
Mazars Review of Teagasc Risk Management Policies and Procedures

Action Plan for Implementation of Recommendations

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This action plan addresses the recommendations in the December 2012 review of Teagasc risk management policies and procedures carried out by Mazars entitled **Teagasc Risk Management Maturity Report**. To carry out such a review is a requirement in the Code of Good Practice for Governance of State Bodies.

1. Recommendations for the AGRI Programme

No.	Recommendations	Actions to be taken	Person responsible	Date for completion
	Risk Culture			
1.	Risk Culture is inevitably driven from the top and in order to enhance risk maturity, level 2 management must take responsibility for driving the process, highlighting the necessity of the framework to staff and communicating the benefits arising from the process on an ongoing basis.	<p>1.1 Level 2 managers to assess level 3 risk registers for quality and relevance at the planning stage (requesting additional info if necessary). Risk registers should be a true reflection of the risks and mitigating actions open to the Management Unit.</p> <p>1.2 Level 2 programme risk registers to provide a summary of level 3 risk registers in each programme plus any risk arising at programme level.</p> <p>1.3 Heads of Directorate to review the quality of level 2 risk registers at planning and reporting stages.</p>	Heads of Directorate, Heads of programme	Q4 2013- Q1 2014
2.	Formal Risk Management occurs twice annually with the completion of the risk registers. Tegasc should consider enhancing risk management culture through considering risk management at other times of the year. This does not necessarily require additional work, it is more a matter of ensuring the terminology is used throughout the year so that staff do not consider it a once off process. This can be achieved through including a discussion of risk events as a standing agenda item at management and staff meetings. Review of these events and actions on a six monthly basis would assist in informing the update of the risk registers.	2.1 All managers must make risk events and risk mitigation actions a standing item on each programme or management unit meeting agenda.	Business Planning Officer, all managers	Ongoing

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3.	Consider introducing risk management competencies in the job descriptions and appraisals of relevant personnel, particularly level 2 managers.	3.1 Currently job descriptions require the successful candidate to actively participate in the annual business planning and performance management development system (PMDS) processes. Job descriptions for this level will be amended to include the risk management process.	HR, Business Planning Officer	Q4 2013
4.	Level 2 managers should be provided with practical training on the principles of risk management, benefits arising, examples of risks in each area, risk phraseology, the identification of actions, the manner in which risks should be prioritised, effective linkage with business planning and the manner in which level 3 registers should be reviewed.	4.1 Level 2 managers will participate in a brief risk management presentation and discussion session facilitated by the Business Planning Officer to include the topics listed, This will take place before the 2014 business planning process begins. (mid - October 2013)	Business Planning Officer, Level 2 managers	Q3 2013
	Risk Policy and Strategy			
5.	The Authority should define a risk appetite statement, and if required consider defining associated risk triggers and early warning systems.	5.1 The Business Planning Officer and the Director will develop a draft Risk Appetite Statement for approval by Senior Management and the Internal Audit Committee (and Authority if necessary). Once agreed this will be incorporated into the Risk Policy document.	Business Planning Officer, Director, Internal Audit Committee	Q3 2012
6.	Increase awareness of the location of the risk policy. This increased awareness could assist in reducing the workload for level 2 managers.	6.1 The Teagasc Risk Management Policy document to be updated and approved by Senior Management based on suggestions in this action plan. Business Planning Officer to email all staff on the location of the updated Risk Management Policy document on tnet. The email to include a summary of key points in the policy. Level 2 managers to receive additional information by email and as part of the session outlined above in 4.1 and 4.2.	Business Planning Officer, All managers	Q3 2013
7.	Document the links with business planning process in greater detail, and specifically how risk management processes integrate with business planning processes.	7.1 The business planning and risk management processes are scheduled to coincide. The same template includes both processes. The risk policy will be updated to reflect this and other linkages between the two processes.	Business Planning Officer, All managers	Q3 2013

