

Certified Strategic Risk Consultants from Zurich Resilience Solutions have provided support and feedback in the development of Guildford Borough Council's Risk Management Strategy 2025/26-2028/29. This has included facilitation of a discussion and agreement of the council's risk appetite that is reflected in the strategy and methodology.

The resulting strategy document is representative of good risk management practice and contains the elements you would expect to see for a public sector organisation with mature risk management principles. The definitions and concepts used, such as risk, risk management, three lines of defense, mitigation strategies and risk appetite, are represented in accordance with common understanding. Both Strategy and Methodology documents are well worked and comprehensive in nature and conform with sector guidance such as "The Orange Book". The content provides evidence of a very high level of knowledge within the Corporate Strategy and Performance Team with matching ambition on behalf of the Council.

Even with a sound strategy and methodology, risk management is only as good as its implementation and the continuous effort of the organisation. Ultimately, success is determined by the adoption of the strategy and methodology, and the knowledge, skills and dedication of officers in applying risk management principles in daily operations and decision-making processes. With the level of ambition and complexity of the proposed strategy and methodology, the organisation should be prepared to accept that this will not be implemented immediately but expect a process that will be ongoing for the duration of the lifespan of the strategy.

- Jesper Glasius IRMcert, Strategic Risk Consultant, Zurich Resilience Solutions

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