



Operational Risk Profile - 4 Key Risks for 2017/18

(Reviewed in August 2017)

The risks are arranged in the order of Residual Risk (Critical, High, Medium and Low).

Gross Risk @ 1/7/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood Gross Risk @ 1/7/17	Mitigation Strategy	Mitigation Action	Impact Likelihood Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
48	48	48	Council's infrastructural assets are not managed in accordance with the adopted Asset Management Plans (AMPs) and/or granted Resource Consents	Moderate Unlikely Medium	1. Manage infrastructural assets in accordance with AMPs as funded through the 10 Year/Annual Plan	<p>1.1 Review AMPs three yearly, assessing assets over a 30 year period to increase certainty to condition assessments.</p> <p>1.1.1 Seek continuous improvement of each AMP in terms of quality that matches "best practice" in NZ.</p> <p>1.1.2 Incorporate consideration of city growth, climate change, urban design and environmental sustainability into each AMP.</p> <p>1.2 Report to Council where necessary implications of difference in budgets between 10 Year Plan with AMPs, and determine revised asset management actions.</p> <p>1.2.1 Ensure Infrastructure programmes aligned with the zoning for growth.</p>	Moderate Rare Unlikely Medium	General Manager (GM) City Networks	Dec-17	AMPs formally adopted by Council.	<p>AMPs were formally adopted by Council in December 2014.</p> <p>The 2017 AMP Reviews have continued throughout the first 2 quarters, in conjunction with preparation of the 2018/28 10 Year Plan. Given that Council only concluded its strategic deliberations on the 10 Year Plan late Nov / early Dec 2018, Officers have not been in a position to finalise the AMPs. This part of the review is now to occur in the 3rd quarter, including peer review, which will not see the AMPs available for adoption by Council until around April / May 2018 at the earliest. Throughout the review Officers have endeavoured to adopt "best NZ practice".</p> <p>The considerations for Mitigation Action 1.1.2 are being addressed as part of the 2017 AMP Reviews.</p> <p>A report discussing the variations between the 2014 AMPs & 2015/25 10 Year Plan was presented to the August 2015 meeting of the Finance & Performance Committee. It concluded there were no significant asset management implications arising from variations between these documents. A similar report will be prepared for the 2017 AMPs and 2018/28 10 Year Plan.</p> <p>2017/18 Programmes to support growth are focused on the North East Industrial Zone (NEIZ) & Whakarongo. The new Railway Road water bore has been drilled to support supply of an expanded NEIZ. Work associated with the pump station & reservoir are behind schedule, as adjacent City entranceway considerations need to be addressed. Infrastructure for Whakarongo growth is focused on interfacing with upgrading James Line to urban standards, including provision of utility services. The contract for these works is underway and scheduled for completion late July / early August 2018, with an allowance for likely time extension variations. Following a "Whakarongo Comprehensive Development Plan" briefing on 27 February 2017, Council requested preparation of a detailed business case of proceeding to subdivision of its land as a Developer. Officers have received specialist advice to assist an internal multidisciplinary team with preparation of this business case. It is envisaged this will be reported to Council around March 2018.</p>

