

Sandra Kay CROW

of
Bacchus Marsh Limited
(Company Number 4225978)

As at 7 February, 2006

My Characteristics:

- Enthusiasm
- Dependability
- A professional attitude
- A willingness to work

CURRICULUM VITAE

SANDRA KAY CROW

As at 7 February 2006

Personal Information:

Full Name: **SANDRA KAY CROW**

Address:
**107 Bradshaw Way
Irchester
Northants NN29 7DW**

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Telephone: **01933 673-923 (Private)
0779 617 7702 (Mobile)**

Date of Birth: **24 December, 1958**

United Kingdom Entry Clearance: **March 2001 to March 2008**

Key Attributes and Abilities:

- A preference for projects and tight timescale roles
- Highly motivated, particularly in ensuring that timetables are met with no reduction in quality of work
- Well-developed organisational skills, including staff supervision
- Excellent knowledge of computers, accounting systems and spreadsheets
- Strong and direct communication skills enabling contact with a wide variety of people
- A keen eye for detail and a liking for reasoned argument
- Development of appropriate financial and managerial reports for all levels of management, including boards and annual reports
- Project development and management skills over a range of project types, e.g. organisational establishment, computer systems, reporting enhancements, etc.

Qualifications:

Prince2 – Managing Successful Projects

(2005, London) – Foundation Level

(2005, London) – Practitioner Level

Bachelor of Commerce: (1989, Otago) — Accounting Major

Bachelor of Laws: (1991, Otago) — Including Environmental Law, Intellectual Property Law, Labour Law and Company Law

Chartered Accountant: (1998, Lower Hutt) – Institute of Chartered Accountants of New Zealand

Work Experience:

Contract Employment:

November 2005 — January 2006 **Abbey plc (Isban Ltd),**
Milton Keynes, Buckinghamshire

Cost Drivers Project

- Collection of information in relation to significant expenditure for the IT Division. Including identifying the cost driver relating to the expenditure. The objective was to allow a better understanding of the reasons for the expenditure and the interconnectivity of the different expenditure.
- Documentation of a budget assignment authorisation process.

March 2005 — November 2005 **Exel Logistics,**
DIRFT, Northampton

Management Accountant

- Cover for a staff member on long term sick leave to allow the catch up of and continuing of month end reporting for two contracts for one client and development of the reported information for the client and internally.
- Budgets and forecasts both, internally and for the client. Use of Oracle Financial information systems to record financial information.
- Development of spreadsheet models to allow processing of information quickly and streamlining of the reporting and budgeting information, particularly to the client. Including the creation of pdf files and graphical information.
- Working with the client, two contract managers and their teams to develop good financial recording systems and to better understand the financial information.

June 2003 — February 2005

Abbey National Plc,
Milton Keynes, Buckinghamshire

Financial Analyst

- Started as a short duration role to help process and understand the forecast for current year along with three years budget for approximately £180 million per annum in relation to the organisation's property portfolio. A number of different views of the data were required to allow people to agree the numbers and enable loading of the information into a number of different systems.
- Some month end processing and support of the team involved with month end processing and reporting of property based information. Minimal use of the Walker financial management system.
- Development of a spreadsheet tool to allow the calculation of a provision for closed sites (to both internal and external reporting standards). To enable the same model to be used for a large number of different scenarios around closures of properties and the different routes of disposal/cost reduction. The model needs to be able to extract information from different budgets, 1000 properties, a variety of disposal routes and allow for changes in the scenario over a 25 year period.
- Identification and agreement with several of the different subsidiaries involved in the organisation over property charges and embedding this information in the in house database – Swift.
- Project management of significant financial development of Swift database to allow cost allocation reporting to be automated, budget/forecast to be developed, held and viewed by the users and less use of spreadsheets in general. Direct access to the third party developers in relation to specifications of work to be carried out, user acceptance testing and final acceptance.
- Project management of the development of a forecast for the current year and a three year budget for the properties managed by the organisation's Property and Security team including the agreement of timelines, processes and planning assumptions around the individual properties.

April — May 2003

Nationwide Building Society,
Northampton, Northants

Accountant

- Short duration role to provide additional reconciliation support while the client was analysing the results from a parallel run during the transition of treasury data collection and reporting financial information systems.
- Included providing support to the Project Manager during the initial go live period phase of a new data collection and reporting financial information system including understanding and development of reports.

