

# RISK AND RESILIENCE ACADEMY

## Workshop Programme

The UK Finance Risk and Resilience Academy, in partnership with KRisk, will enable delegates to develop frameworks, practices and behaviours that instil operational resilience disciplines across the firm. Following the release of the FCA/PRA/BoE Operational Resilience policy the academy explores the principles involved in managing risk and enabling a resilient culture while supporting management to integrate and embed operational resilience best practice to the new policy requirements. It makes effective use of organisational knowledge, encourages effective and empowered leaders and enables organisations to deliver on their commitments in the changing environment.

At its core the academy is a comprehensive training course where senior managers follow a programme that includes 8 virtual 3 hour sessions supplemented by interactive online resources. Delegates will work in teams to build structures, frameworks, and processes that will help them to embed a more resilient approach when they return to their organisation. They will have access to dedicated forums to discuss their experiences and receive advice from experienced risk professionals led by real life case studies.

**The Risk and Resilience Academy is available publicly and also in-house for a more tailored experience.**

### ACADEMY AIMS

#### Benefits to staff

- Improved risk and resilience thinking to provide confidence when servicing customers
- Better support your organisation in influencing and improving a resilient culture
- Communicate and manage risk in an integrated positive way
- Effectively use risk tools and techniques to improve resilience capability
- Understand own risk behaviours and effectively influence others



#### Organisational benefits

- Understand the disciplines that make up resilience
- Reduced likelihood of threats impacting business
- Assurance and compliance with risk and resilience regulation
- Improved incident management
- Better understanding of the UK's operational resilience regulatory environment



### CONTACT US

You can book your place on our website:  
[www.ukfinance.org.uk/risk-academy](http://www.ukfinance.org.uk/risk-academy)

Alternatively email us for more information:  
[Nick.West@ukfinance.org.uk](mailto:Nick.West@ukfinance.org.uk)

### PRICING

UK Finance Member:  
**£3,750 plus VAT per person**

Non UK Finance Member:  
**£4,750 plus VAT per person**

## WORKSHOP 1 - AGENDA

### Introductions & Regulator Expectations

#### Module outline

- Introduction to the Academy; the participants, trainers, structure, learning objectives and expectations
- Introduction to risk and resilience international standards and best practice
- Explore regulator expectations on risk and resilience
- Differences, similarities and overlaps with risk and resilience terminology e.g. operational risk, operational resilience, organisational resilience, enterprise risk, business continuity, Incident and crisis management

#### Aims

- Develop foundational knowledge of organisational and operational risk and resilience standards and best practice
- Develop foundation of risk and resilience knowledge

#### Outcomes

- Be informed and knowledgeable on risk and resilience standards, regulation and best practice and use these principles to drive your organisation to become more resilient
- Increased confidence on the principles of risk management with the ability to clearly articulate the benefits to your stakeholders
- Understand the context of risk and resilience in your organisation
- Sharing of experience on risk and resilience amongst participants

## WORKSHOP 2 - AGENDA

### Risk & Resilience Landscape and Journey

#### Module outline

- Appreciate the risk landscape facing organisations today and share experiences of real events
- Explore an organisation's risk and resilience journey and maturity model
- The history and evolution of today's risk and resilience standards
- How the different risk and resilience disciplines can interlink and integrate efficiently

#### Aims

- Understand current regulatory thinking and how to get ahead
- Understand an organisation's risk and resilience journey and maturity model

#### Outcomes

- Learn how the different risk and resilience disciplines (ERM, BCM, CIM, Operational Resilience, etc) interlink
- Understand why organisations manage risk and resilience

## WORKSHOP 3 - AGENDA

### Risk & Resilience Culture

#### Module outline

- Identifiers of a strong risk and resilient culture
- Competence and capability
- Risk based thinking and individual response to risk
- Personal predisposition and perception to risk (your own risk profile)
- Personnel risk; understand how to manage the threat from within
- People resilience pre, during and after an incident

#### Aims

- Appreciate what is required for a strong, embedded resilient culture and how to implement this
- Better understand individuals; what drives them, what discourages them, their level of risk awareness
- Learn how to get the best out of your people during a major incident

