Appendix B: CM-05-21 Corporate Project Status Report

March 3, 2021 Staff Presentation



Introduction:

Effective risk management is essential to assisting the city in achieving our strategic objectives.



All organizations face both external and internal risks. Risk is defined as the possibility that events will occur and affect the achievement of strategy and business objectives. (COSO 2017)

We define enterprise risk management as a coordinated set of activities and processes to identify, assess, mitigate, monitor and report on risks.

Enterprise Risk Management (ERM) is important to our success and needs to be imbedded throughout our organization—because risk influences and aligns strategy and performance across all departments and functions.

Risk Governance Principles:

- Enable better decision making
- Take care of our community, our staff and our assets
- Active promotion of risk management by leadership
- Enable and encourage an innovative culture
- Support and foster sustainable continuous improvement
- Encourage and evolve our employee's understanding of risk management
- Support the achievement of our strategies, business plans, projects and activities
- Provide policies, tools and processes related to risk to guide staff across the organization
- Use COSO's "Enterprise Risk Management Integrating with Strategy and Performance" (2017) as our framework foundation





ERM's Involvement in City of Burlington's Corporate Governance

ERM plays a vital part in The City's corporate governance processes to ensure proper consideration of risk management.

City Budgets

ERM works with Management during the development of the city's budget to ensure risks are taken into account during budget development

Project Management

Corporate projects all have robust risk plans prepared by their respective project managers and are presented regularly to the project steering committees.

These areas of risk are not fully inclusive, nor do they cover the complete breadth of the role of ERM at the City.

Strategic Planning

ERM works with City Council and senior management to ensure risks to the organization's strategic plan are incorporated.

Council Oversight

ERM prepares regular reports to CSSRA and City Council on the status of enterprise risks.



Business Plans

Managers and Service Leads incorporate risk and opportunities into their annually developed business plans for their service.

Business Continuity Planning

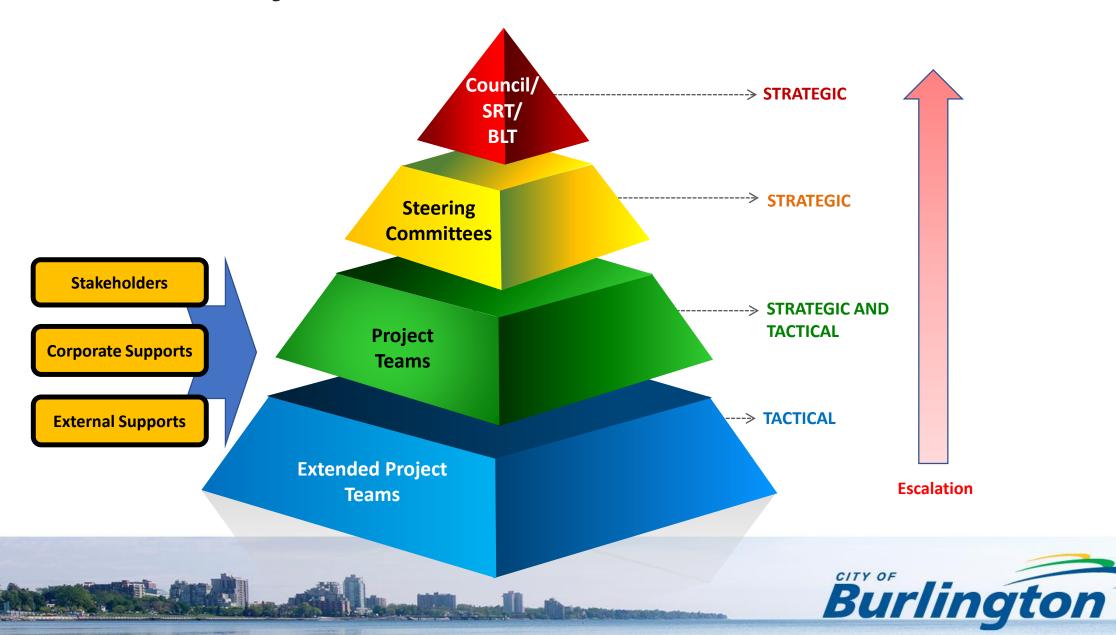
ERM oversees the integration of business continuity efforts owned by services and departments

