

## Client need

Our client developed a new policy to implement consistent and effective Risk Management procedures across the organisation. The policy was developed by specialists from within the council with the help of external consultants, and whilst based on sound theory and practices, take up and use of the new procedures was poor.

maltway was engaged to develop a training programme, focusing in particular on business unit managers and their direct reports, to:

- Improve participants' knowledge and understanding of the risk management policy and procedures across the council and their own role and responsibilities,
- Understand the benefits to them and the council of applying the policy and be enthused about doing so
- Enable them to identify and manage risks more effectively within their area of responsibility
- Give participants the ability to make more effective and informed service and business decisions
- Improve the quality of the risk management information available to senior management and members to enable them to manage the council's risks more effectively.

## maltway approach

Working closely with the relevant experts from both within the council and their consultants, we developed and delivered a one day training course. The course addressed not only the council's Risk Management procedures, but also crucially gave participants the opportunity to practice using the relevant skills and judgements required to implement the policy effectively.

The training was supported by detailed reference materials available to participants and effective follow up was ensured by the development of practise aids and support mechanisms.

## Outcomes

The programme has been an undoubted success; almost 100 managers have attended the training and feedback from participants and other stakeholders, both anecdotally and in the improved quality of risk management in the council, indicates that the objectives have been substantially achieved.

The most positively received aspect of the training was the practical, action-oriented approach and this resulted in feedback such as this from one participant: ***"I couldn't have recommended more highly a course for any of my staff or colleagues to attend in recent years."***

## Additional information

We have also successfully included elements of risk management and controls as part of more general financial management and anti-fraud awareness programmes.