

**fscs**

Financial Services  
Compensation Scheme

# Working @ FSCS

Candidate Pack for Head of Customer Delivery



# Introduction

The Financial Services Compensation Scheme (FSCS) is the UK's compensation scheme for financial services, helping people get back on track by protecting them when authorised financial services firms fail. FSCS is an independent free service which covers all regulated financial services in the UK. The Scheme protects: deposits in banks, building societies and credit unions; insurance policies; some investments and investment advice; insurance broking; mortgage advice; self-invested personal pensions (SIPPs); pensions advice; payment protection insurance (PPI); debt management plans; and pre-paid funeral plans.

**FSCS's mission is to provide customers with a trusted compensation service which helps raise public confidence in the UK financial services industry.**

FSCS has grown from modest beginnings in 2001 to help customers during historic events such as the 2008 banking crisis and the 2020 global pandemic. Its experience mirrors that of the industry, government, and regulators in adapting to change, learning, improving, and overcoming difficulties and its work has been recognised in many national awards.

FSCS has paid out billions in compensation and come to the aid of millions of customers. FSCS is funded by levies on the financial services industry, and its service is free to the individuals and businesses who need its help. By providing this service, FSCS contributes to market confidence and supports financial stability.



# FSCS: 2023/24 at a glance



**9,723**  
decisions on claims  
made for  
customers.



**19,008**  
customers  
compensated.



**21,275**  
payments  
(including returning  
premiums) made  
to insurance  
customers.



**£54m**  
in recoveries made  
from failed firms.



**447**  
firms that we paid  
compensation for,  
including those  
declared in default  
in prior years.



**84%**  
average customer  
satisfaction.



**5th year**  
recognised as an  
Inclusive  
Companies - Top 50  
UK Employer.



**100%**  
of non-recyclable  
waste diverted from  
landfill.



**£423m**  
in compensation  
paid to customers.



**41,826**  
regulated financial  
services firms  
providing funding  
for the FSCS levy.



**5,545**  
customers of failed  
credit unions  
automatically paid,  
most within seven  
days.



**51**  
financial services  
firms declared in  
default.



**8,158**  
new claims received  
by our claims  
service.



**82%**  
of survey  
respondents<sup>1</sup>  
said our existence  
increased their trust  
in financial services.



**89%**  
for staff  
engagement.



**100%**  
of paper used  
recycled.

# FSCS Key Relationships



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## Working@FSCS

**We are an organisation of nearly 300 people, located in Aldgate, London.**

Our office environment is an important part of our culture at FSCS, providing a space for connection, collaboration, celebration, creativity, and compassion and we currently all spend 40% of our working time in this space.



# Life@FSCS

At FSCS, we recognise the importance of a diverse and inclusive workplace. We know that our diverse and purpose-driven culture helps us to deliver a brilliant service for our customers.

So, we're committed to ensuring that FSCS is a place where everyone can succeed in achieving their goals. We recruit from the widest, most diverse pool of talent and support colleagues once they've joined to create a real sense of belonging.

At the heart of this strategy is an open, honest and supportive culture that enables people to bring the best of themselves to work.



"It's so nice to have that engagement and support," she says. "It makes you want to go much further in your work and to be a reliable employee who goes the extra mile. You believe in the organisation and you feel supported by it in turn. This organisation is worth 100% of my effort."

**Alethea Beharie-Campbell,  
Recoveries Legal Specialist**

"FSCS offers 26 weeks of paid parental leave. I got a very warm feeling inside when I found that out. They don't have to do it, but it shows how much FSCS cares about their people, genuinely cares."

**Harpreet Likhari,  
SCV Data Assurance Manager**





# Wellbeing@FSCS

We support our people by recognising that FSCS plays an important role in creating a positive environment that allows everyone to feel like they belong. Our strategy during 2023/24 focused on five key elements for our colleagues' wellbeing: physical, emotional, social, financial and career.

In 2023, our work in this area was recognised in multiple awards and accreditations, including:

- Working Families' Top Employers of 2023
- Investors in People – Gold Accreditation
- Inclusive Top 50 Employers list for a fifth year running



# Total Reward @FSCS



## Core My Flex Benefits

FSCS offer a wide range of core and voluntary employee benefits which are annually reviewed and benchmarked. We feel some benefits are so important that we offer them as part of our core benefit package funded by FSCS.

