



Harvard Advisory Solutions

We welcome the opportunity to sit with you to explore how we can strengthen your decision-making capacity. Please contact us by either phone or email for a coffee catch up when you're ready to take the next step.

 0406 443 550



Context
Horizon
Opportunities

Enhanced operating context.

Clearer view of the horizon.

Seize the opportunities.

At Harvard Advisory Solutions, we aim to make decision-making clearer and easier. We can assist you to see the **Context** with greater clarity, the **Horizon** risks with sharper focus, and the hidden **Opportunities** with greater speed, so you can make your next move with enhanced piece of mind.

Enhanced operating context.

Clearer view of the horizon.

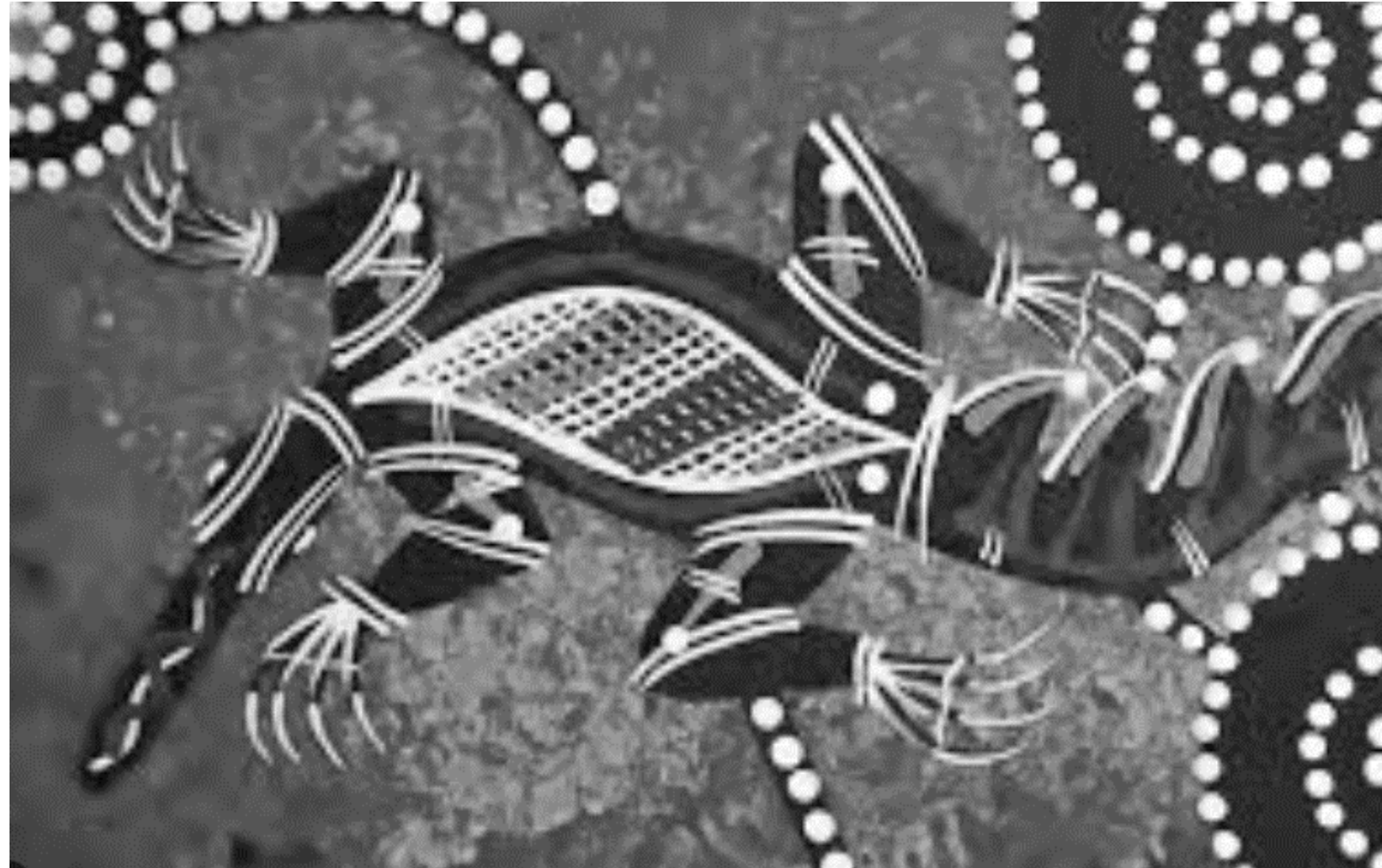
Seize the opportunities.

We acknowledge that the economic impacts of the minerals and hydrocarbon industries have far-reaching implications for our communities. Our ethos (“the way we work”) is captured in our commitment to land below.

Our “house” is our land, our nation, our Country, our culture, our language, our mind and our spirit.

Harvard Advisory Solutions ethical pillar:

*This is our home
Let peace dwell here
Let our hearts be full of content
Let love abide here
Love of one another
Love of humanity
Love of oneself
And love of God
Let us remember
So many hands build this land
So many hearts call it home*



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For nearly two decades, we have assisted numerous organisations across a vast range of industries to better execute their Integrity, Misconduct, Social Governance, Operational, Projects, Service Delivery and Enterprise assurance obligations. Let's have a coffee to suit your schedule, and explore how we can better assist your organisation to navigate its way through uncertain situations to create lasting social value.

