



Governance, Risk Management & The Public Sector

Breakfast Briefing Series

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INTRODUCTIONS



CalQRisk: Develop and supply software to support Governance, Risk and Compliance activity across many sectors.

Gerard Joyce: Co-Founder and CTO of CalQRisk

- Participated in the development of ISO 31000: International Risk Management Standard.
- Chairman of the Irish Risk Management Mirror Committee

Aidan Horan: Senior Associate with IPA





- Senior Associate at the Institute of Public Administration (IPA) specialising in governance, risk and related services.

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We should all be on the side of good governance and protection
of taxpayer money 99

Michelle Steel, American Politician

Agenda

-  Governance and Risk Management
-  Current Governance Trends
-  Demonstrating Effective Governance
-  Q & A



Governance and Risk Management

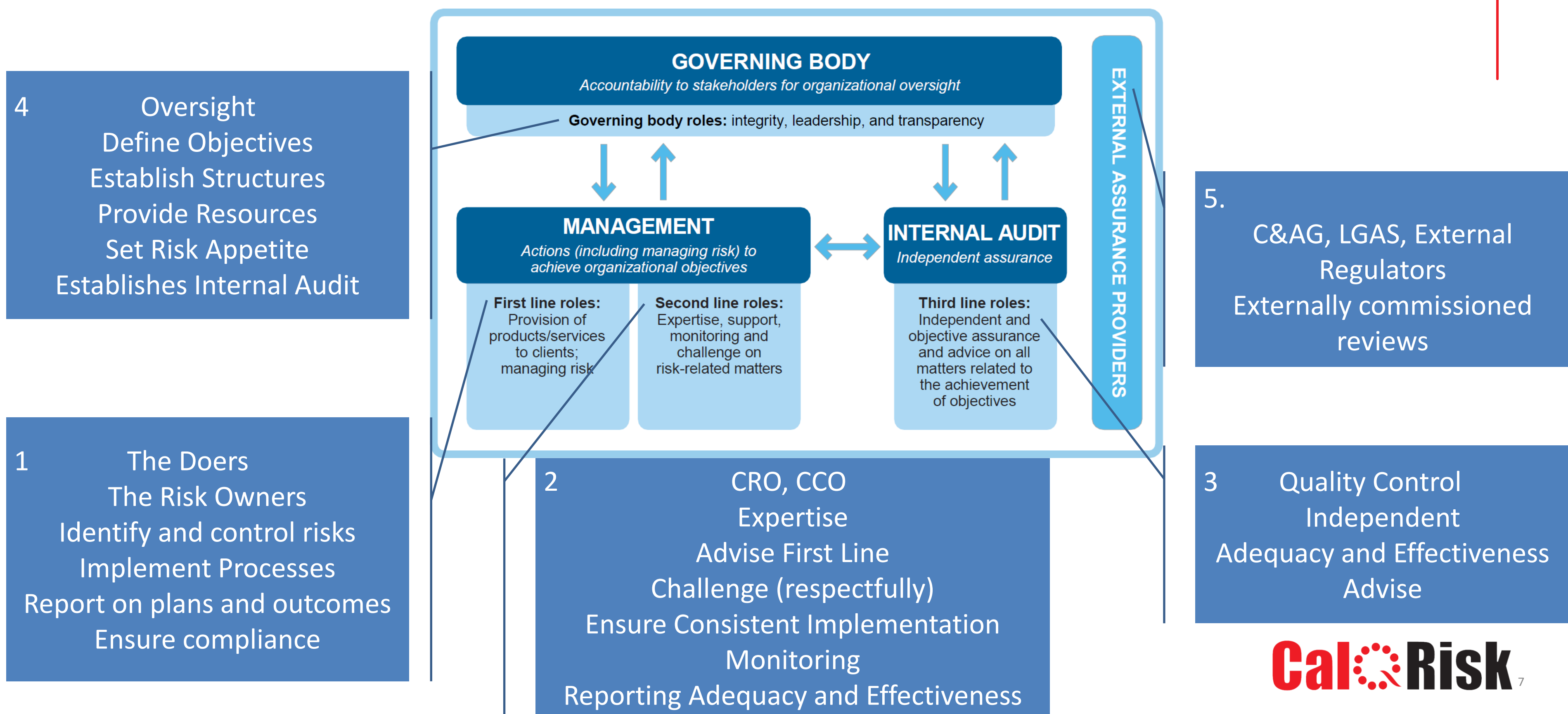
Why do Risk Management?

