

Council Workshop, 12 February 2026

Information considered in the workshop.

Risk Appetite

Agenda

Over the next half hour we will cover...

1. The journey so far
2. What is risk appetite
3. Next steps

The journey so far

Timeline

- April/May 2023 – Risk & Assurance agreed the approach for updating the risk appetite statements with ELT and FRAC.
- October/November 2023 – Risk & Assurance agreed the risk categories with ELT and FRAC.
- Feb 24 to May 25 – Development of risk appetite statements with GW staff and workshop sessions on each of the risk appetite statements with FRAC.
- July/August 2025 – Endorsement of the risk appetite statements by ELT and FRAC.

Roles & Responsibilities

FRAC/Council will:

- Input in the development of the risk appetite statements to ensure they reflect their risk appetite
- Approve the risk appetite statements for implementation

ELT will:

- Provide context to FRAC/Council on how their risk stance will impact on GW operations
- Approve an operational risk policy which provides an escalation pathway for risks

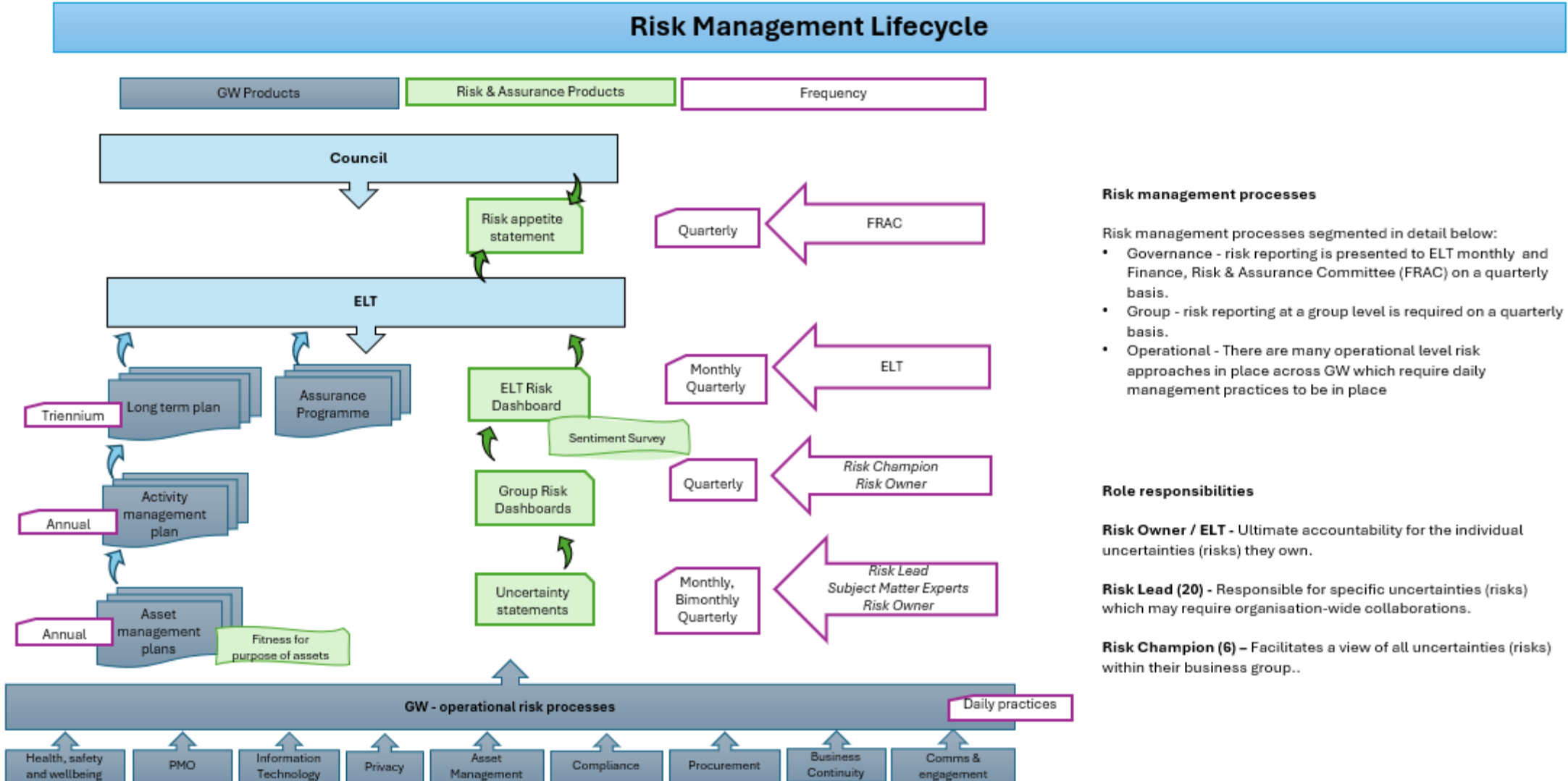


Why did we need to update our risk appetite?

