

Board CPD Programme

Reputational Risk

'Getting ahead of the regulator's new mandate'

09:30 to 12:30 at 1 Cornhill London



As regulators begin to enforce new standards for senior manager behaviour (SMR), a new hybrid risk has emerged: reputational risk (a.k.a. reputation risk) tied to conduct regulation. Reputation risk has always been with us, but was once the main business of brand managers, social responsibility and investor relations teams. Now regulators' demand that firms produce reputation-aware "culture audits" has reset Board risk control priorities.

As a Director, it's reasonable to be concerned: the new version of reputation risk is personal, as never before. Each Board member of a financial firm – and many non-financials too – now faces a real risk of prosecution under the new conduct rules. Many Directors ask us, privately: Will the new rules encourage firms to rally in support of a senior manager who's been challenged, or more likely to "throw them under the bus" to buy off the threat of enforcement action?

Benefits:

- Discover what's driving the regulator's focus on reputation risk: How ready is your firm to answer the regulator's demands for "reputation and culture indicators"?
- Identify common sources and hidden hazards of reputational risk; and which MI / other sources inform robust "dashboard" reporting
- Considering risk culture initiatives: which forms of intervention work and which should you avoid?
- Identify sustainable strategies: learning from case examples of others' successes and failures
- Discover how Boards can most effectively act to demonstrate an 'acceptable' approach to reputational risks in their business?

Who should attend:

If you are a senior manager and want to know more about how to effectively control this risk and satisfy the regulator about it, this interactive briefing is for you. Led by Dr Roger Miles, who runs extensive first-hand research among financial firms on their various analytical approaches and reporting methods, the session will cover what the Board must include in 'culture audits', and how these inform and control reputation risk.

The CEO of a well-known financial brand recently confided to us...

"Our biggest concern now is something we never expected as a compliance topic. Fines may have hurt, but the really big cost will come when the regulator starts using reputational risk as a conduct indicator. This one is a seismic shock to our risk governance landscape."

Your consultant: Roger Miles

Roger Miles advises private- and public-sector Boards on governance response to misconduct risks and other intangible threats to enterprise value. He also researches and teaches on these aspects of risk at postgraduate level. After training at PwC, he ran high-sensitivity investor and other stakeholder programmes for EU and US public companies; then led industry advocacy groups in Westminster and Brussels, and risk communication initiatives for HM Government.

He co-edits the LSE's annual Behavioural Economics Guides, and has just published Conduct Risk Management: A Behavioural Approach (Kogan Page, 2017). His latest research commissions include a sector-wide comparison of UK banks' response to the new "conduct audit" requirement; different sectors', and regulators', efficacy in addressing human-led disruptions; and, at Cambridge University, a study of business uncertainties arising from conduct regulations.



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Agenda:

1. Overview

- 🌐 Why the regulator has mandated reputational risk
- 🌐 The nature of the risk: limits on control; where to find its true costs and value
- 🌐 Control strategies that used to work – but now don't. How to change our game.
- 🌐 Hazards, old and new
- 🌐 Assuring "acceptable behaviour": two simple methods
- 🌐 How "culture audits" set a new agenda for Board risk governance; overview of latest sector responses

2. Sources of risk to reputation

- 🌐 Introduction to risk types
- 🌐 How *other people* (including customers and regulators) respond to your risk-taking; three vital moving targets; how to track them
- 🌐 What conventional analysis fails to capture: new tools for managing reputation risk
- 🌐 Protection from hidden risk: revealing when stakeholders don't like you – but haven't told you
- 🌐 Transforming hazards to assets: refocusing misdirected controls, seeing "what matters most"

3. Managing reputation risk with the new "culture dashboard"

- 🌐 Research update (April 2017) on the latest approaches to "culture audit"; which measures will keep the regulator happy?
- 🌐 Essential components: reputation and culture KRIs
- 🌐 A simple way for every employee to start "working reputation-risk-aware", right now
- 🌐 Under-used reputational assets; how to make more of them
- 🌐 Why misconduct may thrive, despite efforts to stamp it out: challenging five "justifiers"
- 🌐 The most commonly missed early-warning signs of reputational risk
- 🌐 Three Boardroom biases that feed reputation risk

4. Sustaining long-term reputational risk control

- 🌐 Consolidating reputation as a capital asset: "social licence to operate" as the key to survival
- 🌐 New strategies for staffing in the "fake news" era
- 🌐 Practical tools *all* staff can use, starting now; engaging under-recognised skillsets
- 🌐 Latest predictive techniques (e.g. enforcement heat-mapping; sentiment webcrawlers; network analysis; delusion testing; big data pattern-seeking)

£375 per person plus VAT = £450

A discount of 10% per person is available when booking for 3 or more delegates onto the same course at the same time

Book online at [Board CPD Calendar](#)

Complete the booking form and email to:

emmaphillips@bpandeglobal.com

or call 020 7764 0721

Detailed joining instructions will be sent to you 3 days ahead of the course date.

Consider an in-house Board CPD Programme

To ensure that the whole Board remains up to date why not ask us to design a programme of events that address your needs. Current topics include:

- Improving Board Reporting
- Responsibilities of Approved Persons in Governance Roles
- Board Competency Frameworks
- Preparing for PRA Regulatory Visits
- Preparing for FCA Regulatory Visits
- Using Behavioural Risk to add Value
- Beyond the Risk Register
- Inclusive Management
- The Effective Risk Committee
- Risk Management Effectiveness
- The Effective Audit Committee
- Effective Remuneration Committee
- Creating and implementing an effective Strategic Plan
- Understanding financial information for Directors
- The role of the Board in Creating and leading culture