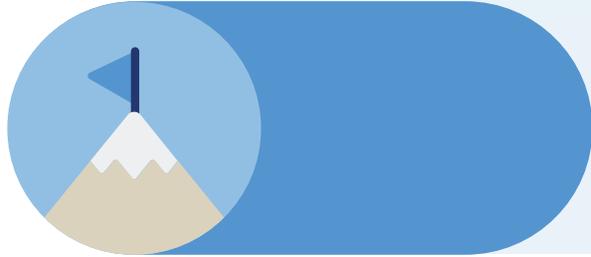


Audit & Governance

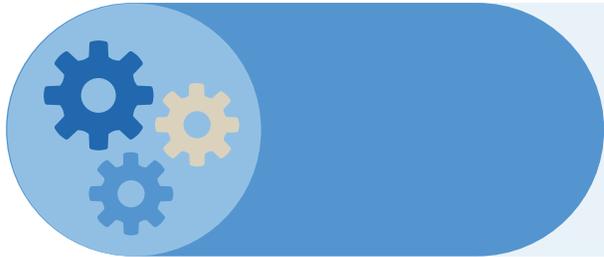
27th November 2025



Session Purpose



Clarify what Risk Management means in practice



Members role in scrutiny and assurance



Key questions to ask when reviewing risks



Strengthen confidence in using risk reports effectively

What & Why

What is a risk?

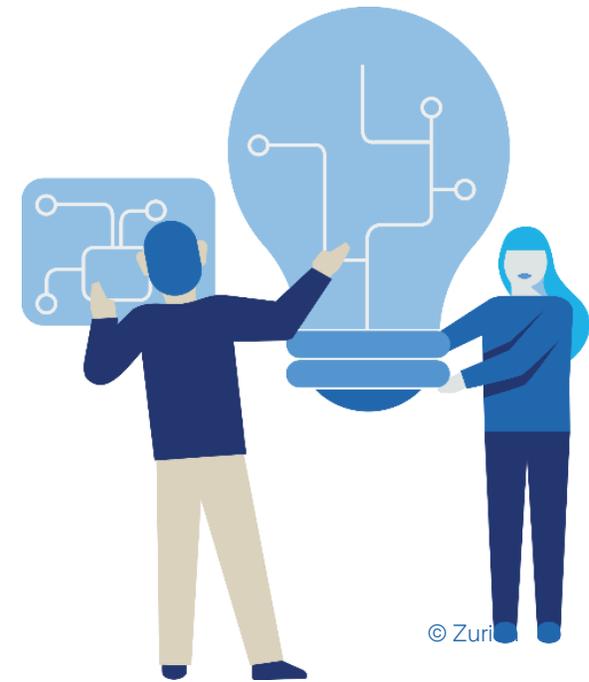
- A risk is a significant uncertainty that may affect the councils' ability to achieve its objectives. A risk may be in the form of a threat but could equally relate to the ability to exploit opportunities.

What is risk management?

- Risk management is a process to identify, assess, manage, and control potential events or situations, to provide reasonable assurance regarding the achievement of the council's objectives – it is about making the most of opportunities (risk aware) rather than avoiding risks altogether (risk adverse)/

Successfully managing risks helps us in;

- meeting outcomes and objectives
- improving service delivery
- achieving value for money and
- reducing unwelcome surprises.



