

Board Assurance Framework

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Board Assurance Framework

The Board Assurance Framework (BAF) is a key mechanism to help executive teams reinforce strategic focus and ensure better management of risk.

The BAF provides a structure that enables the organisation to focus on all activity, from Risks to Projects, that might compromise the achievement of its corporate Outcomes and Objectives. It provides the organisation with assurance that key controls and processes are in place and are effective in mitigating any adverse impacts.

The following document details the sections and functionality within the InPhase Board Assurance Framework. The InPhase Board Assurance Framework is designed to collate information already input and maintained within the InPhase Plan, Performance, Project and Risk Apps.

Board Assurance Framework Overview

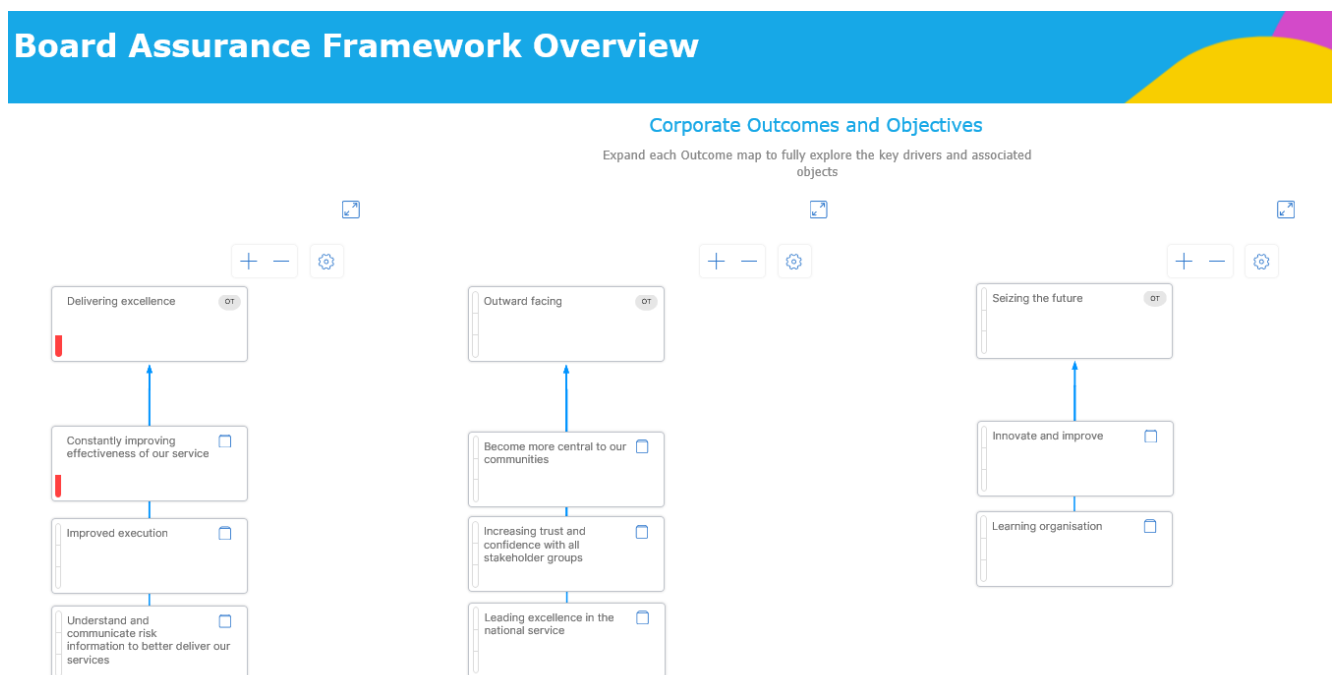
The BAF consists of three interactive areas;

- Board Assurance Framework Overview
- Assurance by Outcome
- Strategic Risk and Controls Register

