

Integrated Risk Management Program Update

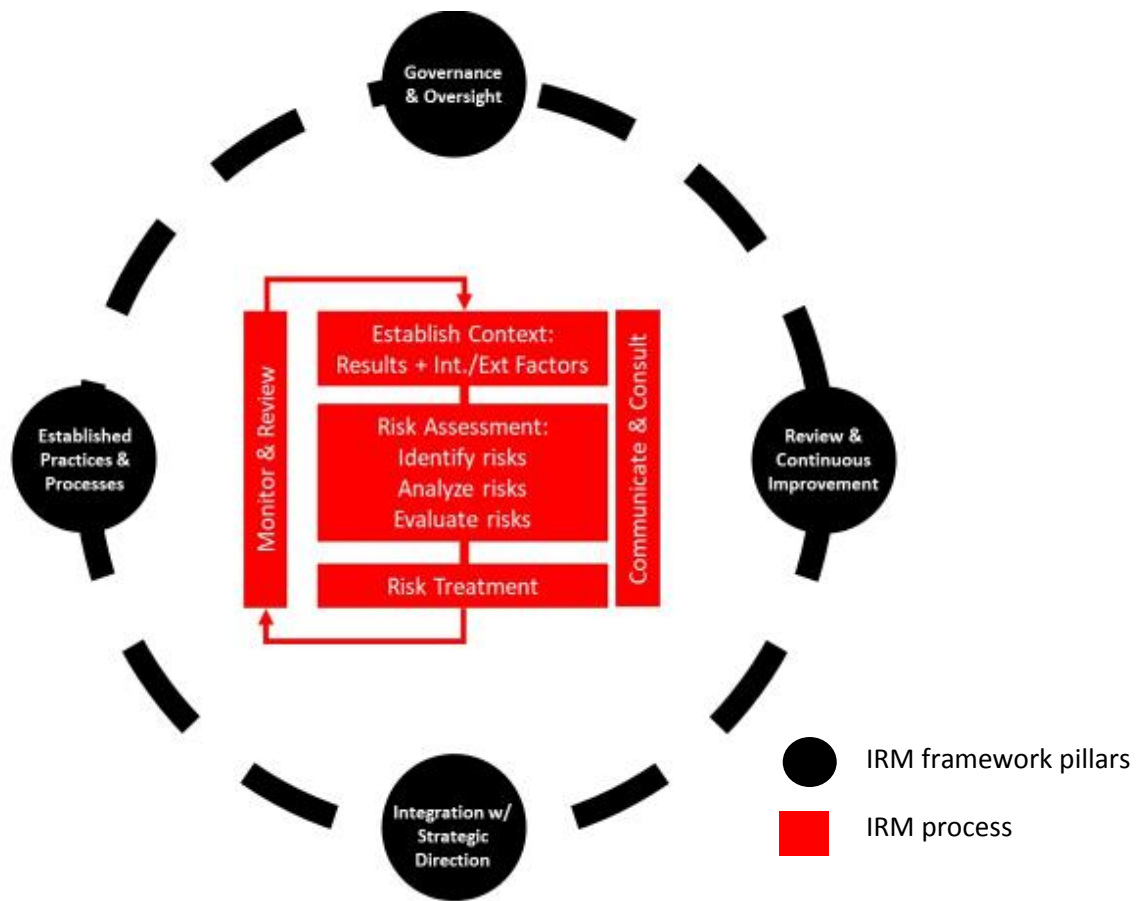
This Attachment provides an update of the Integrated Risk Management (IRM) Program. The City's IRM framework (Diagram 1) contains four pillars:

- Governance and oversight;
- Integration of IRM with The City's strategic direction;
- Established practices and processes; and
- Review and continuous improvement

The four pillars provide assurance that The City has the appropriate processes in place to manage risks and opportunities effectively. The framework is based on the foundations of the ISO 31000 Standard, which includes a systematic process of integrating risk management at every level within an organization. The risk management process is included in the centre of the framework in red.

This IRM program update focuses on the "Review and Continuous Improvement" pillar of the framework to share program highlights of how IRM is continuing to advance risk management at The City of Calgary.

Diagram 1 – The City of Calgary's IRM Framework



Review and Continuous Improvement

The City's IRM Program continues to support the advancement of risk management across the organization and has adopted 3 Program Goals for 2019:

1. Develop a more robust risk culture.

- Foster a robust risk culture in alignment with the City's Corporate Values and 4Cs.
- Define The City's risk appetite and tolerance. Introduce concepts through facilitated workshops.

2. Advance and continuously improve IRM focusing on supporting stakeholders' needs, building capacity and implementing performance measures.

- The Risk Maturity Survey conducted in 2019 January indicated a strong interest and need for advancing risk maturity.
- The 5x5 Matrix has been implemented across the organization and was well received. Services completed their 2019 mid-year risk review using the 5x5 matrix.
- Council's IRM Policy (CC011) is being reviewed to update risk definitions, risk principles and to incorporate common language.
- The IRM city-specific course has been reformatted to a new on-line course that will be available to all employees at the end of 2019 July.

3. Improve communication and coordination of risk.

- Update the risk assessment section of Council Reports: clarify what information is required; how information is displayed; and promote consistency and transparency concerning risk assessments in reports.
- Investigate options to stream-line and automate the corporate risk review process to reduce the existing labour-intensive practice.

Looking Ahead

Continued improvement will be achieved through the following opportunities:

- Present risks and risk strategies in presentations to Committee and Council for the purpose of raising risk awareness, intentionally managing risk and capitalizing on opportunities within acceptable risk tolerances. Promote the use of the IRM standard for capital projects and programs to support leading risk management practices.
- Prioritize and communicate the top risks facing The City to inform decision making, and contribute to strategic planning and a resilient city.

Above all, within the rapidly changing risk environment in which The City currently operates, the IRM program will remain flexible, re-evaluate stakeholders' needs and will focus on the longer-term goal of advancing The City's risk culture and bringing value to the organization. The IRM program will continue to use best practices, tools and techniques to meet the needs of the organization and will continue to measure progress and report on the value of risk management.