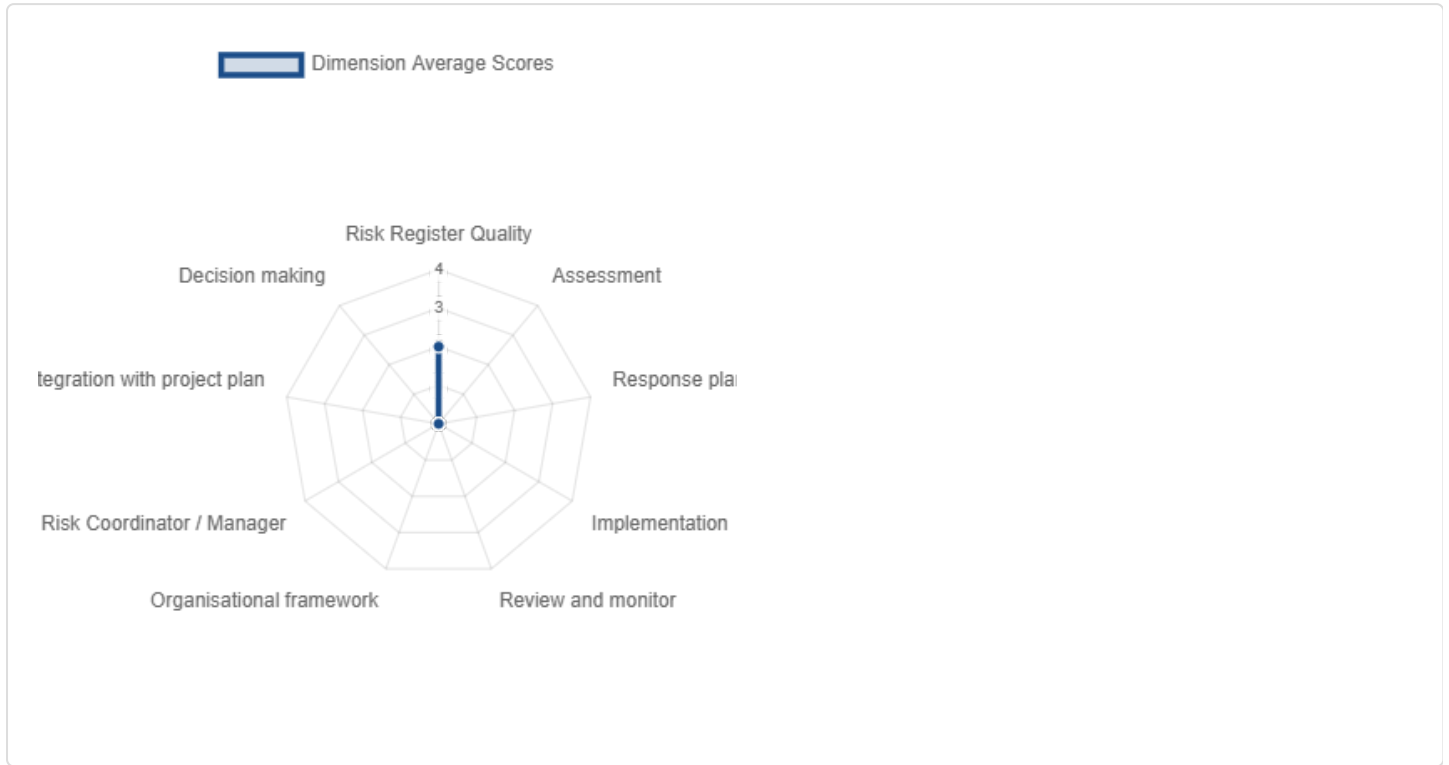


# Risk Maturity Assessment

## Water Industry Development Project

Ref: #00269 | Report Date: 20 May 2026



● 1: Unacceptable ● 2: Acceptable (low) ● 3: Acceptable (high) ● 4: Excellent

### RISK REGISTER QUALITY

AVG SCORE: 2

#### RRQ\_01: Risk descriptions clarity

2 - Acceptable (low)

1: <80% descriptions clear

2: >80% descriptions clear (minimum pass)

3: >80% descriptions clear (consistent; few ambiguities)

4: Risk descriptions clear without further reference.

#### RRQ\_02: Register contains non-risk/common items / uncertainties

Unrated

1: >20% non-risk/common items

2: <20% issues/uncertainties (minimum pass)

3: <20% issues/uncertainties (stable; actively cleaned)

4: No issues/uncertainties in the register.

#### RRQ\_03: Risks assessed for Manageability

Unrated

1: <80% of risks have been assessed for 'Manageability'

2: >80% of risks have been assessed for 'Manageability' (minimum pass)

3: >80% of risks have been assessed for 'Manageability' (consistent; quality checked)

4: All risks are assessed for 'Manageability'

#### RRQ\_04: Risks approved by Sponsor

Unrated

1: <80% of risks in register approved by Sponsor

2: >80% of risks in register approved by Sponsor (minimum pass)

3: >80% of risks in register approved by Sponsor (consistent; approvals current)

4: All risks in register approved by Sponsor

**RRQ\_05: Register coverage across project aspects**

Unrated

1: Covers only 1 aspect of project.

2: Covers most aspects of project (minimum pass)

3: Covers most aspects of project (consistent; no major blind spots)

4: Covers all aspect of project

**RRQ\_06: Register freshness: updates, new risks, closures**

Unrated

1: Risk in register not updated, new risks not identified, old risks not closed &gt; 2 months

2: Risks updated, new risks identified, old risks closed &lt; 3 months (minimum pass)

3: Risks updated, new risks identified, old risks closed &lt; 3 months (consistent; ageing controlled)

4: Risks register evergreen

**ASSESSMENT****ASM\_01: RAM consistency and completeness**

Unrated

1: RAM inconsistent / incomplete.

2: RAM internally consistent (minimum pass).

3: RAM internally consistent (reliable; minimal rework).

4: Standard RAM in use.

**ASM\_02: Correctness of risk assessments**

Unrated

1: &lt;80% risks correctly assessed.

2: &gt;80% risks correctly assessed (minimum pass).

3: &gt;80% risks correctly assessed (consistent; peer reviewed / calibrated).

4: All risks correctly assessed

**ASM\_03: Assessment logic and assumptions are logged**

Unrated

1: Assessment logic logged &lt;50%

2: &gt;50% of assumptions logged (minimum pass).

3: &gt;50% of assumptions logged (consistent; traceable).

4: Basis for risk assessments clear without further reference, all assumptions logged.

**ASM\_04: Key/urgent risks identified, prioritised, actively tracked**

Unrated

1: Key risks not identified/understood.

2: Risks prioritised (minimum pass).

3: Risks prioritised (consistently; prioritisation drives action).

4: Urgent/critical risks identified, highlighted and actively tracked

**RESPONSE PLANS****RSP\_01: Response plan descriptions are clear**

Unrated

1: &lt;80% descriptions clear

2: &gt;80% descriptions clear (minimum pass)

3: &gt;80% descriptions clear (consistent; few ambiguities)

4: All descriptions clear without further reference

**RSP\_02: Response plans exist (in place)**

Unrated

1: &lt;80% plans in place

2: &gt;80% plans in place (minimum pass)

3: &gt;80% plans in place (consistent; gaps are rare/known)

4: All plans in place

**RSP\_03: Response plans are appropriate, realistic, approved, and resourced**

Unrated

1: &lt;80% plans appropriate, realistic, approved, resourced

2: &gt;80% plans appropriate, realistic, approved, resourced (minimum pass)

3: &gt;80% plans appropriate, realistic, approved, resourced (consistent; weak plans rare)

4: All plans appropriate, realistic, approved, resourced

**RSP\_04: Response plans are reflected in schedule / plans / resourcing**

Unrated

1: &lt;80% plans reflected in project schedule / plans / resourcing

2: &gt;80% plans reflected in project schedule / plans / resourcing (minimum pass)

3: &gt;80% plans reflected in project schedule / plans / resourcing (consistent; few orphan plans)

4: All plans reflected in project schedule / plans / resourcing

**RSP\_05: Recovery actions are in place for Top Risks and low-manageability risks**

Unrated

1: Recovery Actions are in place for &lt;80% of Top Risks and risks where manageability is low

2: Recovery Actions are in place for &gt;80% of Top Risks and risks where manageability is low (minimum pass)

3: Recovery Actions are in place for &gt;80% of Top Risks and risks where manageability is low (consistent; quality checked)

4: Recovery Actions are in place for Top Risks and risks where manageability is low

**IMPLEMENTATION****IMP\_01: Actions/risks are reviewed regularly between owners**

Unrated

1: &lt;80% actions/risks reviewed regularly between owners

2: &gt;80% actions/risks reviewed regularly between owners (minimum pass)

3: &gt;80% actions/risks reviewed regularly between owners (consistent cadence; exceptions tracked)

4: All actions/risks reviewed regularly between owners

**IMP\_02: Action deadlines are tracked**

Unrated

1: &lt;80% action deadlines tracked

2: &gt;80% deadlines tracked monthly (minimum pass)

3: &gt;80% deadlines tracked monthly (reliable; slippage visible and acted on)

4: All deadlines tracked weekly

**IMP\_03: Action progress is logged**

Unrated

1: &lt;80% action progress logged

2: &gt;80% action progress logged (minimum pass)

3: &gt;80% action progress logged (consistent; updates meaningful)

