

Key changes to the Risk Maturity Benchmark



vmia

Risk Maturity Benchmark

This guide has been developed to summarise the key changes that were made to the Risk Maturity Benchmark to align it with the updated Victorian Government Risk Management Framework (VGRMF).

New and updated requirements of the VGRMF come into effect from 1 July 2021, for more information please visit <https://www.vmia.vic.gov.au/tools-and-insights/victorian-government-risk-management-framework>

General updates

The following updates have been made throughout the assessment:

- RMA Online has been rebranded as Risk Maturity Benchmark
- References to AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines have been updated to AS ISO 31000:2018 Risk Management – Guidelines
- References to 'interagency risk' have been updated to 'shared risk'
- The term "embed" has been updated to 'reinforce'

Question set updates

Specific updates to the assessment can be found in the tables on the following pages.

Risk Framework

Question	Update/change
1.1.2 What components feature in your agency's risk management framework?	No change to question
Answer option 1.1.2.1 Leadership and commitment from senior leaders	Updated wording
1.2.1 How does your agency tailor the risk management framework to meet its own unique needs?	No change to question
Answer options 1.2.1.1 – Defines what is acceptable and unacceptable risk taking by establishing risk appetite and tolerances 1.2.1.3 – Aligns criteria for reporting and escalating risks to the agency's risk appetite and risk management policy	Updated wording Updated VGRMF references and alignment
1.4.1 How do your agency's senior leaders demonstrate their leadership and commitment to the risk management framework?	Updated wording
1.6.1 What approaches does your agency use to implement the risk management framework? - No change to question	No change to question
Answer options 1.6.1.4 Risk management is incorporated into different operating procedures and systems of work 1.6.1.5 Information, training sessions and / or learning packages for staff 1.6.1.6 Accountability for risk management modelled by senior leaders 1.6.1.7 Engagement of 'risk champions' (or similar) across the agency	Updated VGRMF references and alignment
1.7.1 How is the implementation of your agency's risk management framework assessed?	No change to question
Answer options 1.7.1.4 Assesses the degree to which people are fulfilling their risk management responsibilities 1.7.1.5 Assesses the extent to which risk management has been incorporated into the agency's operating procedures and systems of work 1.7.1.7 Assesses compliance with legal and regulatory requirements 1.7.1.8 Evaluates the level of support for risk management by senior leaders	Updated VGRMF references and alignment

Risk Framework cont.

Question	Update/change
1.8.1 Into which key processes is risk management integrated in your agency?	No change to question
<p>Answer options</p> <hr/> 1.8.1.3 Policies, procedures and / or decision support tools <hr/> 1.8.1.9 Learning and development programs <hr/> 1.8.1.10 Performance management programs	Updated VGRMF references and alignment
1.9.1 Into which key processes is risk management integrated in your agency?	No change to question
<p>Answer option</p> <hr/> 1.9.1.8 Reviews performance against the eight principles in AS ISO 31000:2018 Risk Management – Guidelines	Updated reference to AS ISO 31000:2018 Risk Management – Guidelines

Risk Culture

Question	Update/change
2.3.2 How does your agency review its approach to develop a positive risk culture?	No change to question
<p>2.3.2.1 Monitors changes to the agency's context or operating environment</p> <hr/> <p>2.3.2.2 Evaluates outcomes from reviews and/or investigations</p> <hr/> <p>2.3.2.3 Evaluates recommendations from independent assessment(s)</p> <hr/> <p>2.3.2.4 Analyses incidents and/or near misses</p> <hr/> <p>2.3.2.5 Analyses complaints/grievances/compliments</p> <hr/> <p>2.3.2.6 Analyses risk events</p> <hr/> <p>2.3.2.7 Evaluates outcomes from agency survey(s)</p>	Updated VGRMF references and alignment
2.4.1 How does the agency's leadership team demonstrate its commitment to reinforce a positive risk culture?	Updated wording
<p>2.4.1.1 Endorses approach to develop a positive risk culture</p> <hr/> <p>2.4.1.2 Assigns accountability to develop a positive risk culture</p> <hr/> <p>2.4.1.3 Monitors and reports progress of approach to develop a positive risk culture</p> <hr/> <p>2.4.1.4 Monitors and reports progress of risk culture actions in the risk management plan</p> <hr/> <p>2.4.1.5 Demonstrates expected behaviours to develop a positive risk culture</p> <hr/> <p>2.4.1.6 Applies risk management in decision making</p>	Updated VGRMF references and alignment

Risk Culture cont.

