

## Senior Programme/Project Delivery, PMO Leadership, Interim Manager

### Overview

Extensive experience in **senior delivery and leadership** roles for government and private sector organisations in New Zealand and the United Kingdom; includes Programme Lead for the new UK Passport, Head of IT for the Serious Fraud Office and Head of Programme Management Office at New Zealand's biggest retail bank.

A highly regarded practitioner, with a unique set of skills spanning the 'strategy to implementation' continuum. Extensive experience in **implementing change across large, complex teams**; collaborative, pragmatic and delivery focused leadership style.

### Career History

<p><b>Programme Lead - Regional</b></p> <p><i>De La Rue, June 2009 – current role (contract)</i></p> <p>De La Rue Identity Systems was awarded a 10-year, £400m contract to design and produce the UK Passport for the Identity and Passport Service (IPS).</p>	<ul style="list-style-type: none"> <li>▪ Overall accountability for the implementation of the Next Generation UK Passport capability in seven Regional Passport Offices.</li> <li>▪ Designed new Regional Solution in order to meet requirements from a myriad of stakeholders.</li> <li>▪ Tight management of change including developing impact analysis and decision management information for Programme Board members (adopted by the rest of the Programme).</li> <li>▪ Coordination and management of the implementation plan for bespoke print machines, highly sensitive and secure materials, software, hardware and consumables.</li> <li>▪ Significant client facing role to ensure business process changes, training, and communication information is managed and available for deployment to imposed deadline.</li> </ul>
<p><b>Programme Manager</b></p> <p><i>Consumer Focus, January 2009 – June 2009 (contract)</i></p> <p>Created from Energywatch, the National Consumer Council and Postwatch; Consumer Focus champions the interests of consumers.</p>	<ul style="list-style-type: none"> <li>▪ Provided governance and reporting discipline to the Programme Board six months after the formation of a new NDPB.</li> <li>▪ Created project work streams and provided mentoring and coaching to non-project managers charged with delivering the new organizational design and supporting corporate services.</li> <li>▪ Led design of the Corporate Services function. Worked closely with Heads of Finance, Human Resources, Facilities and IT to establish a business model and required resources.</li> <li>▪ Conducted full review of the IT infrastructure and outsourced support model inherited from predecessor organisations. Following endorsement by Board, led the effort to implement recommendations to change IT infrastructure and in-source support.</li> </ul>
<p><b>Head of New Zealand Programme Management Office</b></p> <p><i>Westpac New Zealand, Wellington, September 2007 - January 2009, (Interim Manager)</i></p> <p>Lead a team of 7 project consultants to support the delivery of a \$55m portfolio of projects.</p>	<ul style="list-style-type: none"> <li>▪ Primarily responsible for all project delivery process, standards and practice, including governance and reporting of all projects, and development of the Bank's project management capability (30 project managers and 4 programme managers).</li> <li>▪ Engaged with the Executive Team to define strategic drivers. Assisted Sponsors to develop business cases. Introduced project briefs to quickly establish if an idea was strategically aligned and had clear business benefits.</li> <li>▪ Established a portfolio rating process in order to prioritise initiatives based on benefits related to strategic outcomes. Built opportunities into the project delivery process to stop, redefine or defer a piece of work. Significantly reduced opportunity costs.</li> <li>▪ Standardised project templates, guidance and process information to reflect a flexible delivery method, tailored from Prince II.</li> <li>▪ Introduced project assurance (based on the OGC Gateway Review process) providing recommendations to in-flight projects. As well as stopping several projects when the business benefits ceased to outweigh the investment, review findings improved systemic delivery issues; business case development and resource planning across the portfolio.</li> <li>▪ Through the recruitment of new staff, mentoring, and performance management the PMO changed from an administrative focused function, to one that adds real value to the delivery process.</li> </ul>