4: All action progress logged

**IMP\_04: Action closure is logged**

Unrated

1: &lt;80% action closure logged

2: &gt;80% action closure logged (minimum pass)

3: &gt;80% action closure logged (consistent; closure criteria used)

4: All action closure logged

**REVIEW AND MONITOR****RVM\_01: Risk register review cadence (who reviews, how often)**

Unrated

1: Register only drafted or reviewed preceding an assurance event

2: Register reviewed regularly (weekly/monthly) (minimum pass)

3: Register reviewed regularly (weekly/monthly) (consistent; few missed cycles)

4: Register reviewed continuously (e.g., workstreams weekly; leadership monthly/quarterly)

### RVM\_02: Review structure and standard cycle

Unrated

1: Register reviewed in quarterly meetings (resulting in partial review of the risk register)

2: Register reviewed in monthly meetings (resulting in partial review of the risk register) (minimum pass)

3: Register reviewed in monthly meetings (resulting in partial review of the risk register) (reliable structure/cadence)

4: Standardised review cycle/meeting structure employed

### RVM\_03: Next Review Dates discipline (risks)

Unrated

1: For risks, >20% of "Next Review Dates" are overdue

2: For risks, <20% of "Next Review Dates" are overdue (minimum pass)

3: For risks, <20% of "Next Review Dates" are overdue (stable; overdue chased)

4: Risk review prioritisation agreed based on urgency/severity

### RVM\_04: Planned Finish Dates discipline (actions)

Unrated

1: For actions, >20% of "Planned Finish Dates" are overdue

2: For actions, <20% of "Planned Finish Dates" are overdue (minimum pass)

3: For actions, <20% of "Planned Finish Dates" are overdue (stable; overdue managed)

4: (New) team members know the top risks affecting their work and where to find the risk register

### RVM\_05: Regular risk reporting exists

Unrated

1: No demonstrable regular risk reporting

2: Regular non-standard risk reporting (minimum pass)

3: Regular non-standard risk reporting (consistent cadence; usable content)

4: Very limited overdue "risk review" or action "planned finish" dates

### RVM\_06: Quality of standardised risk reporting

Unrated

1: No standardised risk reporting of high standard

2: Regular standardised risk reporting of reasonable standard (minimum pass)

3: Regular standardised risk reporting of reasonable standard (reliable; decision-useful)

4: Regular standardised risk reporting of a high standard

## ORGANISATIONAL FRAMEWORK

### ORGF\_01: Risk roles and responsibilities are defined and understood (line of sight).

Unrated

1: Individuals are not aware of their roles and responsibilities.

2: Line of sight is explicitly defined and individuals are aware of their risk management roles and responsibilities (minimum pass).

3: Line of sight is explicitly defined and individuals are aware of their risk management roles and responsibilities (stable/consistent).

4: Individuals take ownership of the risks affecting their work

### ORGF\_02: Availability of risk information for team members

Unrated

1: Risk Register is not easily accessible to relevant team members.

2: Relevant team members know where to find the Risk Register (minimum pass).

3: Relevant team members know where to find the Risk Register (stable access).

4: Relevant team members are able to view the status of risks affecting their work and the progress of related actions

### ORGF\_03: Escalation and reporting procedures

Unrated

1: Escalation and reporting procedures are not defined or understood.

2: Escalation and reporting procedures are defined (minimum pass).

3: Escalation and reporting procedures are defined and understood (stable/consistent).

4: Risks are actively escalated/reported in accordance with defined procedures

### RCM\_01: The project has a Risk Coordinator or Risk Manager

Unrated

1: The project does not have a designated Risk Coordinator or Risk Manager.

2: The project has a designated Risk Coordinator or Risk Manager (minimum pass).

3: The project has a designated Risk Coordinator or Risk Manager (active/consistent).

4: The Risk Coordinator / Manager has the necessary seniority, skills and experience for the role

## INTEGRATION WITH PROJECT PLAN

### INT\_01: Risk management is integrated with the project schedule

Unrated

1: The project schedule does not include risk-related actions or milestones.

2: Risk management actions or milestones are occasionally reflected in the project schedule (minimum pass).

3: Risk management is integrated with the project schedule (consistent).

4: Risks and their treatment actions are fully integrated with the project schedule

### INT\_02: Risk management is integrated with the project budget / cost plan

Unrated

1: The project budget / cost plan does not include risk-related costs or contingencies.

2: The project budget / cost plan includes some risk-related costs or contingencies (minimum pass).

3: Risk management is integrated with the project budget / cost plan (consistent).

4: Risks and their treatment costs are fully integrated with the project budget / cost plan

## DECISION MAKING

### DEC\_01: Risk information is used for project decision making

Unrated

1: Project decisions are made without reference to risk information.

2: Project decisions occasionally refer to risk information (minimum pass).

3: Project decisions are consistently informed by risk information.

4: Risk information is central to project decision making