SAMPLE REPORT · FICTIONAL ORGANISATION AND DATA

Management Capability Assessment: Full Report

Lantern Bay Logistics Pty Ltd

Reassessment 1 of 4 · 2–13 November 2026

Workspace	Lantern Bay Logistics – Whole of Organisation
Cycle	Reassessment 1 of 4 (Improvement Programme). Baseline assessed 11–22 August 2026.
Assessment window	2–13 November 2026
Contributors	7 of 8 invited contributors submitted complete responses
Framework	Universal Framework: seven domains, E1 Exists, E2 Enabled, E3 Executed evidence ladder
Issued	25 November 2026. Released after workspace owner review.

2 · 4 · 1
Domains improved · unchanged · regressed

P Ad hoc
Lowest domain maturity (unchanged headline)

5 of 7
Domains below target maturity

1 regression
People Leadership (L to P)

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1. Confidentiality and Methodology

What this report is. This report synthesises capability evidence submitted by seven contributors across seven management domains. Findings come from self-assessed evidence tested against fixed E1, E2 and E3 criteria. Contributor identity is not disclosed in domain findings, and quotations from evidence notes are labelled "Anonymised evidence excerpt". The draft was prepared with AI assistance from the submitted data, then reviewed and released by the workspace owner.

How to read the ratings

Level	Name	Meaning
N	**Absent**	No defined arrangement, or no evidence that one exists.
P	**Ad hoc**	Exists informally; depends on individuals rather than a repeatable process.
L	**Defined**	Documented and repeatable, but weakly enforced.
F	**Operational**	Embedded, consistent, tested and reviewed.

The evidence ladder. Each domain is tested with three questions. **E1 Exists:** is there a defined arrangement? **E2 Enabled:** do people have the roles, authority, resources and information to use it? **E3 Executed:** is there evidence that it has produced results in practice? A policy alone cannot establish E2 or E3. **Evidence strength** is rated Strong (records cited and corroborated across contributors), Mixed (some records, some assertion) or Weak (mostly description).

Rules applied in this report

- **Maturity is not averaged.** N, P, L and F are ordered labels, not numbers. The headline for each domain is the most common contributor rating, and the spread is always shown.
- **Overall position is the lowest domain.** The overall maturity position is the lowest domain rating, not a percentage, so a strong domain cannot hide a weak one.
- **Agreement labels.** Consensus means 80 per cent or more of contributors agree, Majority means 50 to 79 per cent, and Minority means below 50 per cent.
- **Small samples.** With fewer than ten contributors, results are shown as counts (for example "5 of 7") rather than percentages.
- **Evidence is checked, not just counted.** Where an E3 "Yes" describes a plan or policy rather than an outcome, it is flagged. Where a record was cited but not supplied, the finding is marked "assessed on attestation, not independently verified".
- **Dissent is preserved.** Where contributors disagree, both views are reported rather than merged into a false consensus.
- **Standards.** Assessment questions draw on recognised standards such as ISO 31000 and ISO 22301. Alignment is not certification.

Limits of this edition

This is the Full Report. It carries the complete evidence-bearing synthesis, including the anonymised evidence base in Appendix A. A shorter Executive Briefing uses the same findings, scoped to decisions for leadership. Prioritisation of actions by impact and feasibility has not been set by the workspace owner and is therefore shown as pending.

2. Executive Summary

What was assessed. Lantern Bay Logistics Pty Ltd, a fictional regional freight and warehousing business with about 260 staff and three depots, was assessed across the seven Universal Framework domains. This is Reassessment 1, three months after the August 2026 baseline. Seven of eight invited contributors submitted complete responses.

