

Profile Summary

Experienced and creative Chairman, Non-Executive Director and CEO, with a background in Corporate Finance, Marketing and Business Consulting. Extensive Board experience in International Private Limited Cos, PLCs and Third sector across a wide variety of regulated and non-regulated sectors including investment banking, energy, the built environment, technology and consultancy. Expert in chairing, stakeholder management (including VC), strategic planning and financial analysis, new opportunity/ value identification, and pre- and post-transaction change management. Proven track record of embedding rigorous financial management, focussing Board & ARC on strategic risks, delivering technology- driven change and aligning management teams behind clear KPIs.

Now looking for a further NED and Committee Chair role with a growing, mission-led business. Ideally there would also be the possibility to become Company Chair at some future date.

Current Commercial Roles

SmartDCC Ltd, May 2019 to present (Private Regulated Smart Infrastructure, licensed by Dept of Energy & Climate, £420m+ revenue) is growing rapidly and needs to scale effectively. Hired as **NED and Chair of Audit & Risk** to develop the role of ARC, support growth strategy and ensure effective operational roll-out at Board.

Sovereign Housing Association Ltd, Sept 2014 to present (Large, Regulated UK HA, £9bn property assets, £375m+ revenue, 57,000 properties) wished to take advantage of its prime market position to help meet the Government's growth targets while delivering sustainable communities. Appointed as **senior NED and Rem Com Committee Chair** to assist with determining optimal strategy for growth. Sovereign since established as one of the largest and most efficient HA's in the UK through merger, organic growth and restructuring, while maintaining an A+ bond rating and securing a new CEO. Following merger of the Board, re- appointed and promoted to **Chair of Audit & Risk for the new organisation, dealing directly with the Regulator and both Internal & External Auditors**, delivering the optimal V1G1 rating on assessment within 12 months of merger. **Member Treasury Committee. Member Development committee.**

London Waste & Recycling Board, Aug 2014 to present (Technology Fund and social enterprise). Hired as **Independent Director** to challenge and support decision making on investment & development strategy and growth. **Occasional Chair Investment Committee and Member of Audit Committee.** Supported the re-orientation of the Investment Fund from infrastructure investments to focus on a broader suite of green technology and circular economy investments in partnership with the Ellen MacArthur Foundation, Carbon Trust and others.

Other Career Highlights

Hydrogen Group PLC (£120m+ revenue- Global Professional Services to Tech/Energy sectors) was looking to grow internationally and improve shareholder value. Engaged as **NED and member of Nominations and Rem Com 2012-2014.** Provided support and challenge to management on strategic growth incl. two new offices & succession planning with transition of ex CEO to Chair.

VKR Group V&I CAP (£2bn Private International environmental system manufacture & tech. fund) sought to re-focus their investment portfolio on areas of core strength to grow returns. Promoted from NED for their UK based portfolio company Monodraught Ltd to be **sole international NED on the International V&I CAP Board, group 2010-2015** (£100m+) to assist with evaluation of strategic opportunities for acquisition and divestment and preparation of portfolio businesses for sale. Successfully reallocated the portfolio at a 20% IRR within eighteen months. Then served a further term with Monodraught.

Smartsfab Ltd: (Early stage, high growth software, hardware and media SME supplying construction sector) **Three years as Chair, two years as CEO, 2004-2009.** Took business from brink of receivership to traded value @£12m by restructuring for growth, developing an entirely new corporate strategy; delivering financial and commercial partnerships; raising funds from Venture Capital and Industry and building senior team.

Nomura Principal Finance (£2bn Property-backed Investment Fund latterly TerraFirma Capital Partners) had delivered value via financial engineering but was experiencing longer holding times for their investments (£20m-£1.5bn). Hired as **Head of Strategy 1999-2002** for the Portfolio to deliver added value across and between businesses in line with investment rationale. Identified, planned and implemented deals & projects (**£2m to £40m**) to create over £400m additional value over 4 yrs. **Advisory Committee Member.** Held formal / informal **Board positions incl. Unique Pub Co Ltd** (Hospitality); **Inn Partnership Ltd** (Retail); **Servus Ltd** (Facilities Mgt); **Annington Homes Ltd** (Property Dev't); **Grey Archer Technology PLC** (Digital Media); **Grey Archer Infrastructure PLC.** Improved commercial strategies, ran change management programmes & improved commercial partnerships. Also led all technology related growth, establishing four innovative start-up companies to take advantage of network value through B2B platforms, data analytics and leading technologies.

Non-Current roles in date order. Detail included where not shown on p1.

Company	Role	Dates
London Green Fund	Independent Director	September 2013 to 2018.
Fund invested in sustainable development & infrastructure for benefit of London. Engaged to represent LWARB and challenge investment strategy.		
London Waste and Recycling Board	Independent Director, Member of Investment Committee (Occasional Chair) and Audit Committee	September 2012 to present. Re-appointed in 2016 for second term.
Hydrogen Group PLC	NED, Member of Nominations and Remuneration Committee.	2012-2014
Astins Ltd	NED/ Board Advisor	September 2012 to 2014
Medium- sized Private Construction Company looking to grow. Hired as Non-Executive Director to challenge & mentor management and support organisational change and strategic realignment including international growth.		
VKR Group V&I CAP	Non-Executive Director	2012-2014 (group 2010-2015)
Monodraught Ltd	Independent Director	2010-2012; 2014-2015
Monodraught, an SME in sustainable building technology, was looking to grow rapidly. Appointed as NED to challenge, advise, develop & mentor management team, assist with shareholder communications to parent company and, prepare the business for structured growth. Oversaw replacing of senior Exec team incl. CEO and delivery of double-digit growth during recession.		
Cosmetics a la carte	Business Development & Marketing Director	2010-2013
Engaged to deliver growth. Achieved 100% growth p/a through new digital channels & partnerships, Improved branding and new look website, social media and store portfolio. Established multi-award winning interactive b2c website. Established key distributor partnerships with Fortnum & Mason, Harrods. Negotiated second round funding.		
Smartslab Ltd	Non-Executive Chairman & CEO	2004-2009
Nomura PFG/ Terraforma Capital Partners	Director of Portfolio Strategy and Member Advisory Committee	1999-2002
The Kalchas Group	Principal	1994-1999
Appointed as Associate and promoted to Senior Manager and practice head of finance/ PE vertical in this strategy consultancy. Management Lead for recruitment and consultant training, including dev't of MBA replacement modules. Responsible for scoping, selling and delivering market focused commercial strategy. Successfully sold and delivered multiple projects for CEOs of FTSE 100 companies, leading PE/VC houses & smaller businesses in fund management, technology, retail, finance, utilities & luxury leisure, generating £2m of repeat business in the last two years.		

Hg Capital, Egg PLC, London Capital Finance, University of Technology Sydney, Babcock PLC, City Practitioners Ltd, Webbrick building technologies, Arts Council for England	Engaged on a consultancy basis as Independent Advisor to Boards or as Interim Executive to develop corporate growth strategy and / or prepare businesses for major events (e.g. Management Change, Exit, Partnership, Fund raising). Developed strategy for UTS to be the leading digital University Campus worldwide. Interdisciplinary Advisory Board to the Arts Council.	2002-2006
Prime Strategy Consultants	Associate Consultant focused on Corporate strategy and corporate restructuring	1992-1994
John Outram Associates	Associate Architect	1988-1989

Education, Qualifications

University of Cambridge:	M.Phil in History and Philosophy (1991-1992); Diploma in Architecture (Commendation) (1989-1991); MA (Hons) Architecture (1985-1988)
Deans Community High School:	CSYS English & Maths and six "H" Grades all at 'A*/A'. Eight "O" Grades at 'A'.

Personal information

Professional Memberships:	Fellow of the Royal Society of Arts. Previously FCA certified.
Prizes and awards	Institute of Marketing Award Outstanding Achievement Awards for best website of the year 2013, 2011; NESTA Innovation Award for Smartslab 2001; RIBA Dissertation prize (1991); Edward Prior Prize for Construction (1987); British Gas award for Environmental design and Sustainability (1986); Scottish Mathematics Council Prize Winner (1981-1984)
Languages:	French: was fluent; could return to being fluent with a bit of brushing up.
Personal Interests:	Music; I am a trustee of the London Youth Conservatoire. Also, History & Philosophy, Sustainable architecture, Social enterprise, Fitness.