

Andrew Rogers

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Profile

Andrew's career as a Programme Manager and Business Design has spanned 20 years (at ICL Fujitsu, PWC and as an independent). In recent years Andrew has lead a number of transformational change programmes in Local, Central Government, for Non Departmental Public Bodies delivering many millions in savings re-shaping both back office and front office services.

Andrew has a rare combination of management skills, technical ability and a focus on delivering Customer Service Excellence on behalf of his clients. Andrew has developed national contact centres in multiple UK locations (at the Equality and Human Rights Commission where Andrew was the Transition Manager), through the design of customer facing processes (at Liverpool Direct), he trained contact centre staff in customer service skills (at Bristol City Council) and developed and implemented CRM (at LGA and Bristol City Council).

Most recently Andrew fulfilled the role of Programme Manager for DFID in the Turks and Caicos islands for the LGSS shared service, for Tower Hamlets and he currently leads a Programme to create a separate trading entity called Trading with Schools at Bristol City Council (where he has managed the transition to a new entity, recruited staff, defined all customer facing and operational processes and implemented CRM).

Andrew's success is born from an ability to influence senior stakeholders (Members, Senior Officers, Trade Unions and departmental business change managers), showing political sensitivity whilst also gaining the trust of operational staff, Andrew is also a trained facilitator and business process redesign specialist. Andrew has helped his clients transform their services and operational delivery by optimising business processes, workplace practices, financial practices and he has exploited new technology.

Andrew has a wealth of expertise at creating innovate business models, setting up shared services, joint ventures and different forms of partnership arrangements for Local, Central Government and NDPBs. Having lead numerous Local Government Portfolio based change programmes Andrew is able provide real insight in terms of what works and how to overcome typical challenges.

Professional Qualifications

- Bsc (Hons) Computer Science
- PRINCE 2 Practitioner
- MSP Practitioner
- Customer Service Specialist
- Trained Facilitator
- Executive Coach

Nationality Key Experience

British

- **Programme and Portfolio Management** – Programme Management roles on assignments that were often at the forefront of Government Policy. Particular expertise implementing change programmes; including recently leading the Estates Portfolio Programmes at Cardiff (£8M savings), leading the entire Public Sector reform for the British overseas territory in the Turks and Caicos (\$300M savings), setting up Schools Traded Services at Bristol City Council (£14M revenue business) and leading HR transformation and wider reform at Tower Hamlets (£7M savings overall).
- **Customer Excellence and Contact Centre Design** – Andrew has a passion for helping customers provide excellence in customer service, he does this through a facilitated design process of Customer Journey Mapping. He then works with clients to translate these maps into new ways of doing business and new ways of transacting with them. Since the early contact centre design that Andrew led setting up Liverpool Direct in 1999, business models, be
- **Organisational Design and Process Design** – Andrew's career of more than 20 years started when he lead a team of business analysts redesigning business processes for clients. Andrew was part of a small team that developed the Processwise Business Analysis methodology for ICL Fujitsu, a forerunner of Six Sigma. When Andrew then joined PWC he developed their Enterprise Architecture methodology that defined processes and systems (business and IT) across an enterprise (including partners and organisations forming the extended enterprise). This provided a framework, standards and guidelines for numerous programmes. In the years that have followed Andrew has become a business design specialist, who is also recognised as being able to implemented the required organisational changes (through ICT deployment, formal staff training and hands-on coaching).
- **Implementation of ICT Solutions** – Andrew has programme managed ICT led programmes through-out his career, including desktop roll-outs for an insurance company and a PCT, the rollout of MOT Computerisation, the upgrade of the HR and Payroll at Tower Hamlets, the implementation of CRM (at LGA, Redbridge and Tower Hamlets) and the upgrade of a number of Benefits and EDRM systems. On a recent assignment Andrew was an adviser to the interim IT Director in the Turks and Caicos where the

entire IT infrastructure for the Civil Service is being designed, procured and implemented from scratch. At Bristol City Council Andrew has defined the Enterprise Architecture for the new Trading with Schools external trading entity and is directing the implementation of a new online ordering system and new CRM system, and specifying the middleware to link this to the BCC Finance System (Agresso).

- **Procurement and Contractual Negotiations** – Andrew's procurement and contractual experience has been extremely varied. Throughout his career Andrew has been an adviser to PFI negotiations, advised on joint ventures and outsource models, has led negotiations for the replacement of major ICT Systems (CRM, Business Intelligence, Enterprise wide Finance, Procurement, Payroll, HR, Network Infrastructures) and has lead commercial lease negotiations as well as the negotiations on a number of major construction projects (a new highway, water plant and causeway).
- **Stakeholder Engagement** – Andrew's senior positions have required him to engage with a range of stakeholders at all levels. Engagement with staff at junior levels as part of the process of gaining buy-in, with middle to senior managers as part of the process of embedding procedural and policy changes and with strategic level stakeholders including Ministers, Members, CEOs. Equally Andrew has had to engage with external stakeholders such as members of the public, citizens, service users and suppliers as part of shaping, defining or selling a new service or policy.
- **Financial Modelling** – Andrew has strong financial modelling skills, all of the programmes he has lead have required him to build the financial models for the programme or programmes and he then presents these models to a range of stakeholders (including the CEO, the Governor, CFO, Members, Ministers and those at Director Level). These models have then formed the basis of budgets, business cases and full options appraisals that Andrew has helped his client develop into implementation programmes.
- **Managing Business Change** - Andrew has ability to build empathy with those affected and is trusted to deliver because of his track record in implementing organisations where new structures and the processes are aligned to strategy and where the people affected by the change have been treated with respect. Andrew provides training at all levels of the organisation and is seen as a coach and mentor to senior executives. The very nature of the portfolio programmes that Andrew leads means that there is often ambiguity and uncertainty. Andrew is skilled at bringing order to complex scenarios particularly where portfolio programmes contain a range of disparate programmes, with multiple dependencies, varied outcomes and dependencies and a required shift culture.
- **Skills Transfer** – All of Andrew's assignments involve a high degree of skills transfer, Andrew prefers to leave his clients with the capability to be self-sufficient. He is often involved in recruiting his permanent replacement. As such Andrew can deliver formal training courses, he is also skilled at coaching and mentoring individuals at all levels in the use of the tools and techniques he deploys.

Recent Experience

November 2012 – Date

CYPS Schools Change Specialist - Bristol City Council (BCC) - £14M Revenue Business

Andrew is employed as the senior business architect and Programme Manager for the Bristol Trading with Schools programme (one of 5 in a portfolio change programme), and is tasked with leading the design of a single schools services trading entity. He has defined the Enterprise Architecture Model for all the existing in-scope business processes. Andrew has then through a facilitated re-modelling programme produced the Target Operating Model for the new entity. The TOM includes the business processes, organisational structure, the Enterprise Systems Architecture and the Information and data flows for the new business processes. Andrew is currently defining the interfaces between the Trading with Schools new order management and CRM systems and the BCC Agresso Finance System (which is itself a new implementation). As the senior business Architect Andrew is working alongside the Trading with Schools Programme Team, the Agresso Implementation Team and the BCC CYPS Children First Programme Team.

Now that Trading with Schools has gone live Andrew is acting as a coach to the senior management team, monitoring the performance of all customer-facing service areas and implementing changes to operations as required. This has involved business process change, creation of new monitoring systems and formal training of staff.

March 2012 – 5 November 2012

Programme Director and Business Change Specialist to the Public Sector Reform Programme – Turks and Caicos Islands (TCIG) - \$300M Savings

Andrew was recently the Programme Director for the reform of the whole of the Civil Service for this territory following the suspension of the government where the UK Government has provided a loan guarantee and put in place a Governor-led Interim administration. The programme was ambitious in both scope and timescale. The programme has had to bring together a number of existing initiatives and projects into one co-ordinated change programme. The programme had three high priority elements; rightsizing of the TCI public service including restructuring of Ministries, making significant and urgent progress with the implementation of new procedures/working practices and enabling and empowering senior Turks and Caicos Islands Government (TCIG) officials to make sustainable change. As well as being the Programme Director Andrew led design workshops to develop the Target Operating Models to move the Civil Service from 9 Ministries to 5. Andrew also facilitated further business modelling workshops to develop the target operating models to move the smaller islands to a district model based on one-stop shops

Accountable to the TCIG Chief Executive and working in partnership with TCIG Permanent Secretaries Andrew provided support to a team of change management specialists from the UK. Andrew ran a competitive tendering exercise to select the consultants required to deliver the work and this team has also been supplemented with local staff that are with working groups across the programme. The internal teams have received formal training and on the job training so that when the initial phases of the programme are complete internal capability remains to take the work forward. The working groups include representatives from the trade unions and external statutory bodies. A key aspect of Andrew's role was ensuring that the programme work streams were effectively co-ordinated and move forward with pace.

Key work elements included estates rationalisation and workplace design, organisational restructuring, a pay and grading review, creation of a performance appraisal system, training and skills transfer, creation of a contracts and procurement regime (including an internal audit function) and wholesale replacement of the IT infrastructure (including enabling IT for flexible working). Andrew is also working alongside the Permanent Secretary for Finance, the FCO and DFID to bring the budget to a \$20M surplus position; this key milestone has been achieved and elections took place in early November 2012. In the last 2 months Andrew led the commercial discussions for a number of capital infrastructure projects, including the construction of a new causeway between two of the islands, the procurement of a new water plant and the resurfacing of the main highway on the main island. When Andrew concluded his work he had left the territory with a end to end Enterprise Architecture Design (Business Processes and ICT roadmap), the programme had rationalised the civil service, balanced the budget and left the internal team with a Phase 2 programme plan that will go on to implement a digital enabled structure.

July 2011 – March 2012

LGSS Shared Service Programme Director - Northamptonshire and Cambridgeshire County Councils and Norwich City Council - £34M Revenue business

Andrew was employed as a Programme Director by LGSS to manage the restructure of Northamptonshire and Cambridgeshire ICT, HR and Finance services, as they become a joint operation for the LGSS Shared Service. LGSS is a shared service for ICT, HR, Finance, Payroll, Procurement and Legal Services. Given Andrew's HR and ICT knowledge he was ideally placed to manage this transition. Andrew worked with senior managers to come to a revised structure (Target Operating Model) for ICT HR and Finance. Andrew also defined the LGSS IT Strategy and LGSS IT Services Catalogue. Andrew also defined an LGSS on-boarding process.

Andrew also programme managed the implementation of the new structures through the consultation process, the job matching, selection and recruitment processes. Given the differing arrangements at the three councils, this process involved harmonisation of grades and terms and conditions. This transition needed to be flexible enough to accommodate new LGSS partners and customers as new Councils joined LGSS. In addition to this Programme Management role Andrew was also the bid manager for the on-boarding of Norwich City Council. Andrew's ICT knowledge enabled him also to complete an independent IT audit of all three councils so that an LGSS IT roadmap could be produced.

December 2010 – August 2011

Estates Portfolio Manager – Cardiff Council – Our Space Workplace and Estates Programmes - £8M savings

Andrew was employed at Cardiff Council as the Estates Portfolio Manager leading a range of Land and Buildings Programmes. Andrew defined the programme structures, defined the products to be delivered and researched the options available to the Council in rationalising their Office Accommodation (Our Space), defining new workplace practices, defining new ICT solutions and proving the financial due diligence. Andrew presented a detailed Target Operating Models/ Blueprints to the Executive (including financials). The Blueprints included full business costs and set out anticipated benefits. The Executive signed off the Blueprint at which point the project moved into implementation.

Andrew transferred tools, templates and techniques to Cardiff staff that they still use. Andrew gave the internal teams structure, gave advice in relation to project governance, management of risk and adoption of project management best practice. From an HR

perspective Andrew was able to bring expertise and template policy documents in relation to home working policies, mobile policies, policies in relation to working in an open planned office and ICT specifications for mobile working kit, flexible working kit and a typical ICT specification for a home worker. This transfer of knowledge was a key objective for Andrew and something that is fundamental to his approach. Towards the end of the assignment Andrew worked with external suppliers to pull together detailed costings for the re-fit of County Hall.

June 2009 – December 2010

Programme Manager HR Transformation Programme and Portfolio Manager/Advisor Transformation – London Borough of Tower Hamlets - £7M savings overall

Andrew was initially employed by the Corporate Director at Tower Hamlets to deliver £1.5M savings per annum within the Human Resources (HR) Function. This involved setting up an 18-month programme to modernise the service. The Programme centralised all transactional and administrative HR, Payroll, Pensions and Organisational Development Functions of the Council. Andrew also took the role of Senior Business Analyst developing the required Target Operating Model for the new HR and OD Service. The HR and Payroll System were also modernised (to bring in self service, web based functionality), all business processes redesigned and major external contracts re-negotiated.

Andrew not only defined the programme structure and the governance arrangements but he also selected the internal project team following an internal advertisement for individuals to be seconded as Project Managers and Business Analysts. The secondments were seen as development opportunities for the individuals and following the selection process Project Managers were selected to run specific workstreams. Each secondee was set development objectives, given formal training and one to one coaching. Andrew worked with the team to produce the programme blueprint (Target Operating Model) and business case. Throughout the 18 months Andrew managed this programme, monitored benefits delivery, the budget and developed strong stakeholder relationships. Given Andrew's background in Process Redesign he also facilitated the redesign of all HR and OD business processes (all of which were modelled in Casewise). Prior to the delivery of a varied training programme Andrew and the HR team completed a skills audit and training needs analysis. Andrew also Project Managed the Work Space Project that brought in open planned working, flexible working practices, including hot desking and home working and this included the design of new mobile and flexible working IT solutions.

Andrew Programme Managed not only the HR and OD restructure but also managed the team that implemented Northgate Resourcelink Self Service and E-Recruitment (this including concluding contractual negotiations). This implementation involved changes to policies, procedures and training of all managers. Self Service was a key driver of cultural change making managers responsible for managing their staff and re-positioning HR as the professional advisor. As part of this systems implementation the updated systems were interfaced with the online recruitment system.

In the last 5 months of Andrew's assignment the CEO appointed Andrew as an advisor to the wider Transformation Portfolio Programme, as Tower Hamlets attempted to cut all budgets by 20% overall over the following 18 months. Andrew facilitated workshops with the Directors and Service leads to identify the first cut of savings. He then worked with internal programme managers to define the Transformation Portfolio and then went on to facilitate workshops for priority areas of redesign (OD and process).

August 2007 – June 2009

Programme Director for The Rent Service (TRS/HMRC/VOA) an executive agency of DWP.

Andrew led TRS through the 22-month programme to transfer the functions, staff and assets of TRS to the Valuation Office (VOA). Andrew was the architect of the Programme, which was a joint TRS and VOA (HMRC) Change Programme. Andrew reported to the Chief Executive of TRS and was answerable to the Secretary of State for the success delivery of the Programme. The Programme was divided into 7 workstreams (Programme Management, HR, Finance, Due Diligence, Communications, ICT and Organisational Design) with all the workstream leads reporting to Andrew for the delivery of their Projects. The Programme had a budget of £12M and involved engagement with a range of stakeholders including DWP, VOA, Local Authorities, Tenants and Landlords.

April 2006 – August 2007

Adviser to the Local Government Association (LGA)

As a long term adviser to the LGA Andrew carried out varied assignments for the LGA over a period of 5 years. This last assignment required Andrew to bring together Customer facing processes at both the LGA and IDeA in the development of a shared Customer Relationship Strategy (CRM). Andrew worked alongside both the LGA and IDeA as the ICT function was outsourced.

November 2005 – August 2007

Service Delivery Programme Manager for the Equality and Human Rights Commission (EHRC) Transition Programme

Andrew initially worked as an independent advisor to the Programme Board, Steering Group and Ministers (for the three sponsoring departments) monitoring delivery of key products for this time critical and politically sensitive environment. In the early stage of the programme Andrew worked extensively to engage with a wide range of stakeholders across all the Equality strands. In the final phase Andrew was responsible for the management of the workstreams to design the new helpline, website and worked alongside the HR and IT teams in the design of operational business processes. Andrew has to fulfil both a business analyst and project management role for EHRC.

Earlier Experience

Programme Manager and Business Analyst for Ryedale District Council (RDC) and Hambleton District Council (HDC)
Revenues Partnership

Programme Director/ Change Manager/Business Analyst, VOSA Organisational Restructure Programme

MOT Computerisation - Roll-out Programme Manager – VOSA

Change Manager/Advisor at DVLA Change Programme

Foreign and Commonwealth Office – VISA Entry Change Programme (Operational Changes - Processes and Systems in Pakistan, Turkey and France)

Project Manager at LGA – LG Connect Programme

Programme Manager and Managing Consultant for Business Process Redesign - *London Borough of Redbridge*

Expert Review of the Digital Library System Project, *British Library*

Business Process Re-Engineering/Organisational Development of Liverpool City Council

Customer Relationship Management Systems Design – Investors in People