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| NAME | Scott Braybrook |
| DATE OF BIRTH | 18th August 1968 |
| STATUS | Married, 1 child. |
| RESIDENCE  | Keynsham, Bristol. |
| PROFESSIONALQUALIFICATIONS | FCCA (1999)ACCA (1993 First time exam passes) |

**PROFILE –** Senior finance professional with over 34 years’ experience from Blue Chip Financial Services, through Retail to SME Manufacturers. Managed significant growth in several organisations, and successfully led a number of systems implementations. Recently led a new start FS business in Bristol. Consistently delivered value through strong strategic leadership, cost savings, insightful analysis and significant process improvements.

**CAREER HISTORY**

September 2018 – November 2020: **Optimum SME Finance** Position Held: **Chief Financial Officer** (also Interim CEO June 2020 - Oct 2020)

OSF are a new, rapidly growing PE backed Factoring business supporting the SME market. As a hands on CFO, responsible for all aspects of finance from strategy setting and funding down to ensuring transactions are processed accurately and swiftly. We use the latest technology to enable the greatest efficiencies with excellent reporting capabilities. After 2½ years of trading we are profitable and growing through innovative technical solutions to AI lead generation and operations. Was also Interim CEO following the death of the founder.

**Key achievements**

* Set the strategy for the business, steering the company after the death of the founder & CEO
* Managed growing balance sheet and P&L (profitable) with very low credit losses (including during Covid)
* Negotiated and secured increased and new funding lines to enable growth
* Managed the relationships with bankers, auditors, external advisors and shareholders
* Developed new automated processes to enable low cost rapid growth with scalability
* Hired respected Risk and Business Development staff to replace CEO
* Developed reporting to cover daily, weekly, monthly, quarterly and annual information
* Also responsible for HR & other functions.

January 2014 – August 2018: **Secure Trust Bank Commercial Finance** Position Held: **Finance Director**

Secure Trust Bank are a leading UK challenger bank, with Commercial Finance being the division offering asset based lending products to the SME market. I was one of the original team setting up the Commercial Finance (Invoice Finance and Asset Based Lending) from scratch. Using experience drawn from previous roles in similar organisations we created a market leading management team offering first class service with a strong risk ethic. After four years of trading we were profitable and in the top 10 independent Invoice Discounters in the UK.

**Key achievements**

* Set the financial strategy for the ABL business
* Wrote the original business plan and models for main board approval prior to trading.
* Wrote and developed risk based pricing models for Invoice Discounting products and other ABL lines
* Wrote and developed a portfolio management model to monitor overall ROE on ABL products
* Wrote and developed full reporting suite and management information for Exco monitoring.
* Set up all financial controls, bank accounts and mandates, operating systems and manuals, including cash and currency managements, and Business Continuity and Disaster Recovery plans.
* Manage external relationships with Auditors, Bankers, Tax Advisors.
* Covered a second FD role during a vacancy period for a second STB subsidiary.
* Developed and implemented group wide training scheme, gaining Approved Employer status for the bank with both ACCA and CIMA.

Reason for leaving –Headhunted for new role

November 2012 – December 2013: **Responsetap Ltd (formerly AdInsight)** Position Held**: Financial Controller**

Responsetap are a young, high growth software marketing, call tracking and analytics business.

**Key Achievements**

* Setting the fund raising strategy, putting in place solutions for short, medium and long term funds.
* Building relationships with banks, VC partners, potential equity holders and potential fund raisers.
* Building the planning platform and delivering meaningful analysis and new plans to VC partners
* Securing short term funding required, with minimum additional security from co-founders.
* Negotiations with HMRC on EMI option scheme implementation and share pricing
* Developed a KPI suite and board pack to enable proper strategic discussions at board meetings
* Advising & guiding young owner/founders through high growth period.
* Advising Investment partners’ other businesses on commercial funding strategy

Reason for leaving – the opportunity to work on a new start financial services business.

November 2009 – November 2012**: Aldermore Invoice Finance (division of Aldermore Bank plc)**

Position Held**: Finance Director (previously Deputy Finance Director)**

Aldermore are a challenger bank owned by Private Equity firm AnaCap. I joined when Invoice Finance was a standalone business. Invoice Finance became part of the Aldermore group in November 2009. I started as Deputy FD, and in January 2011 became Finance Director for the division.

**Key Achievements**

* Strategically managed growth of Invoice Finance from c£70m lending to £190m lending in 2½ years (whilst industry overall grew by 5%) – kept lending strategy (client size and risk profile) appropriate.
* Drove Risk Based Pricing strategy to ensure margins maintained in price competitive market – yield per client maintained despite industry averages falling – whilst still growing the lending book. This enabled lending grew by 100% (year end to year end) and profits by 79%, whilst minimising bad debts.
* Moved to weekly KPI reporting to drive business performance and partner PE owners reporting requirements.
* Reduced month end reporting timetable from 10, down to 5 then to 2 working days through efficiencies and automation. This led to improved decision making and better information flow to shareholders
* Management of currency exposure on increasing Euro and Dollar denominated elements of loan book – saved £140k per year through use of swaps over old method.
* Managed implementation of new general ledger & purchase ledger for the bank, streamlining procedures to ensure team only grew by one person despite greatly increased volumes.

**Key Responsibilities**

* Responsible for finance function of Invoice Finance division – the largest division of the newly created Bank – clients’ turnover £1.5bn, £1.3bn client payments p.a.
* Board member for finance, working with Regional MDs, Sales Director and Commercial Finance MD (main board member) on strategy, planning and reporting.
* Monthly visits to Regional MDs, buddying up to review accounts and KPIs, and to plan growth.
* Developed monthly reporting (on working day 2), full P&L, balance sheets & KPIs
* Began and developed weekly KPI reporting to board & shareholders, with daily cash reporting and management for Treasury
* Converted reporting from IFRS to UK GAAP to line up with overall bank reporting – then converted back to IFRS as the bank is moved to IFRS!
* Took over entire bank purchase ledger & payroll when group services merged
* Management of finance team – management accounts and financial control team (6 staff)
* Production of daily lending reports, and development of lending & cash forecasts
* Produce all FSA based reporting for Invoice Finance division
* Consolidation of 2 legal entities to one holding company for PE owner, plus consolidation in to bank results.

Reason for leaving – All finance teams relocated to Reading & Peterborough

April 2008 – October 2009: **Appna Exotic Foods** Position Held: **Financial Controller/FD**

**Key Achievements & Responsibilities**

* Responsible for the finance function of a £6m t/o exotic food supermarket – developed from paper based to computerized systems. No 1 Finance position, reporting to MD/Owner.
* Implemented new EPOS and MS NAV software – Designed nominal, cost centre and company structure across three businesses (evaluated against Sage & Opera)
* Manage cash flow on a daily basis during difficult trading conditions, reporting rolling 13 week cash-flow forecasts to banks, as well as an MI suite to ensure loan conditions are met.
* Developed close working relationship with bankers to manage the business through difficult trading conditions.
* Manage importation of goods (mainly rice) from Asia, liaising with shipping companies, Customs, Shipping agents, banks and exporters, using Bills of Exchange etc.
* Documented all new processes and trained staff involved
* Raised finance required for expansion (new store now open) – wrote business plan and presented to bankers, securing funding for this and the new systems.
* Changed bankers and adopted on-line banking facilities to minimize time spent cheque writing and automate processes, saving bank fees and processing costs.
* Created budgets and templates for use for further expansion

Reason for leaving – expansion plans held due to economic climate

April 2007 – April 2008: **MRC** Position Held: **Financial Controller**

**Key Achievements & Responsibilities**

* Responsible for finance function of £6m t/o award winning business, manufacturing food products (sauces and meat glazes)
* Introduced Sage Line 500 into the business, with new product costing and product/customer profitability benefits which were previously un-reportable as books were manually kept with a token Line 100 for nominal, sales and purchase ledger input.
* Introduced a new reporting dashboard from scratch, reporting on raw material price movements, sales and order book levels, production figures, cash management, waste and labour levels.
* Introduced new management accounts reporting and budgeting to a family run business
* Introduced a new web-site to sell retail products on line. Set up on-line business from scratch.
* Detected a fraud within 3 months and successfully reclaimed £2000 from the culprit.
* Managed a range of IT and personnel issues.

