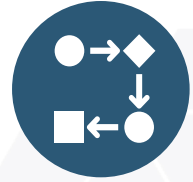




# Mitigating Risks for Operational Resilience:

## Evaluating and Enhancing a Risk Management Program



### Processes and Programs

#### Situation

A medium midstream pipeline company in Western Canada specializing in acquiring, developing, and operating midstream infrastructure assets engaged SPAN in late 2021 to **evaluate the effectiveness of their existing risk assessment processes and risk management program.**

The company is headquartered in Calgary, Alberta, and has been utilizing an existing risk management program for several years to identify, assess, and manage risks associated with their operations. However, there were concerns that the program may not be providing sufficient protection against current and emerging risks and was not user friendly for key staff.

#### Approach

SPAN assessed the adequacy of the risk assessment methodology and tools being used by the company by completing a thorough review of the company's existing risk management documentation, including risk assessments, risk management plans, and related policies and procedures.

#### Results

The assessment revealed that the risk methodologies and tools being used by the company were outdated and not sufficiently robust to address current and emerging risks.

The assessment also revealed that the company's risk management strategies and controls were not always effective in mitigating known risks. In some cases, the controls were found to be outdated or not fully implemented, leaving the company exposed to unnecessary risks.

#### Recommendations

SPAN identified gaps and weaknesses in the current risk management program and provided several recommendations to improve the risk assessment processes, including:

- implementing a more robust risk assessment methodology and tools,
- developing standardized risk assessment templates and protocols, and
- enhancing the company's risk management strategies and controls.