Geoff Smith

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Professional Summary

A high-achieving, entrepreneurial, results-orientated director with superb leadership and communication skills. Adept at cultivating key stakeholder relationships built on integrity, trust, transparency, and respect. Multi-sector experience bringing transposable skills and expertise with a broad-ranging network of connections. Proven skills in defining and delivering business strategy, assessment and management of risk, business governance, and engagement with regulatory bodies. Accomplished leader, change manager and complex problem solver successful at driving operational improvements aligned with strategic initiatives. Intuitive in understanding markets and accountability for key considered business decisions delivering sustainable growth in dynamic market conditions.

Key Skills and Experience

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| * Strategic vision, planning, delivery, and attainment * Shareholder and stakeholder engagement * Business transformation - driving positive change * Proven ability to transpose skills in multiple sectors * Corporate governance and regulatory compliance * Business development and market expansion | * Complex problem solving and solution management * Risk assessment, issue management and mitigation * Outcome focused teamwork and collaboration * Reasoned and considered decision making * Corporate coaching and mentoring * Programme directorship and project management |

Experience

Non-Executive Director and Chairman 05/2019 to date

Optimising IT Ltd

* Developed business strategy to enable shareholder growth aspirations increasing EBITDA from £75k to £540k in the initial 3 years while revenue has increased £2.5m to £2.95m with the attainment of 14% NP in 21/22.
* Led organisational and board restructure through 2020 and established a management team with a development plan enabling the majority shareholder to transition from an active Managing Director role to a non-executive shareholder-only role at the end of 2021.
* Provide a positive contribution to the effectiveness of the board by making objective observations, where appropriate, provide counsel to the managing director on matters of concern to the company.
* Provision of appropriate channels of external advice, opinion and communication to the board and senior management team.
* Monitor the performance of the company's directors and senior management team in achieving the objectives and strategy set by the board with a rolling 3-year horizon.

Non-Executive Director 11/2017 to date

Smarta Water Ltd

* Joining the business at the inception stage supported the strategic development of the business.
* Building and validating the business plan, which enabled entry to the regulated water retail markets in England and Scotland, allowing full trading to commence in Q3 2019, which to date sees an annual order book >£28m.
* Leading external investment opportunity engagement with the construction of an Information Memorandum and 3rd party investor engagement
* Provided scrutiny and expertise regarding the performance of management in meeting agreed goals and objectives and monitor the reporting of performance.
* Provide a conduit between the board and shareholders for company performance, ensuring focus on shareholder aspirations.
* Challenge the integrity of financial information and ensure that financial controls and systems of risk management are robust and defensible to manage risk.
* Executive representation with executives from Government, Ofwat, DEFRA, CMA, MOSL, WICS, Retailers, Wholesalers and CCW in the establishment and operation of high-level industry focus groups for Covid-19 market response and stabilisation.

Non-Executive Director 07/2019 to date

Edge Networks (UK) Ltd

* Definition of the strategic objectives establishing strategic targets and transformation from a product to service focus.
* Provide mentoring and support to the developing senior management team defining company values.
* Chair board meetings and act as an independent advisor to shareholders.
* Provide counsel to the managing director on matters of concern to the company.
* Promote the success of the business by increasing market reach through the utilisation of contacts and networking.

Managing Director 09/2016 to date

Smithos Ltd

* Vehicle for delivery of non-executive director, direct consultancy and contracting services.
* Mentoring and coaching business owners and leaders in business strategy, governance, growth, and exit.
* Delivery of bespoke technology solutions to simplify business operations increasing efficiency and effectiveness.

Non-Executive Director 06/2019 to 05/2021

Onyx Accountants Ltd

* Defined business strategy to realise the growth aspirations of the shareholders of Onyx One Million
* Achieved growth 22% year 1, and 26% year 2.
* Established a management structure to support growth and mentor senior leadership team members.
* Mentor business development, collaborating with direct sales, and external marketing to retain and grow client base increasing business revenues from £400k to £650k in two years with a projection for £850k in year 3.
* Provide coaching on the development of the business and its team to the managing director.

Strategic Programme Director (Contract) 01/2018 to 10/2019

SSE (Enterprise Telecom)

* Led the concluding phase supply contract with H3G for £85m build and managed service provision contract working with Commercial and Technical Directors. This strategic contract win instigated external investment by Infracapital to secure 50% shareholding in SSE Telecom later rebranded to NEOS networks.
* Directing multi-discipline build and managed service provision programs aligning all internal stakeholders with combined profit and loss value exceeding £85m.
* Establishing program delivery governance structure and team enabling achievement of stakeholder strategic objectives aligning fully through life process from initial opportunity identification, bid and RFQ stages, contract negotiation, delivery, service, and support lifecycle.
* Ensuring a strong strategic vision for strategic programs involving ongoing ideas development; strategic planning and 'road-mapping’; analysis and evaluation and focusing on core business goals for Mobile Network Operators.
* Liaising closely with directors to continually drive operational improvements that generate a further commercial success for the client, driving change, whilst ensuring full compliance regarding risk and control.

Strategic Program Director (Contract) 08/2017 to 01/2018

Mentor Europe

* Successfully validated Fibre in the Sewer (FiS) utilising existing wastewater system to reduce network deployment costs by up to 60% decreasing deployment time by 90% without disruption to water and wastewater wholesalers' general operations.
* Ensured the correct alignment of program delivery with stakeholder strategic plans and operational capabilities.
* Led the provision of governance within regulated environment boundaries across water and telecom sectors.
* Managed delivery of multiple baseline goals; delivered on time within agreed financial parameters.

