business’s capability is constantly developing.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Regional & Strategic planning
& Legislative reform
Technical Capability
Business Resilience

Cyber Security

Downstream/Receivers

Community expectation
Business resilience
Affordability
Recruitment & Retention

Zero Harm

Risk Owner: Chief Executive Officer

OVERVIEW OF RISK AREA

Due to, Poor or inactive health and safety systems, Non-compliance with legislative requirements, Inadequate governance/ management of shared health and safety responsibilities with other PCBUs, **Council may be** unable to identify and manage hazards to staff and public.

Resulting in, Significant harm is caused to workers, or others, Financial impact, Reputational damage and/ or, Business disruption.

RISK APPETITE STATEMENT

We want to keep people safe and for people to know that we are keeping them safe. Accordingly, we have a **Low** risk appetite for health and safety risks and this is, and will continue to be, an area of significant focus and ongoing investment.

WHERE WILL WE TAKE RISK?

We are open to innovation in the way we do things, however these activities need to have the right safeguards in place from a Zero Harm perspective

We are also open to using volunteers to support Council in meeting its objectives, provided we have frameworks in place to ensure health & safety risks are managed. It is important to note that we would generally not use volunteers in high risk areas or those requiring specific technical capability.

From a social procurement perspective, we are open to working with smaller and local organisations that may not be fully mature from a health & safety perspective, with the exception of in high risk Zero Harm areas. This will also require investment from Council to help those organisations to reach the required level of Zero Harm maturity.

WHERE WILL WE TAKE LESS RISK?

We are fully committed to completing the work programme set down in the Zero Harm Strategic Improvement Plan.

We will never trade-off Zero Harm risks for other priorities.

While cost is a close area of focus and accountability to our community, we will also not pursue cost saving activities where this may increase Zero Harm risks.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Recruitment and Retention
Cyber Security
Climate Resilience
Business Resilience

Zero Harm

Downstream/Receivers

Affordability
Business Resilience
Project Delivery
Community expectations

Affordable Services

Risk Owner: Chief Financial Officer

OVERVIEW OF RISK AREA

Due to planning assumptions being misaligned with desired or perceived outcomes, prevailing economic conditions or communities not always considering that rates are the primary source of funding for the services they are requesting, **there may be** a disparity between funding and cost, **Resulting in a** failure meet LOSs, deliver LTP project or meet other financial obligations (i.e. contributions towards partners).

RISK APPETITE STATEMENT

We are conscious of the current economic climate and pressures this is likely to create in our community.

Our risk appetite to affordable services is **Low** reflecting our need to be cautious around balancing the needs of our communities with the potential financial costs of those initiatives.

WHERE WILL WE TAKE RISK?

Given our responsibilities to our communities and stakeholders we are open to rates increases where necessary to build sustainability into its activities in the longer term.

We need to be open to investment in our systems and technology, despite the potential impacts on affordability, given we have a legacy of old and disparate technology. These investments will ultimately lead to better services and outcomes for our community.

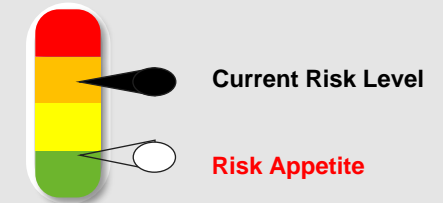
Part of our core purpose is maintaining levels of service in critical areas. Accordingly, we will not trade this priority off for affordability.

WHERE WILL WE TAKE LESS RISK?

Where there is pressure, either internally or externally, on the cost of initiatives, we will consider the need for scope changes or re-prioritisation in non-critical service areas to reduce net impacts on affordability.

We will use debt funding proactively, within our limits, to manage potential impacts on affordability.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Strategic Planning and
Legislative Reform
Recruitment and Retention
Climate Resilience
Technical Capability
Project Delivery

Affordable Services

Downstream/Receivers

Project Delivery
Technical Capability
Recruitment and Retention
Community Expectations
Business resilience

Te Tiriti Waitangi

Risk Owner: Chief Executive Officer

OVERVIEW OF RISK AREA

Due to, a lack of clarity of who the appropriate Mana Whenua is, Poor partnerships with Iwi/ Mana Whenua and engagement fatigue among Mana Whenua, Insufficient support (Capability and capacity) internally and within Mana Whenua and Iwi **Council may** fail to give effect to Te Tiriti o Waitangi, **Resulting in** partnership and relationship damage and increased distrust in local government, delivery of key projects impacted/ delayed, failure to meet legislative and governance obligations and/or failure to meet LOS/ ability to operate (Resource consents not approved)

RISK APPETITE STATEMENT

As Council's Mana Whenua and Iwi partnerships are so critical WDC has a low - medium appetite for the impacts of this risk but acknowledges that this will take a significant amount of work.

Building capacity and capability internally and within Mana Whenua is required for sustainable partnerships that drive a low - medium target risk appetite level.

Existing focus is on developing authentic and genuine partnerships with Maaori. We will increase current capacity, including executive Iwi resource. This will provide the base to develop a collaborative work programme with mana whenua. While the partnership is maturing the risk appetite will remain **high**.

WHERE WILL WE TAKE RISK?

In the pursuit of long term, honorable and authentic partnerships with Maaori/ Mana Whenua, council is willing to commit resource and accept it will take time to build a sustainable partnership with a good foundation and trust.

Our engagement will focus those activities of importance to mana whenua from a strategic and governance perspective

WHERE WILL WE TAKE LESS RISK?

Willing to commit resources to provide Te Tiriti o Waitangi training to all staff and elected members.

Willingness for selected key staff and stakeholders including Community Board and Committee members, to be offered voluntary training to support giving effect to Te Tiriti o Waitangi in their roles.

Risk Appetite Settings



Current Risk Level
Risk Appetite

Connected Risks

Upstream/Emitters

Recruitment and Retention
Operational Capability
Strategic Planning and
Legislative Reform

Te Tiriti o Waitangi

Downstream/Receivers

Affordability
Project Delivery
Community expectations
Infrastructure Climate
Resilience

Servicing Growth

Risk Owner:

OVERVIEW OF RISK AREA

Due to, incorrect use of projections by the business (assumptions and/or limitations not being allowed for), forecasting being poor or forecasting being limited to “best guess” estimates and unable to predict significant change in trends, **There may be** a misalignment between growth forecasts and actual growth. (Exceeding or not meeting), **Resulting in**, failure to meet LOS (decay in LOS), funding allocation becoming unmanageable, community disruption from key projects not being prioritised or stranded assets (over investment in lead infrastructure).

RISK APPETITE STATEMENT

Council acknowledges that the Waikato District will continue to experience significant growth and that this presents many challenges and areas of uncertainty.

Growth forecasts are used as a tool to better understand the overall impacts of growth across the district, but are limited in their ability to predict how growth will be distributed across the district.

Councils risk appetite in this area is **High** to reflect the desire to exploit the opportunity presented, but not at the expense of existing community wellbeing and cohesion.

WHERE WILL WE TAKE RISK?

Willingness to prioritise short term growth by accepting land use led by a private plan change, with the knowledge that this will place a higher demand on our services than was planned, and require updating our asset planning (e.g., bringing upgrades forward).

Willingness to increase investment in lead infrastructure early to fund a more cost-effective future.

Willingness to purchase land for core assets in advance of future needs but in line with strategic planning.

WHERE WILL WE NOT TAKE RISK?

To protect how communities are shaped, council is willing to exert increased control over planning, increased risk of legal challenge and higher recruitment or consultancy costs to deliver and implement plans.

Council is not willing to purchase land based on speculation. Council prioritises stability and caution, emphasising conservative financial analysis, proven opportunities, reliable revenue streams, and thorough risk assessments.

Risk Appetite Settings



Connected Risks

Upstream/Emitters

Recruitment and Retention
Operational Capability
Strategic Planning and
Legislative Reform

Servicing Growth

Downstream/Receivers

Affordability
Project Delivery
Community expectations
Infrastructure Climate
Resilience