



# Position Specification

**Financial Conduct Authority (FCA)**  
Director for Cross-Cutting Policy & Strategy



## About the FCA

At the FCA, we're creating a fair and more resilient financial system. We're establishing more transparent relationships between financial services and customers, building trust in financial markets, and protecting vulnerable consumers.

We're currently on an exciting journey as we drive forward significant organisational, people, process, and technology transformation to become a more forward-thinking, proactive regulator. We will use data more effectively to drive better regulatory decisions and build greater cohesion across our broad financial services remit.

Significant improvements in digital enablement, business intelligence, market data and information management maturity are all being pursued to maintain our position as a world leader in financial services regulation.

## The Role

We're looking for a Director to lead the Cross-Cutting Policy and Strategy Directorate (CCPS), within the Supervision Policy & Competition Division. This is an exciting opportunity to lead a Directorate that is at the heart of FCA policy-making and consumer protection. CCPS plays a pivotal role in leading and supporting delivery of many of the FCA's highest-profile policies, including the Consumer Duty, Smarter Regulatory Framework and AI policy.

CCPS both leads the delivery of cross-cutting policies and supports other Divisions across the FCA to deliver. It plays a critical role in leading policies that affect multiple financial services markets, such as redress, prudential, AI and consumer policy. It also plays a central function, co-ordinating projects where multiple Divisions have responsibility for delivery, such as the Smarter Regulatory Framework programme of file transfers, the Consumer Duty and our response to support consumers affected by cost of living pressures.

The Division is also responsible for the FCA's Policy Profession and ensuring that policy work carried out both in CCPS and across the rest of the FCA is effectively prioritised and governed.

The Director of CCPS will take a key leadership role in overseeing the delivery of CCPS' areas of responsibility, ensuring timely and high quality delivery of outputs. The Director will manage a senior leadership team and the resources of the Directorate, as well as working in a matrix fashion with teams across other areas of SPC and the FCA to ensure effective co-ordination and delivery of cross-sector work.

Key areas of the Directorate's work are specified below and the specific accountabilities of the successful candidate will be agreed with the Executive Director, Consumers & Competition.

You will direct and lead the work for the SPC and the FCA's Strategy and public commitments in relation to the following areas:

- Co-ordinating prioritisation and governance of policies across SPC and FCA.
- Embedding the Consumer Duty.
- Preparing financial services for the future and taking forward the FCA's work on the Smarter Regulatory Framework.
- Co-ordinating the FCA's response to the cost-of-living crisis, and leading on the FCA's work on consumer vulnerability and financial inclusion.
- Leading the development and delivery of Prudential policy, Redress policy SMCR, Governance and Remuneration policy.
- Oversight and co-ordination of the financial regulatory family (e.g. FSCS, FOS) including under the Wider Implications Framework.
- Financial Lives Survey and consumer research and insight.
- Maintaining relationships with Consumer partnerships and other sector regulators in the UKRN.
- Unfair terms in financial services contracts.
- Co-ordinating market analysis across SPC.

- Overseeing the FCA's Policy profession.
- Developing the FCA's approach to future and emerging cross-sector issues, such as the use of artificial intelligence and machine learning.
- Other priority areas of work as agreed with the Executive Director, Consumers & Competition.

The postholder will also serve as the Director sponsor for the Financial Services Consumer Panel and FCA's representative on consumer protection at the OECD.

You will work closely with Directors across SPC, to help ensure a co-ordinated, coherent approach in relation to all cross-cutting matters (including, but not limited, to the Market Analysis and Policy departments in each Directorate). You'll also work closely with the Director of Competition to deliver key projects within the Competition portfolio, focusing on the policy and remedies aspects.

You will work with the Executive Director on strategic priorities and prioritisation discussions with Executive and Board committees such as Executive Regulation and Policy Committee and the Board Policy & Rules Committee and Oversight Committee.

## Key Responsibilities

- Oversee the delivery and co-ordination of key pieces of cross cutting work (such as the Consumer Duty, the organisations' approach on redress and prudential policy and AI policy, and leading the work on the Smarter Regulatory Framework).
- Work closely with colleagues across SPC, providing constructive support and challenge on the policy interventions from those Directorates, and ensuring appropriate prioritisation, governance and standards in policymaking.
- Lead and develop the Policy profession.
- Set the FCA's strategic approach to consumer policy across UK financial services markets, including delivery of the Consumer Duty as well as wider consumer policy initiatives as well as cases under consumer protection legislation.
- Manage relationships with appropriate external consumer and partner organisations.
- Provide the FCA with consumer market research, analysis and accessible insights to FCA and others, including the Financial Lives Survey.
- Joint pan-FCA champion and thought leader on all things consumer and competition, with the Director of Competition.
- Acting as FCA's Director sponsor in managing relationships with the Financial Services Consumer Panel.
- Chair of OECD Committee on Financial Consumer Protection.
- Developing and delivering a long-term strategy for the directorate, aligning to broader divisional and organisational strategies.
- Leading on performance, capability, and culture within the directorate, with a strong focus on operational excellence.
- Managing the resources and budget of the Directorate.
- Delivering through others by relying on coaching, influencing, and negotiating skills with a range of internal and external stakeholders.
- Building a strong and inclusive directorate that attracts and develop diverse talent.