Because:

- 🔗 Objectives / Desired Outcomes
- 🔗 Focus
- 🔗 Forward Looking
- 🔗 Process Identifies Opportunities
- 🔗 Better / Informed Decision Making
- 🔗 Improved Performance
- 🔗 Effective Governance Demands It



Roles and Responsibilities



Board Oversight of Risk Management

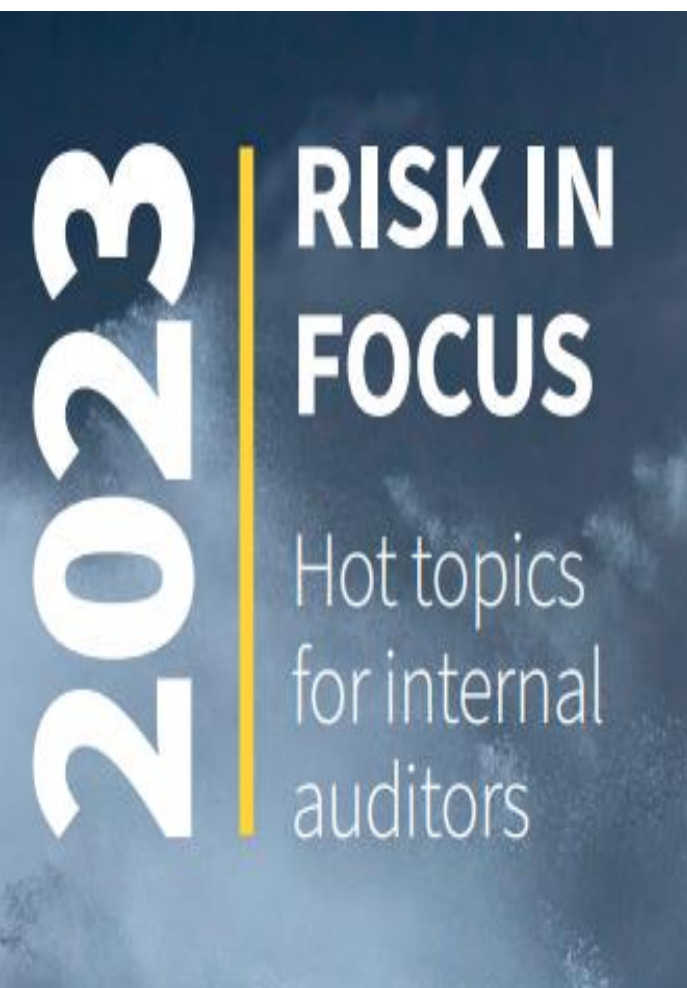
- ⦿ Have Risk Management as a “Standing agenda item”
- ⦿ Approve the Risk Management policy
- ⦿ Establish an Audit and Risk Committee
- ⦿ Appoint a CRO or empower a suitable management alternative
- ⦿ Set the risk appetite
- ⦿ Approve the RM plan and risk register at least annually
- ⦿ Review management reporting on risk management and approve actions
- ⦿ Require external review of effectiveness of RM framework periodically
- ⦿ Confirmation in annual report: assessment of risk / mitigation measures / strategies

Audit and Risk Committee

- 2-3 independent non-executive Board members
- Written terms of reference (authority and duties)
- Recommended to have members from outside the Board (broader experience)
- Should be empowered to co-opt members with specialist skills, as / when required
- Oversee implementation of the external auditor's management letter recommendations
- Assist with Board's consideration of issues relating to audit, governance and risk management
- Review assessments of Compliance (by Internal Audit)
- Should present its opinion on the adequacy of risk management and internal control systems, and the adequacy of sources of assurance to the Board



