

## Item 2: Tier 1 Risks - Review

**SESSION TYPE:** Workshop

### **PURPOSE/DESIRED OUTCOME:**

The purpose of this workshop is to gather insights from Elected Members and Independent Committee Members of the Audit, Finance & Risk Committee (AFRC) on the Tier 1 risks that QLDC and its communities may face.

As per the email sent to Elected Members and Independent Committee Members on Wednesday 23<sup>rd</sup> July 2025:

Prior to the workshop it is requested that Elected Members and Independent Committee Members consider the following, providing a response to [risk@qldc.govt.nz](mailto:risk@qldc.govt.nz) by COB 30<sup>th</sup> July 2025.

Consider 1-3 material risks that might impact upon QLDC achieving its strategic or operational objectives.

Try and draft the risks using the following format, as per the [Risk Management Policy](#):

- > There is a chance that....
- > Due to...
- > Will result in...

As this is an interactive workshop, if possible, it would be advantageous for attendees to be in the room rather than joining remotely.

### **DATE/START TIME:**

Tuesday, 5 August 2025 at 2.00pm

### **TIME BREAKDOWN:**

Presentation: 30 Minutes ; Discussion: 45 Minutes ; Review: 15 Minutes

**Prepared by:**



**Name:** Gareth Noble

**Title:** Assurance & Risk Manager

14 July 2025

**Reviewed and Authorised by:**



**Name:** Katherine Harbrow

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

16 July 2025

ATTACHMENTS:

A	Tier 1 Risk Review – Council Workshop
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# Tier 1 Risk Review – Council Workshop

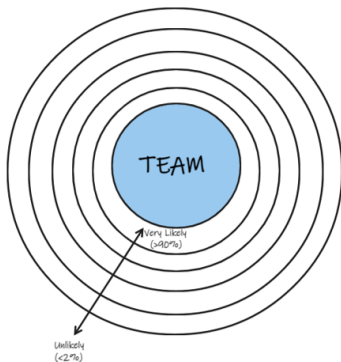
5<sup>th</sup> August 2025

Gareth Noble – Assurance & Risk Manager

# Today's Objectives

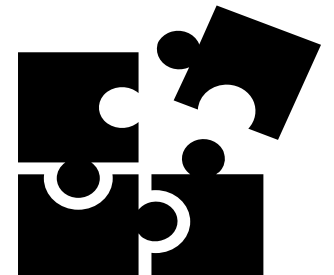
## Agenda

- > Short reintroduction to Assurance & Risk and the Risk Management Policy
- > Tier 1 Risk review interactive session

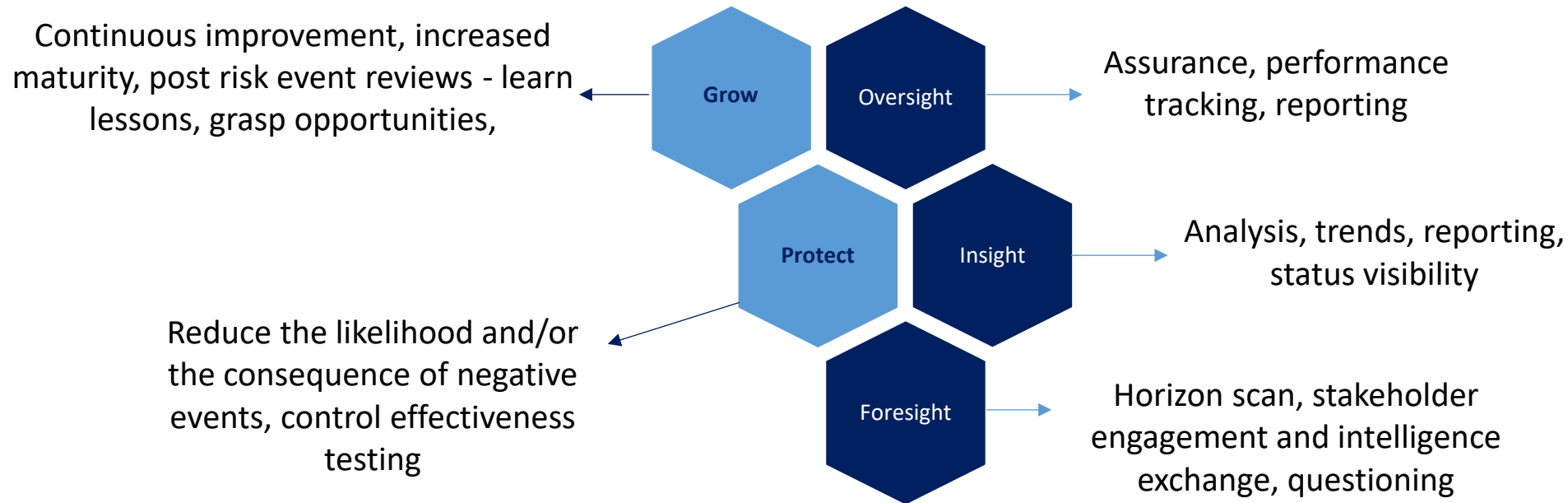


## Objectives

- > Reacquainted with Risk Management Policy and Framework
- > Analysis and Evaluation of Tier 1 Risks and identification of emerging risks – Governance insights captured



## > What does an Assurance & Risk Function do?



# A Quick Refresher - Definitions

## Risk

- > Risk relates to any uncertain event or condition that, if it occurs, will have a negative effect on QLDC achieving its objectives.

