



# 2024 Year-End Principal Corporate Risk Report

AC2025-0002

2025 January 9

# Recommendations

## That Audit Committee recommends:

- 1 That Council receive this report and presentation for information and the Corporate Record; and
- 2 That Attachments 4 and 5 and Closed Meeting discussions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2030 January 31.



# Highlights

The City's risk profile is trending upwards, with mounting pressures and increased risks primarily driven by factors such as infrastructure challenges, political shifts, and regulatory changes since the 2024 Mid-Year Update.

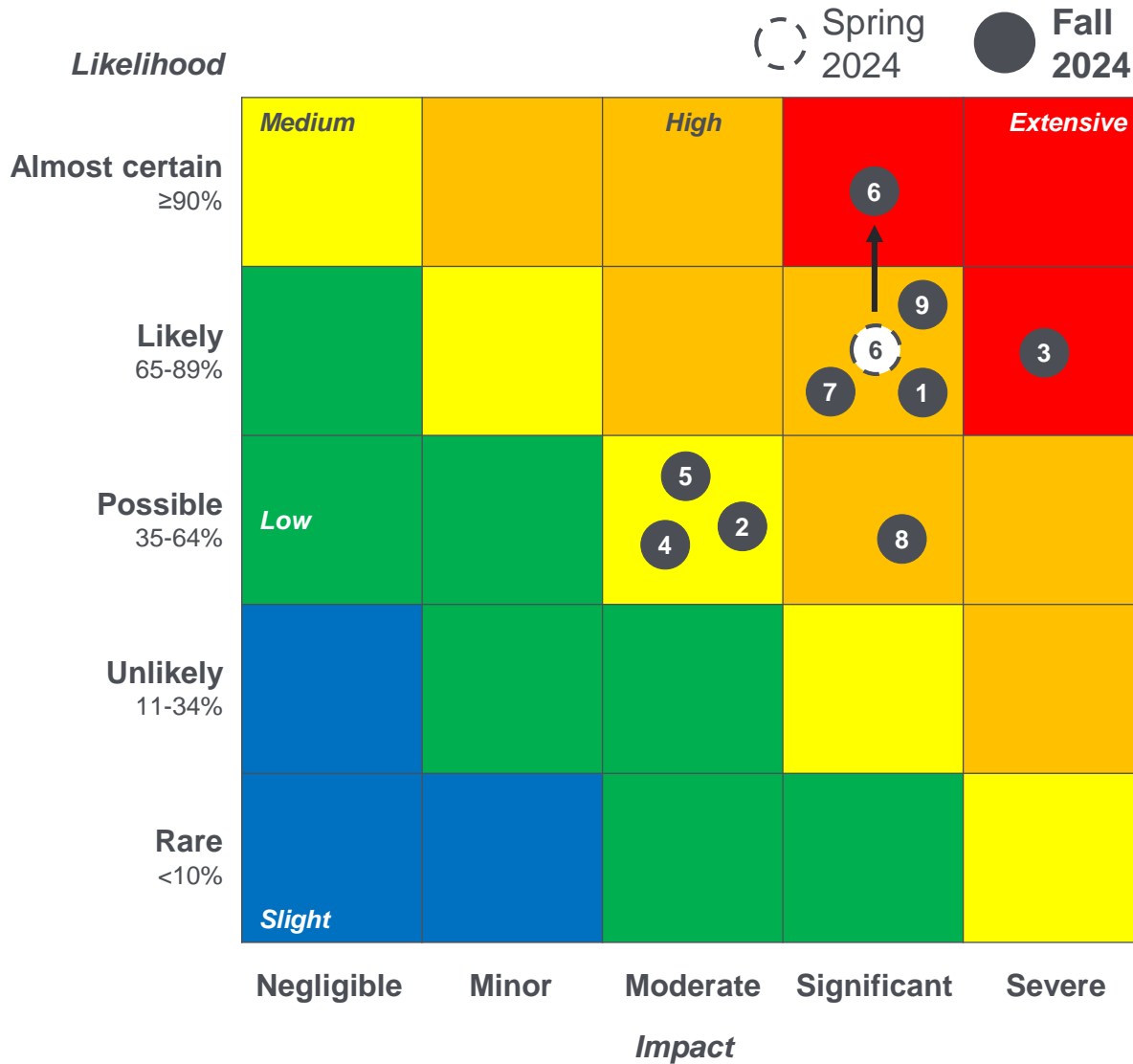
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The Enterprise Risk Management team continues to implement a comprehensive roadmap, enhancing risk assessments and fostering a robust risk culture in the journey to advance The City's risk maturity.

