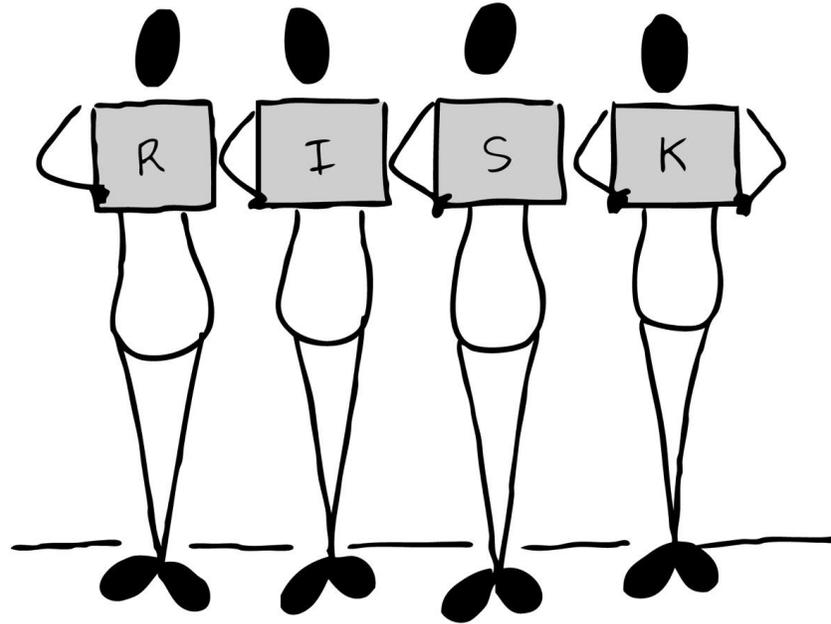


# Risk – Being Bold



**Dr Ruth Murray-Webster**

CHC Finance Conference

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# About Dr Ruth Murray-Webster



**Partner, Beyond the Deal LLP**  
**2019-**

**ABP | ASSOCIATED  
BRITISH PORTS**  
**Director, Change Portfolio and  
Group Head of Risk: 2015-2018**

- **Doctoral research** into transformational change from the perspective of recipients of change
- **Co-author** of four books on the human aspects of risk management.
- **Editor** of APM Body of Knowledge, 7th edition

*Many of the ideas in this presentation have been co-developed with Eleanor Winton – [www.actupondisruption.com](http://www.actupondisruption.com)*



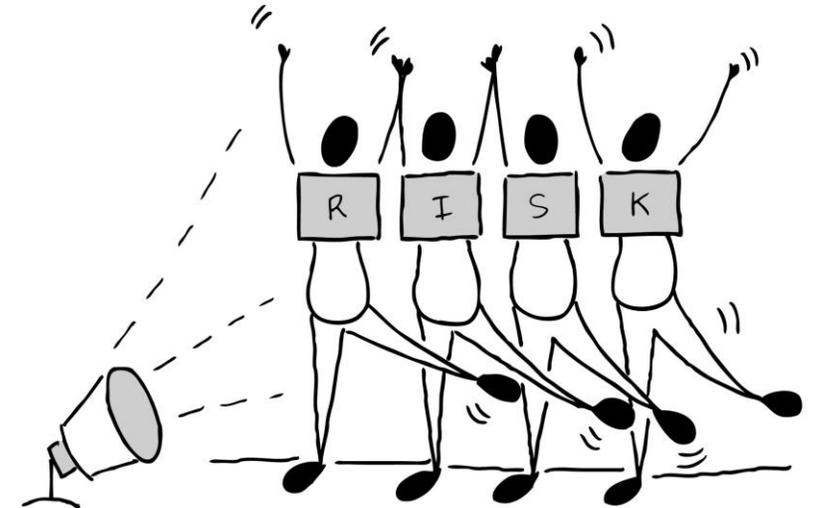
WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK

**Teaching Fellow**



# What might 'being bold' with risk mean: four ideas for this talk

1. Making sure the process is adding value – aligned with purpose and strategy – not just a compliance 'tick the box'.
2. Short, medium and longer-term focus.
3. Not just down-side – balancing innovation and risk-taking to create value.
4. Creating the culture where 'eyes open' risks can be taken in the pursuit of your purpose and strategy.



Making sure the process is adding value – aligned with strategy – not just a compliance ‘tick the box’

What is at risk?

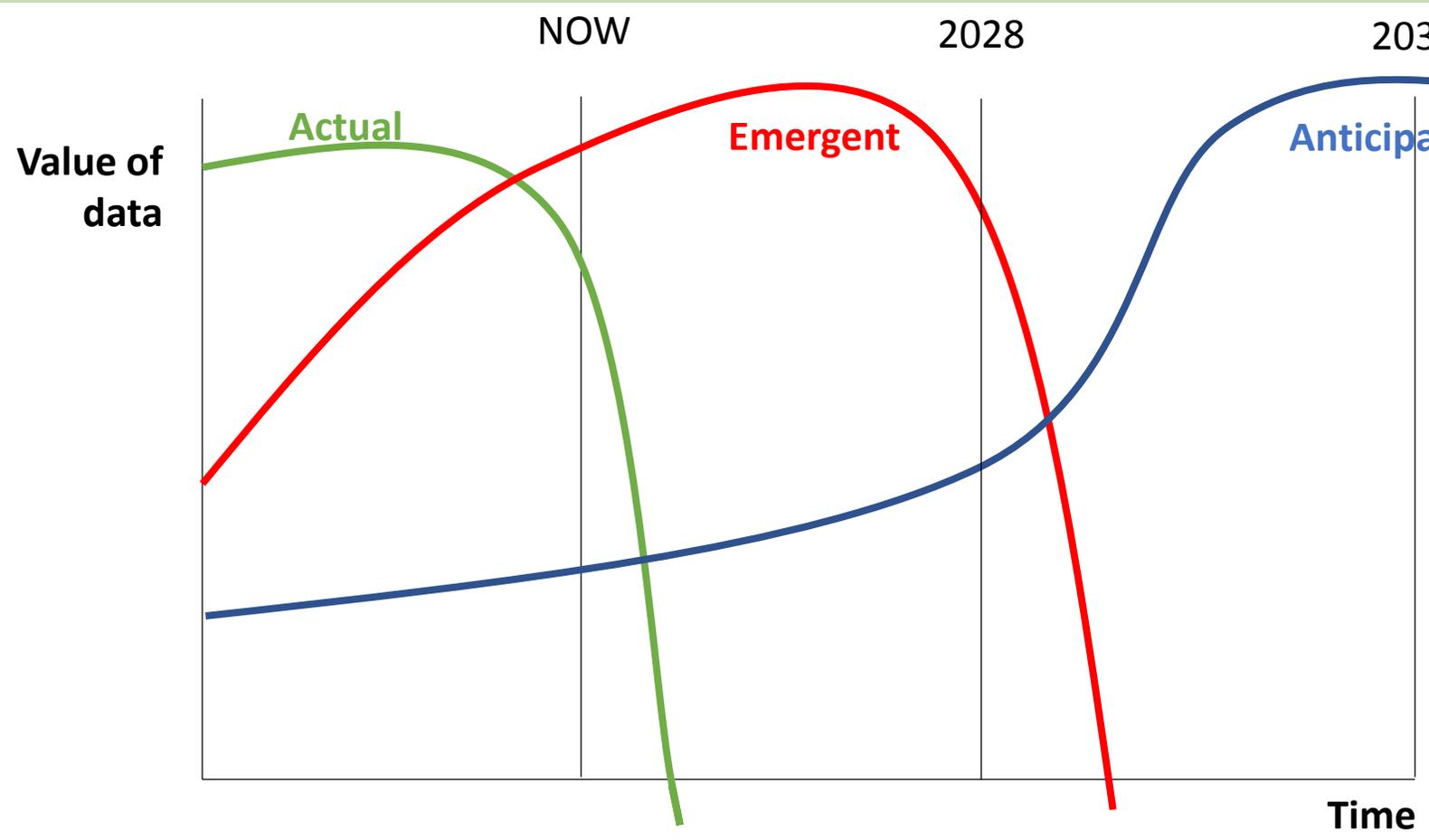
How much risk is too much risk? And in what timescales?

Capacity and appetite – for overall variation from your strategic objectives & targets

Risk assessment – calibrated scales – effective escalation and delegation to enabled good conversations and informed decisions.



