Auckland Council Risk Report

July 2017

Risk - Quarterly Update

The Executive Lead Team (ELT) maintains a Top Risk Register which enables our leaders to identify and mitigate important risks. The treatments that are identified aim to reduce the impact of the risks should they transpire into actual incidents.
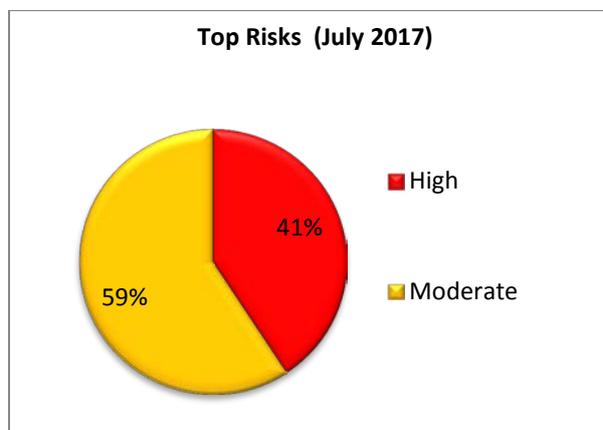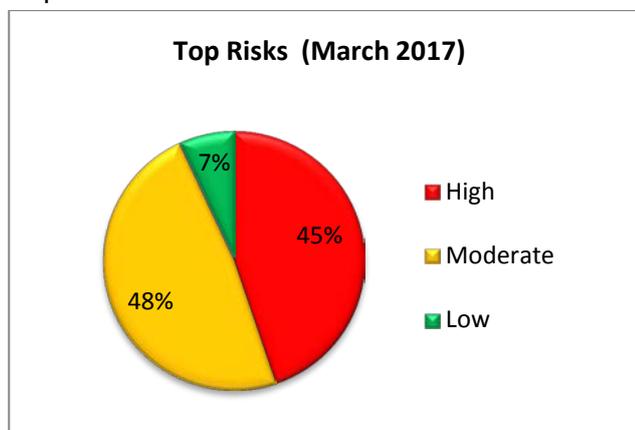
The Risk team regularly meet to discuss and review the Top risks with each ELT member and/ or their teams, and to update the top risks in line with changes to the business and the external environment.

Overall there were significant changes to the risks last reported to the Audit and Risk Committee in March 2017. These changes include, reframed risk descriptions, updated risk ratings, new allocated risk owners, and allocating risks into specific categories. There has also been significant progress in the development of the treatments that resulted in two 'low' ranked risks in March 2017 being removed from the Top Risk Report. (i.e External Market Conditions and Unitary Plan risk) Top risks continue to be reviewed by the risk owners and reported on a quarterly basis. The risk treatment update is provided in the tables below.

The table below reflects the Top Risk split by category and risk ranking:

Category	Risk Ranking			Total
	High	Medium	Low	
Technology Risks	0	4	0	4
Reputational Risks	2	0	0	2
Strategic Risks	2	1	0	3
Financial Risks	2	0	0	2
Operational & Service Delivery Risks	0	7	0	7
Legal and Regulatory Risks	3	2	0	5
People Risks	1	2	0	3
Governance Risk	1	0	0	1
				27

Top Risks

Top Risks (March 2017)

7%
45%
48%

- High
- Moderate
- Low

Top Risks (July 2017)

41%
59%

- High
- Moderate

Top Risk Report Changes from March to July 2017:

The number of top risks has reduced from twenty nine to twenty seven over the last quarter. This is a result of ongoing management of risk by the departments. The following 2 low ranked risks will be removed from the July report.

#	Risk Description	Risk Assessment			Risk Treatment Update
		Risk Rating (Mar 2017)	Risk Rating (Jun 2017)	Risk Status	
6	**External Market Conditions** Inability to accommodate volatile external market factors into financial planning **[Risk Owner: Chief Financial Officer]**	Low 🟢	Low 🟢	Risk Removed	Diversify funding sources, operating within Treasury Management Policy, maintaining adequate standby facility. **Comment: Funding strategies are being implemented. This risk has remained "low" ranked over the last 2 quarters and following discussions with the Risk owner, we are comfortable removing this form the Top Risk. The team will continue to monitor external market conditions (e.g. Brexit) for any financial impact on Council.**
18	**Unitary Plan** A small number of broad appeals on the Unitary Plan will delay large parts of the Unitary Plan from becoming operative. **[Risk Owner: Chief Of Strategy]**	Low 🟢	Low 🟢	Risk Removed	Actively engage with the Environment Court and High Court to achieve an early resolution of the appeals. **Comment: The Character Coalition appeal had the widest potential impact in terms of preventing the Unitary Plan from becoming operative. That appeal was resolved in Council's favour. A significant number (64 of 116) of appeals and judicial reviews applications in respect of the Council has either been resolved or determined by Court. The remaining 52 appeals are pending.**

