

Enablers Leadership & Management Policy & Strategy People Partnership & Resources Processes	Awareness	Happening	Working	Embedded & Integrated	Driving
	Awareness	Happening	Working	Embedded & Integrated	Driving
	Awareness	Happening	Working	Embedded & Integrated	Driving
	Awareness	Happening	Working	Embedded & Integrated	Driving
	Awareness	Happening	Working	Embedded & Integrated	Driving
Results Risk Handling & Assurance Outcomes & Delivery	Awareness	Happening	Working	Embedded & Integrated	Driving
	Awareness	Happening	Working	Embedded & Integrated	Driving

Level Guide:

Engaging	< 20%
Happening	20 – 45%
Working	45 – 70%
Embedded & Integrated	70 – 85%
Driving	85% +

Level 1 Awareness	Level 2 Happening	Level 3 Working	Level 4 Embedded & Integrated	Level 5 Driving
No clear evidence of improved outcomes.	Limited evidence that risk management is being effective in, at least, the most relevant areas.	Clear evidence that risk management is supporting the delivery of key outcomes in all relevant areas.	Clear evidence of significantly improved delivery of relevant outcomes and evidence of positive and sustained improvement.	Risk management arrangements clearly acting as a driver for change and linked to plans and planning cycles.