Question	Update/change
2.5.1 How is your agency's approach to develop and demonstrate a positive risk culture communicated?	Updated wording
2.5.1.1 Approach to develop and demonstrate a positive risk culture is available to staff	Updated wording Updated VGRMF references and alignment
2.5.1.2 Modifications to the approach are communicated to all staff	Updated VGRMF references and alignment
Answer options 2.5.1.3 Leadership communicate approach to develop and demonstrate a positive risk culture	
2.5.1.4 Induction/orientation reference approach to develop and demonstrate a positive risk culture	Updated wording Updated VGRMF references and alignment
2.5.1.5 Risk function (or equivalent) communicates with leadership and staff on the approach to develop and demonstrate a positive risk culture	
2.6.1 How is the agency's approach to demonstrate a positive risk culture implemented?	Updated wording
2.6.1.1 Implementation activities are documented in the risk management plan	
Answer options 2.6.1.2 Information or training sessions are available to staff	Updated VGRMF references and alignment
2.6.1.3 Risk function (or equivalent) provides support to staff and leadership	
2.6.1.4 Consultation on the approach to demonstrate a positive risk culture	Updated wording Updated VGRMF references and alignment
2.7.1 How is the implementation of your agency's approach to demonstrate a positive risk culture assessed?	Updated wording
2.7.1.1 Evaluates consultation feedback on the approach to demonstrate a positive risk culture	
Answer options 2.7.1.2 Internally reviews the implementation of the approach to demonstrate a positive risk culture	Updated wording Updated VGRMF references and alignment
2.7.1.3 Independently reviews the implementation of the approach to demonstrate a positive risk culture	

Risk Culture cont.

Question	Update/change
<p>2.8.1 How does your agency integrate its approach to demonstrate a positive risk culture?</p>	<p>Updated wording</p>
<p>2.8.1.1 Reviews processes, practices and frameworks to identify integration gaps</p> <hr/> <p>2.8.1.2 Assesses risk culture metrics or indicators to identify integration gaps</p> <hr/> <p>2.8.1.3 Evaluates identified gaps to develop improvements</p> <hr/> <p>2.8.1.4 Documents improvements in the risk management plan</p> <hr/> <p>2.8.1.5 Assigns accountability and monitors progress of improvements</p> <hr/> <p>2.8.1.6 Reports progress of improvement outcomes</p>	<p>Updated VGRMF references and alignment</p>
<p>How does your agency review the effectiveness of its approach to demonstrate a positive risk culture?</p>	<p>Updated wording</p>
<p>2.9.1.1 Reviews resource allocation for the approach to demonstrate a positive risk culture</p> <hr/> <p>2.9.1.4 Reviews human and cultural factors that could hinder or support achievement of demonstrating a positive risk culture</p> <hr/> <p>2.9.1.5 Internally reviews the effectiveness of its approach to demonstrate a positive risk culture</p> <hr/> <p>2.9.1.6 Independently reviews the effectiveness of its approach to demonstrate a positive risk culture</p>	<p>Updated wording</p>
<p>2.10.1 How does your agency improve the effectiveness of its approach to demonstrate a positive risk culture?</p>	<p>Updated wording</p>
<p>2.11.1.5 Facilitates benchmarking of its approach to demonstrate a positive risk culture</p>	

Risk Culture cont.