Over the years we have delivered the following:

2020-22

- Rio Tinto IST and Rio Tinto Rail:
 - Provision of misconduct and integrity management assurance, following the identification of sexual abuse of staff members in campsite accommodation.
 - Provision of assurance review services for the Chief Indigenous Affairs officer in the form of reviews of the Terms of Reference and the role of the Chairperson for the Rio Tinto Indigenous Affairs Australian Advisory Council, following the independent review into the culture of operations post the destruction of the Jukaan Gorge caves.
 - Services also extended to the oversight and delivery of risk and assurance services for Rio Tinto Information Security & Technology, including major projects, as well as for Rio Tinto Pilbara Rail across enterprise, operations, engineering and maintenance risk, inclusive of controls assurance

2019

- WA Department of Justice:
 - Independent governance, culture, integrity and misconduct review, as well as management of the Department's response to six misconduct reviews given to the Department by the Corruption and Crime Commission (CCC) relating to the use and misuse of force by Prison Officers in WA corrections facilities

2018

- National Disability Insurance Agency:
 - Partner in delivery of independent governance and risk cultural management services for NDIA rollout in Western Australia

2017

- John Holland Group: Perth CityLink & Melbourne Metro Tunnel project risk management services

2016

- John Holland Group: Perth CityLink & Melbourne Metro Tunnel project risk management services
- Oman Oil Company: - Independent review of the governance, culture, integrity and misconduct management capability of the Enterprise Integrity function
- Public Works Authority (Ashghal) of Qatar: - Provision of independent business integrity, reputation and risk management advisory services, including governance and cultural reviews into the Department's ability to handle misconduct management and major projects oversight

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Over the years we have delivered the following:

2015

- Public Works Authority (Ashghal) of Qatar:
 - Provision of independent business integrity, reputation and risk management advisory services, including governance and cultural reviews into the Department's ability to handle misconduct management and major projects oversight

2014

- Public Works Authority (Ashghal) of Qatar:
 - Provision of independent business integrity, reputation and risk management advisory services, including governance and cultural reviews into the Department's ability to handle misconduct management and major projects oversight

2013

- Public Works Authority (Ashghal) of Qatar:
 - Provision of independent business integrity, reputation and risk management advisory services, including governance and cultural reviews into the Department's ability to handle misconduct management and major projects oversight
 - Chevron: Oil/gas major projects oversight services through Clough Engineering and KBR Inc

2012

- Newmont Mining Asia Pacific:
 - APAC enterprise risk oversight services, including the provision of independent business integrity and reputation risk management, governance and cultural reviews of the integration of operations/enterprise/projects controls capabilities, as well as management of misconduct reporting
 - St John of God Healthcare: Bid risk management and advisory services
 - PwC: Risk consulting services including risk culture and integrity reviews
 - Perth CityLink: Project risk management services for John Holland

2011

- PwC: Risk Consulting services including risk culture and integrity reviews

2010

- PwC: Risk Consulting services including risk culture and integrity reviews

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Over the years we have delivered the following:

2009

- Halcrow Pacific: Rail engineering risk management
- Hyder Consulting: Rail risk engineering depot construction
- Public Transport Safety Victoria: Review of regulator risk management services, including independent risk culture reviews into the ability of the regulator to ensure operator oversight into risk
- IMG: Major events Operator risk management - Men's and Women's Australian Open (Golf) - Australian Masters (Golf) - Melbourne International Flower and Garden Show (MIFGS) - Melbourne Marathon

2008

- Halcrow Pacific: Rail engineering risk management
- Department of Transport (Victoria): Project risk management for test rig construction
- Yarra Trams: Project risk management for test rig construction
- IMG: Major events Operator risk management - Men's and Women's Australian Open (Golf) - Australian Masters (Golf) - Melbourne International Flower and Garden Show (MIFGS) - Melbourne Marathon

2007

- Halcrow Pacific: Rail engineering risk management
- V/Line: Accident investigation services
- Office of Chief Investigator (Victoria): Transport (rail/road) major accident investigation services
- IMG: Major events Operator risk management - Men's and Women's Australian Open (Golf) - Australian Masters (Golf) - Melbourne International Flower and Garden Show (MIFGS) - Melbourne Marathon

2006

- Connell Wagner: ACT Magistrates and Supreme Court: Security risk management review
- RailCorp: Security risk management review

2005

- GHD: Security and Critical infrastructure risk management engagement
- Royal Australia Mint: Security risk management review
- Country Energy: Security risk management review

2004

- GHD: Security and Critical infrastructure risk management engagement

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At Harvard Advisory Solutions we aim to understand how economic activities impact the lives, cultures and heritage, of our Indigenous communities.

We look to employ locally, buy locally, and engage locally, in each of our partnerships, to improve the employment prospects for our local communities, and increase economic opportunities for local businesses, including the opportunity to partner with local suppliers for the delivery of professional services.

We know that the land in which we live, and the way in which we earn our living, reflect the values we aspire to uphold. These include **trust, respect, care, community** and **responsibility**.





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At Harvard Advisory Solutions, our mission is simply “to make decision-making clearer and easier”. We assist you to see the context, the horizon, and the opportunities, with enhanced clarity, so you can select your next move with greater piece of mind.

We understand that there is a stark difference between risk and uncertainty. It is as different as night and day. Risk is a subset of the wider uncertainty spectrum, being the manageable subset of uncertainty. Strategies can be adopted to either minimise adverse consequences from a risk, maximise the opportunities a risk presents, and/or influence the likelihood of either.

Ongoing market uncertainty has made it mandatory for businesses to develop a strategic yet integrated way to scrutinise risk. From the analysis of data, to applying an integrated holistic framework for the assessment and governance of risk, we provide solutions to mature the way your organisation takes advantage of risk-based opportunities. This enables greater certainty in investment decision making, as well as providing certainty on where to focus resources and time.



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Problem definition

The most critical aspect is to develop a strong problem statement with clear boundaries, to avoid unnecessary margins of error. The problem statement needs to be examined and aligned with the needs of the stakeholders. Test the problem statement against a set of criteria that is defined and measurable. Anchor the statement against a clear timeline that aligns with the social values of the stakeholders.

Separation

Break the problem statement into its key themes. This can be done through various root cause analysis to separate the problem into individual elements. These elements are part of potential perspectives to the solution. Employ frameworks that discover the key rationale and drivers behind an issue.

Prioritise

From all the root causes outlined, it becomes apparent which of these will have the most influence upon the problem at hand. Analyse the degree of influence of each branch of the decision tree, and the ability to manoeuvre these branches. This will identify the most critical path to arriving at the solution most effectively, with the available resources and time.

