



The Institute of Risk Management
SOUTH AFRICA



Risk Appetite and Tolerance for Board Level

RISK APPETITE AND TOLERANCE FOR BOARD LEVEL



ABOUT THIS COURSE

The ISO 31000:2018 definition of Risk Appetite shows that it is concerned with the kinds of risk an organisation prefers to take as well as the level to which it wants to expose itself. For many organisations, some of the largest risks they face relate directly to their major sources of income and taking these risks underpins their business model. Risk Tolerance then relates to an organisation's willingness to tolerate or retain risk after risk treatment has taken place.

Efforts to quantify Risk Appetite and Tolerance can sometimes produce an illusion of precision and often leads to great misconceptions.



COURSE OUTCOME

Part 1: An Introduction to RAT
Overview and defining RAT
Common misconceptions
Why RAT?

Part 2: RAT Policy / Framework
Content and purpose

Part 3: RAT in practice

RAT in decision making
Variances to risk parameters
Continual review and monitoring
Developing a RAT Policy / Framework
Setting RAT levels
RAT Reporting
Risk register review
Managing change (internally and externally)
Awareness and training

Part 4: Practical exercise Developing RAT levels as per a generic risk matrix Risk measurement against RAT levels RAT Reporting – plotting risk profiles



WHO SHOULD ATTEND

Chief Risk Officers, Risk Managers, Risk Champions, Business Executives and managers who want to improve their risk management capability



HOW WILL YOU BENEFIT

This training will provide an overview of Risk Appetite and Tolerance and instill practical, hands on understanding of their application within an organisation. The training will provide learners with a practical opportunity to develop RAT levels based on a generic model to enhance their understanding.



ABOUT THE FACILITATOR



Christopher Palm is the Chief Risk Advisor at the Institute of Risk Management South Africa (IRMSA).

His passion is to collaborate with risk professionals and other key role players both locally and globally to transform risk management into a key component of excellent decision-making.

Christopher believes that a solid enterprise risk management capability within an entity, supported by a risk-mature Leadership, will lead to decisions that will effectively respond to both risks and opportunities facing the business world today and well into the future.

Christopher spent 27 years with a South African Power Utility, of which the last 18 were at senior executive level -from Group Audit Manager and Head of Forensics to Head of Enterprise Risk where he established the Utility's integrated

risk management capability in 2008. His most valuable experience throughout his time was the gaining of world class risk and resilience knowledge, experience and exposure and how it is challenged in practise. Christopher's educational background includes a Bachelor Degree - majoring in Accounting, Management Accounting, Commercial Law, Business Economics and Economics. He also obtained an Honours Degree in Business Economics and Management Accounting. He complimented the above by completing the Executive Leadership Development Programme at Wits Business School.

As the founding Chairman of the IRMSA Risk Intelligence Committee, one highlight was the pioneering of the IRMSA Risk Intelligence Report for South Africa, first published in 2015 and now it is sixth edition.

Currently Christopher focusses on working with risk practitioners, C-Suites and Boards to enhance risk maturity and address the more complex elements of risk management such as risk appetite, integration of risk and strategy development and the use of big data resulting in risk intelligence through predictive capabilities, systems thinking and scenario development and analysis.



TERMS AND CONDITIONS

Please review the Terms and Conditions carefully before booking. Delegates should review the content and levels of the course they are registering for to ensure suitability and that they are registering for the correct course.

Payment:

IRMSA must receive payment or an approved and signed Purchase Order prior to the training.

Full payment must be received two weeks prior to the course. Proof of payment must be emailed to training@irmsa.org.za.

Cancellation:

Should a delegate wish to cancel, this must be done in writing to training@irmsa.org.za **no later than 7 working days** prior to the training course. A R1 190.00 Exclude VAT cancellation fee will apply.

- Delegates who cancel their registration in writing **after 7 working days** will be personally liable for the full fee.
- Substitutions may be made at no additional cost.
- Delegates will be personally liable for the payment of the full registration fee in the event of non-attendance or failure to cancel in writing prior to the deadline of **7 working days**.

Dietary Requirements:

(This only applicable to Classroom Training)

Dietary requirements received **3 days prior** to the commencement of training can be accommodated.

Please note:

IRMSA endeavours to host the specified training on the date as advertised. However, if unforeseen circumstances arise or due to extenuating circumstances out of our control, IRMSA reserves the right to cancel the training.

IRMSA does not store credit card details nor do we share customer details with any 3rd parties. IRMSA reserves the right to make changes to the training programme. IRMSA reserves the right to refuse any booking.



CONTACT US

PostNet Suite 616
Private Bag X43
Sunninghill
2157

144 Katherine Street
Grayston Ridge Office Park
Block A, First Floor, IRMSA

training@irmsa.org.za
www.irmsa.org.za | 011 555 1800