



AUDITING THE RISK MANAGEMENT CAPABILITY OF UK DEFENCE PROJECTS

Assessing Risk Management in the MoD

The UK Ministry of Defence (MoD) recognised that project approvals had been achieved on a number of projects on which risk had subsequently proved to be too high and identified a need to measure risk management capability across its project portfolio.

HVR developed the Risk Maturity Model (RMM) to address this pressing requirement. The question based model uses available evidence and interaction with project team to identify a maturity score against six key risk management areas, namely: stakeholders, risk identification, risk analysis, risk mitigation, project management and culture.

Our Approach

HVR's Project RMM was specifically developed to assess the risk management capability of projects throughout their lifecycle. Our process was used to ensure that the risk management process adopted by project teams was of sufficient maturity. The outputs of the maturity audit process were used as a key assessment criterion when funding-related business cases were scrutinised by the MoD.

Initially, assessments were conducted by HVR subject matter experts. As the assessment programme progressed, HVR's expertise was transferred to the MoD staff through knowledge transfer.

Adding Value to the MoD

The RMM added a vital component to the MoD business case process, increasing confidence in the ability of projects to deliver to Performance, Time and Cost targets. Overarching benefits to the MoD include:

Delivering a Standardised Risk Management Approach

The maturity model ensures a common approach to risk capability assessment and has been applied to a diverse range of programmes and projects.

Providing Evidence to Decision Makers

Data provided by the model was used as a deciding factor in approving major project expenditure ensuring effective risk management was being undertaken at project level.

Demonstrating Continuous Improvement

When regularly used, the maturity model provides evidence of risk management improvements across a project lifecycle. These audit outputs demonstrate risk management process improvement to both internal and external stakeholders.



Our Experience

The HVR Risk Maturity Model has been used on over 200 major projects providing evidence to some of the UK Government's largest projects including Typhoon, CVF, BOWMAN and Astute submarines, with a cumulative value of over £60 billion. Our extensive experience ensures recommendations from the maturity assessments are workable, resource efficient and effective.