

Risk Governance and Enterprise Risk Management Update

CS-9-21 Appendix A
CSSRA June 7, 2021





Mission Statement:

The City of Burlington is committed to establishing Enterprise Risk Management (ERM) systems and processes to ensure its strategic goals and corporate governance responsibilities are met. Risk management is integral to good management practice and effective corporate governance and is necessary to ensure decisions are made with sufficient information about risks and opportunities.

ERM:

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.

Principles and Framework:

Our nine principles will guide our plan, processes and actions.

Our Governance Framework will enable us to make decisions at the right level of the organization.

Risk Governance and Enterprise Risk Management Implementation Plan Summary

As of March 24, 2021

Purpose	Modernize Risk Management	Protect the City		Increase our Success
	<ul style="list-style-type: none"> Build on what staff are already doing Implement new processes, tools and templates Evolve Risk Management 	<ul style="list-style-type: none"> Protect our community, our staff and our assets Make better decisions 		<ul style="list-style-type: none"> Build a risk aware culture Support innovation Embed at all levels of the organization
Functional Activity	Align Risk, Strategy and Performance	Ensure Risk Governance	Manage Enterprise Risk Management Process	Enhance Risk Culture
12 - 18m	Incorporate Risk Management in Strategy	Design Frameworks and Policies		Assign Accountability and Ownership
18 - 36m	Operationalize Risk Appetite	Ensure Risk Committee Oversight	Respond to Risks	Foster Risk Awareness
	Embed Risk Management in Business Processes		Monitor Risks	Build Enterprise-Wide Risk Management Skills
			Report on Risks	
36 m +		Manage ERM Staff	Identify Risks	
		Manage Liaison Network	Assess Risks	

COB Risk Process



Communication, Training and Change Management

- Define scope and scale of risk assessment
- Select appropriate tools and techniques for risk process
- Determine stakeholders and consults
- Develop Risk Assessment Plan

- Identify and document risks using chosen tools and templates
- Create Risk Inventory including sources of risk and risk characteristics

- Apply quantitative and qualitative tools and techniques to assess risks
- Consult with others on existence of risks
- Document probability and impact
- Decision risk acceptance
- Escalate risk acceptance decision as needed

- Identify and document how you are going to deal with identified risks
- Assign accountability for actions
- Escalate mitigation plans as required

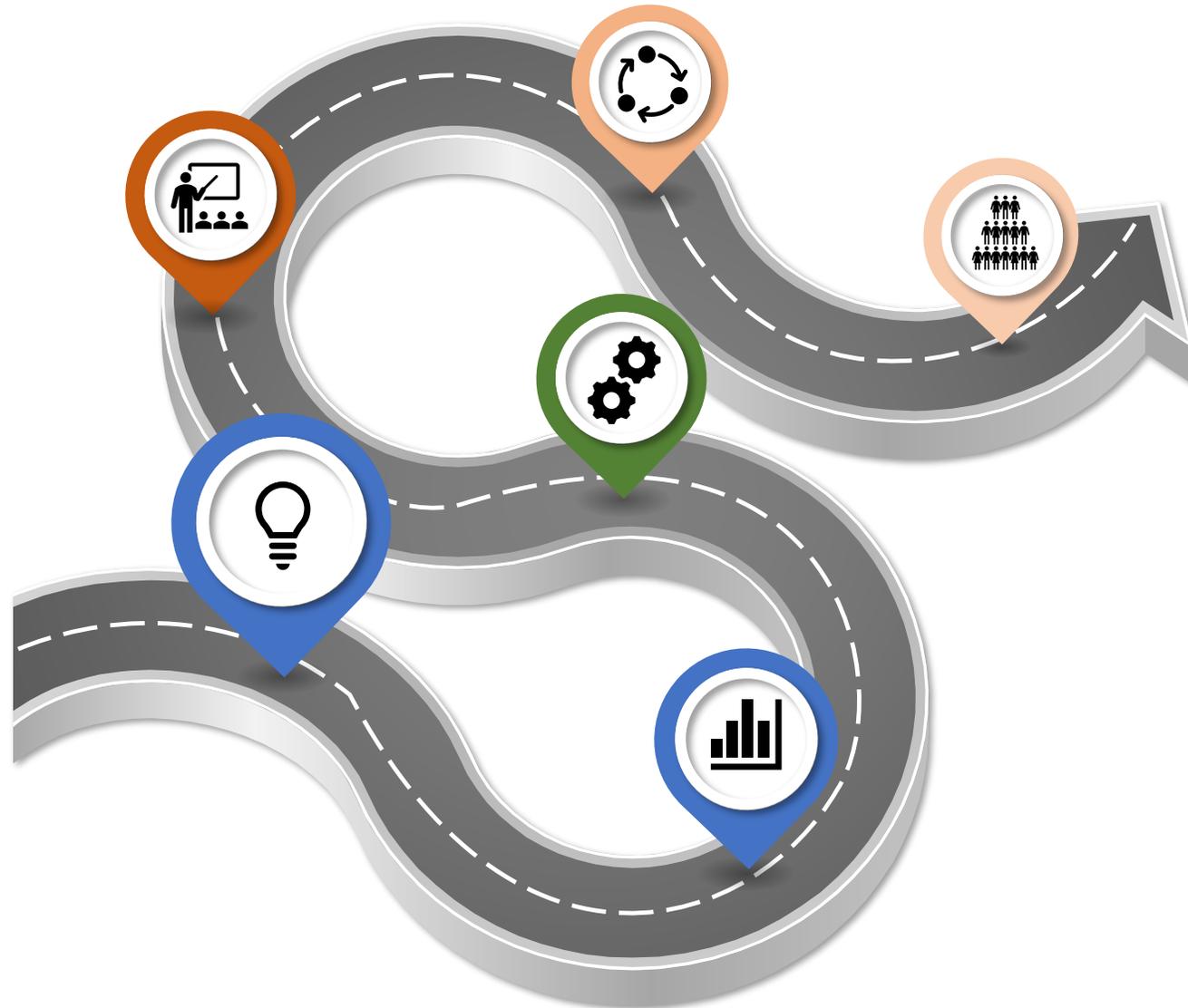
- Determine how you are going to monitor the risks e.g. frequency, responsibility, method etc.

- Define scope and scale of reporting on risk information to stakeholders and decision makers e.g. frequency, format etc.

 Iterative process

ERM Journey

Risk Governance and Enterprise Risk Management Implementation Journey



Primary Focus on Risk Governance

Work on framework and policies.



Primary Focus on Aligning Risk and Strategy

Work on V2F, tools and templates for analysis of risk in strategy.



Primary Focus on Enhancing Risk Culture.

Assigning risk ownership in V2F



Primary Focus on Informing Staff.

Emphasis on awareness and value of ERM to staff.



Primary Focus on Managing ERM Process.

Developing and launching guide,



Primary Focus on Staff Training

Variety of options for staff across the corporation.