

Risk Maturity Assessment – Final Report - March 2022

Risk Maturity of the Themed Areas (based on ISO risk categories)

The requirements assessed in relation to risk maturity were split across seven thematic areas in line with ISO 27001 Risk Management Categories. The results of this review are as follows:

Area	Assessment
Risk Maturity	Risk Defined
Risk Identification	Risk Defined
Risk Analysis	Risk Managed
Risk Evaluation	Risk Defined
Risk Treatment	Risk Aware
Risk Reporting	Risk Managed
Assurance	Risk Defined

Risk Maturity Definitions

Risk Maturity Definitions outlined below for the purposes of this review:

Risk Naïve	No formal approach developed for risk management
Risk Aware	Scattered silo-based approach to risk management
Risk Defined	Strategy and policies in place and communicated. Risk appetite defined.
Risk Managed	Enterprise approach to risk management developed and communicated.
Risk Enabled	Risk management and internal controls fully embedded into the operations across the organisation.

Scope and Ambition

This assessment is a high-level corporate view of risk maturity within the organisation. The SWAP Risk Maturity Tool has been completed as a facilitated self-assessment in liaison with the Head of Corporate Performance, identified risk lead officers and directorate performance officers. To some requirement assessments responders selected two levels of risk maturity, for the purposes of this assessment the lower-level maturity assessment was recorded.

It is recommended that the risk maturity assessment is repeated in twelve months to evaluate progress made to embed risk management in the Council and increase the Council's Risk Maturity. SWAP audit was advised that an annual appraisal of risk maturity is to be completed, so an independent audit will verify the outcome.

In 2022/23 the aim is for SWAP to complete a risk management audit to determine how well the risk management framework is embedded across the organisation.

Supporting documents to this report include:

- Appendix 1 - Detailed risk maturity assessment, with a summary of comments from officers.
- Appendix 2 – Cross Partner Comparison Results

Key Findings



Whilst there have been a number of organisational challenges and significant organisational change, the council recognises the need to further improve on risk management across the organisation.



The current framework provides a good foundation and training has taken place in the last 12 months. However, additional engagement, education and training is needed throughout the Council at all levels to embed risk management and embed the level of expertise and understanding required by officers to fulfil their role. This is supported by the range of responses provided to some of the requirements by officers who participated in the risk maturity assessment.



Regular meetings with Risk Leads to continue to allow the opportunity to provide strategic and operational input into the planned risk management development. The relevant output from this communication should be conveyed at the appropriate level to provide both strategic and operational direction.



The need for officers to see risk management as a 'business as usual' activity rather than a separate task to be undertaken.