**Geoff Rossington**

**Programme Management**

## PERSONAL PROFILE

Results focused and highly motivated, strategic, senior programme manager with significant programme and project management, transformation, outsourcing experience ranging from scoping feasibility studies though the full project cycle to post transaction integration. Has a demonstrable record of leading complex outsourcing and change programmes, delivering profitable growth, enhanced customer service and substantial performance improvement. Utilises significant transformation, commercial, procurement and productivity improvement experience together with analytical skills and a talent for innovation to develop strategic direction and associated change requirements. Applies experience in programme management, outsourcing and business transformation to devise sustainable solutions to deliver challenging business objectives. Strong communication, leadership and stakeholder management skills creating ownership and commitment at all levels in the client organisation, its customers and suppliers.

**KEY SKILLS**

* **Project and Programme management** - Long standing expertise in programme management from scoping and feasibility stages, to development of outline and full business cases leading implementation and post transaction integration/evaluation of major projects. Management of the portfolio process and identification of the stages in the ‘big plan’ including the setting up and running of PMOs;
* **Outsourcing** – significant experience in outsourcing support services and capital projects in both the public and private sectors gained over the past 30 years. Experience includes undertaking feasibility and scoping studies, business case generation, preparation of sourcing strategies, soft market testing, development of tender documentation and leading tender evaluation and contract negotiation. Also expert in post contract award performance monitoring and management;
* **Transformation and change** – experienced in delivering E2E transformation projects involving establishing new ways of working together with organisational and cultural change. Experienced in the introduction of best practice governance arrangements and management reporting. Hands on leadership experience of introducing change across large organisations involving multiple work streams;
* **Benefits realisation –** experienced in identifying sustainable benefits from changing working practices and setting up management and project arrangements to ensure the changes stick;
* **Strategic Thinking:** strategic vision, planning, analysis and evaluation, business objectives focussed;
* **Commercial Management:** negotiation, risk transfer, tender preparation and evaluation, incentivisation, contract management and performance monitoring, continuous improvement;
* **Stakeholder management:** identification of needs, relationship building, feedback and satisfaction survey facilitation;

**CAREER HISTORY**

**March 2015 to May 2017 – Non-Executive Director – Liverpool Community Health Trust**

**June 2015 to current Director – GRG Consultancy (2015) Ltd**

Providing a range of business advisory services to various of clients including:

**Cambridge University Hospitals NHS FT** – Project Director responsible for the transition of pathology services back into the Trust following the dismantling of tPP, a joint venture company established in 2014 to deliver pathology services to six NHS Trusts. Established a series of workstreams led by SMEs and developed a project plan for the safe and secure transfer back into the Trust. Dealt with the central team established to dismantle tPP and liaised with key stakeholders across all trusts to ensure the transition.

**NHS South Cheshire and Vale Royal CCGs** – Associate Director of Transformation responsible for the re-commissioning of community services project through a Most Capable Provider tendering process. Responsible for leading a multi-disciplinary NHS team and commissioning of external legal advisers. Led the procurement process and all interactions with the incumbent and potential providers. Oversaw the preparation of submissions to the Governing Bodies and Clinical Commissioning Executive and worked closely with the Chief Executive, the two Chairs and Executive team on developing the process and delivering a new service provider. Successfully secured contractual close within the required timeframes.

**Better Care Together** (Morecambe Bay NHS FT, Cumbria Partnerships NHS FT, Blackpool NHS FT, South Cumbria CCG and Lancashire North CCG) – Worked in the Programme Management Office supporting the development and delivery of the Better Care Together Vanguard. Specific support included:

* Development of the requirement and a business case for the employment of an external organisation to develop a business case for the procurement of two new capital projects involving the development of Integrated Care Centres in Lancaster;
* Development of the OD requirements for 11 Integrated Care Communities including developing the procurement strategy to secure the services of external organisation(s) to deliver the requirements;
* Support to the Clinical Lead for an application to the Health Foundation for £500,000 of funding towards the development and delivery of the area’s Integrated Care Communities;
* Gathering the baseline data for 11 Integrated Care Communities as part of the process for their further development and implementation;
* Working with the CCG’s Clinical Directors, developed the project’s approach to the evaluation including the development of the procurement approach to secure an evaluation partner;
* Review and further development of the final business case with specific focus on the finalisation of the Strategic, Commercial, and Management sections for the Better Care Together Business Case for internal approval prior to submission to NHSI and NHSE.

