

Auckland Council Top Risks September 2017

No.	Risk Theme	Concern	Risk Rating	Owner
<b>People Risk</b>				
1	Health, Safety and Wellbeing	Major failure of HSW Procedures on Auckland Council Operations	High	People and Capability Director. Head of HS&W
2	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
3	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
<b>Reputational Risk</b>				
4	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
5	Trust and confidence	Goal is to drive collective ownership and support for trust and confidence in Auckland Council	High	Communications & Engagement Director
<b>Financial Risk</b>				
6	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
7	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
<b>Governance Risk</b>				
8	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
<b>Strategic Risk</b>				
9	Organisational Strategy	Successful implementation of the Organisational Strategy: <ul style="list-style-type: none"> <li>• Not achieving the set 3 year performance targets.</li> <li>• Inability to successfully measure project delivery and outcomes</li> <li>• Inability to successfully design and implement enterprise wide change</li> </ul>	High	Transformation Director
10	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
11	Stakeholder Engagement	Developing effective engagement strategies with key stakeholders. Segments include: <ul style="list-style-type: none"> <li>• CCO's; Government; Community, Commercial partners</li> </ul>	Moderate	COO
<b>Legal and Regulatory Risk</b>				
12	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
13	Privacy and Confidentiality	Policy or system breaches result in legal, financial and reputational exposures.	High	Governance Director
14	Non-Compliance	Failure to comply with legislative obligations.	High	Director Legal & Risk
15	Maori outcomes	Unable to meet legal and other responsibilities to Maori	Moderate	Governance Director
16	Regulatory approvals	Inadequate consenting processes resulting in adverse outcomes for Council and customers	Moderate	COO
<b>Technology Risk</b>				
17	Cyber Crime	Malicious cyber-attack results in technology service disruption	Moderate	CFO
18	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
19	Integrity of data and processes	Inability to optimise efficiencies and leverage off Group size	Moderate	CFO
20	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
<b>Operational &amp; Service Delivery Risk</b>				
21	Procurement and Supplier Management	Procurement capability and maturity across the organisation is not developed enough to deliver against corporate strategy outcomes	Moderate	CFO
22	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
23	Delivery of Commitments	Adoption of Long Tem Plan and Annual Plan	Moderate	COO
24	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
25	Organisational Change	Frequency of and impact on productivity and morale.	Moderate	People and Capability Director
26	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
27	NewCore	Programme delivery and realisation of proposed benefits, in relation to: <ul style="list-style-type: none"> <li>• Single platform</li> <li>• Efficient Streamlined processes</li> <li>• Cost saving</li> <li>• Time saving</li> <li>• Customer centric</li> </ul>	Moderate	COO