#### Outcomes

- Knowledge of the indicators of good risk and resilience culture
- Actions to drive your organisation towards having a proactive risk and resilience culture at operational and organisational levels
- Greater appreciation of potential insider threats and an understanding of how to identify and manage these threats and vulnerabilities
- Better protect and manage people during a crisis
- Increased opportunities for organisational success resulting from enhanced people performance
- Risk and resilience-based thinking, decision making, and communication embedded into the operational rhythm of your organisation

## WORKSHOP 4 - AGENDA

### A Focus on Operational Resilience

#### Module outline

- Discover what operational resilience is / is not
- How to identify important business services from an outcome focused perspective
- Focusing on important business services and how best to map them efficiently
- Assessing the resilience of the components of the service to enable gap analysis and vulnerability identification
- Discussing what a resilient service looks like from real industry examples, considering systems, extended enterprise and teams
- What the boards involvement in setting impact tolerances are

#### Aims

- Create dependency maps for the systems and processes of important business services
- Identify important business services from an outcome focused perspective
- Impact tolerances

#### Outcomes

- Explore how to establish impact tolerances
- Learn about scenario testing to identify vulnerabilities
- Be informed and knowledgeable on risk and resilience standards, regulation and best practice and use these principles to drive your organisation to become resilient

## WORKSHOP 5 - AGENDA

### The Risk Process

#### Module outline

- Deeper review of the link between organisational resilience, enterprise risk management and the risk process
- Understand how to identify risks and analyse; how a bow-tie diagram can support this
- Appreciate the opportunity side of risk
- How to evaluate risk and resilience conformance and performance metrics
- Options to treat risk which are outside risk appetite
- Effective risk reporting and communication to Boards and Committees

#### Aims

- Appreciate the opportunity side of risk
- How to evaluate risks and report on top risks
- Options to treat risk which are outside risk appetite

#### Outcomes

- Be informed and knowledgeable on risk and resilience standards, regulation and best practice and use these principles to drive your organisation to become resilient
- Increased confidence on the principles of risk management with the ability to clearly articulate the benefits to your stakeholders
- Understand the context of risk and resilience in your organisation
- Sharing of experience on risk and resilience amongst participants

## WORKSHOP 6 - AGENDA

### Incident Response & Management

#### Module outline

- Understand the causes of a 'crisis' and identify the drivers and barriers to an effective response
- Review major incident preparedness and assessment of capacity
- How to create severe but plausible scenario scenarios
- Understanding the incident team response, incident room, roles and responsibilities
- Incident management communication
- Information flow and decision making process

#### Aims

- Understand the interaction of risk assessment and business continuity impact analysis
- Complete a BIRA (Business Impact Risk Assessment) for the case study organisation and produce a response strategy
- Participate in developing major incident roles and responsibilities, managing an incident and resulting debrief
- Produce and present a resilience strategy to the 'board'

#### Outcomes

- Appreciation for how the business continuity discipline forms a cornerstone of risk and resilience management
- Knowledge of how business continuity plays an important part in the control environment, to determine and select a strategy based on the outputs from the business impact analysis and risk assessment
- Understanding of the gold command team responsibilities
- Confidence in how to test the incident room and people's preparedness for a risk event
- Appreciate that risk and business continuity management must form an integral part of the assessment and robustness of strategic plans

## WORKSHOP 7 - AGENDA

### The Supporting Structures

#### Module outline

- Appreciate the different stakeholders involved in risk and their individual needs risk communications expectations
- Review communication strategies to support risk and resilience management
- Reporting and monitoring requirements for risk and resilience management

#### Aims

- Understand how risk appetite and tolerance statements help drive risk and resilience decisions

#### Outcomes

- Review communication strategies to support risk and resilience management
- Appreciate the different stakeholders involved in risk and resilience management and their individual needs and expectations

## WORKSHOP 8 - AGENDA

### Action Planning & Conclusion

#### Module outline

- Understand how to develop action plans to drive forward risk and resilience management across an organisation
- Effective communication of actions to stakeholders
- Appreciate where others are on their journey and how they plan to move forward
- Review all academy learning and answer any remaining questions

#### Aims

- Be able to apply what you have learnt about resilience into a case study organisation to better understand practical implementation
- Understand the range of resilience structures and models
- Work to understand the resilience tools and techniques and the right time to use them
- Develop resilience workshop skills
- Review all academy learning and answer any remaining questions

#### Outcomes

- Clarification on the steps required to implement a risk and resilience framework
- Understanding of the key risk and resilience tools and techniques available
- Learn how to gather resilience information and make informed decisions
- Ability to plan, run and present an effective resilience workshop

## ACADEMY BACKGROUND

The resilience of the financial sector underpins the resilience of UK plc. Financial institutions are under increasing pressure to demonstrate that their approach to building operational resilience will enable them to recover quickly and effectively from major disruption and strategic crisis events.

