Risk Maturity Assessment Update

OVERALL SUMMARY

Self-Assessment Rating Level 3/4 – Between Working and Embedded & Working

Individual Core Areas	Assessment Levels
LEADERSHIP & MANAGEMENT	Self-Assessment Rating Level 4 – Embedded & Working
STRATEGY AND POLICY	Self-Assessment Rating Level 4 – Embedded & Working
PEOPLE	Self-Assessment Rating Level 3/4 – Between Working and Embedded & Working
PARTNERSHIPS, SHARED RISKS AND RESOURCES	Self-Assessment Rating Level 3 – Working
PROCESSES	Self-Assessment Rating Level 4 – Embedded & Working
RISK HANDLING AND ASSURANCE	Self-Assessment Rating Level 3/4 – Between Working and Embedded & Working
OUTCOMES AND DELIVERY	Self-Assessment Rating Level 4 – Embedded & Working

Risk Management Maturity

The Alarm National Performance Model for Risk Management in the Public Services breaks down risk management activity into the above seven strands. Organisations can use the National Performance Model Assessment Framework to undertake quick "health checks" of their organisation by using the indicators within the summary of progress to come to a conclusion of their current risk management maturity level. The Model tests the extent to which risk management is having a positive effect on the organisation. Risk management maturity is assessed as being at one of five levels:

Level 1   Risk management is **engaging** with the organisation
Level 2   Risk management is **happening** within the organisation
Level 3   Risk management is **working** for the organisation
Level 4   Risk management is **embedded and integrated** within the organisation
Level 5   Risk management is **driving** the organisation

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Core Area	Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded & Working	Level 5 Driving
LEADERSHIP AND MANAGEMENT	Senior management are aware of the need to manage uncertainty and risk and have made resources available to improve.	Board / Councillors and senior management take the lead to ensure that approaches for addressing risk are being developed and implemented.	Senior managers take the lead to apply risk management thoroughly across the organisation. They own and manage a register of key strategic risks and set the risk appetite.	Risk management is championed by the CEO. The Board and senior managers challenge the risks to the organisation and understand their risk appetite. Management leads risk management by example.	Senior management uses consideration of risk to drive excellence through the business, with strong support and reward for well-managed risk-taking.
STRATEGY AND POLICY	The need for a risk strategy and risk-related policies has been identified and accepted. The risk management system may be undocumented with few formal processes present.	Risk management strategy and policies drawn up, communicated and being acted upon. Roles and responsibilities established, key stakeholders engaged.	Risk management principles are reflected in the organisation's strategies and policies. Risk framework is reviewed, developed, refined and communicated.	Risk handling is an inherent feature of policy and strategy making processes. Risk management system is benchmarked and best practices identified and shared across the organisation.	Risk management capability in policy and strategy making helps to drive organisational excellence.
PEOPLE	Key people are aware of the need to understand risk principles and increase capacity and competency in risk management techniques through appropriate training.	Suitable guidance is available and a training programme has been implemented to develop risk capability.	A core group of people have the skills and knowledge to manage risk effectively and implement the risk management framework.	People are encouraged and supported to take managed risks through innovation. Regular training and clear communication of risk is in place.	All staff are empowered to be responsible for risk management. The organisation has a good record of innovation and well-managed risk-taking. Absence of a blame culture.
PARTNERSHIPS, SHARED RISKS AND RESOURCES	Key people and aware of areas of potential risk in partnerships and the need to allocate resources to manage risk.	Approaches for addressing risk with partners are being developed and implemented. Appropriate tools are developed and resources for risk identified.	Risk with partners and suppliers are well managed across organisational boundaries. Appropriate resources are in place to manage risk.	Sound governance arrangements are established. Partners support one another's risk management capacity and capability.	Clear evidence of improved partnership delivery through risk management and that key risks to the community are being effectively managed.

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Core Area	Level 1 Engaging	Level 2 Happening	Level 3 Working	Level 4 Embedded & Working	Level 5 Driving
PROCESSES	*Some stand-alone risk processes have been identified and are being developed. The need for service continuity arrangements has been identified.*	*Risk management processes are being implemented and reported upon in key areas. Service continuity arrangements are being developed in key areas.*	*Risk management processes used to support key business processes. Early warning indicators and lessons learned are reported. Critical services supported through continuity plans.*	*A framework of risk management processes in place and used to support service delivery. Robust business continuity management system in place.*	*Management of risk and uncertainty is well-integrated with all key business processes and shown to be a key driver in business success.*
RISK HANDLING AND ASSURANCE	*No clear evidence that risk management is being effective.*	*Some evidence that risk management is being effective. Performance monitoring and assurance reporting being developed.*	*Clear evidence that risk management is effective in all key areas. Capability assessed within a formal assurance framework and against best practice standards.*	*Evidence that risk management is being effective and useful for the organisation and producing clear benefits. Evidence of innovative risk taking.*	*Clear evidence that risks are being effectively managed throughout the organisation. Considered risk taking part of the organisational culture.*
OUTCOMES AND DELIVERY	*No clear evidence of improved outcomes.*	*Limited evidence that risk management is being effective in, at least, the most relevant areas.*	*Clear evidence that risk management is supporting the delivery of key outcomes in all relevant areas.*	*Very clear evidence of very significantly improved delivery of all relevant outcomes and showing positive and sustained improvement.*	*Risk management arrangements clearly acting as a driver for change and linked to plans and planning cycles.*

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