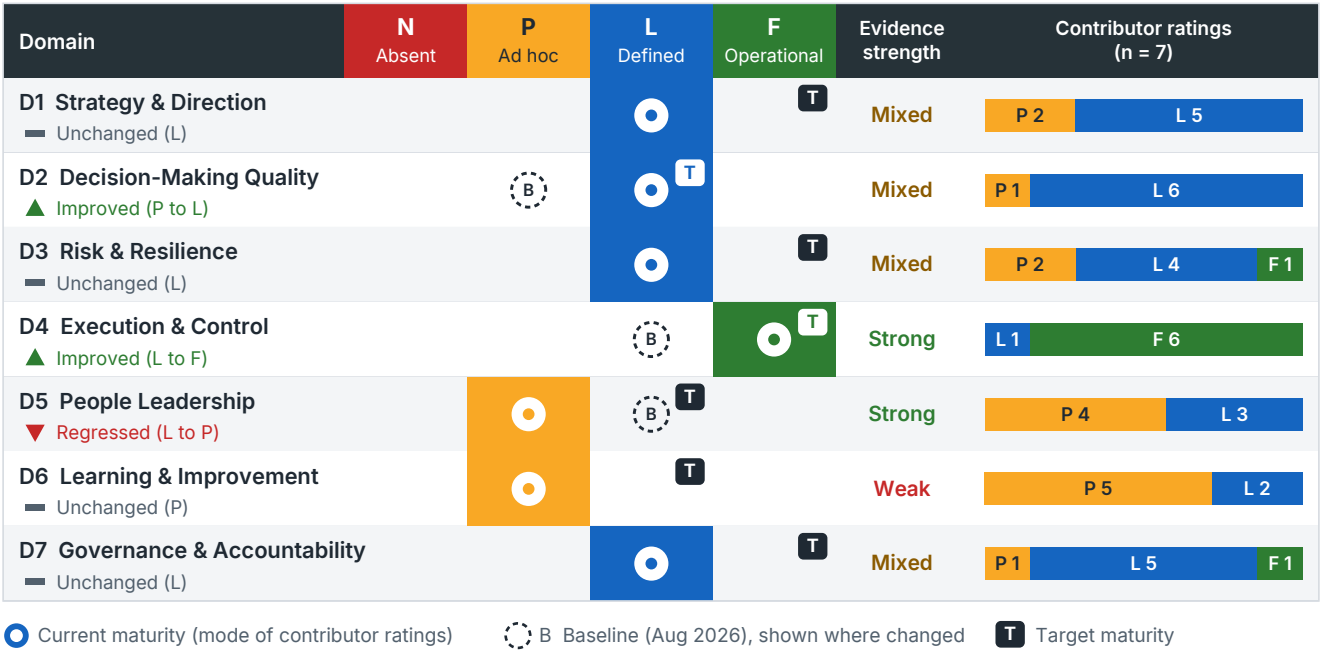
Overall position. The lowest domain maturity is P (Ad hoc), the same as at baseline, but a different domain now holds that position. Decision-Making Quality has risen from P to L, while People Leadership has fallen from L to P. The distribution is one domain at F, four at L and two at P, compared with five at L and two at P at baseline.

What is working. Execution & Control reached F, with six of seven contributors agreeing and record-based evidence, and Decision-Making Quality reached its L target. These are the two domains where baseline actions were completed.

What needs attention. People Leadership is the only regression and is strongly evidenced: two critical roles were vacated without a ready successor, and critical-role turnover is 18 per cent against a 10 per cent tolerance. Risk & Resilience and Learning & Improvement are unchanged, and the baseline action for each has not started.

What happens next. Section 6 sets out five priority gaps and Section 7 proposes an action register for the workspace owner to confirm. Reassessment 2 is planned for February 2027.

Capability heatmap



Reading the heatmap. Five of seven domains are one step below target. D2 and D4 are on target. Because targets were set by the sponsor at baseline, a domain on target is not necessarily strong: D2 meets an L target, which describes a documented and repeatable arrangement that is still weakly enforced.

3. Assessment Context and Participation

Measure	Reassessment 1 (Nov 2026)	Baseline (Aug 2026)
Contributors invited	8	8
Contributors submitting	7 (88%)	6 (75%)
Contributors in both cycles	5 of 7	5 of 6
Domains answered	7 of 7 by every contributor	7 of 7 by every contributor
Evidence answers stated	143 of 147 (4 not stated, all on E3)	Not shown
Duplicate submissions	None detected	None detected
Role mix (disclosed)	Executive leadership 2, depot operations 3, corporate functions 2	Not shown

Completeness. The four unstated answers sit in D1, D3, D6 and D7, one each, and all are E3 questions. Findings for those domains therefore treat E3 as seven answers with one missing. No domain has fewer than three respondents.

