BUSINESS RISK ASSESSMENT WHERE DO WE SIT?

	Level One	Level Two	Level Three	Level Four	Level Five
Business Risk Summary	No (BR) activity exists	Some (BR) activity exists.	Generic guidelines exist with local plans, however these are not tested	Consolidated plans exist with supporting Business activity which is tested sporadically	Consolidated plans exist, utilising shared solutions which are regularly tested and updated
Business Risk Policy and Programme Management	No policy exists. No process owner or executive support	Documented (BR) Policy in place with appropriate authority	Documented (BR) policy that is mandated. Cross business management structure in place. Interdependencies identified	Clear programme management in place, supported by appropriate reporting	Plans recognise best practice from both internally & externally
Understanding the Company	No process to assess critical business processes & related risks	Critical business processes identified. No assessment of impact	Full Business Impact Analysis performed, including both internal & external risk sources.	Costs of potential impacts assessed and risk tolerance agreed & verified	Mitigating actions identified, and scenario planning performed
Determining Business Risk (BR) Strategies	No (BR) strategies have been developed	(BR) options determined for some products and services. Some critical activities and resources identified and strategies established.	(BR) options determined for all key products and services. (BR) strategies established for most critical activities and resources.	(BR) strategies have been established and documented for all critical activities and resources.	(BR) strategies have been established and documented for all critical activities and resources. Signed off by senior management.
Developing and Implementing a Business Risk Response	Plans do not exist. No communicated process in place to invoke recovery plans. No communications plan	Recovery plans exist, including defined recovery tasks. Partial communications plan	Plans linked to incident management processes, including robust communications plan	Command & control processes developed, including assessment of technical recovery options	Shared solutions considered. All interdependencies fully assessed and defined
Exercising, Maintenance and Review	No testing of recovery plans	Testing relates only to recovery of IT systems and does not consider wider business recovery	Business recovery plans exist, however they have not been tested	Business recovery plans tested sporadically & updated to reflect results	Regular cycle of recovery tests, with full review and revision of recovery plans
Embedding Business Risk in the everyday culture	No training or education of staff in (BR)	Some awareness training takes place. Individuals have not been assigned responsibilities	Awareness training takes place. Individuals have been assigned responsibilities but have not had training	An ongoing programme of communication exists to ensure all staff maintain awareness. Individuals have been assigned responsibilities and received appropriate training	All staff have awareness of (BR). Individuals have been assigned responsibilities and have had appropriate training including regular rehearsals