Business Risk Assurance Map

**Second level of defence**

- Risk Management Group
  - Project Assurance
    - Investment Solutions Group
      - Treatment Solutions Team
      - Networks Solutions Team
  - SEMO Assurance (Aquatech)
  - SEFD Assurance (EY)
  - Regulatory Assurance (MMcD)
  - Pelican Assurance (T&T and MMcD)

**Third level of defence**

- WWSL Board
  - Delegated Authority Register
  - External Audit
  - External Assurance Audit of Policies, Procedures and Data (Lloyds, BSI, UKAS, EA etc)
  - Specialist / Technical Auditors as required
  - Regulatory Assurance (MMcD)
  - Pelican Assurance (T&T and MMcD) reported to Pelican Board exceptions to WWSL
  - Financial Assurance (EY)
- Audit and Risk Committee
  - Internal Audit
  - External Audit
  - External Assurance Audit of Policies, Procedures and Data (Lloyds, BSI, UKAS, EA etc)
  - Specialist / Technical Auditors as required
  - Regulatory Assurance (MMcD)

**First level of defence**

- Corporate Risk Register (Identifying all the risks and threats to the business)
  - Legal & Regulatory Risks
  - Environmental and Sustainability Risks
  - Operational Services & Resilience Risks
  - ISF IT Risks (Group Wide)
  - Financial Risks
  - Health Safety and Security Risks

- Business Continuity Function (addressing the specific threats identified in the BC Policy)

- Business Continuity Policy and implementation

**Improvement Reviews / Management Systems Activities**

- Operations Improvement Reviews
- E&C Improvement Reviews
- IS Improvement Reviews
- Environment Improvement Reviews
- Asset Improvement Reviews

**Legal & Regulatory Risks**

**Environmental and Sustainability Risks**

**Operational Services & Resilience Risks**

**ISF IT Risks (Group Wide)**

**Financial Risks**

**Health Safety and Security Risks**

**Director and Management oversight of Business and Usual (BAU) Risk Mitigation Measures covered by policies and procedures**