

**Councillors and Officers interviewed for Risk Management Assessment**

Mayor Ross Church
Cr Murray Bell
Cr Mike Cardiff
Cr Penny Gaylor
Cr Gavin Welsh
Pat Dougherty (CE)
Dianne Andrew
Tamsin Evans, Group Manager Community Services
Sharon Foss, Acting Group Manager Regulatory Services
Sean Mallon, Group Manager Infrastructure Services
Wayne Maxwell, Group Manager Corporate Services
Stephen McArthur, Group Manager Strategy & Partnerships
Marcus Bone
Mark de Haast, Financial Controller
Vincent Fallon
Janice McDougall
Grant Taylor (Ernst & Young)

**Top Five Risks/Opportunities identified during initial interviews in February/ March 2015**

The following are suggested as an initial assessment of the top risks garnered from the interviews to date. They all relate to the effect of uncertainty on the achievement of significant objectives and were reported by more than one interviewee albeit perspectives varied. The risks are expressed as 3 threats and 2 opportunities. Current controls, intended actions and possible new treatments will be recorded as this develops.

1. Extreme customer and stakeholder dissatisfaction and reputational harm could result from repeated ill-considered planning and regulatory decisions; i.e. decision making placing over emphasis on legislative, environmental and engineering factors and under emphasis on social and political factors
2. Some poor long term results are likely to occur due to the organisation tending to focus, in some areas, on operational day to day service delivery rather than the general development and strengthening of strategy to meet desired outcomes, and the clear translation of that strategy into action.
3. Some poor long term results are likely to occur due to challenging capability issues including an ageing workforce, difficulty recruiting top people due salary constraints and location, and insufficient staff to meet increasing future demands.
4. There are significant opportunities to improve the chances of achieving outcomes, increasing value and reducing costs through a better understanding of Council/management risk appetite, creating a more positive environment for innovation and calculated risk taking in agreed areas
5. Community relations would almost certainly be improved through the development and implementation of robust communications strategies, plans and actions that are both critically responsive to crisis and strongly proactive to Council initiatives and innovations – better balancing the negative with significant positive messaging

There were other risks, or issues reported, some by more than one interviewee but they did not, at this stage, appear to possess the significance of these. Remaining interviews will further clarify.

## Provisional Revised Implementation Plan

The following is a provisional proposed ERM implementation plan for the critical first ~ 12 months. The plan has been revised to include an earlier and clear strategic focus, some elements have been re-prioritised and the overall consultant effort is reduced through a better understanding, through interviews, of a number of risk management related activities already in place at the Council that may be relied on, reinforced or leveraged to achieve an optimal outcome.

	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16
Discuss ERM, Risks with Senior Managers										
Develop, Approve ERM Policy										
Develop, Approve Corp RM Strategy										
Identify RM Resource Requirements										
Establish RM Champions eg Comms										
Staff RM Training Plan – Link CDE, Projects										
Implement training – Link CDE, Projects										
Corp RM Guide (link Projects, CDE)										
Develop & Approve Generic Risk Tool										
(1) Strategic Risk Workshop @ SLT (annual)										
Extend (1) to A&RS (annual)										
(2) Quarterly Risk Workshops @ GLTs										
Consolidate (2), discuss SLT, report A&RS										
Risk Communications Strategy/Process										
Refine Risk Acceptance Criteria										
Develop Corporate RM Plan										
Develop Group RM Plans										
Define Risk Accountabilities link PDs										
Define Risk Authorities link Delegations										
Review, enhance Risk Reporting Systems										
Review & Report Progress										

**Key:**  
 A&RS – Audit and Risk Subcommittee  
 GLT – Group Leadership Teams (GM + Tier 3 Managers)  
 PD – Performance Development

Complete	
Periodic Risk Reviews	
Consultant Unavailable	