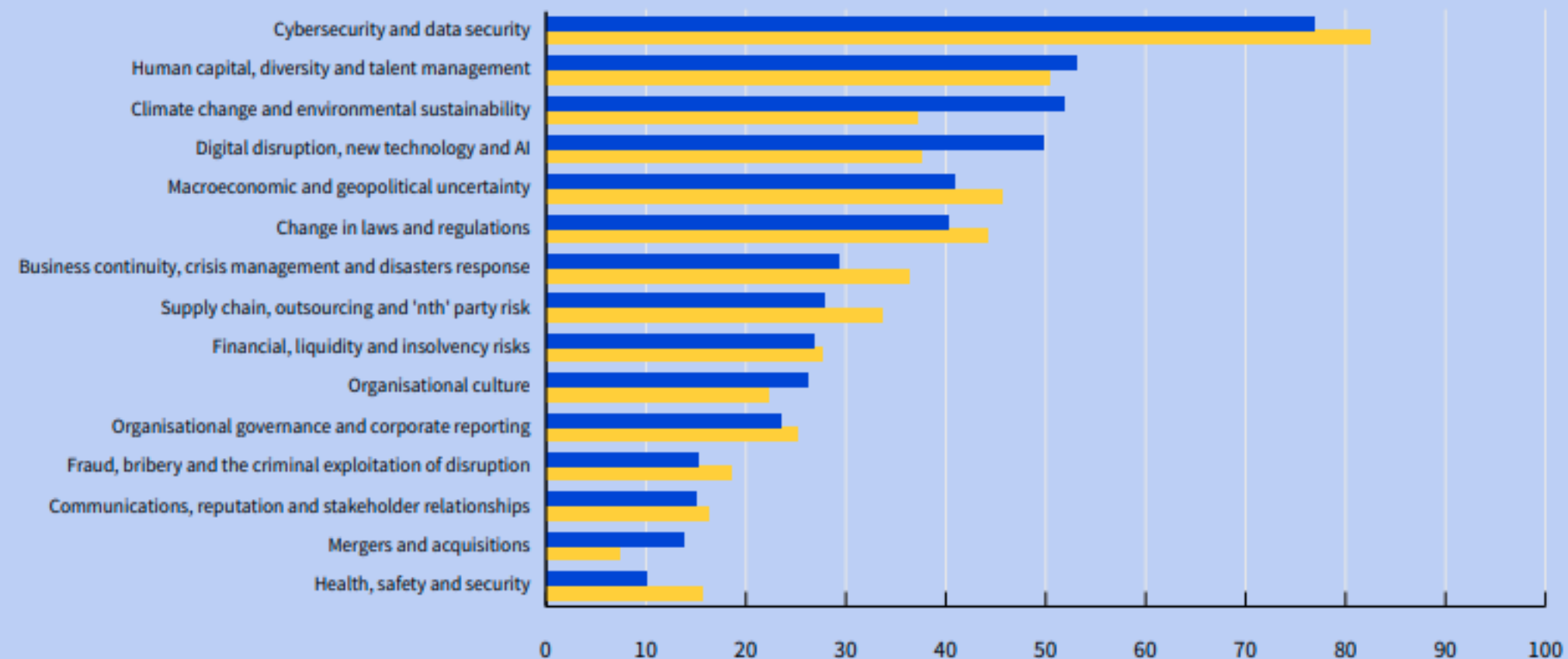
Current Governance Trends



Looking ahead

What are the top 5 risks that your organisation will face three years from now?

