

Scotland-based Business and IT project manager with business analysis skills and experience. Working in both public and commercial sectors, I mix IT implementation projects with shorter, often part-time, IT consultancy. On IT implementation roles I bring experience of successful benefits delivery through bespoke and standard (Prince 2 and Agile) methods. I have delivered through the full life cycle from vision, through business case to planning, implementation and benefits delivery.

IMPLEMENTATION OF BUSINESS AND IT CHANGE

- **Working to, or defining, models for governance** and project management (Ultimate Finance, Scottish Enterprise, Wise Group)
- **Planning and managing projects**, to time, scope and budget using RAID methods and plans (£7m programme at National Records of Scotland (NRS), £2m programme at Capita)
- **Monitoring progress** against detail and high-level plans (NRS, Wise Group, Capita)
- **Gaining stakeholder support**, reporting directly to Boards (Wise Group, NRS, Ultimate Finance)
- **Budget** estimation, forecasting and allocation (£2.5m at NATS, £300,000 at Ultimate Finance)
- **Business case** creation and maintenance (NATS, NRS, Carbon Trust)
- **Programme Assurance**, including Digital First (Scottish Enterprise),
- **Getting the best out of people**: staff, contractors and 3rd parties (Scottish Enterprise, Wise, NRS)
- **Providing reports and communications** material to SRO, Board and PMO as appropriate
- **Managing suppliers'** contracts and performance measurements to drive service quality and efficiency improvement (Wise Group, Ultimate Finance, NRS, CIWEM, Research Councils of the UK)
- **Managing procurement, tenders** and bids (Wise Group, Healthcare Improvement Scotland, NHS Education for Scotland, NRS, CIWEM, NHS Healthcare Improvement Scotland)
- **Improving performance** through mapping, modelling and re-engineering processes (Scottish Enterprise, Scottish Parliament, BSKyB)
- **Documenting business requirements** through interviews, workshops and research (Scottish Enterprise, Harris Tweed Hebrides, NHS Healthcare Improvement Scotland, NHS Education for Scotland, Ultimate Finance)
- **IT Systems implementation**: Package and bespoke IT solutions and service implementations (Ultimate Finance, Wise Group, NRS), agile methods (Scottish Enterprise, Wise Group, Ultimate Finance, Scottish Enterprise); waterfall requirements (Scottish Parliament; Research Councils, NHS Healthcare Improvement Scotland)
- **IT Systems review and improvement planning**: IT Due Diligence for investments (see page7) for private Equity investors YFM EP, Livingbridge and the Greater Manchester Investment authority
 - Records and Document Management (Page, White and Farrer; NRS)
 - ERP requirements and planning (Harris Tweed Hebrides)
 - CRM, ERP integration (Association of Accounting Technicians (AAT))
 - SaaS solutions (Traveltek),

ACADEMIC AND PROFESSIONAL

BSc (Hons), Chartered Engineer (British Computer Society), PRINCE 2 trained and experienced, APM member
CLEARANCE: Previously SC, now expired, CTC (Jan 2018), Basic Disclosure Scotland

SUMMARY OF RECENT EXPERIENCE

Ncam Technologies	IT Consultant	Mar 2019
Scottish Enterprise	Project Manager	August 2018 – current
National Records of Scotland	Project Manager	May 2018 – August 2018
YFM Equity Partners	IT Consultant	April 2018
The Scottish Parliament	Project Manager	Dec 2017 – Mar 2018
Ultimate Finance	Programme Manager	June 2017 – December 2017
Superglass – Stirling (part-time)	IT Consultant	March 2017 – Nov 2017
Edinburgh International Convention Centre (part-time)	Project Manager	March 2017 – June 2017
National Records of Scotland	Projects Manager	April 2015 – March 2017
Chartered Institution of Water and Environmental Managers	Project Manager	Oct 2014 – April 2015
Wise Group	Project Manager	December 2013 – October 2014

NCAM Technologies**IT Consultant (external)****Mar 2019**

The business is seeking investment for growth in UK and US. I researched, prepared and submitted a report on the quality and robustness of IT systems and processes at this London head-quartered business providing augmented technology to film, broadcast and games industries.

- review of existing technology infrastructure and organisation against industry best practice
- identification of risks to scalability and sustainability
- documentation of risks with prioritised recommendations to address these risks
- communication of a formal report
- sign-off of the formal report by senior stakeholders in the business.

The business is seeking investment for growth in UK and US.

Scottish Enterprise**Project Manager****August 2018 – Mar 2019**

Working with the project sponsor and a cross-functional team of senior managers, I delivered the design of a new end-to-end IT service for the main business function of delivering grant funding to Scottish businesses. For the process design, I

- facilitated a ten-week series of cross-functional requirements gathering workshops
- documented the outputs in Visio and Excel using BPMN notation.
- prepared requirements specifications, using these outputs, for:
 - IT development and procurement roadmap
 - procurement and integration of IT (including Dynamics CRM)
 - writing of user stories for agile in-house agile development to facilitate the new process.
- During my time at Scottish Enterprise I contributed and co-ordinated responses and evidence for Scottish Government Digital First Assessments on two separate projects.