Gross Risk @ 17/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood Gross Risk @ 17/17	Mitigation Strategy	Mitigation Action	Impact Likelihood Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
						<p>1.3 Implement infrastructural programmes (operations and maintenance, renewals and capital new). With particular attention to:-</p> <p>1.3.1 Programmes associated with the Totara Road Wastewater Treatment Plant (WWTP) and closed Awapuni Landfill, in respect to their impact on the Manawatu River.</p> <p>1.3.2 Programmes associated with cycle/pedestrian pathway, in respect to property negotiations and Community stakeholders engagement.</p>			June 18	<p>Delivery of infrastructural programmes as outlined in the 10 Year Plan</p>	<p>2017/18 Operational & Maintenance Programmes during the first 2 quarters were delivered to achieve the expected levels of service. Progress in delivering the Renewal & Capital New Programmes is being monitored using the Project Status Reporting System. Up to Nov 2017 capex expenditure (both renewal & capex new) was behind the year to date budget. Renewals \$3,152k, primarily due to delays in fire protection works on the CAB Building & road / footpath pavement rehabilitations. Capital new \$4,368k, where delayed starts to physical work on the Wildbase Recovery Facility, He Ara Kotahi Pathway Bridge & James Line upgrading are the major contributors. These projects are now well underway.</p> <p>At the end of the 2nd quarter preparatory site works for installation of the WWTP renewal screens was completed. Manufacture of the screens from an Australian supplier was delayed however these items will be at the Plant by end of Jan 2018. Work to enable removal of the 2nd digester lid was almost completed, such that the lid refurbishment can proceed late Jan 2018. Tender specification & documentation for equipment supply of the feedstock food waste facility to service the co-generation engine via the WWTP digester was completed. Tenders will be sought late Jan / early Feb 2018. Programmed replacement of the plastics line gearbox at the Materials Recovery Centre was undertaken. Tender specification & documentation for the recycling wheelie bin RFID tags was completed, such that tenders can be sought early in the 3rd quarter.</p> <p>A signed property owner Memorandum of Understanding (MoU) for the Ashhurst to Riverside Drive Pathway (Stage 2) is in place, allowing construction once metal extraction pits have been filled. Unavailability of surplus clean fill is an issue & currently means it will be many years before the pathway can be formed. However the MoU provides certainty, so Stage 3 along the straight section of Te Matai Rd, has been formed (despite there being an issue with erosion of the Stoney Creek Br ramps). Council requested consideration of a temporary route for Stage 2 using the existing roads, but substantial costs & safety concerns over this idea has prompted looking at an active river bank alternative, (requiring Horizons support). In Oct 2018 the NZ Walking Access Commission made contact, given their role to assess access opportunities over land about to be purchased by overseas investors. Apparently the current owner's shareholding now has an overseas component. Early in 2018 the Owner, Commission, Council & Horizons will meet to look at ways of forming the pathway as soon as possible. He Ara Kotahi Pathway Stage 1 from the Fitzherbert Bridge to the Turitea Stream & Stage 1A the southern abutment "on - off ramps" are complete. Contractor for the new bridge opposite Ruha St will commence site works late Jan 2018. Stage 2 route from the Turitea Stream Bridge to Bells Road at Linton has been agreed with Massey & the NZ Defence Force. The associated designs are complete, apart from the Kahuterawa Stream Bridge, with construction of these works to commence in the 3rd quarter. Detail design of the Kahuterawa Stream Bridge & finalising the route for Stage 1B across the Massey farmland to link with Diary Farm Rd are about to be addressed.</p>

