

Kathleen Anne Harmeston

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Biography

Kath is a bold, creative and energetic Business Transformation Advisor and Non Executive Director with over 20 years coaching and delivery experience at C Suite Level.

Kath began her career in industrial research and moved into commercial roles in her late twenties. Her thirties were spent developing a career in management consulting, earning a reputation for being a disruptive leader, with expertise in designing and delivering innovative, multi-functional procurement change programmes across a range of sectors and countries, determined to develop a Function, which was considered subservient across Industry to Operations and Marketing.

She was promoted to Partner in her late thirties on the back of award winning programmes within Retail and Defence. Kath's unique skills in managing clients and their stakeholders, as well as internal objectives, budgets and consulting teams were applied to her next career move into Executive roles, in order to raise the profile of spend and supply management to Board Level.

Non Executive and Advisory roles were a natural progression for Kath, based on her experience in designing and delivering transformational change effectively, compliantly and quickly in Public Sector environments, entwined with many conflicting policies processes and practices.

She currently works on private sector start up projects and is an Advisory Board member for Breaking Barriers Innovations.

Kath is an Honorary Fellow of the Chartered Institute of Purchasing and Supply, and is a Freeman of the Worshipful Company of Educators. She is also a volunteer St Leonards NHS Hospice in York.

Education

1987

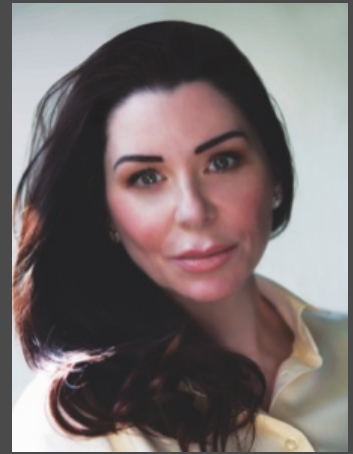
University Of Leeds

Bachelor of Science: Chemistry

2012

Chartered Institute of Purchasing & Supply

Honorary Fellow FCIP



Core Competencies

- ✓ Design and delivery of innovative and profit enhancing strategies;
- ✓ Change management facilitation across complex organisations and diverse cultures;
- ✓ Global sourcing and collaboration;
- ✓ Cross functional team management and education;
- ✓ Stakeholder and communication management;
- ✓ Complex contracts management and negotiations (with public procurement regulation expertise);
- ✓ Advanced supplier relationship management;
- ✓ Through life costing processes and rapid, effective cost reduction for multi-million spend portfolios;
- ✓ Innovation;
- ✓ Board advisory services;
- ✓ Risk and compliance.

Finalist for CBI "First Woman" Award 2012

CIPS

Advisory Board Member 2012

Work History

Breaking Barriers Innovations 2017-to date

Advisory Board Member

- The BBI Advisory Board, chaired by Professor Lord Patel of Bradford OBE, gathers together a select group of senior leaders from the private, public and third sector who are leaders in their fields of expertise, embracing areas including procurement, commerce, architecture and design, infrastructure, property and regeneration, technology and innovation, communications and social policy;
- Kath provides advice on procurement, supplier relationship management and facilities management.

Start Up Projects 2017- to date

Advisory Board Member and Project Manager

- Kath works on advising and managing projects for a privately funded venture in Sweden, which is planning to launch children's education games, books and various media projects.

DE&S (MOD) 2015-2016

Non Executive Director

- DE&S is a bespoke trading entity, and arm's length body of the Ministry of Defence. It manages a vast range of complex projects to buy and support all the equipment and services that the Royal Navy, British Army and Royal Air Force need to operate effectively;
- Kath sat on the Main Board to provide expertise on procurement, governance and supplier relationship management aspects of the DE&S transformation strategy and roll out plan. She also was a member of the Audit and Remuneration committees.

The Cooperative Group 2014-2015

Group Procurement Director

- This was a new role within the Group, during a time when the Coop was experiencing significant governance and cost issues.
- Kath was responsible for the compliant spend management of a £1.5 bn external indirect cost profile (all goods and services not for resale).
- The role also spanned Finance Systems and implementation of the Finance Transformation Programme and reported to the COO.

Highlights

- ✓ Breaking Barriers is an independent project with the principal aim of radically improving the delivery of public services across the UK for maximum social impact;
 - ✓ BBI facilitates open space for debate in which public service professionals, innovative suppliers, experts and other stakeholders devise new public service models based on innovative place-based working.
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- ✓ DE&S employs approximately 12,000 civil servants and military personnel around the UK and overseas and is responsible for over £12 billion spend portfolio spanning :
 - a) The procurement and support of ships, submarines, aircraft, vehicles, weapons and supporting services;
 - b) General requirements including food, clothing, medical supplies and temporary accommodation;
 - c) Inventory management

Work History

The Royal Mail 2009-2014

Chief Procurement Director & Facilities Management Director

- Responsible for the compliant spend management of a £2.2 bn external cost profile, under public procurement law, and 110 FTE.
- Responsible for the facilities management of a diverse range of building categories, with an internal budget of £0.5bn and 100 FTE.
- Reported to the CFO and sat on the JV Board, Group Investment Committee and The Group Executive Team. Was the senior advisor for the IT strategy programme.

