

DOMINIC LAVELLE

I am now seeking a small number of listed or private company Audit Committee Chair/NED positions or part-time board-level consultancy roles that will enable me to utilise my skills and experience.

EXPERIENCE

Over 15 years' experience as a UK plc Main Board Director; Finance Director/CFO of 7 UK plc's in both permanent roles and turnaround/restructuring projects (inc. FTSE 250).

- Resulting in thorough and successful experience of a comprehensive set of challenging Board situations, in addition to "business-as-usual", as follows:
 - strategic reviews;
 - investing to drive long-term profitable growth;
 - investing to increase efficiency and profitability; targeted cost-cutting;
 - business acquisitions and disposals;
 - debt and equity raising;
 - global tax compliance and strategy (including transfer pricing);
 - bid defence;
 - CEO change; recruiting and building senior and functional teams;
 - implementation of significant new IT systems;
 - large-scale business and functional reorganisations and turnarounds;
 - rescue financial restructurings; administrations and pre-packs.
- Across several business sectors: technology and services, retail, building, construction, support services, property (agency, management, valuation, investment, development), leisure, care home and insurance.
- International: SDL, Mothercare, Laura Ashley.
- Member of the: ICAEW; Institute for Turnaround (IFT).
- **NED experience:** 2 years at Bluestone Resorts Limited, a 5* holiday resort under bank ownership.
- **Charity Trustee experience:** Riders for Health (2003-2007); Friends of Craufurdland (2017-); Chair of local primary school Parents Council (2019-)

SKILLS

- Builds and inspires strong relationships - consistent, natural and influential communicator;
- Continuously drives collaboration, dynamic change agent - motivational leader and team builder;
- Develops excellent peer group relationships - open, honest, high integrity, intuitive and tolerant in outlook;
- Confident decision maker - fresh, rigorous and flexible approach to problem solving;
- High tolerance for complexity and ambiguity - calm and measured;
- Creative and talented strategic thinker - strong, and highly numerate, intellectual profile.

PERMANENT ROLES

2013 - 2018	SDL PLC	CFO; Main Board
2003 - 2007	ALFRED MCALPINE plc	Group Finance Director; Main Board
2000 - 2003	ALLDERS plc	Group Finance Director; Main Board
1997 - 2000	OASIS STORES plc	Finance Director & CoSec; Main Board
1994-1997	LAURA ASHLEY HOLDINGS plc	
1996-1997		Finance Director – UK and Europe
1994-1996		Group Financial Controller
1992-1994	SAATCHI AND SAATCHI GROUP	Group Finance Director, HHC
1986-1992	ARTHUR ANDERSEN, LONDON	Audit Manager
1984-1986	TRAFALGAR HOUSE	Civil Engineer

RESTRUCTURING/TURNAROUND PROJECTS

May 2013 - Nov 2013	EUROPEAN CARE HOMES	Chief Restructuring Officer
July 2012 - Feb 2013	MOTHERCARE plc	Interim CFO; Main Board
Mar 2012 - June 2012	GAME GROUP plc/GAME RETAIL LIMITED	Chief Restructuring Officer
Nov 2011 - Feb 2012	BLACKS LEISURE GROUP plc	Interim Finance Director; Main Board
May 2010 - Apr 2011	FINDEL plc	Chief Restructuring Officer
Nov 2009 - Sep 2011	BLUESTONE RESORTS LIMITED	Non-Executive Director and consultant
Feb 2009 - Dec 2009	GLADEDALE GROUP	Chief Restructuring Officer
Oct 2007 - Nov 2008	ERINACEOUS GROUP plc/CALEY LIMITED	Group Finance Director; Main Board

DETAILS

Nov 2013-Mar 2018

**SDL plc
CFO**

- LSE quoted global content and language technology and services group: turnover £330m; 4,500 employees; market cap, £450m.
- Prior to joining in late, 2013, the group issued several profit warnings; share-price collapsed from 700p to 260p.

Key achievements

- Successful transition to a new business sector.
- Effectively managed immediate bank covenant waiver process.
- Re-built credibility with all stakeholders, share price recovery to >500p.
- Effectively guided the business through a CEO change in October 2015, working very closely with the Board and Exec Chairman.
- Led strategic review, finalised in Spring 2016; managed effective implementation of: targeted cost-cutting; disposal of 3 non-core businesses; investment in new business areas to drive sustained profitable growth, and; investment in infrastructure to increase cost efficiency.

July 2012-Feb 2013

**MOTHERCARE plc
Interim CFO**

- LSE quoted global retailer, wholesaler: c1400 shops, turnover £1.2bn and 4,000 employees.

Key Achievements:

- Successfully guided the Main Board and business through the difficult initial period of an operational turnaround.

Mar 2012-June 2012

**GAME GROUP plc/GAME RETAIL LIMITED
Chief Restructuring Officer**

- LSE quoted video games retailer: 600+ UK shops; 7,000 UK employees; administrators appointed in late March.

