

To: Audit and Risk Committee

For meeting on: 24 November 2014

Agenda item: 10

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Report on: Monitor Board Risk Workshop 03/12/14 – draft agenda

1. This paper provides the proposed agenda for Monitor's 2014/15 Board Risk Workshop; currently scheduled for 3 December 2014. The Committee is asked to note the proposed agenda and provide any comments.

Objectives & Outcomes of the Workshop:

2. The proposed objectives and outcomes of the Board Risk Workshop are to:
 - i) Generate a refreshed 'Top 10 / 15' risk profile: challenging existing risks; and identifying new or emerging risks.
 - ii) Agree the future direction for Risk Appetite (RA) within Monitor: considering learnings from another regulator's (Ofcom) application of RA and Monitor's RA work to-date.

Approach:

3. The workshop will be broken down into two sections.
 - i) Firstly, to address a recent Audit and Risk Committee (ARC) action, there will be a discussion on the long-term direction of RA within Monitor. There will be a short external presentation from Ofcom, following which Board members will be asked to consider learnings from our own work to-date, as well as any lessons from Ofcom's RA development, before gaining consensus on next steps/way forward for Monitor. *N.B. Ofcom will only be present for 15 minutes*

to conduct presentation and perform Q&A; speaker will then leave following Q&A to ensure confidentiality.

- ii) Secondly, there will be a discussion on the “Top Risks” whereby attendees will challenge current and pre-identified ‘new’ risks. This discussion session will consider afresh current known challenges and debate Monitor’s list of potential risks to ensure our risk profile reflects our environment. The purpose of this exercise is to:
 - Challenge the relevance and completeness of existing risks;
 - Identify new or emerging risks; and
 - Produce and prioritise a new ‘Top 10 / 15’.
- 4. To facilitate discussion on the day, attendees will be asked to submit their top five risks by close of business on 1 December 2014. (N.B. These risks may already be present within the current top 15 risk profile or they may be entirely new.)
- 5. The proposed agenda, including the objectives for each item and the papers to be provided, is detailed on the following page.

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**MONITOR BOARD RISK WORKSHOP –
PROPOSED AGENDA FOR 3 DECEMBER 2014**

Time	Agenda Item	What	Who	Why	Supporting Papers
15.00 – 15.05	0. Context / Opening Remarks (5 Mins)	a) Introductions and objectives	Keith Palmer	To clarify the purpose and expected outcome from the 2014/2015 Board Risk Workshop. Namely, to: <ul style="list-style-type: none"> • Generate a refreshed 'Top 10 / 15' Risk Profile; • Agree a number of priority risks for forward review by ARC; and • Agree the future direction for Risk Appetite within Monitor. 	-
15.05 – 15.35	1: Risk Appetite (30 Mins)	a) Guest Speaker presentation - <i>approach and learnings from Ofcom (15 mins & 5 mins Q&A);</i> and b) Recap of Monitor's Risk Appetite work to-date and discussion on 'Future Direction' (10 mins)	Nick Sanjana (<i>Risk Mgmt. Ofcom</i>) Das Mootanah / Attendees	<ul style="list-style-type: none"> • To explain Ofcom's approach to RA & consider learnings; and • Agree future direction for RA (expected outcome will be a 'stake in the ground' regarding what our risk appetite is intended to be and how we interpret it) 	<ul style="list-style-type: none"> • Workshop PowerPoint Slides (provided on the day) • Ofcom Speaker's Presentation (provided on the day) • Monitor's Draft

Time	Agenda Item	What	Who	Why	Supporting Papers
					Risk Appetite paper (provided as pre reading)
15:35 –16:45	2: ‘Top 10 / 15’ Risk Refresh (70 mins)	a) Scene setting / recap on Sector challenges; (10 mins) b) Discussion on current and pre-identified “Top Risks”; (40 mins) c) Prioritisation Exercise; (10 mins) and d) Future considerations / questions: How should we respond to these risks? What do we need to do differently? How should the Board take RA into account for these risks? (10 mins)	Das Mootanah / Risk & Performance Team / Attendees	To refresh our ‘Top 10 / 15’ risk register through: <ul style="list-style-type: none"> Identifying new emerging risks; Challenging relevance / completeness of existing risks; Reviewing the resulting risks and prioritising new ‘Top 10 / 15’. 	<ul style="list-style-type: none"> ‘Top 10 / 15’ Risk Log (provided as pre reading) Q2 Risk Report (provided as pre reading) Supporting Board Risk Workshop Paper (provided as pre reading) Output from identification exercise (as produced on the day)
16:45 –16:55	INTERNAL AUDIT PLACEHOLDER	a) Risk Mitigation Overview session (10 mins)	Internal Audit	<ul style="list-style-type: none"> To provide advice on good practice for risk mitigation 	TBA
16.55 – 17.00	3: Wrap Up (5 Mins)	a) AOB b) Closing Remarks	Attendees Keith Palmer	<ul style="list-style-type: none"> To recap on the session and next steps 	-
17.00	Session ends	-	-	-	-