



AGR – Adaptiv Governance & Risk

Beyond static risk. Built for change.

AGR METHODOLOGY

Governance Maturity Assessment™

Understanding the capability
behind confident decision-making.



EXECUTIVE PERSPECTIVE

Governance maturity is not the number of policies an organisation holds.

It is the quality of the decisions those policies enable.

The AGR Governance Maturity Assessment™ is designed to help boards and executive teams understand the capability, confidence and adaptability of their governance arrangements. It looks beyond formal structures to assess whether governance is proportionate, understood, evidence-led and capable of adapting as circumstances change.

It provides a practical baseline for improvement, a common language for leadership teams and a clear route from governance activity to better decision-making.



WHY IT MATTERS

Governance can either create confidence or create friction.

In a stable environment, governance can rely on fixed cycles, standard reports and familiar risk registers. In a changing environment, organisations need governance that senses change, supports judgement and enables proportionate action.

The assessment helps organisations identify where governance is adding value, where it is creating unnecessary burden and where capability must mature to support future performance.



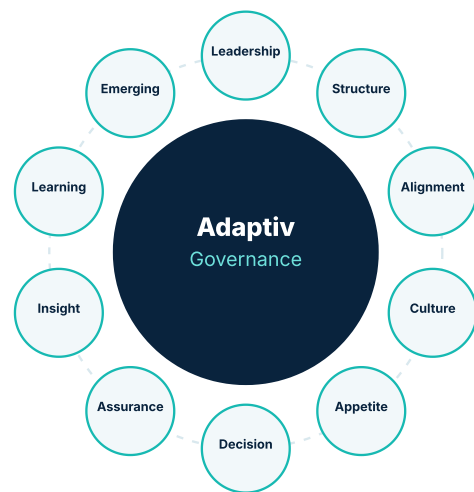
The purpose of governance is not to slow organisations down. It is to give them the confidence to move faster.

AGR MODEL

The Adaptiv Governance Maturity Model™

AGR assesses maturity across ten governance capabilities. Each capability is scored against a five-level maturity model from Reactive to Adaptiv.

The model is designed to be practical, evidence-led and decision-focused. It can be applied to whole organisations, directorates, functions, programmes or individual teams.





HOW WE ASSESS

Evidence, judgement and executive insight.

01 Discover

Review governance documents, reporting, risk information and decision routes.

02 Engage

Interview leaders and facilitate targeted maturity discussions.

03 Assess

Score capability using the AGR maturity criteria and evidence framework.

04 Prioritise

Identify improvement priorities, quick wins and strategic recommendations.

05 Adapt

Build a practical roadmap for sustainable governance maturity.



01

Executive Dashboard

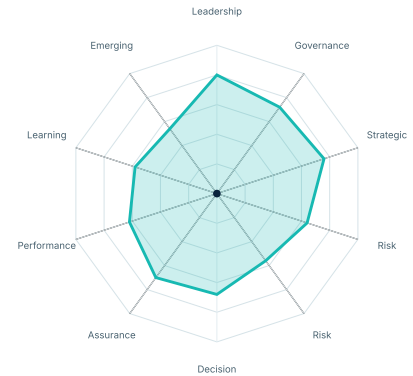
A clear maturity profile for leadership discussion.



GOVERNANCE FINGERPRINT™

Indicative maturity profile

The Governance Fingerprint™ provides an executive view of relative maturity across the ten AGR capabilities. It highlights areas of strength, areas requiring attention and the overall balance of governance capability.



OVERALL

3.3

HIGHEST

4.0

PRIORITY

2.7

HEAT MAP

Executive maturity heat map

The heat map summarises the current maturity profile and highlights where leadership attention should be focused.

