Nomination criteria



Risk initiative: Individual program, project, or service delivery initiative

The Risk initiative category assesses excellence in risk management relating to an individual program, project or service delivery initiative implemented by an 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](mailto:RiskAwards@finance.gov.au)
* **by 15 September 2025**

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

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.

## Criteria 1 - Plan

This criterion aims to demonstrate the approach your entity took to identify the risks associated with the initiative.

Outline the strategies and processes undertaken in identifying the risks and opportunities of implementing the initiative including how these were addressed as part of the approach to planning.

To respond to this criterion entities may demonstrate excellence by providing evidence of planning activities undertaken that identified and considered:

* a clear articulation of the problem to be solved
* the aspects that must go right to ensure successful implementation of the initiative
* how identified opportunities could be harnessed to enhance the sustainability of the initiative
* controls, risk mitigation strategies, implementation strategies, and contingencies
* how your approach to managing risk would successfully deliver on the entity’s initiative.

## Criteria 2 - Implement

Provide detail on how risk was successfully managed when implementing the initiative.

To respond to this criterion entities may demonstrate excellence by providing evidence of how:

* the risk management strategies and processes were successfully implemented or deliberately adapted to provide opportunity
* resources were monitored and deployed to successfully manage the risks to implementation
* officials were engaged and took ownership of new strategies or processes
* controls, risk mitigation strategies and contingencies were identified, considered and implemented
* risk management was used to overcome implementation challenges to ensure the initiative and/or broader organisational goals were achieved.

## Criteria 3 – Monitor and measure

Articulate how your entity monitored and measured the outcomes and short to medium term benefits of the risk management approach undertaken in the initiative.

Include evidence of the measures used to assess or track the achievements of your goals in the short term.

To respond to this criterion entities must demonstrate excellence by providing evidence of:

* clear performance measures used to assess or track the achievements of the initiative including:
  + performance data that reflects a number of phases of the initiative
  + any corrective actions taken to implement the initiative to ensure success
  + any changes to your risk management approach because of the initiative
  + any benefits achieved to date or future benefits likely to emerge.
* relevant data and comparative evidence of the costs compared to the value of the results or benefits achieved.

## Criteria 4 - Sustain

This criterion details the longer-term benefits for your entity, or the Government more broadly, resulting from successfully managing risk and delivering the initiative.

To respond to this criterion, demonstrate excellence by providing evidence of:

* the key outcomes of the initiative for your entity
* how the initiative contributed to achieving objectives of your entity or a whole of Government outcome – this could include the joint delivery of services or policy implementation across a number of portfolios
* how improvements inspired or informed risk management across other business areas, or were integrated into the entity’s business-as-usual operations
* lessons learned and shared across your entity or the broader APS
* how the entity’s culture was enhanced over the longer term.