### FSCS funded:

- Personal pension
- Private medical insurance (for you, your partner, and dependent children)
- Life assurance
- Income protection
- Dental insurance
- Health screening
- Virtual GP
- Employee Assistance Programme (EAP)



## Optional My Flex Benefits

### Employee funded:

- ISA
- Will writing
- Critical illness insurance
- Discounted gym membership
- Travel insurance
- Tax-free childcare
- Holiday purchase
- Charitable giving
- Dining card
- Fun Pass
- Cycle to work scheme



## Work/Life Benefits...

### Additional benefits include:

- Flexible working
- Enhanced maternity, paternity and adoption leave with no minimum length of service (26 weeks full pay)
- Paid parental leave (three days annually)
- Enhanced dependants leave (20 paid days annually)
- Volunteering allowance (two paid days annually)
- 4 weeks work from anywhere policy
- Funding for eyesight & hearing testing/equipment
- YuLife health app
- Wellbeing resources (includes menopause, mental health, women's health)

Our Total Reward package brings together benefits, bonus, salary benchmarking and salary progression into one compelling package that showcases what the FSCS is about, how we want to support our people and what we recognise, value and reward.



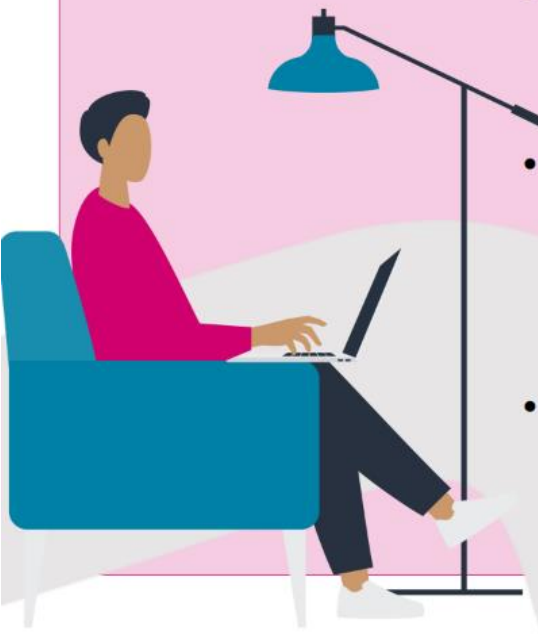
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# Total Reward @FSCS



## Workspaces



- **Equipment Allowance** – an annual £200 allowance to purchase additional office equipment for your home working space.
- **Office Collaboration Spaces** – when you're and want to connect with colleagues you may not want to be confined to a desk. Our touch-down collaboration spaces allow you to get together informally.
- **Office Concentration Space** – a room with four private booths ideal for those who need quiet time to focus on a particular piece of work.

## Recognition

- **High Fives** – a great way to recognise and thank colleagues across the Scheme, at any level.
- **High Five Vouchers** – an opportunity for managers to recognise colleagues for going above and beyond with a monetary reward.
- **Fests** – quarterly socials to celebrate our achievements together and give back to the local community.
- **Annual People Awards** – celebrating the contributions and positive impact our people make on the organisation, each other and our customers.
- **Long Service Recognition** – valuing the experience and knowledge that our historians bring, celebrating their stories and recognising their contributions.



# Head of Customer Delivery



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# Head of Customer Delivery Role Profile

## Job Purpose

The Head of Customer Delivery is responsible for the delivery of the end-to-end customer claims process within agreed SLAs – from activity relating to the events prior to a firm failing through to the completion of the customer’s claim, for all deposits, insurance, funeral plan (FP), investment and advice claims - through leading a team of operational practitioners and working collaboratively across all functions at a senior leadership team level, external partner organisations and the regulatory family.

The role holder will deputise for the Chief Customer Officer and consult with the executive team and members of the organisation’s Board on key customer issues and improvements as appropriate. The role holder has a complete view of the customer journey and will foster a customer-centric culture across the organisation.