CAPABILITY	SCORE	INTERPRETATION
Leadership & Accountability	4.0	Foundation strength
Governance Structure	3.6	Improvement opportunity
Strategic Alignment	3.8	Foundation strength
Risk Culture	3.2	Improvement opportunity
Risk Appetite	2.8	Development priority
Decision Making	3.4	Improvement opportunity
Assurance & Controls	3.5	Improvement opportunity
Performance & Insight	3.1	Improvement opportunity
Learning & Adaptation	2.9	Development priority
Emerging Risk Capability	2.7	Development priority



02

The Ten Governance Capabilities

The AGR capability framework for confident decision-making.

CAPABILITY 01

Leadership & Accountability

Governance is owned visibly by leaders and translated into clear accountability.

4.0 Indicative maturity
Level 4 - Resilient

Current observations

- Leadership roles are understood but not always consistently reinforced across all forums.
- Executive sponsorship is strongest where governance is linked directly to business priorities.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Confirm named accountable owners for each governance capability.
2. Use leadership forums to reinforce expected governance behaviours.
3. Introduce a simple accountability map for key decisions.

AGR Perspective

Maturity improves when governance becomes part of the way teams think, not simply the way they report.



CAPABILITY 02

Governance Structure

Forums, routes and delegations are proportionate, coherent and understood.

3.6 Indicative maturity
Level 4 – Resilient

Current observations

- The structure provides a foundation for oversight, but some routes may feel process-led rather than decision-led.
- There is scope to simplify how governance routes connect across teams.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Map decision routes and remove duplication.
2. Clarify escalation thresholds.
3. Separate reporting activity from decision activity.

AGR Perspective

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CAPABILITY 03

Strategic Alignment

Governance activity is connected to the organisation's objectives and commercial priorities.

3.8

Indicative maturity
Level 4 – Resilient

Current observations

- Strategic priorities are visible, but risk and assurance information can be more directly connected to objectives.
- Performance and risk conversations should increasingly happen together.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Align top risks to strategic objectives.
2. Use governance meetings to test strategic delivery confidence.
3. Create an objective-to-risk traceability view.

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CAPABILITY 04

Risk Culture

People understand risk as part of delivery, improvement and decision-making.

3.2 Indicative maturity Level 3 - Integrated

Current observations

- Risk language is present, but maturity varies across teams.
- Colleagues may still view risk as a reporting requirement rather than a management discipline.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Use Risk Sprints to make risk practical and team-specific.
2. Develop examples of good risk articulation.
3. Celebrate early ownership and improvement actions.

AGR Perspective

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CAPABILITY 05

Risk Appetite

Appetite guides decisions and helps leaders make proportionate choices.

2.8 Indicative maturity
Level 3 - Integrated

Current observations

- Risk appetite exists conceptually but may not yet be used dynamically in everyday decision-making.
- There is an opportunity to move from statement to practice.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Develop practical appetite prompts for commercial decisions.
2. Link appetite to escalation and approval routes.
3. Review appetite as strategy and market conditions change.

AGR Perspective

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CAPABILITY 06

Decision Making

Governance creates clarity, pace and confidence in key decisions.

3.4

Indicative maturity
Level 3 - Integrated

Current observations

- Decision points are present, but the information provided may not always clearly support judgement.
- There is scope to distinguish between information for noting and information for deciding.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Introduce decision-focused templates.
2. Define what good decision evidence looks like.
3. Record the rationale for material decisions.

AGR Perspective

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CAPABILITY 07

Assurance & Controls

Controls are understood, evidenced and proportionate to the risks they manage.

3.5 Indicative maturity
Level 4 – Resilient

Current observations

- Controls are being reviewed and improved, creating a strong platform for further maturity.
- The next step is connecting improvement actions to risk ownership and governance reporting.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Map key controls to risks and causes.
2. Track improvement actions through governance.
3. Define evidence requirements for critical controls.

AGR Perspective

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CAPABILITY 08

Performance & Insight

Reporting helps leaders understand what is changing and where attention is needed.

3.1 Indicative maturity Level 3 – Integrated

Current observations

- Reporting provides visibility, but insight can be strengthened by showing movement, confidence and emerging themes.
- Dashboards should support action rather than simply display status.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Introduce movement indicators.
2. Highlight exceptions and emerging trends.
3. Connect risk, performance and assurance in one view.

