Bob Menlove

Bob.Menlove@gmail.com | 07780 546383 | LinkedIn: https://www.linkedin.com/in/bobmenlove

PROFILE

Interim Senior Programme Manager who delivers high profile, large scale, complex business transformation programmes. An enthusiastic leader with demonstrable award-winning proficiency who drives team output, programmes/projects to convert business vision into service acceptance; with changes delivering outcomes with tangible benefits. Incorporates best practice; negotiates strongly and fairly to build robust relationships at all levels, integrating vendors to customer acceptance and beyond.

KEY ACHEIVEMENTS

Commercial infrastructure:

- Global Microsoft Cloud platforms for Barclays – 140,000 users, BP - 20% improvement to network, pilot for British Airways. Catalyst for Best Practice and Cloud Service Integration at **Microsoft** whilst working on clients' sites with **Barclays, BP & British Airways.** Identified client needs, ensured buy-in, performed health checks, introduced governance, integrated vendors and generated a strong stakeholder communication through transition to service. Planned future customer acceptance to complete Cloud Transformation Roadmap for digital TV and Mobile banking.
- ITIL award for Global Service Management for **DHL** (saving 20%).
- Created part of Portfolio Management for **BP** and **EDF**.
- Created Agile Delivery team of 80 for **Legal and General**.
- System integration for team of 400 for SHL, now part of **Gartner**.

UK Public Sector:

- Recovered £36m programme, which since won award with £7M saving across the UK road network in year 1 of service. Strengthened relationship between **Highways England** and private US-based software company, with Board level go/no go presentation. Defined and tuned an internal programme process and reporting to match government success criteria that has helped to shape the Road network for the future.
- Presented business case and mobilised organisational programme for 3,300 Ambulance staff. Gained acceptance from Trustees and Executive Boards of Business case and then led organisational transformation at **NHS South East Coast Ambulance Trust.** Built a PMO and programme team and implemented strong governance, despite weak sponsorship owing to considerable Board changes. Programme developed into a Trust Recovery Strategy, to close gaps in Care Quality Commission targets and move to South East Coast HQ, with leadership at all levels.
- Recovered the first step of an under-achieving £5m Digital Transformation Programme at **Ordnance Survey,** critical to opening digital channels and spearheading UK Geotech sector (big data, GPS and mobile), from Global competition (such as Google). Integrated organisational strategy, portfolio management, programme governance with a new Agile delivery model.
- Set up and delivered £10m **DEFRA** Food AI Programme (Government Award from CEO Food Standards Agency).
- Online £40m NHS TV Service on **Sky** – 40% customer increase.
- Recovered £68m NHS big data consortium.

CORE COMPETENCIES

Programme & Project Management	IT Service Delivery Management	Senior Stakeholder & Vendor Management	Business Process Re-design	Programme Governance
PRINCE 2, AGILE & ITIL Practitioner	Digital & IT Transformation	Change Management	Disaster Recovery	Risk Management (RAID /MoR)

EARLIER CLIENTS	
VISA Europe, Unilever, DHL, M&S, NHS SOUTHAMPTON PCT, EDF, SHL, Legal & General, NHS DIRECT, DH & DEFRA	
EDUCATION & PROFESSIONAL DEVELOPMENT	**AWARDS**
MSc Food Technology, **BSc (Hons) Chemistry** PRINCE 2, AGILE, ITIL, MSP FOUNDATION	DHL: **ITIL Project of the Year Award** for DHL Global 24/7 Service Management System DEFRA: Government **Special Award** for Design, Vendor Selection and Commercialisation of Food Safety Software Globally
TECHNICAL CAPABILITIES	**PERSONAL & INTERESTS**
SDLC, RAID, AIP, Secure Islands, ADRMS, OFFICE pro plus, Cloud, office 365, Exchange Online, AZURE RMS, SOA, ORACLE, SQL, OLAP, YAMMER	UK Citizen, Mobile across UK and Europe Charity worker for Swimming club, Lifetime love of Sport

INTERIM EXPERIENCE (2003 – PRESENT)

2018 – present. **Advisor on Product Development and Business Roadmaps**
Advised Start-up on product and AWS Cloud platform roadmap with AI and blockchain components, tackling a $100 billion market opportunity by 2023.
Supported an E-commerce Bulb company to sharpen its technology and increase its product market by defining strategy and roadmap.

Mar 2017- Dec 2017 **Microsoft -** Cloud Transformation: **Programme Manager**
Led multiple Microsoft interdependent commercial Cloud transformations on client sites. Integrated Microsoft components (Design, Testing, Transition, OA, Service Design and acceptance, including Regulatory and customer acceptance), built an Azure O365 foundation, for data security (AIP, Secure Islands, ADRMS, Office Pro Plus) and planned user migration and customer acceptance.

- Successfully transitioned 100 users live for **Barclays**, paved the way for 140,000 users complying with Regulators Requirements for data security. Delivered significant part of the Cloud Transformation Roadmap on Barclay's journey to regulatory compliance for the new world of online financial services, by integrating communication to cross-vendor team of 100. Provided significant direction through Programme Board, which engaged and integrated the transformation to a successful service.
- Led a pilot for **British Airways** to evaluate the benefits of using Cloud for Technical Director Sponsor, across 15 technical and Architecture leads, incorporating Office 365, Windows 10 and intune/mobile applications. Pilot was an opportunity for workforce of 41,000 and customers to see benefits of the mobile experience with each other, to improve service and engagement for the brand.
- Implemented O365 using conditional access and drove benefit to 75000 users through additional network improvements, for **BP** globally, leading to quicker deployment of upgrades, network connectivity with faster insights and decision-making.

Delivery to these brand leaders expanded Microsoft's cloud services profit 35% year-on-year.

Nov 2016- Feb 2017 **Dr Foster** – Recovery of Transformation Programme**:   Programme Manager**
Created governance and plan to recover Big data and Business Intelligence transformation programme (£68m), for GPs and CCGs across Yorkshire and Humberside.
- Restructured the Governance, reporting, team structure, cohesion and engagement – Executive Board, Design Authority, RACI.
- Classified impacts of change on stakeholders and developed change control, monitoring time, scope, cost, quality.
- Linked the External facing and governance with internal delivery across the consortium. Strengthened Agile scrum, introducing MSP, PRINCE2, and MoR best Practice principles that centred on velocity and outputs.

Programme is now on a roadmap that seeks to make a positive, cost-effective contribution to the transformation of healthcare services in England.

Jan 2016- Sep 2016 **South East Coast Ambulance Service –** Organisational Transformation: **Programme Manager & Head of PMO**
Business case created, presented and accepted by Trust and Executive Boards.   Provided continuity, as the Transformation Programme Director changed in period of extraordinary pressure. Established a Transformation Recovery Programme and PMO and established clear benefits. Scaled up Programme team to 10 and handed completion activities to internal delivery team.
- Set up PMO and frequent reporting to Executive Board and supported engagement and communication towards leadership at every level across 3300 staff.
  - Developed a Portfolio, Programme Management approach (templates, frameworks, staged gate process, MI dashboard delivery) integrated with Regional ambulance service delivery, to sit within overall Trust Governance. Identified programme inter-dependencies and managed resources and dependencies.
- Acted as the Business Change Manager; ensured that business as usual activities were not affected by the change and addressed impact of the bereavement curve - managing the change control and resolution processes for all issues escalated to the programme.

Programme provided the structure to start tracking performance, prioritising needs, delivering to service and led to Trust and Executive wide Board changes to meet the Care Quality Commission Requirements, which is still an ongoing challenge in the latest Annual report.

Aug 2014- Dec 2015 **Bentley & Highways England -** Recovery of Transformation Programme: **Programme Manager**

Recovered £36M Software as a Service "SAAS" programme. Built presentation that successfully convinced Highways England to continue with the programme. Set up the Governance for a joint Bentley/Highways England reporting structure at Programme and Board level and mobilised a joint team plan to deliver client IT Asset Management system for Highways England users. Strengthened relationship between US based software company and Government client. Handed over to new permanent Programme Director to shape the Road network for the future.

- Determined Highways England's priorities for service improvement, including developing and monitoring service planning systems and procedures.
- Created governance (Programme Board, Design Authority), recruited team, stabilised quality, change control and risk processes to secure delivery of benefits.
- Influenced people with different agendas to adopt new concepts and different ways of working, effectively embedding the benefits of the change.
- Motivated and inspired the Senior Management Team to continually deliver to Highways England Board.

Programme has now contributed to an entirely new network system, covering 21,900 miles of roads, saving GBP 7.02 million.

Sep 2013 - Jul 2014   *Several short-term Recovery and Business improvement assignments*

Jan 2013 - Aug 2013 **Ordnance Survey** – Recovery of Digital Programme: **Programme Manager**
£20m flagship Programme to support a raft of innovative new digital products was behind plan and failing.

- Established an Agile Delivery team for the full delivery lifecycle, that set direction, priority and focus by removing barriers and establishing consistent velocity.
- Set up the Digital Programme that linked to Portfolio Management and OS Strategy to swiftly transition from print to digital framework as UK solution for Geotech
- Took a highly analytical but practical and pragmatic lead role in the strategic management and delivery of programme milestone and outcome targets.

Initiation of Digital roadmap programme transforming paper maps (2million produced per annum) to a platform that spearheads UK Geotech sector (big data, GPS and mobile).

Apr 2012 – Oct 2012 **DWP (Remploy) –** Site Closures: **UK Southern Region Project Manager**

- Closed 5 Southern factories, terminated all supplier contracts and facilities during a politically sensitive Paralympics.
- Motivated staff during redundancy and provided guidance on skills re-development.
- Managed the switch of factory sheltered supported people with disabilities into mainstream employment and scaled operations (contracts, suppliers, strict health and safety, disability, legal, HR).

Created platform for Remploy to leave Government ownership in 2015, providing health and employment services for more than 2,500 businesses.

Mar 2011 – Nov 2011 **Bank of America & Premium Credit -** Vendor Integration: **Project Manager**

- Business transformation that managed vendor selection to outsource print (due diligence, technical, process, security and data integration with supplier to integrate with E-commerce system, that Generated £3m of benefits after TUPE of staff.
- Created and implemented a new contract for service, incorporating Bank of America standards into Client and Vendor.

Sep 2010 – Mar 2011 **DHL-** Integration of a new supply chain solution with the NHS: **Project Manager**

- Created Business case for NHS through London Procurement Programme and partnership with St Georges Hospital (£60m potential saving).
- Created strategy, business case, defined product opportunities and commercial opportunities, qualified opportunity with London Procurement Partnership.
- Created auctions, product switching and market tenders, via OJEU.

Challenged current system for procurement in the NHS, as precursor to commercial partnerships and improvements in NHS Supply chain.