

Operational Risk Management

14 November 2019



The course covers the essential aspects of operational risk management and its challenges in the financial services industry. Hot topics such as, selection and reporting of leading KRIs, demonstrating business value of risk management, and the formulation of a risk appetite statement are detailed and debated. Uprising topics like information security and conduct metrics are also covered.

Taught by a leading expert in the field, the course is a must-have for all the operational risk practitioners wishing to benchmark their practice and discuss new best practices. It is also a tremendous opportunity for newcomers to gain a comprehensive overview what operational risk managers need to know.

Key Objectives and Learning Outcomes :

After the course, participants will know about:

- Best practices in operational risk management for financial companies
- Structure of risk appetite and tolerance statements
- Effective risk and control self assessment
- Structured method to identify and design leading key risks indicators
- Focus on KRIs for conduct

Please note: all FLA events are subject to the application of competition law. Details will be available on the day and are included in the booking form.

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Registration from 9.30 - Start 10.00 - Finish 17.00 (approx)

Course Outline

Session 1: Operational Risk Framework and Governance

- Risk Management Framework
- Governance of Operational Risk
- 1st line and 2d line: The partnership model
- Business value of ORM

Workshop: build a business case for risk management

Session 2: Risk Appetite Definition, Statement and Communication

- Industry guidance on Risk Appetite
- Definition and Governance: Communicating Risk Appetite
- Risk Appetite & Tolerance Statements: examples and case studies
- Template for actionable risk appetite
- Cascading and Monitoring Risk Appetite: indicators and dashboards

Class Exercise: write risk appetite and tolerance statements for two of your top risks

Session 3: Risk identification and assessment

- Tools and techniques for risk identification – bow-tie
- Risk register: a list
- Risk connectivity: network of risks
- Definition and rules for RCSAs
- Tool: Impact / probability matrix: shapes and forms, definitions
- Usage and choice when defining RCSAs
- Risk rating: when and how

Exercise: Identify and assess your top risks before and after controls using the bow-tie approach

Session 4: Designing and Selecting Preventive Key Risk Indicators

- KRI, KPI, KCIs: concepts, overlaps and examples
- Essential features of preventive KRIs
- KRI Typology: four categories of preventive KRIs
- KRI Design
- Six steps for preventive KRIs: exercises
- Examples of leading KRIs

Exercises: define your own KRIs step by step – Focus: Information Security & Conduct metrics

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Who Should Attend:

- **Heads of Operational Risk**
- **Enterprise Risk Managers**
- **Operational Risk Managers**
- **Operations Managers**
- **Internal Auditors**
- **HR officers**
- **Compliance officers**
- **Consultants**
- **Regulators**

Course Trainer: David Lannoy

David Lannoy has a vast experience in Risk Management gained in 20 years of working in various sectors of industry such as public service, finance, telecommunication and life sciences. His achievements include:

- bringing enterprise risk management and internal control to a higher maturity level in international organisations (Committee of Regions, European Economic and Social Committee, European Border and Coast Guard Agency, ...)
- developing an Enterprise Risk Management approach in a technology firm providing payment services and in a leading life sciences company;
- implementing criminal risk assessment and terrorist threat assessment for the public sector.

He holds a Master degree in Political Sciences and advanced degrees from high-profile Risk Management courses at several well-ranked business schools (Vlerick Business School, EDHEC and HEC Geneva) and he is a Doctorate candidate in the field of Enterprise Risk Management.

He has been admitted to join The Institute of Risk Management (IRM) in London as a Specialist Member and Chairman of the Belgium-Luxembourg Regional Group of the IRM. He has also become Certified ISO 31000 Risk Manager Certified Internal Control Professional.

He has developed a risk assessment methodology based on the Lego Serious Play approach that has been widely recognised within the risk Management community (RIMS Annual Conference in Boston, The Danish Society of Engineers Risk Management Conference in Copenhagen) and has been shortlisted at the CIR Risk Management Awards 2019 in the "Risk Management Innovation of the Year" category.

He is a regular guest lecturer and master thesis supervisor at the HEG Geneva School of Business Administration, at the Solvay Brussels School (Belgium), IESEG Business School in Lille (France) and Skolkovo Moscow School of Management (Russia). He regularly contributes to professional publications.

His creativity and ability to communicate complex matters makes him sought after speaker and trainer for every audience.



Please register the following delegate(s) for the above course.

BOOKING DETAILS - PLEASE USE BLOCK CAPITALS

Company name: _____

Contact name: _____

Job title: _____

Address: _____

Postcode:

Telephone: _____

Email: _____

DELEGATE 1

First name: _____

Surname: _____

Company: _____

Job title: _____

Telephone: _____

Email: _____

Your special needs or dietary requirements: _____

DELEGATE 2

First name: _____

Surname: _____

Company: _____

Job title: _____

Telephone: _____

Email: _____

Your special needs or dietary requirements: _____

DELEGATE 3

First name: _____

Surname: _____

Company: _____

Job title: _____

Telephone: _____

Email: _____

Your special needs or dietary requirements: _____

DELEGATE 4

First name: _____

Surname: _____

Company: _____

Job title: _____

Telephone: _____

Email: _____

Your special needs or dietary requirements: _____

To register please complete this form

Phone: Jon Dear on +44 (0)20 7420 9623 Fax: +44 (0)20 7420 9631

Web: www.flatraining.org.uk Email: training@fla.org.uk

Post: Jon Dear, FLA, Imperial House, 8 Kean Street, London WC2B 4AS

COURSE FEES

FLA Member's fee per delegate: £465 + VAT

Non-FLA Member's fee per delegate: £625 + VAT

PAYMENT: Upon registering you will be sent an invoice; payment is required before attending the event.

Please invoice

Provide purchase order no:

Payment by cheque

You can also book online at www.fla.org.uk where you will have the additional option to pay by credit card.

Cancellations all cancellations must be made in writing via email to training@fla.org.uk. Cancellations received more than 30 days prior to the start of the course will incur an administrative charge of £70.00 + VAT per delegate. There is no refund on cancellations made within 30 days of the course start date.

Transferring from one course to another is treated as a cancellation.

You may substitute one delegate for another at no additional cost. Notification must be received in writing by noon of the business day prior to the start of the course.

Data Protection: The Finance & Leasing Association will use the data you provide to process your course registration. We would also like to keep you informed (by post, telephone, email or fax) of other FLA training courses, products and services. If you would like us to send you details of future events, please tick this box: