E. Haarmans – Onderzoek naar het integraal gebruik van risicomanagement bij de besluitvorming van projecten

Abstract

Almost every day, one can read something in the news about the current economic situations of social housing corporations in the Netherlands. Most of the news is linked to poor risk management within projects. Social housing corporations in the Netherlands are private companies with a public function and as a result suffer from a dilemma. They must combine commercial aims with social responsibilities. One effective solution for social housing companies is to apply reliable risk management to their projects. Unfortunately many corporations encounter problems with the implementation and embedding of integrated risk management into their organization. A very good example of this is Wherestad.

This report describes the research into this organization. The primary goal of this report is to develop a systematic approach for the embedding of integrated risk management. The first part of the research consists of literature study. The second part describes the internal research carried out into the risk management processes of Wherestad. The research primarily focused on the current use of risk management and made clear that most problems are related to the COSO component ‘Risk Assessment’ and to the different approach of the two major departments within Wherestad (‘Wonen’ and ‘Vastgoed’). Both departments have their respective goal and these can be in conflict with each other.

In this report various factors that should lead to the embedding of integrated risk management are formulated.

Keywords: Social housing, Integrated risk management, COSO, Successenkader, Case study