Culture measurement and reporting - Satisfying the regulator

20 March 2020

With the introduction of the Senior Managers and Certification Regime (SMCR), firms will need to demonstrate the quality of their behaviour to the FCA. Without regulatory guidance as to what an audit of a firm's culture might include, or an agreed standard, firms are currently exploring a wide range of prototype dashboards.

This workshop provides a unique opportunity for FLA members to discover what a 'culture audit' needs to include, and compare the different approaches other firms are taking. It will look at how to identify and track culture credibly, and which indicators are most effective.

By attending this session you will:

- Understand what the FCA deems acceptable and unacceptable cultures (in the Boardroom, in business lines, and in compliance functions);
- See practical examples of indicators used to measure and incentivise a culture of good conduct and compliance;
- Find new ways to report what good culture looks like;
- Be better prepared to assemble the right set of culture measurement tools for your firm.

Please note: all FLA events are subject to the application of competition law. Details will be available on the day and are included in the booking form.

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Programme **Registration - 9:30. Start - 10:00. Finish - 16:00**

Session 1: How we came to be here

- **Lessons from conduct and other recent culture-related enforcements**
- **Where past regulatory initiatives failed**
- **Structural and cultural drivers of non-compliance**
- **What's fundamentally different about the latest approach?**

Session 2:

- **'Behavioural regulation' and its relation to culture**
- **The regulator's latest outlook on compliance**
- **The determining factors: incentives, biases, morality and social proof**
- **How to drive change**

Session 3:

- **How regulators set out their assessments of conduct and culture**
- **Using culture measures to build and protect value**
- **Reporting dashboards:**
  - How does my firm's culture compare with the cultures of others?
  - How does my firm's attempts to measure culture compare?

Session 4:

- **Other measurement initiatives:**
  - Newly identified factors and indicators
  - Tools and techniques from beyond our sector
- **Conclusion: action plans and outlook**

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Who will benefit

Chief risk officers; conduct and culture function leaders; lawyers; corporate affairs and regulatory specialists; human resource and other operational risk managers involved with conduct and culture assessments; directors and other senior risk governance roles concerned with conduct risk.

In-house delivery option

This programme can also be delivered in-house. The FLA offers bespoke, tailored training solutions that help you achieve your business development objectives. The FLA training team specialises in facilitating change and turning strategic intent into tangible business results.

What we can do for you:

- Design a bespoke programme that meets your organisation's specific development goals and objectives
- Design training as a one-off exercise, or on a repeated basis as part of your company's development curriculum or company-wide courses, or as part of a major change programme
- Personalise our approach by incorporating your corporate culture and goals
- Provide complete flexibility with regard to location and timings
- Offer differing course levels to cater for the varied experience levels of your staff

For more detailed information regarding any in-house training please contact Jon Dear on **0207 420 9623** or email **jon.dear@fla.org.uk**

Trainer

Roger Miles researches behavioural risks in organisations, including the regulation and measurement of conduct, culture and reputation. He counsels Boards on the best communication of risk, uncertainty, and conduct matters, so as to overcome the limitations of conventional risk management.

For the past two years, Roger has designed and delivered conduct and culture workshops, including individual research and debriefing with more than 3000 conduct practitioners in the banking sector. Over the longer term he has continued to produce university modules on organisational (mis)conduct, culture and risk perception, currently delivering these at Cambridge University and at the UK Defence Academy.

Another FLA training date for your diary:

Managing Conduct Risk, 22 May 2020 A practical one day course for managers and staff who need to understand and successfully address the regulatory issues and business challenges of Conduct Risk within their sector.

Key Learning Objectives:
• Understanding of the current regulatory landscape in the UK and the FCA's approach to Conduct Risk
• Understand what Conduct Risk is, and how it can manifest itself within businesses
• Consider the nine Conduct Risk drivers and what you can do to mitigate these
• Discuss and debate the Conduct Risks identified by the FCA within the Consumer Credit and Mortgage industries and consider them in the context of your firm
• Know the key business functions that are affected by Conduct Risk and be able to define typical risks that might exist in each area
• Explain the individual responsibility and accountability to the current Conduct Risk agenda

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Please register the following delegate(s) for the above course.

BOOKING DETAILS - PLEASE USE BLOCK CAPITALS

Company name:

Contact name: Job title:

Address:

Postcode:

Telephone: Email:

DELEGATE 1

First name:

Surname:

Company:

Job title:

Telephone:

Email:

Your special needs or dietary requirements:

DELEGATE 2

First name:

Surname:

Company:

Job title:

Telephone:

Email:

Your special needs or dietary requirements:

DELEGATE 3

First name:

Surname:

Company:

Job title:

Telephone:

Email:

Your special needs or dietary requirements:

DELEGATE 4

First name:

Surname:

Company:

Job title:

Telephone:

Email:

Your special needs or dietary requirements:

To register please complete this form

Phone: Jon Dear on +44 (0)20 7420 9623 Fax: +44 (0)20 7420 9631 Web: www.flatraining.org.uk Email: training@fla.org.uk

Post: Jon Dear, FLA, Imperial House, 8 Kean Street, London WC2B 4AS

COURSE FEES

☐ **FLA Member's fee per delegate:** £465 + VAT

☐ **Non-FLA Member's fee per delegate:** £625 + VAT

PAYMENT: Upon registering you will be sent an invoice; payment is required before attending the event.

Please invoice ☐ Provide purchase order no: Payment by cheque ☐

You can also book online at www.fla.org.uk where you will have the additional option to pay by credit card.

Cancellations all cancellations must be made in writing via email to training@fla.org.uk. Cancellations received more than 30 days prior to the start of the course will incur an administrative charge of £70.00 + VAT per delegate. There is no refund on cancellations made within 30 days of the course start date.

Transferring from one course to another is treated as a cancellation.

You may substitute one delegate for another at no additional cost. Notification must be received in writing by noon of the business day prior to the start of the course.

Data Protection: The Finance & Leasing Association will use the data you provide to process your course registration. We would also like to keep you informed (by post, telephone, email or fax) of other FLA training courses, products and services. If you would like us to send you details of future events, please tick this box: ☐

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