Overview:
The workshop focuses on enterprise risk management for Oil & Gas and Petrochemical Industries. The topics to be covered include: establishing a framework for managing risk, the integration of the elements of the risk management process to identify, analyze, evaluate and treat risk, and then monitor and review risks and controls. Specifically, the workshop will deal with the practical challenges of implementing effective risk management in organizations. It will address integration of risk management into decision making on major capital projects and in all phases of the project lifecycle model, from concept through development to operation.

The workshop will be based on the world’s best practice approach in ISO 31000:2009, and for projects on the requirements in the draft standard IEC 62198, Managing Risk in Projects. The workshop format is approximately 1/3 lecture, 1/3 exercises and 1/3 ‘lesson learned’ discussion.

This Enterprise Risk Management Workshop is comprehensive and practical three-day workshop that introduces participants to the concepts, principles, processes and applications of enterprise risk management. The workshop is been organized in partnership with Broadleaf Capital International, Australia.

Topic Highlights:
- Key terms and definitions
- Developing and implementing a risk management framework
- ISO 31000 Risk Management Standard
- IEC 62198 – Managing risk in projects
- Project risk management
- The risk management process and its integration into decision making
- Risk management in oil & gas and petrochemical industries
- Real world case studies and practical experience
- Industry specific case studies
- Managing disruption related risks [business continuity]

What You Will Learn:
- How to establish and implement an effective framework for risk management
- How to prepare for and facilitate risk assessment and risk treatment that ensures good business outcomes
- How to integrate risk management into business planning
- How to integrate risk management into project definition, development and execution
- How to define the key controls in your business and how to assure them to make sure you achieve your objectives

Key Terms and Definitions
- ERM
- Risk management integration
- Practical solutions to successful risk management – that add value

Broadleaf’s Some of the Major Clients in the Resource Sector
- Abu Dhabi Company for Onshore Oil Operations (ADCO)
- Abu Dhabi Gas Liquefaction Company Ltd (ADGAS)
- Saudi Aramco
- Zakum Development Company (Zadco)
- Caltex
- BHP Billiton
- Xstrata
Dr. Dale Cooper

Dale Cooper is a highly skilled practitioner in the field of enterprise, strategic and project risk management, with over 35 years experience as a senior line manager and an international consultant. He has been a Director of the consultancy Broadleaf Capital International since 1991. Broadleaf offers high-level assistance and advice on all aspects of strategic and project risk management, including the development and implementation of corporate risk management processes, qualitative and quantitative risk assessments, independent peer reviews and risk management training, for many large public and private sector clients in Australasia and overseas.

Dale Cooper is a Fellow of the Australian Institute of Company Directors, a member of the Society of Petroleum Engineers and a Senior Associate of the Financial Services Institute of Australasia. He is a member of the Standards Australia Joint Technical Committee OB-007 that developed the Standard for Risk Management AS/NZS 4360, and a Nominated Expert on IEC Technical Committee 56. He is currently a member of the Audit and Risk Committee for the NSW Rural Fire Service; he has been Chairman of the Finance, Audit and Risk Committee for the NSW Transport Construction Authority, and Chairman of the Audit and Risk Management Committee for the South Australian Attorney-General’s Department.

Grant Purdy

Grant Purdy has specialised in the practical application of risk management for over 35 years, working across a wide range of industries and in many countries. He coaches, mentors and supports organisations in developing and implementing enterprise, strategic and project risk management, specialising in the tactics for the take-up, customisation and integration of ‘bespoke’ risk management frameworks and processes. Working with executive teams and boards, he ensures they adopt sound governance practices for major decisions and receive appropriate reports and information.

Grant is a facilitator, mentor and change agent and an accomplished trainer and public speaker with many published papers and articles. He has just stood down after seven years as chair of the Standards Australia and Standards New Zealand Risk Management Committee that was responsible for AS/NZS 4360 and is a co-author of the 2004 version of the Standard and the associated handbook of best practice.

Grant was the nominated expert on the ISO Working Group on Risk Management that wrote ISO 31000:2009 and has co-authored a number of other risk management publications. He is now Head of Delegation for Australia to ISO PC 262 that is writing ISO 31004, the implementation guide to ISO 31000:2009.

Often clients want a new framework for risk management developed or their current approach appraised and upgraded. Grant has developed new and substantially amended frameworks for many large clients in both public and government sectors. He has a very diverse range of clients including Xstrata plc and Santos in the resources sector, the utility companies ElectraNet and Eskom, Departments of Transport in several states, railway organizations such as Transnet and RailCorp and major contractors like as Leighton Holdings and Downer.

Before joining Broadleaf, Grant led the global Risk Management team at BHP Billiton that created the Enterprise-wide Risk Management framework and strategy that is now recognized as world best practice within the resources sector. This has developed one consistent process for the management of all types of risks, now applied every day in support of decision making at over 120 BHP Billiton assets and sites throughout the world. In particular, Grant has been most successful in integrating risk management into all major investment projects for the company.

This work continued under Broadleaf where he has assisted Anglo American develop and build a risk-based approach and capability for competent independent reviews, developed the Xstrata Coal project risk management system and helped Newcrest Gold develop a multi-phase investment opportunity and governance system or major capital projects.

Prior to working at BHP Billiton, Grant led a number of consultancy groups who provided risk management services to large organizations in many countries.
Course Overview

Foundations of Risk and Risk management
- Basic concepts of risk and risk management
- Definitions
- How risk comes about
- The risk management process [ISO 31000]
- Enterprise Risk Management and a Framework for risk management

RM Process – Communication and Consultation
- Stakeholder analysis
- Risk perception
- Communications planning

RM Process – Establishing the Context
- External context
- Internal context
- Risk management context
- Developing risk criteria to reflect your risk appetite and risk attitude
- Key elements
- Workshop preparation and briefing notes

RM Process – Risk Identification
- Basic concepts
- Brainstorming
- Structured what-if
- HAZOP and other specialised techniques

RM Process – Risk Analysis
- Basic concepts
- Risk control effectiveness
- Risk rating
- Potential exposure
- Quantitative analysis – for projects

RM Process – Risk Evaluation and Treatment
- Criteria
- ALARP
- Prioritisation
- Cost benefit analysis
- Qualitative evaluation
- Control design process
- Bow tie analysis
- Risk sharing in contracts and insurance
- Risk treatment options and planning

Group Case Study Exercise (1/2 day) followed by Feedback Session

RM Process – Monitor and Review
- Defining key controls and their assurance
- Environmental scanning
- Post project and post event analysis
- Root cause analysis

Investment Opportunity Management and Projects
- Basic concepts
- Phases and criteria
- Integrating risk management into project management
- Risk focussed peer review for major projects

Implementing Effective Risk Management
- Framework elements
- RM Plans
- Integration into decision making
- Management of change
- RM performance management and reporting
- Maturity evaluation

Personal Planning
- Communities of Practice
- Support
- Mentoring
- Personal planning