

Directors One-Hour Risk Maturity Assessment Checklist

Use this checklist to assess an organisation's risk maturity when joining a board. Each section represents a key maturity signal with clear criteria you can score quickly.

Maturity Question	Considerations and Rating
Question 1: Was I onboarded into the risk framework, appetite, and reporting approach?	<input type="checkbox"/> Clear onboarding pack provided <input type="checkbox"/> Explanation of appetite and escalation <input type="checkbox"/> Walkthrough of strategic risks <input type="checkbox"/> No onboarding / ad-hoc conversation only Rating: _____
Question 2: Does a clear, usable risk appetite exist?	<input type="checkbox"/> Appetite statement exists and is used in decisions <input type="checkbox"/> Appetite integrated into reporting <input type="checkbox"/> Appetite known by executives <input type="checkbox"/> No written appetite / outdated / theoretical Rating: _____
Question 3: Are risk papers clear, consistent, and decision-ready?	<input type="checkbox"/> Exception-based reporting <input type="checkbox"/> Appetite breaches visible <input type="checkbox"/> Trends and insights provided <input type="checkbox"/> Reporting inconsistent or overly operational Rating: _____
Question 4: Do I see what matters, or everything?	<input type="checkbox"/> Only new changes and key issues highlighted <input type="checkbox"/> Clear commentary on shifts <input type="checkbox"/> Full register included in the board pack (red flag) Rating: _____
Question 5: Is the risk register structured, consistent, and modern?	<input type="checkbox"/> Single source of truth <input type="checkbox"/> Clear event–cause–impact statements <input type="checkbox"/> Controls and treatments linked <input type="checkbox"/> Register is an Excel document with version issues Rating: _____

<p>Question 6: Are risks clearly assigned and actively managed?</p>	<p><input type="checkbox"/> Owners assigned with authority <input type="checkbox"/> Escalation paths clear <input type="checkbox"/> Ownership held by groups or committees (red flag)</p> <p>Rating: _____</p>
<p>Question 7: Is risk baked into how the organisation operates?</p>	<p><input type="checkbox"/> Incorporated into executive meetings <input type="checkbox"/> Used in project approvals <input type="checkbox"/> Referenced in decisions <input type="checkbox"/> Exists only in policy documents</p> <p>Rating: _____</p>
<p>Question 8: Are controls clearly described and validated?</p>	<p><input type="checkbox"/> Controls written clearly <input type="checkbox"/> Owners and evidence pathways visible <input type="checkbox"/> Assurance activity exists <input type="checkbox"/> Controls described vaguely (e.g., “regular communication”)</p> <p>Rating: _____</p>
<p>Question 9: Is risk technology modern, consistent, and scalable?</p>	<p><input type="checkbox"/> Risk system used as single source of truth <input type="checkbox"/> Automation or AI supports consistency <input type="checkbox"/> Minimal manual admin <input type="checkbox"/> Spreadsheet-based risk management</p> <p>Rating: _____</p>
<p>Question 10: How do leaders talk about risk?</p>	<p><input type="checkbox"/> Common language used across the team <input type="checkbox"/> Appetite referenced naturally <input type="checkbox"/> Clear articulation of risks <input type="checkbox"/> Risk seen as compliance / afterthought</p> <p>Rating: _____</p>
<p>Question 11: Can executives articulate the organisation’s top risks?</p>	<p><input type="checkbox"/> Clear and consistent across leaders <input type="checkbox"/> Links to appetite and strategy <input type="checkbox"/> Varied responses (red flag)</p> <p>Rating: _____</p>
<p>Question 12: Is the risk system evolving?</p>	<p><input type="checkbox"/> Recent reviews completed <input type="checkbox"/> Reporting improved over time <input type="checkbox"/> Lessons learned embedded <input type="checkbox"/> Framework untouched for years</p> <p>Rating: _____</p>

Overall Maturity Snapshot
High Maturity: Consistent, embedded, appetite-driven, systemised
Emerging Maturity: Framework exists but inconsistent or spreadsheet-driven
Low Maturity: No appetite, no onboarding, inconsistent reporting, spreadsheet dependency
Overall Rating (High / Emerging / Low): _____

Want an easy way to uplift risk maturity quickly?

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