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AUDITING AND GOVERNANCE RISK AND COMPLIANCE | AGRC-051

Board Risk Oversight and Risk Appetite

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Course content

Why Attend

Boards carry ultimate responsibility for ensuring that their organisation takes the right risks in pursuit of its strategy and avoids those that could threaten its survival. Recent corporate failures have shown that boards which do not challenge management on risk, or which receive poor risk information, can be caught unaware with severe consequences.

This Board Risk Oversight and Risk Appetite training course explores how boards and their committees can provide effective oversight of risk. Participants examine the board's responsibilities, the structure and role of risk committees, how to articulate and use risk appetite, what good board risk reporting looks like and how to challenge management constructively.

Course Methodology

• The course is discussion-led and case-based. Participants analyse governance failures, review sample board risk reports, draft risk appetite statements and take part in simulated board discussions on principal risks. Facilitated debate encourages participants to share practices from their own boards and committees.

Course Objectives

• Explain the board's responsibilities for risk governance and oversight

• Compare board, risk committee and audit committee roles

• Develop a risk appetite framework that guides decisions

• Link risk appetite to strategy, limits and performance

• Evaluate the quality and usefulness of board risk reporting

• Challenge management on principal and emerging risks

Target Audience

• Board members and non-executive directors

• Risk and audit committee members

• Chief risk officers and heads of risk

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• Company secretaries and governance professionals

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Course outline

Detailed course outline

Day-by-day outline for Board Risk Oversight and Risk Appetite.

Day 1 - The Board's Role in Risk Governance

- 09:00-09:39 | Governance codes and expectations of board risk oversight
- 09:39-10:18 | Board responsibilities for principal and emerging risks
- 10:18-10:57 | Roles of risk committees and audit committees
- 10:57-11:00 | The relationship between board oversight and management responsibility
- 11:00-11:30 | Coffee break
- 11:30-12:06 | The relationship between board oversight and management responsibility (continued)
- 12:06-12:44 | Lessons from high-profile governance and risk failures
- 12:44-13:22 | Director duties and liability considerations in overview
- 13:22-14:00 | Self-assessment of board risk oversight practices

Day 2 - Risk Appetite Frameworks

- 09:00-09:34 | What risk appetite is and why boards need it
- 09:34-10:08 | Qualitative and quantitative appetite statements
- 10:08-10:42 | Cascading appetite into limits, tolerances and indicators
- 10:42-11:00 | Linking appetite to strategy, capital and performance
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Linking appetite to strategy, capital and performance (continued)
- 11:46-12:20 | Using appetite in investment and strategic decisions
- 12:20-12:53 | Monitoring breaches and escalation
- 12:53-14:00 | Workshop: drafting a board risk appetite statement

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Day 3 - Board Risk Information and Reporting

- 09:00-09:34 | Characteristics of effective board risk reports
- 09:34-10:08 | Principal risk profiles, heat maps and trend information
- 10:08-10:42 | Key risk indicators that boards should see
- 10:42-11:00 | Emerging risk horizon scanning and scenario analysis
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Emerging risk horizon scanning and scenario analysis (continued)
- 11:46-12:20 | Avoiding information overload and false comfort
- 12:20-12:53 | Questions boards should ask about risk information
- 12:53-14:00 | Exercise: critiquing a sample board risk report

Day 4 - Challenge, Culture and Assurance

- 09:00-09:34 | Effective challenge without undermining management
- 09:34-10:08 | Overseeing risk culture and behaviours
- 10:08-10:42 | Remuneration and incentives as risk drivers
- 10:42-11:00 | Using the three lines model for assurance
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Using the three lines model for assurance (continued)
- 11:46-12:20 | Assurance mapping and identifying gaps
- 12:20-12:53 | Interaction with internal and external auditors
- 12:53-14:00 | Simulation: a board discussion on a principal risk

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Day 5 - Crisis, Resilience and Continuous Improvement

- 09:00-09:34 | Board oversight of crisis preparedness and resilience
- 09:34-10:08 | Board roles during a major incident
- 10:08-10:42 | Oversight of cyber, climate and geopolitical risks
- 10:42-11:00 | Evaluating the effectiveness of risk management
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Evaluating the effectiveness of risk management (continued)
- 11:46-12:20 | Board and committee effectiveness reviews
- 12:20-13:27 | Developing director risk knowledge and skills
- 13:27-14:00 | Personal action plan for improving board risk oversight

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Seminar dates

Available seminar dates

Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	London	Classroom	**€2,915**
7 - 11 December 2026	Barcelona	Classroom	**€2,275**
14 - 18 December 2026	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	London	Classroom	**€2,915**
18 - 22 January 2027	Barcelona	Classroom	**€2,275**
25 - 29 January 2027	Frankfurt	Classroom	**€2,175**
4 - 8 January 2027	Dubai	Classroom	**€2,845**
15 - 19 February 2027	London	Classroom	**€2,915**
22 - 26 February 2027	Barcelona	Classroom	**€2,275**
1 - 5 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
8 - 12 February 2027	Geneva	Classroom	**€3,315**
22 - 26 March 2027	London	Classroom	**€2,915**
1 - 5 March 2027	Barcelona	Classroom	**€2,275**
8 - 12 March 2027	Frankfurt	Classroom	**€2,175**
15 - 19 March 2027	Istanbul	Classroom	**€2,825**
5 - 9 April 2027	London	Classroom	**€2,915**
12 - 16 April 2027	Barcelona	Classroom	**€2,275**
19 - 23 April 2027	Frankfurt	Classroom	**€2,175**
26 - 30 April 2027	Kuala lumpur	Classroom	**€2,425**
10 - 14 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
17 - 21 May 2027	Barcelona	Classroom	**€2,275**
24 - 28 May 2027	Frankfurt	Classroom	**€2,175**
3 - 7 May 2027	Madrid	Classroom	**€3,400**
21 - 25 June 2027	London	Classroom	**€2,915**
7 - 11 June 2027	Barcelona	Classroom	**€2,275**
14 - 18 June 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	London	Classroom	**€2,915**
5 - 9 July 2027	Barcelona	Classroom	**€2,275**
12 - 16 July 2027	Frankfurt	Classroom	**€2,175**
19 - 23 July 2027	Paris	Classroom	**€2,810**

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Seminar dates

Available seminar dates

Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
2 - 6 August 2027	London	Classroom	**€2,915**
9 - 13 August 2027	Barcelona	Classroom	**€2,275**
16 - 20 August 2027	Frankfurt	Classroom	**€2,175**
23 - 27 August 2027	Rome	Classroom	**€2,830**
20 - 24 September 2027	London	Classroom	**€2,915**
6 - 10 September 2027	Barcelona	Classroom	**€2,275**
13 - 17 September 2027	Frankfurt	Classroom	**€2,175**
18 - 22 October 2027	London	Classroom	**€2,915**
25 - 29 October 2027	Barcelona	Classroom	**€2,275**
4 - 8 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Amsterdam	Classroom	**€3,215**
22 - 26 November 2027	London	Classroom	**€2,915**
1 - 5 November 2027	Barcelona	Classroom	**€2,275**
8 - 12 November 2027	Frankfurt	Classroom	**€2,175**
15 - 19 November 2027	Cape Town	Classroom	**€1,825**
6 - 10 December 2027	London	Classroom	**€2,915**
13 - 17 December 2027	Barcelona	Classroom	**€2,275**
20 - 24 December 2027	Frankfurt	Classroom	**€2,175**
27 - 31 December 2027	Dubai	Classroom	**€2,845**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Board Risk Oversight and Risk Appetite generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**