Comparability. The contributor group changed slightly between cycles, with six contributors at baseline and seven now. Movements in domain maturity should be read as indicative. Where a change is confirmed by documentary evidence, such as the decision register in D2 or stage-gate closure reports in D4, this is stated in the domain finding.

Changes in maturity since baseline

Domain	Baseline	Current	Target	Change	Evidence
D1 Strategy & Direction	L Defined	**L Defined**	F Operational	Unchanged	Mixed
D2 Decision-Making Quality	P Ad hoc	**L Defined**	L Defined	Improved	Mixed
D3 Risk & Resilience	L Defined	**L Defined**	F Operational	Unchanged	Mixed
D4 Execution & Control	L Defined	**F Operational**	F Operational	Improved	Strong
D5 People Leadership	L Defined	**P Ad hoc**	L Defined	Regressed	Strong
D6 Learning & Improvement	P Ad hoc	**P Ad hoc**	L Defined	Unchanged	Weak
D7 Governance & Accountability	L Defined	**L Defined**	F Operational	Unchanged	Mixed

4. Domain-by-Domain Findings

Each domain card shows the baseline, current and target maturity, how contributors rated the domain, how many answered Yes to each evidence tier, and what the evidence collectively shows. Representative excerpts are anonymised and grouped by theme rather than by person.

D1 Strategy & Direction

Baseline L → Current L → Target F

Change since baseline: **Unchanged**

Evidence strength: **Mixed**

Agreement: **Majority (5 of 7)**

Gap to target: **1 step**

Contributor ratings (n = 7): P 2 · L 5

E1 Yes 7 · No 0

E2 Yes 5 · No 2

E3 Yes 3 · No 3 · NS 1

What the evidence shows. A board-approved three-year strategy with six ranked objectives and a named executive owner for each is in place, and most contributors confirm that objectives are backed by measures and a quarterly scorecard. Evidence that strategy has changed real decisions is thinner: three contributors point to the September deferral of a planned fourth depot, while three cannot name a decision attributed to an objective.

Agreement and disagreement. Five of seven contributors rated the domain L and two rated it P (Majority). The two P ratings both note that depot teams set their own targets, which are not linked to the executive scorecard.

Evidence check. One of the three E3 "Yes" answers cites approval of the annual plan rather than a decision driven by an objective. It is retained as submitted but flagged; without it, E3 would stand at two of seven.

Observation. Objectives appear not to have been cascaded below executive level. This rests on two submissions and is not a validated trend.

Link to baseline actions. Baseline action A3 (cascade objectives to depots) is in progress, so no change in maturity is expected yet.

> E2 *"Quarterly scorecard tracks all six objectives at executive level. Depot-level targets are set locally and are not linked to it."*

> E3 *"The planned fourth depot was deferred in September because the network-utilisation objective showed unused capacity."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D2 Decision-Making Quality

Baseline P → Current L → Target L

Change since baseline: **Improved**

Evidence strength: **Mixed**

Agreement: **Consensus (6 of 7)**

Gap to target: **On target**

Contributor ratings (n = 7): P 1 · L 6

E1 Yes 7 · No 0

E2 Yes 6 · No 1

E3 Yes 4 · No 3

What the evidence shows. Decision-Making Quality has moved from P to L since baseline. The delegation of authority matrix was refreshed in October, and a decision register and one-page decision template are now used for decisions above AUD 50,000. Contributors broadly agree the framework exists and that decision-makers have been briefed on it.

Agreement and disagreement. Six of seven contributors rated the domain L (Consensus). The remaining contributor rated it P because one depot has not yet adopted the register. On E3, four contributors can show decisions that stuck and three cannot.

Evidence check. The register is only weeks old, so E3 evidence rests mainly on the absence of recorded reversals since it began, which is weaker than a 12-month reversal history.

Observation. Two supplier decisions made outside the matrix before the October update were reopened and reversed. The register is designed to prevent this, but the evidence base is too short to confirm that it has.

Link to baseline actions. Baseline action A1 (decision register and matrix refresh) is complete, and the domain has met its L target.

