

FRANCIS McGEE

Board Member, Executive Leader, Conduct Risk & Regulation
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Summary

Board member, executive leader and strategic adviser experienced across public, private and third sectors. I offer

- expertise in strategy, data and technology, customer insight, regulation, risk, reputation and communications
- 20+ years' strategic leadership experience including insurance, pensions, payments, consumer credit, debt and debt advice, financial wellbeing and regulation.
- regulatory knowledge and insight, including helping steer businesses through FCA authorisation, supervisory visits, thematic reviews and enforcement.
- strategic leadership and delivery of consumer research, product and service design and delivery, especially in response to legislative/regulatory change
- excellent inter-personal, representational and advocacy skills including conference speaking and Select Committee appearances;
- stand-out personal network across politics, Government, regulation, regulated markets, consumer groups and the third sector

Board Experience

August 2023-date Executive Chair, [Group for Autism, Insurance, Investment and Neurodiversity \(GAIN\)](#) (a Community Interest Company with a mission to spark a radical improvement in the employment prospects of neurodivergent people in insurance, investment and related areas of financial services)

2022-date Board Director, [Money Advice Liaison Group](#) (a non-profit in the debt/money advice sector)

2021-22 Independent Consumer Representative, [Open Banking Implementation Entity](#) Steering Group (statutory role under the CMA Banking Order 2017). OBIE (now Open Banking Limited) is the UK's Standard-setting body for the technological and consumer experience infrastructure under-pinning Open Banking. Standards widely copied across the world and key to UK leadership in this field. Chaired Expert Consumer Consultative Group. Much of my consumer-centred forward strategy adopted by CMA and FCA.

2018-date Member, [Financial Services Consumer Panel](#) (Chair of Panel Working Group). Statutory Advisory Panel to the Financial Conduct Authority. Advised on Consumer Duty (flagship measure to raise the duty of care firms owe to consumers), vulnerable customer guidance, Covid-19 customer support interventions, FCA policy in relation to Diversity and Inclusion and the Senior Management and Certification Regime which personally regulates the most senior individuals in the financial services sector.

2018-date Independent Governance Board member, [Lenders Compared](#) (a statutory Board overseeing a comparison website under the auspices of the Competition and Markets Authority). Used contacts and market insight to enable website to continue following withdrawal of biggest provider in the market.

2015-23 Member, Advisory Board, Auden Group (a start-up fintech consumer credit lender). Developed innovative constitution, advised on vision, mission, strategy, customer experience, social impact and research strategy.

2018-19 Member, Public Responsibility Oversight Board, SalAd Money (a start up responsible payroll lender). Board was custodian of customer outcomes, advising ExCo while business was in start-up

2012-15 Parent Governor, St Augustine's School, Tunbridge Wells

2008-11 Board Member and Deputy Chair, IFAP (now unbiased.co.uk). Audit Committee member. (E-marketing business that puts people in touch with local professional advisers.) Transitioned the business from financial dependence on life insurance companies to independent start-up.

Career History

2018-date

Contracting, Mentoring and Consulting Roles:

Set up my own consulting practice specialising in solving strategic, often market-wide problems and advising new leaders. Key assignments:

- Open Banking Ltd – Consumer adviser on next phase of UK Open Banking
- TISA Consumer Panel – project on the financial advice/guidance boundary (2023)
- Money and Pensions Service: Debt advice commissioning (2022-23)
- Money and Pensions Service: UK Financial Wellbeing Strategy (2020)
- Money and Pensions Service: Future Funding of Debt Advice (2018-20)
- Legal and General plc: Preparations for possible change of Government (2019)

2014-2018

Director of External Affairs, StepChange Debt Charity Executive responsibility for policy, campaigns, marketing, brand, income. Team of 40; budget £2.75 million. Member of Executive Team with associated general management responsibility across an organisation of 1,500 employees, over half a million clients a year and a turnover of £48 million. Transformed reputation and reach of the organisation. Secured Board and Exec agreement to upgrade compliance programme; critical to obtaining FCA authorisation. Led adoption of new industry advice standards.

2012 to 2014

Career break, focusing on family and community interests, principally as a school Governor. A "Requires Improvement" school achieved a "Good" OFSTED rating within 3 years.

2011 to 2012

Policy and External Affairs Lead, Money Advice Service, Designed and set up a function during organisational start up and transformation. Reported to the Board.

2005 to 2011

Head of Corporate Affairs, AEGON UK. Reporting to the Board of this multi-billion pound pensions, investment and insurance provider. My role was to identify strategic opportunities and risks and to mount appropriate responses. Influenced Government in AEGON's interest and led strategic response to pensions auto-enrolment and retail distribution review. Placed

AEGON top in poll of financial advisers' views on which providers best advocated their interests. Annual staff and research budget of £1¾ million.

- 2001 to 2005 **Head of Regulation and Strategy at the Association of British Insurers**, Led ABI's research, policy development and lobbying on issues relating to retail investments and savings. Instrumental in industry's self-regulatory "Raising Standards" programme and the development of its successor. Principal media spokesman on personal finance and regulation. Identified £27 billion retirement savings gap, which re-shaped Government pensions policy, ultimately leading to a more commercial price cap and automatic enrolment.
- 1999 to 2001 **Head of Strategy in the Communications and Strategy Team, HM Treasury**. Press Officer duties combined with policy-making at the highest level, working closely with Ministers and Special Advisers.
- 1990 to 1999 Policy roles in the Treasury, covering economic forecasting, public expenditure, competition policy and regulated markets, as well as secondments to the Bank of England and Personal Investment Authority (PIA).

Education

MA (Hons) Natural Sciences, University of Cambridge (1987-90)
Dulwich College, London (1979-86)

Other Information

I have sat on advisory and consultative boards and groups for banks, high cost lenders and public bodies. I have been chair and member of industry committees and working groups and was a member of the Economic Secretary to the Treasury's Task Force on Simple Financial Products in 2010 and DWP's "Small Pots" pensions project in 2020-21.