

Candidate: Denise Smith

Role: Interim Finance Transformation Lead

Charge Rate: £1950 Per Day Plus Expenses – Outside of IR35

Availability: 4 Weeks Phase in, 2 Days for 2 Weeks then 3 Days for 2 Weeks then 5 Days a Week.

Location: Harrogate

Presented to: PTSG

Presented by: Mark Kitchen 02078715500 / 07580066274

CONSULTANT COMMENTS:

Denise has worked for me before for around 18 months with excellent feedback from the client.

Denise is a finance transformation expert who delivers change whilst giving the CFO bandwidth. She has strong people, process and systems experience as well as experience of preparing a business for an event.

Denise is intelligent, she has strong emotional intelligence and has a can do attitude that enables her to drive major change.

PROFILE

A professional interim with a proven track record in Programme Management and a passion for what good looks like in end-to-end programme delivery, developed over a 30-year career delivering high-performance solutions. She has been responsible for managing the delivery of complex National and Global transformation programmes including the build of high-performance Programme Delivery Teams.

Denise's remits have included responsibility for establishing and developing Programme teams, including Target Operating Model design, ERP system selection including RFPs and system implementation, process redesign, divestments and carve-outs, preparation for IPO, including preparation of Long Form Report and establishment of Transitional Service Agreements.

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Many of her assignments have involved teams located over multiple geographies and she is very comfortable with working and leading teams on a remote basis.

Professional Interim Programme Director with experience gained at senior levels in a wide range of fast-moving and constantly changing organisations.

- Senior-level experience leading and inspiring cross-functional teams to deliver complex multi-million-pound change and strategy development programmes in politically sensitive and challenging environments.
- Experience with FTSE 250 and Private Equity-Backed organisations, including the preparation for IPO, including the Long Form Report.
- Experience in leading divestment and carve out, including establishing and implementing transitional service agreements.
- Delivery orientated and have managed the end-to-end supplier selection for key business systems including selection and management of system implementation/integration partner.
- Migration from legacy platforms to ERP, including SaaS solutions, alongside major change and transformation programmes, all within budget and timescale.
- Excellent understanding of process and control, driving efficiencies, delivering benefits realisation and managing cost control.
- Target Operating Model (TOM) design and comfortable with managing sensitivities with regards to people impact in change projects.
- Excellent communication skills, both written and verbal, and comfortable with liaising and developing relationships with stakeholders at all levels, including C-Suite executives.
- Strategic thinker, combined with the ability to work on a global scale and influence across multiple workstreams.
- High degree of emotional intelligence and cultural understanding to manage through opposing views, constructively and positively and adjusting approaches accordingly

Sector Experience:

- Waste to Energy: Encyclis Ltd
- Media: Euromoney Institutional Investor Plc (FTSE 250)
- Utilities: Yorkshire Water Business Services, Kelda Group and Northumbrian Water
- Financial Services: Direct Line Group (Formerly RBS Insurance)
- Education: Cognita Schools (Independent and PE Backed) and The Kennal Academies Trust (State)
- Manufacturing: Symington's Ltd (PE Backed)
- Healthcare and Public Sector: NHS Connecting for Health (formerly the National Programme for IT)

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Areas of Expertise Include:

Strengths Include:

- Calm and rational temperament to seek logical and structured solutions to challenges.
- High level of intellectual curiosity with a 30-year career in delivering change and transformation.
- Excellent understanding of process and control, driving efficiencies, delivering benefits realisation and cost control
- Excellent communication and interpersonal skills, an effective facilitator, working with business and technical stakeholders at all levels, including C-Suite.
- Strong influencing skills and have operated at the C-Suite level and built strong but challenging relationships with suppliers.
- High degree of emotional intelligence and cultural understanding to manage through opposing views, constructively and positively and adjust approaches accordingly.

