

Annual Risk Register – Update

Date:	September 21, 2020
To:	Toronto Public Library Board
From:	City Librarian
Reason for Confidentiality	The Risk Register (Attachments 1 and 2) considers materials that relate to the security and property of the Board, in accordance with section 16.1(4)(a) of the Public Libraries Act, both attachments are considered confidential and therefore not available for public distribution

SUMMARY

The purpose of this report is to provide the Toronto Public Library (TPL) Board with the 2020 update to the Risk Register. At its December 10, 2018 meeting, the Board adopted an Enterprise Risk Management (ERM) Program. To support the Board’s role in governance and ensuring compliance with the ERM Program, TPL committed to an annual review of the Risk Register. An updated Risk Register is enclosed with an accompanying explanatory Risk Register Report. The ERM program strengthens TPL’s capacity to deliver on its strategic priorities by better understanding the challenges inherent to service delivery in a complex urban environment.

FINANCIAL IMPACT

The information in this report has no financial impact beyond what has already been approved in the current year’s budget.

The Director, Finance & Treasurer has reviewed this financial impact statement and is in agreement with it.

ALIGNMENT WITH STRATEGIC PLAN

Toronto Public Library's Strategic Plan 2020-2024: Resilience, Success and Well Being for our City and its Communities, highlights five strategic priorities developed through extensive stakeholder and public consultation:

1. Public Space
2. Digital Inclusion and Literacy
3. Workforce Development
4. A Democratic Society
5. Public Service Excellence

The Risk Management Policy and ERM Program enables the Library to be innovative and manage risk, to maximize potential opportunities, and achieve its strategic priorities. Risk management is an integral part of strategic and operational planning. ERM assists the Library in managing risks and delivering an innovative, effective, and efficient library service in a complex and challenging service environment.

EQUITY IMPACT STATEMENT

Analyzing risks that affect TPL will have a positive impact on all equity-seeking groups. By considering risks within each of four categories (i.e. Strategic Risk, Operational Risk, Compliance Risk, and Financial Risk), TPL strengthens its understanding of community needs and the challenges in implementing responsive services.

DECISION HISTORY

At its [December 10, 2018](#) meeting, the TPL Board approved the ERM Program consisting of a Risk Management Framework, Policy, Risk Register and Risk Impact Assessment tool. The Board was updated on the status of the ERM program at the [June 17, 2019](#) update to the Risk Register.

ISSUE BACKGROUND

Engaging in ERM enables TPL to manage risk appropriately, maximize potential opportunities, facilitate the achievement of strategic and business objectives, and minimize the adverse effects of risk.

Risk management contributes to the achievement of the Library's strategic objectives and directions through the continuous review of processes and systems that are in place. It is an integral part of the governance framework embedded in strategic as well as operational planning processes.

COMMENTS

2020 Risk Register

The 2020 update to the Risk Register involved a thorough review of TPL's operating environment. A number of the risk categories have been affected by TPL's response to the COVID-19 pandemic. The Library shut down and phased re-opening have resulted in operational changes for the Library. There are also related health and safety measures that have been newly implemented to address the ongoing risks associated with COVID-19. The Risk Register helps capture these changes and provides an inventory of risk considerations that are relevant to the 2020-2024 Strategic Plan.

The COVID-19 pandemic also prompted a significant level of adaptation and responsiveness from the Library in terms of service delivery, changes to health and safety protocols in branches and support for remote work. The added measures taken to prevent the transmission of COVID-19 (including enhanced cleaning procedures and mandatory mask utilization) are reflected in the Risk Register. TPL has been agile and seized opportunities to accelerate partnerships to deliver innovative services to address critical community needs. This includes the use of branch locations as food banks and the potential use of library space by the Toronto District School Board and the Toronto Catholic District School Board. The Risk Register records these opportunities while also providing an inventory of current risks and mitigation strategies.

TPL's Risk Register highlights the following risks as being of particular importance to the organization's operations which include risks associated with government policy, program delivery, cyber, data security and privacy, health and safety, financial strategy, and interactions with the public.

Implementation of ERM program

Since 2018, TPL has utilized a three-phase approach to enhance risk management capabilities.

Phase I (2018): TPL introduced the Risk Assessment Process to understand key risks and opportunities. The first Risk Register was established to document risks and included response strategies.

Phase II (2019): The annual update in 2019 enabled the maturation of the Risk Management program. In phase II, the Risk Impact Assessment (RIA) tool was used for specific initiatives including established programs and new projects.

Phase III (2020): TPL is working through Phase III of implementation which embeds ERM into strategic and business planning, service development, and capital project initiatives.

