



## Personal Profile Qualifications & Contact Points

### Skills

- ① Finance Function Leadership
- ① Finance Transformation Specialist and Leader
- ① Finance Vision and Strategy, Operating Models
- ① Leadership and Team Building
- ① Digital Finance and Automation
- ① Corporate Services Transformation
- ① Commercial Procurement
- ① Business Case Development including Financial and Economic Cases
- ① Financial Control and Governance

### Qualifications and Education

- ① Fellow, Institute of Chartered Accountants in England and Wales
- ① Bachelor of Science: Accounting, 2:1, (University of Hull | Hull)
- ① 4 A-Levels in Mathematics (A), Geography (B), Geometrical & Mechanical Drawing (B), Physics (C), 2 GCE AO Levels, 9 GCE O Levels (King Edward VII Grammar School | King's Lynn)

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### Professional Profile

An accomplished senior ex-Big4 finance transformation and consulting leader with 35+ years' experience at C-Suite level in the UK and internationally. In his Chief Operating Officer roles at KPMG, and in finance leadership roles in multiple sectors including Healthcare, Local Government and Higher Education, Chris has extensive experience in leading and advising finance and corporate services change. With integrity at his heart, Chris has a passion for driving financial and operational excellence and building capabilities.

### Career History

#### In-Form Solutions – April 2024 to date Associate Consultant

- ① Development of Financial, Economic and Management Case content for HM Treasury compliant business cases. Engagements included Electronic Prescription Services and Digital Connecting Care in the digital services of a national health organisation, and for the transfer of mental health commissioning services from an ICB to a county mental health provider. Delivery included the design and development of robust financial models to support the financial and economic cases, engaging with colleagues and clients to complete fact finding and write draft content to time and quality standards.



## **Tata Consultancy Services – Aug 2022 – Feb 2024** **Director, CFO Services (UK&I)**

- ① Leading CFO focused demand generation activities across multiple industries including Health, Education, Retail, CPG, Transport & Logistics. Engaging with CFOs and senior finance stakeholders to develop tailored TCS led solutions to meet their needs.
- ① Programme delivery initiation including in CPG (AP standardisation and e-commerce, finance systems requirements and assessment) and Logistics (BPO of AP).

## **Embracent Ltd – Feb 2020 – July 2022**

### **Digital Finance Lead**

- ① Digital Finance go to market lead in a technology consulting business, supporting client CFOs to plan and develop the intelligent finance function of the future. Author of “Automating Your A Game” white paper for CFOs and finance leaders.
- ① Delivery of finance vision, strategy, operating model and transformation plans for a rapidly growing FTSE250 property company, two student housing providers and a global recruitment company. Finance integration planning at PE backed vending company, Finance & back-office lead on IT Strategy and Roadmap for UK electrical wholesaler.

## **KPMG LLP – Leeds / London – Apr 2016 – Jan 2020**

### **Associate Partner, Finance Transformation**

- ① Leader of the Finance Transformation consulting team in Infrastructure Government and Healthcare, grew the team from 8 to 35 with annual revenue of £5.4m, overseeing the hiring, capability development, creating a sense of teamwork and collaboration. Speaker at Government Finance Conference and Higher Education event for CFOs.
- ① Responsible for driving Finance and Corporate Services Transformation into high growth markets including Healthcare, Transport and Higher Education.
- ① Leader of finance vision and strategy and improvement engagements across Network Rail, Highways England, HS2 Limited and Transport for London.
- ① Engagement lead across 3 Universities to assess the financial and other benefits of consolidating Finance, HR, Payroll and Procurement functions.
- ① For an infrastructure client in Lahore (Pakistan), led the design of the finance operating model and processes, and specification of a new finance system.

## **KPMG LLP – London – Apr 2013 – Mar 2016**

### **Chief Operating Officer**

- ① COO of the £45m Public Sector Management Consulting (MC) Function, then COO of the £250m MC Function and then COO of the £300m Banking Segment.
- ① In these roles, fully accountable for finance, business planning, forecasting, sales pipeline, commercial pricing and deal boards, resourcing, recruitment and HR.
- ① Reporting overall business performance and insight to Partner Leadership Teams and to colleague communities across the various businesses.
- ① Led the integration of 3 sector focused consulting practices into a single MC practice of 1,100 staff, and the recruitment and leadership of 12 new People Leaders.