Programmes Include:

- Finance Transformation Programme Lead Encyclis Ltd, for the implementation of Microsoft Dynamics D365 Finance and Operations.
- Programme Director Northumbrian Water Service Planning Transformation Programme for implementation of new investment decision-making approach and system implementation.
- Interim Global Finance Transformation Programme Manager Euromoney Plc (FTSE 250), responsible for the set-up of the PMO and developing a high-performing Programme Team to deliver a SaaS Finance solution (Oracle NetSuite).
- Finance Lead for the divestment of six Kelda Group non-regulated businesses, including the development of the post-sale transitional service agreements.
- Design of a Target Operating Model for the Global Cognita Group and supplier selection process for a single global ERP solution.
- End-to-end programme management and governance of the separation of an in-house Direct Line Group (DLG) plc (formerly RBS Insurance) tax team from RBS Group through to the set-up of a new stand-alone tax function.
- Key member of the DLG Tax Team in liaising with external advisors and RBS Group senior stakeholders across the DLG separation and divestment programme through to the Initial Public Offering (IPO).
- Managed the NHS Connecting for Health (NHS CFH) N3 contract to deliver broadband for the NHS which is the largest virtual private network in Europe with a contract value of £1BN per annum.
- Project managed the shared service migration of the NHS SBS Oracle Financials her rollout to 470 users within NHS Connecting for Health (NHS CFH).

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CAREER

Encyclis Ltd.

March 2023 – Present

Interim Finance Transformation Lead for ERP Implementation

- Private equity-backed Waste to Energy business, carve out from US Parent, Covanta Corporation, Jul 2022.
- Acting as the key stakeholder for Finance for an ERP Dynamics 365 implementation and working with the ERP Programme Team to ensure that training and testing are effectively resourced in alignment with the programme timeline for Go Live Sep 2023.
- Ensuring that the finance team is able and confident to do their role on the new system post-cutover.
- Provide strategic direction for the finance Target Operating Model post-D365 Go Live, a roadmap for optimisation and simplification opportunities post carve out and plans for future scale-up of the finance function as new operating plants go live.

Grosvenor Property Group

January 2023 – March 2023

Interim Finance Transformation Programme Director

- Short timeframe recovery role for a Programme of Work which had gone off-track to regain the confidence of the client and strengthen the Programme Team.

Northumbrian Water Group (NWG)

July 2020 – December 2022

Interim Programme Director Service

September 2021 – Dec 2022

Interim Programme Director Service Planning Transformation Programme

- Programme direction and governance for the NWG Service Planning Framework Programme and implementation of Copperleaf Decision Analytics SaaS investment decision support application (budget £6.5m).
- Established a programme delivery team and appointed third-party asset management subject experts to support the delivery of the NWG Service Planning Framework programme on a gain/share mechanism.
- Programme delivered successfully and under budget with Go Live September 2022 and was the fastest-ever implemented application within NWG.

Interim Finance Transformation for Asset Management Directorate

July 2020 – Aug 2021

- Interim Lead for the set-up of a commercial finance function to support the Asset Management Directorate and implement controls for the effective management of a £1.2BN Capital Programme.
- Support the CFO in the building of the target operating model for the overall finance function to support the business through a transformation phase.

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- Development of the business case for the Programme Management Office and approval for funding
- Led a capital plan review process and instigated the business move to a single collaborative capital plan.

Euromoney Institutional Investor Plc.

