

Operational Risk Management

22 June 2020



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.

Operational Risk Management

22 June 2020



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

Operational Risk Management

22 June 2020



Who Should Attend:

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

Trainer:

ARIANE CHAPELLE, PhD, is Associate Professor (Honorary Reader) at University College London for the course 'Operational Risk Measurement for Financial Institutions' and is a Fellow of the Institute of Operational Risk and a trainer for the Professional Risk Managers' International Association (PRMIA), for whom she designed the Certificate of Learning and Practice in Advanced Operational Risk Management.

She is a former holder of the Chair of International Finance at the University of Brussels. She has been active in operational risk management since 2000 and is a former head of operational risk management at ING Group and Lloyds Banking Group.

Dr. Chapelle runs her own training and consulting practice in risk management. Her clients include Tier 1 financial organisations and international financial institutions.

Her new textbook "Operational Risk Management: best practices in the financial services industry", published by Wiley in December 2018 is already a best seller, ranking up to #3 on Amazon UK and up to # 1 in Amazon.com new releases of financial risk management books.



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: