

Saxton Bampfylde



**BREXIT: IN SEARCH  
OF A ROAD MAP**

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# INTRODUCTION

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## BREXIT: IN SEARCH OF A ROAD MAP

The past months have been characterised by change and uncertainty. One thing has remained constant throughout: the UK's exit from, and the development of a new relationship with, the EU are critical issues for institutions and organisations across all sectors. In the aftermath of the referendum, industry leaders, not-for-profit, arts and higher education directors, politicians and civil servants have begun to outline its impact. The path ahead is a long and dangerous one; the map is, at best, unclear.

While the intentions of the various fellow-travellers have started to become clearer in recent weeks, there are still many more questions than answers. Even what emerging clarity exists is subject to constitutional, practical and political

challenge. However, the effects of the Brexit vote are already being felt, and organisations are understandably keen to understand, respond to, and influence the debate. The UK Government is already consulting with key players such as trade bodies and leaders in each sector to find out what their priorities are.

While Saxton Bampfylde cannot begin to formulate answers to the questions that lie ahead, we are advising our clients in developing their capacity in critical areas: identifying individuals who can help organisations understand the issues and lead in the formulation of strategies and responses as this journey gets underway.

# EMERGING THEMES

Over recent months we have been speaking with many of our clients, placed candidates and friends of the firm about issues including:

## THE IMPACT ON TALENT

Much has been said about the positive and negative implications of Brexit on international mobility. While some international candidates have become more anxious when considering the implications of relocating to the UK, thinking longer and harder about making the move, others have spoken about the attraction of the intellectual and commercial challenge /opportunity that Brexit presents. We have found that international candidates – especially, but not only EU nationals – require more direct, one-to-one, reassurance and persuasion that they will be taken seriously.

## INCREASED UNCERTAINTY

In such an ambiguous climate, there is a high premium being placed on talent, particularly on people that are able to support and enable organisational resilience and agility. At the same time, candidates are often proving more cautious in considering moves (especially physical as well as organisational ones), and increased advocacy is required to persuade them to engage with new opportunities.

## INCREASED INTEREST IN CROSS-SECTOR HIRING

Corporates are beginning to see the advantage of being able to directly assess and influence key EU policy areas, a role that has traditionally been left to HM Government and to trade bodies. We are seeing some sectors – particularly financial services - staffing up their policy teams with talent from Whitehall, leading trade bodies and of course Europe. Depth of policy is a given, but the very best talent will need to be able to operate successfully in a new commercial culture. This is an area in which thorough psychological assessments can play a valuable role in ensuring a successful appointment on all sides.







# SOURCING TALENT

There has been a sharp increase in the number of clients seeking to bring in external talent for new “Brexit strategy” and public affairs roles. When looking to build capability within these areas, individuals with suitable experience tend to come from one of three areas:



**1. GOVERNMENT,  
TRADE BODIES AND  
POLICY  
EXPERIENCE**



**2. TRADITIONAL  
COMMUNICATIONS  
AND PUBLIC AFFAIRS  
EXPERIENCE**



**3. AGENCIES**

When considering candidates from the first group, a number of factors need to be considered. For instance, individuals from a trade body background often have a combination of professional communications and lobbying skills; but always lobbying from a well-researched and articulated policy base. Many of them have also started their careers within government.

In relation to Government, the Treasury and Brussels are often the obvious places to search; the two new Brexit-related Departments are other obvious options. While individuals who have a thorough

understanding of Brussels are currently in demand, the vote has prompted a number to consider their potential futures outside the civil service. Candidates from this world are likely to have deep policy experience, good networks and a thorough understanding of politics at UK and European level. The best will be able to translate this effectively into a private-sector setting

Whilst individuals with an agency background can present a level of risk when transferred to the client side, they are worthy of careful consideration.

# OUR WORK

**Saxton Bampfylde have been leaders at the interface between business and government for over 30 years. We have deep and strong roots in sectors including financial and professional services, retail, regulation and trade bodies. In recent months we have been delighted to work with long-standing and new clients to help them grapple with the challenge of Brexit.**

## OUR EXPERIENCE

### **Search for a Director of European Affairs**

We have just completed work with a global financial services organisation on the appointment of a Director of European Affairs. We identified candidates with a sophisticated knowledge of the sector and its regulatory landscape. We sought out candidates with strong experience of influencing or designing EU policy, as well as the commercial wherewithal to realise emerging business opportunities. Our search ranged across the whole of the UK and Europe, with a particular focus on the financial services lobbying and regulatory community in Brussels and London.

### **Search for a Head of Brexit Strategy**

We are working with a leading investment company on the appointment of a Head of Brexit Strategy. We have identified candidates with a blend of Whitehall/Westminster, Brussels and financial services experience. Credibility as an advisor at the most senior levels was a given, so too was the ability to navigate the UK policy making machine. We searched broadly within the sector, in UK and EU trade associations, and at the European Commission itself.

### **Search for Senior Brexit Policy Advisers**

We have worked with a European financial services regulator on the appointment of senior Brexit policy advisers. The principal focus of our search was within regulation – this time not only in the UK and across Europe, but globally, including the Channel Islands, the Isle of Man, the Caribbean, Canada, Hong Kong, Singapore, the Middle East, the Netherlands, Belgium, Scandinavia, and Australasia.

# OUR GLOBAL REACH



## OUR WIDER WORK

Saxton Bampfylde is proud to have worked with a uniquely broad and relevant range of clients in both the private and public sectors, including:



# OUR TEAM



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Saxton Bampfylde has signed up to  
the National Equality Standard

Saxton Bampfylde