Key Performance Indicators - Procurement

- Delivered £24m P&L savings after 4 months in post -2009;
- Delivered in aggregate over £600m cash savings for the Group 2009- 2012, equating to circa 8% of addressable spend, yielding an ROI of between x9.5 – x17.3 every year;
- Introduced supplier finance for the Group to support SMEs –releasing £30m in working capital;
- Embedded demand management for discretionary spends and delivered +£50m in zero based savings;
- Ran a cross functional Group cost transformation programme which delivered £304m on an addressable spend base of £1.4bn, over 6 months 100% compliance performance;
- Rolled out “forward looking” supplier relationship measurement & management programme for the top 50 suppliers, which was assessed by The Board quarterly;
- Secured 10 year advanced partnering arrangement with Lockheed Martin, driving open book costing and 30% total cost of ownership improvement.

Key Performance Indicators – Facilities Management

- Reduced budgets by £28m in year 1, with full compliance;
- Redesigned the department and reduced staff count by 33% in year 2
- FM headcount reduced by a further 45% as a consequence of launching a JV restructure in year 3;

Key Performance Indicators - Joint Ventures

- Established a new JV with Balfour Beatty (£1.8bn deal) driving £40m exceptional cash year 1 and £7m exceptional cash in year 2, plus 15% service cost reductions versus market rates;
- Incorporated and directed a new subsidiary for casuals and temporary staff to improve demand management of 8million hours of temporary labour.

Highlights

- ✓ Raised the role to Group Executive Team level in 18 months;
- ✓ Embedded interface management with Finance team and held monthly governance meetings The Group FD's to ensure all cost savings were fully auditable to bottom line;
- ✓ Achieved upper quartile AEP benchmarking status in 2010 (Best in Class);
- ✓ Achieved Gold Accreditation from CIPS 2012 (1 of 15 companies worldwide to have this status);
- ✓ Short listed for CIPS 2011 awards in two major categories;
- ✓ Won Best International Project for CIPS 2012 awards;
- ✓ Achieved Platinum Accreditation from CIPS 2013 (the only business worldwide to hold this status at the time);
- ✓ All Group Investments requiring procurement concurrence before sanction;
- ✓ Fully compliant low cost country sourcing process delivering 40% reductions- fully landed costs;
- ✓ Scored high upper quartile for FM and Procurement in Royal Mail Ipsos Mori surveys.

Work History

Atos Consulting/ KPMG Consulting 2000-2009

Managing Partner – Procurement /Defence

- After working through the ranks of Principal Consultant and Director Kath became Technical Advisor (strategic procurement) for Atos Consulting UK and Europe;
- Responsible for 2 P&L's in the business: Procurement and Defence;
- Managed a team of 80 FTEs (consultants) including training, bid management, delivery partner roles and sales pipeline.

Key Performance Indicators

- Achieved £15million in 2006 (delivered revenue) across public and private sectors, with an average utilisation of 70% across 65 staff;
- Year on year revenue growth of circa 35% from 2001;
- Increased sales by £1.5 million in the first 6 months after joining in 2000 (utilisation increased by 60%).

Key Programmes

- Took the technical sales and programme architect role for Europe's largest procurement reform programme (DLO- Defence Logistics Organisation) generating £43 million in revenue, spanning 3 years;
- Held Engagement Partner role for The DLO procurement reform programme – spanning £6 billion spend across 45 project teams (3 year programme). This programme employed 120 consultants and 300 clients at its peak and delivered over £200 million cost reduction. The programme was self- funding within the first year of activity;
- Led and delivered an award winning procurement transformation programme for The Boots Group – resulting in CIPS Kelly award and the MCA Award in 2002 and CIPS overall winner award 2004.

World Class Procurement Ltd 1998-2000

Managing Director

Key Performance Indicators

- Led a purchasing and supply chain interim recruitment start up;
- Embedded +200 procurement staff across a range of industry sectors;
- Facilitated a purchasing integration project within the FM sector, resulting in a business and purchasing strategy for 7 companies within the organisation.

Highlights

- ✓ MCA Gold Award 2005 for advanced procurement training in The DLO
- ✓ CIPS Best Public Procurement Project 2005 – The DLO
- ✓ Advisor on Defence Industrial Strategy (DIS) and Maritime Industrial Strategy (MIS)

- ✓ Built an alliance relationship with GPA Ltd.

Work History

QPA Ltd 1995-1998
Programme Director

Key Performance Indicators

- Responsible for the design and implementation of policies practices and processes across a new consulting start up, including design of IP for category management toolkits, team facilitation, collaboration workshops and procurement organisation design and governance.
- Successfully managed 6 major procurement change programmes within the public, pharmaceutical, automotive and beverages sectors (advising a combined £3 billion client spend portfolio);
- High quality facilitation and project management of multinational direct and indirect spend category teams, in The Drinks Sector, delivering +£300 million savings and value added within selected spend portfolios;
- Development and implementation of multinational spend collaboration processes for decentralised organisations in The USA and Europe;
- Designed and implemented a procurement merger strategy for 2 of the world's largest Drinks companies.

Philips Electronics 1993-1995
Senior Category Manager

Managed an annual spend £40m across direct materials for TV manufacture, based on “just in time” principles including PCBs, copper and plastics.

BASF PLC 1990-1993
Energy And Raw Materials Manager

Managed an annual spend of £50m across direct and indirect spends, for the continuous operation of polymer production. Coordinated the business requirements processes for the chemical development teams.

Courtaulds Research 1987-1990
Research Scientist

Ran R&D projects for cigarette filter production (tow), focussing on how to filter more toxins from tobacco.

Highlights

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