Gross Risk @ 1/1/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood Gross Risk @ 1/1/17	Mitigation Strategy	Mitigation Action	Impact Likelihood Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress	
					<p>2. Ensure infrastructural asset programmes developed for the AMPs and then presented for consideration in the 10 Year /Annual Plan have adequate justification in terms of assessing options, feasibility, economic, social and environmental factors.</p> <p>3. Operate infrastructural asset activities in compliance with the granted Resource Consents</p> <p>4. Operate infrastructural asset activities in a manner that uses the AMP risk register responses:- - "Controls" - Recreation & Community Facilities AMP - Property AMP - "Treatment" - Roading & Parking AMP - "Management Options" - Rubbish & Recycling AMP - Stormwater AMP - Wastewater AMP - Water AMP for specific risk situations as and when these may arise</p>	<p>2.1 Develop programme justification for the AMPs to feed into the annual planning process</p> <p>3.1 Maintain a database of all required Resource Consents</p> <p>3.2 Monitor compliance against the database</p> <p>3.3 Attend to Resource Consent renewals before expiry deadlines</p> <p>4.1 Report quarterly on infrastructural asset activities against the appropriate AMP Risk Register items in terms of invoking any of the "controls", "treatment" and/or "management options".</p>				<p>GM City Networks On going</p> <p>GM City Networks On going</p> <p>GM City Networks On going</p>	<p>Unless flagged as requiring further justification or funding approval, the 10 Year/Annual Plan programmes are at a status of being ready to be physically implemented.</p> <p>Existing mitigation strategies 2 and 3 now become 3 and 4.</p> <p>No "surprises" arise from non-compliance issues.</p> <p>Resource Consent renewals are attended to in a timely manner.</p> <p>When risk issues arise they are attended to competently using the AMP Risk Register "controls", "treatment" and/or "management options".</p>	<p>Item 2.1 is a new Mitigation Action which will feed into the 2017 AMP Reviews. This will be done via the Programme Planning and Implementation template (PPI) developed by City Networks as part of its "Best Practice Guidelines" initiative.</p> <p>Database is up to date.</p> <p>No non-compliance issues arose for the period ending the 2nd quarter.</p> <p>All Resource Consent renewals are up to date.</p> <p>No "controls", "treatment" or management options" needed to be invoked for the period ending the 2nd quarter, apart from imposing water restrictions. Level 1 being effective from 18 Nov and Level 2 from 7 Dec 2017.</p>
15	15	15	Council does not deliver the capital (new and renewal) programmes within approved scope of works, planned timeframes and budget.	Moderate Almost Certain Critical	1. Set realistic capital revenue and expenditure budgets	<p>1.1 Use City Networks Programme Planning and Implementation Template, identify and update (at least annually) the status of programmes in respect of scope, assumptions, and planning milestones, budget estimates and funding sources.</p> <p>1.2 Within the City Networks Programme Planning and Implementation Template identify the external factors which must be addressed to advance the programme and establish appropriate milestone dates as to when these factors will be addressed.</p> <p>1.3 Information in the Programme Summary of the Ozone Corporate Planning module is referenced against an up to date City Networks Programme Planning and Implementation Template.</p>	Moderate Almost Certain Critical			<p>GM City Networks On going</p> <p>GM City Networks On going</p> <p>GM City Networks On going</p>	<p>The status of planning associated with capital programmes is clear both during the programme development phase and when programmes are presented for funding approval to Council.</p> <p>External factors are identified and understood as to their impact on capital programmes.</p> <p>Capital programmes presented for funding approval by Council have realistic budget provisions, such that when ready for delivery no additional resources and/or planning allowances are required.</p>	<p>The City Networks Programming Template initiative has primarily informed future programmes from 2016/17 onwards. As part of finalising the 2017/18 Annual Budget, Officers "flagged" those capital programmes which had unresolved issues that could impact on these works not being able to be delivered.</p> <p>In addition to progress under Mitigation Action 1.1 above, specific assessments have been and are being undertaken regarding external factors that are delaying various programmes. In particular, the Whakarongo growth programmes (refer Risk 48 Mitigation Action 1.2.1) and the major projects listed under Mitigation Action 1.3 of Risk 48.</p> <p>Subsequent to the 2017/18 Annual Budget being approved, Officers have undertaken an assessment of the risk factors that at this stage may hinder delivery of programmes. This assessment has been reported to the Chief Executive & the Financial Team, from which to base further reporting to Council.</p>

Gross Risk @ 17/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood Gross Risk @ 17/17	Mitigation Strategy	Mitigation Action	Impact Likelihood Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
						1.4 Identify as potential "delayed flags" those capital programmes which have constraints beyond management's control as part of the budget approval process		GM City Networks	On going	Constraint issues preventing delivery of capital programme are not a surprise.	Through the proposed 2017/18 budget presentations from the Strategy Finance Manager, capital programmes with potential "delayed flags" were highlighted and noted by the Elected Members. Furthermore the Financial Accountant's monthly reports schedule those capital programmes that are being delayed for reasons beyond the control of the Project Managers.
						1.5 At the commencement of the financial year identify those capital programmes where there is confidence of delivery because contracts (& SLAs) are in place.		GM City Networks	30 June each year	Monthly progress reporting shows full delivery of the identified capital programmes against the YTD planned timeline.	This Mitigation Action was established after the financial year commenced. Nevertheless City Networks monthly financial reports show where service delivery commitments have been made against each capital programme. These are then assessed against progress from the Project Status Reporting system. Furthermore as noted under Risk 48 Mitigation Action 1.3, Officers have undertaken an assessment of risk factors that at this stage may hinder delivery of programmes.
						1.6 At the commencement of the financial year identify those capital programmes where planning is well advanced such that contracts (& SLAs) can be established in the 1st quarter of the financial year		GM City Networks	30 June each year	The 1st Quarter Report (September) shows for the identified capital programmes, that contracts (& SLAs) are agreed or are documented such that they can be awarded at the appropriate time in the financial year.	This Mitigation Action was established after the financial year commenced. Nevertheless City Networks monthly financial reports show where service delivery commitments have been made against each capital programme. These are then assessed against progress from the Project Status Reporting system. Furthermore as noted under Risk 48 Mitigation Action 1.3, Officers have undertaken an assessment of risk factors that at this stage may hinder delivery of programmes.
			2 Scrutinise all capital revenue and expenditure budgets exceeding \$250k.			2.1 Signed off by the relevant General Manager		GM City Networks	Annual Plan Timeline	Budget signed off	Capital budgets in the 2015/25 10 Year Plan and 2017/18 Annual Budget were signed off by the General Manager - City Networks, prior to adoption by Council.
						2.2 Review budget for reasonableness (all individual capital budgets)		CFO	As required	Budget reviewed	Major projects for the 10 Year Budget 2018/28 have been peer-reviewed for their reasonableness in the budget provision. As a result, a few projects have had their budget increased.
			3 Obtain Management Team approval on all capital projects that require a Project Execution Plan (PEP) before the commencement of the projects			3.1 Active management by General Manager		GM City Networks	Aug-18	Management Team endorse those capital programmes that are recommended to have PEPs and support the means of execution with particular focus from a corporate organisational perspective.	A report recommending which 2017/18 programmes should have a PEP was considered by the Management Team at its 3 October 2017 meeting.
						3.2 Report to Chief Executive of all non compliance instances		CFO	On going	To develop a system to flag non compliance	No non-compliance was detected for the last 2 quarters.
			4 Assess resources required to deliver the overall capital programmes			4.1 Use the Works Programming Forum both City Networks and City Enterprises identify the internal resources to be allocated to programmes and then determine any shortfall which requires the engagement of external consultant/contractor resources.		GM City Networks GM City Enterprises	Aug-18	All capital programmes are adequately resourced and able to be delivered by end of financial year.	Monthly Work Programming agendas include an item to confirm that internal service delivery resources are adequate to deliver programmes. Where that proves not to be the case external resourcing has been sought.
			5. Manage projects against recognised good practice.			5.1 Deliver projects in accordance with City Networks Asset Management Good Practice Guidelines in relation to Project Management discipline.		GM City Networks	On going	Each project associated with a capital programme is implemented in a competent manner and issues arising are dealt with effectively and transparently.	The City Networks initiated a "Good Practice Guidelines" project in 2015. That includes modules concerning project management & Management will continue advance the specific actions of that project.