Why Risk Management Matters for Members

Encourage innovation through managed risk-taking



Support delivery of objectives



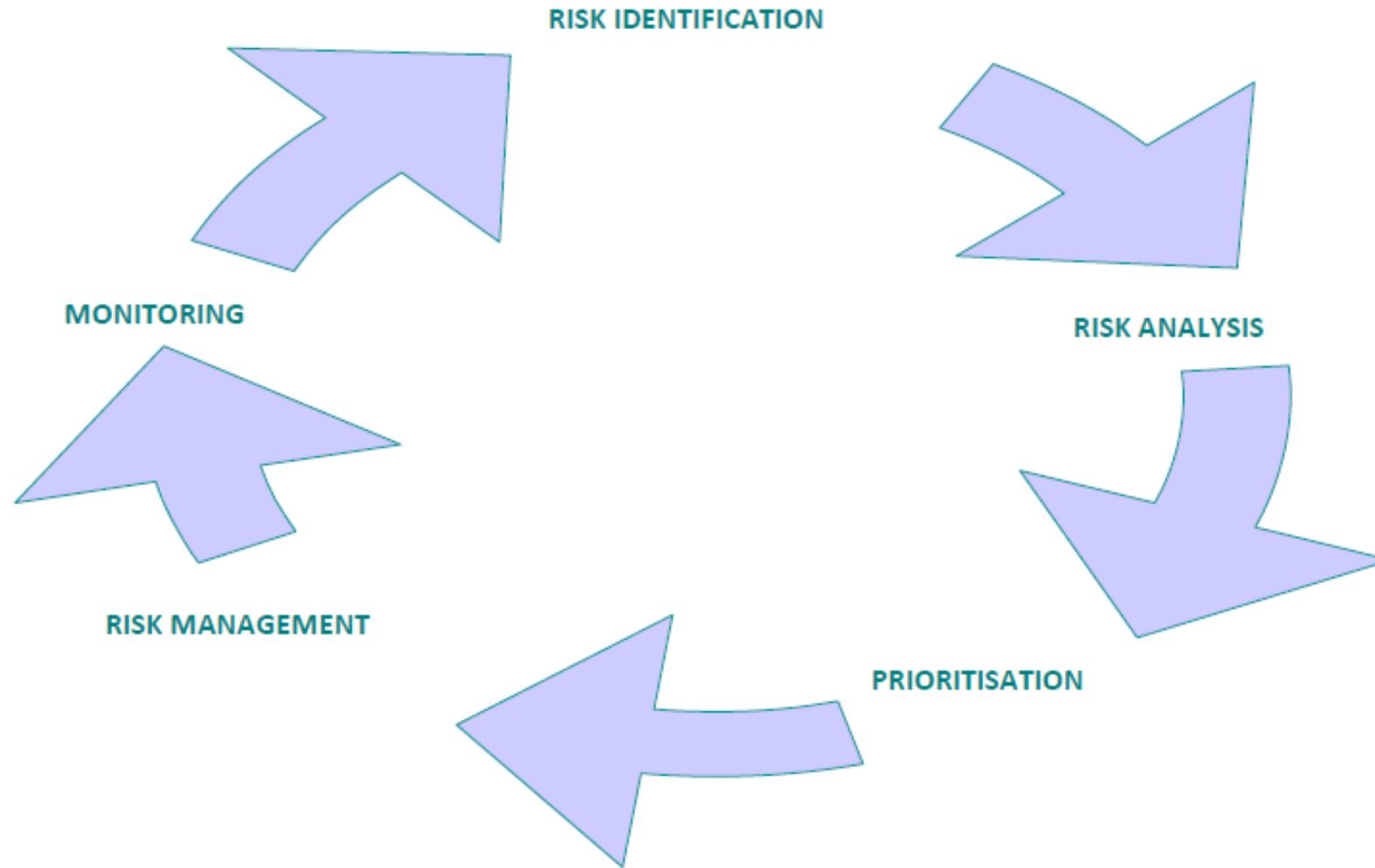
Protects reputation, finances and confidence



Enables better informed decisions and use of resources



Risk management process



What does good risk management look like
from your perspective

Who Does What?

Officers & Members: Different, but Complementary

Officers

Members



Manage risks day-to-day

Scrutinise and seek assurance



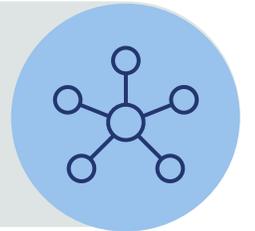
Implement controls & actions

Ask questions & challenge
constructively



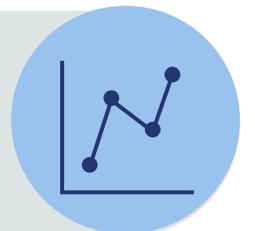
Maintain risk registers

Ensure risks link to priorities



Report emerging risks

Monitor trends & accountability



Your Role in Risk Scrutiny

- Understand the strategic **risk landscape**
- Ensure the framework is **effective**
- Seek **evidence of assurance** and improvement
- Promote **transparency and accountability**