Reason for leaving – projects completed

### February 2006 – March 2007: BUPA Wellness Position Held: Finance Manager – Management Accounts

**Key Achievements & Responsibilities**

* Responsible for all Financial, Statutory and Management reporting within the Wellness Division (£68m t/o) – Reporting to London based FD.
* Management reporting to deadlines (report to group on working day 3)
* Production of all divisional statutory accounts (13 legal entities) including consolidations.
* Driving monthly business review meetings with senior management team – ensure all actions are completed by team of 8 regional managers
* Responsible for whole budgeting and forecasting process, coordinating all reporting, submissions from Regional and Centre Managers, consolidation, challenging and submitting to the Wellness board and Group.
* Developed new monthly reporting suite – Newly developed reporting packs distributed to senior managers for the first time within Wellness.
* Management of team of 8 – Qualified, part-qualified, QBE and clerical staff.
* Commercial focus – involvement in pricing for all tenders for new business, and operational implementation

Reason for leaving – Joined to work with a specific Finance Director and develop with him, but he left the business, his replacement wanting her own team.

### *Positions between Capital One and BUPA were either contracts or held with a view to being able to care for spouse*

### October 2003 – February 2006: Internexus Group (Part of Time Technology) Position Held: Finance Manager

### January 2003 – September 2003: Copifax Position held: Financial Controller (contract)

### June 2002 – December 2002: Commonwealth Games Position held: Contract – Finance Manager

##### Jan 2002 – April 2002: Games Workshop Position held: Head of UK Retail Finance (Temporary contract in absence of permanent employee)

### Sept 1998 – Nov 2001: Capital One Bank Position held: Senior Financial Analyst (Financial Planning & Analysis Manager)

# Also completed a secondment to manage the recruitment function for one year

## Key Achievements:

* Managed UK implementation of new management reporting system, including technical and training aspects. Identification of gaps in originally US based system (e.g. lack of multiple currency, some year 2k incompatibilities and incorrect legal company structures) saving approximately £100,000 in re-programming costs.
* Identified through analysis areas of high risk in order to target cost reduction exercise effectively. One initiative on Marketing spend resulted in a 10% reduction in data file processing costs (around £15,000)
* Developed nationally recognised training scheme for accountants (awarded gold standard by ACCA and CIMA) to ensure low staff turnover and high competence
* Set up the team of 20 Financial Analysts for Nottingham offices from scratch through partnership with business owners.
* Successfully developed 4 part qualified accountants into fully qualified accountants
* Identified areas of recruitment inefficiency and altered sourcing approach – saved over £350,000 in recruitment costs
* Took responsibility for Operations and IT recruitment teams during secondment, downsizing and altering process to fit new business requirements saving £130k in people cost
* Developed career planning tools for recruitment function, to be rolled out across finance, in response to associate survey data

Reason for leaving – My wife became seriously ill, forcing relocation

April 1994-August 1998 **Experian**

Position held: **Financial Controller – Marketing Services Division**

### Key Achievements:

* Managed acquisition and integration of companies into main business, included redesign of systems, financial controls, planning and reporting.
* Newly acquired business went from losing £150k to profitability in 6 months, partly due to process improvements introduced
* Designed internal controls for division from scratch, including controls on commission. This saved approximately 1% of turnover annually but still enabled employees to maintain their levels of earnings if their performance was good.
* Managed profitable organic financial growth in turnover of 177% with highest net margin in the company.
* Extensive systems use, including being an Excel trainer, Supercalc, plus FRANGO and Oracle group wide systems.

May 1993-March 1994 **Experian**

### Position held: Management Accountant – Corporate Finance

* Production of overall corporate management accounts
* Provision of general financial support services to the CCN businesses
* Inter-company balance reconciliation and charge agreement (across GUS)
* Recharging of Corporate and Technology Services overheads to the rest of the group.

Sept 1989 – April 1993 GPT (Now Siemens)

Position held: **Business Unit Accountant**

* Provided a complete management accounting service to the directors
* Provision of annual budgets
* Provision of quarterly forecasts
* Provision of account management accounts and variance analysis

#### LANGUAGES

* Italian (fluent – completed year 1 of an undergraduate course)
* German (beginner)
* Spanish (beginner)

#### INTERESTS

Keen amateur musician (guitar, bass & home recording for young sons benefit), amateur photographer, and an avid follower of Nottingham Forest for many years (since the days when they were good)

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