AGR Perspective

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CAPABILITY 09

Learning & Adaptation

Governance learns from experience and adapts before change becomes disruption.

2.9

Indicative maturity
Level 3 – Integrated

Current observations

- Learning happens, but may not yet be systematically fed back into governance design.
- Emerging risks and near misses can become more deliberate sources of insight.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Create a lessons-to-governance loop.
2. Use sprint outputs to refresh risk profiles.
3. Schedule periodic adaptivity reviews.

AGR Perspective

Maturity improves when governance becomes part of the way teams think, not simply the way they report.



CAPABILITY 10

Emerging Risk Capability

The organisation can identify, explore and prepare for risks before they crystallise.

2.7 Indicative maturity
Level 3 - Integrated

Current observations

- Emerging risk conversations exist but may not yet be structured or regular.
- The organisation can strengthen its ability to scan, interpret and act early.

What good looks like

Governance is clear, proportionate and consistently used to support decisions. Evidence is available, ownership is visible and improvement is continuous.

Priority actions

1. Introduce Emerging Risk Sprints.
2. Create a signal log.
3. Use leadership sessions to test assumptions.

AGR Perspective

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03

Improvement Roadmap

From current capability to Adaptiv Governance.



ROADMAP

Three horizons for governance maturity

Stabilise

Clarify ownership, decision routes, evidence expectations and priority gaps.

Strengthen

Embed common language, dynamic appetite, improved reporting and assurance alignment.

Adapt

Develop emerging risk capability, opportunity governance and continuous learning loops.

The roadmap should be proportionate, practical and sequenced around the organisation's capacity to absorb change.



PRIORITY MATRIX

Focus leadership attention where maturity and value intersect.

The assessment does not create a long list of actions. It identifies the few areas where improvement will make the greatest difference to confidence, pace and organisational value.

**High value
low
maturity**

**High value
high
maturity**

**Low value
low
maturity**

**Low value
high
maturity**

Typical priority themes

- Dynamic risk appetite
- Decision-focused reporting
- Ownership and accountability
- Emerging risk capability
- Assurance evidence



EXECUTIVE FINDINGS

What the assessment should provide.

Clarity

A shared view of governance maturity and where improvement is needed.

Confidence

Greater assurance that governance supports decisions and delivery.

Focus

Prioritised actions that are proportionate to capacity and value.

Adaptability

A route towards governance that learns and evolves with the organisation.



AGR PERSPECTIVE

Governance maturity is not about becoming more bureaucratic.

It is about creating an organisation that can make better decisions with greater confidence as circumstances change.

The most mature organisations do not simply have more governance. They have governance that is better connected to strategy, risk, performance and learning. They know when to escalate, when to act, when to seek assurance and when to adapt.

The AGR Governance Maturity Assessment™ is designed to make that capability visible.



MATURITY LEVELS

The AGR maturity scale

1 - Reactive

Governance responds after events.

2 - Responsive

Basic structures exist and are used.

3 - Integrated

Governance supports decisions consistently.

4 - Resilient

Governance is proactive and aligned to strategy.

5 - Adaptive

Governance learns, adapts and creates value.



ADAPTIV GOVERNANCE MANIFESTO

We believe governance should create confidence.

Governance should support decisions. Risk should create insight. Assurance should enable progress. Reporting should lead to action. Organisations should adapt before they have to.

Adaptiv Governance is the ability to anticipate change, govern proportionately and create sustainable value through better decisions.



ASSESSMENT CERTIFICATE

AGR Governance Maturity Assessment™

This certificate records completion of an AGR Governance Maturity Assessment and confirms that the organisation has received an executive maturity profile, heat map and improvement roadmap.

Certificate of Assessment

Issued by AGR - Adaptiv
Governance & Risk

Richard Mackie
CEO & Founder



AGR – Adaptiv Governance & Risk

Beyond static risk. Built for change.

**See further.
Decide better.
Create lasting value.**

AGR – Adaptiv Governance & Risk

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