



## **Risk Leadership - Optimising Entity Value through Board Driven Risk Appetite**

### **Who should attend?**

Executive and Senior Managers, Managers, CROs, Company Secretaries, Auditors, Lawyers, Analysts and consultants, public & private sector, that are responsible for

- Enterprise Risk Management
- Strategic planning
- Operational Risk Management
- Operational Risk & Compliance
- Operational Risk Analysis
- Group Risk Management
- Risk Resiliency & Management
- Risk Compliance & Risk Services
- Risk Methodologies & Analytics
- Risk and Contingency
- Solvency 2
- Quantitative Analysis & Strategic Risk
- Compliance & Audit
- Corporate Governance
- Finance Function
- Financial Markets Operations
- Assurance Frameworks
- Risk reporting

### **What is covered?**

- Risk leadership & corporate governance
- Risk appetite definitions
- Risk appetite and the allocation of decision rights
- Approaches to Board / Committee engagement in risk appetite
- Board risk appetite workshop
  - Preparation – Developing the inputs - Understanding the business, strategy, risk attitudes & perceptions, documentation
  - Facilitation – turning inputs to outputs, tools and documentation
  - Follow Up – impact assessment and changes to risk strategy, management actions, assurance framework
- Workshop implementation plan

### **Benefits of attending**

Build knowledge and skills to fully engage Board / Executive Committee in risk appetite development which leads to:

- Improved risk leadership and “tone at the top”
- Enhanced understanding of the entity’s risk appetite and associated decision framework
- Improved Board capability to challenge management actions and reporting
- Alignment of Board / Executive committee risk attitudes to organisational risk appetite
- Foundations for management limits and triggers framework for implementing risk appetite

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**Facilitator:**

**Nicola Crawford** is a Fellow of the Institute of Risk Management and she regularly provides training in the implementation and application of enterprise risk management practices. Nicola has extensive experience of working with client organisations to develop, transform and enhance risk management and financial reporting processes, controls and technology from an ERM perspective. Nicola offers a broad outlook as well as deep technical knowledge of the practical challenges of implementation gained in the banking, insurance, government, utilities and energy sectors over the past 16 years.