

Curriculum Vitae

Richard Warrington
Gloucestershire
richard.warrington2017@gmail.com

I am considering Non-Executive Director roles to support Boards to oversee and drive businesses forward sustainably and successfully.

Key Career Aims at this time in my career:

To be able to support businesses in achieving their goals, whilst ensuring the regulatory challenges relating to Governance, Culture, Risk Management, in particular Conduct Risk and achieving fair customer outcomes, are met;

To pursue NED positions whereby I can bring my experience of handling risk and compliance challenges to assist Boards and Executive management, keeping them informed regarding the key risks/issues that impact the business.

To oversee the responsibility for the delivery of a Risk and/or Compliance function that is proactive, looking for ways to do business, by protecting rather than preventing the right activity, and delivering strong, robust solutions that give value to the business strategy.

To encourage the right behaviours so that regulatory risks are assessed, understood and addressed in the most effective manner to the benefit of the business and its customers.

[Where appropriate, to encourage the mutual model with customers being at the heart of the business, thereby sharing in the business's success.

I am retiring from full-time consultancy at the end of March 2019 and I am looking for a NED role to give back to a business (preferably a mutual) through my knowledge, experience and expertise.]

Key Skills and Competences to support NED role:

- Strong communication skills – including written and verbal – producing Board reports, regular updates to Executives, but also to customers and staff members to keep them fully informed;
- Proven team leader, having led and managed teams from 5 to over 50, maintaining good feedback regarding management style and leadership qualities from staff surveys;
- Problem solver – getting to the heart of regulatory challenges quickly and finding practical solutions to support business opportunities. as appropriate;
- Focused on business results, with the appropriate balance to ensure the right customer outcomes;
- Detailed understanding of the relevant regulatory risks, which need to be fully understood by executive management and the Board;
- Understand the need for a Conduct Risk Framework for businesses to evidence appropriate focus on customer treatment outcomes;
- Thorough awareness of the retail compliance requirements, in particular Conduct Risk aspects, across COBS, MCOBS, BCOBS, ICOBS, MiFID, SYSC, T&C and the TCF principles, but with experience of past business reviews, due diligence activity, financial crime/ AML, outsourcing requirements, conflicts of interest and remuneration challenges;
- Developing people – encouraged team and individual development, by coaching and training activity, to support training plans appropriate for respective roles and business requirements including regulatory matters, but extending to leadership development and technical skills. Instigated training for other business units to ensure thorough understanding of regulatory change.
- A focus on the 'Why' – the Purpose of a business, before being sucked in to the 'How' and 'What'.

CAREER HISTORY TO-DATE:

Avon Mutual: May 2019 – now. Position: Non-Executive Director. A new start-up bank being formed to offer regional banking services to SMEs/private individuals in the Bristol, Bath, Cheltenham, Gloucester areas.

Responsibilities

Providing oversight and challenge to the Executive Management as independent NED providing expertise with regard to operational risk aspects, compliance and conduct matters.

Tetbury Rail Lands Registration Trust T/A The Tetbury Goods Shed Arts Centre: December 2018 – now. *Position: Chairman/Trustee (voluntary role)*

Responsibilities

Overseeing this Charity – providing arts and entertainment for the local community.

Minchinhampton Golf Club: April 2020 – now: *Position: Board Director (voluntary role)*

Responsibilities

Oversight of risk management matters.

**Crowe Horwath Global Risk Consulting LLP – ‘Crowe’: May 2015 – retired March 2019
*Position: Senior Executive, Risk & Regulation***

Responsibilities

Building the consulting practice for financial services risk and compliance – focusing on retail businesses such as consumer credit firms, challenger banks, primary and secondary lenders, and insurance operations.

Developing cross-sector compliance expertise to support businesses, both established and new, helping them implement systems and controls to develop and grow.

Considering risk and regulatory developments that would impact firms wishing to enter financial services, to enable Crowe to offer broad solutions to clients and prospects.

**The Financial Group (IFA Network): Dec 2012 – April 2015
*Position: Risk & Compliance Director***

Responsibilities:

Reporting to Managing Director, responsible for all aspects of Operational Risk Management and Compliance in relation to internal corporate risks and the customer-related risks associated with running an IFA Network;

Major focus on Conduct Risk, delivering Treating Customers Fairly outcomes and ensuring the Network's appointed representatives and internal staff were meeting regulatory requirements, achieving customer expectations and providing excellent customer services standards;

Managing a team of 30 – Internal Compliance operations, Risk oversight, File monitoring, Training & Competence, and Field Quality Assurance Managers.

CF10/11 for the firm; Oversight of 350 IFA firms and 450 Registered Individuals;

Responsible as Board Executive Director for FCA liaison and communication with other regulators (ICO etc)

Achievements:

Delivered Retail Distribution Review changes across Network, so advisers meet new regulatory requirements;

Implemented plans for the network to prepare for the Mortgage Market Review;

Managed two Past Business Reviews to satisfaction of FCA in relation to pension switching cases;

Implemented significant changes to systems and controls in relation to advice monitoring and supervision of network members to drive more quality and highly competent advisers.

Resolved the FCA Enforcement requirements and completing the s166 programme.

**Nationwide Building Society: Nov 2009 – Sept 2012
*Position: Head of Compliance (Nov 2009 – Nov 2011)***

Responsibilities:

Reporting to Divisional Director, Business Protection, who reported to Group Finance Director;

Managing a team of 54 (split between compliance and regulatory risk policy/guidance and compliance monitoring); CF10 role (FCA Approved Person – Compliance Oversight);

Responsible for the provision of advice/ guidance/ support to 1st line business units to ensure a Conduct Risk Framework was developed with compliant solutions in place in line with Society's Risk Appetite and meeting operational standards across the Society to achieve excellent customer service expectations;

Responsible for compliance monitoring team which reported on 'state of compliance' across the Society to Board Audit Committee and Senior Executives, with particular emphasis on Customer Treatment outcomes.

Achievements:

Established an effective team of compliance experts, who provided advice and guidance in a proactive way that enabled the business management to be more aware of the risks, but with solutions to drive better outcomes;

Improved communication between Compliance and management that encouraged earlier involvement to assist better understanding and avoid unnecessary prevarication and/or delay in designing solutions;

Introduced a management development programme for compliance to enable key managers to take on more responsibility and decision-making capability, to make compliance more effective as a valued department.

Enabled the Society to launch products more effectively/often quicker by stream-lining sign-off procedures by giving broader authority in decision making;

Delivered improved reporting of compliance and proactive MI for Conduct Risks, by linking to TCF outcomes.

Position: Head of Group Regulatory Risk (Nov 2011 – Sept 2012)

Responsibilities:

Reporting to Group Risk Director; Managing a team of 28;
2nd line oversight and monitoring activity, including reporting to Executive Risk Committee, Board Audit Committee on the 'state of compliance' with focus on Conduct Risks and Customer Treatment Risks;
Main focus on reviewing and overseeing the implementation of Conduct Risk compliance requirements relating to Retail and Wholesale Conduct of Business activity.
Ensured operational effectiveness across the 1st line business units, delivering 'fair customer outcomes'/ Treating Customers Fairly and excellent customer service compliantly.

Achievements:

Established a robust 2nd line compliance oversight and monitoring plans which were approved by Audit Committee and complemented for the effectiveness of its approach and implementation;
Prepared a regular reporting framework for the Board Risk Committee to assess the impact of Conduct Risk across the Society and the management of TCF outcomes.
Worked closely with Distribution Director to ensure the remuneration and incentive schemes aimed at the sales teams met regulatory expectations.

National Australia Group Europe: Jan 2007 – Oct 2009

Position: Head of Regulatory Affairs & Compliance (Clydesdale and Yorkshire Banks)

Responsibilities:

Reporting to Chief Risk Officer, a member of UK Executive Team and Group Compliance Director, NAB, Australia; Managing a team of 34; Provision of 2nd line of defence oversight function:
A) advice and guidance to business management and first line business risk teams on regulatory compliance developments (conduct of business) in relation to new regulations or any business change (new products/ operational processes etc);
B) oversight and assurance activity (monitoring) to ensure business functions fulfilled their compliance requirements, whilst maintaining a focus on effective operations to deliver fair customer treatment outcomes.

Achievements:

Established the TCF plan for the UK Bank, which was then incorporated into the Australian operation to take forward as the focus on treating customers fairly increased;
Worked closely with the Clydesdale Bank executive to ensure the FSA relationship was effectively managed and improved communication was delivered.

Earlier Career Achievements:

During the period from 1979 through to December 2006, I have been involved with risk and compliance functions, but dealt with businesses with a wide range of contrasts – from Egg plc and Virgin FS, both new entrants to the market and disruptors, who aimed to shake up the establishment; to the more established NatWest and LloydsTSB.

I have realised that if the larger banks could think about the customer in the way the newcomers were, then the opportunity was immense.

Role(s)	Responsibilities	Organisation	Period
Head of Risk & Regulatory Practice (Consultant)	Developing a Risk and Compliance consultancy, linked to Strategic development plans for Banking, Life Assurance and Investment sectors; focusing on Treating Customers Fairly initiatives; delivering peer comparison TCF assessments.	PCP Ltd Consultancy	Aug 2006 – Dec 2006
Compliance & Sales Risk Director	Reporting into the UK Retail Bank Executive Committee managing the Division's compliance function overseeing 5 operational units as 2 nd line of defence to ensure business implemented effective compliance systems and controls – with appropriate governance	Lloyds TSB	Jan 2004 – July 2006
Head of Risk and Compliance	Managing the Risk Management Framework (strategic and operational risk focus); Oversight of compliance requirements across the business, establishing the risk management techniques to meet Turnbull sign-off; covering the subsidiaries (investments and France).	Egg plc ; Egg Investments; Egg France	May 2000 – Dec 2003
Director of Compliance	Managing the Compliance function reporting to the Managing Director – life, pensions, investments, and early stages of VirginOne Mortgage Account	Virgin Direct Personal Financial Service Ltd	June 1999 – May 2000
Senior Compliance Executive/ Head of Compliance Nat West Life and Investment Services/ Senior Group Retail	As range of responsibilities across the Retail Bank and its financial services subsidiaries – covering compliance and related areas; managing the compliance advice and monitoring activities; reporting to the UK Retail Bank Board and Group Compliance	Nat West Bank	Feb 1994 – June 1999

Compliance Executive			
Company Secretary/ Compliance Officer	Ensuring the new subsidiaries set up within WBS met the regulatory and compliance requirements; making the new business ventures successful; dealing with SIB, IMRO, LAUTRO, PIA, DTI, BSC etc. Managing the Compliance function for the Society and associated subsidiaries – overseeing over 50 advisers for WIFAS.	Woolwich Life; Woolwich Unit Trust Managers Limited; Woolwich Independent Financial Advisory Services Ltd	June 1986 – Feb 1994
Insurance Technical Services Adviser	Product development; preparing new financial services registration (SIB); negotiating with insurance companies as Woolwich set up own life company and other subsidiaries.	Woolwich Building Society	
Various: Trainee to Local Manager	Successfully completed the Graduate training scheme to take on first local manager role in Swindon, then North Devon	Royal Insurance	1979 - 1986

QUALIFICATIONS:

1975-78 University of Birmingham (Edgbaston)

Bachelor of Laws – LLB (Hons).

Fellow of the Chartered Insurance Institute (October 1990)