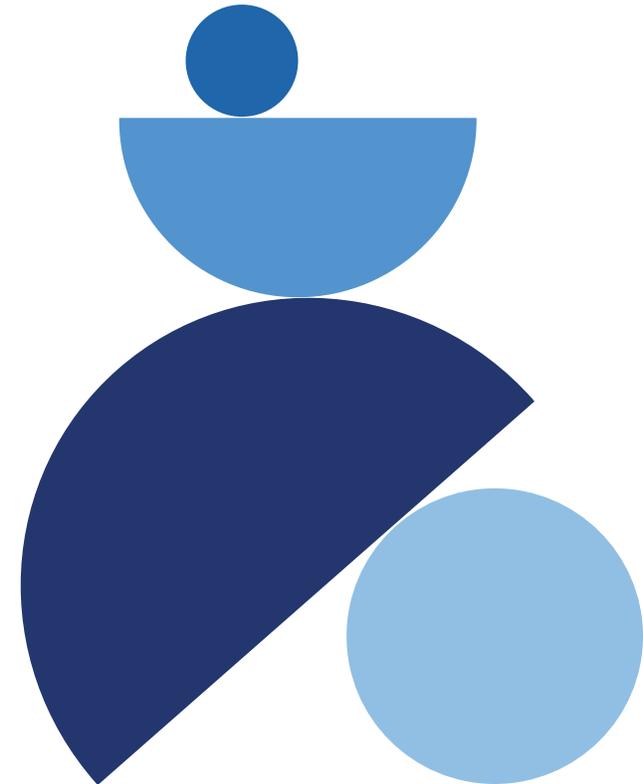
Key Scrutiny Questions

Look into key areas and sharing of key questions to aid your role.