# Short, medium and longer-term focus – managing risk is about taking a bet on the future as responsibly as you can

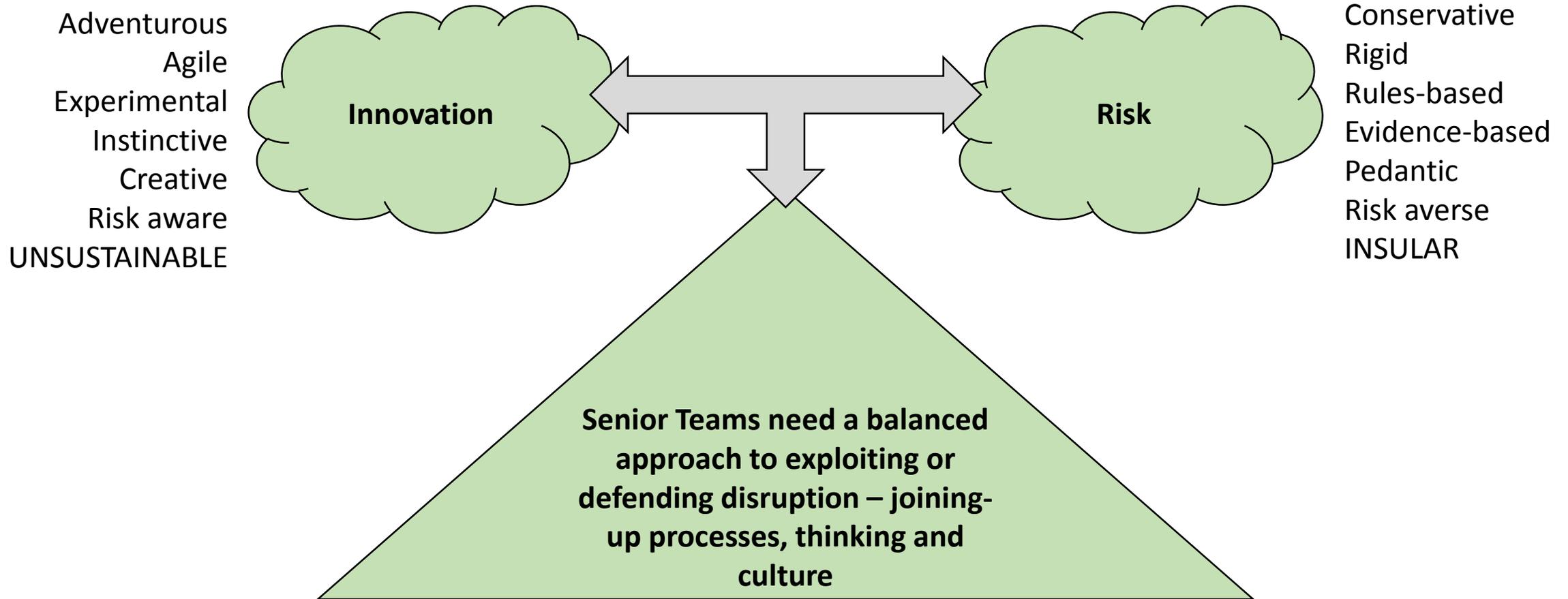


**Financing new builds/renovations:** raising funds, collecting rents, what sort of units to build? Where to build them?

**What will be the needs and expectations of the social housing client in 2028?** Mobility, education, language, 'stuff', wealth, family network

**Building materials, connections to services, adapting, recycling, re-purposing, numbers of people choosing to rent – basic right for all.**

# Not just down-side – balancing innovation and risk-taking to create value



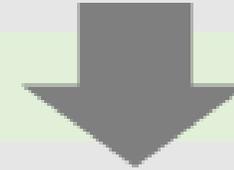
# Creating the culture where 'eyes open' risks can be taken in the pursuit of your purpose

**“Culture is an environment - a petri dish in which certain behaviours and characteristics are allowed to flourish, or not”**

*Institute of Risk Management, Risk Culture – under the microscope for Boards, 2012*



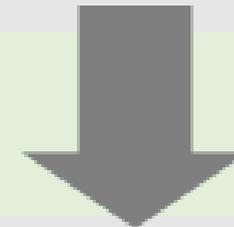
Stimulate and motivate



Facilitate debate



Innovate and mitigate



Keep up to date

# Choosing a risk culture – where are you now? Is that appropriate?

## PRAGMATISTS

The future is inherently uncertain. Therefore, strategic planning is not beneficial and all you can do is react as circumstances change.

## MANAGERS

Risk experts are needed to help in assessing how much risk to take on and whether there is an appropriate reward balancing the risk.

## MAXIMISERS

Risk provides opportunities to accrue profits. Therefore, large risks should be accepted if the gains they offer are sufficiently rewarding.

## CONSERVATORS

Avoiding losses is more important than improving profits. Therefore it is best to avoid or control or mitigate risks.

# What might 'being bold' with risk mean: four ideas to put into action to help you address the challenges posed in Housing Horizons

1. Making sure the process is adding value – aligned with purpose and strategy – not just a compliance 'tick the box'.
2. Short, medium and longer-term focus.
3. Not just down-side – balancing innovation and risk-taking to create value.
4. Creating the culture where 'eyes open' risks can be taken in the pursuit of your purpose and strategy.



Thank you for listening  
I hope you'll continue exploring this fascinating and vital subject

There is more information on:

[www.potentiality.uk](http://www.potentiality.uk)

[www.actupondisruption.com](http://www.actupondisruption.com)

[www.rara-risk.com](http://www.rara-risk.com)

[www.facilitatingrisk.com](http://www.facilitatingrisk.com)



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