Forward plan

Once prioritised, each segment of the works needs to be connected to a delivery methodology to gather the data required and analysis to be carried out. This plan has a defined time period for delivery, has resources assigned, with specific metrics and deliverables and deadlines. A diverse range of views may benefit the process, as will the use of subject matter experts (SMEs), and communication lines that span across the matrix structure of the organisation.

Analysis

Data gathering and analysis needs to be streamlined and allow for arriving at an order-of-magnitude appreciate for the problem statement, allowing priorities to be identified and assessed with speed. This enables pinpoint areas where further problem definition is required, and/or where a more advanced or complex form of analytical techniques are required, for example monte-carlo simulation. The purpose is to test and re-test the hypothetical answers to the problem statement, to determine if the data gathered supports a stance taken, or whether the data indicates that a change in approach is required.

Re-test hypothesis

Findings

The results of individual analysis are then collated into logical thought patterns to be able to test their validities, and allow for conclusions that are defensible. Once conclusions are reached, these are communicated back to the original problem statement and various sub-themes that were identified. A well established communication needs to anchor the findings back to the social values that the problem statement sought to address. It will then present a series of recommended actions, or identify opportunities to address gaps.

Communicate

Harvard Advisory Solutions recognises that an organisation's reputation is priceless, takes years to establish, relies on the support of communities to protect, requires the trust of community members to engage, and... can be lost in a heartbeat. Over the years, we've assisted numerous organisations both public and private in strengthening their oversight of social governance, culture, integrity and misconduct management capability, through large and complex independent reviews and recommendations management/implementation.

- **Independent Governance Review:** We work with organisations in the provision of independent governance, culture, integrity and misconduct reviews, in response to serious and complex incidents of misconduct. We strengthen an organisation's ability to manage serious and far-ranging misconduct matters. In the past we've provided advisory services to private and public sector organisations, following the identification of sexual abuse of staff members at accommodation centres. We have also assisted in the review of the Terms of Reference and the role of Chairperson for the Indigenous Affairs Advisory Council for a major private organisation, following a wide-ranging incident of operational misconduct that resulted in dismissal of the CEO and wide social community backlash.
- **Misconduct investigation and reporting:** Harvard Advisory Solutions has the capacity to confidentially lead organisational misconduct reviews for matters across workplace health and safety, integrity, whistle blowing, misuse of force, sexual misconduct, and compromise of social community values.
- **Anonymous reporting:** We can assist organisations through developing anonymous reporting capabilities, as well as organisational change, to encourage employees, participants, patients and members of the public, to safely and confidently report incidents of misconduct.





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- **Brand risk:** The degree to which a firm is reliant on its brand determines the degree of maturity of its social media engagement strategy. We can assist reviewing a firm's social media reputation, as well as the level of engagement it has with social media, to leverage best market positioning.
- **Business continuity post crisis:** Being ready for a crisis depends upon identifying the most likely set of crisis relevant to the business, and is dependent upon having a full understanding of the operating context and interdependencies of the business. Harvard Advisory Solutions will sit with key Executive Leadership Team members to understand the critical dependencies upon which the business relies. Be it securing supply chains, preventing workplace incidents, security of IT and Communications systems, emergency readiness, safety in design engineering reviews, or any other incident deemed plausible for the business, we will work with you to develop strategies that will minimise the likelihood of a crisis occurring, and/or, minimise the consequences therefrom.



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Established culture depends upon repeated processes. A healthy risk culture is mature in decision making, and has purpose behind every decision. This is supported by APRA's stance on the important role risk culture plays in meeting regulatory requirements. But we go a step beyond this.

- **Part of the overall operating rhythm:** We recognise that the business practices displayed on a daily basis, are part of the overall operating rhythm of that organisation. This tone is set from the CEO, and at times by the Board, ideally with both being aligned. We understand that the business operating culture is a symptom of the degree to which risk boundaries have been clearly articulated, and embedded.
- **Controlled risk taking:** We help an organisation to create a blame-free operating environment. We also encourage practices that govern a matured/intelligent approach to risk decision-making. A governance structure in place that promotes risk taking, but within a controlled environment, with clear limits to authority. In this manner, the business fosters a decision-making process that allows encourages creativity, but fosters creativity within safe boundaries. Only in this manner can executing strategy go 'hand-in-glove' with managing risk.





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Scrutiny from a regulator – displayed through legislation, cabinet papers, policies, parliamentary/media briefings – gives an insight into the operating environment a business finds itself in. These forums also provide hints as to industry risk appetites, and the flow-on effect of an industry’s risk appetite onto the organisation’s appetite to take on new risk. A regulator may suggest the revision of risk culture as a starting solution for any deficiencies in risk governance, and in doing so, an organisation’s risk appetite is scrutinised. We can assist a business to develop sound risk appetite governance frameworks.

- **Industry standards:** We can assess your business’ standing against industry consensus as to the core understandings behind risk appetite, regulatory scrutiny, and risk governance.
- **Best practice:** So much of an organisation’s risk appetite is governed by the regulations in which it operates. We sit with the Board, CEO, and key Executive Leadership Team members, to review the business’ current sweet of investments and how these have performed. This is then complimented by a review of planned future operations/projects, and the regulatory environment in which the business operates, to form a holistic/matured perspective on current ability to tolerate existing risk, versus appetite to take on new strategies.
- **Regulator trending:** A genuine risk appetite governance framework will answer the tough questions a regulator poses, whilst giving insight to the business of how risk appetite may change over time based on regulator trends.