- ① Led the design of the content for a new Firm-wide Management Information programme built in Power BI, aligning measures against accountabilities across four Pillars of Performance – Finance, Working Capital, Utilisation and People.

## **KPMG LLP – Leeds, West Yorkshire – Oct 2005 – Apr 2013**

### **Director / Associate Partner, Financial Management**

- ① Delivery lead of large and complex finance transformation projects, including at the London Development Agency (20 months) and Connecting for Health (10 months). As the Interim FD at Connecting for Health reporting to the DG Finance of the DoH, responsible for the budget of £1bn and leading a joint client/KPMG team of 40.
- ① Programme Director of finance transformation at the University of Oxford (14 months). Led stakeholder engagement, changes to the Finance operating model, financial reporting, control and rebuilding of core processes. The multi-disciplinary team won a prestigious KPMG Client Service Award for a “breakthrough in a client relationship”.
- ① Corporate Services collaboration assessment across 7 functions (Finance, IT, Estates, Facilities Management, Procurement, HR, Communications) at 4 NHS Acute Hospitals. Business case identified potential savings of 25-30% on combined spend of £110m.
- ① Engagement lead of finance vision/strategy and finance target operating model reviews for a FTSE 100 Real Estate company (Liberty International plc), The National Trust, The Environment Agency, Treasury Solicitors' Department, Welsh Government.

## **KPMG LLP – Leeds, West Yorkshire – Jun 1999 – Sep 2005**

### **Consultant / Senior Manager, Financial Management**

- ① Managed and delivered financial management, strategy and cost reduction engagements in organisations up to £1bn in turnover in financial services, chemicals, agriculture, sports and leisure, textiles and food manufacturing.
- ① Programme managed a team of 7 advisors at DWP developing new financial processes and procedures for the client's £1.5bn p.a. welfare modernisation programme.
- ① Promoted to Principal Advisor within 2 years of joining, supported by a personal case that demonstrated competencies in team building and engagement delivery.

## **Yorkshire Electricity Group PLC – Leeds, West Yorkshire – Jan 1996 – Mar 1999**

### **Finance and Commercial Manager**

- ① Directed and managed the Divisional (£35m cost base) finance and management accounting team of 7, reporting to the Group IT Director. Redeveloped the IT service costing approach, enabling transparency to all users.
- ① On behalf of the Group, led commercial procurement activities for IT contracts with external hardware, software and service providers, delivering annual savings of £2m.

## **Yorkshire Electricity Group PLC – Leeds, West Yorkshire – Oct 1993 – Dec 1995**

### **Audit Manager**

- ① Co-produced the annual audit plan based on a risk analysis of the Group's activities and delivered up to 20 financial and operational audits per year.
- ① Quality assured the specification, selection and implementation of the new corporate financial system (Oracle Financials), reporting to the Programme Steering Group.



- ① Led the response to demonstrate compliance with “Cadbury” control requirements.

## **Burton Group PLC – Leeds, West Yorkshire – Feb 1992 – Oct 1993**

### **Group Internal Auditor**

- ① Planned and undertook financial and operational audits and projects across the Group's operations including buying and merchandising, group imports, Debenhams and the “Multiples” accounting centres, Treasury, Estates and Car Fleet.
- ① Enhanced the VAT and import duty deferment processes to optimise cash flow.

## **Ernst & Young – Abu Dhabi, UAE – Sep 1990 – Jan 1992**

### **Audit Supervisor**

- ① Managed multinational teams on external audits including the National Bank of Abu Dhabi, Abu Dhabi Investment Authority and ADCO (oil production company).
- ① Forensic analysis of banking transactions and evidence on the closure of Bank of Credit and Commerce (BCCI) by the Bank of England.

## **Robson Rhodes – Leeds, West Yorkshire – Sep 1986 – Sep 1990**

### **Audit Senior**

- ① Planned, controlled and managed interim, system and year-end financial statement audits across a range of clients and sectors including chemicals, textiles, local government and housing associations.
- ① First time ACA pass.