> E2 *"Decision template and register in use for decisions above AUD 50,000. One depot has not yet adopted the register."*

> E3 *"Two supplier decisions made outside the matrix were reopened and reversed in the past 12 months. None recorded since the register began."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D3 Risk & Resilience

Baseline L → Current L → Target F

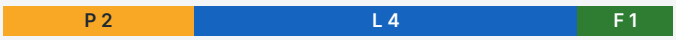
Change since baseline: **Unchanged**

Evidence strength: **Mixed**

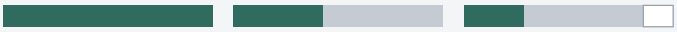
Agreement: **Majority (4 of 7)**

Gap to target: **1 step**

Contributor ratings (n = 7)



E1 Yes 7 · No 0 | E2 Yes 3 · No 4 | E3 Yes 2 · No 4 · NS 1



What the evidence shows. An ISO 31000-aligned risk policy, a quarterly-reviewed enterprise risk register and documented continuity plans for all three depots are in place. The weaker evidence is on follow-through: most treatments for high-rated risks lack a budget line or dated milestone, and the main-depot continuity plan has not been exercised in the past 18 months. The one clear example of reduced exposure is the cold-storage backup power upgrade.

Agreement and disagreement. Four of seven contributors rated the domain L (Majority), two rated it P and one rated it F, so ratings span three levels. The F rating relies on the continuity exercise attested below, for which no record was supplied.

Evidence check. One E3 "Yes" relies on a tabletop continuity exercise for which no record was provided. It is labelled "assessed on attestation, not independently verified" and is not counted as corroborated.

Observation. The pattern is consistent with a risk process that identifies and rates risks well but has no routine mechanism to fund or schedule treatments.

Link to baseline actions. Unchanged since baseline. Baseline action A4 (exercise the main-depot continuity plan) has not started and was deferred twice because of peak-season workload.

> E2 *"Of 14 risks rated High, 9 have a treatment recorded but only 3 have a budget line or dated milestone."*

> E3 *"Backup power upgrade at the cold-storage depot was completed in October and the associated risk was re-rated from High to Medium."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D4 Execution & Control

Baseline L → Current F → Target F

Change since baseline: **Improved**

Evidence strength: **Strong**

Agreement: **Consensus (6 of 7)**

Gap to target: **On target**

Contributor ratings (n = 7)



E1 Yes 7 · No 0 | E2 Yes 7 · No 0 | E3 Yes 6 · No 1



What the evidence shows. Execution & Control has moved from L to F. A stage-gate governance framework with a standard charter, mandatory status reporting and closure reports was adopted in September. Eight of the last ten initiatives closed within agreed time and cost tolerances, which meets the organisation's 80 per cent threshold, and both exceptions have documented corrective actions.

Agreement and disagreement. Six of seven contributors rated the domain F (Consensus). One rated it L because closure reports for smaller initiatives are completed inconsistently.

Evidence check. All seven contributors cite documents such as closure reports and dashboards, so evidence strength is rated Strong.

Observation. Two contributors note that delivery depends on a small group of experienced project managers. This links to the People Leadership finding (D5) and is a resilience risk to this strength.

Link to baseline actions. Baseline action A2 (stage-gate governance for network and systems projects) is complete, and the domain has met its F target.

> E3 *"Eight of the last ten initiatives closed within agreed time and cost tolerances. Both exceptions had documented corrective actions."*

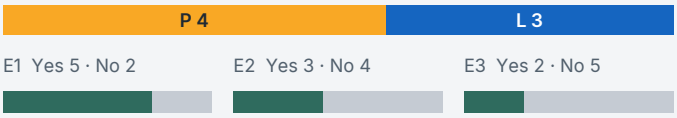
> E1 *"Project governance framework adopted in September, with stage gates, a standard charter and mandatory closure reports."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D5 People Leadership

Baseline L → Current P → Target L

Change since baseline: **Regressed**
Evidence strength: **Strong**
Agreement: **Majority (4 of 7)**
Gap to target: **1 step**



What the evidence shows. People Leadership has regressed from L to P and is the only domain to fall. A critical-role register and succession policy exist, but since August two critical roles (a depot manager and a senior planner) were vacated without a ready successor, and interim cover is still in place. Voluntary turnover in critical roles is 18 per cent annualised against a tolerance of 10 per cent.

Agreement and disagreement. Four of seven contributors rated the domain P and three rated it L (Majority). The L ratings point to the existence of the framework and to recruitment that began within a week of each vacancy. The P ratings weigh the outcome: no successor was ready. Both views are preserved here.