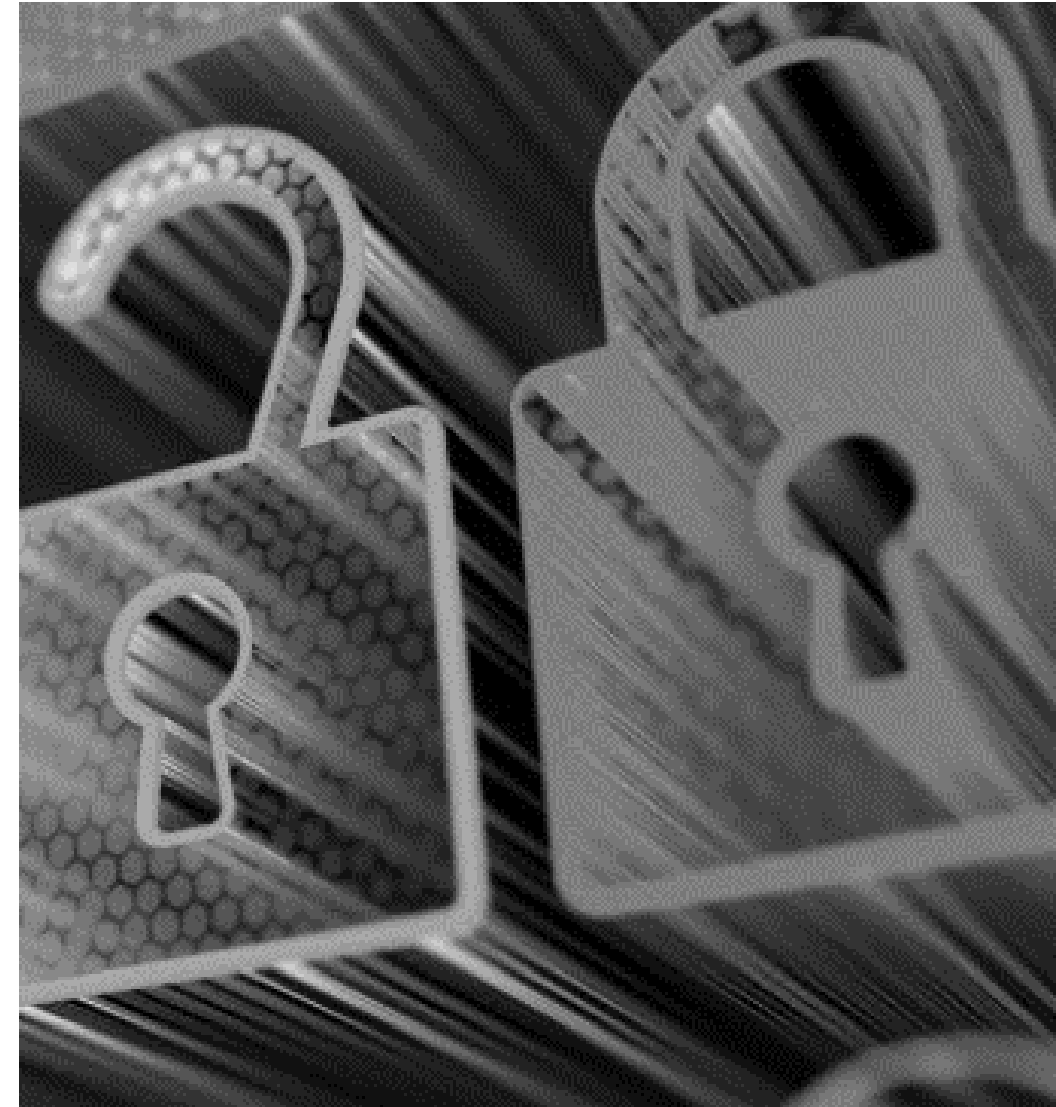
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We can assist in reviewing the way your organisation relates risk decision-making back to strategy, to highlight the customer's real needs, and building the capacity to respond.

- **Maturity assessment:** A purpose-built structure is followed when assessing the relative maturity level of the risk management function, its processes, as well as the degree to which it is embedded into existing corporate, operations, and/or projects governance frameworks.
- **Risk appetite development:** So much of an organisation's risk appetite is governed by the regulations in which it operates. We sit with the Board and CEO, and key Executive Leadership Team members, to understand the business's current sweet of investments, how these investments have performed, planned future operations/projects, as well as the regulatory environment in which the business operates. Taking a holistic view of these, enables the business to formulate a matured assessment on its current ability to tolerating existing risk, versus its appetite to take on new strategies.