- The previous risk appetite statements were out of date and did not reflect the needs of GW or the position of the current Council.
- They were challenging to apply in practice which was not unique to GW.

What is risk appetite?

Risk Framework – Risk at GW



Risk management processes

Risk management processes segmented in detail below:

- Governance - risk reporting is presented to ELT monthly and Finance, Risk & Assurance Committee (FRAC) on a quarterly basis.
- Group - risk reporting at a group level is required on a quarterly basis.
- Operational - There are many operational level risk approaches in place across GW which require daily management practices to be in place

Role responsibilities

Risk Owner / ELT - Ultimate accountability for the individual uncertainties (risks) they own.

Risk Lead (20) - Responsible for specific uncertainties (risks) which may require organisation-wide collaborations.

Risk Champion (6) - Facilitates a view of all uncertainties (risks) within their business group..

Purpose

Risk Appetite Statements are...

A mechanism to explicitly define the level of uncertainty that is deemed to be acceptable by Council, for ELT to take on, in order to deliver on its mandate and strategic priorities.



Purpose

Fit for purpose risk appetite statements are necessary to allow our officers to understand the parameters they can operate in before they need to escalate a risk.

To do this FRAC/Council will...

Set risk appetite at a level that enables them to focus on strategic problems/opportunities while not getting bogged down in operational matters.

This enables ELT to...

Operate with sufficient flexibility in order to deliver on its mandate and strategic priorities.

This allows Officers to...

Get on with day job without unnecessary escalation to ELT and/or FRAC/Council.

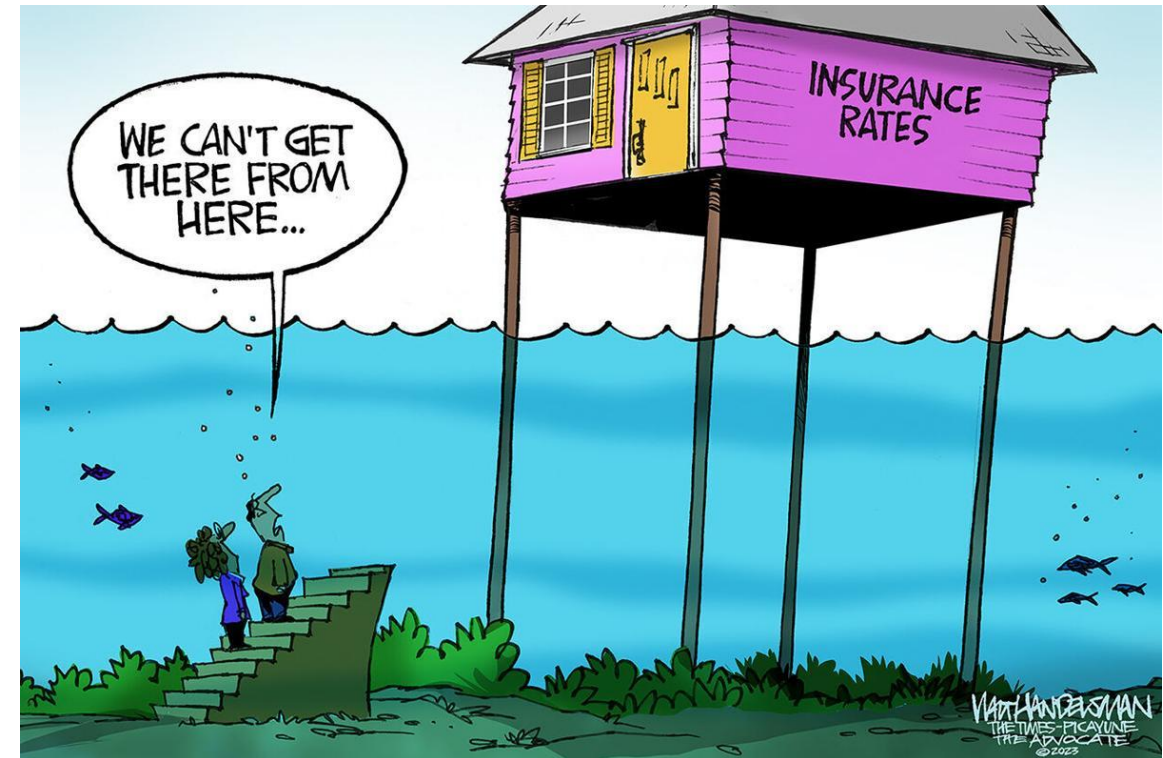
Example - insurance

Shifts in the insurance market is making Greater Wellington rethink how it insures its assets

