

**Risk & Assurance Committee**

**23 June 2026**

**Report for Agenda Item | Rīpoata moto e Rāraki take [2]**

**Department: Assurance, Finance & Risk**

**Title | Taitara: Assessment of the Effectiveness of the Risk Management Framework - June 2026**

**Purpose of the Report | Te Take mō te Pūroko**

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The purpose of this report is to outline the findings of an independent desktop assessment of effectiveness of risk management framework.

**Recommendation | Kā Tūtohuka**

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That the Risk & Assurance Committee:

1. **Note** the contents of this report.

**Prepared by:**



**Name:** Gareth Noble

**Title:** Assurance & Risk Manager

2 June 2026

**Reviewed and Authorised by:**



**Name:** Katherine Harbrow

**Title:** General Manager, Assurance, Finance & Risk

2 June 2026

## Context | Horopaki

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1. This report seeks to support the governance role of the Risk & Assurance Committee (the Committee) by reporting on an assessment of the effectiveness of the Risk Management Framework.
2. The report informs the Committee to enable it to discharge its roles and responsibilities as provided for in the Risk Management Policy.

## Analysis and Advice | Tatāritaka me kā Tohutohu

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3. On 7 May 2026, Queenstown Lakes District Council (QLDC) adopted the changes to the Risk Management Policy recommended by the Risk & Assurance Committee at its April 2026 meeting.
4. During May 2026, David Robson PhD (Aon Risk and Insurance Specialist) completed a desktop review of the effectiveness of QLDC's Risk Management Framework. Mr Robson's report is attached as **Attachment A**. The review focused on the following:
  - The Risk Management Policy;
  - The 'corporate risk register' (including structure, content and use);
  - A sample of risk reports provided to governance; and
  - An interview of the Assurance & Risk Manager.
5. Overall, Mr Robson concluded that based on a desktop review "the risk management framework appears effective and well-matched to the Council's needs" because:
  - The policy is current, transparent, and grounded in ISO 31000 and the three lines model;
  - The risk register is purpose-built, logically structured, and supported by a clear technology development roadmap;
  - Reporting is comprehensive and provides governance with an informed view of both static exposures and changes over time;
  - Risk appetite is well articulated and actively used, with explicit recognition of risks that remain above appetite in a context of strong growth and limited resources; and
  - Culture and engagement efforts, including workshops and regular interaction between the Assurance and Risk Manager and risk owners, indicate that the framework is being actively embedded.

6. There are, however, some design and implementation risks relating mainly to consistency and sustainability:
  - Data quality and treatment planning practices vary between risk owners; and
  - Time and resource constraints may limit the pace at which further improvements can be made.
7. These issues are not unusual and, in most cases, reflect the reality of operating in a constrained environment rather than any weakness in the underlying framework.”
8. Recommendations are outlined in the report (**Attachment B**) and include:
  - Proceeding with Stage 3 automation of risk interdependencies;
  - Standardising treatment plan expectations and guidance;
  - Reflecting on resource constraints;
  - Undertaking deep-dive review of the framework in practice; and
  - Undertaking periodic independent benchmarking (e.g. three yearly).
9. On 28 July 2026, a full Council workshop (with independent members of the Risk & Assurance Committee) will be held in relation to the Risk Management Policy. As part of that review, feedback will be sought on the expectations of Council in relation to the Risk & Assurance Committee’s role in the ‘assessment of effectiveness of risk management framework implementation’, as outlined in the Committees Terms of Reference. Feedback will inform a future report(s) to the Risk and Assurance committee.
10. Options have not been presented as this report is for noting purposes only.

#### Consultation Process | Hātepe Matapaki

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#### **Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka**

11. This matter is of low significance, as determined by reference to the Council’s Significance and Engagement Policy 2024 because it has:
  - a lower impact on the importance to the Queenstown Lakes District, providing an increased level of assurance at little additional cost;
  - a lower significance in relation to community interest, as it does not provide for material changes in how services are delivered;

- a lower significance in relation to consistency with existing policies and strategies, as the report outlines a review of the risk management framework including the Risk Management Policy;
- a lower impact on the Council's capability and capacity, as the matters outlined in the report provide increased assurance regarding QLDC's risk framework;
- a lower impact in relation to climate change, supporting the management of risks in this regard; and
- a lower impact in relation Mana Whenua, supporting the management of risks in this regard.

12. The persons who are affected by or interested in this matter are all residents/ratepayers of the Queenstown Lakes district community, as the matters outlined in this report provide increased assurance regarding QLDC's risk framework.

13. The Council has not undertaken consultation in relation to matters outlined in this report, because the matters are of low significance.

### **Māori Consultation | Iwi Rūnaka**

14. As the significance of this matter is low, no consultation with the community or local iwi is required.

### **Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka**

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15. This matter relates to the management of all Strategic and Operational risks that are documented within the QLDC Risk Register. The QLDC Risk Management Framework and risk management maturity work programme helps to support the development of a more engaged and capable resilience culture across the Council, leading to more effective risk identification, evaluation, and mitigation outcomes.

### **Financial Implications | Kā Riteka ā-Pūtea**

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16. There are no financial implications associated with this matter.

### **Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera**

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17. The following Council policies, strategies and bylaws were considered:

- Strategic Framework including the Vision Beyond 2050: Our Strategic Framework | Queenstown Lakes District Council has been considered during risk identification, analysis, evaluation and treatment planning;

- QLDC Risk Management Policy;
- Climate Action Plan;
- QLDC Long Term Plan;
- QLDC Spatial Plan; and
- 30 Year Infrastructure Strategy

18. The matters outlined in this report support the Long Term/Annual Plans through ensuring that an effective risk framework is in place to provide assurance regarding the delivery of planned programmes.

Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kiaka

19. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. There are no recommendations in this report. The activities of the Assurance and Risk Team outlined in this report:

- Can be implemented through current funding under the Long Term Plan and Annual Plan;
- Are consistent with the Council's plans and policies; and
- Would not significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or transfer the ownership or control of a strategic asset to or from the Council.

Attachments | Kā Tāpirihaka

A	Risk Management Framework Desktop Review
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