Audit Committee & Public Reporting

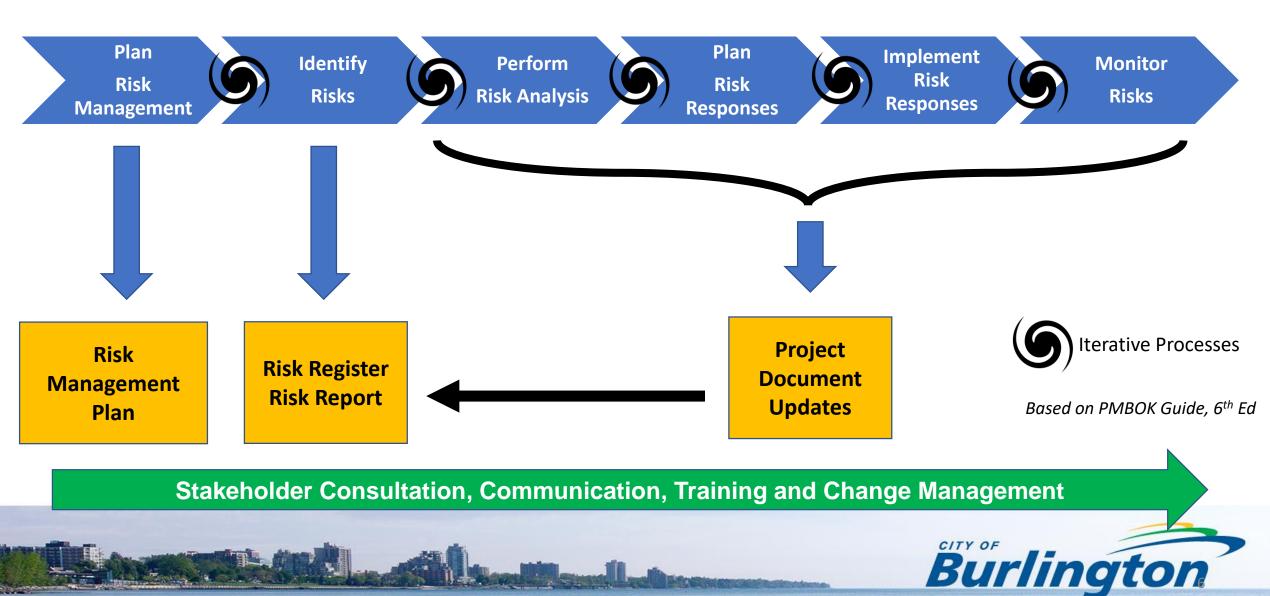
ERM prepares risk management-related reports for Audit Committee.



Project Governance Framework



Project Risk Management Processes and Key Outputs



Project Risk Management Plan

- Risk Management Process
- Risk Identification
- Risk Analysis
- Risk Categories
- Risk Response Planning
- Roles and Responsibilities
- Risk Tools (link to Risk Register)
- Risk Management Plan Approval by Steering Committee



EAMS PROJECT RISK MANAGEMENT PLAN

Version < 1.1> October 14, 2020

1. INTRODUCTION

1.1 PURPOSE OF THE RISK MANAGEMENT PLAN

RISK

The probability of an unfavorable outcome occurring combined with the consequences of the outcome.

A risk is an event or condition that, if it occurs, could have a positive or negative effect on a project's objectives. Risk management is the identification, assessment, and prioritization of risks (positive or negative) and the strategy to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. This Risk Management Plan defines how risks associated with the EAMS project will be identified, analyzed, and managed. It outlines how risk management activities will be performed, recorded, and monitored throughout the lifecycle of the project and provides templates and practices for recording and prioritizing risks.

The Risk Management Plan is created by the project manager in the Planning Phase of the project and is monitored and updated throughout the project. The intended audience of this document is the Enterprise Software Steering Committee (ESSC) project team, project sponsor and management.

2. RISK MANAGEMENT PROCESS

2.1 PROCES

To effectively manage these risks, a proactive, project-wide risk management program is required that identifies the inherent project risks and appropriate management actions to mitigate or eliminate the risk.

The project manager working with the project team and project sponsors will ensure that risks are actively identified, analyzed, and managed throughout the life of the project. Risks will be identified as early as possible in the project so as to minimize their impact. The steps for accomplishing this are outlined in the following sections. The EAMS Project Manager will serve as the Risk Manager for this project.

