



# 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.



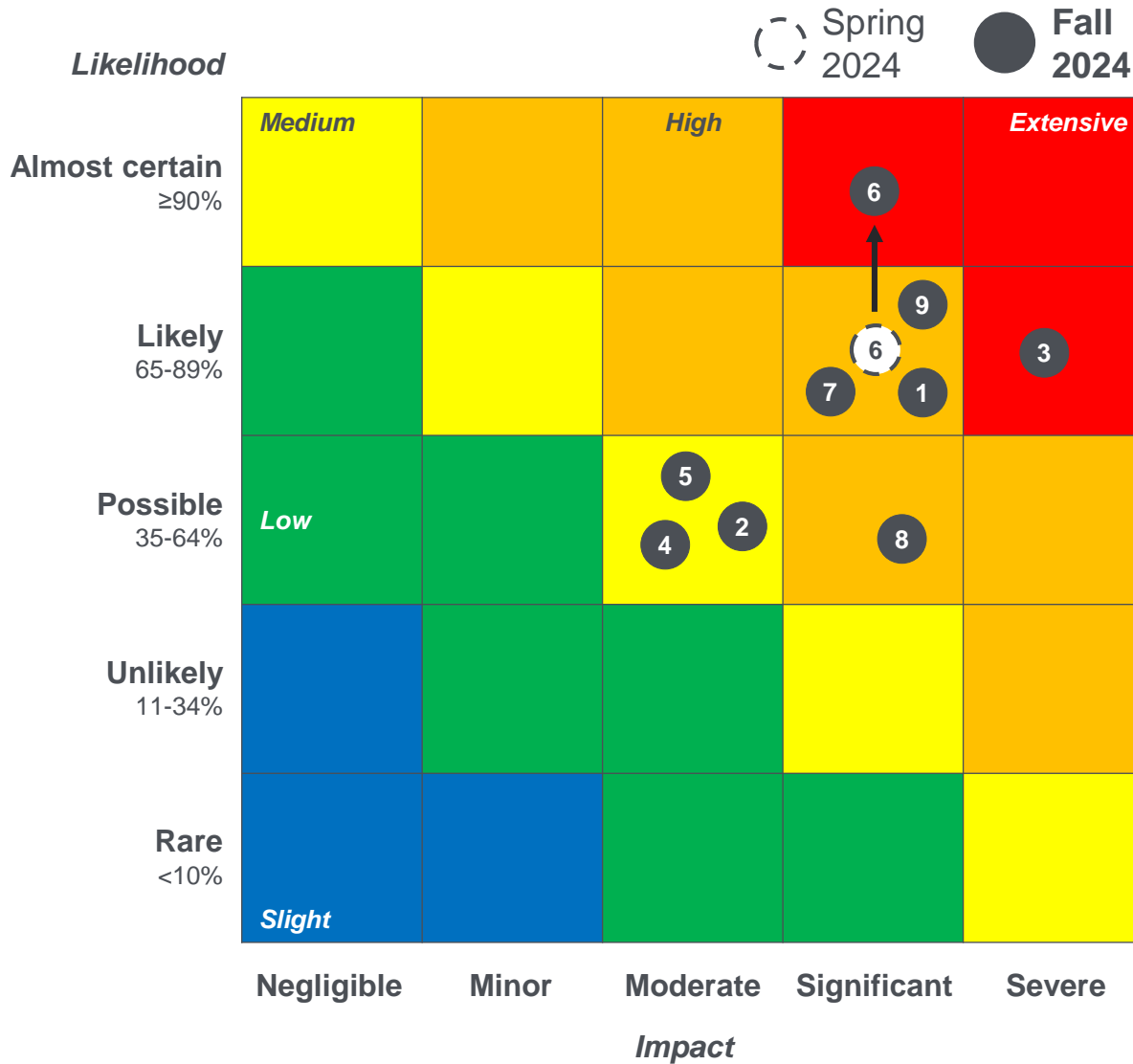
# Highlights

- 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.
- 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.