<p><b>Head of Information Systems &amp; Technology and Facilities Management</b></p> <p><i>Serious Fraud Office, London, March 2006 to July 2007, (Interim Manager)</i></p> <p>Responsible for delivery of all support services for high profile central government agency (500+ staff). Line management of 29 staff. Accountable for operational budget of over £9 million and seven key supplier contracts.</p>	<ul style="list-style-type: none"> <li>▪ Management of all desktop services, development of bespoke evidence and case management systems, security of all case material. Assisted legal team to negotiate and implement a new contract with outsourced supplier for IT services. Negotiated a service pool of 300 hours for all infrastructure changes; resulted in reduced spend of almost £1.5m in first year of contract.</li> <li>▪ Managed estate of 8000 square meters over two sites in central London and 5 satellite offices. Formalised phase two of a project to strip out and refit the primary site, completing the remaining 5 floors of 10 storey building.</li> <li>▪ Assumed responsibility for the 'failing' Facilities Management team. Documented all processes and changed team roles and structure. Restructured and performance managed team, introduced incentive based reward structure. Changes resulted in measurable improvement in productivity, service delivery and happier team.</li> <li>▪ Established programme office, method and process for all SFO projects. Managed the delivery of a programme of strategic and operational projects as Senior Responsible Owner.</li> <li>▪ Worked within Corporate Services Group Management Team to develop a business plan for the Serious Fraud Office as part of the Attorney General's offices.</li> </ul>
<p><b>Head of National Curriculum Tests Programme Office</b></p> <p><i>National Assessment Agency, London, March 2005 – March 2006</i></p> <p>National Curriculum Tests Programme is responsible for the management of all Key Stage exams for over 24,000 primary schools. The PMO was established following intense media and National Audit Office scrutiny surrounding the £40m programme.</p>	<ul style="list-style-type: none"> <li>▪ Restructured the delivery programme into seven work streams and mentored existing heads of service into project management roles. Partnered PMO staff with project managers to develop key skills in planning, risk management, reporting and task dependency management.</li> <li>▪ Established a pipeline for channelling and screening new project ideas and improvement initiatives.</li> <li>▪ In partnership with Royal Mail, delivered a project allowing the tracking of test scripts. The primary business benefit was to accurately track all papers and eliminate instances of missing scripts. Through the use of barcode technology and reengineering of processes, the Agency was able to report less than 1% of missing scripts. This resulted in savings of £3.1m in administration and postage costs as well as reducing reputation damage to the Agency.</li> <li>▪ Implemented Prince2 based process, governance and reporting structures. Wrote and delivered workshops on management of risk, stakeholders, product definition and planning.</li> <li>▪ 2005 Programme was delivered without any security breaches. The Agency successfully passed National Audit Office review within 6 months of a failed audit.</li> </ul>
<p><b>Programme Consultant to Chief Executive's Office</b></p> <p><i>London Borough of Bexley, Sept 2004 – March 2005, (contract)</i></p> <p>Directed the formation of a three year, £3m social regeneration initiative 'Areas of Opportunity' to address social exclusion and deprivation issues in a South London Borough.</p>	<ul style="list-style-type: none"> <li>▪ Established operational and governance practices to support the programme, including community consultation.</li> <li>▪ Worked with a number of community agencies to provide a range of activities aimed at developing community networks, initiating community safety projects and reducing crime, building capacity within the voluntary sector, tackling disadvantage, developing services for young people, support for sustainable housing as well as building on existing area based programmes.</li> <li>▪ Established governance and reporting lines for the programme. This was complicated by the wish for all heads of Council departments to participate at a decision making level.</li> <li>▪ Recruited a team of five to work as community co-coordinators and develop specialist knowledge of areas of the Borough to be targeted. Action Plans were developed and funding agreed with all activities and initiatives communicated back to the public.</li> </ul>
<p><b>Project Consultant</b></p> <p><i>London Borough of Bexley, June – Sept 2004, (contract)</i></p> <p>Restructure of Bexley Council agencies to restructure service provision.</p>	<ul style="list-style-type: none"> <li>▪ Worked with the NHS commissioners to understand the 'As Is' and 'To Be' models and how the Models of Care framework could be applied within Bexley.</li> <li>▪ Managed a complex set of stakeholders: worked with the Council and Primary Care Trust to re-commission specific services as well as drug and alcohol care services who needed to change some services and recruit new staff in order to provide others.</li> <li>▪ Commissioned services were established before imposed deadline.</li> </ul>