## What will the candidate get from the role?

- Joining the Senior Leadership Team at the FCA during an exciting and challenging time of great change in financial services and its regulation.
- Leading a directorate of talented and committed people through significant projects whilst also delivering on business-as-usual objectives.
- Exposure to strategic issues and key players in the world of finance, both nationally and internationally.
- Significant leadership role as Head of the Policy Profession across the FCA.

## Candidate Profile

### Skills/Experience required

#### Minimum Criteria

We're a signatory to the Government's Disability Confident scheme. This means that we guarantee an interview to any disabled candidates entering under the scheme, should they meet the minimum criteria for a role. A minimum criterion needs to be measurable from reviewing a candidate's CV.

- Significant experience leading large teams working across a broad policy agenda.
- Understanding of financial services in general, and fast-changing consumer finance markets, with substantial experience of drawing upon market research, data, analysis, and insights underpinning policy interventions.
- Strong stakeholder management, influencing, facilitation, and presentation skills, internally and externally.
- Experience of policy-making in a complex, high profile context.

#### Essential Criteria

- Experience of role modelling strong leadership behaviours in line with organisational values.
- The ability to inclusively lead a group of talented individuals with a wide variety of professional expertise, experience, and backgrounds.
- Good knowledge of regulatory operations, including interactions with the UK financial system.
- Good knowledge of the UK political environment and context to consumer related work, and understanding of the UK legislative process and key stakeholders in Whitehall.
- Experienced in planning and mobilising resources to achieve organisation-wide objectives.
- An open and flexible management style and the ability to communicate effectively to a wide-ranging audience with different skills and perspectives.
- Ability to analyse and gain insight from complex data and articulate this at a senior level.
- Experienced in developing a strong external profile e.g., the media, external stakeholders, and consumer/pressure groups.

#### Desirable Criteria

- Significant financial services experience, with good exposure to the consumer sector.
- Highly developed stakeholder management and communication capability, combined with good political awareness.
- Thought leader in external forums in UK and internationally.
- Good awareness of political, social and media influences.
- Strong technical knowledge of competition and its application to consumer financial services markets.

## The FCA's Values & Diversity

- Our ambition is to create a diverse and inclusive workplace that reflects the society we serve, helping us to be a better regulator. We serve the public and our decisions directly affect the wellbeing of people, businesses and the UK economy. So, our [values matter](#). They represent the culture we aspire to every day, guiding our judgements, building trust and helping us to be 'At our best'.
- We particularly welcome applications from women, disabled, and minority ethnic candidates, as under-represented groups.
- As an inclusive employer, we are open to considering flexible working arrangements, including substantive part time and job shares. Please inform your recruiter if you wish to apply for this role on a flexible basis.

## Particulars

- This role will be based in London, Edinburgh, or Leeds.
- If successful, you will be required to obtain and retain SC Clearance.
- We operate a hybrid working policy with an expectation all colleagues are in the office a minimum of 40% of their time. We expect senior leaders to spend a minimum of 50% of their working time each month in the office.
- Compensation for the role is £220k per annum
- 12% pension contribution and 30 days paid holidays per annum.

## Conflicts of Interest

All applicants to the FCA are required to demonstrate that they do not have other interests likely to conflict with their responsibilities as an employee of the FCA.

You should declare any potential conflict of interest as early as possible in the selection process (via the named recruitment contact), and also disclose information or personal connections that, if appointed, might be open to misperception.

Any potential conflicts of interest will not prevent candidates going forward to interview but may, if appropriate, be explored during the interview to establish how the candidate would address the issue(s) should they be successful in their application.

For more information on conflicts please visit: <https://www.fca.org.uk/publication/corporate/conflict-of-interests.pdf>

## Application Process

### Application

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of the FCA. Please submit your full application by email to [responses@russellreynolds.com](mailto:responses@russellreynolds.com). Please quote the role title and reference **P2403-038L** in the subject heading of the email. All applications will be acknowledged. **The closing date for applications is 23:59 on Monday 20<sup>th</sup> May, 2024.**

### Your submission should include:

- A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
- A **Statement of Suitability** (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.
- A completed [Diversity Questionnaire](#). We're committed to implementing and monitoring our equality and diversity policies with the aim of recruiting, retaining and promoting staff regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Data will be reported anonymously, in an aggregate format, and will not be seen by anyone assessing your application.

Please submit all documents so that the panel will have all the required information on which to assess your application against the criteria in the person specification. Selection will be via a two-stage interview and psychometric assessment.

If you wish to speak with someone before submitting an application, please contact [responses@russellreynolds.com](mailto:responses@russellreynolds.com).

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publicly available information.

### Indicative Timeline

Milestone	Timing
Closing Date for Applications	Monday 20 May
<i>Longlist Meeting with Selection Panel</i>	<i>w/c 27 May</i>
<b>Longlisted Candidate Interviews</b>	<b>Between 3 June to 15 June</b>
<i>Shortlist Meeting with Selection Panel</i>	<i>w/c 17 June</i>
<b>Informal Meetings with relevant stakeholders</b>	<b>w/c 24 June</b>
<b>First Panel Interviews</b>	<b>w/c 1 July</b>
<b>Psychometric Assessments</b>	<b>Between 8 July to 20 July</b>
<b>Final Panel Interviews</b>	<b>w/c 22 July</b>
<b>Additional confirmatory conversations with relevant stakeholders for selected candidates</b>	<b>w/c 29 July</b>