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

- Attachment 1. 2020 Risk Register Report (CONFIDENTIAL)
- Attachment 2. 2020 Risk Register (CONFIDENTIAL)



TPL Enterprise Risk Management Program Toronto Public Library Board

Policy Planning and Performance Management

September 21, 2020



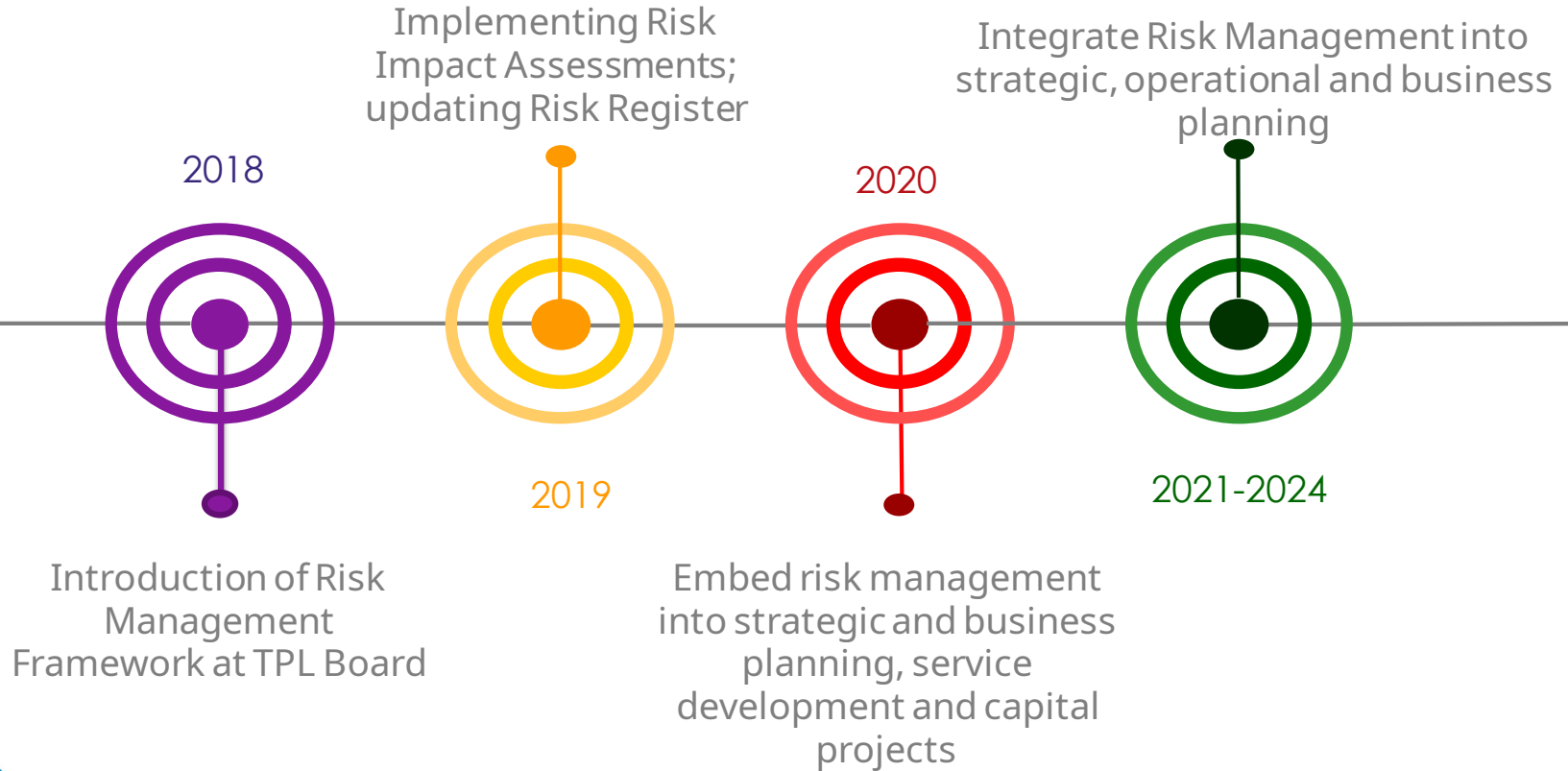
Overview: Enterprise Risk Management (ERM) Program

- Background on ERM Policy and Program
- 2020 process for updating Risk Register
- Key trends in 2020
- Next Steps

ERM Policy and Program

- ERM is a key aspect of board governance
- Consists of Policy, Risk Register, and Risk Impact Assessment tool (RIA)
- Policy Objective: Managing risk to maximize opportunities, minimize adverse effects, and facilitate the achievement of strategic objectives

ERM Process Maturity and Integration



How it all Fits Together is Strategy Management

Managing Strategy Execution involves all leaders, responsible for Strategic Planning, Business Planning, Budgeting, and Project Portfolio Management



Process for Updating Risk Register

1. Comprehensive environmental scan
2. Analysis of trends (group discussion)
3. Development of mitigation strategies

Next steps

1. Further integration of ERM into strategic and business planning process
2. Ongoing monitoring of risk environment (includes COVID-19 response)
3. Expanded application of risk analysis tools (RIA)
4. 2021 monitoring and reporting