

HOROWHENUA DISTRICT COUNCIL - COVID-19 RISK MATRIX

Background

1. This risk matrix has been developed to support the Horowhenua District Council's Response to Covid-19.
2. The format for this matrix has been drawn from HDCs Risk Policy & Framework. It is separate to HDCs Risk Register.
3. HDCs Risk Policy & Framework identifies five key risk categories:
 - a. Reputational
 - b. Strategic
 - c. Service Delivery
 - d. Finance
 - e. Legal
4. The matrix is a dynamic document which is coordinated by the HDC Risk Manager but contributed to collectively by the HDC Incident Management Team (IMT).

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	Risk Description	Raw Risk	Treatment/ Controls/ Actions	Residual Risk Assessment
Reputational				
	Lack of trust in the Council to deliver essential services under Covid -19 Pandemic conditions.	High	<ul style="list-style-type: none"> - HDC has developed and promulgated its list of essential services and is monitoring levels of service. - Business Continuity Plans (BCP) have been implemented and Council continues to deliver and manage essential, and where possible and safe, non-essential service delivery. - Key Council contracts have been reviewed and BCP arrangements have been put in place with essential service providers. - The PIM/ Communications function has been established and is releasing updates on HDCs essential service delivery and key Government updates. - The HDC call centre is operating and the Customer Requirement Management (CRM) System has been established to monitor identify critical issues and track non-essential service related reporting. 	Moderate
	Consistent and adverse local and social media coverage of Council/ IMT decisions and actions re Colvid-19 response and recovery. E.g. perception of not supporting the welfare needs of the community.	Significant	<ul style="list-style-type: none"> - HDC is following Government directed guidance and is in a supporting role to the Group ECC. - Council has established an Emergency Committee and will also continue to conduct Council meetings and briefings under the revised LGOIMA. - A communications plan is in effect. - Daily meetings are held with the Customer Excellence Lead, Communications Lead and Social Media Advisor to discuss frequently asked questions/concerns from the public and determine best course of action. - A welfare function has been established, needs assessments have commenced in coordination with the ECC, NEMA/NCMC, Community support agencies and networks including Iwi/ Pasifika. 	Moderate

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			- The HDC CRM system is being to investigate and audit Community support requests. HDC is receiving regular updates from the ECC.	
Legal				
	Council is non-compliant and/or in breach of Legislative, or directed Covid-19 related guidelines and changed legislation	Significant	- Council is following National Covid-19 related direction and guidance with respect to the conduct of activities and tasks. - Council remains in contact with LGNZ, SOLGM and ALGIM to monitor legislative changes and updates. - IMT receives relevant updates from the ECC and other Government agencies.	Moderate
Essential Service Delivery				
	Inadequate application of protective measures (PPE, distancing, hygiene etc..) results in staff/ service providers being infected which disrupts essential service provisioning	High	- IMT is following Central Govt, MoH and NCMC/ NEMA direction and advice for managing Covid-19 related response tasks. - The IMT has promulgated guidance to staff and key stakeholders who are tasked to complete Covid related response tasks. - A communication plan is in place that encapsulates the recommended protective measures and procedures. - Risk assessments and plans are in place for specified tasks. - HDC are observing Covid 19 related direction and guidance for safe working practices including using and holding stocks of appropriate PPE.	Significant
	Interruptions and delays (>24hrts) in the delivery of essential	High	- Agreed levels of service for designated essential services are being met with known non-compliance being reported as required.	Moderate

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	services, and non-compliance with stated agreed levels of service.		<ul style="list-style-type: none"> - Stock of chemicals and goods required to maintain essential services e.g. drinking water are being monitored. - Alert warning & monitoring systems are in place for service interruptions & response staff are ready. 	
	Failure of Council IT and monitoring systems results in the prolonged (>24hrs) disruption of services.	High	<ul style="list-style-type: none"> - Remote access systems are available and supporting service delivery and BAU requirements. - SCADA network is functioning for alerts to enabled WWTPs. - IT network security, and data back-up and recovery mechanisms, are in place, effective and up to date. 	Moderate
	A concurrent significant event occurs disrupting essential service provisioning and requires a EM related response	High	<ul style="list-style-type: none"> - The majority of HDC staff are EM trained and HDC has an available EOC to manage concurrent events. - National and Regional EM centres and functions are activated which improves activation times. - Contingency planning has occurred at the Group level. <p>Concurrent event forecasts e.g. flooding and drought are being actively monitored and appropriate alerts being raised.</p>	Moderate
Strategic				
	Lack of information sharing and unilateral decision-making result in negative outcomes for the Horowhenua District increasing the IMT workload and disrupting service delivery.	Moderate	<ul style="list-style-type: none"> - Close engagement with NCMC/ NEMA, ECC and Central Govt agencies to remain aware of proposed decisions, changes and the opportunities. - Clear articulation and promotion of the IMTs actions and information gaps in daily reporting. - The IMT is observing IM procedures and key information and updates are being shared with staff, Council and the Community. 	Low

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	Outbreak/ Community cluster of Covid-19 in a Horowhenua District urban centre results in essential services being overwhelmed and disrupted.	High	<ul style="list-style-type: none"> - Contingency plans and contact tracking systems have been developed. HDC is in a supporting role to DHB/ ECC actions. - Group/ ECC resources can be requested as required. - HDC has limited stocks of available hygiene related consumables which could be provided if requested. - Essential service providers e.g. waste management have continuity procedures in place and ready - Essential HDC staff are observing direction and guidelines for remote and distance working reducing cross-staff contamination risk. 	Significant
Financial				
	Loss of significant Council revenue through Covid-19s impact on District economic growth, employment and Community wellbeing.	High	<ul style="list-style-type: none"> - HDC is submitting claims for available Covid related grants and subsidies. - The Community is aware of available grants & subsidies. Call centres are providing correct referral advice to requestors. - An Economic Recovery Task Force has been established and Financial Resilience Working Party is conducting financial modelling. - HDC has provided submissions to Central Govt for key projects, shovel ready projects, and stimulus initiatives. - LTP and Annual Plan is under review and consultation. - Fee schedules and other sources of revenue have been subjected to, or are under review, to mitigate the economic impacts of Covid on our Community. - Small/ Medium businesses are made aware that Government Grants are available & are accessing them. 	Significant

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	Consequence				
Likelihood	1 - Very minor	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
5 - Almost certain	Low	Moderate	Significant	Extreme	Extreme
4 - Very Likely	Low	Moderate	Significant	High	Extreme
3 -Likely	Low	Moderate	Significant	Significant	High
2 - Unlikely	Low	Low	Moderate	Moderate	Significant
1 - Extremely unlikely	Low	Low	Low	Low	Moderate

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The table below provides a guideline to the responses that Staff should make within each band of the residual risk scores.

Risk	Actions
Low	Examine where un-needed action can be reduced, Advisory only to Response Manager
Moderate	Managed by procedures and function lead, Advisory to Response Manager
Low	Managed by procedures and function lead, Advisory to Response Manager
Moderate	Managed by Function lead, Response Manager and Advisory to Local/ Lead Controller
Significant	Managed by Function lead, Response Manager and Advisory to Local/ Lead Controller, Group Controller, Chief Executive & Mayor/ Council
Significant	Managed by Local/ Lead Controller and Advisory to Group Controller, Chief Executive & Mayor/ Council
High	Managed by Local Controller and Immediate Advisory to Group Controller, Chief Executive & Mayor/ Council
Extreme	immediate action required to reduce risk Immediate Advisory to Group Controller, Chief Executive & Mayor/ Council