Director of Business Retail (Contract) 09/2016 to 08/2017

Water2Business Ltd

* Set and delivered the business strategy with responsibility for company profit and loss of £120m at market entry achieving annual recurring revenue of £20m to £140m in Q1 water retail market opening.
* Led the business for 12 months, which included the final 9 months of retail separation program from parent wholesale companies Wessex Water and Bristol Water and the development of enduring business infrastructure including digital and cultural transformation programmes.
* Developed proposition, culture, engagement & execution to become a genuinely market-led new force with challenger status.
* Defined a bespoke digital engagement strategy for a national market of 1.2 million business customers including corporate website, social media, customer portal, online customer pricing, account switching and payment facilities.
* Assured business compliance with industry regulators Ofwat, WICS, CMA, MOSL, and Defra.

Management Consultant (Contract) 08/2016 to 08/2018

Bamboo Technology Group

* Supported the board and management teams in defining and meeting key strategic objectives.
* Mentored and supported directors, management team, and employees to support the business development/growth; particularly in positioning the business positively in the marketplace.
* Managed supplier channel team support and relationships.
* Achieved an increase in interaction and fostered additional support to develop and grow the channel and direct business.
* Identified additional revenue streams for the business; working with the board of directors to ensure alignment with strategic objectives.
* Contributed expertise to enable growth in net profit value and grow business through sales growth and business efficiencies.

Horsebridge Network Systems 04/2001 to 08/2016

Managing Director

* Drove international performance across EMEA and acted as a key member of each holding board - Horsebridge Holdings & DAEL Ventures, with a peak combined team of 120 employees and combined turnover approx. £22m.
* Led business expansion, both organically and through acquisition internationally with operations and separate business entities established in UK, UAE, Kenya, and Malaysia.
* Business focused on professional services, technology transformation programs and product distribution.
* Ensured clear direction and business strategy to support group objectives through the achievement of individual business goals and identification of opportunities for change and improvement within the organisation.

Customer Service Manager - Chronos Technology Ltd 12/1997 to 04/2001

Support Specialist - Enviro Technology Ltd, CEM 05/1997 to 12/1997

Field Service Engineer - Thermo Electron Ltd 11/1995 to 05/1997

Petty Officer - Royal Navy, Weapons Engineering Artificer, WD 01/1989 to 10/1995

Volunteer and Not for Profit

The Princes Trust – Progression and Business Mentor 06/2019 to date

Tewkesbury Town Colts – FA Level 1 Coach (U12-U15) 09/2016 to date

Gloucestershire RFU – Girls U15 & U18 Development Program Manager 2016 - 2018

Tewkesbury RFC – Management Committee – Club Development and Sponsorship 2014 - 2018

Tewkesbury RFC – RFU Level 1 Coach – (U7-U18) 2013 - 2017

Charity Fundraising – Cancer Research UK, MIND, Great Western Air Ambulance (GWAAC), The Prices Trust, Gloucestershire Young Carers (GYC)

Education

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| Corporate Coaching International (CCI) | ILM Level 7 Award | ILM | Current Studies |
| Strategic Management | ILM Level 7 Award | ILM | Mar 2009 |
| Diploma in Business Management | DipMgmt (Open) | Open University | Dec 2003 |
| Certificate in Business Management | CertMgmt (Open) | Open University | Jul 2001 |
| Electronic & Control Engineering | BTEC HNC | Royal Navy | Dec 1994 |
| Electronic & Control Engineering | BTEC OND | Royal Navy | Jul 1991 |
| Artificer Apprenticeship | ArtApp | Royal Navy | Feb 1993 |
| Emergency First Aid at Work | Level 2 | Ofqual / 1st 4 Sport | Aug 2017 |
| Understanding Mental Health First Aid | Level 2 | North Warwickshire College | Sept 22 |
| Self Harm and Suicide Prevention | Level 2 | Chichester College | Current Studies |
| Health and Safety | Managing Safety | IOSH | Jan 2003 |
| Professional Trainer | Certificate | CIoAH | Mar 2006 |
| Internal Quality Auditor | Certificate | QBE | Apr 2005 |
| 8x GCSEs | GCSE | Rawlett High School | Jun 1988 |

Continued Professional Development (CPDs)

* General/Business: How to become an effective NED, Basics of Corporate Governance, Networking Strategy, Internal Fraud Risk Assessment, Willpower, Becoming an Exceptional Board Director, Diversity in the Boardroom, Mental Health in the Workplace, Change Management and Transformation, Customer Service, Account Management, Project Management, Budgeting, Business Planning, First Aid, Working at Heights and Flat Roofs, Sales through Service, Finance for Managers, Finance for the Board, Leadership, Internal Fraud.
* HR: Mentoring, Coaching, Staff Appraisals, Performance Management, Staff Development, Defining KPIs, Diversity and Equality, Environmental Awareness

Affiliations and Awards

* Member Institute of Directors (MIoD)
* Member Institute of Water (MIoW)
* Fellow Chartered Institute of Management (FCIM)
* Bronze Duke of Edinburgh Award

Interests

* Road cycling
* Running
* Football coaching
* Films/Cinema
* Dining out, Current Affairs