

FCA and Practitioner Panel Survey 2025/26

Please write your firm's unique survey ID in the box below. This can be found in your survey invitation email.

Survey ID:	
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Thank you for taking the time to complete this questionnaire.

How the information will be used

Your feedback is important and the results of this survey will be used to improve the work of the Financial Conduct Authority (FCA). In reporting the survey answers, Verian will always group responses so that no individual's or firm's responses can be identified. Your individual response to the survey will therefore be **completely confidential**. This is in accordance with the Market Research Society Code of Conduct.

The intention is to publish the results of this year's survey in autumn 2026.

Completing the questionnaire

The questionnaire should be completed by the most senior person (Chief Executive or equivalent) in your firm or group. We estimate the questionnaire should take about 7-10 minutes to complete and there are opportunities throughout the survey to enter any free text comments you may wish to provide.

Please read the rest of the information on this page, then turn over the page to start the survey.

How do I fill in the questionnaire?

1. Most questions can be answered by putting a cross in the box next to the answer that applies to you, like this: ☒
 2. Some questions will ask you to "**Please cross as many boxes as apply.**" When you see this instruction, please cross as many boxes as apply to you.
 3. A small number of questions will ask you to write your response in the box provided.
 4. Please try to answer every question. If there are any questions that you can't answer, simply cross the 'Don't know' box.
 5. If you have made a mistake or change your mind about an answer you have given, completely block out the box you have crossed like this ☐ and then put a cross in your preferred box.
 6. Please use black or blue ink to complete the questionnaire.
- We look forward to receiving your feedback.

Where can I get more information?

✉ : fcappsurvey@veriangroup.com

☎ : 0800 015 0302 (9am-5pm)

💻 : www.fcapractitionerpanelsurvey.co.uk

Information about how your data is processed and information about your rights in relation to the data we collect is available on the back of the accompanying letter. You can also access our privacy policy at:

www.veriangroup.com/uk-surveys

Consumer Credit R3

Section 1: FCA Performance

The first questions are about your general impressions of the FCA over the last 12 months

Q1 Taking into account all of your firm's dealings with the FCA in the last 12 months, how satisfied are you with the relationship?

Please give an answer on a scale of 1 to 10, where 1 is 'Extremely dissatisfied' and 10 is 'Extremely satisfied'.

➡ Please cross one box only ☒

Extremely
dissatisfied

☐

1

☐

2

☐

3

☐

4

☐

5

☐

6

☐

7

☐

8

☐

9

☐

10

Extremely
satisfied

Q2 Overall, from your firm's perspective, how effective has the FCA been in regulating the financial services industry in the last 12 months?

Please give an answer on a scale of 1 to 10, where 1 is 'Not at all effective' and 10 is 'Extremely effective'.

➡ Please cross one box only ☒

Not at all
effective

☐

1

☐

2

☐

3

☐

4

☐

5

☐

6

☐

7

☐

8

☐

9

☐

10

Extremely
effective

Section 2: FCA Aims and Objectives

Q3 How confident are you that the FCA is delivering on each of its statutory objectives?

➡ Please cross one box in each row ☒

Objective number	Objective	Very confident	Fairly confident	Not very confident	Not at all confident	Don't know
1	Ensuring relevant financial markets function well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Securing an appropriate degree of protection for consumers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Protecting and enhancing the integrity of the UK financial system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Promoting effective competition in the interests of consumers in the financial markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4 Over the last 12 months, would you say your firm's trust in the FCA has...

➡ Please cross one box only ☒

☐ ...increased

☐ ...decreased

☐ ...or stayed the same?

☐ Don't know

Q5 All things considered, how would you rate the level of trust you have in the FCA as a regulator, on a scale of 0-10, where 10 is completely and 0 is not at all?

➡ Please cross one box only ☒

Not at all											Completely	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0	1	2	3	4	5	6	7	8	9	10	Don't know

Section 3: Communication and Engagement

The next questions are about the ways in which the FCA communicates with your firm.

Q6 To what extent do you agree or disagree with the following statements?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Overall, the <u>FCA's</u> communications to my firm are <u>CLEAR</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the <u>FCA's</u> communications to my firm are <u>CONSISTENT</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the <u>FCA's</u> communications to my firm are <u>RELEVANT</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the <u>FCA's</u> communications to my firm are <u>CONCISE</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7 What information sources do you use to keep up to date with regulation and the FCA?

➡ Please cross as many boxes as apply ☒

- | | |
|--|---|
| <input type="checkbox"/> <u>FCA</u> hosted events | <input type="checkbox"/> LinkedIn |
| <input type="checkbox"/> <u>FCA</u> speeches / <u>FCA</u> speakers at industry events | <input type="checkbox"/> Trade associations |
| <input type="checkbox"/> <u>FCA</u> Regulation round-up | <input type="checkbox"/> Blogs |
| <input type="checkbox"/> <u>FCA</u> Supervision Hub (formerly customer contact centre) | <input type="checkbox"/> Podcasts |
| <input type="checkbox"/> <u>FCA</u> supervisors | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> <u>FCA</u> website | |
| <input type="checkbox"/> Letters from the <u>FCA</u> | |
| <input type="checkbox"/> External advisers (lawyers, consultants etc.) | |
| <input type="checkbox"/> The media | |

Section 4: Impact of FCA Regulation

The next questions are about your views on the impact of FCA regulation, the regulatory framework, regulatory reform, innovation and how the FCA compares internationally.

Q8 To what extent do you agree or disagree with the following statements about the impact of FCA regulation?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
The work of the FCA enhances the reputation of the UK as a financial centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FCA regulation has helped my firm to deliver better outcomes for consumers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work of the FCA is effective in supporting international trade in the financial services industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5: Enforcement and Identifying Risk

In the next section we will ask about the FCA's role in identifying emerging risks within the industry and associated enforcement action.

Q9 Do you feel there are any significant or emerging risks in your market that the FCA is not currently aware of?

➡ Please cross one box only ☒

- ☐ Yes ➡ Go to Q10
- ☐ No ➡ Go to Q11
- ☐ Don't know ➡ Go to Q11

Q10 What are the significant or emerging risks that you feel the FCA is not currently aware of?

➡ Please write your answer in the box below

Q11 Using the following 10 point scale, where do you view the FCA's overall approach to risk?

➡ Please cross one box only ☒

Extremely
risk averse

Extremely
risk tolerant

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Section 6: FCA Focus and Processes

Q12 Has your firm had experience of the FCA's Authorisation process in the last 12 months, including Variations of Permission, SMCR applications, Changes in Control and Cancellations, Waivers and Pre-Application Support Service?

➡ Please cross one box only ☒

- ☐ Yes ➡ [Go to Q13](#)
- ☐ No ➡ [Go to Q14](#)
- ☐ Don't know ➡ [Go to Q14](#)

Q13 To what extent do you agree or disagree with the following statements about your experience of the FCA's Authorisation process?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
The amount of time it took to receive the authorisation was reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It was clear what was required of my firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The <u>FCA</u> was helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the authorisation process was straightforward	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14 Which of the following best describes how you feel about the number of data/information requests your firm has received from the FCA in the last 12 months?

➡ Please cross one box only ☒

- ☐ Fewer than I think we should receive
- ☐ About right
- ☐ A lot, but I understand why this is needed
- ☐ More than seems necessary for the FCA to do its business
- ☐ Don't know

Q15 To what extent do you agree or disagree with the following statements about data/information requests your firm receives from the FCA?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
The <u>FCA</u> gives my firm enough time to compile the data/ information that they request	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The <u>FCA</u> only asks for data/ information about my firm that they cannot get from other sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information requested by the <u>FCA</u> is often difficult to collate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The <u>FCA</u> reviews the information it requests and feeds back in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The <u>FCA</u> clearly explains why it wants the data/information that it asks my firm to provide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Please answer Q16 if you selected 'more than seems necessary' at Q14. Otherwise, please go straight to Q17.

Q16 You answered that the number of data/information requests seems more than necessary for the FCA to do its business, which particular requests were you thinking about?