Key Achievements:

- Assisted financial advisers/administrators (PwC) in successful “going concern” sale of the business to OpCapita.

Nov 2011-Feb 2012

**BLACKS LEISURE GROUP plc
Interim Finance Director (reporting to CEO and Chairman)**

- LSE quoted outdoor retailer: 300 shops; peak market cap £250m; turnover £200m; 3,500 employees.
- Severe liquidity issues from Spring 2011.
- Business sold early January, via a pre-packaged administration, for £20m to JD Sports.

Key Achievements:

- Effectively guided the Main Board and business through a very demanding and hazardous period.
- Project managed all workstreams (and all group and bank advisers) to a positive conclusion.

May 2010-Apr 2011

**FINDEL plc
Chief Restructuring Officer (reporting to Chairman)**

- LSE quoted multi-channel retailer; peak market cap. £700m; turnover £600m; 3,000 employees; debt of £400m.
- Introduced by Deloitte, PwC and KPMG in May 2010 to lead: restructure of £280m of bank debt and £105m trade debtor securitisation facility.

Key Achievements:

- Managed disposal of several non-core cash flow negative group businesses (Webb, Confetti, IWOOT).
- Assisted group advisers (Greenhill, Clifford Chance) in devising several financial restructuring options.
- Project managed all workstreams to a successful conclusion.
- March 2011: another £80m from shareholders; new 5-year bank facilities; bank debt for equity swap and bank debt paydown of £40m; new Group CEO and FD appointed.

Feb 2009-Dec 2009

**GLADEDALE GROUP
Chief Restructuring Officer (reporting to Chairman)**

- Privately owned, national house building and property development company, top ten of the UK's leading house builders: turnover £700m; 1,900 employees and debt of £1.2bn (all LBG).
- Introduced by Deloitte February 2009, plus new Chairman and Group Company Secretary, to lead: restructure of £1.2bn of secured bank debt and transfer of ownership of 5 sub-groups to bank.

Key Achievements:

- August 2009: £530m debt/equity swap and £640m of new long-term secured debt facilities.
- Project managed all workstreams (and all group and bank advisers) to a positive conclusion.

Oct 2007-Nov 2008**ERINACEOUS GROUP plc/CALEY LIMITED****Group Finance Director** (reporting to CEO)

- LSE quoted UK property services group: market cap. £400m, turnover £270m and 3,500 employees.
- Introduced by Deloitte in early October 2007, with a new CEO, to lead: restructure of £205m of secured bank debt (Lloyds, HBoS, HSBC); business turnarounds; several large and complicated financial claims.
- After 7 months and £30m+ of new bank money, in April 2008: administration of parent and non-core businesses and “pre-pack” of three divisions to bank-owned SPV, Caley Ltd, for £125m.

Key Achievements:

- Effectively guided the Main Board and business through a very demanding and hazardous initial period.
- Managed property and asset realisations to support the group's short-term cash flow.
- Assisted group advisers (Deloitte, Close Brothers, Ashurst) in devising financial restructuring options.
- Retained for further five months to transition, integrate and separate the bank-owned businesses.

2003-2007**ALFRED MCALPINE plc****Group Finance Director**

- FTSE 250 support services group: market cap. £0.5bn, turnover £1.2bn and 9,000 employees.
- Radical restructuring in previous few years; change from traditional construction to service business.

Key Achievements:

- Successful transition to a new business sector.
- Refinanced in January 2006: enlarged facilities by £30m to £135m.
- Managed IT investment in SAP and finance systems; oversaw material business acquisitions.
- Uncovered, and led forensic investigation into, highly collusive and long-standing material fraud in very small, legacy, Slate subsidiary; delivered subsequent £180m emergency re-financing (April 2007).

2000-2003**ALLDERS plc****Group Finance Director**

- LSE quoted department store retailer: 50 stores, market cap. £125m, turnover £600m and 7,500 employees.

Key Achievements:

- Directed advisory teams in three potential acquisitions; ultimately unsuccessful.
- Investment in re-branding and new store format.
- Successful sale of the group for £162m to Minerva plc in March 2003 (at 164.1p/share, share price on joining was 100p); managed advisory team and due diligence process.

1997-2000**OASIS STORES plc****Finance Director and Company Secretary**

- LSE quoted womenswear retailer: 150+ shops, market cap. £90m, turnover £150m and 2,000 employees.
- Recently listed, needed an FD with retail and City experience; three founders still owned 40% of the company.

Key Achievements:

- Negotiated the financing required to continue the expansion of the company.
- IT investment in merchandising and finance systems.
- Acquired second womenswear brand - Coast.

PERSONAL

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Married, 2 children

QUALIFICATIONSUniversity of Sheffield
ACA1981-1984: 2.1 BEng (Hons) Civil and Structural Engineering.
1989: First time passes.