Kallidus

BLUEPRINT 01 · PILLAR 1 OF 4

The Risk Blueprint

From compliance completions to confidence under scrutiny. Risk outcomes are about certainty, not fear: the ability to say, with evidence, 'we are in control.'

BUYING TRIGGERS

- Audit finding or regulatory scrutiny
- CQC / FCA compliance pressure
- Board asking for assurance evidence
- High-risk role readiness gaps

WHAT THIS PILLAR COVERS

- Compliance readiness
- Audit confidence
- Role-criticality mapping
- Real-time risk reporting

THE OUTCOME CHAIN: **Define** → **Map** → **Activate** → **Prove** → **Scale**

HOW TO READ THIS BLUEPRINT

Risk moves through five stages, from compliance completions to a measurable, board-defensible outcome. Most organisations recognise themselves at **Stage 3**, the most common entry point, where they know what good looks like but don't yet have the infrastructure to prove it consistently. Find the stage that sounds most like you today, then use it as your starting point. Each stage sets out where you are, the moves that take you forward, and the leading and lagging measures that prove it's working.

1	2	3	4	5
We just need it done	**Ticking boxes**	**Want assurance**	**Defensible evidence**	**Risk under control**

1

RISK · STAGE 1

We just need it done

> *"We run the training, people complete it. That's compliance. I'm not sure what else there is to measure."*

WHERE YOU ARE

Your L&D function is delivering compliance training and tracking completions. Visibility stops there. When asked what people actually know, or whether they could apply it under pressure, you don't have a clear answer. The work is happening; the evidence isn't.

WHAT YOU DO

- **Audit your highest-risk roles**
  Identify the 10 to 15 roles where a compliance failure would create the most organisational, regulatory, or reputational risk. These are your starting point.
- **Define what 'done' actually means**
  For each high-risk role, agree what competence looks like beyond completion. Work with line managers and subject matter experts to define the minimum expected standard.
- **Map your current training to those roles**
  Understand what learning exists, what format it's in, and whether it's actually fit for purpose for the roles you've identified.
- **Build basic audit-ready reporting**
  Create a simple dashboard that shows completion rates by role and team, not just in aggregate. This becomes your baseline.

HOW YOU MEASURE IT

LEADING

Completion rate by role (not just overall average)

LEADING

% of high-risk roles with defined competence standards

LAGGING

Number of compliance incidents or near-misses

LAGGING

Audit readiness score from your most recent review

MOVING TO THE NEXT STAGE You're ready to move to Stage 2 when you can answer this question with data: which roles are most exposed, and what does our completion rate look like for those specifically?

2

RISK · STAGE 2

Ticking boxes, but we know it's not enough

> *"We get the completions. But when auditors ask what people actually know, we can't really answer that."*

WHERE YOU ARE

You're meeting regulatory minimums and can show completions. But there's a gap between activity and genuine assurance. You're aware of it, and so, increasingly, are your exec team and regulators. The question you can't yet answer confidently is: are people actually capable, or did they just click through?

WHAT YOU DO

- **Introduce knowledge verification**
  Add short, targeted knowledge checks to your highest-risk training. These should test application, not just recall: scenario-based questions that reflect what someone would actually face on the job.
- **Build manager confirmation into the process**
  Create a lightweight mechanism for line managers to confirm capability in practice: a short checklist, an observation record, or a sign-off conversation. This is the bridge between learning activity and real-world readiness.
- **Identify your incident-to-learning gaps**
  Review recent incidents or near-misses and map them back to your learning programme. Where are the gaps between what training covers and what's actually causing problems?
- **Create a risk profile by team**
  Move beyond organisation-wide completion rates to team-level visibility. Which teams or locations are consistently behind? Which managers aren't driving compliance?

HOW YOU MEASURE IT

LEADING
Knowledge check pass rates by role and team

LEADING
Manager sign-off completion rate for critical roles

LAGGING
Incident rate correlated against training completion

LAGGING
Time to remediate compliance gaps when identified

MOVING TO THE NEXT STAGE You're ready to move to Stage 3 when you can connect training completion to genuine capability evidence, and when a manager in a critical role can confirm their team is ready, not just compliant.

3

RISK · STAGE 3 Most common entry point

We are ready for assurance, not just completion

> *"I need to walk into a board meeting and say with confidence that we are in control, not just show a dashboard."*

WHERE YOU ARE

You recognise you are ready for this stage when the Stage 1 and 2 foundations are in place: your highest-risk roles are identified, and completions are backed by knowledge checks and manager sign-off. From there, a few prerequisites signal the org is ready for genuine assurance. You already hold completion, verification, and confirmation data that can be combined into a single view. That data is reliable enough to surface live rather than in monthly reports. And there is executive appetite to act on gaps, so escalation and remediation will carry a mandate. You know what good looks like; what you need now is the infrastructure, language, and reporting to prove it consistently and defensibly.