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# Principal Corporate Risk Heatmap



## Principal Corporate Risk

- 1 Capital infrastructure ----- High
- 2 Employee experience ----- Medium
- 3 Technological disruption ----- Extensive
- 4 Financial sustainability ----- Medium
- 5 Legal ----- Medium
- 6 Reputation ----- Extensive
- 7 Social wellbeing ----- High
- 8 Service delivery ----- High
- 9 Sustainable City ----- High

## Year-End 2024 Residual Risk Rating



# The City's Principal Corporate Risks

Principal Corporate Risk (PCR)	Current Residual Risk Rating	Risk Response	Risk Trend	Risk Tolerance/ Appetite	Target Residual Risk Rating
Capital Infrastructure	■ High	On Track	↑	Monitor	■ High
Employee Experience	■ Medium	On Track	↑	Monitor	■ Medium
Technological Disruption	■ Extensive	On Track	↑	Monitor	■ Extensive
Financial Sustainability	■ Medium	On Track	→	Maintain	■ Medium
Legal	■ Medium	On Track	→	Maintain	■ High
Reputation	■ Extensive	In Development	↑	Reduce	■ High
Social Wellbeing	■ High	On Track	↑	Monitor	■ High
Service Delivery	■ High	In Progress	↑	Monitor	■ High
Sustainable City	■ High	In Development	→	Monitor	■ High

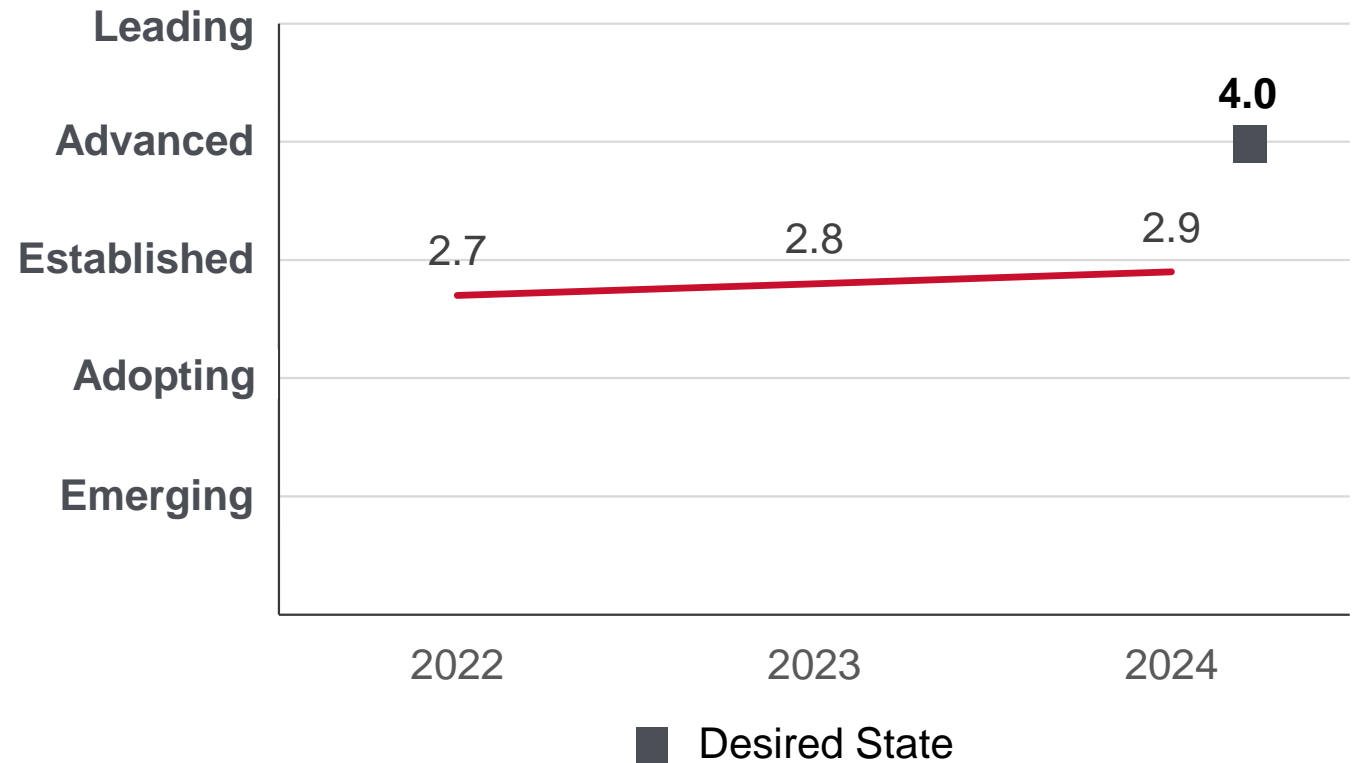
**Reputational Risk has increased from High to Extensive.**

**There were no changes to the Risk Trends.**

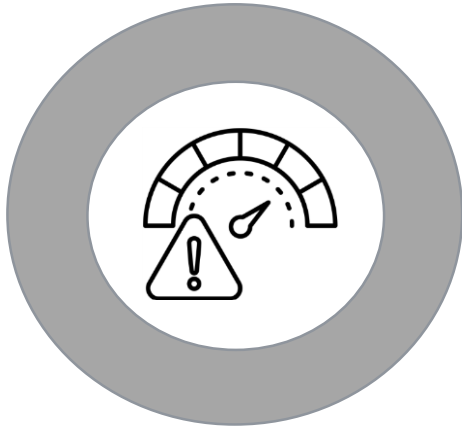
# Risk Maturity Survey Update



**Risk Maturity: Weighted Average Risk Maturity Score**



# Next Steps: Advancing Risk Maturity – Focus Areas



## Risk Appetite/ Tolerance

Risk-informed decisions  
and prioritization



## Risk Governance

Risk management  
communication and  
accountability



## Improved Reporting

Advancing Key  
Risk Metrics  
and analytics



## ERM Integration

Cross-corporate  
reporting and  
collaboration

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