

June 2024

# Course overview: Risk for NHS Risk Practitioners

## About the course providers

This course is delivered by [NHS Providers Board development programme](#) in partnership with the [Institute of Risk Management](#).

**NHS Providers** is the membership organisation for the NHS hospital, mental health, community, and ambulance services that treat patients and service users in the NHS. We help those NHS trusts and foundation trusts to deliver high quality, patient focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate. NHS Providers' Board development programme aims to improve the effectiveness of boards and the wider organisation through practical, interactive training and development delivered by expert trainers with extensive senior-level sector experience.

**The Institute of Risk Management (IRM)** is the leading professional body for risk management. The IRM is an independent, not-for-profit organisation that champions excellence in managing risk to improve organisational performance. IRM does this by providing internationally recognised qualifications and training, publishing research and guidance, and by setting professional standards across the world. IRM's members work in all industries, in all risk disciplines and across the public, private and not-for-profit sectors.

## Course outline

### Who should attend?

This course is aimed at practising or aspiring managers and leaders who are in decision making roles or working as risk management practitioners in the NHS. It is aimed at those wanting to improve their knowledge and understanding of risk management and gain the tools and confidence to operate as effective risk business partners working alongside risk owners.

This course is not for those who already hold a recognised risk qualification.

## Course aims and objectives

The course aims to help improve knowledge and understanding of what good risk management looks like and how, as risk professionals, risk practitioners can proactively support NHS trusts to be more strategic and outward looking in relation to risk.

Each course module has been designed and developed by qualified risk managers, who are expert practitioners in the field of risk management. The aim is to equip NHS risk personnel to develop more of a partnership role with risk owners like that of HR or finance business partners, enabling risk personnel to advise and support risk owners and operational and executive managers to effectively manage their risks.

The core learning objectives for the course are:

- Develop a deeper understanding of the principles of risk management
- Understand how to identify, assess and prioritise risks in the context of achieving objectives
- Support risk owners to understand what risk actions can be taken to manage risks
- Develop an understanding of how people react to risk situations
- Build confidence to proactively support risk owners and managers by providing effective business support in all areas of risk management.

## Course structure

The course is structured as nine half day modules delivered over seven training days. The intention is to develop a peer learning network within the training cohort, and therefore it is expected that each course participant attends all modules as part of the training. By registering as a participant on this course, the individual is booking to attend all training dates.

Upon successful completion of the course, participants will receive a certificate awarded by the IRM. As part of the certification requirements participants will need to attend all training dates and complete and submit all assignments between training dates. For the assignments, course participants will be asked to take the learning from each module and apply it within their trust, keeping a learning journal of their activities and reflections. The learning journal will form part of the assessment process at the end of the course when granting certificate status.

Delegates will also have access to online tutor support between the training days to provide them with a safe space to discuss topics related to the course or their trust's ongoing risk matters.

Course participants need to complete all modules and assignments to be granted a certificate at the end of the course. The nine modules of the course are:

- 1 Context and vocabulary
- 2 Risk identification and evaluation
- 3 Risk response
- 4 Risk appetite
- 5 Risk assurance
- 6 Monitoring and reporting of risk
- 7 Risk strategy, policy, and guidance
- 8 Being an effective risk business partner
- 9 Risk culture and awarding of certificates.

## Module overviews

### Module 1: Context and vocabulary

<b>Aim:</b>	Module 1 introduces delegates to the course through an in-person training event which explores risk management definitions and the internal and external NHS risk environment.
<b>Training format:</b>	Full day, trainer-led <u>in-person</u> training course (linked with module 2 which will be delivered on the same day)
<b>Post-training assignment:</b>	Identify three risks from your organisation that could be articulated more concisely.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Build a consistent understanding of risk management definitions</li> <li>• How to establish a common risk management language within an organisation</li> <li>• The importance of considering both the internal and external context of the organisation when thinking about risk.</li> </ul>

### Module 2: Risk identification and evaluation

<b>Aim:</b>	Module 2 explores the identification and evaluation of risks.
<b>Training format:</b>	Full day, trainer-led <u>in-person</u> training course (linked with module 1 which will be delivered on the same day)
<b>Post-training assignment:</b>	Choose two risks that may not have been identified correctly, the task is to rearticulate and rescore the risk accordingly.