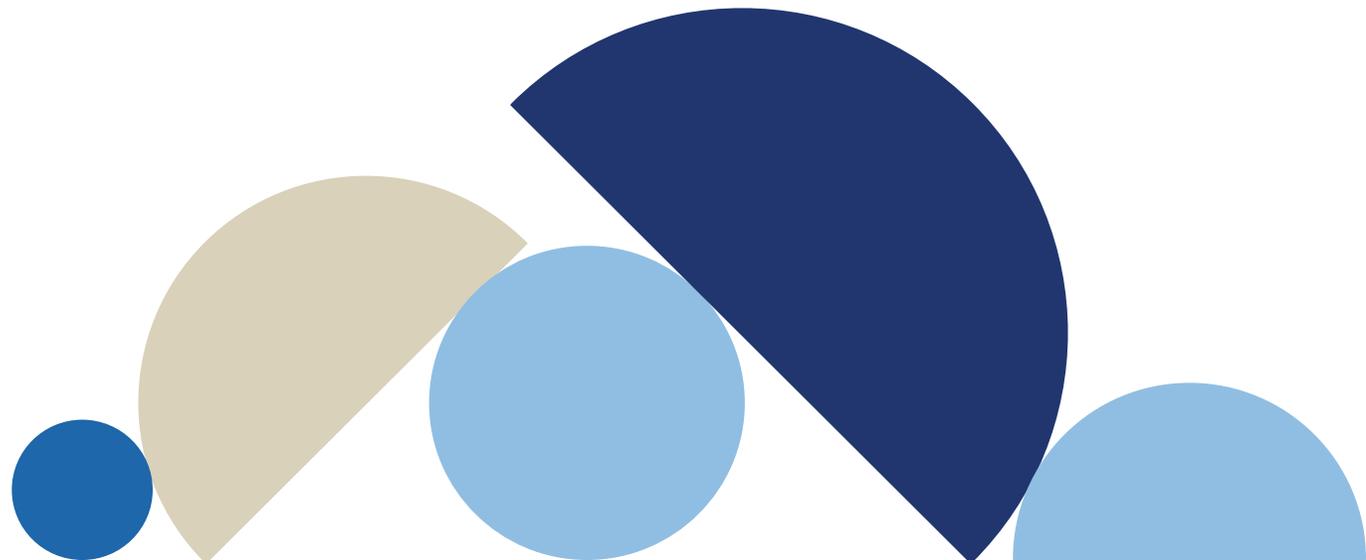


Understanding the Risk

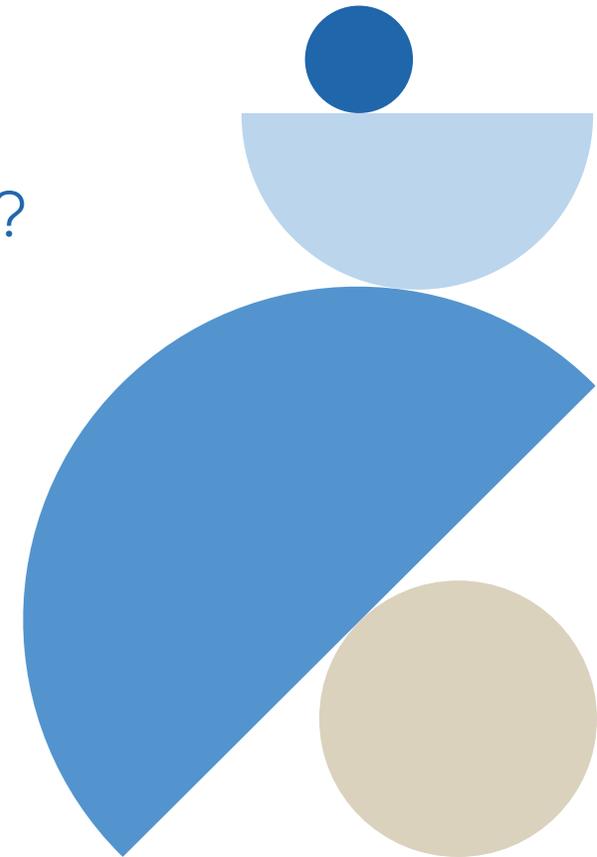
- What are we trying to achieve?
- What might stop us?
- Is the risk clearly linked to our priorities / outcomes?
- Is the risk described clearly (cause – event – effect)?



- Who owns the risk?
- What are we doing to manage or mitigate the risk?
- Are controls realistic, effective and proportional?



- How do we know risks are being managed effectively?
- What assurances do we have?
- Has the risk increased / decreased / stayed the same – and why?
- Are lessons and emerging risks being acted upon?



Signs of Effective Risk Management

What does good look like?

- Risks linked to objectives
- Clear ownership and realistic actions
- Regular review and honest reporting
- Evidence of learning and improvement
- Risk discussions shape decisions

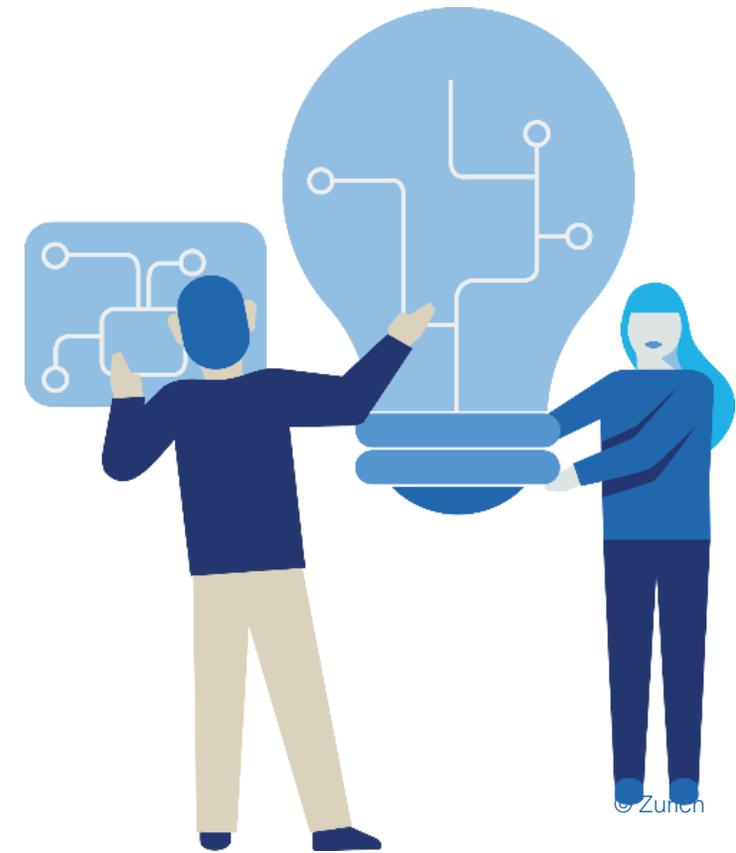
Signs of Weak Risk Management

Warning signs to watch for

- Vague or generic risk descriptions
- Risks that never change or disappear
- Little evidence of action or assurance
- Disconnect between registers and real issues
- Over-focus on scoring, under-focus on discussion

Good risk scrutiny looks like...

- Focussed on **outcomes**, not paperwork
- **Forward-looking** and proportionate
- **Constructive** and evidence-based
- Supports **transparency and learning**
- Drives **assurance and improvement**



Closing Summary

Members add value by:

- Asking the right questions
- Seeking evidence of assurance
- Keeping risk management connected to priorities
- Promoting openness and accountability

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