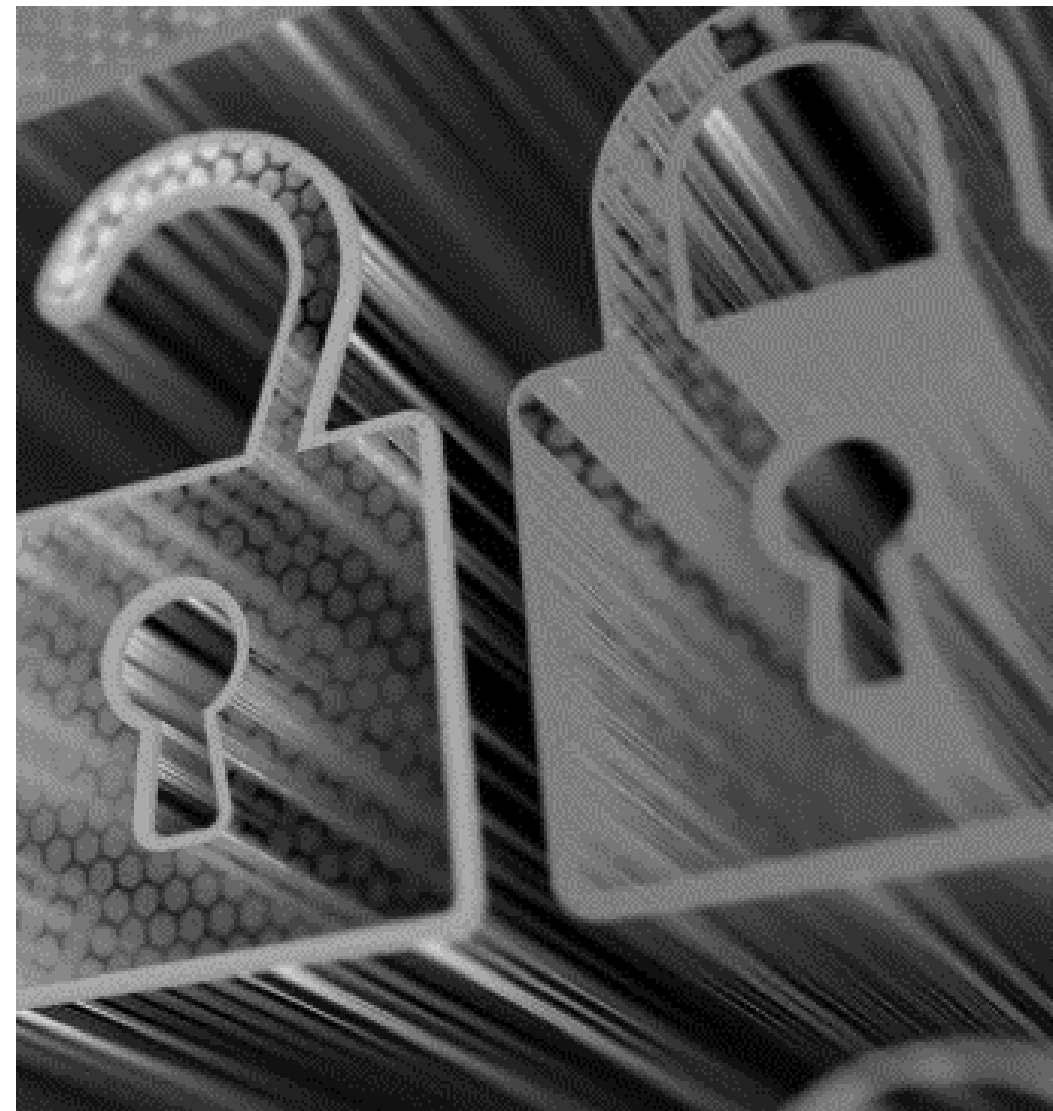


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- **Role clarity:** Purposeful decision making rests upon each team member understanding the limits within which to operate, whilst having the freedom to be creative within defined boundaries. We help team members to understand their roles/responsibilities as regards managing risk, but we do so, promoting a solid governance structure for risk/reward assessment. In this manner, decision-making becomes clearer and streamlined.
- **Decision-making and strategy:** Risk impacts every facet of a business, from its operations, to major projects, to corporate governance. We develop a business's capacity to view risks across its portfolio of service lines. Key risk trends become easier to identify, across corporate, operations, service enablement support functions, and major projects. These trends can be assessed against strategy, as well as inform how strategy may need to be varied in changing operating environments. Remember, there is a clear difference between:
 - Managing strategic risks: Internal focus on individual business line (Functional); and,
 - Strategic planning: Client focus adapting results obtained from scrutinising risk into strategy (Enterprise), and/or strategic planning (Service delivery).





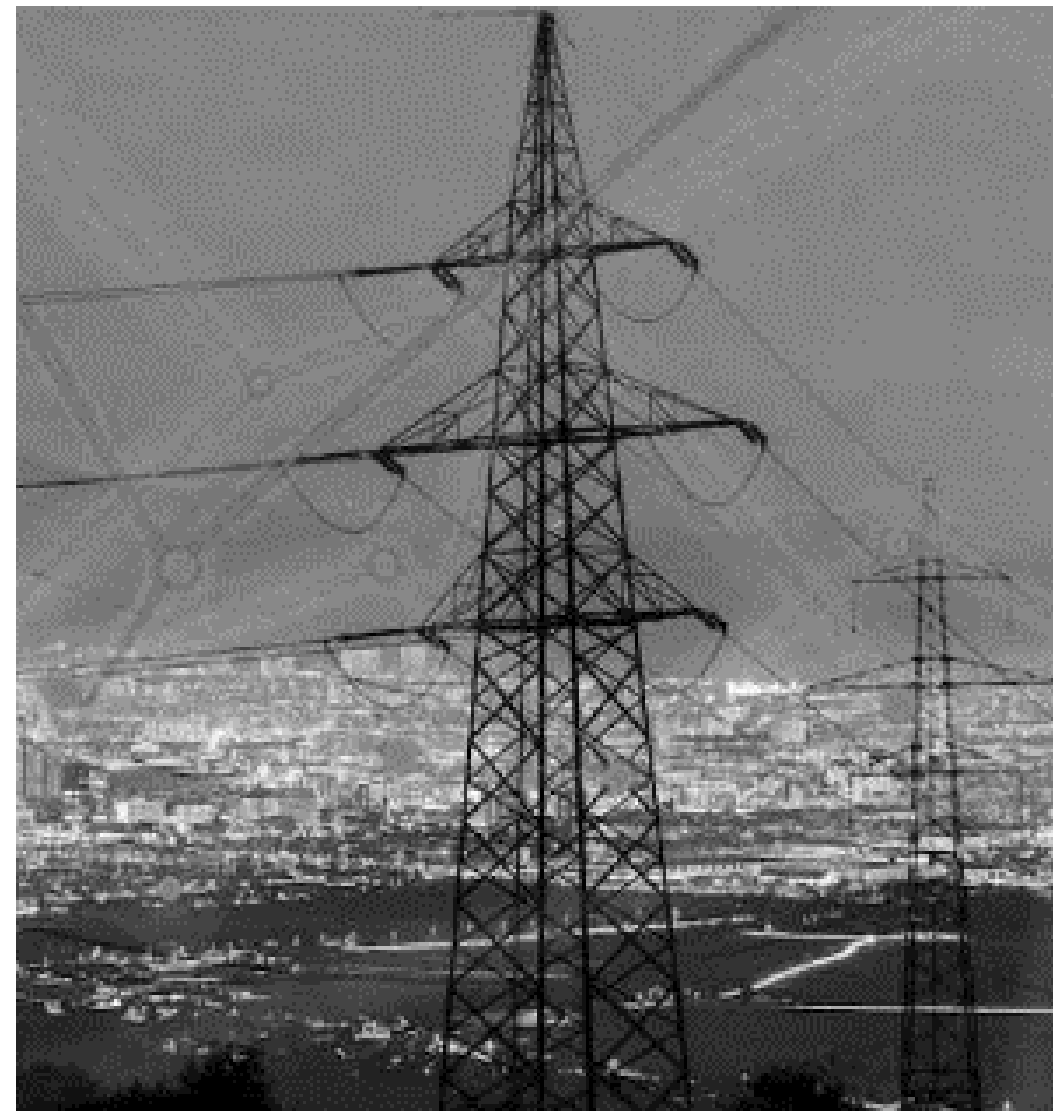
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Companies are endlessly searching for ways to increase process efficiency, whilst protecting critical business processes. Being first-to-market isn't necessarily wise, if it comes at the cost of competitiveness, quality and customer focus.