## Risk Management

- > The identification, analysis, and prioritisation of risks followed by the coordinated and prudent application of resources to reduce, monitor, and control the probability and/or impact of risks.

## Risk Appetite

- > The amount of risk that QLDC is willing to take (pursue or retain) in order to achieve its objectives.

## Issue

- > An event or condition that has already occurred and is currently having, or is likely to have, a negative impact on QLDC achieving its objectives.

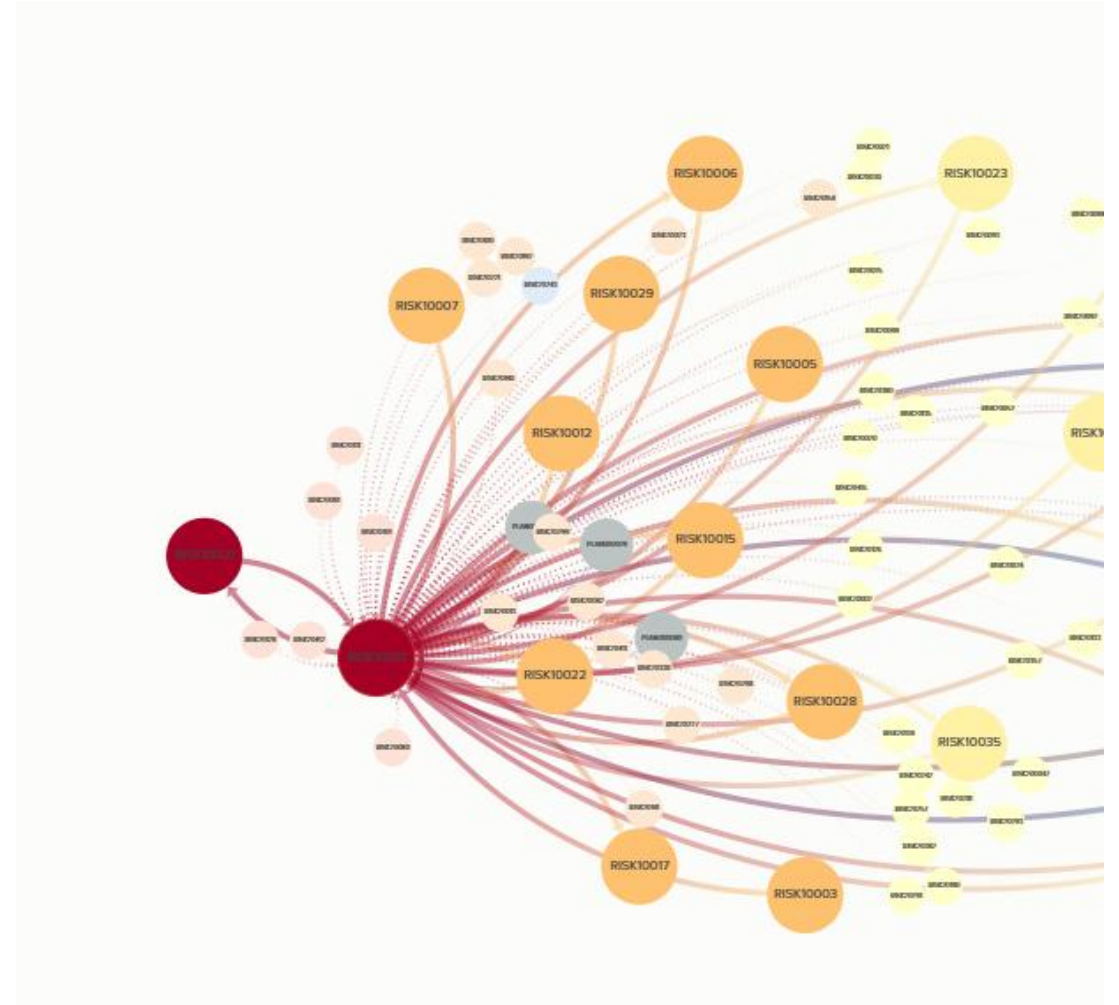
# Tier 1 & 2 Risks

## Tier 1 Risk

- > Risks that are broad in nature, requiring an organisation-wide response and likely to endure for an extended period.

