

# Procedure

## Enterprise Risk Management



This Procedure falls under Council Policy C587A, Audit Committee Bylaw 16097, City Auditor Bylaw 12424

<b>Program Impacted</b>	Strategy and Business Program The City's corporate processes are robust and helpful for integrated service delivery.
<b>Approved By</b>	City Manager
<b>Date of Approval</b>	January 24, 2024
<b>Approval History</b>	March 1, 2016
<b>Next Scheduled Review</b>	November 30, 2026

### 1. Application

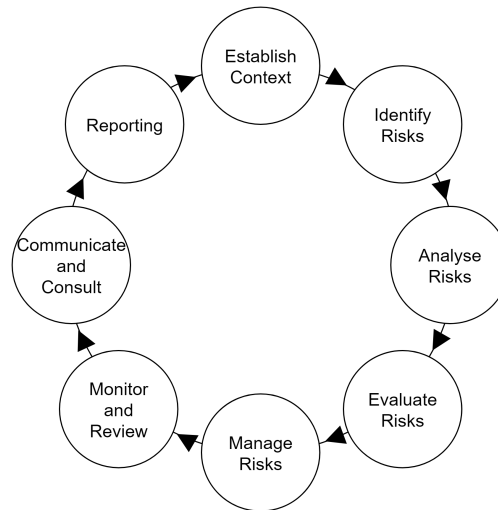
The implementation of the Enterprise Risk Management policy allows the City of Edmonton to identify and anticipate risks to improve decision-making, strengthen resilience and create opportunities to innovate the way services are delivered to Edmontonians. Enterprise Risk Management applies to all City services, programs, operations and projects.

### 2. Governance

- 2.1 The City Manager fosters a culture and philosophy of risk management through delegating authority and resources for Enterprise Risk Management to identify, assess, manage and respond to risks to the Corporation; ensuring regular monitoring and reporting of risks to Council.
- 2.2 The Executive Leadership Team (ELT) is responsible for setting direction on strategic risks to the Corporation and supporting a culture of effective decision making, prioritizing risks and accountability.
- 2.3 Senior leaders, program leads, project managers, subject matter experts and service providers in business units are responsible for identifying, assessing and managing risks in accordance with the Enterprise Risk Management process.
- 2.4 Enterprise Risk Manager and the Risk Committee review risks and guide the integration of risks across the organization throughout the Enterprise Risk Management process.

### 3. Enterprise Risk Management Process

The City achieves Enterprise Risk Management through consistent application of the eight process components across all levels of the organization.



#### 3.1 Risk Identification Process:

- 3.1.1 The consistent application of risk management tools and processes, as part of the Enterprise Risk Management Guide, outlines the steps for identifying, analysing, evaluating, managing and monitoring progress for risks.
- 3.1.2 Process steps are applied across all applicable levels during the development or monitoring of strategies, initiatives, programs, projects, operations and services.
- 3.1.3 Scoping of risks takes into consideration local, regional and global factors for both the risks the City may be impacted by and also the risks the City may create through its decisions.
- 3.1.4 Risks are reviewed and updated on an annual basis as part of the integrated business planning process.
- 3.1.5 The tools and processes are based on best practices from industry and government.

#### 3.2 Risk Reporting:

- 3.2.1 Strategic risks are reported annually to the Audit Committee.
- 3.2.2 Internal risk reporting to ELT and senior leadership annually, plus a compilation of applicable reports such as dashboards, annual risk registers, project risks registers and specialized business unit reports.
- 3.2.3 Significant risks are identified in Council reports based on high scores for probability of occurrence and impact.

#### References

- [Enterprise Risk Management Guide](#)
- [Risk Rating Guide](#)

- [ISO 31000 Risk Management - Principles and Guidelines](#)
- [Commission of Sponsoring Organizations of the Treadway Commission \(COSO\) ERM Framework](#)