Set across the background of legal and other requirements from international standards, policy requirements and cross industry best practice. Including the Operational Resilience Policy, Organisational Resilience and International standards high level requirements, SMCR Senior Manager Certificate Regime, CBEST/NIS Information Security Directives among many other areas, this Academy will provide the delegates the knowledge, skills and tools required to evolve and embed resilience into the operational rhythm of your organisation.

### How can the Academy help?

The Risk and Resilience Academy is for people who want to gain the skills, knowledge, and relationships to address the most challenging issues and scenarios and meet regulatory requirements.

At its core the Academy is a learning environment where senior managers will have the opportunity to meet, question, and work with leading thinkers across sectors. They will follow a programme that includes one-day workshops, supplemented by webinars, podcasts, plus reading lists and downloadable resources.

### Workshop dates:

Participants will be invited to attend eight workshops, over the course of two months:

- **Workshop One:**  
Introductions & Regulator Expectations
- **Workshop Two:**  
Risk & Resilience Landscape and Journey
- **Workshop Three:**  
Risk & Resilience Culture
- **Workshop Four:**  
A Focus on Operational Resilience
- **Workshop Five:**  
The Risk Process
- **Workshop Six:**  
Critical Incident Response & Management
- **Workshop Seven:**  
The Supporting Structures
- **Workshop Eight:**  
Action Planning & Conclusion

## THE LEARNING EXPERIENCE

The Academy programme and content is designed to be agile, immersive and responsive, ensuring that we can understand the challenges faced by the cohort and tailor the programme accordingly.

The two-month programme will feature up-to-date case studies and the latest news issues. It will be grounded in the latest industry information and up-to-date regulatory direction as well as well-established models, to engage innovative thinking.

More pointedly, the faculty will use the cohort's own experiences and challenges to make the programme as dynamic, practical and helpful, as possible.

To include but not restricted to:

- Podcast introductions from the faculty 
- Receive detailed faculty feedback on your experiences 
- Q&A session with your faculty and senior practitioners to answer your critical questions 
- Join a live monthly webinar with your faculty 
- Benefit from your faculty's close analysis of other cohort participants challenges 
- Carefully curated additional reading and resources so you can take your understanding further 
- Dedicated private forums to discuss your experiences in confidence 
- Safe, confidential environment to maximise depth of analysis of real-life challenges 
- Discuss case-studies on relevant topics and issues 

