

Name	Description	Inherent Risk	Controls			Residual Risk	Appetite
			Name & Description	Effect	Status		
Understated Income	Lack of integration in multiple financial systems, such as: - Magiq - Ozone - GoGet - Simply - Envibe	Extreme (64)	1. Manual Checking - Teams across the organisation have their own checklists to double check that invoicing (etc) has been completed. 2. Financial Reporting Analysis - The finance team do reviews of financial reports to see if there are any drastic changes in trends, and monthly reporting (e.g., reconciliations). An ERP upgrade in the future may help to streamline these checks 3. Audit Programme - A programme of various audits (e.g., revenue and process audit, fraud audit, cash handling audit). These audits don't cover every process, but it is a helpful tool	1. Reduces likelihood & impacts 2. Reduces impacts 3. Reduces likelihood & impacts	1. Partially effective 2. Partially effective 3. Partially effective	High (24)	Beyond Appetite
IT: Staff Single Points of Failure	We have a few key staff members/roles that would be hard to replace, and are currently a single point of failure: - IT Systems Engineer - Senior Developer and Database Administrator	Extreme (48)	1. Cross Training - We are currently training one additional staff member in System Administration and System Engineering tasks, however this is not their primary role, and they would only be able to occasionally help out, due to capacity 2. Third Party Partnerships - We are working to developing closer ties with some of our existing IT partners to allow us to phone them for support if we reach our limits, or we end up losing key staff. In some cases this could work really well, e.g. Systems Engineering/Systems Administration, however this would have limited success in the area of Systems Integration/Senior Software Development, due to custom/unique MDC setup	1. Reduces impacts 2. Reduces impacts	1. Planned 2. Partially effective	High (24)	Within Appetite
Responding to an Emergency Event	The ability of MDC to respond to emergency events (e.g., flooding, earthquakes, space weather).	Extreme (48)	1. Staff Training - The foundation course is mandated for all staff, and further training is currently strongly encouraged. Encouraging staff to complete training up to a specialist function is challenging, as it competes with staff's core duties. 2. Agency Relationships and Interoperability - Maintaining productive working relationships with other councils and agencies. This increases the ease of operating alongside each other, and providing/receiving support in an emergency response. 3. Budgetary Resourcing - Having a capital and operational budget allocated within the Long-term Plan. Resources are finite and there are trade-offs to be made when purchasing equipment.	1. Reduces likelihood & impacts 2. Reduces likelihood & impacts 3. Reduces likelihood & impacts	1. Partially effective 2. Fully effective 3. Partially effective	High (24)	Within Appetite
Widespread Plant Mortality at the Nursery	High percentage death of Nursery plant stock due to environmental causes	Extreme (32)	Site Checks - Outside of the Christmas break period: Twice-weekly (Monday and Friday) site checks carried out. Entire site checked for signs of irrigation faults (dry spots, pooling etc), pests and diseases. Full irrigation system checks and maintenance carried out approximately once per month. During the Christmas break period: Site checks carried out once every 2-3 days. Entire site checked for signs of irrigation faults, pests and diseases. Manual operation of entire irrigation system is run once per check, with each sprinkler system monitored during operation to detect faults	Reduces likelihood & impacts	Fully effective	High (16)	Within Appetite
Rising Compliance Costs	Government reform puts excessive financial burdens on councils (e.g., compliance costs). This can be hard to plan for due to the uncertain nature of reforms, and short lead-in times.	Extreme (64)	1. Maintaining Awareness of Possible Legislative Changes - Keeping tabs on what the Government is signalling, participation in professional body discussions (e.g., Taituara), communicating with government agencies 2. Staffing - We have staff who monitor upcoming or signalled legislative change on a regular basis 3. Submissions - The Council submits its views on proposed legislation (e.g., Bills) and influences discussions around impacts on local authorities	1. Reduces impacts 2. Reduces impacts	1. Fully effective 2. Fully effective	High (16)	Within Appetite