<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Understand the identification and evaluation of risks including impact and likelihood</li> <li>• Explore risk prioritisation</li> <li>• Explore risk categorisation</li> <li>• How to use risk management heat maps.</li> </ul>
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## Module 3: Risk response

<b>Aim:</b>	Module 3 explores how to respond to risk appropriately.
<b>Training format:</b>	Full day trainer-led <u>in-person</u> training course (linked with module 4 which will be delivered on the same day)
<b>Post-training assignment:</b>	Identify three risks of which controls are actions or statements, and then create improvement actions.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Understand what can be done to manage risk and what to look out for when implementing new controls or assessing the effectiveness of existing controls</li> <li>• Explore types of controls</li> <li>• Explore control testing</li> <li>• Consider resilience and agility in relation to risk.</li> </ul>

## Module 4: Risk appetite

<b>Aim:</b>	Module 4 develops an understanding of risk appetite and how it can be implemented.
<b>Training format:</b>	Full day trainer-led <u>in-person</u> training course (linked with module 3 which will be delivered on the same day)
<b>Post-training assignment:</b>	Decide what your risk appetite themes would be and articulate the corresponding statement.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Explore what risk appetite is and how it can be practically implemented and embedded within an organisation</li> <li>• Terminology – risk appetite/risk tolerance/risk capacity</li> <li>• Qualitative and quantitative recording</li> <li>• How to link risk appetite to objectives/KPIs</li> <li>• Risk appetite breaches.</li> </ul>

## Module 5: Risk assurance

<b>Aim:</b>	Module 5 develops understanding on how to gain assurance on the management of risk.
<b>Training format:</b>	Half day trainer-led <b>virtual</b> training course (9.30am – 1pm)
<b>Post-training assignment:</b>	Identify three risks of which currently no assurances are documented, seek to establish an assurance framework using these three risks.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• How to gain assurance over the management of risks and how to provide assurance to others that risks are being managed</li> <li>• The roles and responsibilities in risk management</li> <li>• How to audit assurance</li> <li>• Effective risk reporting.</li> </ul>

## Module 6: Monitoring and reporting of risk

<b>Aim:</b>	Module 6 explores how to monitor and report risk effectively.
<b>Training format:</b>	Half day trainer-led <b>virtual</b> training course (9.30am – 1pm)
<b>Post-training assignment:</b>	Look at your current risk reporting templates and suggest and design improvements.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Monitoring and reporting - What to report and how to report it?</li> <li>• How incidents and events are used to inform risk management</li> <li>• The ongoing monitoring of and updating of actions</li> <li>• Review types of reporting including incidents and events</li> <li>• Self-assessments</li> <li>• Explore the frequency and style of reporting.</li> </ul>

## Module 7: Risk strategy, policy, and guidance

<b>Aim:</b>	Module 7 provides an overview of risk strategy, policy, and guidance and how this can be implemented in your organisation.
<b>Training format:</b>	Half day trainer-led <b>virtual</b> training course (9.30am – 1pm)
<b>Post-training assignment:</b>	Review your current policy and strategy, and identify improvements.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• How to develop an appropriate set of risk management policies, strategies, and guidance materials to support the embedding of effective risk management arrangements in your organisation including:</li> </ul>

	<ul style="list-style-type: none"> <li>• Risk management strategy: Content and purpose</li> <li>• Risk management policy: Content and purpose</li> <li>• Risk management guidance.</li> </ul>
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## Module 8: Being an effective risk business partner

<b>Aim:</b>	Module 8 explores the role of a risk business partner within your organisation.
<b>Training format:</b>	Half day trainer-led <u>virtual</u> training course (9.30am – 1pm)
<b>Post-training assignment:</b>	Design a risk management workshop for your organisation.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Explore practical tools that can be used to build rapport and relationships with colleagues to help raise the profile and understanding of risk management in your organisation</li> <li>• Running risk workshops, training, and meetings</li> <li>• Explore what difficulties can arise in communicating risk management within an organisation</li> <li>• Techniques for having difficult conversations.</li> </ul>

## Module 9: Risk culture and awarding of certificates

<b>Aim:</b>	Module 9 explores how to promote an effective risk culture within your organisation. Course certificates will be rewarded.
<b>Training format:</b>	Full day trainer-led <u>in-person</u> training course.
<b>Post-training assignment:</b>	Review your completed learning log with appropriate key influencer in your organisation.
<b>Module aims:</b>	<ul style="list-style-type: none"> <li>• Understand how culture can impact risks and risk management in an organisation</li> <li>• Explore culture models and culture audit/testing</li> <li>• Understanding different types of people and biases.</li> </ul>

## Assignments and assessments

On successful completion of this course, course participants will be awarded a certificate by the IRM. To be awarded a certificate, course participants will be expected to attend all training modules and complete an assignment between each training day. This will involve implementing the learning from

the training in their organisation and completing a learning journal of their findings and reflections which will be reviewed by the trainers at the end of the course.

Undertaking this allows delegates to use the theory and apply it to a practical situation to improve their confidence in their risk management. We estimate that each assignment should take approximately 2-3 hours maximum. Each assignment is focussed on participants undertaking a practical review of their current approach and suggesting or implementing improvements.

## Booking and contact details

A place on this course can be booked via NHS Providers [website](#).

If you have any questions about this course, please contact [board.development@nhsproviders.org](mailto:board.development@nhsproviders.org)