Question	Update/change
2.11.1 How is your agency's approach to demonstrate a positive risk culture continuously improved through consideration of better-practices?	Updated wording
2.11.1.2 Risk strategy describes the future vision, direction and objectives for its approach to demonstrate a positive risk culture	
Answer options	
2.11.1.5 Facilitates benchmarking of its approach to demonstrate a positive risk culture	Updated wording
2.11.1.6 Rewards staff for their contribution to demonstrate a positive risk culture	
2.12.1 How does your agency encourage innovation of it's approach to demonstrate a positive risk culture?	Updated wording

Risk Process

Question	Update/change
3.1.1 Does your agency have a documented risk management process?	No change to question
Answer option 3.1.1.1 Yes or No	Updated VGRMF references and alignment
3.1.2 What activities are reflected in your agency's risk management process?	No change to question
Answer options <ul style="list-style-type: none"> <li data-bbox="300 533 1023 577">3.1.2.1 Establishing the context <li data-bbox="300 600 1023 645">3.1.2.2 Communication and consultation <li data-bbox="300 667 1023 748">3.1.2.3 Risk assessment (identification, analysis, evaluation) <li data-bbox="300 770 1023 815">3.1.2.4 Risk treatment <li data-bbox="300 837 1023 882">3.1.2.5 Monitoring and review 	Updated VGRMF references and alignment
3.1.3 What is included in your agency's risk management procedures (or equivalent)?	No change to question
Answer options <ul style="list-style-type: none"> <li data-bbox="300 1003 1023 1048">3.1.3.1 Definitions of key risk management terminology <li data-bbox="300 1070 1023 1115">3.1.3.2 Expectations of staff contractors and others <li data-bbox="300 1137 1023 1218">3.1.3.3 How to apply each step of the risk management process <li data-bbox="300 1240 1023 1285">3.1.3.4 When to apply the risk management process <li data-bbox="300 1308 1023 1352">3.1.3.5 How and when to report or escalate risks <li data-bbox="300 1375 1023 1456">3.1.3.6 How and when to record risk assessments and related information <li data-bbox="300 1478 1023 1525">3.1.3.7 How to access further guidance and support 	Updated VGRMF references and alignment

Risk Process cont.

Question	Update/change
3.1.4 What steps has your agency developed to manage shared risk?	Updated wording
<p>3.1.4.1 Evaluates its risk profile to identify new or existing shared risk implications</p> <hr/> <p>3.1.4.2 Communicates and consults with relevant agencies to better understand shared risk exposures</p> <hr/> <p>3.1.4.3 Evaluates how its actions could impact the severity of shared risk for others</p> <hr/> <p>3.1.4.4 Evaluates how the actions of other agencies could impact the severity of shared risk</p> <hr/> <p>3.1.4.5 Collaborates with other agencies to develop shared risk treatment plans</p> <hr/> <p>3.1.4.7 Establishes mechanisms for ongoing monitoring and review of progress with shared risks</p>	Updated wording
3.1.6 Does your agency record identified risks in a risk register(s) (or equivalent)?	No change to question
<p>Answer option</p> <p>3.1.6.1 Yes or No</p>	Updated VGRMF reference and alignment
3.1.7 What information is recorded your agency's risk register(s)	No change to question
<p>3.1.7.1 Risk description</p> <hr/> <p>3.1.7.3 Category of risk</p> <hr/> <p>3.1.7.4 Cause(s) of risk</p> <hr/> <p>3.1.7.5 Current risk controls</p> <hr/> <p>3.1.7.6 Effectiveness of current risk controls</p> <hr/> <p>3.1.7.7 Risk rating</p> <hr/> <p>3.1.7.8 Risk treatment actions</p> <hr/> <p>3.1.7.9 Timeframes for completing risk treatment actions</p> <hr/> <p>3.1.7.11 Timeframes and responsibilities for ongoing review of risks</p>	Updated VGRMF references and alignment

Risk Process cont.