Gross Risk @ 17/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood	Gross Risk @ 17/17	Mitigation Strategy	Mitigation Action	Impact Likelihood	Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
							5.2 Develop and regularly review Project Execution Plans (PEPs) for significant projects, with specific attention to any change circumstances which may impact on scope of works, timelines and/or budget requirements			GM City Networks	On going	Significant projects are being delivered without difficulty and in accordance with agreed scope of work, timeframes, and budget expectations.	A report recommending which 2017/18 programmes should have a PEP was considered by the Management Team at its 3 October 2017 meeting.
			6. Monitor progress in the delivery of capital programmes			6.1 Monitor progress through Works Programming Forum				GM City Networks	Monthly	Capital programmes are delivered with appropriate allocation of resources and avoiding conflicts with other programmes.	Monthly meetings of the Works Programme Forum have been held during the first 2 quarters to monitor delivery of 2017/18 capital programmes.
						6.2 Monitor progress of work through monthly financial reports, and the Project Status Reporting tool both actual year to date against the current financial budget and against the total project budget spanning more than one financial year.				GM City Networks	Monthly	Capital programmes are delivered within the total project budget. For programmes spanning more than one financial year, the level of carry forward budget provision is kept to minimum and only occurs when circumstances beyond the control of Project Management staff.	The 2017/18 Capital Works Programme are being monitored from the monthly financial reports and the Project Status Reporting System.
						6.3 Identify programmes which cannot be delivered due to changed circumstances giving the reason why.				GM City Networks	Ongoing	Programmes identified	The Financial Accountant's monthly reports schedule those capital programmes that are being delayed for reasons beyond the control of the Project Managers.
						6.4 Utilise Council's approval of commencing up to 20% renewal works prior to the formal adoption of the new financial year budget				GM City Networks	Ongoing yearly	Opportunity utilised when required	Carry forward programmes from 2016/17 into 2017/18 ensured there was continuity of work for in-house service delivery resources, without a need to invoke the "20% early commencing provision".
58	58	58	PNCC is not meeting its responsibilities for an emergency or a civil defence emergency event because it is unable to deliver the basic services.	Major Unlikely High		1. Develop and maintain high level PNCC Business Continuity Plan(s) (BCP)	1.1 Prepare and maintain high level PNCC Business Continuity Plans (BCP)	Moderate Major Unlikely Medium High		GM City Enterprises	Nov-17	BCPs are in place for all major activities of Council	All relevant BCPs have now been completed by the external consultant Kestrel and are being reviewed by management. Training is programmed for early 2018.
						1.2 Conduct responsiveness test on all critical activities				GM City Enterprises	Nov-17	Critical activities identified and tested	As in 1.1
						1.3 Maintain communication of BCPs to Staff				GM City Enterprises	On going	BCP communicated	As in 1.1
						1.4 Train relevant staff on BCPs				GM City Enterprises	Nov-17	Relevant staff trained	As in 1.1
						1.5 Maintain and monitor BCPs				GM City Enterprises	On going	Version control in place and maintained	As in 1.1
						1.6 Test BCPs annually				GM City Enterprises	Jun-18	Annual exercise of BCPs	As in 1.1
						1.7 Audit BCP				CFO	Jun-19	Complete Audit	The BCPs were peer-reviewed by an external consultant.
			2. PNCC meet all legal requirements and its responsibilities for a civil defence or rural fire event			2.1 Meet all legal requirements (Civil Defence & Emergency Management Act, and the Forest & Rural Fires Act)				GM City Enterprises	On going	Civil Defence Plan is consistent with Manawatu-Wanganui Civil Defence & Emergency Management Group Plan	The new Group Plan has now been completed and adopted, and is current for the next five years (until 2021).
						2.2 Civil Defence Emergency Management Group (CDEMG): Maintain regular contacts with the agencies and organisations within the community for civil emergency response				GM City Enterprises	On going	Rural Fire Plan is audited by National Rural Fire Authority (NRFA) every two years for the Readiness and Response sections, and every five years for the Reduction and Recovery Sections. Approved Rural Fire Plan is current and operational	No longer relevant. No longer a Council responsibility.
						2.3 PNCC Emergency Management Committee (EMC): Meet to discuss preparedness for specific emergency events (Agencies with an Emergency Response role).				GM City Future	On going	Participation in CDEMG meetings, including Coordinating Executive Group (CEG).	Council representatives participated in the quarterly meetings throughout the year.
										GM City Enterprises	On going	Participation in and running EMC Meetings	EMC held on 14 December 2017

