Summary of Changes to the Integrated Risk Management Policy CC011

In addition to being in the new Council policy template (including related formatting), the table below highlights changes for consistency throughout the policy and more specific changes related to adding or deleting content.

Changes Throughout the Policy	
Change	Rationale
Replaced the word "objectives" with "results"	• Emphasizes the importance of a results-based organization in alignment with The City's Performance Management System and as reflected in the One Calgary service plans and budgets.
Changed the word "mitigation" to "risk response"	• Reflects that that there are several ways to manage risk with mitigation being one possible risk response strategy.

Section 1: Policy Statement
The background statement in the current policy has been placed under this section of the new Council policy template.

Section 2: Purpose	
Change	Rationale
Added "fosters risk awareness rather than risk avoidance and" (2.2.d of revised policy)	• Encourages consideration of the upside of risk (i.e. capitalizing on opportunities rather than always seeking to avoid risks).

Section 3: Definitions	
Change	Rationale
Updated definition for "risk" (3.1.b of revised policy)	• Includes the upside of risk (i.e. capitalizing on opportunities). • Aligns with the update of the ISO 31000 international standard.
Added definition for "risk appetite" (3.1.c of revised policy)	• Reinforces the expectation of Council and leaders to articulate, and for staff to take, the appropriate amount of risk in the pursuit of results. • Aligns with update of the ISO 31000 international standard.
Updated definition for "risk management" (3.1.d of revised policy)	• Replaces the word "mitigating" with "treating". This reflects that there are multiple ways to manage risk. • Removes two unnecessary words "on objectives".
Added definition for "risk tolerance" (3.1.e of revised policy)	• Reinforces the expectation of Council and leaders to articulate, and for staff to take, the appropriate amount of risk in the pursuit of results. • Aligns with update of the ISO 31000 international standard.

Section 4: Applicability	
Change	Rationale
Updated to include City Council (4.1 of revised policy)	• Reflects that consideration of risk is important for decision making by City Council when engaged in risk management activities as well as by Administration. • Clarifies language to reflect that the policy applies to all City of Calgary employees.
Added a bullet to reflect that the policy should be applied in conjunction with other related policies and standards (4.2 of revised policy)	• Strengthens the "integrated" component of risk management. • Recognizes that this policy should be applied in concert with other documents.

Section 5: Procedure	
Change	Rationale
Updated responsibility for risk management bullet (5.1.a in revised policy)	• Moved the risk tolerance portion of the current policy to the responsibility for risk management section. • Clarified that risk appetite as well as risk tolerance are part of Council's role. • Added "for the organization" to specify the context of Council and senior management role (i.e. Council and senior management set risk tolerance and appetite for The City of Calgary).
Updated responsibility for risk management bullet (5.1.b in revised policy)	• Added "of City employees" to clarify that the City Manager is not responsible for ensuring Council's compliance now that the applicability of the policy has been broadened.
Updated responsibility for risk management bullet (5.1.d in revised policy)	• Reflects the importance of defining and communicating roles and responsibilities for risk management at The City. • Removes reference to IRM Procedures to reflect current practices that procedures/guidelines may be contained in multiple areas and documents. • Existing risk management procedures/guidelines will be pulled together, standardized, and appropriately updated to align with the updated IRM Policy (2020 June).
Added reference to employees accepting level of risk defined by the approved level of appetite (5.2.3 in revised policy)	• Requires employees to accept appropriate level of risk according to approved risk appetite level.
Moved item on risk tolerance (5.2.4 in revised policy)	• Enhances clarity and makes a closer connection between risk appetite and tolerance.

Deleted portion of current policy (5.2.5 in revised policy)	• Removes focus in current policy on risk mitigation, as it is just one possible risk treatment.
Replaced section on the Integrated Risk Management Framework to reflect current practices (5.2.6 in revised policy)	• Since the policy was first adopted in 2004, the standardized framework for managing risk has been improved in the spirit of continuous improvement and in support of better decision-making.
Removed reference to using common terms in reporting (5.3.1 in current policy)	• Can be removed from the IRM Policy as it is largely reflected in Council Plain Language Policy (CS014).
Removed reference to presenting risks in-camera (5.3.1 in current policy)	• Can be removed from the IRM Policy as it falls under Section 24(1) (a)&(b) of the Freedom of Information and Protection of Privacy Act and is largely reflected in the updated Transparency and Accountability Council Policy (CC039).
Updated reporting tools and requirements bullet (5.3.2 in revised policy)	• Reflects the importance of having risk reporting guidance and common tools and that procedures/guidelines may be contained in multiple areas and documents.