



AFB Masterclass:

**Impact of Recent Enforcement Cases and
Supervisory Activity on Senior Managers
Regime Compliance**

An exclusive Masterclass for established SMFs

AFB is once again running a Masterclass in conjunction with A&O Shearman for existing established Senior Manager Function holders (SMFs) performing different designations at AFB member firms.

Experts from A&O Shearman will share expected good practice for SMFs including effective decision making, individual accountability as well as insight into how Management Information can provide appropriate oversight.

This masterclass will share insights into how SMFs can effectively manage the relationship with the regulator to ensure appropriate outcomes for themselves and their firms. The course will draw together **themes and trends** from enforcement cases, speeches, supervisory messaging in relation to thematic reviews and policy developments.

The session will include the following:

- intelligence and lessons learned by A&O Shearman lead partners
- discussion and peer learning with fellow attendees and participants
- guided case studies/scenarios to explore relevant themes and illustrate key messages/lessons learned from the last 12 months

06 October 2026

A&O Shearman, One Bishops Square,
E1 6AD

Interactive Classroom Learning

Session Limited to 25 Participants

£410 + VAT

Course content

- Key learnings from the PRA enforcement cases against SMFs for failing to take reasonable steps
- Key areas of FCA and PRA focus for SMFs in 2026 and beyond
- The role of SMFs in financial crime compliance and learning the lessons from recent enforcement actions
- How to effectively manage your relationship with the regulator as an SMF
- The regulator's supervisory tools and what they mean for SMFs
- Risk management and culture expectations for SMFs
- Non-Financial Misconduct and expectations for SMFs
- Effective decision-making under the Senior Managers Regime
- Individual accountability vs. collective decision making
- Management information: "Getting it right" as an SMF
- Navigating global banking groups and non-UK headquartered parent banks from an SMF perspective

Who should attend?

- Existing established SMFs across all different SMF designations
- Individuals looking to develop their knowledge of important aspects of the Senior Managers Certification Regime (SM&CR)
- This course is not suitable for new or prospective SMFs looking for an introduction to SMCR

Logistics & booking information

Venue: In-person at A&O Shearman, One Bishops Square, London, E1 6AD

Date: Tuesday 06 October 2026

Time: 09:00 – 12:00 (Registration and light breakfast from 08:30)

Price: £410 plus VAT

[Book Your Place Here](#)

For further information please contact secretariat@foreignbanks.org.uk

Course Instructor – Sarah Hitchins, Partner

Sarah specialises in advising clients on regulatory and internal investigations involving the most high-profile and sensitive issues, which typically attract the highest levels of scrutiny from regulators, the media and politicians. Alongside her investigations practice, Sarah has advised over 200 clients in relation to the UK Senior Managers and Certification Regime (SMCR). Her advice spans issues relating to both the implementation and post-implementation operation of the SMCR, in addition to assisting candidates with preparations for their Senior Manager authorisations interviews with the FCA and the PRA. Sarah has been selected by Global Investigations Review (GIR) as one of the top 100 women in investigations, and she has also been recognised by LegalWeek/Law.com as one of the UK's "Rising Star" female lawyers in recognition of her leading financial services contentious regulatory expertise and experience.



Course instructor – Marc Teasdale, Managing Director

Marc is a highly experienced ex-regulator with over 20 years of experience at the Financial Conduct Authority (FCA) and Financial Services Authority (FSA), including 15 years at a senior leadership level. Marc also has an extensive UK Senior Managers and Certification Regime (SMCR) and governance practice, providing SMCR training to senior management, preparation for Senior Manager's regulatory application interviews (including Chair, CEO, CFO, COO and Branch Managers of the largest financial institutions), and advice on complex SMCR challenges. He has also undertaken fundamental reviews of firms' implementation of the SMCR and their broader governance and oversight arrangements, providing practical recommendations in line with regulatory expectations. Marc is approved to act as a Skilled Person for Lots B (Governance, Accountability, Strategy and Culture) and C (Controls and Risk Management Frameworks) of the FCA and PRA Skilled Persons Panel.



About A&O Shearman

[A&O Shearman](#) transforms the way law is practiced, to deliver unparalleled results for our clients' most complex matters – everywhere in the world. We're a law firm at the forefront of the forces changing the current of global business. A&O

Shearman's finance team is renowned as one of the strongest and deepest in the world, with top-tier lawyers located in all the major markets. We have acted on many of the highest-profile financial services enforcement and litigation matters of recent years and are regularly called on by governments to help develop new regulatory frameworks. Fluent in U.S. law, English law, and the laws of the world's most dynamic markets in equal measure, we support our clients with bespoke teams of expert minds. On May 1, 2024, Allen & Overy and Shearman & Sterling merged to become A&O Shearman.

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