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AUDITING AND GOVERNANCE RISK AND COMPLIANCE | AGRC-043

Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice

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Course content

Why Attend

Organisations face a wider and faster-moving range of risks than ever before, from strategic disruption and regulatory change to cyber threats, supply chain failures and climate impacts. Boards and regulators increasingly expect a joined-up approach in which risk is considered alongside strategy and performance rather than managed in isolated silos.

This Enterprise Risk Management Frameworks training course explains the two most widely used reference frameworks, ISO 31000 and COSO Enterprise Risk Management, and shows how to turn them into a practical, working risk management system. Participants compare the principles, components and processes of each framework and learn how to design governance, risk appetite, assessment methods, registers and reporting.

Course Methodology

• The course combines structured presentations with practical workshops. Participants map both frameworks against their own organisation, draft a risk appetite statement, run a risk assessment workshop, build a sample risk register and design a board risk report. Case studies show how organisations in different sectors have implemented ERM successfully and where they struggled.

Course Objectives

• Explain the purpose and value of enterprise risk management

• Compare the principles and structure of ISO 31000 and COSO ERM

• Design an ERM governance structure with clear roles and responsibilities

• Define risk appetite and tolerance in practical, usable terms

• Identify, assess and prioritise risks using consistent methods

• Select and monitor effective risk responses and controls

Target Audience

• Chief risk officers and risk managers

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- Risk and compliance officers
- Internal auditors and audit managers
- Strategy and planning professionals

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Course outline

Detailed course outline

Day-by-day outline for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice.

Day 1 - Foundations of Enterprise Risk Management

- 09:00-09:34 | The evolution from traditional risk management to ERM
- 09:34-10:08 | Why boards, regulators and investors expect integrated risk management
- 10:08-10:42 | Key risk concepts: uncertainty, objectives, likelihood and impact
- 10:42-11:00 | Overview of ISO 31000 principles, framework and process
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Overview of ISO 31000 principles, framework and process (continued)
- 11:46-12:20 | Overview of the COSO ERM components and principles
- 12:20-12:53 | Similarities and differences between the two frameworks
- 12:53-14:00 | Exercise: mapping both frameworks to your organisation

Day 2 - Governance, Culture and Risk Appetite

- 09:00-09:34 | ERM governance structures and the role of the board
- 09:34-10:08 | The three lines model and risk ownership
- 10:08-10:42 | Risk culture and its influence on behaviour and decisions
- 10:42-11:00 | Defining risk appetite, tolerance and capacity
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Defining risk appetite, tolerance and capacity (continued)
- 11:46-12:20 | Translating appetite into limits and decision rules
- 12:20-12:53 | Integrating ERM with strategy setting and business planning
- 12:53-14:00 | Workshop: drafting a risk appetite statement

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Day 3 - Risk Identification and Assessment

- 09:00-09:27 | Establishing context, scope and risk criteria
- 09:27-09:54 | Techniques for identifying strategic, operational and emerging risks
- 09:54-10:48 | Designing consistent likelihood and impact scales
- 10:48-11:00 | Qualitative, semi-quantitative and quantitative assessment
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Qualitative, semi-quantitative and quantitative assessment (continued)
- 11:45-12:12 | Interconnected risks and aggregation across the enterprise
- 12:12-13:06 | Building and maintaining a useful risk register
- 13:06-14:00 | Workshop: facilitating a risk assessment session

Day 4 - Risk Response, Controls and Monitoring

- 09:00-09:30 | Choosing between avoiding, reducing, sharing and accepting risk
- 09:30-10:30 | Designing proportionate controls and action plans
- 10:30-11:00 | Key risk indicators and early warning signals
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Monitoring risk treatment progress and effectiveness
- 12:00-12:30 | Linking ERM with internal control and compliance
- 12:30-13:00 | Using technology and risk management software
- 13:00-14:00 | Case study: responding to a rapidly escalating risk

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Day 5 - Reporting, Assurance and Continuous Improvement

- 09:00-10:00 | Designing risk reports for boards and executive committees
- 10:00-10:30 | Heat maps, dashboards and narrative risk reporting
- 10:30-11:00 | The role of internal audit in providing assurance on ERM
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Assessing ERM maturity against recognised models
- 12:00-12:30 | Common reasons ERM programmes fail and how to avoid them
- 12:30-13:30 | Building a roadmap for ERM improvement
- 13:30-14:00 | Personal action plan for strengthening enterprise risk management

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Seminar dates

Available seminar dates

Live dates and pricing for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	London	Classroom	**€2,915**
14 - 18 December 2026	Barcelona	Classroom	**€2,275**
21 - 25 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	Kuala lumpur	Classroom	**€2,425**
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

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Live dates and pricing for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice generated from the course details page.

Date	Location	Format	Fee
8 - 12 February 2027	Madrid	Classroom	**€3,400**
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	Munich	Classroom	**€2,425**
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	Paris	Classroom	**€2,810**
10 - 14 May 2027	London	Classroom	**€2,915**

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Live dates and pricing for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice 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	Rome	Classroom	**€2,830**
7 - 11 June 2027	London	Classroom	**€2,915**
14 - 18 June 2027	Barcelona	Classroom	**€2,275**
21 - 25 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	Amsterdam	Classroom	**€3,215**

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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	Cape Town	Classroom	**€1,825**
6 - 10 September 2027	London	Classroom	**€2,915**
13 - 17 September 2027	Barcelona	Classroom	**€2,275**
20 - 24 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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Live dates and pricing for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice generated from the course details page.

Date	Location	Format	Fee
11 - 15 October 2027	Geneva	Classroom	**€3,315**
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	Istanbul	Classroom	**€2,825**
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	Kuala lumpur	Classroom	**€2,425**
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Enterprise Risk Management Frameworks: ISO 31000 and COSO ERM in Practice generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
21 - 25 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**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
21 - 25 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**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
20 - 24 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**