

Who does what across the Three Lines?

The same technology risk can require operations, oversight, and independent assurance.

LENS	FIRST LINE	SECOND LINE	THIRD LINE
Primary job	Own and manage risk; design and operate processes and controls.	Provide expertise, support, monitoring, aggregation, and challenge.	Provide independent and objective assurance; advise without taking management responsibility.
Technology example	Operate systems, security capabilities, vulnerability remediation, incident response, recovery, and evidence.	Challenge risk ratings, scope, data quality, exceptions, residual exposure, appetite alignment, and reporting.	Evaluate governance, risk management, control design and performance, second-line oversight, and issue remediation.
Decision boundary	Makes or escalates risk decisions within delegated authority.	Challenges and escalates; should not quietly become the operator or risk acceptor.	Concludes independently; should not own the process, control, or management decision it assesses.
Evidence question	Did we perform the control and address the exposure?	Is management’s evidence, conclusion, and decision credible?	Is the overall system adequate and effective against defined criteria?

BOARD & SENIOR MANAGEMENT Set purpose, risk appetite, expectations, authority, and accountability; oversee objectives and require reliable information.