

Managing Risks in Public Organisations



**By Martin Fone
and
Peter C. Young**



Managing Risks Public Organisations

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Managing Risks Public Organisations:

Public Sector Risk Management Martin Fone, Peter C. Young, 2000-01-01 The management of risk is a fundamental purpose of government. Whether risks arise from the physical environment, the economic environment or even from changes in voter preferences, public institutions have a broad responsibility to assess and address the risks that impact the community they serve and their organisation. Public bodies are operating in a dynamic environment. The imposition of a Best Value regime is forcing them not only to perform more efficiently, effectively and responsively but also to develop best practices and benchmarking criteria to demonstrate their performance. At the same time, the ever-increasing delegation of responsibilities from central government and the European Union has widened their exposure to risk. Public institutions are now encouraged to partner with the private sector and outsource some of their traditionally retained services, generating agency and delegation exposures. In such an environment, controlling the cost of risk has become a real priority. But risk management is not just about preventing losses and reducing costs. Increasingly, risk management is defined as the co-ordinated management of all risks. This definition serves to encompass risk taking where it serves to meet overall organisational objectives. This broader view of risk management, known as organisation risk management, asserts that risk management is a general management function that permeates an organisation, is linked to the organisation's overall strategic plan and serves to enable the operational achievement of organisational goals and objectives. Under this frame of reference, risk management is not something a risk management department practices on a public body but rather an organisational value that informs and supports all managers and employees' duties and activities. Risk management is a central purpose of public institutions. **Public Sector Risk Management** addresses the major challenges facing public bodies today and provides the basic tools necessary for implementing a risk management programme. It introduces the subject of risk management through the development of a framework known as Organisation Risk Management (ORM), which establishes the premise of risk management as an organisation-wide endeavour. Readers will learn of the governing concepts and principles of ORM in the public sector but will also see how those concepts and principles translate into practice. Various ready-to-use tools and techniques are provided which will enable readers to translate information into immediate use within their organisations. **Public Sector Risk Management** is ideal for practising risk managers, senior managers and elected members desiring an accessible but thorough introduction to the subject. Provides a comprehensive framework for the management of Public Sector Risk Management. Endorsed by The Institute of Risk Management (IRM) and by The Association of Local Authority Risk Managers (ALARM) on their public risk management programs.

Managing Risks in Public Organisations Martin Fone, Peter C. Young, 2007-05-15 Written by experts and based on extensive research within risk management, the focus of this publication is to re-address the unique risks faced within a public sector environment. These risks include the numerous legal, social and political attributes not seen within the private sector. This comprehensive overview of risk management in

public organizations focuses upon the key issues within the field Risk and Crisis Management in the Public Sector Lynn T Drennan, Allan McConnell, Alastair Stark, 2014-12-24 Every decision that is made by managers and policy makers in a public sector organization requires an evaluation and a judgement of the risks involved This vital requirement has been recognised in the growth of risk management However risks can never be fully prevented which means that public managers also have to be crisis managers Today s crises develop in unseen ways they escalate rapidly and transform through the interdependencies of modern society and their frequency is growing the global financial crisis the European volcanic ash cloud the Japanese tsunami and subsequent Fukushima nuclear plant meltdown the Christchurch earthquake and the Queensland floods All highlight the extreme challenges that public sector organizations across the world have had to face in recent years Risk and Crisis Management in the Public Sector Second Edition responds to these challenges by presenting the only guide for public managers and public management students which combines lessons about risk and crisis management together in a single accessible text It equips readers and public managers with the knowledge and skills to understand key issues and debates as well as the capacity to treat risks and better prepare for respond to and recover from crisis episodes This exciting new edition enhances the original text with contemporary cases and a greater focus on the international trans boundary and multi agency dimensions of risk and crisis management These enhancements reflect the fact that today s public manager must increasingly operate within a global and interdependent governance context Managing Risks to Improve Public Services Great Britain: National Audit Office, 2004 In recent years a great deal of effort has been put into improving risk management in departments and in 2002 this was given further impetus when a two year risk programme was launched by the Prime Minister This report looks at the progress made since the previous NAO report in 2000 HC 864 1999 2000 ISBN 0105569488 It is based on a survey of the 20 main Whitehall departments focus groups of 27 departmental risk managers comparisons with the private sector academic research and five case studies The general conclusion is that significant improvement has been made but more needs to be done to make effective risk management a central part of general management processes The ability to take risks and innovate keep projects on track and handle complex service delivery needs to be further developed **OECD Public Governance Reviews OECD Integrity Review of Brazil** **Managing Risks for a Cleaner Public Service** OECD, 2012-11-12 This report assesses the implementation and coherence of instruments processes and structures in Brazil to create a culture of integrity and to manage risks affecting the operations and performance of public organisations Public Sector Leadership in Assessing and Addressing Risk Peter C. Young, Simon Grima, Rebecca E. Dalli Gonzi, 2022-04-04 Public Sector Leadership in Assessing and Addressing Risk explores risk management in practice focusing on the identification of risks in the European public sector while contextualising its Eurocentric analysis within a global setting it lays the groundwork for understanding the main philosophical premises of risk management *Managing Risks to Improve Public Services* Great Britain: Parliament: House of Commons: Committee of