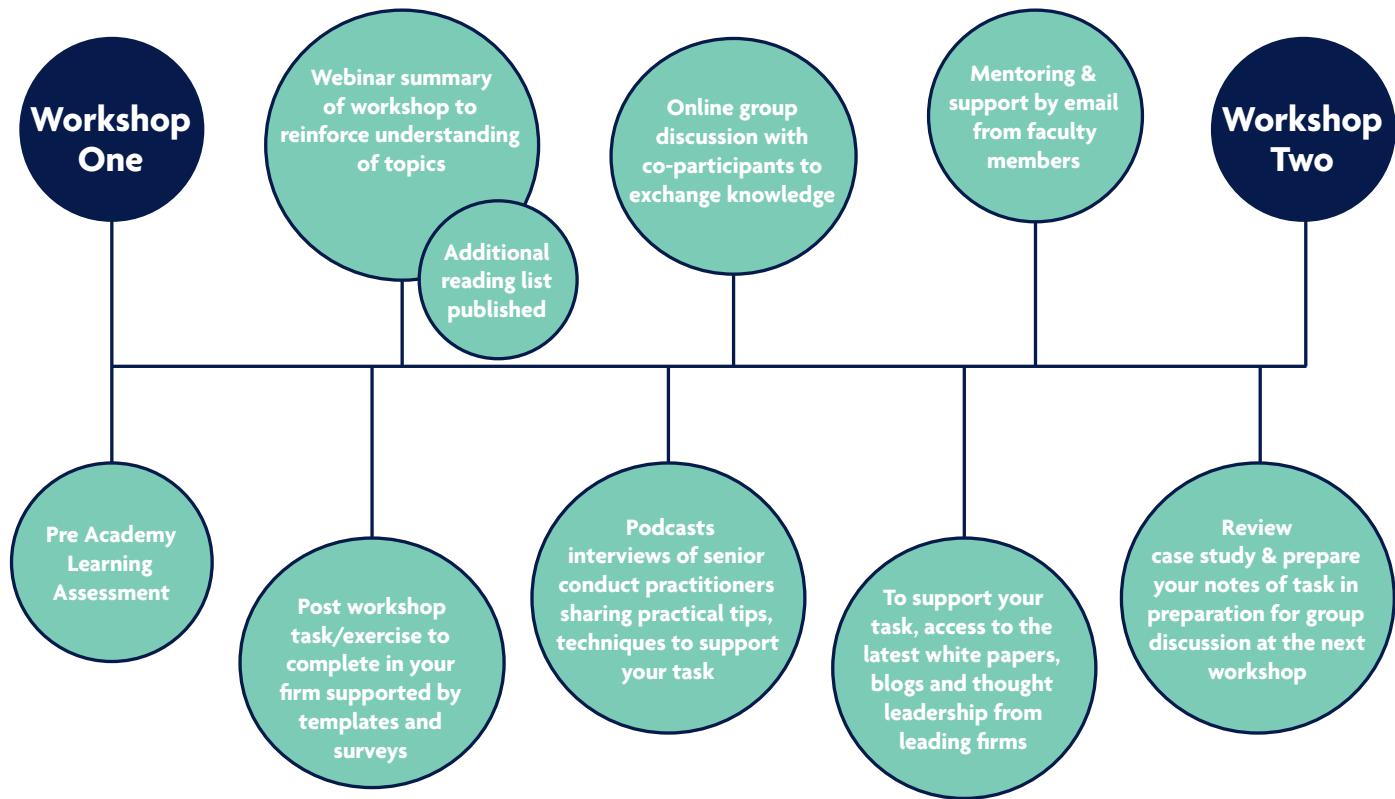
## WHO SHOULD ATTEND?

The recommended participants should be colleagues responsible for development of their organisation's strategy for operational risk and resilience, these include:

- Organisational influencers: CEO, CRO, Head of Audit, Head of Compliance, Head of Risk, NEDs
- COO: according to the regulator, responsible for resilience under SM&CR
- A risk or resilience manager within a business unit/ function with responsibility for the first line of defence for risk and resilience
- A member of the risk and compliance team with responsibility for risk and resilience strategy or governance who needs to better understand how to more effectively manage risk and resilience
- A risk or resilience champion or coordinator who needs to influence others in supporting the risk and resilience strategy and objectives
- Specific functions with responsibility for risk and resilience management: security, safety, cyber, environment

## THE LEARNING JOURNEY

360 learning journey example



### Social Learning

The cohort will be formed of a peer group who will learn from each other's experiences and issues in a confidential and supportive environment under Chatham House rules. As experienced facilitators, the faculty will help the cohort explore individual concerns through frank conversation and 'social learning' where each participant is urged to share practical examples, best practice, concerns and successes from within their own organisation over the course of the programme.

This 360-degree approach will ensure that each attendee can reflect fully on what they have learned, tailor their approach, and test different working practices within their organisation. The aim of the Academy is to offer practical, rather than theoretical, solutions.

### Learning by doing

The approach of the faculty will be to encourage 'action learning' or 'learning by doing'. Over the course of the programme the cohort will be encouraged to apply, test and feedback on what they have learned through each aspect of the Academy, sharing their experiences and best practice with the group to benefit from feedback and diverse perspectives. This learning cycle should reinforce better working practices and help the cohort to develop behaviours which put customers and values at the heart of decision making.