Three risks have also been reduced in ranking from **High** to **Medium**:

- Cyber Crimes – risk #1
- Integrity of data and processes – risk #3
- NewCore – risk #15

One risk moved from Medium to High

- Asset performance – risk #10. This is due to a number of incidences over the last two months including the fatality on a catch pit and the fire at the refuse transfer station.

Details of the can be found in the attached Top risk report.

Auckland Council Top Risk Report

#	Risk Description	Risk Assessment			Risk Treatment Update
		Risk Rating (Mar 2017)	Risk Rating (Jul 2017)	Risk Status	
Technology Risks					
1	**Cyber Crimes** Malicious cyber-attack results in technology service disruption **[Risk Owner: Chief Financial Officer]**	High 🔴	Moderate 🟡	Decrease 🔻	1. Intrusion prevention system deployed to end-point devices 2. Review of technical security architecture 3. Review of the deployment of the anti-virus solution and implementation of recommendations 4. Increased communication to users to raise awareness 5. Planning underway to replace internet content filtering solution 6. Planning underway to inspect encrypted internet traffic 7. Consideration of Cyber insurance
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 **[Risk Owner: Chief Financial Officer]**	Moderate 🟡	Moderate 🟡	No Change ▬	1. Second data centre has been set up, and services are now being migrated to the new data centre. 2. Update of IS business continuity plan 3. Implementation of revised major incident management process
3	**Integrity of data and processes** Inability to optimise efficiencies and leverage off Group size **[Risk Owner: Chief Financial Officer]**	High 🔴	Moderate 🟡	Decrease 🔻	1. Optimise shared service opportunities across the group 2. Achieved efficiency targets 3. Insurance renewal
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	Moderate 🟡	Moderate 🟡	No Change ▬	1. Leveraging NewCore as one source of data 'truth' 2. Embed FLIP 3. Embed digital via the customer centric transformation initiatives 4. Asset Management Information Strategy implemented to establish data standards and asset

	optimise service delivery. **[Risk Owner: Chief Operating Officer]**			5	management systems enhancement. 5. CFAME (council wide asset management system enhancement to be rolled out) to effectively use and share asset information and knowledge 6. Asset Information collection plan to enhance efficient collection of asset information on data, risks, condition, performance, fit-for purpose and utilisation 7. Structured asset performance/condition monitoring and modelling to inform asset management strategies (e.g. renewals, repair & maintenance, disposals)
	Reputational Risks				

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.
	
	[Risk Owner: Chief Operating Officer]
		High
		🔴
			High
			🔴
				No Change
				▭
					1. Continue internal governance and oversight c/- Housing steering group
					2. Complete the CME and compliance changes in Regulatory
					3. Embed the DPO model and grow capacity to lead complex development projects across council family
					4. Complete development and implement use of Forward Land and Infrastructure Planning (FLIP) model decision making tool
					5. Ongoing support for and review of strategic planning tools (e.g. ATAP, FULSS, Housing Accord, , spatial priority area approach)
					6. Communication and engagement enhanced, e.g.:
					  a. Council family (e.g. CE growth and infrastructure meeting)
					  b. Externally with the CE briefings, Auckland Infrast. & Procurement Group etc.
					7. Alternative sources of funding (e.g. Housing Infrastructure fund), capex reviews supported

| 6 | **Trust and confidence** Goal is to drive collective ownership and support for trust and confidence in Auckland Council | | | | The Communication and Engagement team has an active work programme in place to support trust and confidence in Auckland Council. Some favourable results are already starting to show, for example;