Gross Risk @ 1/7/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood	Gross Risk @ 1/7/17	Mitigation Strategy	Mitigation Action	Impact Likelihood	Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
							<p>2.4 Welfare Advisory Group (WAG): meet to discuss and develop welfare plans and response</p> <p>2.5 Maintain regular liaison and contact with Regional Civil Defence and Emergency Services Groups and specialists (Regional Emergency Management Officer (EMO) meeting coordinated any Horizons MW)</p> <p>2.6 Recruit the number of staff required in preparation for a Civil Emergency</p> <p>2.7 Train Council staff to work in an Emergency Operations Centre (EOC)</p> <p>2.8 Participate in a civil defence emergency exercise</p> <p>2.9 Maintain the Rescue Emergency Support Team (REST - NZRT-4), at an operational level of capability</p> <p>2.10 Train the volunteer fire fighters</p> <p>2.11 Maintain the fire appliance and its associated equipment</p>			GM City Enterprises	On going	Participation and running WAG meetings	A PNCC Emergency Management Officer is a regular attendee at WAG meetings. A PNCC Welfare Committee has also been established.
										GM City Enterprises	On going	Maintain and attend regular liaison meetings	REMO meeting held on 12 December 2017
										GM City Enterprises	On going	Optimal number of staff to operate the EOC is 33, minimum is 22.	Integrated Training Framework (ITF) training held in October 2017 to train the new volunteers. Currently there are 59 staff recruited.
										GM City Enterprises	On going	Training records kept and key staff are trained	Further training in Emergency Management Information System (EMIS) and other EOC functions. Also scheduled is Integrated Training Framework (ITF) training for 2017/18.
										GM City Enterprises	On going	Participated in the Civil Defence emergency exercise. Minimum 1 per year	There is a planned exercise to test the Community Response Plan in Ashhurst in April 2018.
										GM City Enterprises	On going	NZRT-4 personnel train weekly and accreditation of the team maintained	Regular training is held every Tuesday along with weekend activities. Swift water training has recently taken place and they have assist emergency management in Expo activities.
										GM City Enterprises	On going	Minimum 5 training sessions held for 2016/17	No longer relevant. No longer a Council responsibility.
										GM City Enterprises	On going	Road worthiness of the fire appliance and equipment	No longer relevant. No longer a Council responsibility.
59	59	59	Council's activity preparation in key areas does not align to the Long Term Plan (Long Term Plan) programmes approval and budget processes and vice versa.	Moderate Moderate High		1. Develop a clear approach for keeping pace with technology and business development needs	<p>1.1 Review the Information Management Strategic Plan (IMSP)</p> <p>1.2 Prepare an IT service development plan to inform the Long Term Plan programmes</p> <p>1.3 Prepare a Plant and Equipment Service Development Plan for Core Infrastructure service delivery to be able to respond and introduce new technology and/or work methods as they arise to inform the Long Term Plan programmes</p>	Minor Moderate Moderate Medium High		CFO	Sep-17	The organisation is able to keep pace with technological changes and advances resulting in a more efficient and effective organisation	Recently the Management Team decided that the IMSP will be a subset of the new PNCC Digital Transformation Project which is a project to drive and enhance the customer interface. Pending the completion of the Project and the IMSP, a programme of \$500k p.a. is included in the Draft 10 Year Budget 2018/28.
										CFO	Sep-17		Recently the Management Team decided that the IMSP will be a subset of the new PNCC Digital Transformation Project which is a project to drive and enhance the customer interface. Pending the completion of the Project and the IMSP, a programme of \$500k p.a. is included in the Draft 10 Year Budget 2018/28.
										GM City Enterprises	Sep-17		The Plant and Vehicle Service Development Plan produced in June 2017 is adopted by City Enterprises and is being implemented. An example is the proposed migration over time to electric vehicles where feasible and a grant has been secured from EECA to support an innovative procurement, widely reported in the media, of electric solid waste trucks. (EECA=Energy Efficiency and Conservation Authority)

