

# Risk Maturity Scorecard Results

## Overall Scores (All respondents)

- Total respondents: 106

Metric	Overall Average (%)
Overall Score	64.2%
Risk Culture Score	65.0%
Risk Management Processes	59.4%
Risk Reporting & Monitoring	72.8%

Metric	Dedicated software	Excel	Word	Other
Overall Score (avg)	71.3%	52.65%	57.5%	60.5%
Risk Culture Score (avg)	71.2%	51.57%	54.2%	72.6%
Risk Management Processes (avg)	68.2%	46.4%	52.7%	50.75%
Risk Reporting & Monitoring (avg)	77.2%	66.9%	72%	65%

## Dedicated Software Stands Out

- Organisations using **dedicated risk management software** consistently score **highest across all metrics**.
- **Overall maturity using dedicated software (71.3%)** is significantly higher than Excel (52.7%) and Word (57.5%).
- **Reporting & Monitoring** benefits the most from software (77.2% vs. 66.9% for Excel).
- This suggests dedicated tools help embed processes, support reporting, and reinforce culture.

## Excel Underperforms

- Excel users have the **lowest scores overall**:
  - Risk Management Processes: only **46.4%**, the weakest among all groups.
  - This implies spreadsheets may be less effective for structured, repeatable risk management practices.
  - Excel can be flexible but may lack governance and workflow features. By nature, Excel spreadsheets are often utilised in silos which is detrimental to risk management processes.

## Word Users

- Word users perform slightly better than Excel but still fall behind dedicated software.
- They show:
  - Mid-level Risk Culture (54.2%)
  - Lower process maturity (52.7%)
- This may reflect informal documentation rather than systematic management.

## Other Methods Are Mixed

- “Other” includes potentially varied tools or manual methods.
- Interesting finding:
  - **Risk Culture** is the highest (72.6%)—even above dedicated software.
  - However, **Processes** and **Reporting** are weaker.
- This suggests some organisations may have strong cultural buy-in without equally mature systems. With strong cultural buy-in a dedicated risk system could help progress an organisation’s risk maturity and allow for fewer manual processes.

## Key Takeaways

1. **Dedicated software correlates strongly with higher maturity**, especially in processes and reporting.
2. **Excel and Word appear to limit risk management effectiveness**, likely due to lack of automation, tracking, and integration.
3. **Culture can develop independently of tooling**, but processes and reporting seem to depend more on system capability.

## Detailed Section Breakdowns

### Risk Culture

**Interpretation:**

Most organisations report moderately strong risk cultures, though about 25% score below 43%, suggesting cultural maturity gaps.

### Risk Management Processes

**Interpretation:**


Processes are somewhat less mature overall than culture and reporting. Many organisations have foundational processes, but room for improvement.

### Risk Reporting & Monitoring


**Interpretation:**

This is the strongest area on average, but the widespread results indicate a subset of organisations lacking consistent reporting practices.

## Key Insights

 **Strengths:**

- Reporting & monitoring practices are comparatively mature in many organisations.
- A majority have embedded risk culture to some extent.

 **Weaknesses:**

- Risk management processes lag behind other areas.
- High variability across respondents points to inconsistent practices and maturity levels.

## Detailed Breakdown by Section

Below is a snapshot of key practices:

### Risk Culture

- **Is risk management well embedded, and benefits understood?**
  - Yes: **69**
  - No: **37**
- **Is risk management discussed at Committee/Board level?**
  - Yes: **99**
  - No: **7**

**Observation:** Board-level discussion is very common, but embedding at all levels is less consistent.

### Risk Management Processes

- **Does your organisation offer ongoing risk management training?**
  - Yes: **75**
  - No: **31**
- **Does your organisation have a well-resourced risk management team?**
  - Yes: **53**
  - No: **53**

**Observation:** Training is widespread, but dedicated resources are split 50/50. Risk management resources are renowned for being sparse. Risk management can be seen as a tick-box exercise, and it is not always given the attention it deserves, as such resources are not always assigned to risk management.

## Risk Reporting & Monitoring

- **Do you encourage good reporting / whistleblowing?**
  - Yes: **84**
  - ? Unsure: **15**
  - X No: **7**
- **Does your organisation have a Strategic and/or Operational Risk Register?**
  - Both: **89**
  - Strategic register only: **12**
  - Operational register only: **5**
- **Are risk reports used to make informed decisions?**
  - Yes: **60**
  - ? Don't know: **28**
  - X No: **18**

**Observation:** Most organisations have registers and encourage reporting, but fewer confirm active use of reports in decision-making.

## Opportunity Management

- **Does your organisation understand the benefits of managing opportunity in risk?**
  - Yes: **38**
  - X No: **38**
  - ? Don't know: **30**

**Observation:** Awareness of opportunity risk management is inconsistent and represents a clear development area. This is a more mature risk management theme, and as organisations progress, they will have a greater understanding of how risk management can help with opportunities.

## Summary of Key Themes

### Strengths

- High levels of risk reporting and monitoring.
- Board-level engagement on risk.
- The majority encourage a reporting culture.

### Weaknesses

- Risk management processes are less mature overall.
- Limited dedicated risk management resources.
- Unclear understanding of opportunity risks.