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TWELVE NORTH

Strategic, commercial and management consultancy

Practical direction for owners, boards and management teams

CV SUITE

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DENYSE GOODYEAR

Director | Operations, Transformation & Management Advisory

TWELVE NORTH LIMITED

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EXECUTIVE PROFILE

Over 20 years' executive and operational leadership experience across regulated financial, legal and professional services businesses.

Denyse Goodyear is an experienced executive and management consultant with over 20 years' experience leading, developing and transforming businesses within regulated financial and professional services environments.

Her career encompasses executive management, organisational transformation, operational strategy, business performance, governance and the development of scalable operating models.

Having held Managing Director and senior operational leadership positions, Denyse brings extensive practical experience of managing complex organisations, large workforces and high-volume service delivery. Her experience includes leading operations employing approximately 300 people and managing businesses processing around 100,000 cases annually.

Denyse specialises in translating commercial and strategic objectives into effective operational delivery. Her approach combines organisational leadership, process improvement, performance management and the practical implementation of change, ensuring that people, systems and governance arrangements support sustainable business performance.

She has particular expertise in businesses experiencing growth, operational pressure, organisational restructuring or regulatory change. Her work includes developing management structures, improving operational efficiency, strengthening internal controls and implementing technology-enabled solutions.

As a Director of Twelve North Limited, Denyse provides independent operational, strategic and management consultancy to business owners, boards and management teams seeking experienced executive support and practical business improvement.

CONSULTANCY EXPERTISE

Four areas of advisory expertise

Strategic & Commercial Advisory

- Business growth planning and operational strategy.
- Organisational restructuring and business transformation.
- Operational cost reduction and efficiency improvement.
- Commercial performance and service delivery optimisation.
- Business planning, capacity assessment and resource allocation.
- Evaluation of operational risks and strategic opportunities.

Management & Board Advisory

- Independent executive and senior management support.
- Organisational governance and management accountability.
- Leadership development and management structures.
- Performance reporting, management information and KPIs.
- Strategic implementation and business change management.
- Stakeholder engagement and management decision support.

Operational Consultancy

- Operating model design, implementation and optimisation.
- Business process mapping and workflow improvement.
- Workforce planning, recruitment and resource management.
- Customer service and client lifecycle management.
- Technology integration, CRM optimisation and automation.
- High-volume operations and service delivery management.
- Organisational performance and productivity improvement.
- Standard operating procedures and operational frameworks.

Audit, Quality & Control Reviews

- Independent operational effectiveness reviews.
- Quality assurance and process compliance assessments.
- Operational risk and internal control reviews.
- Customer journey and service quality assessments.
- Management information and reporting effectiveness.
- Supplier and outsourced service performance reviews.
- Identification and implementation of corrective actions.

EXECUTIVE & PROFESSIONAL EXPERIENCE

Leadership & board roles

2026 – Present

Twelve North Limited

Director

Co-founder and Director of an independent strategic, commercial and management consultancy providing advisory and implementation support to business owners, boards and senior management teams.

Denyse leads the consultancy's operational transformation and business improvement capability, drawing upon extensive experience of executive leadership, organisational development and regulated service delivery.

Her consultancy focus includes operational strategy, business transformation, performance improvement, organisational effectiveness and the implementation of sustainable management frameworks.

June 2021 -

Quays Protect (Guernsey) Limited

Director

Board-level experience within a regulated insurance business, including corporate governance, operational oversight and alignment of business activities with regulatory and commercial requirements.

May 2021 –

APJ EOT Trustee Limited

Trustee

Experience of employee ownership trust governance, stakeholder interests, organisational oversight and long-term business sustainability.

EXECUTIVE & PROFESSIONAL EXPERIENCE

Anthony Philip James & Co Solicitors Limited

Managing Director | October 2024 – September 2026

Executive leadership responsibility within an SRA-regulated alternative business structure delivering legal and insurance-related services.

Following the ownership transition in September 2026, continued to provide consultancy support to the business.

Key responsibilities and experience included:

- Leadership of business operations, organisational performance and strategic execution.
- Oversight of operational delivery across complex legal and insurance portfolios.
- Development and implementation of scalable management and operational frameworks.
- Management of organisational resources, performance objectives and service standards.
- Oversight of operational governance, quality assurance and regulatory compliance.
- Implementation of technology, automation and AI-enabled operational processes.
- Support for corporate transactions, funding arrangements and organisational restructuring.
- Senior stakeholder engagement and management of business transformation initiatives.

