
Thursday, 17 August 2023

Te Hui o Te Kaunihera ā-Rohe o Heretaunga
Hastings District Council
Extraordinary Council Meeting

Kaupapataka

Attachments

Te Rā Hui:
Meeting date: **Thursday, 17 August 2023**

Te Wā:
Time: **1.00pm**

Te Wāhi:
Venue: **Council Chamber
Ground Floor
Civic Administration Building
Lyndon Road East
Hastings**

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ITEM	SUBJECT	PAGE
7.	STRATEGIC RISK REGISTER & RISK MANAGEMENT FRAMEWORK UPDATES	
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HDC Strategic Risk Register

Title	Description	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level	Status
People Health, Safety & Wellbeing	Exposure to health & safety risks (as a result of activities undertaken or directed by Council) which could result in serious health effects to workers, customers and public.	Extreme	Possible	Harm to People: Severe Financial: No impact Service Level: Minor No impact Compliance: No impact Reputation: No impact Environment: No impact	High	Waste from properties (residential, commercial, agri) and the debris from the cyclone, has increased the number of H&S risks in the region. Internally, HDC's HS&W team are proactively managing these any new hazards, continuing health monitoring programmes and educating staff in regards to the management of risks that they may come across in their role. Council is supporting Te Whatu Ora's health advice for the public by sharing information on HDC's social media channels and providing community based drop in hubs. The significant increase in workload and/or workload complexity for many staff poses an increased exposure to wellbeing impacts. This is also being proactively managed internally through HDC's HS&W team, with onsite psychosocial support being offered, in addition to the usual EAP and wellbeing support for employees.
Significant Operational Service Failure	Operational failure that may have a material impact on the delivery of Council services to the community.	Extreme	Probable Likely	Harm to People: No impact Financial: No impact Service Level: Major Compliance: Moderate Reputation: Moderate Minor Environment: No impact	Extreme High	Much of Council's infrastructure remains in a vulnerable state following the cyclone, additionally, the profile of the enterprise risks which aggregate into this strategic risk have changed. The likelihood of an operational failure which may have a material impact on Council services has increased.

Title	Description	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level	Status
Water Quality & Quantity	As a result of climate change and human activities, there may not be a sustainable quantity of quality water to support the communities economic, social and environmental wellbeing aspirations.	Extreme	Likely	Harm to People: Major Financial: No impact Service Level: No impact Compliance: No impact Reputation: Moderate Environment: Moderate	High	While Hastings' water supplies are all back online following the cyclone, some require further repairs to restore the asset to pre-cyclone service level. The increasing frequency of extreme weather events heightens the likelihood of water resources coming under pressure in the future.
Financial Sustainability	Due to over committing to work programmes the financial sustainability of the Council may be compromised affecting delivery of all LTP goals.	Extreme	Possible Rare	Harm to People: No impact Financial: Severe Moderate Service Level: Minor Compliance: No impact Reputation: Moderate Environment: No impact	High Low	Increasing demands caused by the impacts of Cyclone Gabrielle, in addition to Council's existing work programme, could lead to unachievable financial decisions being made.
Growth planning	Failure to accurately understand community needs may lead to poor growth management planning that compromises delivery of the services required by the community, adversely affecting economic, social and cultural wellbeing, and impacting Council's ability to achieve LTP objectives.	Extreme	Possible	Harm to People: Moderate Financial: Major Service Level: Moderate Compliance: Minor Reputation: Moderate Environment: Minor	Medium	The effects of the cyclone have altered the environment for growth planning, due to the loss of and damage to homes in the community and, in some cases, a shift in the communities' perceptions of where and how they desire to live in the district.
Failure of climate adaptation	Lack of knowledge, protracted decision making or insufficient application of resources may cause climate change adaptation measures to fail adversely impacting economic, social and cultural wellbeing.	Extreme	Likely	Harm to People: Severe Financial: Severe Major Service Level: No impact Compliance: No impact Reputation: Moderate No impact Environment: Severe	Extreme	Cyclone Gabrielle has left a sense by many in the community, of needing to see more climate action from Council. Council will need to ensure that as the repairs and restoration to damaged assets continues, that there is also sufficient attention to climate adaptation actions in conjunction with repair work.

Title	Description	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level	Status
Significant statutory reform	Failure to proactively adapt to statutory changes could adversely affect economic, environmental, social or cultural wellbeing, and cause significant delays and/or barriers to Council's delivery of LTP objectives.	Extreme	Possible	Harm to People: No impact Financial: Minor Service Level: No impact Compliance: Moderate Reputation: Moderate Environment: Insignificant	Medium	There is not considered to be any significant change to this risk, in the wake of Cyclone Gabrielle.
Failure to address ESG&C expectations	Failure to address Environmental, Social, Governance (ESG) and Cultural expectations during decision making processes may contribute to increasing levels of inequity, resulting in legal implications, financial costs, significant reputational impacts or damage to the environment.	Extreme	Possible	Harm to People: Moderate Financial: Moderate Service Level: Insignificant Compliance: Major Reputation: Moderate Environment: Moderate	Medium	Following the cyclone, there is likely to be significant expectations of Council to ensure an equitable recovery for all communities. This is not considered to alter the current impacts or likelihood ratings of this risk.
Truth Decay	Increasing momentum towards the four trends of the 'Truth Decay' phenomenon, may lead to the erosion of civil discourse and disengagement of individuals from political institutes, resulting in an inability for Council to engage the community, plan for growth, or execute delivery of strategic goals effectively.	Extreme	Likely Possible	Harm to People: Minor Financial: Minor Service Level: Moderate Compliance: Insignificant Reputation: Major Environment: Insignificant	High Medium	Cyclone Gabrielle has resulted in several instances of misinformation circulating in the community. Due to the speed at which this information is transmitted it is difficult to identify and defuse.
Liability for legal challenge	Final terms of Crown agreement and the responsibilities placed upon Council within that, may result in Council being the sole entity for any legal challenges to be raised against, related to the buyout conditions at both community and individual property level. Legal challenges would	Extreme	Almost Certain	Harm to People: Insignificant Financial: Major Service Level: Moderate Compliance: Minor Reputation: Major Environment: Insignificant	Extreme	Cyclone Gabrielle has been a significant event in New Zealand's history and the Hawke's Bay will be entering unprecedented territory through the property buyout discussions. Future treatments options could include independent legal advice, agreements, and adequate professional services in place.

Title	Description	Inherent risk level	Residual likelihood	Residual consequences	Residual risk level	Status
	<i>have significant impacts on Council's finances through unbudgeted costs, reputation through a potential loss of trust and delivery of services as officers would be required to respond to/prepare for any legal challenge.</i>					
<i>Successful Strategic Partnerships</i>	<i>Provision of sufficient capacity and capability within the organisation to manage relationships with other agencies, would lead to successful partnerships and a collaborative, effective approach to projects. This would result in a positive reputation with communities, better outcomes for the community and other stakeholders, and potentially limit financial costs for each partner.</i>	<i>Silver</i>	<i>Likely</i>	<i>Financial: Moderate Citizen Benefit: Major Service Innovation: Moderate</i>	<i>Gold</i>	<i>Due to the number of agencies that will be involved in cyclone recovery work, the breadth of activities required and the lengthy time horizons, effective partnerships will be critical to achieve successful and equitable community recovery.</i>



Hastings District Council Enterprise Risk Management Policy & Framework

Policy expert	Risk and Corporate Services Manager
Policy owner	Council
Owner Department	Corporate
Approval date	6 July 2023
Version	5.2
Review date	31 July 2024