This means:

- Not all assets can be insured
- Assets cannot be insured for their full value and will need a loss limit
- We will need to increase our levels of self insurance

How we in insure will be informed by our risk appetite



Example - insurance

Our existing risk appetite requires that we have to take a “balanced” approach to insuring our assets which means:

“Risk exposure is not preferred but recognised as part of achieving objectives”

Based on this risk appetite definition what would your insurance strategy be?

Source of risk	Risk appetite		
	Averse	Balanced	Tolerant
Loss, failure or damage to assets		X	
Services being severely curtailed		X	
Health & safety to staff and contractors	X		
Physical harm to the general public	X		
Financial, macroeconomic risk		X	
Subsidiary companies and Trusts		X	
Legislative and regulatory	X		
Political and reputation		X	
Projects		X	
Environmental damage	X		
Human Resources		X	

Example - insurance

So how did we fix this?

The risk appetite statement **loss, failure, or damage to assets** has a risk tolerance of **Balanced** and is described as:

“We are responsible for delivering services across our communities, which relies on our infrastructure networks delivering reliable services in line with our commitments, and the networks’ capacities to respond to unplanned events”

The risk appetite statement specifically references:

- Critical/high-value assets having sufficient and appropriate insurance in place.
- Self-insurance being an appropriate mechanism to manage risk as appropriate reserves and debt headroom is available.
- Not needing to insure assets where premiums are uneconomical

The updated risk appetite provides us with the flexibility to mix insurance policy with self-insurance as long as we have sufficient insurance to respond in the event of a maximum probable loss scenario.

Standard & Poor’s

“Greater Wellington has low contingent liabilities, including potential out-of-pocket costs for natural disasters. Underpinning this are the council's comprehensive insurance policies and potential financial support from the central government.”

Next steps

- March/April – Workshops with Council on the risk appetite statements
- June/July – Seek approval of the risk appetite statements from Council

Workshop schedule

Risk Category	Timing
Loss, failure, or damage to assets	26 February
Financial	26 February
Regulatory & compliance	26 February
Continuity of service	10 March
Community & stakeholder	10 March

Risk Category	Timing
Technology	2 April
Our People	2 April
Treaty of Waitangi	2 April
Environment	21 April
Health & safety	21 April

Creative ideas to help raise awareness and understanding of our role

Feb 2026

Councillor Recap

Recap

The story so far

- [Nov 2024 workshop](#):
 - History of our campaigns to raise awareness and show our value
 - Overview of Listen to the land
 - Our approach to gather different inputs
- 2025
 - Internal working group formed
 - [Strategy](#) developed
 - ELT and leadership teams consulted
 - Creative agency briefed

Strategy Recap



Strategy

The problem to solve

- Low familiarity (31% have a good understanding of what we do).
- Below average reputation score (57 vs 65 average).
- Low emotional attachment score (15% vs 35% average).

This makes it more difficult to get people to engage (e.g. local elections, feedback to proposals) and comply with regulations.

Strategy

Our audience

- The persuadable middle.
- They are not advocates or detractors, but open to change their perspectives.
- They don't care about the complex workings of organisations like Greater Wellington, just the specific tangible value they can offer them now and in the future.

Strategy

Our approach

- Provide honest proof that we're doing great things to improve residents lives today.

Strategy

Creative deliverable

- A creative concept that can hold together a range of stories that prove our value.
- This concept will be used to create a full range of assets in both paid and owned media.

Idea one: “That’s us”



That's us

The idea

- People don't know if something is covered by us, or their TA, or central government.
- This idea aims to spotlight the things and progress that we're responsible for, by publicly taking ownership of them.
- We'll use authentic photography of people out in the field doing their job with the line: "**That's us**".
- We could tell the story of one member of staff going around the region showing all the things we do, until they're out of breath.

That's us

The concept



Flood management in the region?

That's us



Regenerating native forests in Belmont Regional Park?

