

Richard Sykes

26 School Lane, Fetcham, Surrey, KT22 9JU

e-mail: richardsykes@sky.com **Mobile:** 07500 339274 **LinkedIn:** www.linkedin.com/in/richard-sykes-3668271

- Citizenship British
- Consultant's home location UK

Profile:

Accomplished Programme Manager with extensive experience (22 years) in industries such as Utilities, Public Transportation, Oil & Gas, and IT. Proven track record of achievements from start-up phase to revenue yielding results. Expertise in creating success through staff development, customer focus; and profitability across all areas of the business. Influential ability to quickly evaluate, prioritise performance issues to devise and implement improvement through the application of technology. Experienced in both Waterfall and Agile Project Methodologies

Programme Management:

- Launched new business for National Grid, set up PMO including effective RAID structure, coached work-stream leads, managed diverse stakeholders and reported to steering group whilst mitigating risks and project inter-dependencies. Responsible for financial forecasts and budgetary management

Change Management:

- Generated a new business framework for Shell Logistics to re-construct their business whilst delivering over £10 million worth of savings annually.
- Coached the new CEO and Management Team of Premier Power to deliver savings of £6.7million. Developed an IR strategy to support the reduction of the operational staff by 180.
- Supported new Management Team as senior members were replaced.
- Key member of team that developed delivery strategy and tool set for major Supply Chain Programme for BGI

Project Management:

- 20 years' full project life-cycle experience from project preparation, stakeholder engagement and blueprinting through to realisation, final preparation and go live. Using both Agile & Waterfall methodologies
- **Agile**
- Qualified as AgilePM™, (DSDM) used Agile methodology in the delivery of Decision Tools for Network Rail ORBIS programme. National Grid Smart and Berkeley Group
- Lean Thinking – used lean techniques to develop and deliver the new business model for National Grid Smart

People Leadership:

- Built high-performing co-located and remote teams made up of client, offshore colleagues and third-party consultants. (Berkeley Group, National Grid, Network Rail, Premier Power, Shell)

Commercial Acumen:

- Strong commercial background - led software selection and contract process at Xoserve & National Grid Smart Limited
- Led Software selection and procurement processes inside and outside regulated industries acting for the client as well as leading and participating in bid activities (ClickSoftware, CSC, National Grid, Xoserve)
- Rationalised delivery of BI tools for Network Rail ORBIS programme by reducing no of delivery parties involved
- Have won business as part of numerous bid teams
- Ran business development activities for Dnastream (Smart Metering) and RTS Solutions Limited (Fault & Incident Mgt Software)

Client Engagement/Stakeholder Management:

- Led challenging engagements in Barcelona (Caprabo) at Director Level and UK (Vodafone) dealing with SI issues whilst developing strong relationships and able to offer constructive challenge where appropriate.
- Created forum and facilitated alignment of objectives amongst disparate group of Engineering companies to achieve the deliverables and implementation roadmap as set out by Network Rail.
- Managed cutover planning and execution for Network Rail EAM Programme to minimise disruption to the business.
- Experienced in turning around struggling projects (Vodafone Workforce Management Project)

Third Party Management:

- Highly experienced in working with and managing system integrators, vendors and service providers, both on and offshore, Cap Gemini (Orbis) Wipro (National Grid), Tata (EDF)
- Ensuring value for money and that demanding SLAs are met, as well as performance managing network service providers, infrastructure service providers and internal resources.
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Professional Credentials

- MBA
- Member of the Chartered Management Institute
- Member of the Chartered Association of Project Management
- CRB & Security Cleared (Disclosure No. 001332392843)
- GDPR Certified Practitioner
- AgilePM™ Qualified Practitioner

Solution Experience – Summary

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| <ul style="list-style-type: none"> ▪ IFS – ERP (SaaS) ▪ Maximo - EAM/ ERP ▪ ClickSoftware - Workforce Optimisation/Scheduling & Mobility solution ▪ RTS - Network Rail Fault Management System ▪ Microsoft tools ▪ Microsoft Office (Excel, PowerPoint, Word) ▪ Microsoft SharePoint (for Programme Management) | <ul style="list-style-type: none"> ▪ Unit 4 – ERP (SaaS) ▪ ABB Ellipse -EAM/ERP ▪ Oracle OBIEE/Endeca BI Tools ▪ RMS – On Track Machine Planning System for Rail Vehicles ▪ WebEx ▪ Microsoft Project |
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Professional Experience