2.2 RISK IDENTIFICATION



Project Risk Register

- ID#
- Status- open/closed
- Impact High, Medium, Low
- Likelihood of occurring
- Risk Owner
- Risk Description
- Risk Category (Budget, Quality, Resource, Schedule, Scope, Other/Multiple, Technical, External, Organizational, Project Management)



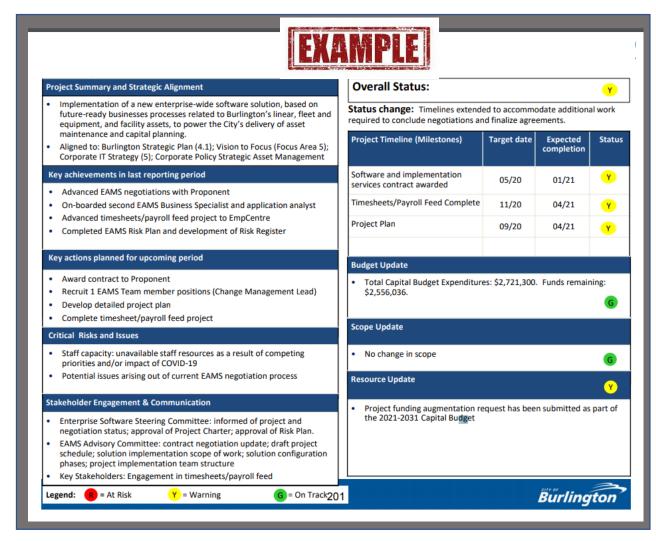
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						TOTAL HISKS			Medium Medium Meracty/LeeLHood Low IMPACT/LeeLBHOOD	74%				
								- Low						
1	Current Status	Date Registered	Date Closed	Impact	Likelihood	Risk Map	Risk Owner (eg. analyze/monitor risk, develop strategy)	Risk Description	Risk Category	Project Impact	Triggers	Risk Response Strategy	Response Strategy (Preventative/Remedial Action Plan)	Contingency
	Open	Sept 5 2020		Medium	Nen		Project Manager	Scope Creep: Project stakeholders request new requirements.	Scope Risk	Scope creep has potential to lengthen project duration, increase costs and/or increase project risks.	Stakeholders request additional functionality.	Mitigate	Communicate with stakeholders; log request, assess impact of request on scope, schedule and budget. Submit change control and/or catalogue requests for future project.	N/A
	Open	Sept 5 2020		Medium	Medium	Yellow	ESSC	Project Delay due to Inter- Dependendes with Other Corporate inititatives. Other corporate initiatives generate project delays or reprioritization of project activities.	Schedule Risk	Project timelines, staff resources and communication timing may be impacted by other technology and corporate projects where there is a linkage to EAMS (e.g. ERP, CRM, AVL, GIS upgrades)	An unexpected dependency emerges, requiring a change to schedule.	Mitigate	Connect early and often with business leads, project managers and key stakeholders in relevant projects. Incorporate other project milestones in to RAMS project scheduling to ensure effective awareness and avoid competing milestone dates.	Pause requirements a strong dependency project teams until ti project work can be
	Open	Sept 5 2020		Medium	Medium	Yellow	Business Leads	Delays in Prepping Data for EAMS Solution	Quality Risk	Some data may require significant time and/or expertise to 'ready' for the EAMS solution, and could impact project schedule or usability of the solution without required data.	Actions to prepare the data as a result of the Data Quality Assessment are not implemented due to resourcing contraints	Mitigate	EAMS capital budget augmentation request includes funds for data prep work.	Data is prepped once transitioned to opera conducted by staff w business unit.
	Open	Sept 3 2020		Low	Low	Green	ESSC	Strong Desire for Expert-Systems: Businesses divert support for EAMS to pursue Expert-Systems	Scope Risk	Service areas that move forward with acquiring expert systems with similar functionality to EAMS could result in project descoping or extra costs to the corporation.	Request for expert systems by service areas.	Mitigate	Apply the "Opting Out Protocol" to ensure rigour in decision making to acquire new solutions and is fiscally responsible.	Descope the project of funtionality being treal alternate system.



Project Status Report

- Project Summary & Strategic Alignment
- Status
- Key Achievements
- Key Upcoming Actions
- Critical Risks and Issues
- Stakeholder Engagement
- Key Milestones
- Budget Updates
- Scope Update
- Resource Update

Quarterly Reports to City Council





Questions