1) Trust in Council decision-making and satisfaction with Council performance showing significant improvement
2) WPP Public Sector Practice have highlighted the Progress Snapshot in their international 'The Leaders' Report – The Future of Government Communication'. The Progress Snapshot combines objectives of being more transparent and communicating council's performance to Aucklanders.
3) Our Auckland is the lead channel for news about Auckland Council. In Q1 2017, almost one in two Aucklanders attributed the information they received to Our Auckland – more than any other media source.
4) The Our Auckland website received over 676,000 unique visitors and over 2.1 million page views in the 12 months to 31 March 2017.We use social media channels to communicate our performance and to bring news and information to a wider audience Our follower base has grown to 59,600 on Facebook, (89,000 on Twitter, 20,900 on LinkedIn and 5,900 on Instagram) (as at March 2017. Social media is also being used to reach younger audiences and some ethnic groups who are usually less engaged with council.
5) Media favourability is trending positively, and the December half yearly report showing 82.6% of stories being favourable (36.7) or neutral (45.9). This report noted that 'council addresses issues' continues to come through as a leading theme in the media. This is a significant |

				achievement in the context of multiple high profile activities that over the six month period.
				6) Diminished budget available to spend in FY18 will impact delivery across the work programme. The budget allocated to support service awareness and delivery of the organisation will mean we are reliant on our own channels to reach Aucklanders. As these are still growing and do not have the flexibility of targeted media spend, this represents a significant risk to T&C, Demand for communication from the business is not diminishing so trade-offs will need to be made in terms of what can be supported.
Sub risk 1 Lack of awareness of council's delivery lowers trust and confidence.	High 🔴	High 🔴	No Change ▭	1. Proactive support for trust and confidence - led by C&E. Creation of communication work programme, which has endorsement from international peer review and assessment, to specifically target driving trust and confidence. This includes service awareness and engagement awareness, both core to delivering on T&C. 2. T&C is now a part of every council department's business plan, and this identification of how their work supports T&C will ensure that this is an organisational priority. 3. Broader C&E work programme also reviewed in terms of what will most drive T&C, to proactively tell the story of council's performance, and to connect Aucklanders with their region, and with their council 4. Channels are continually optimised to reach our diverse audiences with relevant information, and effectiveness of communication reach is measured via search and web analytics 5. Work planning system in place which will enable team to track effort towards trust and

				confidence and organisational strategy objectives
				6. Pro-active summaries of communication messaging and content given to elected representatives to equip them to be 'the face of Council' and to tell the council story
				7. Pro-active publication of the organisation's performance plan and targets, to demonstrate our commitment to transparency
Sub-risk 2. Issues management is not joined up across council group, leading to inconsistent messaging or poor reactive communication	Moderate 🟡	Moderate 🟡	No Change ▬	**Management by C&E team:** 1) C&E have a strong role in the Auckland Crisis Management Team and actively contribute to Business Continuity Plans and Crisis Management exercises and reviews. 2) C&E media team respond to media enquiries in a timely fashion and hold proactive media briefings as issues arise. **Management of risk across the council group** 1) Strategic Communications Forum, Marketing and Brand forum, and Consultation and Engagement Community Leadership Forum now operating with CCO managers, to align work across the council group. 2) Ongoing discussion had with CCOs about brand alignment to increase attribution of services to council. 3) No surprises convention in place between council and CCO communication teams. Section 17A review will look at opportunities to further maximise impact and streamline work across the group

	Sub-risk 3. Organisational decisions, including actions of individuals and Elected Members, lowers Aucklanders trust and confidence in Auckland Council, **[Risk Owner: Engagement Director]**	High 🔴	High 🔴	No Change ▭	1) Organisational wide understanding of behaviours that support trust and confidence, this has been regularly discussed with SLT and ELT. 2) C&E and the Elected Member Reference group meet regularly, to brief them on communication work underway and their role in T&C. 3) Staff and elected representatives regularly reminded of their responsibilities and good practice behaviour under the Code of Conduct and Social Media guidelines 4) Senior leaders have clear understanding of the expectation of them to alert C&E of any issues and build understanding of trust and confidence impacts with their teams 5) Organisation wide communication policy being reviewed in FY18
	Strategic Risks				
7	**Stakeholder engagement** Developing effective engagement strategies with key stakeholders. Segments include: CCO's; Government; Community, Commercial partners **[Risk Owner: Chief Operating Officer]**	Moderate 🟡	Moderate 🟡	No Change ▭	1. Partnership under the Realising Auckland's Potential initiative to promote Auckland Plan outcomes 2. SPP initiative develops and promotes best practice 3. Integrated approach across CCO's, supplier relationships, key accounts, corporate partnership, Auckland Conversations etc. 4. Building internal capability 5. Effective delivery of partnership programmes (e.g. DOC co-location, Housing for Older Persons, etc.)
8	**Organisational Strategy:** Successful implementation of the Organisational Strategy: • Not achieving the set 3 year	High 🔴	High 🔴	No Change ▭	1. Working towards obtaining greater accountability and ownership of the performance targets. 2. Development of a performance framework 3. Investment group to continue to bring in tighter control on spend. 4. Conducting "health-checks" on project delivery

