



Nicola Crawford is a Certified Practising Risk Manager (CPRM), Director Integrated Risk and Governance for the Business Resilience Group (BRG) and the managing director of ENCORE Pty Ltd.

Nicola was educated in South Africa and the UK, obtained a degree at Victoria University Wellington, New Zealand in social policy and statistics. She has also undertaken postgraduate study in Health Economics, as well as a number of shorter business and other professional training courses

Nicola has over 15 years experience in risk and strategic management, corporate governance and compliance, nationally, internationally; public and private sector, Some of Nicola's work has included, facilitation of corporate planning workshops, coordinating a crisis management team for a simulation at Security Quest 2004, development of tools to apply AS 4360 to the protection of critical infrastructure, the development of an enterprise wide framework for managing risk, development of a contractor risk assessment tool, strategic risk financing and lecturing in eCommerce risk analysis and strategic planning management. Nicola is also a recent past President for ARIMA (RMIA) Victoria and the BRG facilitator of the informal Business Continuity Network Forum in Victoria...

Recent Artticles/Conference Papers

- *"Managing your information assets to integrate SOX, Business Continuity and other compliance requirements"*, APCS Projections Newsletter, Sep 04
- *Case Studies in Business Continuity Management, Major Hazards and Resilience"*, Internal Audit Association Victorian Chapter, July Meeting, Melbourne, July 2004
- *The trips and traps of navigating he governance map in public sector entities*, PRIMA Annual Conference, Fort Lauderdale, USA, June 2004
- *"Looking from the outside in - changing models of corporate governance and the implications for corporate security"* Security Quest 2004 ASIS International, Melbourne, February 2004

Key Acheivements

- Development and implementation of strategic and operational risk management frameworks which led to a measured improvement in risk management performance and an insurance bonus of \$200,000
- 95% improvement in an organisation's reported injuries as a result of facilitated implementation of an injury prevention program.
- Consensus reached among diverse risk owners where dialogue and joint business initiatives are not common through facilitated risk assessments in a number of organisations that have in excess of 1000 staff and where a diversity of service delivery / business objectives has created a complex risk environment.

Recent Experience/Assignments

- Public sector entity – vehicle fleet risk financing review
- Completion of business continuity planning for a financial services technology group
- International consulting firm – provided assistance with the development of a business continuity health check and enterprise wide business continuity methodology and assurance framework to assist their clients integrate business continuity with other corporate functions and provide assurance of organisational capability
- Provided the facilitation of Corporate Planning, Strategic & operational risk workshops to assess business impacts and probabilities of strategic & operational risks and to facilitate the development of appropriate risk strategies for a local Council.

Professional Standing

- Past President ARIMA Victoria
- Member Risk Management Institute of Australasia
- Member Australian Institute of Company Directors
- Member NZ Risk Society
- Member Australian Compliance Institute
- CPRM - Certified Practising Risk Manager