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Specialists in Strategic and Project Risk Management

ACTIVITIES IN THE GOVERNMENT ADMINISTRATION SECTOR

Broadleaf has worked with several State and Commonwealth Government Departments in Australia. We have developed and implemented risk management processes as part of their own governance requirements and to support resource allocation among a large number of competing initiatives. We have also carried out risk assessments, strategic planning and training exercises in the sector. Some of these assignments are summarised here.

- Australian Taxation Office: organisational risk management process benchmarking, redesign and implementation
- AusIndustry: organisational risk assessment and development of a procedure to maintain the assessment and risk management activity up to date
- New South Wales Department of Community Services: development of a risk management approach to monitoring compliance of child care services with Regulations
- South Australian Department of Justice: governance and acquisition arrangements for computer aided despatch and communications centre facilities for police and emergency services

Australian Taxation Office

The Australian Taxation Office (ATO) has used risk assessment for several years to guide the allocation of resources to its very large and complex range of duties. Broadleaf was engaged by the Large Business & International (LB&I) section of the ATO to build on in-house developments and enhance the cost-effectiveness of the process used in LB&I.

We benchmarked existing practices against the Standard AS/NZS4360 and against our extensive knowledge of best practice in the field. In consultation with key personnel at all levels in the organisation, we then designed an improved process and produced three levels of documentation to support it:

- a process description;
- separate procedures for the centre and for operational units; and,
- guidelines on specific techniques used at different stages in the process.

The revised process was then rolled out in a series of workshops facilitated by Broadleaf in Brisbane, Sydney, Canberra, Melbourne and Adelaide. The workshops were held in two rounds, one for risk identification and prioritisation and another for risk treatment planning.

The new process yields better management information at a lower cost and in a more consistent form across the organisation. In addition to being more cost-effective, the improved process has increased staff commitment to the use of risk management.

AusIndustry

AusIndustry is the body that administers grants, loans and tax concessions to encourage R&D in Australian industry. It has a complex Relationship with other Government Departments and operates with a mixture of full time public service personnel and part time committee members drawn from industry on the basis of their technical and business expertise.

Broadleaf was engaged to carry out a risk assessment of AusIndustry's activities and set up a process that would keep that assessment and the risk management actions flowing from it up to date. Risk assessment workshops were planned and facilitated by Broadleaf and reports produced on the outcomes. These reports were used to prepare a risk register that was delivered with a documented procedure for AusIndustry to use as the basis of its long term risk management.

NSW Department of Community Services

The Department wished to develop a risk management approach to monitoring the compliance of child care services with the Regulations. It was interested to use identified risks, particularly the high-priority risks, as indicators of compliance and as a basis for a continuing risk assessment system.

Following the Standard AS/NZS4360, Broadleaf planned and facilitated workshops to develop the context of the analysis and then identify and prioritise risks. The workshops yielded extensive insights into the operation of child care services and recommendations to enhance compliance with relevant Regulations.

SA Department of Justice

The Department plans to acquire a common computer aided despatch (CAD) system for South Australia Police and emergency services (SA Ambulance Service, Metropolitan Fire Service, State Emergency Service, Country Fire Service), with associated communication centre (comcen) facilities. Broadleaf was engaged to assist executive management in a range of tasks:

- Development of policy options for governance of the new CAD system and comcens;
- Review and risk assessment of potential locations for comcens;
- Review of transition arrangements prior to the introduction of the new CAD system;
- Acquisition strategies for new CAD system and comcen facilities;
- Project management advice through the initial stages of the acquisition.

Other Public Sector Activities

Broadleaf undertakes a wide range of activities in other public sector organisations and semi-Government corporate entities, described elsewhere:

- Defence sector
- Water and waste water industry
- Transport sector
- Electricity utilities

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