



City of Winnipeg

Corporate Risk Framework

The Corporate Risk Framework is a tool that identifies risks that may positively or negatively impact business objectives. The eight "sources of risk" categories are organized under two broader categories: Context risks and Resource risks. Context risks relate to internal and external factors that impact the environment in which the organization operates or business processes are conducted. Resource risks relate to the resources used by the organization to accomplish its objectives.

CONTEXT RISKS	RESOURCE RISKS				
External Environment	Human Resources				
<p><i>Risks that originate outside of the organization.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Political risk (Media, public confidence) Demographic changes Legislative changes Environmental damage </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Economic factors Social factors Natural disasters Terrorism </td> </tr> </table>	<ul style="list-style-type: none"> Political risk (Media, public confidence) Demographic changes Legislative changes Environmental damage 	<ul style="list-style-type: none"> Economic factors Social factors Natural disasters Terrorism 	<p><i>Risks that relate to the adequacy and quality of staff as well as processes for recruiting, retaining, training & compensating staff.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Staffing levels Staff competencies Recruitment/retention decisions Performance incentives & compensation </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Staff turnover Job action Training Succession planning </td> </tr> </table>	<ul style="list-style-type: none"> Staffing levels Staff competencies Recruitment/retention decisions Performance incentives & compensation 	<ul style="list-style-type: none"> Staff turnover Job action Training Succession planning
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Compliance	Financial Resources				
<p><i>Risks that originate from the requirement to comply with a regulatory framework, policies, directives or legal agreements.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Enabling legislation Health & Safety laws Environmental laws Administrative directives </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> By-laws Regulations Policies Contracts </td> </tr> </table>	<ul style="list-style-type: none"> Enabling legislation Health & Safety laws Environmental laws Administrative directives 	<ul style="list-style-type: none"> By-laws Regulations Policies Contracts 	<p><i>Risks that relate to the levels of capital and operating funding and insurance as well as financial decisions made.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Capital funding Operational funding Alternative funding mechanisms (new taxes, fees, charges) </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Appropriate pricing Level and type of insurance </td> </tr> </table>	<ul style="list-style-type: none"> Capital funding Operational funding Alternative funding mechanisms (new taxes, fees, charges) 	<ul style="list-style-type: none"> Appropriate pricing Level and type of insurance
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Organizational Culture	Information Resources				
<p><i>Risks that relate to the intangible qualities that shape the way members of the organization conduct their business.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Tone at the top Governance Leadership philosophy Management style Decision model Ability to learn from mistakes </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Ethics Shared values Level of trust Lines of authority Adaptability to change </td> </tr> </table>	<ul style="list-style-type: none"> Tone at the top Governance Leadership philosophy Management style Decision model Ability to learn from mistakes 	<ul style="list-style-type: none"> Ethics Shared values Level of trust Lines of authority Adaptability to change 	<p><i>Risks that relate to the use of information and how information is protected, stored, retrieved and shared.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Information/data security Information/data quality Availability/access to information </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Obsolescence Integration/coordination Performance information </td> </tr> </table>	<ul style="list-style-type: none"> Information/data security Information/data quality Availability/access to information 	<ul style="list-style-type: none"> Obsolescence Integration/coordination Performance information
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Business Process	Physical Assets				
<p><i>Risks that relate to the effectiveness and efficiency of business processes.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Process/service quality Process/service efficiency Business continuity Policies and procedures Fraud </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Reliance on third party Quality of planning Operational capacity Internal controls </td> </tr> </table>	<ul style="list-style-type: none"> Process/service quality Process/service efficiency Business continuity Policies and procedures Fraud 	<ul style="list-style-type: none"> Reliance on third party Quality of planning Operational capacity Internal controls 	<p><i>Risks that relate to tangible assets such as buildings, equipment, vehicles and cash.</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Suitability Theft Breakdown Level of maintenance </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> Misappropriation Misuse Obsolescence Depreciation </td> </tr> </table>	<ul style="list-style-type: none"> Suitability Theft Breakdown Level of maintenance 	<ul style="list-style-type: none"> Misappropriation Misuse Obsolescence Depreciation
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