Firms can be both sustainable as well as process efficient through combining the leading project management methodologies with lean principles, to identify pathways for process optimisation, supported by methodical change management leadership.





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Harvard Advisory Solutions partners with you to identify transformation opportunities, building on existing cultural strengths, promoting healthy risk conduct, providing strategies to manage your most important third-party relationships, whilst capitalising on available intelligence to enable greater certainty in decision making.

- **Transformation:** Leverage off your strengths (employees, stakeholder relationships, data, technologies, operational processes/controls) to manage operational risk and identify value.
- **Third-party management:** Identify and assess risks relating to third parties (outsourcing, alliances and partnerships) to strengthen existing relationships and identifies opportunities for business process optimisation/streamlining.
- **Capitalise data:** Take full advantage of existing enterprise-wide data systems, and/or building the business case for expanded data management transformation and metrics-building capacity, to provide the tools needed for improving decision making certainty.



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Every Project is a process that delivers significant change to an established system. Traditional processes, cultures, systems/platforms, are all impacted (some positively, others adversely) by a Project, and this will have a material effect on the risk profile of a business. Our experience has shown us that 90% of project risks arise not because of a failure to hold workshops, or a failure to actions to mitigate risks. It is true that project risk management focuses upon minimising cost, schedule or quality risks, however, these in itself are not the reasons why project risks materialise. We advocate a structured approach to undertaking Project Risk Management, through the alignment of people, technology, strategy, process and knowledge, to manage the key uncertainty interfaces that influence objectives.

- **Lack of Executive Leadership participation in risk workshops:** Leaders who fail to attend and proactively participate in risk workshops, set an incorrect tone for remaining peers reporting to them. This sets in place a negative approach appreciation for risk, and becomes the crux behind risks materialising post contract award or design initiative, often at considerable capital and/or schedule cost.
- **Poorly defined risks:** All too often risks are raised as background issues. There is a stark difference between what constitutes a risk, and what constitutes an issue. Even if a risk has been clearly defined (cause, risk, effect), a common failure is to rate the likelihood of a risk, rather than rating the likelihood of the consequence of a risk. By definition, a risk event consists of both the likelihood of an event, and also the consequences should that event materialise. If either sides of the equation do not exist, there is no risk, but rather simply a hazard (root cause of a potential risk down the line). Without a consequence being properly defined, and without the likelihood of the consequence of that specific risk being assessed, there is no justification in assigning contingency allowance.



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- **Workshop facilitation that is personal:** We offer an approach to workshop facilitation that is different to most organisations. We sit with each Executive Leadership Team (ELT) member to understand the concerns behind your functional service line, its drivers, its limitations, its delivery concerns, its planning priorities. Only by meeting with each ELT member can we then develop a 'whole-of-project' or 'whole-of-enterprise' perspective on risks, including interdependencies between risks across service delivery functions. We then facilitate a project-wide or business-wide risk management session, focussing on the cross-agency impacts of the identified risks, their interdependencies, and the assumptions underlying each risk. Often, the set of assumptions held by one service function need adjustment once a cross-agency perspective is obtained. Then and only then, can there be a 'group' consensus on the cost and/or schedule delay of identified risk, with flow on contingency being correctly assigned, through the use of quantitative risk analysis (QRA).
- **Failing project turnaround:** We can assist in running deep-dive investigations to uncover the reasons behind a failing project, whilst offering solutions for getting the project back on course.
- **Anticipated Final Cost (AFC):** Often referred to as either an AFC or an 'estimate-at-completion (EAC)', the process by which the project arrives at its final cost can be quite complex. Whatever the methodology adopted, we can review it to ensure it encompasses correct elements, so that hidden costs are not uncovered post contract award, or post-design completion.



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Clearer view of the horizon.

Seize the opportunities.

- **Links with Project Controls and Pre/Post-Contracts management:** Our team has in-depth experience of running mega projects from an Owner/Operator perspective. As such we understand the correct process, order and linkages between risks, hazards, variations, post-contract reviews, and change. We can develop smart metrics that track the progress of a risk, as it evolves and matures to conception, including its flow-on effect on other control functions.
- **Value Assurance and Stage-gate reviews:** We recognise that Mega-Projects, as well as Major Capital Projects, can benefit from a disciplined approach to ensuring Value is defined, and optimised. There is a need to provide stage-gate Value Assurance (VA) services to the service delivery of a large scale Project. VA is a systematic process whereby a series of stage-gates are introduced to the Capital Project lifecycle, with intent of ensuring that the business selects the “Right Project”, and delivers the Project in the “Right Manner”. VA gives Executives the assurance that the right business decisions were selected, based upon a sound and tested selection methodology. VA is a structures independent assessment of Project metrics, prior to a key stage-gate between Project phasing. Risk management controls are adopted at each stage to ensure the Project is delivering to its commitments, without over-committing itself to unrealistic scenarios. Controls are adopted in key stages and phases to bring a Project back on track where needed. As the Project progresses, the chances of influencing outcomes through greater spending decreases. The goal of VA is to take all corrective action required during the front-end of a Project, as this is where the majority of high value, high risk decisions are made (concept pre-selection). Without sufficient front-end design (front-end loading), or a rigorous method to chart and progress change/variation to baseline, remedial costs can grow exponentially.



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Clearer view of the horizon.

Seize the opportunities.