Evidence check. Five contributors cite turnover data from the HR system, so the regression is well evidenced (Strong).

Observation. Succession documents exist but only three of the 11 critical roles have a successor development plan. The submissions do not say why the two people left, and exit-interview data was not supplied, so cause is not established.

Link to baseline actions. Baseline action A5 (succession plans for critical roles) is in progress, with plans drafted for four of 11 roles, but events outpaced it.

> E3 *"Voluntary turnover in critical roles is 18 per cent annualised against a tolerance of 10 per cent. Two critical roles were vacated since August and neither had a ready successor."*

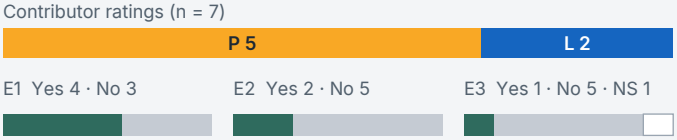
> E2 *"Development plans exist for successors in three of the 11 critical roles. Structured leadership development is limited to the executive group."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D6 Learning & Improvement

Baseline P → Current P → Target L

Change since baseline: **Unchanged**
Evidence strength: **Weak**
Agreement: **Majority (5 of 7)**
Gap to target: **1 step**



What the evidence shows. Learning & Improvement remains at P. Safety incidents are reviewed with a standard template, but operational incidents and customer complaints have no common review procedure. Corrective actions are tracked in separate depot spreadsheets, there is no consistent root-cause method, and contributors report the same types of incident recurring.

Agreement and disagreement. Five of seven contributors rated the domain P (Majority) and two rated it L, citing the safety review process. Most answers on this domain describe practice rather than cite records, which is why

evidence strength is Weak.

Evidence check. E3 has only one "Yes" and one contributor did not state an answer. This domain's rating is therefore less certain than its P label suggests, and the next cycle should aim to collect records.

Observation. Recurring pallet-damage claims reported at all three depots are consistent with lessons not being shared between sites, though the submissions do not confirm this.

Link to baseline actions. Unchanged since baseline. Baseline action A6 (standard post-incident review and corrective-action register) has not started.

> E2 *"Corrective actions are tracked in separate depot spreadsheets. There is no single register and no consistent root-cause method."*

> E3 *"Pallet-damage claims of the same type were reported at all three depots in the past six months."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

D7 Governance & Accountability

Baseline L → Current L → Target F

Change since baseline: **Unchanged**

Evidence strength: **Mixed**

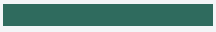
Agreement: **Majority (5 of 7)**

Gap to target: **1 step**

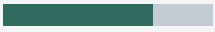
Contributor ratings (n = 7)



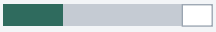
E1 Yes 7 · No 0



E2 Yes 5 · No 2



E3 Yes 2 · No 4 · NS 1



What the evidence shows. Governance roles and mandates are clearly documented: terms of reference exist for the board, executive committee and audit and risk committee. An issue register is in active use at executive level. The gap is in closing the loop. On-time closure of material issues was 58 per cent over the last two quarters against a target of 85 per cent, and escalation is reported but rarely leads to a recorded consequence.

Agreement and disagreement. Five of seven contributors rated the domain L (Majority), one rated it P and one rated it F. The F rating cites an external audit report that was not provided and is shown as attested.

Evidence check. One E3 "Yes" is attested rather than evidenced. The other cites a Q3 escalation that led to executive intervention and closure within a fortnight, which is a genuine but isolated example.

Observation. Two contributors note that issue owners lack explicit delegated authority to act. Depot-level issues are not captured in the register at all.

Link to baseline actions. Unchanged since baseline. Baseline action A7 (delegate closure authority to issue owners) is in progress.

> E3 *"On-time closure of material issues was 58 per cent over the last two quarters against a target of 85 per cent."*

> E2 *"An issue register is in active use at executive level with owners, priorities and due dates. Depot-level issues are not captured."*

Anonymised evidence excerpts. The full evidence base is in Appendix A.

