

Board Memorandum: Integrated Capability Assessment

Date: 2 April 2026

Prepared for: Board / Executive Leadership Team

Prepared by: Management Capability Assessment Review

Subject: Integrated summary of capability maturity across Sites 1, 2 and 3

Purpose

This memorandum provides a consolidated executive view of the three site capability assessment reports. It highlights overall maturity, common strengths, key risk areas, and priority management actions arising from the integrated review.

Executive overview

The integrated assessment indicates that the organisation has a strong common management-system foundation across the three sites, with the most significant maturity differences concentrated in risk and business continuity planning, operational control, and improvement capability.

Site 1 is the current benchmark, achieving 75.0 overall maturity with all 11 assessed domains rated at Operational maturity. Site 2 achieved 70.5 overall maturity, with two domains assessed at Defined maturity. Site 3 recorded 59.1 overall maturity and remains In Progress, with two domains at Ad hoc maturity and one domain assessed as Absent.

Overall maturity

Site	Overall maturity	Status	Maturity profile	Executive interpretation
Site 1	75.0%	Complete	11 Operational	Internal benchmark for expected practice

Site 2	70.5%	Complete	9 Operational, 2 Defined	Sound framework, but weaker enforcement in selected resilience domains
Site 3	59.1%	In Progress	8 Operational, 2 Ad hoc, 1 Absent	Material uplift required in core resilience disciplines

Enterprise strengths

The assessments show consistent strength across all three sites in the following domains:

- Context, scope, stakeholders and strategy.
- Leadership, governance, culture and accountability.
- Framework design and integration into operations.
- Planning, objectives, strategies and change.
- People, capability, communication and awareness.
- Customers, markets, stakeholders and supply chain.
- Information, data, documentation and digital controls.
- Performance measurement, monitoring, exercising and review.

These results indicate that the organisation has established a broadly consistent governance architecture, documented framework, training base, and review discipline across the portfolio.

Key gaps and risk implications

1. Integrated Risk and Opportunity Management

This is the clearest cross-site maturity gap. Site 1 is Operational, Site 2 is Defined, and Site 3 is Ad hoc.

- **Site 2:** Risk and BIA processes are documented, but evidence does not yet show that outputs

consistently drive resource allocation, treatment decisions, or prioritisation.

- **Site 3:** Risk registers and BIA outputs are incomplete or not current, and there is no clear evidence that risk outputs influence decision-making.

Implication: The organisation risks having risk and continuity processes that are present on paper but not consistently translated into action where decisions and investments are made.

2. Operational Control, BCM Plans and Emergency Response

This domain shows the same maturity pattern as risk management: Site 1 is Operational, Site 2 is Defined, and Site 3 is Ad hoc.

- **Site 2:** Plans and procedures are documented and accessible, but evidence of use in practice remains limited.
- **Site 3:** Plans exist, but are not yet reliably current, role-based, clearly triggered, or evidenced through use, review, and refinement.

Implication: In a disruption, the difference between documented plans and demonstrated operational readiness may materially affect response effectiveness and recovery speed.

3. Learning, Improvement, Innovation and Resilience Evolution

This is the most acute single-site issue in the portfolio.

- **Site 1:** Operational.
- **Site 2:** Operational.
- **Site 3:** Absent.

Site 3 has no demonstrated mechanism for capturing incidents, lessons, near misses, root cause analysis outcomes, or tracked improvement actions.

Implication: Without a functioning improvement loop, repeat weaknesses may persist and resilience maturity is unlikely to improve in a sustained way.

Site-specific priorities

Site 1

Maintain current performance and use Site 1 as the internal benchmark for minimum evidence expectations, governance discipline, operational plan use, and improvement practices.

Site 2

Priority actions:

- Strengthen evidence that risk and BIA outputs directly inform investment, treatment, and prioritisation decisions.
- Increase exercising, validation, and post-incident review to demonstrate that operational and BCM plans are used and refined in practice.
- Lift the two Defined domains to Operational maturity.

Site 3

Priority actions:

- Establish a basic improvement framework, including incident capture, lessons learned, root cause analysis, action ownership, and closure tracking.
- Complete and maintain risk registers and BIA outputs, with regular review cycles and decision linkage.
- Make BCM and emergency procedures current, role-based, accessible, and supported by clear activation triggers and assigned responsibilities.
- Introduce routine exercising and post-incident review disciplines to validate controls and refine plans.

Recommended executive actions

A focused 90-day uplift program should:

1. Adopt Site 1 as the reference model for cross-site standardisation.
2. Close the two weaker domains at Site 2 through stronger evidence of use and enforcement.
3. Address the three weak domains at Site 3 as immediate executive priorities.
4. Monitor progress monthly through a simple dashboard using overall maturity by site and domain-

level uplift tracking.

Board message

The organisation does not have a portfolio-wide design problem; it has a consistency and execution problem in a small number of resilience-critical domains. The most effective response is targeted uplift, not wholesale redesign. Site 1 provides a practical internal model, Site 2 requires stronger enforcement of established processes, and Site 3 requires immediate foundational uplift to reach a sustainable baseline.

Sign-off

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