

Risk committee calendar of activities



Illustrative planning tool

Risk committees can use this tool to help plan their annual activities and meeting agendas. This tool is current, based on our understanding of the common practices in the marketplace. The action or responsibility, as described, may not be an explicit legislative or regulatory requirement or proposal, but may be an action that may result from legislative or regulatory requirements or proposals.

The “Suggested Frequency” section offers a suggestion for how often the activity could be performed, while the “Meeting Month” section provides an area where the risk committee can mark the months in which an activity could be performed. The risk committee might use this tool in conjunction with the “sample risk committee charter,” and it should be tailored to reflect the responsibilities in the company’s risk committee charter.

This document is not an all-inclusive list of activities that a risk committee should or must execute. The planning tool contains general information only and does not constitute, and should not be regarded as, legal or similar professional advice or service. Deloitte does not accept any responsibility for any errors this publication may contain, whether caused by negligence or otherwise, or for any losses, however caused, sustained by any person that relies on it. The information presented can and will change; we are under no obligation to update such information. Deloitte makes no representations as to the sufficiency of these tools for your purposes, and, by providing them, we are not rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. These tools should not be viewed as a substitute for such professional advice or services, nor should they be used as a basis for any decision that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional adviser. Deloitte does not assume any obligations as a result of your access to or use of these tools.

This planning tool is designed for use by SA public companies. All companies should consult with legal counsel regarding the applicability and implementation of the various activities identified.

Action/Responsibility	Suggested frequency	Meeting month												Comments
		January	February	March	April	May	June	July	August	September	October	November	December	
Enterprise Responsibility														
Help to set the tone and develop a culture of the enterprise vis-à-vis risk, and promote open discussion regarding risk, integrate risk management into the organisation's goals and compensation structure, and create a corporate culture such that people at all levels manage risks rather than reflexively avoid or heedlessly take them	Continuously													
Provide input to management regarding the enterprise's risk appetite and tolerance and, ultimately, approve risk appetite and the statement of risk appetite and tolerance messaged throughout the company and by line of business	Annually													
Monitor the organisation's risk profile — its on-going and potential exposure to risks of various types	Continuously													
Define risk review activities regarding the decisions (e.g., acquisitions), initiatives (e.g., new products), and transactions and exposures (e.g., by amount) and prioritise them prior to being sent to the board's attention	Annually and as needed													
Oversee the risk programme/interactions with management														
Review and confirm that all the responsibilities outlined in the charter have been carried out	Continuously													
Monitor all enterprise risks; in doing so, the committee recognises the responsibilities delegated to other committees by the board and understands that the other committees may emphasis specific risk monitoring through their respective activities.	Annually and as needed													
Conduct an annual performance assessment relative to the risk committee's purpose, duties, and responsibilities; consider a mix of self- and peer evaluation, supplemented by evaluations facilitated by external experts	Annually													
Review and approve the risk management infrastructure and the critical risk management policies adopted by the organisation	Annually													
Periodically review and evaluate the company's policies and practices with respect to risk assessment and risk management and annually present to the full board a report summarising the committee's review of the company's methods for identifying and managing risks and reporting risks and risk management deficiencies	Annually and as needed													
Continually, as well as at specific intervals, monitor risks and risk management capabilities within the organisation, including communications about escalating risk and crisis preparedness and recovery plans	Continuously													
Continually obtain reasonable assurance from management that all known and emerging risks have been identified and mitigated or managed	Continuously													
Communicate formally and informally with the executive team and risk management regarding risk governance and oversight	Continuously													
Discuss with management and the CRO the company's major risk exposures and review the steps management has taken to monitor and control such exposures, including the company's risk assessment and risk management policies	Continuously													
Review and assess the effectiveness of the company's enterprise-wide risk assessment processes and recommend improvements, where appropriate; review and address as appropriate management's corrective actions for deficiencies that arise with respect to the effectiveness of such programs	Annually and as needed													
Monitor governance rating agencies and their assessments of the company's risk and proxy advisory services policies, and make recommendations as appropriate to the board	Annually and as needed													
In coordination with the audit committee, understand how the internal audit work plan is aligned with the risks that have been identified and with risk governance (and risk management) information needs	Annually													

		Meeting month												
Action/Responsibility	Suggested frequency	January	February	March	April	May	June	July	August	September	October	November	December	Comments
Chief risk officer														
Ensure that the company's CRO (if applicable) has sufficient stature, authority, and seniority within the organisation and is independent from individual business units within the organisation	Annually and as needed													
If the CRO reports to the risk committee, review the appointment, performance, and replacement of the CRO of the company in consultation of the nomination and governance committee and the full board	Each board meeting													
Reporting														
Understand and approve management's definition of the risk-related reports that the committee should receive regarding the full range of risks the organisation faces, as well as their form and frequency of such reports	Annually and as needed													
Respond to reports from management so that management understands the importance placed on such reports by the committee and how the committee views their content	Annually and as needed													
Read and provide input to the board and audit committee regarding risk disclosures in financial statements, proxy statements, and other public statements regarding risk	Annually													
Keep risk on both the full board's and management's agenda on a regular basis	Continuously													
Coordinate (via meetings or overlap of membership), along with the full board, relations and communications with regard to risk among the various committees, particularly between the audit and risk committees	Continuously													
Charter review														
Review the charter at least annually and update it as needed to respond to new risk-oversight needs and any changes in regulatory or other requirements	Annually and as needed													
Review and approve the management-level risks committee charter, if applicable	Annually													
Perform any other activities consistent with the charter, the company's bylaws, and governing laws that the board or risk committee determines are necessary or appropriate	Continuously													
Submit the charter to the full board for approval	Annually													

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Deloitte provides audit, tax, consulting and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. The more than 200 000 professionals of Deloitte are committed to becoming the standard of excellence.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this communication, rendering professional advice or services. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2014 Deloitte & Touche. All rights reserved. Member of Deloitte Touche Tohmatsu Limited

Designed and produced by Creative Services at Deloitte, Johannesburg. (807473/mar)