June 2002 — March 2003

Merchants Limited,
Milton Keynes, Buckinghamshire

Project Accountant (UK)

- Maternity leave cover for a management accounting role with a focus on accounting for client contact centres (projects) with specific responsibility for providing financial information and support for the UK and Australian based projects of the organisation. The organisation operates client contact centres and each different client may have one or more projects occurring at one or over time.
- Initially the role included monthly reporting for a range of client contact centres from a sub ledger (Lawson Financials). For the final two months the reporting was moved from monthly to a weekly basis with an improved level of analysis and information. This involved a streamlining of the processes needed to provide the financial information and better data collection procedures.
- The role included providing financial support to the Project Managers during the set-up phase of new client contact centres to ensure that financial information was provided in a user-friendly format and well understood.

September 2001 — April 2002

Polymark (GB) Limited,
Daventry, Northants

Accountant

- Initially involved in bringing up to date the management reporting for a new company. The company was formed from two divisions of a larger company and involved a relocation of the divisions to Daventry.
- Establishing and agreeing policies and procedures with accounts staff and line managers appropriate to the accounting role within the organisation. Particular attention paid to improving credit control procedures and client contact. Training and support of two clerical staff in Purchase and Sales ledger requirements. Resolving issues for departmental managers and ensuring that appropriate information is disseminated to all relevant parties.

August 2000 — May 2001

Industry New Zealand,
Wellington, New Zealand

Contract Accountant

- Initially working with the establishment team to enable the creation of the new crown entity – Industry New Zealand for the Minister of Economic Development. Including the set up of the FMIS, using Computer Associates – Masterpiece, particularly accounts payable, fixed asset management, cash flow and reporting requirements for both managers and the board of management. Development of policies such as taxation, capital expenditure and travel.

- Once the crown entity was established, creating a reporting style and preparation of month end financial information including a financial report for the board of management. Compliance with taxation requirements, particularly withholding tax for certain types of payments.
- Preparation and co-ordination of budget spreadsheets at a cost centre level for 2002-2003 and two further years for operating expenditure, grants/awards and capital expenditure. This included preparing a written methodology, instructions and templates. Consolidation of the budgets into an entity budget, group budgets and budgets by activity using linked spreadsheets.
- Provision of financial, accounting and administrative advice, particularly where written policies and procedures had not yet been developed.

September 1999 — August 2000 **Department of Child Youth and Family Services, Wellington, New Zealand**

Contract Budgeting Accountant

- Initially participation in the new planning and budgeting team project to prepare for the 2000-2001 year, and later a position within the new created Budgeting and Reporting Team.
- Preparation and co-ordination of budget spreadsheets at a cost centre level for 2000-2001 and for two further years for both operating and capital expenditure. This included preparing a written methodology, instructions and templates. Consolidation of the budgets into group and departmental spreadsheets using linked spreadsheets.
- Further development of an output costing methodology and development of a spreadsheet for the costing of the outputs of the department. The spreadsheet was required to provide the ability to handle download information from the FMIS (QSP), without the need for checking data by manual means.
- Involvement in the 2000 Budget Round for the Department including discussions with Treasury, reporting to management, financial appraisal of the budget initiatives, Crown Financial Information System (CFIS) models and uploading of the information to Treasury for their consolidated reporting to Government.
- Further development of the process of providing information to Treasury via CFIS for both budget information and actual results. Preparation of financial information for the annual report for the Department and year end reporting to Treasury via CFIS.

Full-time Employment:

August 1998 — August 1999 **Accident Compensation Corporation, Wellington, New Zealand**

Management Accountant

- Responsible for providing financial advice and support for three general managers and their divisions.
- Practical and financial operational assistance in the establishment of two of the four wholly-owned subsidiaries established by ACC on July 1, 1999.

- Development of activity-based costing models involving the identification of cost drivers and collection of financial and time information from various sources and 12-month cash flow planning and balance sheet reports.
- Involvement in the financial approval (up to \$2 million) of backdated attendant care payment to appropriate ACC claimants, including the review and audit of the calculations and source information.

November 1996 — August 1998

**Office of Film and
Literature Classification,**
Wellington, New Zealand

Strategic Support Services Manager

- The introduction of appropriate normal business practices to the Classification Office's operations including improved financial reporting and policies, as well as development of better communications with the Department of Internal Affairs to facilitate improved support and increased funding.
- Introduction of financial reporting for all managers having budgetary responsibility, the Department of Internal Affairs and the Minister of Internal Affairs. This included some narrative information and comparative information such as performance against budget and time expectations.
- Successful upgrading of the Classification Office's local area network, migrating from Novell to Windows NT and replacement of both file servers and all inadequate PCs.
- Production of the Annual Report, incorporating a new design and layout, which contained more information. Total responsibility for the financial information within the Annual Report. Development of a risk management plan, identification of Year 2000 testing requirements and strategic plans.
- Supervision of the 7 member Strategic Support Services team including both administrative and technical staff.

