

Auckland Council Top Risks July 2017

No.	Risk Theme	Concern	Risk Rating	Owner
Technology Risk				
1	Cyber Crime	Malicious cyber-attack results in technology service disruption	Moderate	CFO
2	Technology Failure	There is a risk that technology services may be disrupted as a result of a natural disaster, an accident or human error affecting the single data centre being used by Auckland Council.	Moderate	CFO
3	Integrity of data and processes	Inability to optimise efficiencies and leverage off Group size	Moderate	CFO
4	Accuracy of Data	Quality and accuracy of data to drive informed decision making. Lack of data or measurement processes around community facilities, libraries, park usage, halls, etc., to drive positive change and optimise service delivery.	Moderate	COO
Reputational Risk				
5	Housing and Growth Demand	The ability for council to meet growth demand for housing and infrastructure needs. Combined effort by Auckland Council and CCO's to deliver roads, efficient public transport, and councils services in a rapidly growing city.	High	COO
6	Trust and confidence	Goal is to drive collective ownership and support for trust and confidence in Auckland Council	High	Communications & Engagement Director
Strategic Risk				
7	Stakeholder Engagement	Developing effective engagement strategies with key stakeholders. Segments include: • CCO's; Government; Community, Commercial partners	Moderate	COO
8	Organisational Strategy	Successful implementation of the Organisational Strategy: • Not achieving the set 3 year performance targets. • Inability to successfully measure project delivery and outcomes • Inability to successfully design and implement enterprise wide change	High	Transformation Director
9	Environmental Sustainability	Degree in which environmental sustainability is embedded in Auckland Council activities, plans and strategies, influences ability to deliver positive environmental outcomes.	High	Chief of Strategy
Financial Risk				
10	Asset Performance	Infrastructure and physical assets: Inadequate asset strategy, planning, management and maintenance. Failed "high performing asset". Asset not being fit for purpose over the life cycle resulting in missed opportunity.	High	COO
11	Fraud & Unethical Behaviour	Fraud, corruption or other unethical behaviour (i.e. failure to adhere to probity standards) perpetrated within Council that could lead to financial, reputational, and/or operational risk to council.	High	Governance Director
Operational & Service Delivery Risk				
12	Procurement and Supplier Management	Procurement capability and maturity across the organisation is not developed enough to deliver against corporate strategy outcomes	Moderate	CFO
13	Programme and Project Delivery	Inappropriate allocation of resources in the absence of clear linkage between the organisation strategy and delivery of the outcomes and goals in the LTP/AP	Moderate	CFO
14	Delivery of Commitments	Adoption of Long Tem Plan and Annual Plan	Moderate	COO
15	NewCore	Programme delivery and realisation of proposed benefits, in relation to: • Single platform • Efficient Streamlined processes • Cost saving • Time saving • Customer centric	Moderate	COO
16	Service Delivery	Delivery of service commitments: Inability to deliver against significant commitments (Auckland Plan, Long-term Plan, and Annual Plan). Being able to understand and deliver what's required as Auckland changes and grows.	Moderate	COO
17	Organisational Change	Frequency of and impact on productivity and morale.	Moderate	People and Capability Director
18	Natural Hazard	Significant disruption due to natural hazards (e.g. floods, earthquake, tsunami or volcanic eruption, etc.) and lifeline utility disruptions (e.g. Auckland region wide power, water or transportation disruption).	Moderate	COO
Legal and Regulatory Risk				
19	Regulatory approvals	Inadequate consenting processes resulting in adverse outcomes for Council and customers	Moderate	COO
20	Building Control Compliance	Future legal liability: lack of sufficient processes and safeguards to identify and reduce future exposure arising out of increased building and regulatory activity	High	COO
21	Privacy and Confidentiality	Policy or system breaches result in legal, financial and reputational exposures.	High	Governance Director
22	Non-Compliance	Failure to comply with legislative obligations.	High	Director Legal & Risk
23	Maori outcomes	Unable to meet legal and other responsibilities to Maori	Moderate	Governance Director
People Risk				
24	Health, Safety and Wellbeing	Major failure of HSW Procedures on Auckland Council Operations	High	People and Capability Director. Head of HS&W
25	Performance Culture	Low performing culture across Council results in low performance results in 6 focus areas, low staff morale, and high staff turnover.	Moderate	People and Capability Director
26	Leadership Capability	Ineffective leadership to develop and lead high performing teams, manage employee performance; resulting in low team productivity and performance, inappropriate restructuring, and high employee turnover	Moderate	People and Capability Director
Governance Risk				
27	Governance	Our governance structures and practices across the Council group (incl. CCO's) meet legal and good governance standards and our decision making is at all times lawful, robust and of high quality.	High	Governance Director