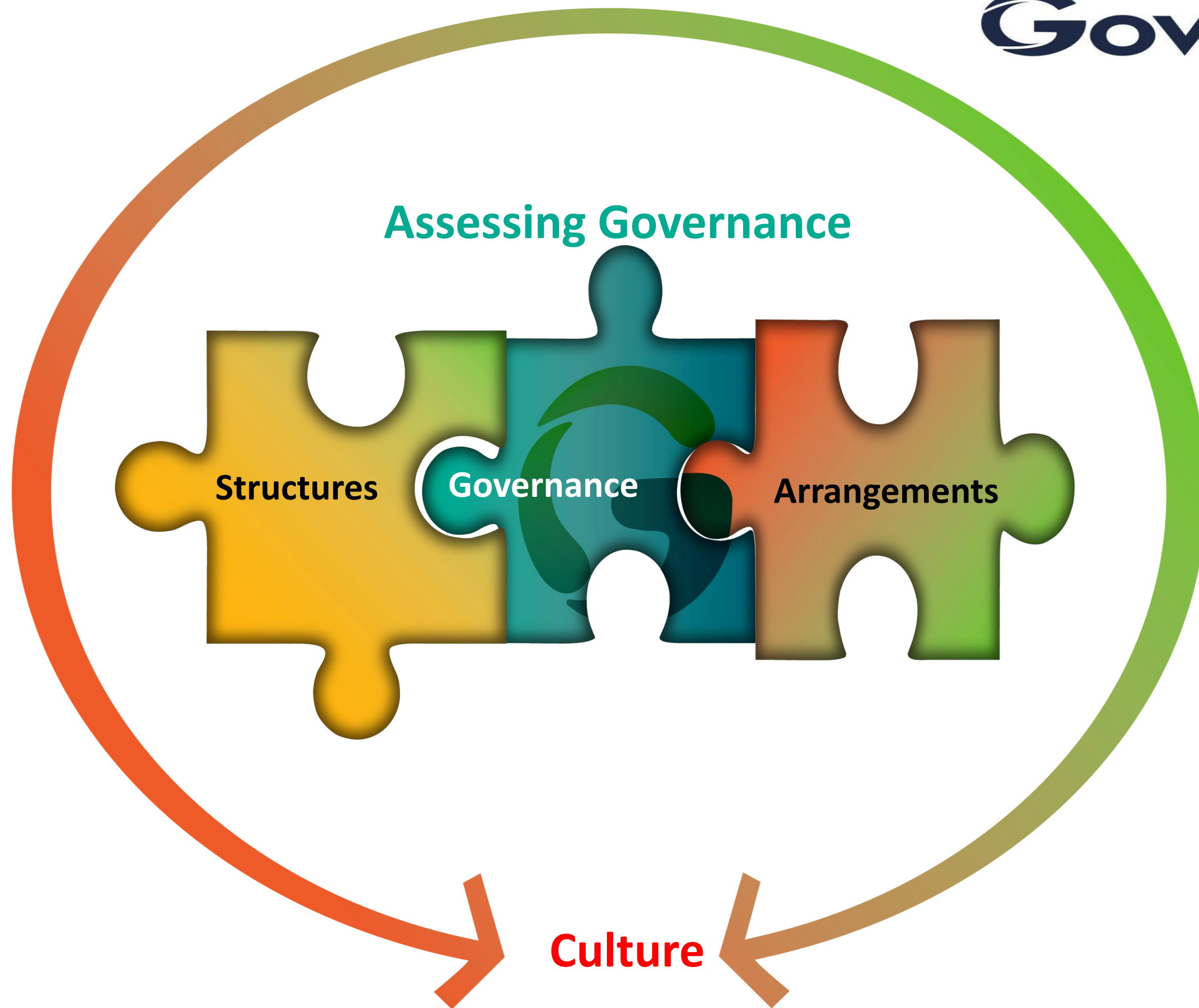
Cybersecurity and data risk is set to remain the number one risk to organisations.





Some Key Issues in Governance

- Clarity of role – linked to accountability and information flow and communications
- Board operating as a team
- Performance v Conformance focus
- Culture – Behaviours, Tone, Ethics
- Board & Committee Effectiveness
- Assurance arrangements
- Evolving Obligations and Expectations (ESG)
- Relationships ! Personalities ! **Human factor**



Takeaways

- 🌀 Governance demands effective Risk Management
- 🌀 Cybersecurity and data security continue to top the risk list
- 🌀 Good governance is evidenced through fit for purpose governance structures, arrangements and culture
- 🌀 Good governance is achieved more through principles than rules
- 🌀 ESG is firmly on the agenda
- 🌀 Don't forget the importance of the human dimension!



Q & A

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