**2011 to May 2015 Strategic Adviser – Northern Ireland Strategic Investment Board**

Seconded to the Northern Ireland Prison Service as part of its major reform programme with specific responsibility for the development and implementation of the estate strategy with the objective of transforming the service, the way it operates and securing benefits including cost reductions and staffing efficiency improvement.

My first challenge was to undertake a scoping exercise to understand the service’s requirements and thereafter to translate these into a portfolio of projects which were used as the basis for the strategy. The strategy was subjected to a full public consultation exercise during which I set up the project management arrangements to ensure the processes, governance, reporting arrangements and resources were in place to further develop the projects once the strategy had been agreed. This involved the development of the project management arrangements including the establishment of a PMO and procurement of external specialist advisers to support the development of the projects. Project teams were supplemented by in-house resources to create multi-disciplinary teams required to deliver multiple work streams.

I produced the first set of Project Initiation Documents for each of the projects which set out the programme management arrangements which included an overarching Programme Board chaired by the Director General. I also set up the individual Project Boards and reporting arrangements for each of the projects. I led the development of the Strategic Outline Case (feasibility) for each project which were then subjected to scrutiny by Department of Justice and Department of Finance and Personnel Economists, and once approved moved onto the development of Outline Business Cases which once approved signified permission to competitively tender the requirements via a full European Union procurement process which I managed with the support of the PMO and external advisers.

The programme comprised a series of major capital projects totalling some £260 million. Whilst procurement for some of the projects is ongoing, work is now focussed on the delivery method for the projects including development of the procurement strategies and proposals for post project evaluation.

**2004 – May 2011 Director – PricewaterhouseCoopers**

Project Director for a range of projects focussed on delivering performance improvement and business transformation. Also deeply involved in major outsourcing exercises in establishing partnering arrangements with private sector organisations involving multiple, complex transactions involving risk transfer, innovative payment arrangements and incentivisation mechanisms.

**Key Projects and Achievements**

* Defence Communications and Services Agency – set up and led the PMO for this multiple work stream project overseeing the development and implementation of the DCSA’s transformation blueprint. Starting with the DCSA’s strategic vision of transforming from a ‘provider’ to a ‘decider’ I began the assignment by setting up the PMO to manage multiple work streams being carried out by a multi-disciplinary team of consultants.

The team and I carried out scoping studies to identify current activity, roles and responsibilities which led to the development of an “As-Is” baseline. This was used as the basis for comparing and assessing the performance of the current organisation against best in class private sector organisations that had gone through a similar transformation challenge. Using the comparative data together with the identified user requirements, I led the development of the Agency’s future structure, roles and responsibilities involving the design and development of the new organisation and its staffing required to oversee the delivery of ICT and very specialist (e.g. Skynet5 military satellite) services across the MoD including definition of its target operating model, all of which was captured and presented in a full business case. This resulted in releasing two thirds of the existing staff numbers for other duties within the Agency thus expanding its business role and future capability;

* Business acquistion – critical advisor to the Board of Directors on the acquisition of a £65m revenue business. Identified the key issues for negotiation and developed the opening and closing negotiating positions and mentored the Board in its considerations and decision making process. As part of this process exerted influence to ensure Board members were joined up and bought into a single agenda. I also led a team that identified potential cost improvements that contributed to the development of a business case which was subject to review by the governing body enabling the deal to proceed once approved;
* PwC Account Director for UK Ministry of Defence – responsible for the portfolio management of multiple, multi-disciplinary teams working on diverse projects across the account. At its height, I was responsible for 12 projects with different teams working on each. The projects themselves were largely transformational in nature. For example, I led the team that undertook the analysis of the current support model for the Lynx Helicopter which involved developing the As-Is baseline and analysing it so as to identify how it could be improved. This involved the development of a business case which was subsequently approved by the MoD enabling the team led by me to successfully negotiate a new form of contract with private sector contractors via single source outsourcing.