October 2017 - Berkeley Group Limited - Programme Manager

- Roll out of IFS ERP (Finance, Procurement, Project Costing, Subcontractor & Document Management)
- Replace existing on-premise software with IFS SaaS solution for 26 Group Companies using Agile strategy
- Responsible for creation and management of project budget
- Establish and run PMO
- Develop roll out plan for 26 subsidiaries
- Review and revise Data structure develop data migration strategy and plan

Jan 2015 – September 2017 - DNASTREAM Limited

Xoserve - Business Separation Programme – Lead Consultant

- Establishing Xoserve as an independent company reporting to a revised set of shareholders, and separating from National Grid Shared Service Organisation
- Selecting and implement new SaaS ERP solution (CRM, Finance, S2P, HCM, Payroll)
- Create delivery budget and contingency against known risks, initial GDPR audit
- Coaching Xoserve staff to adopt new automated process flow-based software

National Grid Smart Limited - Business set up – Programme Manager

- Developed and mobilised project and systems to support the development of a new business (NG Smart Limited) from start up to first operational install of Smart Meters
- Delivered new ERP Solution (IFS Finance, CRM, Asset Mgt, Service Mgt + Mobility solution)
- Developed TOM (Target Operating Model) and approach to entering new market sector
- Establish Support Strategy, carried out GDPR and security audits per NG policies
- Mobilised programme using Agile delivery strategy
- Developed and managed IT procurement budget
- Established PMO and ran planning (MS Project) and RAID with a staff of 3

2014 to 2015 CSC - Network Rail - Solution Director

- Established Decision Support Tool Work Stream – developed Agile DST factory to support rollout of the Orbis Programme
- Developed Agile DST 'factory' to support ongoing develop of DST tools
- Took over and reduced budget by £3 million by reducing number of Consultancy companies involved

2010 to 2014 ClickSoftware - Programme Manager

- Delivered 70 client facing engagements in 5 years, developed (through internal tool) and managed programme and project budgets (fixed price and Time and materials). Involved in revenue generating activities such as client presentations and bid responses. Worked within global governance model to ensure all activities were compliant with company standards
- **Vodafone** - major upgrade of Workforce Management software and mobility devices for Field Engineers
- **BSkyB** – Established & Managed Support Function to stabilise relationship with SKY. Led software upgrade to support 'on boarding' & integration of outsourced workforce 700 engineers)
- **Caprabo (Supermarkets) Spain** - (Led design and delivery of planning system for management of staffing allocation to supermarkets across Spain)
- **Bristol City Council – Landlord Services** - Led introduction and integration of a Labour Scheduling and mobile solutions as part of a major change programme. First local Govt. contract for ClickSoftware improved delivery performance and customer satisfaction index (Tenants) – Key performance measure for Council and Central Govt. Sat on governance Board for Project as Software supplier representative.
- **EDF Energy - Gas/Electricity Metering Utility**, Led design and development of scheduling and mobility solution to gas metering business for 1,000 users, standard engineering staff, & Smart Metering installation and meter reading. Provided support to sales team during bid process.
- **National Grid – Onstream - Gas/Electricity Metering Utility**, implementation of scheduling and mobility solution to metering business for 800 users, integrated to Wheatley's work management system. First smart metering solution in the UK
- **Tyco Fire Protection Products (Europe)** – Led feasibility study for Tyco Fire and Integrated Services Limited (TFIS) to identify delivery strategy across Europe ClickSoftware Products and what the recommended approach to implementation could be. This feasibility study was conducted across TFIS organisation based in Germany, France, Spain and the United Kingdom, presented findings to EMEA Board

2007- 2010 RTS Solutions - Major Projects Director - Rail and Road Support Technology

- Delivered RTS Solutions Limited turn around post purchase from Receiver - increased sales by 23% in 12 months by leading business development activity. Stabilised and improved relationship with Network Rail.

2000 - 2007 AMT – Sybex -Senior Consultant

- **RWE Npower - Work Stream Manager Data Strategy**

Worked as lead in developing Data Strategy/TOM/ and management structure development (Roles & responsibilities) for new Data Management function, presented structure to and project approach to Data Npower National Data Steering Group

- **Metronet – Managing Consultant**

Facilitated Knowledge Transfer and Delivery Strategy lessons learnt form Network Rail to London Underground as part of EAM software programme

- **Network Rail - National Implementation Manager**

National I.T. Implementation for Mincom Ellipse EAM software and Change Management Program

A key player in the team which successfully delivered £50 million of revenue for Amt–Sybex Limited over 3 years from the Network Rail project whilst building significant client relationships.

Developed Programme into £50 million revenue stream for AMTSybex.