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	Risk Structures			
8.	The specific responsibilities of the Audit Committee should be defined in the Risk Policy. Consider expanding the role of the Internal Audit function to include the provision of advice to each audit area regarding additions / changes to the risk register.	8.1 The Audit Committee's specific responsibilities are included in the Risk Policy Document. This section will be updated if required in line with the Audit Committee Charter. The Internal Auditor will provide advice on the risk management process as part of the audit process.	Business Planning Officer, Internal Auditor	Q3 2013
9.	Increase clarity on responsibilities for the Level 2 managers in terms of their responsibility for distilling the principles of risk management to level 3 divisions and detailed responsibility for reviewing and approving risk registers.	9.1 Increased clarity will be given to level 2 managers on their responsibility for reviewing, approving and supporting managers in relation to risk registers.	Business Planning Officer, Heads of Directorate, Level 2 managers	Q3-Q4 2013
	Risk Processes			
10.	Consider further defining the link to business planning through defining the order in which the business plan and risk register should be completed and defining exactly how the two processes integrate.	10.1 The Risk Management Policy document and level 2 managers training session will reflect the linkage between risk registers and business plans and the order of completion of both.	Business Planning Officer, Heads of Directorate, Level 2 managers	Q3 2013
11.	The process to place increased emphasis on the role of the level 2 managers in reviewing level 2 registers. Where possible this to include provision of feedback and advice to level 3 personnel with respect to completion of the risk register. Level 2 managers should promote active discussion of potential risks prior to finalising the registers.	11.1 Level 2 managers to include risks as part of meetings to develop business plans. Risks at level 2 should be well defined and new mitigation actions should be practical, achievable and be separate to existing risk management controls.	Level 2 managers	Ongoing

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	Risk Methodology			
12.	All risk registers should be completed to a consistent standard whereby the phrasing of risks, links to business planning and completion of all columns in the register is consistent.	12.1 Existing guidelines on completing risk registers will be updated and circulated to all managers. All templates will be consistent.	Business Planning Officer, all managers	Q3 2013 and ongoing
13.	Consider the following methodology for the level 1 register: <ul style="list-style-type: none"> Allocate owners to individual risks and actions. Whilst it is understandable that the Director essentially owns all the risks, increased clarity on responsibility for implementing actions is required to support effective tracking of their implementation Rank actions in terms of their importance. This improvement would also be useful at level 2 and 3 however at this point the administration requirement associated with this drive in change is likely to be prohibitive. Further consider whether any improvements could be made to the formality of tracking the implementation of recommendations. 	13.1 Owners have been allocated to new risks in the 2013 Level 1 Risk Register. 13.2 The Risk Management Committee will decide whether there is a need to use this approach as part of the 2014 risk management process 13.3 Tracking of implementation is sufficient at level 1. Progress with implementation of new risk mitigation actions is reported on Quarterly to Senior Management and the Internal Audit Committee. Corporate risks are a standing item at Authority meetings.	Business Planning Officer, Director, senior managers	Q4 2013
14.	Consider the following methodology improvements for the level 2 and 3 registers; <ul style="list-style-type: none"> Consider including controls and risk owners, particularly at level 2 Consider introducing a requirement to report on progress of actions at level 3 Consider increased use of risk categories Ensure the actions column only includes new actions that have not yet been implemented Consider prioritising risk on the basis of likelihood and impact, particularly at level 2 Place increased focus on the identification of IT risks within business areas 	14.1 Controls and risk owners will be incorporated into level 2 templates for 2014. 14.2 A practical reporting process for risk at level 3 will be introduced. This could be as part of the PMDS process. 14.3 Risk categories will be considered for level 2 templates for 2014 14.4 2014 level 2 risk registers will differentiate between controls and new risks 14.5 Current medium high and low prioritisation is a combination of likelihood and impact. Managers starting with level 2 need to be educated on how to categorise risks.	Business Planning Officer, Heads of Directorate, Level 2 managers	Q3 2013 to Q1 2014 and ongoing

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		14.6 IT risks have been included explicitly in the 2013 level 1 risk register. IT risks are adequately reported on as part of the Level 2 Operations business planning / risk management / project management processes		
15.	Consider introducing formal risk reporting for level 2 registers by the level 2 managers and, over time, roll the reporting out to level 3 risk registers. Such reports should cover; <ul style="list-style-type: none"> • # new risks • # changes to risks • Changes to priorities • Material risk event during the period 	15.1 Formal risk reporting to be carried out in 2014. A brief report will be completed in Q2 2014 to include the number of new risks, the number of changes to risks, changes to priorities, and material risk events during the period.	Business Planning Officer	Q2 2014