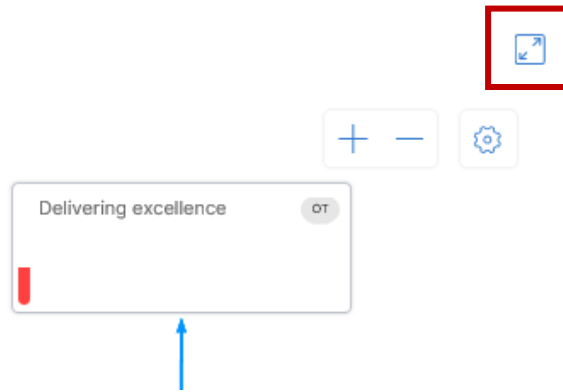
The Board Assurance Framework Overview provide a top-level view performance of the corporate outcomes and next level supporting objectives, associated risks, linked controls and required assurance actions.

Corporate Outcomes and Objective

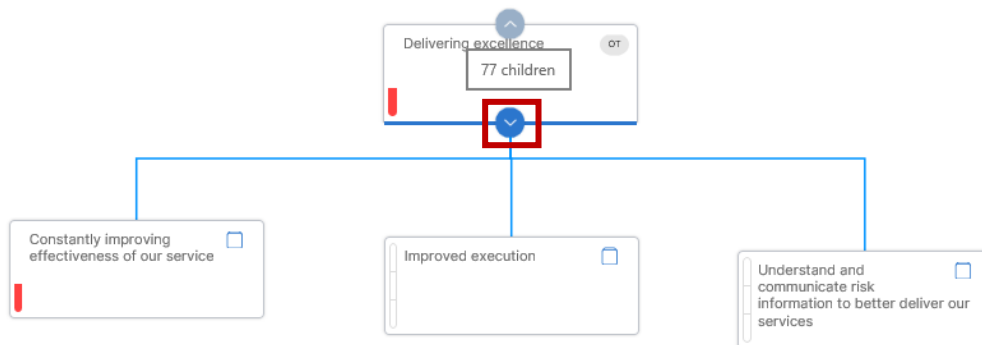
The Corporate Outcomes and Objectives section displays a cause-and-effect diagram of the corporate plan outcomes and each of their next level supporting objectives. Each card on the diagram can show the current overall performance of the item using it's Status measure.



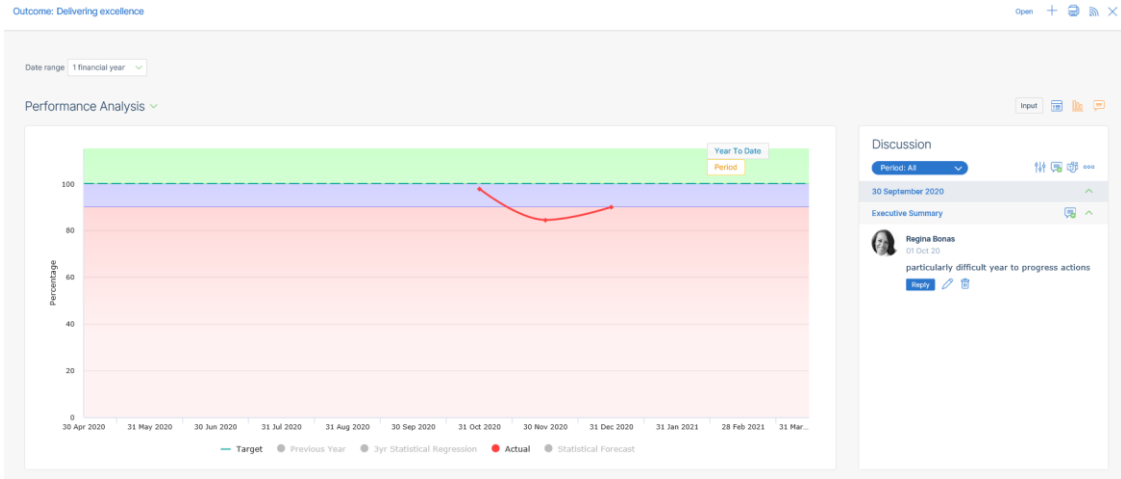
The cause-and-effect map is interactive. To fully explore each outcome and its supporting objectives you can use the expand icon highlighted below to turn the map into a full page view.



