BRYAN WHITEFIELD BW

Building Blocks			Score Descriptors			Score	Comments
Element	Component	Key Words	Low (1-4)	Medium (5-7)	High (8-10)	Column1	Column2
Strategy & Performance	Governance Framework	Structured Board and Management Committees Business Decision Processes	No governance framework or it exists but not followed or does not facilitate sound decision making	GF mentions RM but no integration/links to compliance and assurance activities	GF, ERM, Compliance and Assurance clearly integrated.		
	Strategic Planning	Stakeholders, environmental, industry, internal, research, analysis Clear, measurable objectives Simplified Summary of Plan	No analysis or only a basic SWOT analysis.	Use of some tools, some evidence of research conducted	Analysis of stakeholders, environment, industry, internal, research, analysis		
	Risk Management	Integrated with business strategy Appetite for Business Defined	No identification of strategic risks or focus on one or two known issues or not well analysed.	Strategic risks identified but no thorough analysis or not linked to business plan.	Thorough and embedded in business plan within operating units and at the executive/Board level.		
	Strategy Execution	Documented Financially and Non-Financially, KRIs linked to business KPIs	No or informal articulation of risk appetite.	Formal statement on financial and non-financial risks, however, not operationalised for staff.	Formal statement of appetite for business and operationalised for staff.		
	Reporting Regime	Linked to business reporting	No risk reporting or adhoc reporting.	Risks reported regularly without accountability and without links to business reporting.	Risk reporting integrated with budget and business plan reporting.		
Sub-total						0%	Vulnerable
People & Knowledge	Resource Planning	Risk Based, covers amount and capability levels of resources	None or reactive resource planning.	Resource planning well coordinated but lack of prioritisation based on risk level.	Risk based approach embedded in workforce planning. E.g. clear link to risk profiles associated with business plans.		
	Induction	Overview of Responsibilities	No induction or limited to WHS or other operational elements of RM framework.	Induction includes introduction of ERM and operational risk functions and individual responsibilities.	Induction includes education & training in most/all key aspects of Governance and ERM framework.		
	Risk Capability Development	Risk Based	No or limited identification of skills needed to manage risk in the organisation.	Skills development well coordinated but lack of prioritisation based on risk level.	Risk based approach embedded in workforce planning.		
	Performance Management	Accountability for Management and Reporting of Risk Linked Balanced with Business Performance	None or retoric only.	Documented in Job Descriptions and other policies	Documented and actively managed including risk based remuneration policy linked to longer term goals.		
	Knowledge Management	Framework in Place. Risk Management seen as knowledge enhancer.	None or adhoc - knowledge is shared at the water cooler in canteen.	Knowledge management is well coordinated but lack of prioritisation based on risk level.	Risk based approach embedded in a knowledge management strategy.		
Sub-total						0%	Vulnerable

Building Blocks			Score Descriptors			Score	Comments
Process & Systems	Operational Risk Assessments	ERM a key process/system of work - more than WHS. Includes Process Improvement	None or adhoc use of risk assessment and minimal explicit demand for risk reporting	Some formal operational risk assessments (eg for WHS) and none or adhoc risk assessment otherwise. Risk reporting focussed on WHS.	All key processes & systems have quality risk assessments with new risks identified reported as per Risk Appetite requirements and risks monitored and updated regularly.		
	Resource Planning	Risk Based. Covers timely access and quality.	None or reactive resource planning.	Resource planning well coordinated but lack of prioritisation based on risk level.	Risk based approach embedded in business planning.		
	Project Management	Project RM Framework Linked to Enterprise RM Framework	None or reactive project management.	Project management framework in place with adhoc or weak risk assessments followed.	Project management framework in place with strong risk assessment and risk reporting processes.		
	Change Management	Framework in Place	None or reactive change management processes.	No formal framework but recognised as key for delivering strategies and ensuring new risks are not created.	Formal framework including change management risk assessment methodology.		
	Compliance Process	Framework in Place	None or very high level.	Adhoc or linked only to legislation.	Automated where possible and covers the spectrum from legal though corporate policies.		
Sub-total						0%	Vulnerable
Assets & Liabilities	Physical Asset Risk Management	Physical and Life Cycle Mgmt	None or only as imposed by codes/insurers.	Adhoc as part of asset management planning.	Risk based approach embedded in asset management planning including key op risks such as BCP.		
	Intangible Asset Risk Management	Brand, Reputation, IP	None or rhetoric only.	Cyber Risk Program included in ERM framework including in risk appetite and risk assessment tools.	Cyber Risk integrated with ERM Framework and key assets valued and monitored.		
	Balance Sheet Risk Management	Financial Ratios, Treasury, Reserves, Contingencies	Not a focus or financier driven.	Managed by CFO with minimal engagement with broader executive.	Part of strategic planning and linked with risk appetite and operational and finanicial risk decision making.		
	Insurable Risk Management	Insurance	Managed by middle management with minimal involvement by executive.	Managed by CFO with minimal engagement with broader executive.	Part of strategic planning and linked with risk appetite and operational and finanicial risk decision making.		
	Legal Liability Management	WHS, Third-Party	Not actively managed, reactive to incidents.	Strong legal focus but not linked to operational management of risks.	Contractual liability and operational management of risk linked and managed via governance framework.		
Sub-total						0%	Vulnerable
	Risk Accountability	Policy, Board & Management Committees	Governance framework does not clearly articulate accountability for managing risk.	Accountability clearly articulated however no or limited enforcement of accountability.	Accountability clearly articulated enforced and/or reinforced for staff.		

Building Blocks			Score Descriptors			Score	Comments
Capability and Culture	Risk Based Decision Making						
	Risk Resources	RM Resources and Education and Training Available to Staff	No or limited expertise/resources available to staff.	Either some risk expertise or some education/training available to staff but not both.	Sufficient expertise and resources to support the framework are available to staff and management.		
	Risk Communication	Communication Strategy re Risk Accountability, Risk Appetite and Strategic Risks	Adhoc communication with staff about organisational expectations concering risk.	Risk communication managed well informally such as during business planning or when an incident occurs.	Formal communication strategy around risk appetite, accountability and key risks or risk events.		
	Risk Metrics	Capability and Culture risk metrics linked to performance metrics	No capability or culture metrics or too high level and unmeasurable.	Capability and Culture metrics exist but mainly tied via annual or bi-annual culture or engagement survey.	Strong measurable Capability and Culture risk metrics measured alongside performance KPIs and risk KRIs .		
Sub-total						0%	Vulnerable
Total						0%	**Vulnerable**