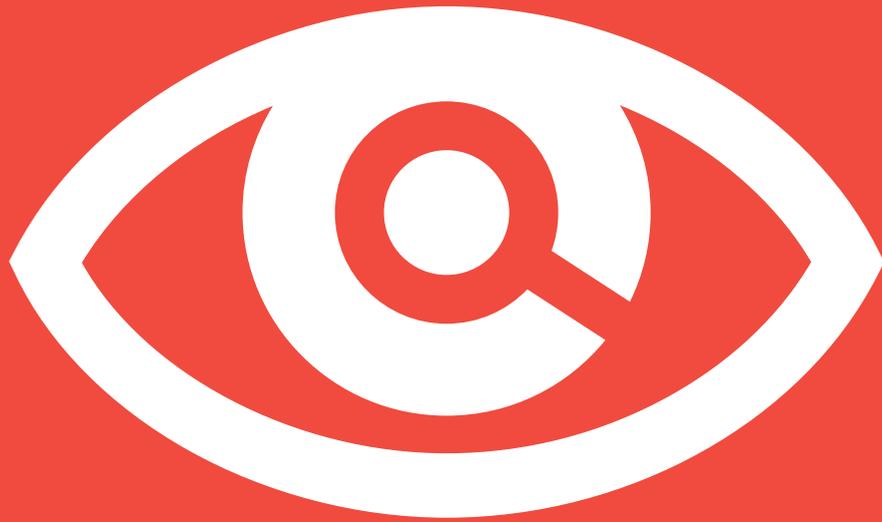


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Risk and controls optimisation

***Increasing opportunity
by reducing complexity***



*Seeing through complexity
will help magnify
growth opportunities*

Getting the balance right

Today's operating landscape is becoming increasingly complex. But establishing a sustainable governance environment will enable organisations to maximise the upside of managing business risks.

Choosing the right approach is key to getting the best performance and value from your organisation's control environment.

Getting your controls design 'just right' is critical to both managing risk and allowing the business to focus on what it does best. The risk and control environment is an essential part of any company. But whether it is efficient, effective and strategically supportive of the business is another question.

The challenge is to ensure that management has controls in place that are able to meet compliance and risk obligations, without burdening the business or limiting its ability to innovate and grow.

In the current climate, a variety of external challenges and constraints are impacting the resources available to maintain your control environment.

These external factors, coupled with rapidly changing responsibilities, technology and processes, are shifting stakeholder priorities and intensifying the scrutiny on risk and compliance management.

By looking beyond process risk and considering the nature of the business as a whole, we can help embed a control system that considers your strategic priorities, risk appetite, culture, and stakeholder expectations.

This creates the potential for meaningful, organisational change as it not only delivers a more sophisticated understanding of risk but also drives a greater awareness of the strategic drivers of the business.

This is the essential nature of our work – to drive value while maintaining a robust control environment.



78%

of CEOs around the world view increasing regulation as the top threat to business growth.

Going beyond best practice

A control environment which supports your business, streamlines your efforts, and delivers consistency and reliability – together with the opportunity for productivity – pays dividends.

We'd recommend that you:

- Align risks and controls with your business objectives.
- Focus on key activities where you spend the most effort.
- Proactively focus on lead indicators for organisational performance.
- Explore opportunities to remove duplication in governance activities.
- Develop a program that is driven by data and automation.
- Consider your 'whole of assurance' model.

Our approach

There is no one size-fits-all solution, but there are key principles we apply to the challenge.

Our process has been designed to help us:

- Provide a holistic vision on process performance and opportunity for the company.
- Develop a long-term, sustainable model that can adapt as your business changes.



When is the time to act

The difference between risk management and crisis management is proactivity.

We'd recommend that you talk to us when:

- Investment in risk and controls management is not delivering better performance.
- You're dealing with a history of control failures.
- You need a better alignment of scarce resources across the lines of defence.
- Your business is experiencing operational or regulatory change.



How do you benefit

The value of our work can be measured in the confidence our clients feel in knowing that their risks are appropriately managed and that they are delivering operational excellence.

Our intent is to:

- Enable strategic growth by reducing complexity and simplifying processes.
- Reduce the costs of doing business by acting pro-actively.
- Create an internal culture that understands and pursues the upside of risk management.

Assess your risk & controls profile

There are some critical questions we ask our clients to answer:

Is compliance with internal and external regulation distracting you from delivering on business objectives?

Is your business facing increased complexity?

Is your control environment driving value?

Is your industry facing regulatory changes?

Are you focusing on lead indicators of control breakdowns?

Have you established a balance between risk and reward?

Are your controls driven by data and automation?

Have you created an internal culture that understands the potential for growth through effective risk management?

How can we help

Our Risk and Controls Optimisation specialists can help design and implement the governance and controls structure that gets the best value from your risk management activities.

Depending on the nature of your business, we:

Extract the most relevant information so you can manage and mitigate risk while balancing the right set of controls.

Use specialist resources and proprietary tools to provide practical recommendations for improvement.

Employ tools and innovative compliance solutions to show exactly where your business is now and identify the steps you need to take to achieve your ambitions.

Enhance your assurance methodology.

Align business KPIs with your control activities.

Ensure continuous monitoring and feedback.

Further reading

At takecontrol.pwc.com.au, you can read case studies of how we have helped our clients establish appropriate governance processes to maximise upsides while minimising potential control breakdowns.

In an increasingly complex operating environment, we've helped our clients optimise controls to meet strategic objectives and drive better business outcomes while instilling a culture that truly appreciates the upside of risk.

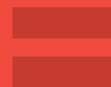
The principle of control



Risk



Governance



Reward

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