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AUDITING AND GOVERNANCE RISK AND COMPLIANCE | AGRC-053

Key Risk Indicators: Design and Reporting

Contact

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Course content

Why Attend

Risk registers describe what could go wrong, but they do not always show whether risk is rising or falling. Key risk indicators fill this gap by providing measurable, forward-looking signals that alert management to changes in exposure before losses occur. Well-designed indicators help organisations act early, monitor appetite and focus attention where it matters.

This Key Risk Indicators: Design and Reporting training course shows how to select, define, set thresholds for and report key risk indicators. Participants learn the difference between leading and lagging indicators, how to link indicators to risks, controls and appetite, how to source reliable data and how to build dashboards that drive action.

Course Methodology

• The course is workshop-based. Participants choose risks from their own organisation and develop indicators for them step by step, defining metrics, data sources and thresholds and building a sample dashboard. Group critique and case studies of effective and ineffective indicators reinforce good design.

Course Objectives

• Explain the purpose of key risk indicators in risk management

• Distinguish risk, control and performance indicators

• Select indicators that are relevant, measurable and predictive

• Define indicators clearly with data sources and ownership

• Set thresholds aligned with risk appetite and tolerance

• Design dashboards and reports that prompt action

Target Audience

• Risk managers and risk analysts

• Operational risk professionals

• Compliance officers

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- Internal auditors

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Course outline

Detailed course outline

Day-by-day outline for Key Risk Indicators: Design and Reporting.

Day 1 - The Role of Key Risk Indicators

- 09:00-09:34 | Why risk registers alone are not enough
- 09:34-10:08 | Key risk indicators, key control indicators and key performance indicators
- 10:08-10:42 | Leading, current and lagging indicators
- 10:42-11:00 | Linking indicators to risk appetite and strategy
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Linking indicators to risk appetite and strategy (continued)
- 11:46-12:20 | Characteristics of a good key risk indicator
- 12:20-12:53 | Common mistakes in indicator programmes
- 12:53-14:00 | Exercise: reviewing an existing indicator set

Day 2 - Selecting Indicators

- 09:00-09:34 | Starting from risks, causes and control weaknesses
- 09:34-10:08 | Using loss data, incidents and audit findings
- 10:08-10:42 | Workshops with business owners to identify indicators
- 10:42-11:00 | Balancing coverage with simplicity
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Balancing coverage with simplicity (continued)
- 11:46-12:20 | Indicators for operational, compliance, financial and strategic risks
- 12:20-12:53 | Indicators for emerging and hard-to-measure risks
- 12:53-14:00 | Workshop: selecting indicators for priority risks

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Day-by-day outline for Key Risk Indicators: Design and Reporting.

Day 3 - Defining Indicators and Setting Thresholds

- 09:00-09:34 | Writing precise indicator definitions and formulas
- 09:34-10:08 | Data sources, frequency and data quality checks
- 10:08-10:42 | Ownership and accountability for each indicator
- 10:42-11:00 | Setting green, amber and red thresholds
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Setting green, amber and red thresholds (continued)
- 11:46-12:20 | Using historical data, benchmarks and judgement
- 12:20-12:53 | Aligning thresholds with appetite and tolerance
- 12:53-14:00 | Exercise: defining and calibrating indicators

Day 4 - Reporting and Dashboards

- 09:00-10:00 | Designing dashboards for management and boards
- 10:00-10:30 | Trend analysis and visualisation techniques
- 10:30-11:00 | Combining indicators with narrative commentary
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Escalation procedures when thresholds are breached
- 12:00-12:30 | Automating indicator collection and reporting
- 12:30-13:00 | Avoiding indicator overload and false assurance
- 13:00-14:00 | Workshop: building a risk dashboard

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Day-by-day outline for Key Risk Indicators: Design and Reporting.

