

Nick Bayley

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Strong, empathetic Senior Business Leader with extensive experience and knowledge of the IFA and Wealth Management market. A strong affiliation with the mutual sector having worked at senior level with a number of Building/Friendly Societies and with 10 years Board/NED experience including the roles of Chair, SID. and Committee Chair (Remuneration and Nomination committees).

Demonstrating a track record of positively transforming teams and organisations ensuring clarity of purpose, enhanced culture and quantifiably improved business results. Able to quickly understand, confront and address key issues and implement the necessary changes. Proven resilience, adaptability and able to thrive in change oriented and challenging environments. Develops highly motivated teams, who consistently deliver a major contribution to growth and profit, coaching people to help them fulfil their potential whilst working in an ethical, authentic and trusted manner.

Highlights of Expertise & Experience

- ◆ Strong leadership and people development qualities
- ◆ Creates clear Vision and Purpose
- ◆ Deep knowledge of IFA and Vertically Integrated sector.
- ◆ Dip PFS qualified: Pensions, Investments & Protection & Long Term Care.
- ◆ In depth knowledge of Income Protection market.
- ◆ Qualified Mentor and Coach. (ILM -5)
- ◆ Deep understanding and experience of Mutuality
- ◆ Strategic and operational
- ◆ Development and protection of Company Culture
- ◆ Leadership of large teams
- ◆ Sales management
- ◆ Crisis management Delivery of Transformation and change

Career Experience

St. James's Place Wealth Management- London

Head of City, London

Jan 2012 to Feb 2021

The City location is the largest location in St James's Place with £10.5 Billion of Funds under Management and 650 Partners, Managers and administration staff.

Responsible for exponential growth of Assets Under Managements (AUM) through the delivery of high-quality Wealth Advice and excellent customer service in a highly regulated environment. Achieved through the development and education of Partner Practices, high quality recruitment and rigorous risk management.

- ◆ In 2020, **increased** Assets Under Management by £1Bn from £9.5 to £10.5 Bn.
- ◆ **Demonstrated** calm and decisive leadership to the Partnership steering them through the COVID lockdown year. This involved moving the whole office out of London to work remotely, whilst

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maintaining Gross Inflows of Assets at pre COVID levels (£1Bn) and maintaining excellent communications and morale within the location made up of over 650 individuals.

- ◆ **Led** the development of an ambitious 3 year plan, ensuring absolute clarity of our vision and purpose, operating model and roles and responsibilities.
- ◆ **Developed and initiated** the Client Servicing review of the City Location practices in 2020., leading to increased revenues and measurably improved client service outcomes.
- ◆ **Initiated** the Business Sale & Purchase project, to plan for the transfer of several Billions of Assets Under Management from Current Partners to the next generation over the next 5 years. Over £1Bn transferred successfully in 2020.
- ◆ **Instrumental in developing** a learning and development culture within the City location for the Partnership and Management team.

British Friendly Society – Bedford

2008 to 2018

Fulfilled the roles of Chair, Vice Chair, SID , Committee Chair of Rem &Nom

British Friendly is a Mutual Insurance Society providing long and short term own occupation income protection products. During ten years on the Board I held the positions of Chair, SID and Chair of various Committees. My role was to lead the transformation of BFS from a society in “Run Off” to a “relevant and trusted provider of protection for members in their time of need”. As Chair I worked with the Board and Senior Executives to create a relevant strategy for the Society and to drive forward the necessary change to allow this transformation. I ensured rigorous oversight of the activities of the Executive creating an environment which allowed the Society to succeed.

This enabled the Society to grow profitably, give back more to our members , pay industry leading rates of claims and be very clear on who we were and what was our purpose. Membership over the period grew from 12-26000, 98% of claims were being paid and the Society was growing and therefore had a sustainable future.

At the end of the ten years BFS was the 6th largest provider of Income Protection in the UK.

- **Led the work** on creating the new Vision and purpose ensuring it was relevant to our new and existing members.
- **Initiated** the work to understand, develop and embed our culture across the Society.
- **Led two strategic reviews** which saw the successful introduction of new profitable products, A Membership Benefits Package and a new distribution channel via the IFA Market.
- **Focused the Society** on paying all legitimate claims, which led to Industry leading payments of claims at over 98%.
- **Overhauled and professionalised** our approach to staff recruitment, training and management.
- **Initiated** a Society Rebrand.
- **Instigated** a complete overhaul and professionalization of the Board.
- **Appointed** a new CEO and FD

Bluebell Consultancy Ltd **Managing Director**

2007 to 2012

Provided consultancy, executive coaching and IFA services to a broad range of clients including AVIVA, IBM , HSBC, NETWORK RAIL, QUINETIC and Saffron Building Society.

- Designed, developed and delivered to market Saffron IFA Ltd
- Launched the Turkish Bank UK Debit Card and re- wrote their 3 year Sales and Marketing Strategy
- Delivered independent Financial Advice into the Long term care market

Lambeth Building Society

General Manager Sales & Marketing

2004 – 2006

Appointed with executive responsibility for Lambeth's distribution channels, including the Branch Network, Tele-sales, the Intermediary Sales desk and Marketing Department.

- **Drove** business results so that in years 2004-6, all annual business objectives were achieved, whilst improving the Society's sales and service culture.
- **Led** Strategic work to review the 4 distribution channels and introduced significant structural change, which included the successful introduction of the intermediary sales centre and smooth transition of broker work from other channels to this new resource.
- **Demonstrated** effective management of the Lambeth's highly profitable 3rd party relationships with Credit Suisse, L&G and Oakwood Financial planning.
- **Introduced** a profitable IFA service to the Lambeth membership.
- **Responsible** for the society's launch of a range of specialist mortgage products during 2005. Executive responsible for the design and launch of Lambeth's sophisticated interactive website.
- Following a strategic review of the business, executive recommended to the Board that the Society proactively seek a merger partner. As Sale & Marketing exec, I was responsible for managing: "above target" sales figures, media interaction with the National Press and merger-related press work.

Barclays Bank (now incorporating Woolwich Plc and Woolwich IFAs)

1992-2004

Head of Central Sales (Barclays Financial Planning Direct - BFPD)

Aug 03 – Sep 04

- Management of BFPD Project Team tasked with developing a major independent and tied Office Based Regulated Advice Unit.
- Management of associated change programme bringing together WIFAS IFA Academy and BFPD.

Head of Central & Group Sales (WIFAS)

Sep 01 – Aug 03

Reporting to the Managing Director

- Managed a National High Net Worth Independent Regulated Sales Force working in conjunction with Barclays Premier Bank to deliver income targets whilst maintaining the highest standard of Customer Care and Compliance.
- Operating as a key member of the Senior Management team defining the Company's strategy to integrate IFA services into Barclays Bank.
- Managed the introduction and development of the UK's only IFA Academy, Trained 60 graduates per annum through a two-year programme to full IFA regulated status.

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- Developed and implemented the core strategy of IFA services into this High Net Worth area of Barclays.
 - Successfully managed the IFA High Net Worth team to achieve £12 million gross revenue (representing 22% of the Company's overall income) in 2003.
 - Premier Bank IFA team – Top Team in Woolwich IFAs in 2001, 2002 and 2003.
 - Steered Academy and Premier teams through considerable cultural and operational change.

Operational Sales Manager (North) (WIFAS)**May 00 – Sep 01**

- Managed 50% of the Independent Regulated Sales Force of over 150 managers, sellers and sales support across three regions to deliver income targets (approximately £500,000 per week in 2001).
- Managed and developed the core stakeholder relationships between WIFAS and Woolwich IFA.
- Increased area income by £200,000 per week during 2000 – 2001, generating in excess of £20 million revenue per annum.

Regional Sales Manager (WIFAS)**Dec 94 - May 00**

- Winner of conventions to Monte Carlo and Loire Valley in 1998 and 2000.
- Increased income from £500,000 per annum to £6 million per annum during 5-year tenure, with an increase in staff from 15 to 45.

Details of other roles available upon request.

Education & Credentials

- ILM Level 5 - Certificate in Effective Coaching and Mentoring
- NLP Master Practitioner
- Dip. PFS
- B.Ed. (Hons) London University