

CATHERINE BARBER-BROWN

CHESHIRE – AVAILABLE ACROSS UK | 07768 266 331 | CATHERINE@B-BSTRATEGIC.CO.UK | [LINKEDIN](#)

NON-EXECUTIVE DIRECTOR

Experienced NED and Board Advisor with >25 years' strategy and finance expertise and a strong record of constructive challenge and high-value contribution to complex regulated organisations; roles include Chair of People & Performance Committee, member of Audit & Risk, Finance & Performance, Quality and Nominations Committees across sectors. Possesses deep finance, investor marketing, analytical and stakeholder management skills derived from ten-year Equity Capital Markets career at Credit Suisse and 13 years at Co-op Bank in Board level strategy and change.

KEY SKILLS & EXPERTISE

Commercial Strategy | Organisational Design | Strategic Change | Corporate Governance | Risk Management
Financial Analysis | Performance Scrutiny | Equity Capital Markets | Customer Experience | People Engagement

NON-EXECUTIVE & BOARD ADVISORY EXPERIENCE

CHESHIRE & WARRINGTON LEP: BOARD ADVISOR SEP 2019 – PRESENT

Member of Scrutiny Committee for Cheshire & Warrington Local Enterprise Partnership, providing oversight and scrutiny to Board for £31B economy with highest GVA per head of northern LEPs.

THE HOUSING FINANCE CORPORATION: BOARD ADVISOR JULY 2018 – PRESENT

Advised housing association funding organisation on business growth strategy, including development of marketing framework and business purpose statement.

WELL NORTH: BOARD ADVISOR APR 2019 – PRESENT

Guided Well North's transition from Government-funded organisation to consultancy and supported two major client wins in six months; advised Board on development of corporate customer strategy, including product and pricing and design of a new ESG investment methodology.

LOCAL GOVERNMENT ASSOCIATION: PEER ASSOCIATE JUN 2018 – PRESENT

Undertakes strategic reviews of health systems, a multi-day 'health peer challenge', which identifies strengths and improvements of systems UK-wide, in liaison with key officers, elected members and other system leaders.

STOCKPORT NHS FOUNDATION TRUST: NON-EXECUTIVE DIRECTOR SEP 2016 – PRESENT

Guided financial and quality turnaround of large NHS Trust; supported FD in creation of new finance strategy, steered significant change to major technology investment, mentored new senior clinical staff, which supported regulatory improvement in twelve Quality areas, and member of appointment committee that selected new CEO.

Chair of People & Performance Committee, overseeing rollout of strategy for performance, recruitment, retention and culture. Member of Finance & Performance Committee, Quality Committee and Audit Committee.

GORSEY BANK PRIMARY SCHOOL: GOVERNOR & PSHE LEAD OCT 2014 – PRESENT

Provided risk management and governance expertise for decision-making processes related to joining a Multi-Academy Trust, advising on strategy, risk, due diligence and data.

UNIVERSITY OF MANCHESTER: NOMINATIONS COMMITTEE SEP 2013 – AUG 2019

Oversaw implementation of governance review of General Assembly, which increased diversity and value, whilst approximately halving member numbers. Member of Nominations Committee, advising on Board recruitment and retention, with five new Board members approved.

NHS TRANSFORMATION UNIT: BOARD ADVISOR | INTERIM EXEC JAN 2017 – APR 2018

Led Executive and Board activities that transitioned regional service to NHS-wide Transformation Unit, tripling income and doubling staff in one year; defined business vision and change roadmap, and designed and implemented governance and business processes for increased commercial focus.

LANCASHIRE & SOUTH CUMBRIA ICP: BOARD ADVISOR SEP 2017 – APR 2018

Created organisational strategy for Lancashire & South Cumbria Health & Social Care Partnership Board, one of the first 10 Integrated Care Partnerships in the UK; defined governance, programme streams and milestone plans to drive effective integration of service delivery across major targeted outcomes.

EXECUTIVE EXPERIENCE

CO-OPERATIVE BANKING GROUP | BRITANNIA BUILDING SOCIETY ♦ UK 2003 – 2016

HEAD OF CO-OPERATIVE BANK STRATEGY (DIRECTOR RESPONSIBILITIES) 2009 – 2016

Promoted to lead strategy development for Retail Bank, Corporate Bank and General Insurance, reporting to Executive and Board. Shaped target business model and target operating model, scrutinised performance against strategy and strategic risks, provided market intelligence / insight, and held strategic and design oversight across all strategic change programmes. Strategic Risk Lead on Product Governance Forum.

- **Led Due Diligence for successful £150M capital restructure of Co-op Bank, working with CEO and Chairman;** liaised between US hedge fund investors, lawyers and advisors.
- **Created Target Business Model for Co-op Bank (Retail & Business) upon integration with Britannia,** and led application to Insurance. Defined robust digital strategy, leading multiple Board Strategy sessions.
- **Headed Board's Values & Ethics Committee refresh;** defined new policies and processes, created Strategic Risk Policy and Controls for Risk Committee, and launched customer poll that generated 74,000 responses.
- **Advised Board on interpretation and impact analysis of key regulatory reforms,** including Retail Banking Reform. Liaised between Government, Bank and BBA.
- **Improved Strategy employee engagement scores by 50%;** defined team purpose and vision, refined role and responsibilities, and ensured strong relationships with business lines.

STRATEGY & RESEARCH MANAGER

2006 – 2009

Developed Research function into high-performing team of specialists that provided Executive and Board level insight on strategic plans, including review of M&A opportunities.

STRATEGY MANAGER | GROUP PURCHASING MANAGER

2005 – 2006

Transformed Purchasing function into centre of excellence with policies, systems and processes that drove business line compliance to best-practice in procurement and generated >£1M savings in year one alone.

CHANGE MANAGER | IAS & BASEL II

2003 – 2005

Headed Britannia's transition from UK GAAP to International Accounting Standards (IAS), driving significant change to infrastructure, policy and behaviour across functions and business lines, interfacing with >20 senior stakeholders. **Mobilised Basel II programme,** working with Head of Risk to prepare Britannia for implementation.

CREDIT SUISSE FIRST BOSTON ♦ UK

1998 – 2003

EUROPEAN PROGRAM MANAGER

2001 – 2003

Spearheaded strategic change to Talent Development that mitigated 'brain-drain' to technology firms amidst period of rigorous cost control, as key liaison between European Head of Investment Banking, US management and nine business functions. Revamped recruitment and development processes that drove performance and retention of 250 junior bankers across Europe.

VICE PRESIDENT | EQUITY CAPITAL MARKETS

1998 – 2001

Pitched ECM services at client Board level and led delivery of major transactions, specialising in finance, health and technology sectors across Europe. Coached client Boards on marketing their investment story to investors.

BARCLAYS DE ZOE WEDD ♦ UK & HONG KONG

1993 – 1998

MANAGER | EQUITY CAPITAL MARKETS

Advised clients on marketing, distribution and allocation of issues, IPOs, private placements and book building; highlights included leading 'Offer Structure' team for \$14B Telecom Italia privatisation, Europe's then largest. Handpicked for team of three that devised strategic options for sale of Equity division to CSFB.

EDUCATION & QUALIFICATIONS

Leadership courses, Ashridge Business School and Britannia Management Academy, 2007 - 2015
Diplomas, Corporate Finance and Interpretation of Financial Statements, Securities Investment Board, 1994 - 1995
BSc (Hons), Mathematics, First Class, University of Durham, 1993