The Lynx project formed the basis of an approach for other aircraft with the Sea King coming next, followed by Chinook and Merlin. The Sea King programme involved wrapping up 400 individual support service contracts run by various contractors in keeping the helicopters flying and on a cost plus basis. The objective was to pull these contracts together into a single contract that not only reduced the cost of support but also transferred performance risk to the contractors and at the same time incentivised them to deliver improved outputs in the form of increased aircraft availability. The projects represented a ‘leap of faith’ (i.e. contracting for performance as opposed to cost plus contracting), for both the private and public sector partners and required a significant hands on project management and transformational approach in order to overcome the hurdles and blockers to this programme;

* Greater Manchester Passenger Transport Authority – led a project team working on the development of a commercial and procurement strategy for a Congestion Charging and Transport Systems scheme which was part of a £3.7bn bid to the Department of Transport for investment in public transport infrastructure. This was a complex programme which required transformational change within the organisation and posed many operational and political challenges which meant that communication and stakeholder management were key. I also led the development of a work stream that involved the design of the retained client function taking into account the sensitive nature of the change and cultural and behavioural aspects of the existing workforce who were resistant to changes in the organisational structure and involvement of third party suppliers. This involved undertaking a scoping study into the current arrangements, developing and appraising alternative delivery models, monetary and non-monetary financial appraisals, risk assessment leading to the development of a business case that laid out the strategy for outsourcing the preferred option for future delivery.

**2002 – 2004 Managing Director – GRG Consulting**

Provision of business advisory services to both the public and private sectors.

**Key Achievements:**

* Worked with BAES on the tendering for a range of outsourced MOD service contracts which involved devising new ways of working for BAES, its business partners and for various parts of the MoD and armed forces. Plans developed for changes to working arrangements were delivered backed up by workshops to involve operational management understand the rational for the changes. Also to involve them in the development of plans to enable them to move forward into the new commercial environment;
* Invest NI – Project Director for the PFI outsourcing for a private sector partner to design, build, fund and operate a new HQ building in city centre Belfast. I was responsible for a multi-disciplinary team comprising a lead financial adviser, technical consultants and in-house staff. I was also involved in the selection of the legal advisers for the project.

The first challenge was to identify the user requirements as staff from three separate offices were to be brought together in the new building. I led a team that had to consider the cultural and behavioural changes required as the staff in the three offices operated in entirely different ways. This involved using a variety of techniques to communicate with staff including newsletters, town halls and focus groups to seek their views and gain buy in.

I led the As-Is assessment, developed the options for delivering the user requirements and the preparation of the business case that applied a full cost benefit analysis to identify the optimal solution. Business Case approval signalled procurement involving me working closely with the legal and financial advisers and leading to negotiations with the contractors leading to the selection of a preferred bidder and contractual close. The project was delivered successfully ahead of time and under budget;

* MoD Combined Aerial Target Systems (CATS) – successfully managed the preparation and delivery of the full business case for the CATS project involving scrutiny by the MOD’s Investment Approvals Board. This involved the mobilisation of a multi-disciplinary team dealing with the various facets of a complex programme and managing them to ensure they delivered to the required standards and deadlines.

**1988 – 2002 Director – PwC Consulting – UK**

**Key Achievements:**

* Worked on and led teams of consultants on a variety of outsourcing projects for both public and private sector clients. Services ranged from waste management, to building and engineering to training;
* Developed and delivered training courses for government departments including the MoD, Department of Transport and DWP on outsourcing, PPP/PFI and contract management and performance monitoring. Authored DWP’s outsourcing and market testing manual;
* Responsible for the full E2E programme management of this major redesign of the BBC in the Midlands and East involving the setting up and leading of a PMO and overseeing a team of in-house staff and external consultants delivering this multi work stream programme.

