



AT A GLANCE

 **35+**

years' finance and consulting leadership

 **£300m**

KPMG business led as Chief Operating Officer

 **£1bn**

budget managed as interim FD, NHS Connecting for Health

 **FCA**

Fellow of the Institute of Chartered Accountants (ICAEW)

SECTORS

- ① Healthcare & NHS
- ① Central & local government
- ① Higher education
- ① Transport & infrastructure
- ① Financial services
- ① Commercial organisations

QUALIFICATIONS

- ① FCA – Fellow, ICAEW
- ① BSc (Hons) Accounting, University of Hull

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Transforming finance to drive better decisions – robust business cases, strong financial control and corporate services that deliver value and better outcomes

Chris is a senior finance transformation and consulting leader with over 35 years' experience at C-suite level in the UK and internationally. A former KPMG Associate Partner and Chief Operating Officer, he has led finance and corporate services change across healthcare, central and local government, higher education and the commercial sector. He brings deep expertise in HM Treasury-compliant business cases, financial modelling, operating models and digital finance.

KEY EXPERIENCE

-  **Finance Transformation.** Led KPMG's Finance Transformation team across infrastructure, government and healthcare, growing it from 8 to 35 people.
-  **Business Cases & Investment.** Financial and economic cases for HM Treasury-compliant business cases, including EPS and Connecting Care and a mental health commissioning transfer.
-  **Digital Finance & Automation.** Digital finance lead for a technology consultancy and author of "Automating Your A Game" for CFOs; Power BI management information design.
-  **Operating Models & Corporate Services.** Corporate services collaboration case across four NHS acute hospitals, identifying 25–30% savings on £110m of combined spend.
-  **Programme Leadership.** Interim FD at NHS Connecting for Health managing a £1bn budget; Programme Director for finance transformation at the University of Oxford.
-  **Financial Control & Governance.** Chartered accountant with audit, control and governance expertise; as COO, accountable for finance, planning, pricing and resourcing.

CLIENTS INCLUDE

NHS in England and Wales · ICBs · Central Government · Local Government · Universities · Transport & Infrastructure · Commercial Companies



CAREER SUMMARY

In-Form Solutions Ltd *Associate Consultant* APR 2024 – PRESENT

- Financial, economic and management case development and financial modelling for HM Treasury-compliant business cases (ongoing).

Tata Consultancy Services *Director, CFO Services (UK & Ireland)* AUG 2022 – FEB 2024

- Led CFO-focused demand generation across health, education, retail, consumer goods and logistics, developing tailored solutions with CFOs and initiating programme delivery.

Embracent Ltd *Digital Finance Lead* FEB 2020 – JUL 2022

- Helped CFOs plan the intelligent finance function of the future, delivering finance strategy and operating models for a FTSE 250 property company and others; author of the “Automating Your A Game” white paper.

KPMG LLP *Associate Partner, Finance Transformation* APR 2016 – JAN 2020

- Led the Finance Transformation consulting team in infrastructure, government and healthcare, growing it from 8 to 35 people with annual revenue of £5.4m.
- Led finance vision, strategy and improvement work for Network Rail, Highways England, HS2 and Transport for London, and a shared services assessment across three universities.

KPMG LLP *Chief Operating Officer* APR 2013 – MAR 2016

- COO of the £45m Public Sector Management Consulting function, then the £250m Management Consulting function and the £300m Banking segment – accountable for finance, business planning, forecasting, pricing, resourcing and HR.
- Led the integration of three consulting practices into a single practice of 1,100 staff, and designed a firm-wide Power BI management information programme.

KPMG LLP *Director / Associate Partner, Financial Management* OCT 2005 – APR 2013

- Interim Finance Director at NHS Connecting for Health, reporting to the Department of Health’s DG Finance, responsible for a £1bn budget and a joint team of 40.
- Programme Director for finance transformation at the University of Oxford – winning a KPMG Client Service Award – and delivery lead at the London Development Agency.
- Corporate services collaboration business case across seven functions at four NHS acute hospitals, identifying savings of 25–30% on £110m of spend.

KPMG LLP *Consultant / Senior Manager, Financial Management* JUN 1999 – SEP 2005

- Financial management, strategy and cost reduction for organisations with turnover up to £1bn, and programme management of new financial processes for DWP’s £1.5bn welfare modernisation programme.

Yorkshire Electricity Group PLC *Finance & Commercial Manager; Audit Manager* OCT 1993 – MAR 1999

- Led divisional finance (£35m cost base) and IT procurement delivering £2m of annual savings; previously managed the Group audit plan and Cadbury compliance.

Earlier Career *Audit & Internal Audit* SEP 1986 – OCT 1993

- Group Internal Auditor, Burton Group PLC; Audit Supervisor, Ernst & Young, Abu Dhabi; Audit Senior, Robson Rhodes (qualified ACA first time).



ASSIGNMENTS & EXPERIENCE

PREVIOUS ASSIGNMENTS

Digital Health and Care Wales (DHCW) BUSINESS CASES · 2024 – 2025

- ① Developed the financial, economic and management cases for HM Treasury-compliant business cases for Electronic Prescription Services and Connecting Care, supported by robust financial models.

Lincolnshire ICB & Lincolnshire Partnership NHS Foundation Trust 2025

- ① Developed the financial and economic case for the transfer of mental health commissioning from the ICB to the county mental health provider.