	performance targets. • Inability to successfully measure project delivery and outcomes • Inability to successfully design and implement enterprise wide change **[Risk Owner: Transformation Director]**				5. Creating a stronger portfolio office to manage change
9	**Environmental Sustainability** Degree in which environmental sustainability is embedded in Auckland Council activities, plans and strategies, influences ability to deliver positive environmental outcomes. **[Risk Owner: Chief Of Strategy]**	High 🔴	High 🔴	No change 🟦	1. Establishment of new Natural Environment Strategy team, working to embed improved environmental outcomes in council activities 2. National Policy Statement on Freshwater Management work streams delivered by operational units 3. Completion and implementation of Hauraki Gulf Marine Spatial Plan 4. Hauraki Gulf forum (independent agency) monitoring reviews of overall health of marine ecosystem 5. Chief Sustainability Office initiating and supporting sustainability initiatives across council and externally 6. Active involvement in the special interest groups with other regional councils, many of which focussed on the environmental impact 7. Ongoing review of plans and effectiveness 8. Environmental monitoring and frequent reporting of data.
	Financial Risks				
10	**Asset Performance** Infrastructure and physical assets: Inadequate asset strategy, planning, management and maintenance. Failed "high performing asset".	Moderate 🟡	High 🔴	Increase 🔺	1. Asset delivery governance via capital works and asset management steering group, supported by investment decision making disciplines and 'Gateway' 2. Asset performance, utilisation, condition and data

	Asset not being fit for purpose over the life cycle resulting in missed opportunity. **[Risk Owner: Chief Operating Officer]**				improvement project successfully implemented 3. CFAME (council wide asset management system to be rolled out) 4. Community Services and Community Facilities structure reinforced 5. Services and asset strategy aligned (joint between CFO and COO) that defines asset / non-asset solutions based on demand growth and changing demographic needs 6. Project17 integrated region-wide FM contracts successfully let 7. FLIP tool developed and implemented 8. Integrated and structured planning for asset acquisitions (including vested assets) to disposals led by the asset owner accountable for optimising whole-of-life costs / benefits / risks 9. Risk assessment of catch pit assets in conjunction with Auckland Transport.
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. **[Risk Owner: Governance Director]**	High 🔴	High 🔴	No Change ▬	1. Treat as a leadership and culture initiative 2. Internal Audit work program 3. Fraud Risk Framework 4. Fraud & Whistleblowing Policy 5. Integrity and Investigation Unit providing training, investigations and data analytical services. 6. IS Security 7. Security Forum (monthly) 8. Insurance Policy related to fraud. 9. Integrated and coordinated process for sharing of critical and relevant information between Internal Audit and Risk departments.
Operational and Service Delivery Risks					
12	**Procurement and Supplier Management** Procurement capability and maturity across the organisation is not developed enough to deliver against corporate strategy outcomes **[Risk Owner: Chief**	Moderate 🟡	Moderate 🟡	No Change ▬	1) Procurement policy 2) System (SAP) initiated delegation of financial authority (DFA) requirements. 3) Procurement enabling technology. 4) Strategic Procurement Committee. 5) Co-source procurement program. 6) Fit for purpose department

	Financial Officer]				structure. 7) Part way roll out of ARIBA – enhanced reporting ability 8) Consistent with WaterCare and Auckland transport 9) Exceeded targets on FY 18
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 **[Risk Owner: Chief Financial Officer]**	Moderate 🟡	Moderate 🟡	No Change ▭	1. Processes in place to provide increasing transparency (for example, Investments Group) 2. Internal training programme under review. 3. Council wide maturity assessment being conducted. 4. Expanded use of Sentient system to record projects.
14	**Delivery of Commitments** Adoption of Long Tem Plan and Annual Plan **[Risk Owner: Chief Financial Officer]**	Moderate 🟡	Moderate 🟡	No Change ▭	1. Relationship of trust with the Mayoral Office and elected members exists 2. Encouraging early engagement with elected members on key issues. 3. Early engagement with Audit on key risks.
15	**NewCore:** Programme delivery and realisation of proposed benefits, in relation to: • Single platform • Efficient Streamlined processes • Cost saving • Time saving • Customer centric **[Risk Owner: Chief Operating Officer]**	High 🔴	Moderate 🟡	Decrease "Go live 5" impl. 6/06/17 🔻	1. Go Live 5 2. NewCore Exec Steering group, and governance structure in place 3. Approved delivery structure and roll-out programme 4. Regular reporting to Audit and Risk 5. Staff training and implementation strategy (including transition to BAU support)
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 🟡	Moderate 🟡	No Change ▭	1. Develop and implement Service Strategy, supported by Community Facilities Network Plan, Local Board plans and Asset Management programme 2. Embed community empowerment model within ACE and extend progressively across council

