

Insync Boards framework series

Governing risk with confidence

Applying the **THRIVE framework** to strengthen oversight across the board, CEO and executive team.

Risk now sits at the centre of board governance.

It shapes strategy, performance, resilience and stakeholder confidence. Boards are not responsible for managing risk day to day.

They are responsible for governing it - setting risk appetite, ensuring disciplined oversight and exercising informed judgement.

The THRIVE framework provides a structured approach to assessing and strengthening risk governance across the board, CEO and executive team.

When organisations begin to question their risk oversight

Risk governance reviews are rarely triggered by crisis alone. More often, they begin with a sense that oversight is not keeping pace with the organisation.

A new strategy may have shifted the risk profile - yet governance structures and reporting have not fully evolved. Directors may receive detailed reporting, but still lack clear, decision-useful insight. Risk appetite is defined, but not consistently shaping decisions. At times, incidents or near misses prompt reflection - not only on what occurred, but whether earlier signals were visible and escalated.

Committees may be active and management diligent, yet enterprise-wide visibility remains limited. Accountability can feel unclear across governance layers. These are not signs of failure. They often reflect growth, complexity and rising expectations.

But they raise important questions:

Is risk being governed strategically at the top of the organisation?

Are we confident in our visibility, alignment and decision-making?

Risk governance is a leadership discipline

Risk is governed at the top — not managed at the margins. Boards ensure risk appetite is clear, oversight is disciplined and reporting supports forward-looking judgement and constructive challenge.

Effective risk governance creates alignment across the board, CEO and executive team. There is shared clarity about material risks, strategic trade-offs and accountability.

Risk governance maturity is not about eliminating risk. It is about governing risk with discipline and confidence — protecting value while enabling performance.

When risk governance is strong, boards benefit from:



Clearer visibility of risk

Enterprise-wide insight into material and emerging risks.



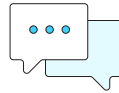
Stronger alignment

Consistency across governance layers.



More confident decision-making

Strategic trade-offs informed by risk-adjusted thinking.



Better boardroom conversations

Forward-looking and focused on what matters most

Introducing the THRIVE Framework

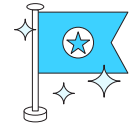
A THRIVE Risk Governance Review provides a structured, independent assessment of how effectively risk is governed at the top of the organisation.

The framework examines six interrelated domains:



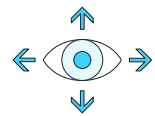
Tone from the top

Assesses whether the board, CEO and executive team set and consistently model clear expectations for disciplined risk behaviour, culture and accountability.



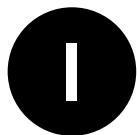
Holistic risk view

Evaluates whether the board maintains an integrated, enterprise-wide view of strategic, financial, operational and emerging risks, including how they interact.



Risk appetite clarity

Examines whether risk appetite is clearly defined, well understood and actively embedded in strategic decisions, investment choices and operational trade-offs.



Insightful reporting

Assesses whether reporting provides forward-looking, decision-useful insight, highlighting key exposures, trends and escalation points to support effective board oversight.



Value protection & creation

Evaluates how effectively risk governance protects organisational value while enabling confident pursuit of strategic opportunities and risk-adjusted performance outcomes.



Embedded accountability

Determines whether risk ownership, roles and responsibilities are clearly defined, understood and consistently applied across the board, CEO and executive team.



Together, these domains provide a disciplined lens for assessing whether risk governance is aligned, proportionate and embedded.

What a THRIVE review is — and is not

A THRIVE review evaluates whether risk is governed effectively and consistently at the top of the organisation.

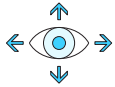
It considers whether:



Risk appetite meaningfully shapes decisions



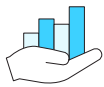
Accountability is explicit and reinforced



Enterprise risks are visible beyond silos



Governance supports both resilience and performance



Reporting supports informed, forward-looking oversight

It does not assess operational controls or compliance systems. It is not an audit - it evaluates governance maturity.

Rather than producing extensive action lists, the review focuses on a small number of high-impact recommendations that materially strengthen governance effectiveness.

Key questions for directors

Boards do not need to be governance experts in theory, but they do need confidence that they are operating effectively in practice.

Directors may wish to consider:

Do we have a clear view of our most material risks and how they are evolving?

Is risk appetite explicitly shaping decisions and trade-offs?

Does reporting provide insight — or mainly information?

Are roles and accountabilities clear across governance layers?

Are we confident in our oversight of emerging and interconnected risks?

If these questions prompt uncertainty or debate, a structured review can help clarify whether oversight arrangements remain fit for purpose.

How we work

Our approach is structured and proportionate. A review typically includes a confidential board and executive assessment aligned to the THRIVE framework, supported where appropriate by interviews.

We undertake independent analysis and synthesise findings into clear, practical insight - focused on a small number of recommendations that deliver the greatest uplift in risk governance maturity.

Part of a broader governance architecture

Risk governance does not sit in isolation.

Board effectiveness is strengthened when oversight is aligned across the board, its committees, the CEO and the executive team.

Our frameworks include:

- WhatWhoHowDo** - Board effectiveness
- DRIVE** - Director effectiveness
- SCOPE** - CEO performance
- SOLID** - Executive effectiveness (individual contribution)
- ALIGN** - Executive forum effectiveness
- THRIVE** - Risk governance maturity
- SECURE** - Board cyber governance
- CLEAR** - Clinical governance committee effectiveness

Together, they provide disciplined insight across every layer of governance.

Governing risk with confidence

Strong organisations do not wait for disruption to test their governance. They periodically assess whether risk oversight remains aligned with strategy, complexity and stakeholder expectations.

A structured review provides clarity on governance effectiveness, visibility of blind spots and confidence that oversight remains fit for purpose.

If your board would value a disciplined, independent perspective on its risk governance maturity, we would welcome a confidential discussion.

Independent governance reviews and advisory.



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