## Relationships

### Internal & Management

Reports to the Chief Customer Officer and manages through a team of operational practitioners. As a member of the senior leadership team has responsibility for the delivery of the organisation’s strategy as well as the customer strategy. Builds and maintains strong working relationships with board, executive, and senior leadership team members.

### External

Expected to develop and maintain strong working relationships with external stakeholders including; Financial Conduct Authority (FCA), Prudential Regulation Authority (PRA), Bank of England (BOE), The Money and Pensions Service (MaPS) and His Majesty’s Treasury (HMT) - to ensure FSCS responds efficiently and effectively to firm failure. Expected to collaborate with peers from other organisations to build knowledge and learn from best practice. Build effective working relationships with partners and suppliers of services to ensure external contract terms are effectively supporting the organisation.

# Head of Customer Delivery Role Profile

## Key Metrics

- Three direct reports. Total team size c.230. (As the overall operational performance owner, one additional direct report with dual reporting lines to Operational Support Lead.)
- Budget responsibility c.23m.
- Numbers of claims handled per annum c.31,500.
- Amount paid out in claims per annum c.350m.

## Responsible for the delivery of the following organisational KPIs:

- Ensure new claims, decisions and compensation performance versus target is within 10% tolerance (90%-110%)
- Quality Scores of a) QA 95%+ and b) Right First Time 80%+
- Customer Satisfaction remains at 75+.
- Ensure aged claims (>200 days) does not exceed 15%
- 95%+ of Complaints and appeals managed with 20 days and appeals represent <8% of decisions and complaints <3% of WIP with <20% uphold rates
- Contact Centre performance including 80%+ of contacts answered within 60 seconds, <4% abandoned and contact quality 98%+
- Firm investigations (excluding EIs) complete (rejected or default declared) within 30 days.
- EI investigations completed within 12 months.
- Large and Complex SARs completed within 12 months.
- Adherence to regulatory SLA's and capacity requirements for deposits and insurance payments (7 days and 3 months)
- Completion of Deposits SCV allocated quality review from PRA completed (43 units per quarter)
- All payment errors across insurance, deposits and advice are within volume and value tolerance.

# Head of Customer Delivery Role Profile

## Key responsibilities

- Contribute to the development of the organisation's customer strategy and lead the implementation of the delivery plan to enhance the overall customer experience, ensuring timely and effective resolution of customer issues and concerns.
- Custodian of the end-to-end customer claims process – ensuring the process is fit for purpose, clearly documented, accessible, understood and adhered to by all parties involved in its delivery, both internal and external.
- Design, deliver and continually improve the Scheme's Three-Year Advice Roadmap for ensuring there is a clear goal, defined objectives and key results, covering both transformational change and continuous improvement, building investment cases as required.
- Lead cross functional teams, including peers who have responsibility for elements of delivery of the Scheme's Advice Roadmap.
- Manage the Advice Business Change Managers, and oversee the work of the Project Managers, Business Analysts and Sprint Teams.
- Establish, maintain, and monitor customer service standards, KPIs, and metrics to measure performance and customer satisfaction. Drive delivery of customer KPIs and service levels and provide regular data, insights, and recommendations for action.
- Drive for continuous improvement in all areas of responsibility - review and optimise customer service processes and procedures to streamline operations, increase efficiency, and improve service quality. Implement best practices and leverage technology solutions to enhance customer service delivery.
- Oversee the handling of internal customer claims, appeals, complaints, issues, and escalations, ensuring timely and appropriate resolution. Implement effective systems and protocols for tracking, documenting, and addressing customer feedback.
- Develop and manage a customer feedback framework, analyse data, and provide insights and recommendations for action to improve the customer experience.
- Report to the Board (minimum annually) on FSCS Customer Experience performance and areas for improvement.
- Stay updated with customer service technologies, tools, and software to improve efficiency and enhance customer interactions. Evaluate and implement customer service systems and platforms to streamline processes and improve service delivery.
- Provide relevant information to the First Line Risk Manager and involve them as appropriate in relevant governance meetings to ensure there is an effective First Line of Defence (1LOD) across all operational activities. Managing mitigation actions for identified risks in area of ownership including risks to service levels and financial propriety, put actions in place to mitigate risks, regularly review and update and, ensure service levels are within agreed tolerances.



