

Consolidated Assessment: Executive Summary

The report shows a solid management-system foundation, with no domains rated Absent or Ad hoc, but the overall maturity is 59.1%, so the organisation is stronger in design than in consistent operational proof of use. Four domains are at Operational maturity and seven are at Defined maturity, which means the core opportunity is to convert documented processes into demonstrated decisions, behaviours, and improvement outcomes.

Executive summary

This is a credible, above-baseline capability position: strategy, governance, planning, and operational control are the strongest areas, and they are already operating at the target maturity level. The main weakness is not missing documentation; it is the lack of evidence that several frameworks are consistently shaping resource allocation, frontline behaviour, supplier resilience, analytics-led decisions, and continuous improvement.

A useful way to read the report is that E1 and E2 are broadly in place across domains, while E3 is the recurring breakpoint in 7 of the 11 domains. In practical terms, the organisation has built the system, but it has not yet shown enough repeatable proof that the system changes outcomes.

Strengths and gaps

- Strong strategic alignment: context, stakeholder analysis, scope, and objectives are documented, traceable, and used to steer initiatives and investment choices.
- Strong governance base: policies, governance structures, leadership participation, issue tracking, and accountability mechanisms are in place.
- Strong planning discipline: objectives, action plans, continuity strategies, and change assessments are defined and influence priorities and budgets.
- Strong operational resilience controls: key processes, BCM plans, and emergency procedures are documented, accessible, and evidenced in incidents or exercises.
- The biggest cross-cutting gap is operational evidence: in seven domains, the report records “YES” for process definition and deployment, but “NO” for proof that the capability is materially influencing decisions or outcomes.
- Risk and BIA are not yet clearly driving prioritisation and resource allocation, which limits the value of otherwise sound risk methods and registers.
- People capability, supplier resilience, information use, performance review, and improvement all show the same pattern: defined and repeatable, but not yet demonstrably embedded.

Domain maturity

Domain	Maturity view	Finding
Context, Scope, Stakeholders & Strategy [1]	F to F [1]	Strong and fully aligned to target; this is a mature anchor for the rest of the system. [1]
Leadership, Governance, Culture & Accountability [1]	F to F [1]	Operational and at target, though the heatmap labels evidence strength as mixed, so leadership behaviours and closure discipline should still be tested. [1]
Integrated Risk & Opportunity Management [1]	L to F [1]	Methods, registers, and BIA exist, but the report does not show that risk and BIA outputs are driving priority-setting, treatment choices, or investment. [1]
Framework, Design & Integration into Operations [1]	L to L [1]	The integrated framework is documented and embedded in templates, but consistent use in operations and projects is not yet evidenced. [1]
Planning, Objectives, Strategies & Change [1]	F to F [1]	A clear strength; objectives, continuity strategies, and change controls are influencing decisions as intended. [1]
People, Capability, Culture, Communication & Awareness [1]	L to L [1]	Competence requirements and training exist, but practical capability and BCM/risk awareness beyond specialists are not yet visible enough. [1]




Customers, Markets, Stakeholders & Supply Chain [1]	L to F [1]	Customer and supplier processes are defined, but insights are not yet translating into clear mitigation, diversification, or joint improvement actions. [1]
Operational Control, Design, BCM Plans & Emergency Response [1]	F to F [1]	Strong and operational; the organisation can show plans, controls, use in practice, and post-incident refinement. [1]
Information, Data, Documentation & Digital [1]	L to F [1]	Document control is sound, but analytics, trend use, and systematic correction of data/document issues are not yet demonstrated. [1]
Performance Measurement, Monitoring, Exercising & Review [1]	L to L [1]	KPI, audit, and exercise programs exist, but review outputs are not clearly driving changes in controls, strategy, or investment. [1]
Learning, Improvement, Innovation & Resilience Evolution [1]	L to F [1]	Improvement mechanisms are defined, but measurable reduction in repeat issues and feedback into strategy are not yet evidenced. [1]

Capability heat-map

The heat-map below groups domains by practical status rather than only by raw maturity label, so it highlights where the organisation is stable, where it is adequate but not embedded, and where the main target gaps sit.

The top priorities are to close the four target gaps first, then strengthen domains by proving routine use, not by writing more process material. If that sequencing is followed, the organisation should improve maturity fastest because the report already shows most core structures are in place.

Heat level	Domains
Green - At target	Context, Scope, Stakeholders & Strategy; Leadership, Governance, Culture & Accountability; Planning, Objectives, Strategies & Change; Operational Control, Design, BCM Plans & Emergency Response.
Amber - Stable but weakly embedded	Framework, Design & Integration into Operations; People, Capability, Culture, Communication & Awareness; Performance Measurement, Monitoring, Exercising & Review.
Red - Below target and needs operational proof	Integrated Risk & Opportunity Management; Customers, Markets, Stakeholders & Supply Chain; Information, Data, Documentation & Digital; Learning, Improvement, Innovation & Resilience Evolution.

Capability	 Absent	 Ad hoc	 Defined	 Operational	 Target
Context, Scope, Stakeholders & Strategy					
Leadership, Governance, Culture & Accountability					
Integrated Risk & Opportunity Management					
Framework, Design & Integration into Operations					
Planning, Objectives, Strategies & Change					
People, Capability, Culture, Communication & Awareness					
Customers, Markets, Stakeholders & Supply Chain					
Operational Control, Design, BCM Plans & Emergency Response					
Information, Data, Documentation & Digital					
Performance Measurement, Monitoring, Exercising & Review					
Learning, Improvement, Innovation & Resilience Evolution					

MATURITY SCALE

-  **N – Absent**
No evidence
-  **L – Defined**
Documented and repeatable, weakly enforced

-  **P – Ad hoc**
Informal, inconsistent, person-dependent
-  **F – Operational**
Embedded, consistent, tested, and reviewed

EVIDENCE STRENGTH

-  Strong
-  Mixed
-  Weak

Action roadmap

1. In the next 30 days, create a single decision trail linking risk ratings, BIA outputs, treatment choices, continuity strategies, and funding or project approvals so that risk and continuity visibly drive priorities.
2. In the next 30 days, redesign management review packs so every KPI, audit, exercise, and incident trend ends with a required decision, owner, due date, and follow-up check.
3. In the next 60 days, run targeted exercises for the highest-impact services and use the results to update BIA assumptions, recovery strategies, supplier contingencies, and BCM plans.
4. In the next 60 days, review critical suppliers and partners for single points of failure, then define diversification, fallback, contractual, or stockholding controls for the highest-risk dependencies.
5. In the next 90 days, shift people capability from training completion to demonstrated competence by testing key roles in exercises, audits, and incident simulations, especially outside specialist teams.
6. In the next 90 days, establish a benefits-tracked improvement portfolio that measures repeat incidents, nonconformities, near misses, and resilience gains so learning can be shown in hard outcomes.

The practical message for executives is simple: do not invest first in more framework design; **invest in evidence of use, decision traceability, supplier resilience, management-review discipline, and measurable learning loops.**