<p><b>Project Consultant</b></p> <p><i>London Probation Service, March 2003 – May 2004, (contract)</i></p> <p>Managed a pilot project aimed at reducing instances of re-offending in a south east London borough.</p>	<ul style="list-style-type: none"> <li>▪ Established governance for the Project using existing Community Disorder Reduction Partnership with representatives from local government, police, probation and voluntary bodies.</li> <li>▪ Developed a multi-agency approach with housing providers, drug and alcohol assessment and programme support, benefit agencies, education, training and links to employment, the voluntary sector, police and probation to support offenders during the transition from prison to the community.</li> <li>▪ Recruited a permanent team of a senior probation officer and police sergeant to manage the ongoing programme.</li> <li>▪ Project approach was developed and refined by the Home Office and rolled out across London.</li> </ul>
<p><b>Operations Manager</b></p> <p><i>New Business Ventures, Diageo Plc, London, May 2002 to March 2003, (contract)</i></p> <p>Joined start-up mobile solutions company given a 24 month lifecycle to test market viability with view to sale.</p>	<ul style="list-style-type: none"> <li>▪ Conducted a strategic review of the business and then implemented recommendations.</li> <li>▪ Responsible for all recruitment and retention of staff, professional development, managing expenditure, all supplier contracts, utilising in house IT expertise. Worked with Human Resources, Finance, Marketing, Legal and IT teams within Diageo.</li> <li>▪ Restructured the way resources were assigned to facilitate concurrent project delivery. Developed road map to manage system lifecycle. Through more efficient working, reduced monthly running costs by over 10%.</li> <li>▪ When venture was disbanded, managed the redeployment and redundancy of the company's 26 staff.</li> </ul>
<p><b>Project Manager Project Coordinator Help Desk Analyst</b></p> <p><i>Unisys New Zealand Ltd, Wellington, July 1999 to March 2002</i></p> <p>Managed the maintenance and work request release programme, following the implementation of the photographic driver license project.</p>	<ul style="list-style-type: none"> <li>▪ Accountable for system enhancement and maintenance of the Driver License and Motor Vehicle Registries. Responsible for ensuring that projects met deliverable targets, quality assurance and handover on behalf of a high profile government department. Defined schedules, costs, plans &amp; delivery of \$3m annual programme.</li> <li>▪ Led the exercise to draft, run a stakeholder consultation and then implement a tailored SDLC process for all project activity. The process was used as a template for other outsourced services in Unisys.</li> <li>▪ Established a Programme Management Office resulting in standardised practices and cost savings from leveraging staff across multiple work items.</li> <li>▪ Increased the volume of work LTSA were able to include in each release through prioritising, grouping common areas of work and using impact analysis to minimise risks.</li> <li>▪ Managed costs tightly to ensure non-billable work was kept to a minimum.</li> <li>▪ Awards: September 2001 Outstanding Achievement, July 2001 Achievement, January 2000 Significant Achievement, August 1999 Significant Achievement</li> </ul>

### Qualifications

- Co-Active Coach, Coaches Training Institute, London (2010)
- Post-Graduate Diploma in Business Studies, Massey University, New Zealand (2009)
- PRINCE2 Project Management, Practitioner (2002)
- Bachelor of Arts, University of Otago, New Zealand (1996)

### Personal Information

- SC Clearance
- Hold United Kingdom and New Zealand Passports

*References available on request*