



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

When a lot is riding on your next move, our risk advisory services will help you make it wisely.





# Why choose Deciding Edge

We have been decision-makers, and advisors to decision-makers in complex government and private organisations. We understand the challenges and constraints that mean the textbook approach may not work in the circumstances.

Infusing traditional strategy, planning and risk management with futures thinking, business intelligence and investigative techniques, we deliver a unique approach to decision-making. Our multi-disciplinary team will help you to get the clarity you need to solve problems, strategise, plan and manage risk. When things don't go according to plan, we can help you find out why.

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.

We are endlessly curious and will seek to understand your unique situation. Our products and services are immaculately presented and tailored just for you. You can rely on our lived experience and unwavering commitment to excellence.

Our advisory services help you make the most of precious resources, including your time. Our services can be tailored to your needs, whether that be behind-the-scenes analysis or end-to-end delivery.



# Our approach

We want our services to make a lasting difference to your organisation. To achieve that, we will work with you to understand your unique situation, assess the risks, and advise on the options. While we have a kit bag of tools and techniques, we don't believe in a cookie-cutter approach. What worked in one situation, may not be optimal for another. Change management is built into our ways of working.

## Project initiation

An initial kick-off meeting will verify the scope and confirm project communications. We will keep you informed with regular project updates in a form and frequency of your choosing.

## Discovery

Review relevant documents, and conduct interviews or other methods of stakeholder engagement as agreed.

## Validation

Meet the project sponsor to discuss initial findings and anything requiring deeper exploration.

## Analysis

With further context or required discovery, analysis of the material is conducted to develop insights for decision-makers.

## Reporting

The report will take the form that works for you and your stakeholders: insights on a page, a detailed analysis, an in-person presentation, or anything in between.

# Our risk analysis services

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We have expertise in the analysis of the global and industry factors that may impact your strategy or business plans. We can provide an impartial perspective via written reports, presentations or workshops. Incorporate our analysis or facilitation into your planning process to better anticipate and prepare for the year or years ahead.

- *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 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.
- *Environmental scan report* - analysis of the trends and discontinuities that are relevant to your organisation's near-term goals. The analysis can include the identification of emerging risks. Use this report as input to annual planning, investment prioritisation or risk workshops.
- *Horizon scan report* - analysis of the trends and discontinuities that are relevant to your organisation's strategy or long-term investments. Use as an input to developing or revising strategy, developing public policy or strategic investment planning.
- *Risk identification workshop* - working with your team to facilitate the identification of risks relevant to your organisation. An environmental scan report is an ideal input to this workshop. Rather than review the same risk register year after year, a periodic step back and fresh look at risks can help reduce the chance of blind spots or strategic surprises.
- *Scenario planning workshop* - group analysis on the potential implications of the critical uncertainties for your organisation over a relevant period. Workshop how these uncertainties may combine or be influenced by other drivers of change to create alternate futures. Use scenario planning to broaden your team's thinking and to challenge the resilience of your strategy or plans to multiple futures.
- *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



# Our risk governance services

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We specialise in establishing pragmatic enterprise risk and compliance management frameworks and practices. We can support or augment your team to develop fit-for-purpose risk governance or review your current approach.

- *Risk framework design* - our risk frameworks are tailored to your organisation's context. We aim to develop frameworks that are practical, simple and user-friendly. We want everyone to love risk management as much as we do!
- *Risk appetite statements* - our approach is to support organisations to develop statements backed by a strong sense of ownership that, when implemented, will influence key decisions. We will tailor the methodology according to the organisation's risk management maturity, your goals and requirements for establishing or changing a risk appetite statement.
- *Risk reporting* - we can prepare risk reports for your Board of Management or Board of Directors. We can work independently or alongside your in-house team, to prepare material risk reports, risk deep dives, post-incident review reports or risk content for your annual report.
- *Risk maturity assessment* - seek an independent view of your organisation's arrangements for managing risk. We can use a publicly available maturity framework so that you can periodically self-assess your progress.
- *Risk framework review* - an independent view on the efficacy of your framework and recommendations to improve its impact.



# Strategic foresight case study

Designing future government services through participatory foresight

## The challenge

A large government department with multiple service streams sought to define a common strategy to navigate the changing needs and expectations of the community.

## The approach

A multi-stage strategy development program was designed with organisational transformation in mind. One project was a full-day workshop with a diverse group of more than 100 people.

The drivers of change relevant to the organisation over the coming decades were identified and analysed in preparation for the workshop. The analysis enabled a focus on the topics of high uncertainty and high impact for use in two main workshop activities.

To help participants focus their thinking, they were grouped by service delivery types. Participants described the potential impacts of each driver of change on that service.

The second activity involved a series of personas and micro stories for participants to explore the types of services the future 'customer' may require and how the organisation might be involved (or not). Putting themselves in someone else's shoes, and using stories to bring multiple drivers of change to life, helped participants engage with complexity and extend their thinking in a fun way.

## The outcome

Participants said that the workshop made them see the world differently and that it made them contemplate challenges and opportunities they had not previously considered.

The workshop was a key step in identifying the critical uncertainties for the organisation. It was an important precursor to a scenario planning workshop.

These activities ultimately informed the organisation's new strategy, which has continued to guide the agency for five years.

# Framework implementation case study

Integrating project, program and portfolio risk and enterprise risk

## The challenge

The Portfolio Management Office (PMO) in a major public company had a long-established way of working that was not aligned with a new enterprise risk framework. With significant investment flowing through the PMO, a consistent way of understanding risk exposure at the enterprise level was required.

## The approach

Initial engagement with key stakeholders in the PMO aimed to develop a common understanding of the need for change. Several individual discussions and workshops were held to work through the benefits of aligning with the enterprise risk management framework, including assessing and articulating whether risks were within the Board's risk appetite.

Further workshops then focussed on current ways of working and challenges in alignment. Raising awareness of the enterprise risk management framework procedures enabled stakeholders to identify adjustments that could be made to accommodate alignment.

Consultation continued throughout the drafting of additional content for the enterprise risk management framework to integrate project, program and portfolio risk management.

## The outcome

Stakeholders were supportive of the integration having been involved in determining the approach.

The high level of engagement also supported stakeholders to increase their understanding of the enterprise risk framework. Those involved became champions of change and key to rolling out training and support for the new ways of working.

There was an improvement in reporting to Executives and the Board with better clarity and consistency in assessing and communicating risk by the PMO.



# Governance uplift case study

## Developing a standard for governance documents

### The challenge

Governance documents were developed without consistency in their scope, naming or content. There was no hierarchy or guidance on updating or retiring documents. The landscape was so difficult to navigate that effective compliance and risk management was being compromised.

### The approach

A stocktake and analysis of existing policies supported discussion with current and potential document owners. Stakeholders were able to identify documents for retirement and others for merging. A structured look at the policy landscape gave stakeholders a better understanding of the challenge as well as a sense that tackling it was achievable.

After individual consultations and consideration of the organisation's corporate governance maturity, it was determined that the development of a standard for governance documents would be the best fit.

The standard was drafted to include a hierarchy for governance documents showing the purpose and type of documents that were appropriate for each level. The standard included principles and guidance on what makes an effective governance document.

### The outcome

The organisation's policy landscape was simplified, removing duplicates and retiring superseded content.

Owners and drafters of governance documents said they were more confident in producing effective documents.



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# deciding edge=

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