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COURSE BROCHURE

Strategic Risk Appetite and Board Oversight Training Course

3 – 14 May 2027
Paris

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Ref: 2673_101897 **Date:** 3 – 14 May 2027 **Location:** Paris **Fees:** 9500 GBP

Strategic Risk Appetite and Board Oversight is a 2-week training course for heads of risk, compliance and governance, board advisers and senior assurance leaders, built around one work product: a Risk Appetite Statement and Board Oversight Pack. Directors now face sharper questions from investors, lenders and the public about how much risk the strategy accepts and how they know it stays within bounds. This Strategic Risk Appetite and Board Oversight course is delivered by Jupiter Prime Training.

Why Strategic Risk Appetite and Board Oversight Matters Now

Three forces shape this subject today. Investors and lenders expect directors to show that strategic bets sit within declared tolerance. Faster-moving threats, from supply disruption to digital failure, shorten the time between a warning signal and a loss. Stakeholders also judge boards on conduct and culture, not only on financial results. An organisation that links its strategy to clear limits can pursue growth with confidence and explain setbacks credibly; one that does not risks surprise losses, weak challenge and damaged trust. The course rests on widely used enterprise risk and assurance principles described in general terms.

Who Gains Most from Strategic Risk Appetite and Board Oversight

- Senior risk leaders responsible for drafting tolerance statements and limit structures
- Compliance heads who connect legal duties and conduct expectations to stated limits
- Governance and company secretariat leaders who shape committee charters and board papers
- Assurance and audit leaders who plan coverage of the principal exposures
- Board advisers who prepare directors to challenge strategy and approve major decisions

The gain is greatest when a risk, compliance and secretariat lead from the same organisation attend together and leave with one shared view of the appetite their board signs.

Strategic Risk Appetite and Board Oversight Capabilities

Participants turn abstract tolerance into limits, reports and challenge that directors can use at their next meeting.

- Design qualitative and quantitative appetite statements — board approval of the strategy
- Test strategic scenarios against stated tolerance — executive investment choices
- Build a cascade of limits and delegated authority — business unit leaders
- Align assurance coverage with principal exposures — audit and risk committees
- Communicate risk movement through concise dashboards and commentary — directors and investors
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Assess oversight maturity and sequence improvements — the chair and company secretary

Key Strategic Risk Appetite and Board Oversight Terms

- Risk appetite — the amount and type of risk an organisation is willing to pursue or retain to meet its strategic objectives.
- Risk tolerance — the measurable boundary around appetite, beyond which a deviation must be escalated and acted upon.
- Reverse stress test — an exercise that starts from business failure and works back to the conditions that could cause it.
- Limit cascade — the translation of enterprise tolerance into thresholds for divisions, products or activities.
- Key risk indicator — a leading measure that signals rising exposure before a loss or breach occurs.
- Combined assurance — coordinated planning of assurance providers so principal exposures are covered without gaps or duplication.

Strategic Risk Appetite and Board Oversight Day by Day

Day 1: Strategy, Purpose and the Appetite Question

- Strategic Objective Mapping — Which Goals Carry the Most Downside Exposure
- Value Driver Analysis — Where Risk Taking Creates or Destroys Value
- Stakeholder Expectation Scan — Investor, Lender and Customer Tolerance Signals
- Board Mandate Review — Matters Reserved for Directors Versus Executives
- Current Appetite Baseline — How Decisions Are Actually Made Today

Day 2: Shaping Appetite Statements

- Qualitative Appetite Wording — Plain Language Directors Can Defend
- Quantitative Tolerance Metrics — Thresholds That Signal Drift Early
- Risk Category Taxonomy — Grouping Exposures for Consistent Limits
- Zero-Tolerance Areas — Conduct, Safety and Legal Red Lines
- Appetite Consultation Sessions — Securing Executive and Director Agreement

Day 3: Strategic Risk Scenarios

- Scenario Narrative Building — Plausible Futures That Stress the Strategy
- Driver and Uncertainty Matrices — Selecting Scenarios Worth Modelling
- Reverse Stress Testing — Conditions That Would Break the Business Model
- Emerging Risk Radar — Signals for Slow-Moving Strategic Threats
- Scenario Impact Translation — Linking Outcomes to Appetite Limits

Day 4: Cascading Limits Through the Organisation

- Limit Cascade Design — From Enterprise Tolerance to Unit Thresholds
- Delegated Authority Matrices — Who May Accept Which Exposures
- Business Unit Appetite Profiles — Tailoring Limits Without Losing Coherence
- Capital and Liquidity Buffers — Absorbing Losses Within Stated Tolerance
- Limit Breach Escalation Paths — Timely Routes to Decision Makers