July 2018 – March 2020

Interim Global Finance Transformation Programme Manager

- Interim Global Finance Transformation Programme Manager, responsible for the end-to-end programme management and governance of the Global Finance Transformation Programme across four global regions for Euromoney Institutional Investor Plc (FTSE 250), a highly federated, subscription-based revenue business.
- Set-up of the Programme Management Office.
- Responsible for building a high-performance Programme Team to enable effective delivery and a strategically configured cloud-based SaaS Finance solution (Oracle NetSuite) – across all areas of Lead to Cash, Procure to Pay and Record to Report.
- The programme had a significant emphasis on the Lead to Cash element because the business was operating on a highly federated model and had circa 13 legacy billing systems which were migrating to NetSuite and integrating with Salesforce CRM which was a major business change.
- Responsible for the design and implementation of the Governance Framework and maintenance of the Global Template and delivery of the Global Finance Transformation Programme.
- Responsible for the controls for integration with various CRM solutions, predominantly Salesforce.
- Working with Senior Finance Stakeholders to build a Global Finance Target Operating Model based on a business partnering approach and scalable for the future.
- Excellent business relationship management to ensure Senior and Business User Stakeholders buy into and ownership of the Global Transformation Programme.
- Development of a fully integrated Programme plan, ensuring accountability, transparency and visibility.
- Control of Programme costs against a £9M budget over a three-year deployment timeline for 1,000 users.
- Decommission of legacy billing solutions (circa 15) and realisation of the business case benefits.

Kelda Water Services

August 2017 – July 2018

Interim Finance Programme Lead

- Finance Lead on divestment and carve out of six Kelda non-regulated businesses through to sale completion.

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- Preparation of Finance and Operational Data in the due diligence phase of the sale process.
- Key member of the transition team responsible for the development and operation of the transitional service agreements (TSAs), including end-to-end process review and de-coupling of O2C, P2P and R2R for the divested companies.

Yorkshire Water Business Services (YWBS)

December 2016 – Aug 2017

Interim Finance Lead

- Finance Lead on business stabilisation project, post implementation of a new billing system (RapidXtra) and the opening of the regulated non-household water market in April 2017.
- Responsible for developing a working relationship with the Operational Team to provide financial and operational challenge and support through the change and stabilisation phase.
- Establishment and management thereafter of the financial settlement reconciliation process and ensuring compliance with the MOSL obligations between YWBS Retail and YW Wholesale.
- Development of a Power BI reporting suite.
- Design of the Target Operating Model for the newly established non-household YWBS Retail and recruitment of the team to support, including, financial analysts and settlement subject experts.
- Guiding the Finance and Operational Team in the preparation and reconciliation of Finance and Operational Data to support the due diligence phase of the YWBS sale.
- Development of the Transitional Service Agreement as part of the YWBS sale process.

The Kemnal Academies Trust

April 2016 – October 2016

Interim Finance Director – Change

- Responsible for designing a Target Operating Model scalable for a Multi Academy Trust of 41 schools.
- Identification of opportunities for efficiencies within the transformation programme.
- Development of a high-level roadmap for future ERP system selection process.
- Stakeholder management to ensure buy-in from non-finance educationalists.

Cognita Schools

July 2014 – October 2015

Transformation Lead

- Design of Target Operating Model for financial control and reporting for 66 schools within the Global Cognita Group, a private equity-backed business.
- Engagement with Finance and Operational stakeholders across Europe, Asia Pacific and South America.
- Identification of process improvement recommendations and identification of opportunities for efficiencies within the transformation workstream.

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- Development of a high-level roadmap for the system selection process and migration from existing multiple finance platforms, including Sage and Infor.
- Development of business-wide requirements analysis matrix for use in ERP supplier evaluation and selection for the Global Cognita Group.
- Development of the business case suitable for obtaining external investor's approval to approve to proceed with investment in the transformation project and implementation of Oracle NetSuite ERP.
- Project governance documentation for use in Operational Project Updates, Programme Steering Group, including, Project Plans, RAID and Action Logs.
- Review of as-is O2C, P2P and R2R processes and design of to-be processes, including variations for localisation, where applicable.
- Support to local Finance Teams in the data cleansing, data migration and testing phases.
- Design of model to ensure efficient and smooth onboarding for acquisitions.