Gross Risk @ 1/7/17	Residual Risk at 31/12/17	Residual Risk @ 30/6/18	Risk Description	Impact Likelihood	Gross Risk @ 1/7/17	Mitigation Strategy	Mitigation Action	Impact Likelihood	Residual Risk @ 30/6/18 @ 31/12/17	Responsible Manager	By When	How Do We Measure Success in Risk Mitigation?	YTD December 2017 Progress
						2. Ensure integrated planning occurs across Council's recreation assets	2.1 Concept and development plans are developed for Council's recreation facilities and reserves aligned to the Active Recreation Strategy			GMs City Future and City Networks	A per the Sport and Recreation committee schedule	The Council has a clear plan for its recreational assets to base its funding decisions upon	City Future & City Networks have worked closely on the development of the Active Community Plan, as part of Council's 2018/28 10 Year Plan deliberations. Furthermore over the first 2 quarters Reserve Development Plans have been prepared & adopted for Ahimate Reserve (ex Waitoetoe Reserve) & Memorial Park. Also in Dec 2018 Council approved a proposed Reserve Management Plan for the Victoria Esplanade being issued for public consultation.
							2.2 Long Term Plan recreation programmes for the first 3 years are informed by soundly-based development plans			GMs City Future and City Networks	Dec-17		Officers from City Future and City Networks have worked closely on the development proposed programmes (operational & capital) for Council's 2018/28 10 Year Plan deliberations. These programmes are aimed at delivering Council's strategic direction, particularly under the Active Community Plan.
						3. Implementation of the Street Design Manual	3.1 Programme of work is developed to implement the Street Design Manual			GM City Networks	Oct-17	Levels of service are clear and priorities agreed for the implementation of the Street Design Manual. Over time the street environment will reflect the purpose of the street and will result in increased walking and cycling, and activated spaces.	Preparation of the 2017/18 Annual Budget were based on what is already identified as Year 3 works of the 2015/25 10 Year Plan, including those programmes that give effect to the Street Design Manual. Further programmes approved in the 2017/18 Annual Budget have also had their scope defined in accordance with the Street Design Manual, as they proceed through to implementation. These include the package of street renewal works in the block of Cuba St between Pitt St & George St / Taonui St.
							3.2 Long Term Plan levels of service align with changes promoted in the Street Design Manual			GM City Networks	Dec-17		Mitigation Action 3.2 has been embraced into the process for establishing levels of service under the 2018/28 10 Year Plan.
							3.3 Long Term Plan Programmes advance implementation of the Street Design Manual and for the first 3 years are informed by soundly-based development plans			GM City Networks	Dec-17		Mitigation Action 3.3 has been embraced into the process for developing proposed 2018/28 10 Year Plan programmes.

Key:

- Critical Risk
- High Risk
- Medium Risk
- Low Risk