Public Accounts,2005-06-07 Any activity undertaken whether by individuals companies or government departments involves a degree of risk In recent years a great deal of effort has been put into improving risk management in government departments and in November 2002 a two year initiative was launched by the Prime Minister to improve standards and practice across government Following on from the NAO report on this issue HCP 1078 I and II session 2003 04 ISBN 0102930368 published in October 2004 the Committee s report makes a number of recommendations intended to help achieve further progress In particular it examines the challenges faced by departments in improving their risk management practices and what can be to address these challenges

Conceptualising Risk Assessment and Management across the Public Sector Jennifer Murray,Iniobong Enang,2022-01-26 Conceptualising Risk Assessment and Management across the Public Sector explores concepts and applications of risk across the public sector to aid risk professionals in establishing a clearer understanding of what risk assessment and management is how it might be unified across sectors and how and where deviations are needed

Contracts, Performance Measurements, and Accountability in the Public Sector Gavin Drewry,Carsten Greve,Thierry Tanquerel,2005 This book addresses issues to do with public accountability audit and performance measurement that are both highly topical and of crucial importance to the theory and practice of public administration in an era of contractualized public management The literature on public sector contracting covering both hard agreements ones that are legally enforceable and soft agreements enforced by negotiation and mutual trust has been growing for some time and the present book adds a primarily European perspective on contracting performance based management and accountability One important aspect of this study is its recognition that those responsible for monitoring public services and holding them to account have had to an increasing extent to reconcile tensions between on the one hand the need for strong oversight and on the other the encouragement of innovation and risk in an increasingly competitive and entrepreneurial public service culture Following an introductory overview by the three editors the book is in three parts The first part deals with the theory and practice of performance measurement and evaluation the second part provides a series of specific case studies of audit and accountability in a variety of countries and contexts the third part offers some wider cross cutting perspectives Based on the work of the EGPA permanent study group on the history of contractualization **Contracts Performance Measurement and Accountability in the Public Sector** draws upon the wide expertise and research interests of academics and practitioners from the United Kingdom Denmark Switzerland Belgium Sweden and the USA

Risk Management in Public Administration Konrad Raczkowski,2016-11-09 This book draws on financial economic and management theory in its exploration of the theory underlying risk and risk management at both micro and macroeconomic levels It has a particular reference to the public financial sector Chapters investigate the elimination of currency risk in the Transatlantic Trade and Investment Partnership TTIP as well as the changes that credit ratings undergo due to the influence of credit spreads Featuring contributions on important topics such as public safety and the internet intellectual capital bank

regulatory risk in the EU the financial distress of public sector entities and systemic risk in the insurance sector it also explores innovative and emerging issues in the European tax gap in personal income taxes and VAT carousel fraud in selected European countries Discussion of the complex nature of risk management in public administration will appeal to public officials policy makers academics and researchers alike *The Canadian Experience of Public Sector Management Reform (1995-2002)*. Commonwealth Secretariat,2003 Public sector reform has moved on apace since the first of the Commonwealth Profile Series was launched in 1995 when the principles of New Public Management NPM were in an early stage of adoption **Strategic Change Management in Public Sector Organisations** David Baker,2007-02-28 This book covers all the major aspects of change management for those working in public sector and not for profit organisations It summarises key theories and approaches to change management and includes detailed worked descriptions of key techniques used in change management processes and programmes with extensive reference to case studies drawn from a range of public sector not for profit organisations and other environments Written by a highly knowledgeable and well respected practitioner in the field Draws on the author s wide ranging practical experience of major organizational development and change management in a wide range of situation Applies as well as describes theory Provides practical and realistic solutions to real world problems **OECD Public Governance Reviews OECD Integrity Review of Italy Reinforcing Public Sector Integrity, Restoring Trust for Sustainable Growth** OECD,2013-09-20 This OECD Integrity Review of Italy seeks to provide guidance on the implementation of key integrity and corruption prevention elements of Italy s anti corruption law **Enhancing effective public sector governance** Audrey H. Legodi,Philna Coetzee,Lourens Erasmus,2025-04-23 Audit committees are formed to provide impartial advice on matters of governance risk management internal controls and audits performance management compliance and financial reporting It is alarming to see communities deteriorating as a result of poor municipal services despite the fact that existing audit committees serve as independent advisory boards Accountability is key to the success of municipalities individuals opposing the implementation of improved service delivery should be held accountable This book examines the obstacles that hinder audit committees from effectively executing their duties giving a thorough analysis and resolutions to the South African service delivery crisis The book s use of the IQA method reveals overlooked variables that South African municipalities and audit committees must contemplate This methodological contribution results in the construction of a literature framework to substantiate the focus of the study through the identified themes This book offers guidelines for municipal audit committees on executing their roles successfully and ethically It also practically equips regulators including the National Treasury provincial treasuries CoGTA and SALGA with measures to enhance the efficacy of audit committees Professional bodies and Best Practices Guidance bodies may augment their standards and ethical codes to guide members serving on audit committees **Risk Management and Public Service Reform** Iniobong Enang,2023-04-28 School education reform is a dynamic process It