The transformation programme involved the review of all support, resource and programme making departments which were to be underpinned by the introduction of an internal market supported by a new IT system. This major transformational project took three years to plan and deliver and resulted in significant reorganisation of the BBC in the Regions including the outsourcing of non-core activities, the development and implementation of innovative working practices and the establishment of both the resource and programme making departments on a commercial footing resulting in increased outputs at lower cost.

I was responsible for directing the activities of a series of in-house resource managers and heads of programme production units (including the Breakfast Show, Top Gear and Gardeners World) the planning and scheduling of workstreams, performance monitoring and evaluation, collection and dissemination of intelligence and best practice information including running regular sessions for BBC unit managers on topics such as risk management and business planning. I led the development of the business cases for each of the workstreams and developed an implementation strategy for all services which involved strategies for post project evaluation and benefits realisation;

* Project Director for a £130 million capital spend PFI project for South Manchester University Hospitals resulting in the outsourcing of the contract to a private sector consortium led by Atkins. This involve setting up a PMO and overseeing a team of consultants (up to 25 at its peak) involved in the development of business plans for each of the service’s directorates. Each of the business plans contributed to the development of an overarching plan that captured the total requirement from initial business case to commercial and financial close and which was one of the first in the UK. Managed the provision of multiple disciplines and supported development of relationships with private sector partners many of whose objectives were clearly opposed to the clients. Overcame these hurdles to deliver successful outcomes;
* Project Director for the £485 million capital project for a new hospital for Central Manchester FT via PFI involving a feasibility study followed by two further contracts involving financial/commercial and estates/facilities advisory roles for the combined scheme;
* I was the Project Director for a number of defence outsourcing projects under the PFI banner from scoping and feasibility stage, to the development of the business case to post transaction integration. This portfolio of projects included “Project Allenby-Connaught”, the largest accommodation based PFI project in the UK to date valued at £1.2 billion with a support services contract worth some £125 million per annum. The programme was complicated by the inclusion of multiple sites, multiple stakeholders and multiple workstreams and included an identification of the As-Is situation, development of alternative options for delivery and a full commercial, risk and financial assessment leading to the development of a business case for the project. Once the business case was approved, I led the team in the development of the procurement process.

**1977 – 1988 Senior Consultant – North Western Regional Health Authority – Manchester**

**Key Achievements:**

* Led the recruitment, management, scheduling and mentoring of a team of consultants working across three Health Districts in the NW;
* Salford Health Authority - Review of the Finance Department – Improved working arrangements and reduced duplicated effort resulting in transforming the Authority’s finance function;
* Centralisation of Stores in Bury, Bolton and Rochdale HAs – Resulted in the establishment of a single centralised storage and distribution facility and elimination of storage facilities at each location;
* Salford Health Authority - Cost Reduction Survey – Carried out a survey that identified £6 million revenue savings to improve the Authority's financial position;
* Competitive Tendering – Project managed the outsourcing of a range of functions and led the support to both the client and in-house contractor teams in a number of Authorities and acted as the independent advisor on evaluation panels;
* Community and Paramedic Staff - Information Systems – Project managed the trials of hand held computers to capture and manipulate data in line with the Kőrner requirements;
* NWRHA Theatre Utilisation Survey - Involved establishing systems to capture a range of data to enable an analysis of utilisation of all theatres across the North West to be carried out. Reported on the results which drew national interest and led to transforming service delivery;
* NWRHA - Value for Money - Included undertaking a series of VFM surveys across the Region, setting up a newsletter (the first of its type in the NHS) and liaising with each Authority's VFM Officer in identifying schemes which could be implemented elsewhere.

**Qualifications:**

BA (1st Class Hons) in Business Studies

DipM, FCIM (Fellow, Chartered Institute of Marketing)

Diploma in Management Services, MMS (Member Institute of Management Services)

DBS registered

SC clearance until 2020

**Contact:**

Mobile 07802914859

Email geoff\_rossington@hotmail.com