Question	Update/change
3.2.1 How does your agency tailor its risk management process?	No change to question
<p>3.2.1.1 Tailors the process for use in different contexts or categories of risk</p> <hr/> <p>3.2.1.2 Uses language that resonates with the agency's functions and culture</p> <hr/> <p>3.2.1.3 Tailors criteria for assessing and evaluating risks to the context and risk appetite of the agency</p> <hr/> <p>3.2.1.4 Develops decision support tools or templates to assist in the application of the risk management process</p>	Updated VGRMF references and alignment
3.3.2 What activities are undertaken by your agency to review its risk profile?	No change to question
<p>3.3.2.9 Evaluates shared risks</p>	Updated wording Updated VGRMF references and alignment
3.4.1 How do your agency's senior leaders demonstrate leadership and commitment for the risk management process?	Updated wording
<p>3.4.1.1 Champion use of the risk management process in everyday work</p> <hr/> <p>3.4.1.2 Govern adherence to risk management procedures (or equivalent)</p> <hr/> <p>3.4.1.4 Monitor and report progress with risk treatment activities</p> <hr/> <p>3.4.1.5 Monitor recording of the risk management process</p> <hr/> <p>3.4.1.6 Monitor accountability for risks, controls and treatments</p>	Updated VGRMF references and alignment

Risk Process cont.

Question	Update/change
3.5.1 How does your agency communicate the risk management process?	No change to question
<p>3.5.1.1 Induction / orientation programs include risk management processes and expectations</p> <hr/> <p>3.5.1.2 Risk management procedures / resources are accessible to staff through a range of channels</p> <hr/> <p>3.5.1.3 Senior leaders communicate risk management expectations</p> <hr/> <p>3.5.1.4 Regular messaging occurs to raise awareness at all levels of the agency</p> <hr/> <p>3.5.1.7 'Risk champions' (or similar) are utilised to distribute messaging</p> <hr/> <p>3.5.1.8 Communication is included in the process for managing identified risks</p>	Updated VGRMF references and alignment
3.6.1 How is the risk management process implemented in your agency?	No change to question
<p>3.6.1.1 Communication and consultation occurs across different levels and functions of the agency</p> <hr/> <p>3.6.1.3 Risk management process is incorporated into operating procedures and systems of work across the agency</p> <hr/> <p>3.6.1.5 Information, training sessions and / or learning packages for staff</p> <hr/> <p>3.6.1.6 Risk function (or equivalent) assists people to apply the risk management process</p> <hr/> <p>3.6.1.7 Accountability for applying the risk management process in everyday work is modelled by senior leaders</p> <hr/> <p>3.6.1.8 Engagement of 'risk champions' (or similar) across the agency</p>	Updated VGRMF references and alignment

Risk Process cont.

Question	Update/change
3.7.1 How is the implementation of your agency's risk management process assessed?	No change to question
<p>3.7.1.1 Analyses feedback and progress against implementation activities</p> <hr/> <p>3.7.1.2 Assesses the extent to which the risk management process is applied across different levels and functions of the agency</p> <hr/> <p>3.7.1.3 Assesses the degree to which people are fulfilling their risk management responsibilities</p> <hr/> <p>3.7.1.4 Assesses the quality of risk management documentation</p> <hr/> <p>3.7.1.5 Reviews the adequacy of resourcing for risk management</p> <hr/> <p>3.7.1.6 Analyses feedback from risk management workshops, meetings and training</p> <hr/> <p>3.7.1.7 Analyses feedback from the Risk Function (or equivalent)</p>	Updated VGRMF references and alignment
3.8.1 Into which activities is the risk management process integrated in your agency?	No change to question
<p>3.8.1.1 Risk assessment and reporting mechanisms</p> <hr/> <p>3.8.1.2 Decision support mechanisms for high risk activities</p> <hr/> <p>3.8.1.3 Development of risk registers (or equivalent)</p> <hr/> <p>3.8.1.4 Strategic, corporate or business planning</p> <hr/> <p>3.8.1.5 Planning for new projects or services</p> <hr/> <p>3.8.1.6 Resource planning and allocation</p> <hr/> <p>3.8.1.7 Development of budget requests / business cases</p> <hr/> <p>3.8.1.8 Procurement procedures</p> <hr/> <p>3.8.1.9 Development of contracts or service level agreements</p> <hr/> <p>3.8.1.10 Business analysis or forecasting</p>	Updated VGRMF references and alignment

Answer options

Answer options

Risk Process cont.

Question	Update/change
3.9.1 How does your agency review the effectiveness of the risk management process?	No change to question
Answer option	3.9.1.6 Reviews processes for managing shared and State significant risks Updated wording