# 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

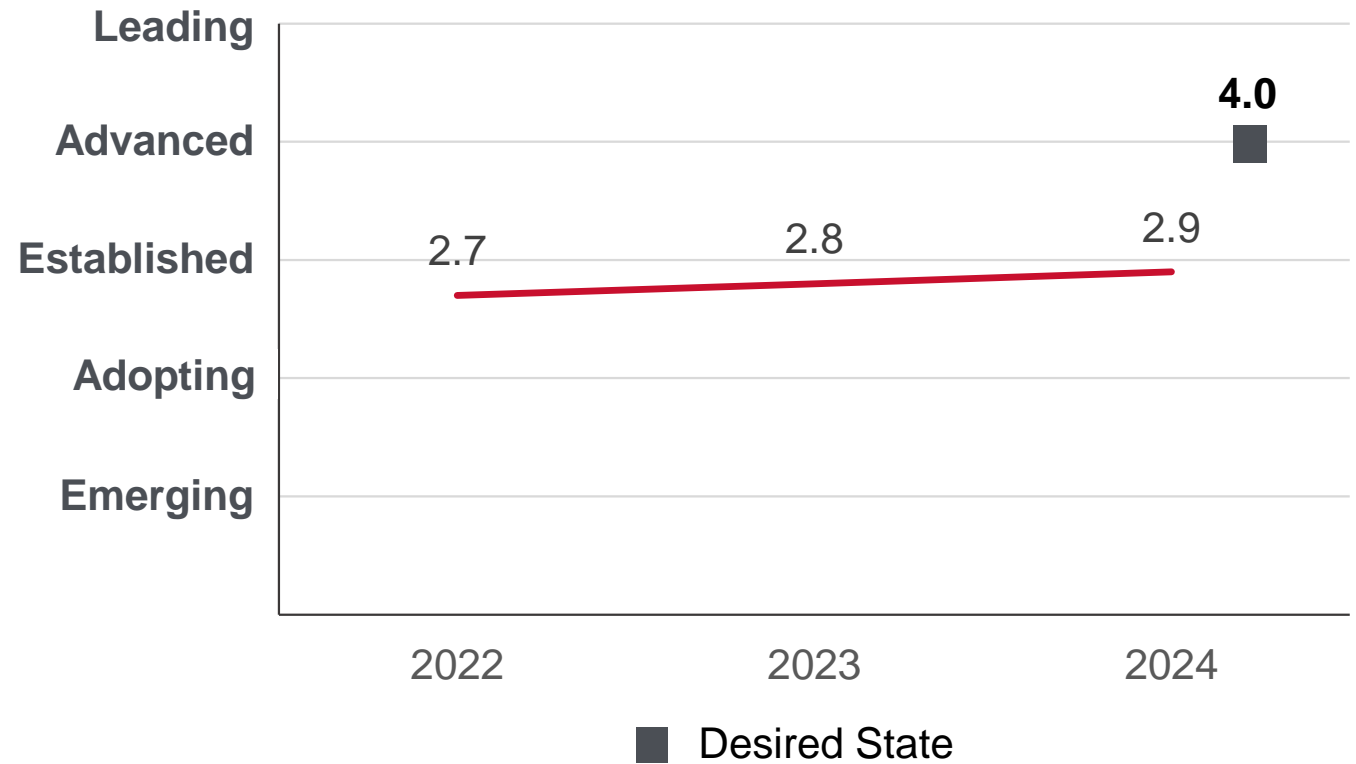
**Reputational Risk has increased from High to Extensive.**

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

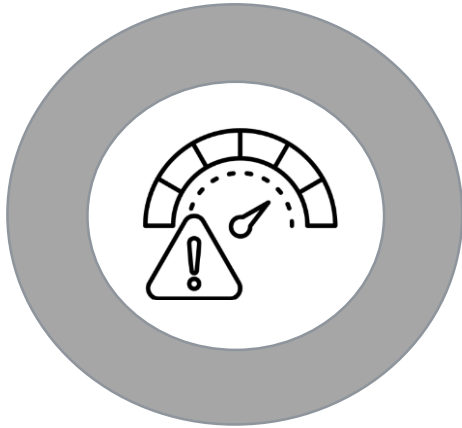
# Risk Maturity Survey Update



**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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