

Auckland Council Top Risks December 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	Director, People & Performance
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	Director, People & Performance
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	Director, People & Performance
<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	Chief Operating Officer
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	Chief Operating Officer
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	Director, People & Performance
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: CCO's; Government; Community, Commercial partners.	Moderate	Chief Operating Officer
12	Government Legislative Change	Change in Central Government (October 2017). Government signalling changes to legislation and policy affecting council group including in areas of building, housing, managing urban growth, regional fuel tax, climate change, and resource management.	Moderate	Director Legal & Risk
<b>Legal and Regulatory Risk</b>				
13	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	Chief Operating Officer
14	Privacy and Confidentiality	Policy or system breaches result in legal, financial and reputational exposures.	High	Governance Director
15	Non-Compliance	Failure to comply with legislative obligations (including financial, people, regulatory and international sanction regimes) resulting in unlawful action, exposure to litigation risk, regulatory and/or government sanctions and diminished trust and confidence in Council.	High	Director Legal & Risk
16	Maori outcomes	Unable to meet legal and other responsibilities to Maori.	Moderate	Governance Director
17	Regulatory approvals	Inadequate consenting processes resulting in adverse outcomes for Council and customers.	High	Chief Operating Officer
<b>Technology Risk</b>				
18	Cyber Crime	Malicious cyber-attack results in technology service disruption.	Moderate	Chief Financial Officer
19	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	Chief Financial Officer
20	Integrity of data and processes	Inability to optimise efficiencies and leverage off Group size.	Moderate	Chief Financial Officer
21	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	Chief Financial Officer
<b>Operational &amp; Service Delivery Risk</b>				
22	Procurement and Supplier Management	Procurement capability and maturity across the organisation is not developed enough to deliver against corporate strategy outcomes.	Moderate	Chief Financial Officer
23	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	Chief Financial Officer
24	Delivery of Commitments	Adoption of Long Tem Plan and Annual Plan.	Moderate	Chief Operating Officer
25	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	Chief Operating Officer
26	Organisational Change	Frequency of and impact on productivity and morale.	Moderate	People and Capability Director
27	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	Chief Operating Officer
28	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>	Low	Chief Operating Officer