➡ Please write your answer in the box below

Section 7: Market Abuse

Market abuse can occur in a number of ways:

- Delayed or misleading disclosures – listed issuers do not disclose inside information in a timely manner or issue misleading statements
- Insider dealing – people with access to inside information disclose it unlawfully and/ or use it to trade in their own financial interests
- Market manipulation – participants trade in a way designed to manipulate the price of a financial instrument

Q17 To what extent do you agree that the FCA's anti-money laundering (AML) systems and controls response is proportionate?

➡ Please cross one box only ☒

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

Q18 To what extent do you agree that the FCA's anti-money laundering (AML) systems and controls response is effective at tackling levels of money laundering risk?

➡ Please cross one box only ☒

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

Q19 How well does the FCA explain what is expected of firms in order for them to comply with its financial crime controls?

➡ Please cross one box only ☒

- ☐ Very well
- ☐ Quite well
- ☐ Not very well
- ☐ Not at all well
- ☐ Don't know

Section 8: FCA Staff and Executives



The next questions are about FCA supervisors and staff.

If your firm has specific, named FCA supervisors, please answer Q20 and then go straight to Q22.

Otherwise, please go straight to Q21.

Q20 In relation to your FCA supervisors, to what extent do you agree or disagree with the following statements?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
My <u>FCA</u> supervisors are knowledgeable about <u>FCA</u> rules and requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My <u>FCA</u> supervisors have sufficient experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My <u>FCA</u> supervisors exercise good judgement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My <u>FCA</u> supervisors are appropriately qualified and have the necessary skills to undertake the role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My <u>FCA</u> supervisors' approach is consistent with the <u>FCA's</u> strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My <u>FCA</u> supervisors have sufficient knowledge to understand my firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q21 In relation to FCA staff (e.g. the FCA Supervision Hub [formerly the FCA's customer contact centre]), to what extent do you agree or disagree with the following statements?

➡ Please cross one box in each row ☒

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
<u>FCA</u> staff are knowledgeable about <u>FCA</u> rules and requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>FCA</u> staff have sufficient experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>FCA</u> staff have a good understanding of the sector(s) my firm operates in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>FCA</u> staff are appropriately qualified and have the necessary skills to undertake the role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guidance provided by <u>FCA</u> staff is consistent with the <u>FCA's</u> strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q22 Which of the following at the FCA has your firm had contact with over the last 12 months?

➡ Please cross all that apply ☒

- ☐ Senior execs
- ☐ Supervisor(s)
- ☐ MyFCA portal
- ☐ Supervision Hub/telephone contact centre
- ☐ Authorisations
- ☐ Enforcement
- ☐ None of these
- ☐ Don't know

Section 9: End of survey

Q23 Which of the following roles at your firm (including at group level, if appropriate) were involved in completing this questionnaire?

➡ Please cross all that apply ☒

- ☐ Chief Exec/CEO ➡ Go to Q24
- ☐ Partner ➡ Go to Q25
- ☐ Compliance – Director/Head ➡ Go to Q25
- ☐ Compliance – Middle management ➡ Go to Q25
- ☐ Compliance – Analyst/officer ➡ Go to Q25
- ☐ Other Director/Head ➡ Go to Q25
- ☐ Other Middle management ➡ Go to Q25
- ☐ Other Analyst/officer ➡ Go to Q25
- ☐ External consultant ➡ Go to Q25
- ☐ Other (please specify) ➡ Go to Q25



Please answer Q24, if you selected Chief Exec/CEO at Q23
Otherwise, go straight to Q25.

Q24 The next question is asked specifically of the CEO of your firm/group.

What else, if anything, would you like to see the FCA do more or less of, in the next 12 months?

➡ Please write your answer(s) in the box(es) below

What would you like to see the FCA do more of?

What would you like to see the FCA do less of?

Q25 Finally, please use the space below to share any further feedback you wish to give to the FCA

➡ Please write your answer in the box below

Section 10: Staying in touch

Q26 Would you be willing to be re-contacted by Verian regarding this research?

You can be assured that your name will never be passed to anyone outside of Verian without your permission.

➡ Please cross one box only ☒

☐ Yes

☐ No

Thank you for taking the time to complete the questionnaire. If you do not intend to enter your responses into the online survey, please return this paper questionnaire to the following address:

**Verian
PO Box 1071
Cressex Business Park
High Wycombe
HP12 3WY**