Symington's Ltd. (Ambient Food Product Manufacturer)

July 2013 – April 2014

Programme Manager IBM Cognos Express Implementation

- Working collaboratively with the Finance, Sales and Operations Team to identify the reporting requirements from an integrated IBM Cognos Express solution from key business systems for finance, sales forecasting and production planning, including, Sage and Infor.
- Developing a suite of reporting requirements suitable for a private equity-backed business.
- Managing a restructure of the finance team to utilise the skills available to maximise the Business Intelligence benefits for stakeholders.
- Responsible for the selection and appointment of a software implementation partner.
- Developing an operational knowledge of Symington's, including, an understanding of culture, building relationships with key stakeholders and identifying their requirements, establishing a relationship with the Cognos Express Implementation Partner and visiting reference sites.
- Support to local Finance Teams in the data cleansing, data migration and testing phases.
- Management of PMO including the project plan, milestones, and change management, plus Risks, Assumptions, Issues and Dependencies.
- Development of the corporate Business Case, managing the project budget and ensuring that the project delivered value for money.
- Management of suppliers and internal stakeholders.
- The final phase of the project ensured that Symington leveraged the optimal benefits from the Cognos Express implementation and ensured that all knowledge was transferred to the permanent members of the team.

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Direct Line Group Plc. (DLG)

October 2011 – March 2013

Senior Programme Manager – Tax Transformation

- Responsible for the successful project management of setting up a new Head Office tax function as part of the DLG separation and divestment programme driven by the Government mandate for RBS to sell off the insurance division by the end of 2013.
- Liaison with key separation stakeholders, including, RBS Group Tax, external advisors such as Deloitte and KPMG and internal DLG programme and workstream leads.
- Advising the Head of Tax on the requirements to recruit and develop a high-performance tax team.
- Designed and implemented a Transitional Service Agreement with RBS Group Tax for delivery of post-separation services.
- Business Case development and managing project budget to deliver value for money.
- Management of PMO including the project plan, milestones, and change management, plus Risks, Assumptions, Issues and Dependencies.
- Ensuring the project was delivered on best practice approach with PRINCE2 methodology.
- Coordination of the data input for the Tax section of the overall DLG Long Form Report prepared for the Initial Public Offering (IPO) of DLG in Oct 2012.
- Scoping and contract let for outsourced Tax Helpline.
- Project delivered on time and within budget.

NHS Connecting for Health (NHS CFH)

May 2005 – August 2011

Programme Manager Financial Reporting

June 2010 – August 2011

- Responsible for managing the production of the Financial Reporting for NHS CFH, including the Oct 2011 Comprehensive Spending Review submission to HM Treasury and the updates to the 6-year forecasting model.
- Management and development of the Finance Team to deliver improved financial control.
- Liaison with the Informatics Director General to understand the Financial Reporting requirements for all stakeholders to provide input to the change programme required to transform the Financial Reporting team.
- Completed a business process review and managed the team to implement the appropriate changes and improve reporting efficiency.
- Management of the team responsible for creating a data warehouse to support the rollout of the Oracle Business Intelligence reporting tool.
- Responsible for all aspects of project governance and reporting to the PMO.

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Contract Finance Manager – NHS N3 Network

July 2006 – May 2010

- Responsible for the commercial and financial management of the £1BN contract for the delivery of the NHS N3 Network. This involved liaising with and challenging the supplier - N3SP (a division of BT Global Services) on an ongoing basis to ensure that the charges were in line with the value-for-money incentivised contract.
- Management of the contract Financial Model to enable payments.
- Management and development of NHS N3 Commercial Team and engagement with the supplier, BT, and the clinicians and GPs to understand the service requirements.
- Responsible for the preparation of a Business Case financial model for submission to the Department of Health Capital Investment Branch and HM Treasury.

Project Manager – NHS SBS Oracle Migration

Nov 2005 – June 2006

- Project Management of shared service migration of the NHS CFH hosted Oracle 11i Financials finance and accounting services to the NHS Shared Business Service Centre (SBS) from the NHS Prescription Pricing Authority for 470 users.
- Engagement with stakeholders across all levels of the organisation.
- Review of as-is O2C, P2P and R2R processes and design of to-be processes.
- Identification of process improvement recommendations and identification of opportunities for efficiencies within the transformation workstream.
- Project governance documentation for use in Operational Project Updates, Programme Steering Group, including, Project Plans, RAID and Action Logs.
- Support to local Finance Teams in the data cleansing, data migration and testing phases.
- Development of Business Cases, managing project budgets and ensuring value for money.
- Development and Delivery of Communications and Training Plan to key stakeholders.
- Project delivered on time and below budget.