## TAKE THIS TRAINING IN-HOUSE

Our in-house virtual risk and resilience programmes have been distilled from the main R&R Academy to help our members become ever more resilient. Your organisation can take the existing public R&R Academy and have this replicated for your management teams. Or is more often the case we understand your specific needs and objectives and use the core R&R Academy as a base to integrate any special elements you feel are necessary.

The key to the success of these programmes is that it is not just a training session it is a hybrid of learning centric consultancy led experience. Where our mentor leads the teams through the risk and resilience maturity journey based on international best practice, expectations of the regulators and importantly your own business risks.

### **Delivery method:**

Many of our clients have converted to virtual training and have seen great results. Rather than feeling that virtual training is inferior, the majority of delegates feel they have gained more from it. Social distancing is no longer a barrier to an effective classroom discussion and delegates still earn certification and continuous professional development points that can provide evidence that you are using a leading Financial sector Risk & Resilience programme.

Participants will be invited to complete small bitesized sections of the online programme in-between the sessions. In addition to that they will complete our online risk discovery profile designed to allow them to better understand their risk intelligence and their own perceptions of risk aligned to professional competency best practice. This all brings together interactive exercises, video, narrative and graphics to take the learner on an enjoyable and structured journey through the fundamentals of risk and resilience management, ensuring everyone gains a basic level of knowledge so as they can continue to embed back into your organisation/firm.

### **Output:**

Brings all your management team together to ensure integrated and holistic organisational and operational thinking. The output of each session are incorporated into an insights report that you can use as a base to clearly see vulnerabilities and improve your resilience maturity to manage your risks responsibly to ensure customer satisfaction can be maximised and customer harm minimised.

## FACULTY BIOGRAPHIES



### **Dr Aarti Anhal**

Associate Director, KRisk

Aarti is a resilience coach, advisor and mentor. Renowned for her passion for the subject and dynamic style of facilitation, she has been working in the field of security, risk and resilience since 2001.

Formerly a partner at a leading risk software company, Aarti has spent her professional career equipping operational teams and executives with the skills and tools they need to build their resilience capabilities and succeed in today's complex environment.

In addition to delivering advisory services to develop and validate her clients' resilience, Aarti has successfully led the enterprise-wide implementation of risk and resilience software platforms for airlines, airports, emergency services and government agencies in the UK and across Europe. These projects have helped her clients to strengthen their procedures and processes, improve delegation and ownership of responsibility across the organisation and generate real-time information to support risk-informed decision making.



### **Grant Kennedy**

Managing Director, KRisk

Grant has worked with senior levels of staff across multiple sectors from critical national infrastructures to finance and insurance. This has led to a rare blend of experience, skills and knowledge capable of influencing and improving operational risk and resilience performance.

Since founding KRisk, Grant, has taken on interim head of risk and resilience roles at critical national infrastructure companies in the utilities and transport sector. Grant alongside his business partner Nicola Brannan has delivered many successful projects across multiple sectors. Many organisations use KRisk's courses, products and services - further information can be found on [www.krisk.co](http://www.krisk.co).

Grant is also the IRM's mentor for the Resilience module of the International Diploma.



### **Tom Wootton**

Tom has led many significant operational resilience, crisis management and business continuity programmes for small and large organisations in the public and private sector. Tom's experience in leading programmes focused on meeting the finance sector's operational resilience regulations will be of great benefit to your colleagues throughout the Risk & Resilience Academy.

He has worked closely with many senior teams to develop risk and resilience capabilities and has built new approaches to identify important business services, set impact tolerances and map critical dependencies. A major focus of Tom's experience has been around scenario testing and helping firms to prepare, respond and recover from severe but plausible scenarios. He focuses on developing testing programmes that build crisis leadership and response capability over time at the operational and strategic levels of an organisation.

**Matthew Horrox**

Director, Continuity Strategy

Matt has 21 years experience in operational resilience, crisis management and business continuity. He built his career with leading consultancy firms including Atkins, Control Risks and KPMG, before taking leadership positions at Nationwide (Head of Strategy, Operational Resilience), Bank of Ireland (Head of Group BCM) and Norges Bank Investment Management (Head of Resilience & Continuity – 2LOD). He is a founding director of Continuity Strategy.

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