takes place in the context of changing institutional structures including society economy politics legislation and technology Yet there can be poor awareness of risk particularly social risk and its management during this process and more widely during public service reform PSR This book aims to promote new PSR understanding about social risk management It utilizes in depth case studies comprising two anonymous Scottish councils responsible for providing and reforming school education services Drawing mainly on risk management and structuration theories with elements of complexity leadership and institutional theories the book explains contextual issues around the reform of Scottish school education services SSES It illustrates that social risks associated with reform can be used to explain emerging threats Furthermore it demonstrates that agent structure duality may be instrumental to the production and management of social risks The book also shows how the concept of social risk can be used to improve policy making and implementation Targeted at practitioners researchers policymakers and students this book will be of interest to those in the fields of public administration public service management and risk management more generally

Public Sector Property Asset Management Malawi Ngwira, David Manase, 2015-12-21 In many public sector organisations there has been little or no adoption of a proactive asset management strategy Where an extensive property portfolio exists this can result in poor overall utilisation of the portfolio exemplified by excessive vacant property or properties not being put to best use In such situations there is a risk that the building stock deteriorates more rapidly than expected leading to expensive maintenance and repair charges Lack of a proactive asset management strategy will impact on the services delivered by such organisations Public Sector Property Asset Management covers all aspects of asset management in the public sector including the overall concept the development of asset management strategies and the implementation of asset management practices It evaluates asset management strategies processes and practices to show how effective management of property assets support business activities or service delivery functions The reader will understand the importance of improving decision making through the recognition of all costs of owning and operating those assets throughout their lifecycle leading to improved business process activities or service delivery functions which greatly assist in meeting the social and economic objectives of such organisations Written for all practitioners currently involved in asset management the book will also be useful in the university environment to those teaching researching or learning about asset management in the public sector

Fostering Innovation in the Public Sector OECD, 2017-04-25 Public sector innovation does not happen by itself problems need to be identified and ideas translated into projects that can be tested implemented and shared This report looks at how governments can create an environment that fosters innovation

OECD Public Governance Reviews Modernising Integrity Risk Assessments in Brazil Towards a Behavioural-sensitive and Data-driven Approach OECD, 2022-05-10 The OECD Recommendation on Public Integrity puts risk management at the heart of any strategy or approach to ensure and promote public integrity This report reviews the current integrity risk assessment methodology in the Brazilian federal executive branch through the lens of behavioural

insights and the use of data **Managing Risk in Construction Projects** Nigel J. Smith, Tony Merna, Paul Jobling, 2013-11-15 Investment in any new project invariably carries risk but the construction industry is subject to more risk and uncertainty than perhaps any other industry This guide for construction managers project managers and quantity surveyors as well as for students shows how the risk management process improves decision making Managing Risk in Construction Projects offers practical guidance on identifying assessing and managing risk and provides a sound basis for effective decision making in conditions of uncertainty The book focuses on theoretical aspects of risk management but also clarifies procedures for undertaking and utilising decisions This blend of theory and practice is the real message of the book and with a strong authorship team of practitioners and leading academics the book provides an authoritative guide for practitioners having to manage real projects It discusses a number of general concepts including projects project phases and risk attitude before introducing various risk management techniques This third edition has been extended to recognize the reality of multi project or programme management and the risks in this context to highlight the particular problems of risk in international joint ventures and to provide more coverage of PFI and PPP With case studies and examples of good practice the book offers the distilled knowledge of over 100 man years of experience in working on all aspects of project risk giving sound practical guidance on identifying assessing and managing risk *OECD Public Integrity Handbook* OECD, 2020-05-20 The OECD Public Integrity Handbook provides guidance to government business and civil society on implementing the OECD Recommendation on Public Integrity The Handbook clarifies what the Recommendation s thirteen principles mean in practice and identifies challenges in implementing them

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