May 1995 — October 1996

Macraes Mining Co. Ltd.,
Palmerston, Otago New Zealand

Mine Accountant

- Responsible for all accounting functions, with a focus on monthly reporting, CapEx and cashflow management. Reporting at both site level and corporate level (Perth, Australia).
- Appointed commercial network systems administrator (Windows NT), with substantial input during the installation period, interaction with users and contractors. Involved in ongoing user support and system development.
- Deputised for the Administration Superintendent who was responsible for purchasing, warehousing and property management. Supervision of three clerical staff and one contract systems administrator.
- Development of a strong understanding of the tax implications of dealing with non-New Zealand resident workers. This included the provision of tax advice to local and international contractors and consultants.

January 1992 — May 1995

Alliance Group,
Dunedin, New Zealand.

Plant Accountant

- Responsible for all accounting functions — focus on management accounting, costing, budgeting and cashflow management — reporting to both to the local plant manager and to corporate headquarters in Invercargill.
- Comprehensive weekly production and management reporting instituted for plant senior management resulting in a better understanding of the plant in financial terms by these staff.
- Supervision of nine and a half administrative staff, two and a half laboratory staff and two and a half stores/purchasing staff. Budgetary control of the administrative, laboratory and stores departments. Overall responsibility for the consumable stores function on site and towards the end of my time with Alliance, supervision and control of the microbiology and chemical laboratories and their functions.
- A high level of involvement in obtaining and maintaining ISO9002 accreditation including a period as document controller and as part of the pre-accreditation team that spent a considerable amount of time gaining an understanding what was required to achieve ISO standards, distilling that information and imparting it to other employees at the plant as well as working towards the accreditation itself.

1987 — 1988

Office Manager

Plypac Industries Limited,
Dunedin, New Zealand.

1986 — 1987

Office Manager

Independent Television Services,
Dunedin, New Zealand.

1985 — 1986

Clerical Position

Otago Press and Produce Ltd. (Export Division),
Dunedin, New Zealand.

1982 — 1985

Office Manager

K.J. Kirkby and Associates Ltd.,
Dunedin, New Zealand.

1979 — 1982

Clerk

Associated Pulp and Paper Mills,
Launceston, Tasmania, Australia.

1975 — 1979

Clerk

Inland Revenue Department,
Invercargill, New Zealand.

General:

The majority of my employment has been in the areas of projects, general accounting and management functions. More recently I have been involved with specialist projects to either use my strong Excel skills or to facilitate change within the organisation. In particular, I have been responsible for monthly accounting and reporting, project management, employee payment, taxation requirements and human resource functions. I feel that I have sufficient experience in most accounting areas to perform any related tasks required of me. I enjoy the challenge of dealing with staff and believe that I am considered to be a fair and thoughtful superior. I believe in dealing with people, both subordinate and superior, in an ethical manner.

I believe that my strengths include being able to understand and develop business strategies and plans, and as a result I can add value to an organisation. My focus is always on the future to anticipate opportunities and problems and providing a balanced analysis of situations that may arise. Much of my focus has been to look for and implement ways of changing an organisation for the better while celebrating the progress to date. This leads to work including project evaluation, costing, tendering and management.

I have had extensive experience with computers in general, including networks, operating systems and applications software of various types and for various purposes. I have used all of the major spreadsheets, although my most recent experience is with MS Excel. My spreadsheeting skills include macro programming as well as formula construction and data manipulation. My experience includes various information systems project implementations, both as the sponsor and as project manager at various times.

Memberships:

Member of the New Zealand Institute of Chartered Accountants
College of Chartered Accountants.

Other Interests:

Outdoors: Taking time out to look around the local environs.
Literature: I am an avid reader, and have a wide interest in books.
Cooking: I frequently entertain, and enjoy cooking for friends.

Additional Information:

- Non-smoker
- Clean driver's licence
- I enjoy good health
- I am a loyal and trustworthy employee and I have never insisted on keeping to normal hours if the task at hand requires more.

References:

Christine Cruickshank
IT Financial Control
Phone 01908 345757
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Paula Sterry
Property Finance Manager
Phone 01908 344299
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Sam Lawrence
Property Finance Manager (prior to restructure)
Phone 07981 627788
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Linda Palmer
Company Secretary
Polymark (GB) Limited
Phone (01327) 308 607
Linda.palmer@polymark.co.uk

More references are available if required.