Finance Manager– NHS CFH Technology Office

May 2005 – October 2005

- Creating and instilling financial rigour within the management reporting.
- Improving financial awareness of the Cost Centre Managers.
- Development of a forecasting and budgeting tool for use within NHS CFH.
- Continuous improvement and development of best practice processes.

New Business Set-Up

March 2004 – March 2005

A key player in the set-up of a new mail-order furniture company. Her role included the preparation of a three-year business plan, selection of a website supplier, review and selection of catalogue distribution methods and mailing lists and selection of potential suppliers. Sourcing of products from China and establishing quality control processes from Chinese manufacturing suppliers.

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Business Advisor

September 2003 – Feb 2004

Contracted independently to a medium-sized mail order/niche manufacturing business to complete a business review and to prepare a four-year business plan with a view to a potential buy-in. Advised on the potential sale of the business to a third party. Acted as a key advisor to the 50% shareholder on the possibility of a buy-out.

CPP Ltd.

2001 – 2003

Director of Finance Telemarketing / Head of Operations

Jarvis Systems and Technologies (JS&T) Ltd.

2000 – 2001

Finance Director

IT Services Ltd.

1996 – 2000

Financial Controller / Bid Manager

Latham Crossley and Davis Chartered Accountants

1992 – 1996

Financial Controller

Layzee Beds (Division of Silentnight)

1989 – 1992

Management Accountant

John Cotton (Household Textiles Ltd.)

1987 – 1989

Assistant Accountant

EDUCATION / QUALIFICATIONS

1995

FCMA (CIMA Membership Number 8206128)

1985 – 1987: Leeds Polytechnic Business School

BTEC HND Accounting and Finance

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TESTIMONIALS

From Nick Goodchild

Interim Director of Finance (Yorkshire Water / Kelda Group):

Yorkshire Water / Kelda Group

August 2017 – July 2018

Interim Finance Programme Lead – Kelda Group

- Denise worked from mid-August 2017 until July 2018 – knowing what I know now about Denise, her capability and approach I would have loved to have her working for me sooner.
- A first-rate individual.
- Would employ her again without hesitation.

- Takes a very structured approach to everything she does.
- Makes copious notes and always refers back to them.
- Knows what good looks like.
- Has a very engaging style (I am here to help the company, the team and the individuals) and fits in well with any team.
- Does very well in challenging situations and is always calm in her approach.
- and implemented the carve-out and divestment of six service groups at Kelda and she managed to do this ahead of schedule for a number of the groups and on time for the others.
- Leads by example, helps people to open themselves up to the challenge rather than seeing it as something that is being done to them.
- She is a very experienced professional from an accounting aspect (she used to be an FD) but, also from an interim aspect.
- She is very generous with her knowledge and experience and more than happy to share with others for the benefit of the permanent members of the team.
- She has a good eye for detail.
- She has very good values.
- Would not hesitate in recommending her and would love to work with her again.

From Global Finance Transformation Programme Team Euromoney Plc (FTSE 250):

Euromoney Plc.

July 2018 – March 2020

Interim Global Finance Transformation Programme Manager

You have worked tirelessly with passion throughout your time at Euromoney and have been key to the success of the go-lives and getting them over the line.

- Julie Downs (Interim Global Finance Transformation Director)

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Thank you for all the wisdom you have imparted to me, to better prepare me for work within the programme team.

- Mussy Quahir (Business Super-User)

Thank you so much for your hard work, friendship and support last but not least, your rigour, support and challenge will be missed, but more so, your compassion and support for the team.

- Kalim Rahaman (Technical Workstream Lead)

It has been an absolute pleasure working with you at Euromoney. You are brilliant at your job and your dedication and devotion to the project have been immense.

- Sarah Cooke (Global Head of Tax and Treasury)

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