# Head of Customer Delivery Role Profile – key responsibilities continued

- Ensure, along with the Regulators, that robust plans are in place and understood to deal with failures, along with a clear effective decision-making process for deciding whether FSCS can deal with claims against firms who have not yet failed.
- Review and sign off FSCS's customer response to policy matters affecting operational processes including but not limited to the organisation's response to formal consultation processes and White Papers.
- Review and sign off as a minimum annually (or more frequently as required) the claims policies and claims handbooks on behalf of the Scheme.
- Operational lead for supporting the delivery of The Scheme's Recoveries Roadmap.
- Develop and implement the FSCS vulnerable customer strategy.
- Ensure appropriate governance processes are in place and adhered to for deciding when to depart from guidance – inform internal and external stakeholders in a timely manner.
- Operational owner for the identification of remediation claims cohorts (e.g., S27), developing claims strategy and delivery within agreed time limits.
- Ensure Route to Competency Curve and accreditation plans are achieved, taking appropriate action where they are not.
- Contribute to the annual budgeting process and manage operational costs within budget.
- Provide leadership, management, and development to the operations team, to increase knowledge and develop skills to ensure that the customer receives the highest level of service across all parts of the customer journey. Foster a positive and customer-focused team culture, promoting professional development and continuous improvement.
- As a member of the senior leadership team take a lead role in transforming and strengthening the organisational culture, and role model the organisation's values and ways of working.
- Oversight and escalation management and decision making of FSCS's response to incident management including failure response to FSCS's important business lines (Deposits, General Insurance, Life Insurance, Investments and Advice)
- Produce Executive, Board and Committee papers as required.
- Chair key internal operational governance meetings as required.
- Undertake any other work as required by the Chief Customer Officer.

# Head of Customer Delivery Role Profile

## Person Specification

- Held previous positions of seniority and proven record in leading customer service functions and improving processes and efficiencies to achieve KPIs and overall customer satisfaction.
- Led large scale, cross functional projects where no line accountability for individuals.
- Resilient and able to manage pressure and challenging situations.
- Curious, challenge the status quo and anticipate the future.
- Proactive and forward-thinking mindset with a focus on anticipating and mitigating risks.
- Outstanding communication skills - ability to influence, establish credibility and trust, challenge, and build department accountability.
- Strong customer orientation and a passion for delivering exceptional customer experiences.
- Strong leadership – the ability to engage, motivate and develop others.
- Strong analytical and problem-solving skills, and experience of process reengineering.
- Strong project management and organisational skills.
- Evidence of having a passion for collaborating with people at all levels and working beyond the confines of the job description.
- Able to problem solve and demonstrate operational and prioritisation skills.
- Educated to degree level

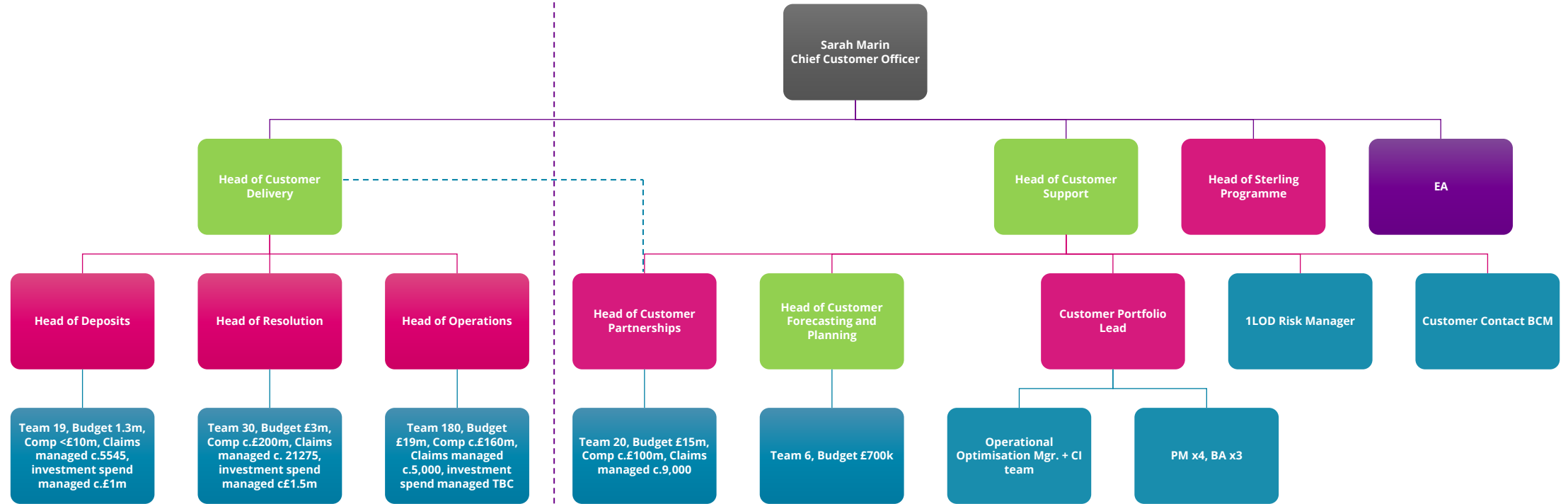
**The organisation reserves the right to amend the Job Description in line with changing needs of the organisation and expects employees to perform other duties which are commensurate with the role.**

