



## **Clarity to go forward with confidence**

When you are not certain things are performing as they should, or whether risks are being managed as expected, our review services will give you visibility.



A grayscale photograph of a hand pointing at a laptop screen. The hand is in the foreground, with the index finger extended towards the screen. The laptop is open, and the keyboard is visible. The background is blurred.

# Why choose Deciding Edge

Our services are provided by seasoned professionals with significant field experience in law enforcement, government oversight, internal investigations, audit and review. We have expertise in major, complex and sensitive investigations in multiple Australian jurisdictions within the public and private sectors.

Respect is one of our core values that we bring to every part of our work. We operate with discretion and sensitivity, alert to the impact of investigations on those involved. Deciding Edge is an ideal choice when a refined service is called for.

We are endlessly curious and will seek to understand your unique situation. Experience in different industries, the private and public sectors and in diverse locations around Australia, contributes to our open-mindedness and empathy. You can rely on our unwavering commitment to quality, integrity and respect.

Better decision-making is what drives us to deliver excellence for every client. We are passionate about getting to the heart of issues and finding opportunities for a brighter future. We help you get clarity on the current issues, define the problems to solve, understand the uncertainties that matter, and decide next steps with confidence.



# Our approach

We will work with you to understand the issues, assess the risks, and advise on the options.

The health and wellbeing of everyone involved is an important factor in our approach. We recognise that a review of business performance or post-incident review can be stressful for those involved.

## **Reviews**

Scoping the review is a critical first step to ensure we get to the heart of the issues and help you to solve the right problems. Our inquiries are methodical and thorough. We approach reviews with an inquisitive mind looking for the root cause and opportunities for improvement.

When we interview people, we aim for them to feel they are part of the solution, not the problem. It is important that people are positively engaged in the process so there is support for implementing actions arising from the review.

# Our review services

Trained auditors and experienced reviewers give you a thorough understanding of a situation and your options to minimise risk or resolve issues. Whether there are clear problems to solve or you have concerns there could be, we can help you determine the best places to intervene.

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*Performance concerns* – when a business area, a product or service is not performing as you expected, we can conduct a review to understand the factors that drive performance giving you levers for improvement. We can analyse components of the operating and service delivery models, assess the risks and issues facing the business area, product or service delivery and make recommendations for addressing underperformance.

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*Risk deep dive* – whether you want to get ahead of the potential, leverage an opportunity, or are experiencing issues, a risk deep dive will explore a particular risk (including compliance risks) or topic in depth. We will identify control gaps and weaknesses to consider against risk appetite. A deep dive can also serve to build awareness and garner support to improve the management of a priority risk.

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*Post-incident review* – a retrospective on a risk realised will be conducted using a methodology appropriate to the incident and context. We work with your support or other services where relevant (eg HR, legal, psychologists, law enforcement). We believe in a 'no blame' approach that identifies the controls that worked, those that could be improved, and potential gaps.

# Post incident review case study

Getting to the bottom of a data breach and reducing the risk for the future

## The challenge

A data breach exposed customer data on the 'clear web' (not the dark web). The company wanted to find out how this occurred, what could be done to prevent its re-occurrence and whether privacy and data security obligations were being met.

## The approach

The post-incident review was conducted via a series of interviews, a survey, a workshop and a document review. The approach ensured those unable to attend the workshop could still have their say. A survey enabled people uncomfortable speaking in a group situation to contribute. Our workshops are designed to encourage full participation, but we acknowledge that some people prefer to communicate with quiet, solo reflection time.

We explored the technical and non-technical controls that should have been in place and how they performed during the incident. We encouraged participants to identify controls that could be introduced to mitigate the risk if the event occurred again.

The post-incident review also considered the handling of the event so that the performance of incident management and crisis management arrangements could be assessed. It was important to ensure that compliance obligations relevant to privacy and data security would be appropriately met.

Building rapport with participants and setting the scene for a no-blame approach meant that people were very forthcoming with reflections on what happened and suggestions for improvement. Throughout the process, the reviewers checked their understanding of what they were hearing. The draft report was circulated for participant feedback.

## The outcome

The final report was presented to the company's relevant management and Board committees. Positive feedback included the clarity of communication of complex, technical elements.

The Management committee accepted all the recommendations and monitored an action plan until each action was closed.

This had the effect of reducing the specific risk, but also increasing visibility and understanding of privacy and data breach risks and compliance obligations generally.



# Performance review case study

## Improving visibility on a complaints management system

### The challenge

A company sought assurance on the effectiveness of their complaints management system. There were multiple ways that customers could provide feedback, compliments or complaints online, in-store, via surveys, emails, chatbots or call centres.

### The approach

The scope was defined using performance expectations outlined in ISO 9001 Complaints Management System. Consideration was also given to relevant legislative obligations for a complaints management system as a key control for overall management of compliance obligations for the company.

Discovery initially focussed on documented processes and systems. Interviews with various staff involved in the complaints management system helped to identify departures between what was written and what happened in practice. We also heard about system limitations, process challenges and issues with information flows.

We mapped the processes at a high level to demonstrate the control gaps and weaknesses. The report was drafted in a visual and concise manner to enable an executive audience to quickly understand the key issues. The report was further summarised for input to Board reporting as part of an annual review of the effectiveness of compliance management.

### The outcome

The final report was endorsed by participants as being an accurate reflection of the effectiveness of the complaints management system.

The report was comprehensive enough to inform a roadmap for improvements with deep understanding of the root causes and ways to address them. At the same time, the key insights to be quickly understood.

Key executives were alerted to the difference between their assumptions and current effectiveness, which allowed decisions about intervention options to be taken before serious issues arose.

# Major event review case study

## Understanding a major flood for improving future risk mitigation

### The challenge

A significant flood event damaged properties downstream of a dam. Many in the community blamed the dam for causing the damage and the Premier announced an independent review.

### The approach

Scoping the review was an important first step to ensure the report and recommendations would cover the aspects of interest to key stakeholders, including the affected community, the government and the dam owners.

Shortly after the announcement of the review, several class action claims against the dam operator and government were launched.

Community meetings were held and written public submissions encouraged to ensure that anyone who wanted to be heard could input to the review. Almost 100 interviews were conducted with dam operators, corporate staff, council staff, elected government officials, farmers and disaster management practitioners. More than 10,000 documents were analysed.

Structured analytic techniques were used to reduce bias. An independent hydrologist was engaged to provide technical analysis and advice on what had happened and the options to mitigate future events.

Research on the area's history and the community along with photos and stories from the community were included in the report with the intent on demonstrating the review was comprehensive and considered.

### The outcome

The report was tabled in parliament and made public. A further community meeting was held to answer questions about the report.

Following the report, every class action was discontinued.

Community members who had been impacted by the flood, and interviewed as part of the review, wrote to the review team to thank them for the thorough analysis and reporting.

The government accepted all the recommendations made in the report.

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Let us help you get clarity to go forward with confidence

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