	[Risk Owner: Chief Operating Officer]				
17	**Organisational change** Frequency of an impact on productivity and morale. **[Risk Owner: Director People and Capability]**	Moderate 🟡	Moderate 🟡	No Change ▬	1. Support 'in flight' change programmes 2. Incorporate a change policy for structural change (currently being developed in partnership with the PSA). 3. Leverage the existing change management framework and guidance to provide a cohesive change approach to all change. 4. Develop and embed an organisational governance framework for change
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). **[Risk Owner: Chief Operating Officer]**	Moderate 🟡	Moderate 🟡	No Change ▬	1. Review Lifeline management plans with emphasis upon reducing exposure to hazard, responding to damage and quick recovery.
Legal & Regulatory Risks					

19	**Regulatory approvals**
	Inadequate consenting processes resulting in adverse outcomes for Council and customers
	
	[Risk Owner: Chief Operating Officer]
		Moderate 🟡	Moderate 🟡	No Change ▬	1) Complete current improvement initiatives
					  a. Consenting Made Easy
					  b. Customer enabled compliance
					2) NewCore implementation (provide enterprise system consistency)
					3) Digital lodgement, processing, booking and tracking enhancements developed
					4) Recruitment and retention, including offshore attraction of skilled staff

20	**Building Control Compliance** Future legal liability: lack of sufficient	High 🔴	High 🔴	No change ▬	1. Maintain risk-based processes and compliance management approaches 2. Active management with

	processes and safeguards to identify and reduce future exposure arising out of increased building and regulatory activity Key risk areas: • Capacity and capability to respond to growth • Quality systems,(note: AC does not do quality assurance for the entire process, but only for given tasks i.e. not having 24 hour oversight, accepting producer statements from engineers, cannot verify if things get undone after sign off) • Use of unauthorised building products • Inadequate inspection and Code Compliance Certificate process. **[Risk Owner: Chief Operating Officer]**				central government on regulation, building product and system quality and liability issues 3. Training and development of staff 4. Work with industry to develop quality building systems and processes 5. Active promotion of regulatory career paths as a career of choice
21	**Privacy and Confidentiality *** Policy or system breaches result in legal, financial and reputational exposures. **[Risk Owner: Governance Director]**	High 🔴	High 🔴	No Change ▬	1. Auckland Council Customer Privacy Policy (April 2014) 2. Proactive privacy program – training and awareness
22	**Non-compliance** Failure to comply with legislative obligations, resulting in unlawful action, exposure to litigation risk, regulatory and/or government sanctions and	High 🔴	High 🔴	No Change ▬	Council has a council-wide compliance programme called "Do it Right" made up of targeted activities, resources and systems to support and enable staff on compliance matters. This includes reporting to the ELT and the Audit and Risk Committee. The programme includes readiness for new legislation and a review of corporate policies.

	diminished trust and confidence in Council. **[Risk Owner: Director Legal and Risk]**				Phase 1 of the roll out has been completed and phase 2, expanding departmental compliance plans to priority areas is continuing. A new simplified and prioritised approach to corporate policies to enable staff to "Do the Right Thing" and including the CCOs is being initiated working in conjunction with the communication and transformation teams. Planned roll out to begin February 2017. Key aspects of programme targeting the non-compliance risk are: • **Knowledge and Training** • **Tools and Resources** • **Monitoring and Reporting**
23	**Maori outcomes *** Council meets all established legal and other responsibilities to Maori and satisfies all reasonable expectations of responsiveness" **[Risk Owner: Governance Director]**	Moderate 🟡	Moderate 🟡	No Change 🟦	1. Oversight by Auckland Council CE's leadership group on Maori transformation shift initiatives 2. Treaty Settlements Manager appointed. 3. Constant updating and monitoring of statutory obligation. 4. Treaty of Waitangi audit work program. 5. Monitoring and Reporting Framework 6. Considerable effort has been applied to identifying and increasing budgets which contribute to Maori well-being. 7. Review Te Waka Angamua and other resources
	People Risks				
24	**Health, Safety and Wellbeing** Major failure of HSW Procedures on Auckland Council Operations **[Risk Owner: People and Capability Director. Head of Health, Safety, and Wellbeing]**	High 🔴	High 🔴	No change 🟦	Implementation of a Safety Management System to consistently apply across all AC family operations. HSW management system will allow us to meet requirements of Health and Safety at Work Act (2015). 1) Development & implementation of a Corporate H&S Strategy 2) Development of a Corporate Health & Safety Policy 3) Implementation Safety Management System 4) Implementation of Risk Manager system 5) Develop & Implement Governance Frameworks

