Nomination criteria

Enterprise-wide risk management

The Enterprise-wide category assesses excellence against the [five key areas of focus from Benchmarking](https://www.finance.gov.au/government/comcover/risk-services/management/benchmarking-risk-management-capability):

1. Risk governance
2. Risk culture
3. Risk capability
4. Risk management framework and practices
5. Organisational resilience and agility.

As outlined in the [Risk Management Capability Maturity Model](https://www.finance.gov.au/sites/default/files/2024-12/Risk%20Management%20Benchmarking%20Maturity%20Model_0.pdf), an entity's approach to managing risk needs to be fit for purpose with respect to the entity’s size, complexity, and operating environment. The model helps assess what excellence looks like in your entity which will not always be at the ‘advanced’ level.

All entities achieving excellence in implementing an integrated approach to enterprise risk management are encouraged to submit a nomination.

Enterprise-wide nominations should demonstrate how:

* your entity has embedded each of the five key areas of focus areas into its approach to managing risk
* your approach to managing risk contributes to the strategic planning, management and decision-making processes for your entity.

**To** **nominate**:

Use the relevant **template** as provided on our website at [Commonwealth Awards for Excellence in Risk Management 2025](https://www.finance.gov.au/government/comcover/risk-services/management/commonwealth-awards-excellence-risk-management-2025)

**Submit** nomination/s electronically:

* to RiskAwards@finance.gov.au
* **by 15 September 2025**

## All nominations should not only address the criteria but also include a brief overview and evidence of attainment.

To support your nomination, please provide a brief **overview** (250 words) outlining the key points of your entity’s nomination.

When writing your nomination, make it compelling, easy-to-read, and concise as it will guide judges and help us to develop educational materials from submissions.

To effectively assess your nomination, the judging panel requires **evidence** of an entity’s attainment of excellence across the five areas of focus.

Your entity may have submitted evidence through the 2025 Benchmarking survey which also supports your nomination response. If so, you do not have to re-submit them, but you **must** reference the relevant documents in a way that we can locate them in your benchmarking response pack.

## Criteria 1 - Plan

Explain the way your entity plans and incorporates risk management into its operations and establishes the basis for its framework to support all officials to address risk daily.

Examples of excellence could include:

* how your entity articulated its mandate and commitment to risk management from senior leadership
* how risk appetite and tolerance is explicitly integrated into your strategic planning process and influences resource allocation decisions
* communication channels and mechanisms used to ensure officials are aware of emerging risks and changes in risk profiles
* strategies to actively champion and demonstrate a commitment to risk management and foster an open reporting culture where individuals feel comfortable raising concerns.

## Criteria 2 - Implement

Nominations should demonstrate how your entity incorporated risk management into its strategic management and operations to inform its decision making and influence its risk culture.

Examples of excellence could include:

* how the mandate and commitment to risk management is reflected in strategic planning, operations and governance functions of the entity
* how the consideration of your entities risk appetite and tolerance influence the allocation of resources (time, budget, personnel) to monitor risks and maintain controls
* how senior leaders and managers visibly demonstrate their commitment to risk management in their daily interactions and communications and foster an open culture in a way that individuals feel comfortable raising concerns.

## Criteria 3 - Demonstrable results

Provide results and outcomes achieved by your entity in incorporating the management of risk.

To demonstrate excellence against this criterion, you must provide evidence of how objectives were defined and measured against performance, and the results of measuring these outcomes.

Examples of excellence could include:

* how risk management is embedded into your entity’s strategic management, operations and culture
* how risk management links to the strategic objectives and key performance indicators of your entity
* how the results of your outcome measures are used to drive continuous improvement in your risk management framework and practices.