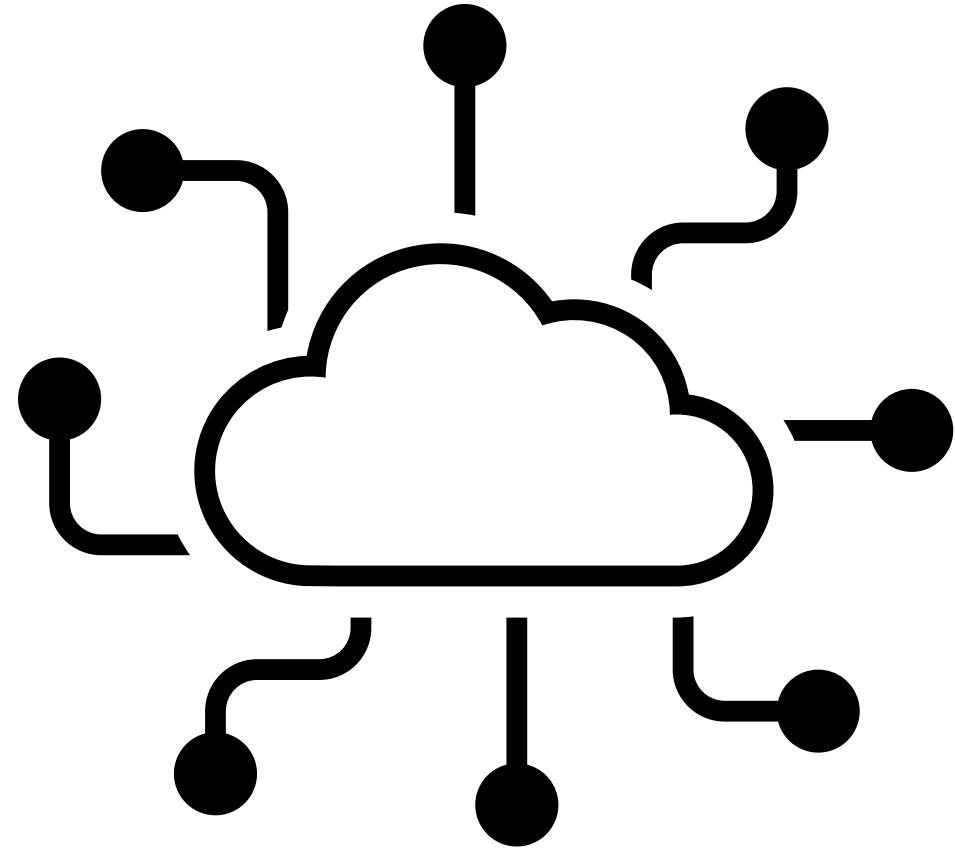
## Tier 2 Risk

- > Risks that do not meet the definition of Tier 1 Risks, and are best managed by a specific Directorate, Organisation Unit, or team, are more dynamic in nature, responding to events, planned activities, or short-term external influences.



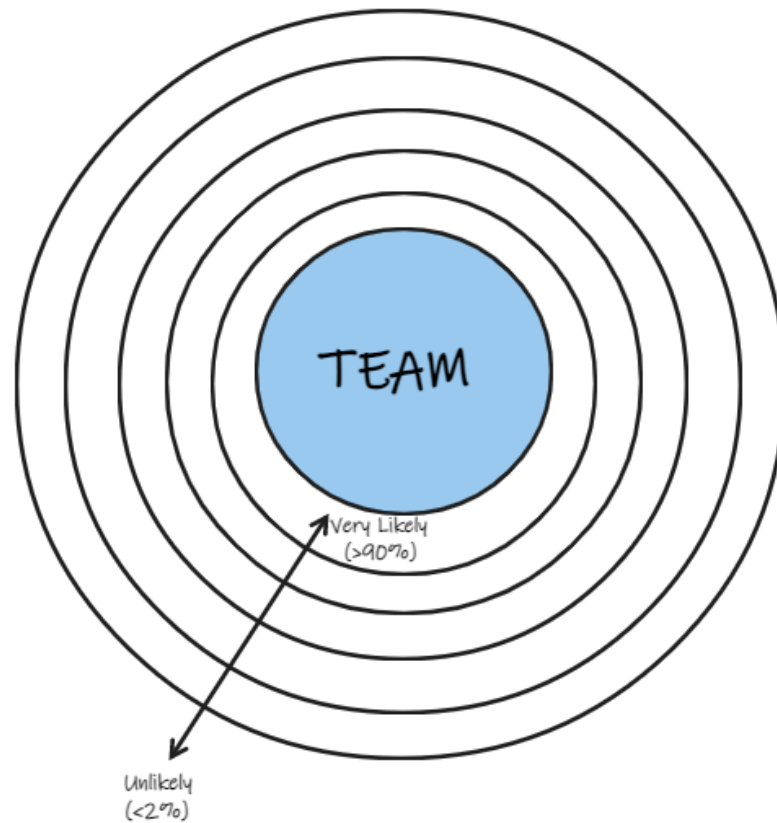
# Quarterly Manager Risk Review Questions

- > What are our highest 'Current Risks'?
- > How do we know our controls are effective?
- > Who is responsible for our 'critical controls'?
- > What is our 'risk profile'? – does it reflect our risk appetite?

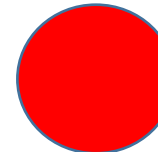
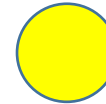




## The Inverse Target



Minor



Extreme