					6) Set Corporate H&S Standards for H&S:
					  o Policy & Procedure control
					  o Risk Assessment Framework
					  o Incident, Near Miss Reporting & Investigation
					  o Contractor Management Procedures
					  o Safety by design
					7) Write and develop Key Safety Requirements to support the business
					8) Development Competency frameworks & identify training requirements – Capability building
					9) Setting and Commencing Auditing Frameworks for assurance

25	**Performance Culture** Low performing culture across Council results in low performance results in 6 focus areas, low staff morale, and high staff turnover. **[Risk Owner: People and Capability Director]**	Moderate 🟡	Moderate 🟡	No Change ▬	Embedding a high performance culture' was endorsed as a priority by ELT at the strategy refresh. This will include a focus on performance and accountability for results, and ensuring that the attributes of a high performing culture are embedded in how we work. Engagement Survey action planning will need to be closed off by people leaders. 1) Use engagement survey to address leadership performance and effectiveness at managing non-performance 2) Embed high performance behaviours through Customer Friendly Services Workshops across P&C
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 🟡	Moderate 🟡	No Change ▬	The strategy refresh recommendations covering leadership and culture were also endorsed by ELT. This is being progressed jointly by Strategy and Organisational Development. This will involve reviewing the planned programmes for 2017/18 and ensuring they are fit for purpose. The planned programmes are outlined below:

[Risk Owner: People and Capability Director]			17		**My Time** 1) Launch My Time v2.0 portal improvements (completed) 2) Launch My Time conversations eLearning (completed) 3) Team plans are completed and reviewed quarterly to reflect organisation's performance cycle. Focus on individual goal setting aligned to team plans to ensure individuals and teams are working on the right things. 4) Work with Business Partners to support embedding activity in departments (upon reviewing Culture and Engagement survey results) 5) Improve visibility and access to recognition. Set up regular reporting on budget vs spend for departments. **Leadership Development** 6) Develop new leader on boarding programme to develop competence and confidence in leading teams 7) Develop People Leader development pathway to support development, from new to experienced leader, 8) Support implementation of leader led forums (The Leadership Movement) to tackle common leader challenges. 9) Roll out the Leadership Compass to all leaders, Great leaders, great Auckland programme and Leaders worth Following series. 10) Extend availability of just in time learning tools for leaders e.g. Tupu **Other** 11) Manager support provided by P&C Consultants where poor performance is a concern (BPs) 12) Increased reporting and visibility on non-performance provided to ELT through P&C using scorecard.(BPs)

				13) Develop and implement council wide recognition programme (2017)

Governance Risk				

27	**Council 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.
	
	Applications to Local Government Commission for reorganisation:
	Two reorganisation proposals for Auckland - Waiheke and North Rodney, are currently being considered by LGC.
	
	[Risk Owner: Governance Director]
		High
		🔴
			High
			🔴
				No change
				▭
					1) Policies and processes in place to ensure statutory compliance and transparency.
					2) Training & Development for elected members and staff.
					3) Active stakeholder relationship plan.
					4) Centre of Excellence:
					   o Governance framework review
					   o Governance manual
					
					Active monitoring of LGC process. Cooperation and communication with LGC – providing information and data to LGC to enable accurate assessment of the impact of the options.
					
					Waiheke and North Rodney Proposals: Governance Framework Review – addressing themes in the reorganisation applications and investigating options that may resolve the issues.

The AC Enterprise Risk Management Framework defines the risk levels based on the "5x5 likelihood and consequences matrix" and the acceptability as shown below:

		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
Consequences	5 Extreme	Moderate	High	High	Extreme	Extreme
	4 Major	Moderate	Moderate	High	High	Extreme
	3 Moderate	Low	Moderate	Moderate	High	High
	2 Minor	Low	Low	Moderate	Moderate	Moderate
	1 Insignificant	Low	Low	Low	Moderate	Moderate
		Likelihood				

Risk Status Update

The risk status update shows the movement of the risks from the previous period and is denoted by the following format:

▼ Decrease

▬ No Change

▲ Increase