5. Cross-Cutting Trends

The evidence ladder across all domains

Domain	E1 Exists	E2 Enabled	E3 Executed
D1 Strategy & Direction	7	5 2	3 3 1
D2 Decision-Making Quality	7	6 1	4 3
D3 Risk & Resilience	7	3 4	2 4 1
D4 Execution & Control	7	7	6 1
D5 People Leadership	5 2	3 4	2 5
D6 Learning & Improvement	4 3	2 5	1 5 1
D7 Governance & Accountability	7	5 2	2 4 1
All domains (49 answers per tier)	44 5	31 18	20 25 4

Yes No Not stated Numbers are contributors (of 7), or answers (of 49) in the final row.

So what. Arrangements are widely documented (44 of 49 answers) and mostly enabled (31 of 49), but fewer than half can show demonstrated results (20 of 49, with four not stated). Maturity gains in this cycle came from adding mechanisms that create evidence, not from writing more policy.

Patterns that run across domains

Documents exist; demonstrated outcomes lag. Across all seven domains, 44 of 49 contributor answers confirm that the arrangement exists (E1), 31 confirm that people are enabled to use it (E2), and only 20 confirm that it has produced demonstrated outcomes (E3). The ladder narrows at each step. In D1, D3 and D7 every contributor says the arrangement exists, yet no more than three can show it has changed an outcome.

Mechanisms that create records produce evidence. The two domains that improved, D2 and D4, are the two where a record-producing mechanism was introduced: a decision register and stage-gate closure reports. Where no such mechanism exists, as with incident learning in D6 and issue closure in D7, E3 evidence is thin. This is an observation from two examples, not a proven cause.

Follow-through is the common gap in D3, D6 and D7. Treatments are not funded (D3 E2: four of seven say No), root-cause and corrective actions are not consistently applied (D6 E2: five of seven say No), and overdue issues do not trigger consequences (D7 E3: four of seven say No). These domains each describe a process that identifies a problem but lacks a step that makes someone act.

A delivery strength rests on few people. Two contributors link D4's strong delivery record to a small group of experienced project managers, while D5 shows critical-role vacancies without ready successors. The two findings are connected only by these submissions, so treat the link as a hypothesis to test at the next cycle.

What the data does not support

- Site-level conclusions. Contributors are not split by depot, so differences between the three depots cannot be identified.
- The cause of the two critical-role departures. Exit-interview data was not supplied.
- A like-for-like trend. Six contributors took part at baseline and seven now; five took part in both cycles.
- Independent verification. Evidence is self-submitted. Where a record was cited but not supplied, the finding is labelled as attested.
- Statistical conclusions. With seven contributors, results are reported as counts rather than percentages, and a single rating can move a domain's spread.

6. Priority Gaps and Recommendations

Gaps are ranked by regression first, then by distance from target, weighted by evidence strength and contributor disagreement. Impact and feasibility scores have not been set by the workspace owner, so this ranking is a proposal and prioritisation by impact remains pending owner input. Recommendations are options for the owner to decide, not directives. D2 and D4 are on target and should be sustained.

1 **People Leadership: restore succession cover**
Current P · target L · evidence Strong · regressed since baseline

Why it ranks here. Only regression since baseline, strongly evidenced. Two critical roles are on interim cover and turnover is above tolerance. Delivery strength in D4 also depends on a few experienced managers.

Options for the owner.

- Name a ready-now or ready-in-12-months successor for each of the 11 critical roles, starting with the two on interim cover.
- Fund development plans for those successors, and review exit-interview data to understand the two departures.

2 **Risk & Resilience: fund and test**
Current L · target F · evidence Mixed · unchanged since baseline

Why it ranks here. Unchanged since baseline, with contributor ratings spanning three levels. Eleven of the 14 High risks lack a funded or dated treatment: five have no recorded treatment and six have one without a budget line or milestone. The main-depot continuity plan has not been exercised in 18 months.

Options for the owner.

- Run a documented tabletop exercise of the main-depot continuity plan, then a live element at one depot.
- For each of the 11 High risks without a funded or dated treatment, either fund the treatment or formally accept the risk within appetite.

3 **Learning & Improvement: one review method, one register**
Current P · target L · evidence Weak · unchanged since baseline

Why it ranks here. Lowest-rated domain with Weak evidence. The same incident types recur across depots and there is no shared corrective-action record.

Options for the owner.