# Head of Customer Delivery Role Profile

The levels of Complexity required for this role are below.

Ways of Working	Complexity Required	Performance Criteria
Take Ownership	4	Create a culture of ownership and proactivity
Lead and Support	4	Lead by example and create a culture of high performance
Work Together	4	Create a climate of collaboration and build strategic external networks
Communicate & Influence	3	Communicate with influence, inside and outside the organisation
Think Analytically	4	Think conceptually to anticipate and solve challenging business issues
Think Big	3	Convert strategy to action by aligning goals and priorities to wider scheme objectives
Plan and Organise	4	Creates strategic contingency plans with key external stakeholders
Deliver for Our Customers	4	Challenge and remove barriers to achieve excellence
Embrace Change	4	Sponsor change and role model new behaviours
Develop Yourself	3	Proactively seeks new responsibilities

# CCO Organisation Chart



- Three direct reports. Total team size c.230. *(As the overall operational performance owner, 1 additional direct report with dual reporting lines to Operational Support Lead)*
- Budget responsibility c.23m.
- Numbers of claims handled per annum c.31,500.
- Amount paid out in claims per annum c.350m.

- Five direct reports, total team of c.30.
- Budget responsibility c.17m.
- Overseeing Partner delivery of c.9k claims per annum.
- Overseeing Partner paid compensation of c100m per annum.
- NB: Head of SD had a dotted reporting line into Head of Customer Delivery for overall operational performance only

# Current Customer Operational Priorities

The below are the priority areas planned for the Operations function between now and the end of this financial year that are focused on FSCS 'Readiness and Resilience' and FSCS becoming 'Quicker and Simpler' :

2024-25 PRIORITIES	OBJECTIVE	KEY RESULTS
Deliver our statutory objectives	Deliver high standards service continuity through our period of change	Continue to achieve or exceed key performance metrics including decisions, quality, customer satisfaction and aged claims %
Re-imagine our advice claims handling model	Deliver programme Sterling	Continue work to deliver our new customer target operating model by Jul 2025, working in partnership with our new core claims outsourcing partner
	Step-change in decision velocity	Build business case and discovery plan for 2025/26 improvement initiatives
Enhance our readiness & resilience	Enable stable, secure & future-fit insurance and FP claims handling capability	Design, build, test and implement a new platform - Mercury
	Exceed Deposits capacity requirements	Iterative testing and process engineering to exceed deposits capacity



# Customer Team Three Year Vision

To deliver right and timely outcomes that our customers tell us they trust

## Advice

To deliver initiatives across the end-to-end claim process that accelerate decision making, ensuring customers receive accurate decisions more quickly and enable FSCS to maximise recoveries where it is reasonably possible and cost effective to do so

## Insurance & Funeral Plans

Investment in technology, strategic partnerships, and enhanced collaboration enables and improves protection for the customers of failed insurance firms and funeral plan providers and FSCS's response to firm failure.

## Deposits

An extended range of resolution strategies and enhanced processing capabilities to ensure high quality customer outcomes and regulatory change is delivered simply and quickly, through our secure technology platform and giving people the tools needed to thrive



December 24



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Compensation Scheme