



# The Institute of Risk Management

## North of Scotland Regional Group

<b>Meeting</b>	Meeting No. 6
<b>Venue</b>	Committee Room 2, University Office, Regent Walk, Old Aberdeen, Aberdeen
<b>Host</b>	The University of Aberdeen
<b>Date</b>	1 <sup>st</sup> October 2009
<b>Time</b>	12:00 - 14:00

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### Attendees:

Nicola Bermingham	Willie Park
Gordon Fettes	Cameron Ramsay
John Harris	Bob Ruddiman
Margaret Harris	Jennifer Sewel
Bill Knowles	Andrew Smith
Allan Mackay	Katy Sutherland
Ruth MacLure	Melanie Thom
Richard Millington	Mark White (Chairman)
Graham Offord	

### Apologies:

Maureen Batten	Iain Little
Tanya Castell	Alison Lyall
Kevin Duthie	Russell McKay
Neil Fraser	Scott Miller
Martin Gray	Helen Robbins
Nick Jack	Ken Walker
Andy Lang	Andrew Wood
Kelly Lindsay	George Wood

#### 1.0 Welcome

Mark White (MW) welcomed all those present to the University of Aberdeen to the sixth meeting of the NoSIRM Group.

MW invited all those present to provide a brief introduction to themselves, their current role and their specific areas of interest in connection to Risk Management and the NoSIRM Group.

#### 2.0 Presentation(s)

##### 1. **'Agile Project Management'** – Melanie Thom (Petrofac Training)

As a result of increasingly uncertain environments, inherent complexity and frequently changing project requirements; organisations are discovering that the constraining approach of classical project management is failing to address challenges posed by the 21<sup>st</sup> century in certain environments. To address such change and increase the likelihood of project success, agile project management has been suggested as an alternative approach. Agility seeks a balance of stability with flexibility, planning with execution, organisation with disorder and control with speed.

The presentation contextualised the subject matter by comparing the classical approach to project management against the agile approach before considering the environments pertinent for agile development and its relationship with project success.



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The presentation then focused on Melanie Thom's primary research investigation. The research proposed that agile project management in the oil and gas industry in the NE of Scotland is at an embryonic stage. The Project Management Maturity Model was used as a framework for measuring and analysing the maturity of agile practices in four case study organisations. Four Managers and forty team members were interviewed. The research did indeed reveal that the application of agile development practices was embryonic and interestingly suggested that more "mature" project managers applied agile development somewhat more than their less mature counterparts who tended to focus on the classical approach.

Melanie then discussed possible recommendations to enhance the current position that included the production of a best practice framework for the application of agile development. Melanie is now working on a White Paper in conjunction with the Project Management Institute.

### **2. 'Central & Southern Regional Group IRM – A Chairman's Perspective'** - Graham Offord (Chairman – CSIRM)

Graham provided an overview to those present of the history and operation of the other Scottish Regional Group of the IRM which is based largely within the Central Belt. During the presentation there was some discussions amongst members on a number of topics including:

- *Join Meeting* – There is some merit and appetite for arranging a joint meeting between the two groups at some stage during the course of 2010. The details of the event are open for discussion but some of the areas which were identified were:
  - ✓ Location – Perth/Dundee
  - ✓ Duration – An extended meeting would be appropriate to make best use of the time and commitment to travel from those attending.
  - ✓ Timing – The meeting should perhaps be mid afternoon onwards in order to prevent the requirement for those attending to loose a full day from their diaries.
  - ✓ Remote Arrangements –going forward there may be some scope for engaging with each other using webinars, video conferencing and other means of technology. (Thanks to Bob Ruddiman for offering the use of McGrigors video-conferencing facilities).
- Meetings with other Institutes – Graham also recommended the establishment of links with the local bodies of other Institutes as a means of expanding our knowledge and the networking opportunities for members.

MW confirmed that together with the Steering Group and others that these areas would be developed.

### **3. 'University of Aberdeen Risk Management'** – Jennifer Sewel (University of Aberdeen)

Jenifer initially provided the audience with some history about the University together with a summary of its current size, the range of current activities undertaken, their strategic aims and provided an overview of their current organisational structure.

Jennifer also provided a summary of a number of the more significant projects that the University is currently engaged with including:

- New Library - £62m
- Aberdeen Sports Village – £28m (joint venture)
- Suttie Centre – (Health Teaching Centre) - £21m
- Merger - Rowett Institute Nutrition & Health
- 10 year capital programme – c. £270m
- Curriculum Reform

Jennifer then provided an overview of the University's risk Management Processes including discussion of the following:

- Developed as University activities changed



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- 2009 Benchmarking exercise against good practice elsewhere
- HE, public and private sectors, professional Risk Management standards - BS31100, IRM, IIA
- Risk Management embedded at a strategic level
- All major institutional projects (capital and strategic)
- Central Strategic Risk Register
- Central Risk Management Committee (interface with Audit Committee)
- Need to integrate and co-ordinate the approach across university, embedding throughout all operational activities - including academic and research
- Formalise good local practices
- Formal interface of devolved and institutional RM
- Promote culture of risk awareness and management of risk
- Agreed direction of new University RM Model
- Developing comprehensive simple Institutional RM Framework
- Devolved areas to assess risk against own business plans
- Local risk registers with top risks being incorporated into Strategic Risk Register
- Short Term Working Group for consideration of implementation during 2009/2010
- Development of supporting documentation and toolkit incl. scoring system fit for diverse purpose
- Training key individuals

#### **4. 'IRM Forum – A Members View'**

MW had hoped to gather some feedback from any attendees who had been at the IRM Forum in terms of keynote speakers etc. None of those present at the meeting had been able to attend The Forum and as a result this 'presentation' was not required.

MW recommended that everyone should refer to the IRM website for details of the presentations when they were made available by IRM for information purposes.

### 3.0 Institute News/Comment

MW recommended that anyone who was interested in any of the above should in the first instance visit the IRM website for further information.

IRM website – [www.theirm.org](http://www.theirm.org)

### 4.0 Next Meeting

It was agreed that the next meeting would be held on Thursday 4<sup>th</sup> February 2010.

The venue and topic for the next meeting are to be confirmed in due course. .

MW invited all those present to consider topics that they would like to have included in the meetings going forward and confirmed that any thoughts/ideas would always be welcomed.

### 5.0 Any Other Business

#### 1. Election of NoSIRM Officers

MW confirmed that when he was elected Chairman at the first meeting he proposed that elections for office bearers would be held every 2 years. The next meeting will be the second anniversary of the group's establishment and as a result MW confirmed that officer elections should be held.

MW confirmed that the Group had been operating without a Secretary for sometime now and that even if he offered himself up for re-election it would be important to ensure that a Secretary was elected.



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Following the meeting Margaret Harris offered to act as Secretary in the event that additional support was required prior to the next meeting.

### 2. Steering Group

MW confirmed that it would be timely for the Steering Group to meet and that a meeting would either be held on a date in advance of the next meeting or immediately thereafter. MW will contact those on the Steering Committee in due course.

There was no other business from the floor.

## 6.0 Close

MW offered thanks to:

- The University of Aberdeen for hosting the event and providing lunch
- Melanie Thom for providing a very interesting presentation on Agile Risk Management
- Graham Offord for agreeing to travel to Aberdeen to highlight the activities that the CSSIRM are involved with
- All guests who were able to attend, and
- All Group members for making the time to attend the meeting

MW also reminded those present to let others (colleagues, business contacts) know about the group and to try to increase membership going forward.

The meeting was closed at 14:06 hrs.