- Adopt a standard post-incident review template and a single corrective-action register for all depots.
- Consider a structured, anonymous debrief of significant incidents, for example a Candid Cycle review, to surface lessons that records do not capture.

4 **Governance & Accountability: close the loop**
Current L · target F · evidence Mixed · unchanged since baseline

Why it ranks here. On-time closure of material issues is 58 per cent against an 85 per cent target, and escalation seldom leads to a consequence.

Options for the owner.

- Approve the drafted delegation of closure authority to issue owners.
- Add a standing item to executive meetings recording a consequence or decision for each overdue material issue, and extend the register to depot-level issues.

5 **Strategy & Direction: connect depots to objectives**
Current L · target F · evidence Mixed · unchanged since baseline

Why it ranks here. E3 evidence is thin: only three contributors can show a decision driven by an objective. Depot targets are not linked to the scorecard.

Options for the owner.

- Complete action A3 for all three depots.
- Record in executive minutes each decision that is driven by a strategic objective, so that E3 evidence accumulates.

7. Actions and Next Steps

Status of actions from the baseline cycle

Seven actions were agreed after the baseline. Two are complete, three are in progress and two have not started. The pattern matches the maturity changes: both domains with a completed action improved, both domains with a not-started action are unchanged, and People Leadership regressed because two departures occurred before its action could take effect.

Ref	Domain	Action	Owner (role)	Status	Note
A1	D2	Introduce a decision register and refresh the delegation of authority matrix	Finance executive	Complete	D2 rose from P to L.
A2	D4	Adopt stage-gate governance for network and systems projects	Operations executive	Complete	D4 rose from L to F.
A3	D1	Cascade strategic objectives to depot-level scorecards	Chief executive	In progress	Depot scorecards drafted for one of three depots.
A4	D3	Exercise the main-depot continuity plan	Risk and compliance lead	Not started	Deferred twice during peak season.
A5	D5	Complete succession plans for critical roles	People and culture lead	In progress	Plans drafted for four of 11 roles; two vacancies arose first.
A6	D6	Introduce a standard post-incident review and a single corrective-action register	Operations executive	Not started	No owner time allocated.
A7	D7	Delegate explicit closure authority to issue owners	Chief executive	In progress	Drafted; not yet approved.

Proposed action register for owner confirmation

Owners are proposed by role and dates are proposed. Nothing here is committed until the workspace owner confirms it. Priority numbers follow Section 6.

Pri.	Domain	Action	Owner (role)	Target date	Intended outcome and success measure
1	D5	Name a successor for each of the 11 critical roles; prioritise the two roles on interim cover	People and culture lead (sponsor: chief executive)	31 Jan 2027 (two roles); 31 Mar 2027 (all)	No critical role without a named successor Measure: 11 of 11 roles with named successor and development plan; critical-role turnover within 10% tolerance by Aug 2027
2	D3	Run a documented continuity exercise at the main depot	Risk and compliance lead	31 Mar 2027	Plan tested and gaps recorded Measure: Exercise report with actions logged; plan rated F evidence at next cycle

Pri.	Domain	Action	Owner (role)	Target date	Intended outcome and success measure
2	D3	Fund, schedule or formally accept each of the 11 High risks lacking a funded or dated treatment	Chief financial officer	28 Feb 2027	Every High risk has a funded treatment or recorded acceptance Measure: 11 of 11 High risks funded, scheduled or formally accepted
3	D6	Introduce a standard review template and one corrective-action register	Operations executive	31 Mar 2027	Same incident types stop recurring Measure: 100% of in-scope incidents reviewed; pallet-damage claims trending down over two quarters
4	D7	Approve closure authority and add a consequence step for overdue issues	Chief executive	31 Jan 2027	Overdue issues lead to a decision Measure: On-time closure at or above 85% by Aug 2027
5	D1	Complete depot scorecards and record objective-driven decisions in minutes	Chief executive	30 Apr 2027	Objectives visible in depot targets Measure: Scorecards live at 3 of 3 depots; three or more minuted objective-driven decisions

Support needed and next cycle

- **Protected time for depot managers.** Action A4 was deferred twice during peak season. A decision on when depot managers can take part in a continuity exercise is needed before it can be scheduled.
- **An executive sponsor for succession planning.** The People Leadership action has no named executive sponsor.
- **Reassessment 2 is planned for February 2027.** It will show baseline, previous and current maturity for each domain and report the status of every action above. Domains that have not changed will be reported as unchanged.
- **Better evidence at the next cycle.** Contributors can strengthen D6 and D7 by attaching records, such as a corrective-action register or the external audit report, rather than describing them.