Anthony Philip James & Co Solicitors Limited

Operations Director | October 2019 – October 2024

Responsible for the development, management and transformation of operational functions within a growing regulated legal services business.

Key contributions included:

- Designed and implemented scalable operational structures to support business growth.
- Improved customer engagement, case management and operational efficiency.
- Introduced CRM improvements, workflow automation and digital communication systems.
- Developed performance management frameworks and operational reporting.
- Strengthened operational governance, process consistency and service quality.
- Managed complex client portfolios, including vulnerable customer groups.
- Supported senior legal leadership in complex litigation and regulatory matters, including judicial review proceedings involving the Financial Services Compensation Scheme.
- Contributed to cross-jurisdictional litigation support and operational coordination.

First Target Recoveries Limited

Managing Director | November 2017 – June 2022

Executive responsibility for a large-scale claims management business following a management buyout.

Key responsibilities and achievements included:

- Led operations employing approximately 300 people.
- Oversaw the delivery of approximately 100,000 claims annually.
- Managed commercial performance, operational strategy and regulatory compliance.
- Developed management structures and scalable operational processes.
- Embedded ISO 9001 quality management principles and Treating Customers Fairly requirements.
- Implemented data protection, anti-money laundering and compliance frameworks.
- Achieved Investors in People accreditation.
- Developed staff training, performance management and organisational development programmes.
- Strengthened customer service, complaints handling and vulnerable customer processes.
- Implemented technology and workflow improvements to support productivity and operational efficiency.

Money Advice Group & earlier career

November 2006 – November 2017

Money Advice Group

Group Associate Director

Progressed through operational and management roles to senior group leadership responsibility across financial services businesses.

Key experience included:

- Strategic management of operational functions across multiple businesses.
- Development of business objectives, performance indicators and financial targets.
- Establishment and growth of a claims management division.
- Leadership of quality management and regulatory compliance initiatives.
- Management of operations servicing more than 28,000 clients and over 500 creditor relationships.
- Implementation of automated CRM systems and operational reporting.
- Development of management teams, staff performance and organisational capability.
- Oversight of customer engagement, creditor liaison and financial services operations.

Earlier career

LBM Telesales

Customer Service & Sales

July 2005 – November 2006

Bankhall Investment Associates

Administration & Client Support

September 2002 – September 2003

GOVERNANCE & REGULATORY EXPERIENCE

Experience of regulated environments

Denyse has extensive experience of executive management and operational governance within organisations operating under complex regulatory frameworks.

Her experience encompasses:

- Solicitors Regulation Authority (SRA) regulated environments.
- Financial Conduct Authority (FCA) regulatory requirements.
- Legacy Ministry of Justice claims management regulation.
- Corporate governance and board-level oversight.
- Regulated insurance business governance.
- Quality management and ISO 9001 frameworks.
- Data protection, customer outcomes and vulnerable customer management.
- Employee ownership trust governance.
- Operational risk, compliance-support and internal control frameworks.

Her background includes service as an SRA-approved individual, regulated business director and employee ownership trust trustee.

SELECTED EXECUTIVE ACHIEVEMENTS

What Denyse has delivered

Large-scale operational leadership

Managed a claims management business employing approximately 300 people and processing around 100,000 cases annually.

Business transformation

Developed and implemented scalable operational frameworks across regulated legal, financial and claims management businesses.

Organisational development

Established management structures, performance frameworks and workforce development programmes to support operational growth.

Quality and governance

Led the implementation of quality management and compliance frameworks, including ISO 9001 principles and Investors in People accreditation.

Technology and automation

Introduced CRM optimisation, digital communication strategies, automated workflows and AI-enabled operational improvements.

Complex business environments

Supported business restructuring, corporate transactions, regulatory change and complex legal and insurance-related operations.

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CONSULTANCY APPROACH

Denyse works directly with business owners, boards and management teams to understand operational challenges, identify improvement opportunities and implement practical solutions.

Her approach focuses on establishing clear accountability, improving management information, strengthening operational controls and ensuring that people, processes and technology are aligned with business objectives.

She combines strategic understanding with hands-on delivery experience, providing clients with practical support to implement change and achieve sustainable improvements.



Operational clarity. Effective leadership. Measurable delivery.

TWELVE NORTH LIMITED
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