WHAT YOU DO

- **Build a role-criticality framework**
  Formally categorise roles by their risk exposure: high, medium, standard. This becomes the lens through which you prioritise, report, and respond. Your high-criticality roles get the most rigorous programme; your standard roles get appropriate coverage without over-engineering.
- **Design assurance reporting for exec level**
  Create a reporting layer that answers the question your CHRO, board, or regulator will ask: 'For your highest-risk roles, how many people are fully capable right now?' This combines completion, knowledge verification, and manager confirmation into a single view.
- **Implement real-time compliance dashboards**
  Move from monthly reports to live visibility. L&D and line managers should be able to see status in real time, not after the fact.
- **Build an escalation and remediation process**
  Define what happens when someone is identified as not meeting the required standard. How quickly must they remediate? Who is responsible? What is the process if they don't?

HOW YOU MEASURE IT

LEADING
% of high-criticality roles with full assurance (completion + verification + sign-off)

LEADING
Time to identify and remediate a compliance gap

LAGGING
Audit outcome: findings related to L&D

LAGGING
Board-level confidence score (qualitative, tracked over time)

MOVING TO THE NEXT STAGE You're ready to move to Stage 4 when you can produce a board-ready assurance report on demand, one that shows genuine capability, not just activity.

4

RISK · STAGE 4

Building defensible evidence

> *"We can prove readiness, not just participation. Now I need to connect that to a broader risk narrative."*

WHERE YOU ARE

You have strong foundations and good data. The next challenge is making your evidence defensible at the highest level: connecting learning outcomes to the organisation's actual risk posture, demonstrating ROI, and building the kind of proof that survives regulatory scrutiny or executive challenge.

WHAT YOU DO

- **Connect learning data to risk outcomes**
  Build the link between your learning and assurance data and your actual incident, near-miss, and audit data. Show that where compliance is strong, incidents are lower. This is the cause-and-effect story your exec team needs.
- **Quantify the cost of compliance failure**
  Work with Finance and Risk to put a number on what a compliance failure costs: regulatory fine, reputational damage, operational disruption. This makes the ROI of your L&D programme legible in language the CFO uses.
- **Build a proof point library**
  Document your strongest evidence of compliance outcomes: teams where your programme demonstrably reduced risk, roles where readiness scores improved after intervention. These become your internal case studies.
- **Expand your risk profile to the full organisation**
  You started with your highest-risk roles. Now extend the model, with appropriate calibration, across the entire organisation so you have comprehensive visibility.

HOW YOU MEASURE IT

LEADING
Correlation between assurance scores and incident rates

LEADING
ROI calculation: cost of compliance programme vs cost of failure

LAGGING
Year-on-year reduction in compliance incidents

LAGGING
Audit clean rate: % of audits with no L&D-related findings

MOVING TO THE NEXT STAGE You're ready to move to Stage 5 when your risk narrative is complete enough to present at board level, and when compliance is no longer the L&D team's problem alone, but a shared, measurable organisational outcome.

5

RISK · STAGE 5

Risk is measurably under control

> *“We can answer any audit question in real time. Risk isn't a learning problem anymore; it's a managed outcome.”*

WHERE YOU ARE

Compliance is no longer a learning activity; it's a managed, visible, continuously monitored outcome. You can answer any audit question with data. Your executive team has confidence rather than hope. L&D's role in risk management is credible, defensible, and valued at board level.

WHAT YOU DO

- **Shift to continuous monitoring**
  Move from periodic reporting to continuous signals. Compliance status should update in real time as people complete, lapse, or are identified as at-risk. The organisation should never be surprised by a compliance gap.
- **Build predictive risk indicators**
  Use your historical data to identify patterns: which roles, teams, or conditions predict compliance failure before it happens? Use these as early warning signals.
- **Integrate with broader risk management**
  Connect your L&D risk data into the organisation's wider risk management framework. L&D should be contributing to, not separate from, the board's risk register.
- **Expand to adjacent outcome pillars**
  With Risk under control, you have the credibility and infrastructure to extend the outcomes model to Retention, Productivity, or Revenue. You don't need to start from scratch; you build on what's working.

HOW YOU MEASURE IT

LEADING
Real-time compliance gap alerts: time to detection

LEADING
Predictive risk score by team or role

LAGGING
Three-year trend in compliance incidents

LAGGING
Board risk register: L&D contribution recognised

MOVING TO THE NEXT STAGE You've completed the Risk Blueprint. The natural next step is connecting your risk infrastructure to a second outcome pillar, or deepening the intelligence layer with K.i to make monitoring fully automated.