Appendix A. Anonymised Evidence Base

This appendix lists the evidence notes submitted, grouped by domain and then by evidence tier. It is not grouped by contributor and is not a transcript. Excerpts have been generalised where they could identify a person, and every excerpt is an anonymised evidence excerpt.

D1 Strategy & Direction		
E1	*"Three-year strategic plan approved by the board in June 2026, with six ranked objectives and a named executive owner for each."*	
E2	*"Quarterly scorecard tracks all six objectives at executive level. Depot-level targets are set locally and are not linked to it."*	
E3	*"The planned fourth depot was deferred in September because the network-utilisation objective showed unused capacity."*	
E3	*"The annual plan was approved by the board in July."*	Flagged: describes approval, not a decision driven by an objective.

D2 Decision-Making Quality		
E1	*"Delegation of authority matrix updated in October, with dollar thresholds for each role and an escalation path to the executive."*	
E2	*"Decision template and register in use for decisions above AUD 50,000. One depot has not yet adopted the register."*	
E3	*"Two supplier decisions made outside the matrix were reopened and reversed in the past 12 months. None recorded since the register began."*	

D3 Risk & Resilience		
E1	*"Risk policy aligned to ISO 31000 and reviewed annually. Enterprise risk register held with owner, rating and treatment for each risk."*	
E2	*"Of 14 risks rated High, 9 have a treatment recorded but only 3 have a budget line or dated milestone."*	
E3	*"Backup power upgrade at the cold-storage depot was completed in October and the associated risk was re-rated from High to Medium."*	
E3	*"A tabletop continuity exercise was held earlier in the year. No record was provided."*	Assessed on attestation, not independently verified.

D4 Execution & Control		
E1	*"Project governance framework adopted in September, with stage gates, a standard charter and mandatory closure reports."*	
E2	*"All active project managers completed framework training. Status reports use defined red-amber-green thresholds with escalation triggers."*	
E3	*"Eight of the last ten initiatives closed within agreed time and cost tolerances. Both exceptions had documented corrective actions."*	
E3	*"Closure reports for smaller initiatives are completed inconsistently."*	Dissenting view (rated L).

D5 People Leadership		
E1	*"A critical-role register lists 11 roles. A succession policy exists, but only four roles have a documented successor."*	
E2	*"Development plans exist for successors in three of the 11 critical roles. Structured leadership development is limited to the executive group."*	
E3	*"Voluntary turnover in critical roles is 18 per cent annualised against a tolerance of 10 per cent. Two critical roles were vacated since August and neither had a ready successor."*	
E3	*"Recruitment into both vacated roles began within a week and the policy was followed."*	Dissenting view (rated L).

D6 Learning & Improvement		
E1	*"Safety incidents are reviewed using a standard template. Operational incidents and customer complaints have no common review procedure."*	
E2	*"Corrective actions are tracked in separate depot spreadsheets. There is no single register and no consistent root-cause method."*	
E3	*"Pallet-damage claims of the same type were reported at all three depots in the past six months."*	

D7 Governance & Accountability		
E1	*"Terms of reference exist for the board, executive committee and audit and risk committee, with quorum and meeting frequency stated."*	
E2	*"An issue register is in active use at executive level with owners, priorities and due dates. Depot-level issues are not captured."*	
E3	*"On-time closure of material issues was 58 per cent over the last two quarters against a target of 85 per cent."*	
E3	*"One escalated overdue item in Q3 led to executive intervention and was closed within a fortnight."*	
E3	*"An external audit found governance arrangements effective. The report was not provided."*	Assessed on attestation, not independently verified.

Coding note

Evidence notes were grouped within each domain by evidence tier. Notes that supported a different tier from the one the contributor selected were flagged rather than recoded. Excerpts marked "attestation" were accepted as submitted but are not counted as independently verified. This report is a synthesis of self-assessed evidence and should be read with the limits stated in Section 5.