- **VA framework review:** Our team of experts can review your existing VA framework to determine its adequacy in delivering Mega or Major Projects. If required, our team of experts can develop a VA governance framework from conception, and work with your business in a step-by-step fashion to introduce and embed the process through culture change. Often, adopting a VA process requires significant change to pre-existing operating rhythms, and our team of experts can sit with you to identify obstacles to change implementation throughout a VA delivery engagement.
- **Impact on Operations:** The Operations or Service Delivery functions must be informed of any Project risk, to allow for a business impact review to be undertaken by Operational risk staff. We can assist leading such reviews to assess whether any change being introduced by a Project is tailored, with minimal effect on remaining functional units. Having an upfront understanding of the scale of change being delivered through a Project, will enable the business/project controls function, to assess the adequacy of controls in the delivery schedule. It presents an ideal opportunity to streamline existing project risks and controls to increase efficiency.
- **Project speed:** The speed at which a Project is intended for delivery, will determine the best approach to assessing risk. Different project delivery methods (waterfall, agile, etc.) each have their own delivery risk profiles.
- **Project delivery structure:** Depending on the nature of the Project (EPC, EPCM, PPP, etc.), as well as the scale of delivery, at times a Project can be large enough to act as a business on its own. In this manner, the Project's 'organisational' structure and delivery model itself, will have inherent risks. We can sit with your team to review proposed partnership arrangements to identify the most appropriate delivery method to minimise risk exposure.





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Seize the opportunities.

It is vital for an organisation to understand whether its risk management function (culture, governance, processes, policies, practices) meets the current needs of the business (Board, CEO expectations), as well as serves to support the business' vision (3 and/or 5 year plan). Undertaking a benchmark maturity assessment will serve to demonstrate where the risk governance framework lies in comparison to best practice in the similar industries.

- **Maturity health review:** We can undertake a risk governance maturity review to highlight common short comings in risk management governance. Tailored solutions can be developed regarding a number of items. These include:
 1. The suitability of the organisational structure of the risk function, its consistencies in practice, and room for improvement;
 2. The degree of closeness in its relationship with other business support divisions;
 3. The ability to serve the needs of the Board and CEO and the suitability of existing risk management tools/process to monitor and report current compliance risks are of critical importance; and,
 4. The suitability of existing risk management tools/process to monitor and report on future strategic risk (e.g. whether existing risk tools are suitable for monitoring against major project risks, whilst simultaneously serving operations and enterprise risk).



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Clearer view of the horizon.

Seize the opportunities.

- **ISO31000 alignment:** We utilise a maturity model benchmarking approach that is aligned with industry ISO31000 international risk management standards. Not all organisations require the full enterprise-risk management (ERM) suite of solutions. In fact, aiming to replicate and embed a mature ERM approach from an established business into an organisation which is going through its growth phase and relatively new to market, is in itself ill-advised and adds risk.
- **Risk maturity reflects current/future needs:** We recognise that the sophistication of an ERM risk management capability needs to reflect the growth of the organisation, whilst being tailored to suit the needs of the business at a specific point in time. This can be either reflecting a business' current efforts to consolidate its presence in the market (stabilise), divest and streamline its operations (downsize and create niche), or capitalise on growth (expand). We will identify the appropriate ERM solution for your organisation, provide a delivery plan for its embedding, and assist in its step-by-step roll out.



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Clearer view of the horizon.

Seize the opportunities.

It is vital for an organisation's strategy to be supported by strong risk analytics and metrics. Analytical insights can assist a business to transform markets, shaping the way a market responds to a user group. At its full potential, strong analytics can bring a market to your business, for your business to set the trend that others follow. Market enablers/disrupters in the form of social media, mobile data, and increasingly, bringing a service to a home (e.g. bringing the hotel experience to a home), has the potential to reform traditional business structures. Most companies now understand the power that comes with leveraging off smart analytics to accommodate social change.

- **Align data with strategy:** We can assist your organisation align its key analytical insights to support intended decision making, enabling decisions to be made with greater certainty.
- **Risk driven insights:** In order for maximise opportunities, minimise risks, and enable quicker risk/reward decisions, we can assist in developing reliable data analytics that will give a business greater control over its ability to monitor revenue, drive down costs, and mitigate risk. We ask questions such as;
 - Are the right processes in place to keep track of changes in the business and external environment?
 - Is the data dependent upon a single or holistic view of the key business risks?





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Clearer view of the horizon.

Seize the opportunities.

- Do we track compliance risks effectively across multiple jurisdictions?
- Do we track regulatory changes in our operating environment?
- Are there embedded business risk units and what is the quality of data they are capturing (if at all)?
- **Obstacle management:** Our team can provide solutions to common challenges such as:
 - Data being collated without user or end use in mind, leading to data integrity in doubt.
 - Extracting intelligence from the overload of information/data collated.
 - Collated data being found to be silo-focussed (e.g. project risk data collated without any links to other business platforms).



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Clearer view of the horizon.

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Controls Effectiveness Assessment (CEA) can be applied to assess the effectiveness of current controls within a business. It allows an organisation to have greater insight as well as oversight of their internal controls capability. Once risks have been identified, it is likely that some of these risks will already have controls in place for their ongoing monitoring. We have found that 80% of risks have controls in place that are either irrelevant (do not address the risk in question), out-dated (not adapted to current operating context), ill-defined (unclear, ambiguous) or are not time/metrics bound (review dates, assigned responsibility, escalation routes, close out dates). We can provide a business with an independent overview of the effectiveness of proposed current risk controls by:

- **Front line reviews:** Gathering data evidence on 1st line controls in place to mitigate current risks (assuming these risks have been correctly identified to begin with, reflect the business' current operating context and/or future strategy), then reviewing these controls through our CEA process to determine effectiveness. This includes a two-step analysis, reviewing the selection and relevancy of the control, as well as how the control supports operations. If controls are deemed ineffective whilst in operations mode, they will be overhauled, regardless of their effectiveness at the time of inception/design.
- **Cost effective:** Utilising the above approach negates the need for a business to spend large sums of money on costly and cumbersome Governance, Risk and Compliance (GRC) software platforms, and the added costs of integrating such platforms with existing systems/infrastructure.