Day 5: Obligations and Conduct Within Appetite

- Obligation Inventory Linkage — Tying Legal Duties to Tolerance Levels
- Conduct Risk Indicators — Early Warnings of Customer or Market Harm
- Third-Party Exposure Limits — Supplier and Partner Concentration Choices
- Ethics and Culture Signals — Reading Behaviour Behind the Numbers
- Non-Negotiable Duty Testing — Confirming Red Lines Hold Under Pressure

Day 6: Assurance Coverage and Lines of Defence

- Assurance Coverage Mapping — Matching Providers to Priority Exposures
- First and Second Line Roles — Ownership Versus Challenge Duties
- Internal Audit Reliance — When Directors Can Trust Independent Opinions
- Assurance Gap Heat Maps — Locating Blind Spots in Oversight
- Combined Assurance Calendars — Avoiding Duplication and Review Fatigue

Day 7: Board Oversight Reporting

- Board Risk Dashboard Design — Few Indicators, Clear Trends
- Key Risk Indicator Selection — Leading Measures Tied to Tolerance
- Narrative Risk Commentary — Explaining Movement, Not Repeating Tables
- Committee Charter Alignment — Risk, Audit and Remuneration Interfaces
- Deep-Dive Agenda Planning — Rotating Focus on Principal Exposures

Day 8: Challenge, Decisions and Director Duties

- Effective Challenge Techniques — Questions That Test Management Assumptions
- Strategic Decision Papers — Showing Appetite Impact Before Approval
- Risk-Adjusted Performance Review — Rewarding Results Within Tolerance
- Director Duty of Oversight — Evidence of Informed Board Judgement
- Dissent and Minute Recording — Documenting Challenge for Accountability

Day 9: Maturity and Continuous Improvement

- Oversight Maturity Assessment — Rating Current Practice Against Target State
- Appetite Recalibration Triggers — Events That Prompt a Formal Review
- Board Evaluation Feedback — Lessons on Risk Discussion Quality
- Maturity Roadmap Sequencing — Phasing Improvements Over Successive Cycles
- Lessons From Loss Events — Feeding Incidents Back Into Limits

Day 10: Practising the Risk Appetite Statement and Board Oversight Pack

- Applied Appetite Statement Drafting — Using Day Two Wording Methods
- Applied Scenario and Limit Testing — Using Day Three and Four Tools
- Applied Assurance and Dashboard Assembly — Using Day Six and Seven Outputs
- Peer Board Simulation — Directors Challenge the Draft Pack
- Risk Appetite Statement and Board Oversight Pack — Final Sign-Off Version

Applying Strategic Risk Appetite and Board Oversight After the Course

- Lead a tolerance calibration session with executives, using the qualitative and quantitative wording methods to refresh one appetite category.
- Run an assurance coverage review of the principal exposures and present the gap heat map to the audit or risk committee.

Strategic Risk Appetite and Board Oversight Questions FAQ

What is Strategic Risk Appetite and Board Oversight and why does it matter now?

Strategic Risk Appetite and Board Oversight is the discipline of defining how much risk a strategy accepts and how directors confirm it stays within those limits. It matters now because investors, lenders and the public expect boards to evidence informed, timely challenge.

Which roles gain most from Strategic Risk Appetite and Board Oversight?

Senior risk, compliance, governance secretariat and assurance leaders gain most, along with advisers who brief directors. You benefit most if you draft board papers, set limits or plan assurance over principal exposures.

How does Strategic Risk Appetite and Board Oversight differ from a general enterprise risk course?

It focuses on the board level: tolerance setting, scenario testing against limits, assurance coverage and director challenge. A general enterprise risk course concentrates on identifying and treating individual risks inside operations rather than on oversight.

What do you bring back from Strategic Risk Appetite and Board Oversight?

You bring back a draft appetite statement, a limit cascade, an assurance coverage map and a board dashboard, assembled into one pack tested through a simulated board challenge and ready to refine with your own executives.

Strategic Risk Appetite and Board Oversight: The Way Forward

The Risk Appetite Statement and Board Oversight Pack first informs whether the next major strategic proposal fits declared tolerance. Directors, executives and assurance leaders use it to frame challenge and escalation. After its first cycle, the perspective worth revisiting is calibration: whether the limits still reflect the strategy, the capital position and what stakeholders now expect.