That's us

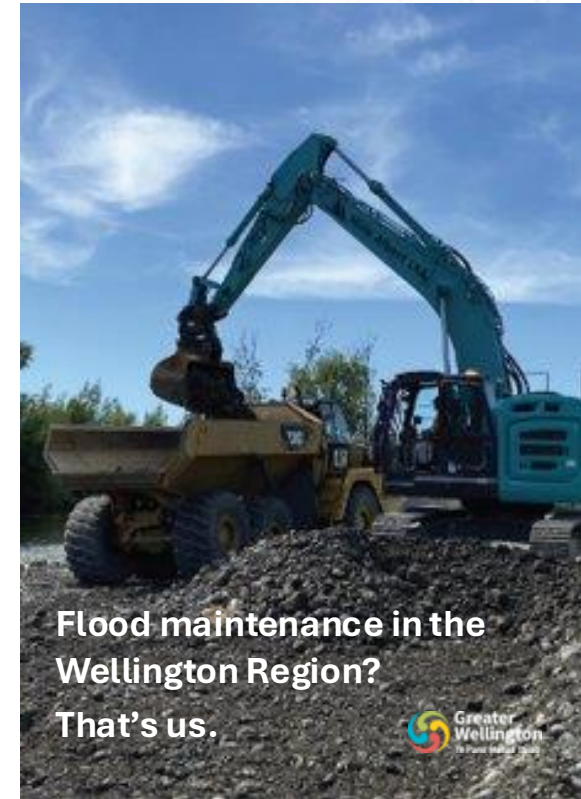


We could have the same person doing each role, to add some humour, gradually getting red and out of breath as they get near the end of a video getting off a bus saying:

Public Transport? That's also us

That's us

The concept



That's us

The concept

We could also take this down to ground level by stencilling, or making small signs pointing out “That’s us” next to something we’ve contributed to.



Idea two: “All in a day’s work”



All in a day's work

The idea

- Greater Wellington is responsible for a lot of things across the region, and a lot of it is unseen. Such as flood management, biosecurity, environmental management etc.
- Let's bring all of that into the light, by showing all the things that happen in a day of our work.

A vertical photograph on the left side of the slide shows a person wearing an orange jacket and a dark cap, wading through a shallow river with white water rapids. The person is carrying a bag and appears to be working in a natural setting.

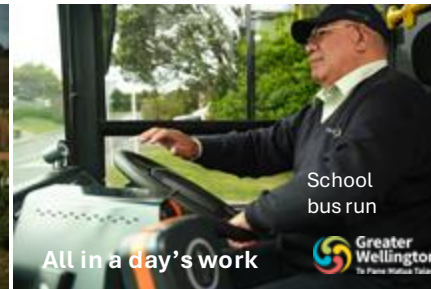
All in a day's work

The concept

- We'll create a set of photographs of real staff working at all times of the day.
- The sub text can state the time and location, describe what we're doing and why it is important.
- We may see a misty wetland at dawn with a field officer checking the water quality, Flood Maintenance workers opening barrage gates, and Park Rangers checking in on campers.

All in a day's work

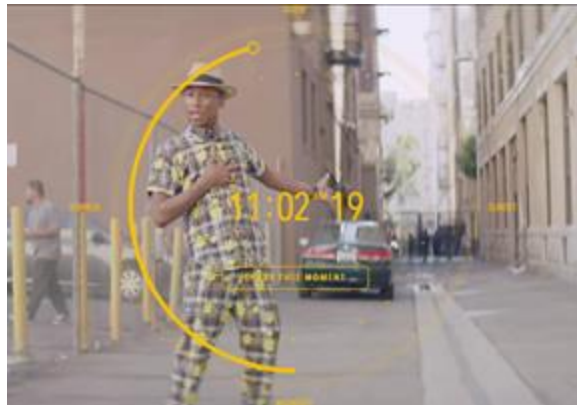
The concept



All in a day's work

The concept

We could ask staff to take video of what they're doing. This could be pushed out on social media, and we could create an interactive timeline of the day's work, which could live online, or on an interactive display in outdoor advertising.



All in a day's work

The concept



Staff around the region record actual work happening at prescribed times with their phone - stills and video clips.

- 5am - call centre staff
- 6am - park gates opening
- 7am - water monitoring at a lake/river
- 9am - staff karakia (Monday morning)
- 10am - snorkelling event with mountains to sea... and so on

Have timelapse for a whole day condensed into a short video, with a clock in the corner along with the changing locations and activities (7:05_Lake Wairarapa_Water testing).

Could have our own karakia or waiata with subtitles in the background to build on the idea of te ao Māori within our workplace

Timelines



Marketing & Comms campaign

Next steps

- Working group presentation 4 Feb
- Councillor workshop 12 Feb
- VML address feedback, develop media recommendation 13 Feb – 3 Mar
- ELT presentation 9 Mar
- Final feedback on chosen idea to VML 10 Mar
- Creative, concept development and amends 11 – 25 Mar
- Production Apr
- Live May

Pātai?