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Clearer view of the horizon.

Seize the opportunities.

- **Interviews with key risk owners:** We then hold 1-1 meetings with key risk owners to determine the adequacy of current control measures. Our team holds these meetings, after first speaking with Executive Leadership Team members to understand each member's current operating context, their concerns, limitations, opportunities and external pressures.
- **Cycle oversight:** We speak 1-1, and we solve problems 1-1, because we know a Client doesn't want to be overburdened by information. A Client wants a catered/tailored and personalised solution. Our CEAs are mobile, can be called upon to support annual/quarterly reviews and/or deep dives, are accessible across a business' multiple sites, and available to the Board and/or CEO, as part of controls assurance monitoring.



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Being ready for a crisis depends upon identifying the most likely set of crisis relevant to the business, and is dependent upon having a full understanding of the operating context and interdependencies of the business. Harvard Advisory Solutions will sit with key Executive Leadership Team members to understand the critical dependencies upon which the business relies. The maturity curve of an incident spans initial surprise, pressurised decision-making, strategy disruption, intense media/stakeholder demands, overloading of remaining systems/people, regulator pressure, loss of key staff members (voluntary leave) and business paralysis. A failure to address these will cause trust, reputation and employee confidence to be undermined.

- **Nature of a crisis varies:** Be it securing supply chains, preventing workplace incidents, security of IT and Communications systems, natural disasters, unintentional or intentional misconduct, cyber-attacks, financial misconduct, fraud, product safety recall, privacy breaches, emergency readiness, safety in design engineering reviews, or any other incident deemed plausible for the business, we will work with you to develop strategies that will minimise the likelihood of a crisis occurring, and/or, minimise the consequences therefrom. Being ready to respond to a crisis can considerably effect a firm's reputation, balance sheet and assets.



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- **Ready, respond, recover:** Being ready for a crisis means being prepared. We can sit with the Board, CEO and/or Executive Leadership Team to select the most likely crisis that a business may face, depending on the operating nature of the business. The ability to respond within short timeframes, will determine the scale of a crisis. We can assist by identifying the relevant internal and external stakeholders that form part of a crisis response capability. Post-crisis, the ability to recover is critical. We can assist using ICAM methodology to meticulously log the way an incident evolves over time, the way data is managed, decisions are made, financial matters addressed, insurance coverage delivered, and recovery plans established.
- **Message delivery:** During a crisis, it's imperative to control messaging being relayed through public and social media channels. We can assist training Executive Leadership Team members in responding to intense media scrutiny and parliamentary briefings to protect reputation and ensure brand recovery.



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Suffering a workplace incident can be devastating. Whether it concerns employee conduct (bullying, harassment, conflict or discrimination), through to the safety governance culture of the business, Harvard Advisory Solutions can assist your business to ensure it meets all the regulatory work health and safety obligations required. This will lead to a reduction in employee leave taken. We work with your Health and Safety Representatives to review the sustainability of the safety governance structure, identifying trends to create long-term improvements. We do this by making the 'intent' personal. The buy-in of employees to be a part of the 'my safety journey' is critical to a successful safety strategy.

- **Coaching:** We take employees on the journey with us. Each employee is introduced to and becomes a part of the 'my safety journey', with coaching provided as to strategies for implementation, review and improvement.
- **Trial-by-jury:** We can prepare real life scenarios, in simulated court settings where former legal specialists with WorkCover backgrounds will test your strategy, highlight areas for improvement and give a taste of the pressure of a court scenario by pushing your comfort levels. The intent is to highlight the safety roles/responsibilities/obligations of staff.
- **Safety culture:** As with risk, safety is dependent upon the wider organisational culture. The way a firm operates, the rules of conduct in place, will determine the degree to which employees are encouraged to be a part of the 'my safety journey', or feel disheartened, inevitably leading to a culture of safety apathy. Often, having a safety technology system in place, doesn't provide a solution for safety management. If the right cultures aren't embraced, shared through storytelling and valued, safety will be compromised.



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- **Metrics profiling:** Having the right safety culture will enable a higher user uptake in regards to implementing safety initiatives. A basic yet fundamental aspect of safety management is the principle of “if it’s not measured, it’s not managed”. Identifying, assessing and controlling hazards and risks are key to developing long term trends that highlight emerging horizon risks.
- **Incident investigation:** Harvard Advisory Solutions is in a unique position to be able to call upon expert services such as former police detectives, prosecutors, WorkCover lawyers, ICAM specialists, to undertake any investigation required, be it a confirmed incident, or allegation, to uncover the root cause behind an incident. Techniques such as HAZOPs, HAZIDs, Failure Mode Effects Analysis (FMEA), Safety Integrity Levels (SIL), Layers of Protection Analysis (LOPA), Human Factors Assessment, Risk Engineering assessments, can be called upon to assist your organisation in its incident investigation.
- **Safety maturity:** By analysing the level of maturity of your business’ safety governance framework, safety management systems, and safety culture, we can develop strategies for strengthening safety management. We can take the lead in undertaking site audits and compliance verification, benchmarking against Australian and International standards, to improve the design and delivery of safety policies and procedures.
- **Interdependencies between risk functions:** The integration between the risk management portfolios of Operations, Major Projects and Enterprise, is an example of where safety gaps emerge. Risks raised in one forum, may have an impact in another forum across multiple categories (cost, schedule, safety, operations, insurance). We can assist in developing a set of guiding principles between all risk user groups, to develop a united language as to how risk is perceived, its impacts, and flow-on effects on remaining areas of the business.



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Minerals



Oil & Gas



Rail



Health



Cybersecurity



Critical Infrastructure



Roads



Construction



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Where we are

Riseley Street, Booragoon, WA, 6154

Office hours

Mon - Fri: 8AM (Eastern Standard Time) –
8PM (Western Standard Time)

We welcome the opportunity to sit with you to explore how we can strengthen your decision-making capacity. Please contact us by either phone or email for a coffee catch up when you're ready to take the next step.

 **0406 443 550**