Day 5 - Validation and Continuous Improvement

- 09:00-09:30 | Testing whether indicators predict risk events
- 09:30-10:00 | Periodic review and retirement of indicators
- 10:00-10:30 | Internal audit review of indicator programmes
- 10:30-11:00 | Embedding indicators into decision making
- 11:00-11:30 | Coffee break
- 11:30-12:30 | Building a culture that responds to early warnings
- 12:30-13:00 | Presenting indicator proposals to senior management
- 13:00-14:00 | Personal action plan for implementing key risk indicators

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Seminar dates

Available seminar dates

Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
14 - 18 December 2026	London	Classroom	**€2,915**
21 - 25 December 2026	Barcelona	Classroom	**€2,275**
7 - 11 December 2026	Frankfurt	Classroom	**€2,175**
25 - 29 January 2027	London	Classroom	**€2,915**
4 - 8 January 2027	Barcelona	Classroom	**€2,275**
11 - 15 January 2027	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	Istanbul	Classroom	**€2,825**
1 - 5 February 2027	London	Classroom	**€2,915**
8 - 12 February 2027	Barcelona	Classroom	**€2,275**
15 - 19 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
22 - 26 February 2027	Kuala lumpur	Classroom	**€2,425**
8 - 12 March 2027	London	Classroom	**€2,915**
15 - 19 March 2027	Barcelona	Classroom	**€2,275**
22 - 26 March 2027	Frankfurt	Classroom	**€2,175**
1 - 5 March 2027	Madrid	Classroom	**€3,400**
19 - 23 April 2027	London	Classroom	**€2,915**
26 - 30 April 2027	Barcelona	Classroom	**€2,275**
5 - 9 April 2027	Frankfurt	Classroom	**€2,175**
12 - 16 April 2027	Munich	Classroom	**€2,425**
24 - 28 May 2027	London	Classroom	**€2,915**

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Seminar dates

Available seminar dates

Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
3 - 7 May 2027	Barcelona	Classroom	**€2,275**
10 - 14 May 2027	Frankfurt	Classroom	**€2,175**
17 - 21 May 2027	Paris	Classroom	**€2,810**
14 - 18 June 2027	London	Classroom	**€2,915**
21 - 25 June 2027	Barcelona	Classroom	**€2,275**
7 - 11 June 2027	Frankfurt	Classroom	**€2,175**
12 - 16 July 2027	London	Classroom	**€2,915**
19 - 23 July 2027	Barcelona	Classroom	**€2,275**
26 - 30 July 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	Vienna	Classroom	**€3,425**

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Seminar dates

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Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
16 - 20 August 2027	London	Classroom	**€2,915**
23 - 27 August 2027	Barcelona	Classroom	**€2,275**
2 - 6 August 2027	Frankfurt	Classroom	**€2,175**
9 - 13 August 2027	Amsterdam	Classroom	**€3,215**
13 - 17 September 2027	London	Classroom	**€2,915**
20 - 24 September 2027	Barcelona	Classroom	**€2,275**
6 - 10 September 2027	Frankfurt	Classroom	**€2,175**
4 - 8 October 2027	London	Classroom	**€2,915**
11 - 15 October 2027	Barcelona	Classroom	**€2,275**
18 - 22 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

Available seminar dates

Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
25 - 29 October 2027	Dubai	Classroom	**€2,845**
8 - 12 November 2027	London	Classroom	**€2,915**
15 - 19 November 2027	Barcelona	Classroom	**€2,275**
22 - 26 November 2027	Frankfurt	Classroom	**€2,175**
1 - 5 November 2027	Geneva	Classroom	**€3,315**
20 - 24 December 2027	London	Classroom	**€2,915**
27 - 31 December 2027	Barcelona	Classroom	**€2,275**
6 - 10 December 2027	Frankfurt	Classroom	**€2,175**
13 - 17 December 2027	Istanbul	Classroom	**€2,825**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**

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Live dates and pricing for Key Risk Indicators: Design and Reporting generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**
7 - 11 December 2026	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**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
18 - 22 January 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**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
1 - 5 March 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**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**
3 - 7 May 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 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**
7 - 11 June 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**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 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**
6 - 10 September 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**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**

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