Once in full page view you simply move the cards on the map around to reposition and by hovering your mouse over the cards chose to expand from the card its impacting or impacted items.



Double clicking on a card will also provide you with the innovative InPhase performance pop-up which will provide you with a single view of the selected items performance, commentary, associated measures, actions, impacting items including risks, projects and driver objectives.



To return to the BAF Overview page simply use the expand icon again to restore the cause-and-effect widget to its on page size.

Strategic Risks

Strategic risks are classified as any risk that has been identified to directly impact an outcome on the corporate plan.

The strategic risks are displayed as alert cards in a Kanban visualisation and grouped via PESTLE categories (other groupings can be configured). The alert cards are colour coded in line with the risk matrix and consist of the current (residual) risk score, area performance chart showing trend, risk name and risk owner.



To see more information about a risk simply double click to access the performance pop-up to see details including likelihood and consequence scores, mitigating actions and update commentary.

Strategic Risks Outside of Target

Strategic Risks by Exception section brings the risks that require the most attention right to you. Based on the risk target (appetite) Risks where the current residual rating is worse than the target (appetite) rating will be displayed.

The table displays the last 3 period scores, the target score, direction of travel and the latest update commentary associated to the risk.

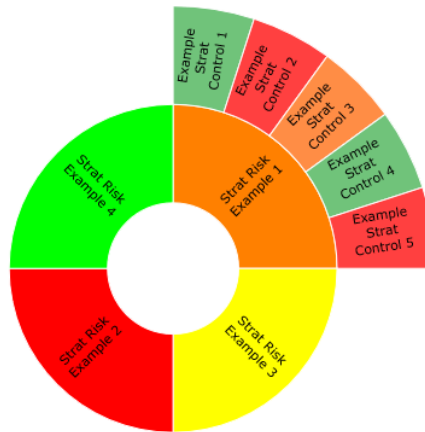
Strategic Risks Outside of Target					Nov 2020	Dec 2020	Jan 2021	
Outcome	Risk	Description	Analysis	Owner	Rating	Target	DoT	Latest Update
Outward facing	Strat Risk Example 2		ⓘ	Inphase Consultancy	Rating	20.00	20.00	25.00
					Target	4.00	4.00	12.00
					DoT	?	→	→
					Latest Update	This risk is well outside of target and needs urgent review	This is the second period the risk has not changed score and it well outside of target. It has been suggested that target score is unrealistic and should be reviewed	Risk target has been adjusted however risk is still outside of acceptable limits and is deteriorating

To see more information about a risk simply click the analysis icon on the table to access the risk performance pop-up.

Strategic Risk Controls

All controls that are linked to the strategic risks are displayed in sunburst visualisation. The inner circle of the sunburst displays the risks and is coloured based on their current risk score. The outer circle shows the controls associated with the risk and are coloured based on the controls current effectiveness rating.

Strategic Risk Controls



Red Rated Control Effectiveness

Controls by exception brings the controls that have been rated as least effective right to you. The table will display the current effectiveness rating and the narrative provided around the gap in assurance.

Red Rated Control Effectiveness

Risk	Control	Description	Analysis	Owner	Effectiveness	Jan 2021
Strat Risk Example 1	Example Strat Control 2	Example Strat Control 2		Inphase Consultancy	Effectiveness	Red
					Gaps in Assurance	This control is not providing the assurance required. A review is underway to determine how to either improve the control or whether the control should be changed
	Example Strat Control 5	Example Strat Control 5		Inphase Consultancy	Effectiveness	Red
					Gaps in Assurance	Recent audit has highlighted this control in not being adhered to and therefore not providing the assurance we require. Urgent review is underway

Assurance Actions

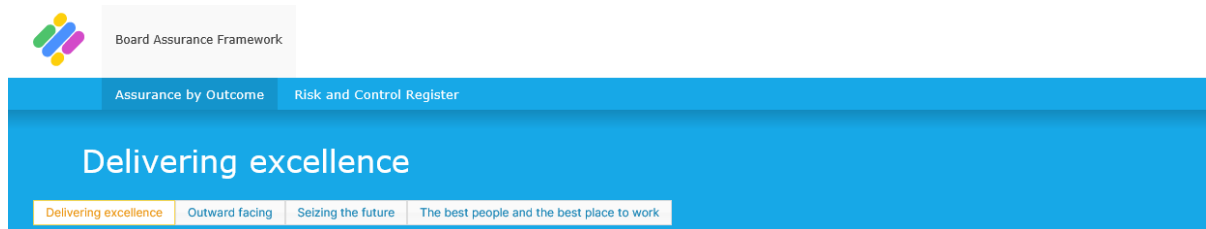
Assurance actions displays all actions that have been created to improve or review a risk control.

The actions are displayed as cards in a Kanban visualisation and grouped by action stage. The cards are colour coded based on latest action performance rating and display completion percentage, priority, owner, action name and start and due dates.



Assurance By Outcome

The assurance by outcome page provides a detailed view of assurance by outcome. To view information for a specific outcome simply select the outcome from the buttons in the banner.



Outcome

The selected outcome will display on a sunburst visualisation. The inner circle displays the current overall performance of the outcome using the outcome Status measure. The Status measure is the average performance of the performance measures of that outcome. The outer circle will display the current overall performance of the supporting objectives using their respective built in Status measure.

To view more performance details for the outcome or supporting objectives, including all associated data elements, simply right click on a segment and select Details.

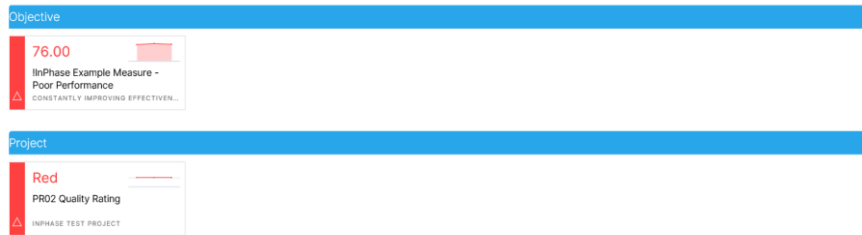


Areas of Concern

The areas of concern section displays any data measure, supporting objective data measure, action, risk or project that is directly associated with the outcome in focus that has performed poorly over the past two periods. This section is designed to provide you with an oversight of areas that may be having a detrimental impact to your outcome.

The items are displayed as alert cards and are grouped by the item type.

Areas of Concern



Strategic Risks

Strategic risks are classified as any risk that has been identified to directly impact an outcome on the corporate plan.

The strategic risks are displayed as alert cards in a Kanban visualisation and grouped via PESTLE categories. The alert cards are colour coded in line with the risk matrix and consist of the current risk score, area performance chart, risk name and risk owner.



To see more information about a risk simply click on the risk in the Kanban and the sections below will populate.

Selected Risk Details

Based on the selection made in the Kanban the risk details will display in the table. Here you can see the risk description, the risk register it is associated to, its owner and inherent, residual and target scores.

Selected Risk Details

Select a risk from Kanban above to see its details and review its controls

	Strat Risk Example 1
	Dec 2020
Risk Description	This risk has been added to show the details available with in the Board Assurance Framework
Linked Risk Register	InPhase Example Register
Owner	Inphase Consultancy
Inherent Score	15
Residual	12
Target	4

Control Performance

All controls that are linked to the selected risk are displayed in a sunburst visualisation. The controls are coloured based on their current effectiveness rating.



To see more information about a control simply click on a segment of the sunburst.

Selected Control Details

Based on the selection made on the sunburst control details will display on the tables below. Here you can see the current level of assurance plus the narrative elements surrounding lines of assurance, what actual assurance is provided and where it is coming from, any gaps in assurance and who is taking responsibility for them and general updates.

Selected Control Details

Select a control by click its segment in the sunburst above to see its details

Example Strat Control 1				
Reference	Description	Owner	Level of Assurance	Reporting Requirements
	Example Strat Control 1	Inphase Consultancy	Red ▲	
First Line of Assurance		Second Line of Assurance		Third Line of Assurance
Example Text First Line Assurance		Example Text Second Line of Assurance		Example Text Third Line of Assurance
What assurance is provided		What is the source for assurance		Update Comments
What are the gaps in assurance?		Who is taking responsibility to close this gap?		Update Comments

Assurance Actions

Based on the control in focus the assurance actions table will display all actions that are associated with the control.

Assurance Actions

Task	Owner	December 2020						Action Update
		Performance	% Complete	Start Date	Due Date	Completion Date (est)		
Example Assurance Improvement Action	Inphase Consultancy	?	0%	01/11/2020	28/01/2021	28/01/2021		

Risk and Control Register

The risk and control register simply lists all strategic risks and their controls in one table. Here you can see the associated outcome, risk and control owner, inherent risk scores and current risk scores including control effectiveness.

The Assessment column provides an automated assessment of the Risk or Control based on its variance from its target.

Risk and Controls Register																
Search for a Risk																
All 4 selected		Owner		Impacted Outcome												
All 4 selected		Inphase Consultancy		All 4 selected												
Outcome	Risk Name	Risk Description	Owner	Open Details	Inherent score	Control Effectiveness		RM01 Risk Consequence			RM02 Risk Likelihood			RM03 Risk Rating		
						Score	Target	Score	Target	Assessment	Score	Target	Assessment	Score	Target	Assessment
Delivering excellence	Strat Risk Example 1		Inphase Consultancy	ⓘ	15	Amber	Green	4	2	▲	3	2	▲	12	4	▲
	Example Strat Control 1		Inphase Consultancy	ⓘ		Red	Green	~	~	~	~	~	~	~	~	~
	Example Strat Control 2		Inphase Consultancy	ⓘ		Green	Green	~	~	~	~	~	~	~	~	~
	Example Strat Control 3		Inphase Consultancy	ⓘ		Amber	Green	~	~	~	~	~	~	~	~	~
	Example Strat Control 4		Inphase Consultancy	ⓘ		Green	Green	~	~	~	~	~	~	~	~	~
	Example Strat Control 5		Inphase Consultancy	ⓘ		Amber	Green	~	~	~	~	~	~	~	~	~

Considerations and Configuration

Data Availability

As highlighted in the introduction the InPhase Board Assurance Framework is designed to collate information already input and maintained within the InPhase Plan, Performance, Project and Risk Apps.

Therefore, if the Apps are not populated and maintained the BAF will also not populate. It is advised for the successful use of the InPhase BAF that;

- The corporate business plan is entered into the Planning App including Outcomes, Supporting Objectives, Tasks and performance measures data.
- Strategic Risks are entered into the Risk App and that that are accurately aligned to the corporate plan outcomes
- Controls are added to the strategic risks and all supporting data such as lines of assurance, gaps in assurance and specific assurance actions are added.
- Projects are added to the Project App and are accurately aligned to the corporate plan outcomes were applicable.

Configurability

InPhase understands that each organisation had embedded procedures and terminology. The InPhase BAF has been developed to have configurable elements that ensure that the BAF and the other Integrated Accelerator Apps can complement and improve your processes and procedures.



To utilise the InPhase BAF you may be required to make changes to your existing InPhase Accelerator Apps.

The InPhase Consultancy Team can review and assess this with you and advise you on the best course of action.