Scottish Enterprise supports 10,000 businesses and distributes over £80m in grants annually. *The new process increases quality for Scottish Enterprise and its customers (with more 'right first time' applications) and significantly reduces operational costs.*

National Records of Scotland**Project Manager****May 2018 – August 2018**

Following a previous long-term engagement, I returned to provide an options appraisal, business case and plan for improving the processes for GDPR compliance and Freedom of Information (FOI) Requests. The role included:

- Working directly for, and reporting to, directly for the Senior Responsible Officer
- Researching requirements from senior departmental managers
- Working with a small internal staff team
- Developing, and gaining agreement to assessment criteria
- Assessing options
- Analysis and design of to-be processes and performance measures
- Preparing process change and technical development roadmaps to facilitate change

The re-engineered processes and systems will reduce effort, simplify monitoring, improve quality management and facilitate scalability of these important processes across the business

YFM Equity Partners**IT Consultant (external)****Mar 2018 – April 2018**

On behalf of the investor, I researched, prepared and submitted an IT Due Diligence report, on a business offering specialist IT network consultancy and services to medium and large organisations, to support a £2.2m equity investment. This included:

- review of existing technology strategy and infrastructure against industry best practice
- identification of risks to business scalability and sustainability
- documentation of risks with costed and prioritised recommendations to address these risks
- communication of a formal report
- sign-off of the formal report by senior stakeholders in the business and the investor company.

The Scottish Parliament**Project Manager****Dec 2017 – Mar 2018**

Reporting to the SRO, and working to the Parliament's Prince 2 methods, I developed an Options Appraisal, Business Case and development roadmap for a major re-refresh of the digital technology, organisation and processes that deliver the Official Report of the Scottish Parliament.

This required:

- identifying and analysing options for improvement from a range of sources including:

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- recent parliamentary customer research
- internal stakeholder views
- the capabilities and offerings of peer national parliaments including the House of Commons, The Parliament of Canada and the National Assembly of Wales.

To assess and select systems for improvement I:

- created, through interviews and workshops, a set of 180 high level business requirements
- documented these against a standard format using Excel, MS Word and drawing tools
- conducted workshops to appraise and prioritise options.
- Prepared a plan and timetable for procurement, development of the new digital solution

Following options appraisal, I prepared a business case which was approved by the Parliament's budgetary governance bodies and will be used to guide implementation as funds become available.

Ultimate Finance

Projects Manager

June 2017 – December 2017

I managed a set of projects for end-to-end implementation of an MS Dynamics-based digital solution with the required business process change across the multi-site 400-person business to scope, time (6 months) and budget (£300,000) by:

- working with executives to create, an appropriate, sustainable governance model to engage the support of stakeholders
- planning the delivery of change projects current, and planned, across the business
- employing and proving the new approach by implementing a business-wide digital service for loan products
- managing project teams for: systems development; business readiness and stakeholder engagement
- managing a 3rd party software developer to contract, quality, budget and timescale.

The implementation progressed through phases of requirements gathering (waterfall for core requirements), design, development (agile for user interface and refinement of functionality), implementation and acceptance concluding with a return to business as usual support processes for the new system.

Superglass – Stirling (part-time)

IT Consultant

March 2017 – Nov 2017

I was engaged to deliver advice, guidance and mentoring for the IT project manager on an implementation of an ERP system as part of the business being integrated into a Russian conglomerate. The mentoring included:

- Setting up governance
- Guidance on communication and influencing skills
- Provision of templates for planning and performance monitoring
- Establishment of progress monitoring.

The implementation was completed successfully over this period with the business functions servicing manufacturing, sales and service using the new IT system and providing the information flows required by the new organisation.

Edinburgh International Convention Centre (part-time) Project Manager

March 2017 – June 2017

I delivered an information systems review with costed recommendations and priorities for Edinburgh International Conference Centre. This included:

- Requirements gathering
- Structured assessment of the match between current systems and business strategy
- Plan for procurement, development and integration of new systems

The review was accepted for implementation.

The engagement reviewed, revised and gained approval for a business case to replace strategic systems. This provided investment and a prioritised and resourced plan for implementing change to improve sales and the quality of service delivery through existing staff and outsourced security, catering and IT support services.

National Records of Scotland

Projects Manager

April 2015 – March 2017

I managed the first (18 month) tranche of development of systems for Scotland's National Digital Archive using formal Scottish Government consistent processes, as implemented by the Programme Management office (using Prince 2), for risk management, business case, procurement and programme management to MSP methods.

I worked directly with the Programme Director to develop a full plan, business case, and first annual update for a six-year £7m programme to deliver a fully justified, digital preservation systems, process and infrastructure, to form Scotland's National digital archive. I went on to manage, with contractors and eight internal staff, the first (18 month) programme tranche to meet the mandatory obligations of The Keeper for preservation, in perpetuity of the records of the government of Scotland. Each of multiple individual projects was based on a simplified business case, evaluation of options, risks and cost benefits

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- Delivery, through full OJEU tender, of a web archiving service, including waterfall definition of functional and non-functional IT hardware and digital systems requirements, a new service model and a supplier selection process. The international specialist supplier to design, refine and deliver the service model and quality monitoring processes now in place for Scottish Government and some of its agencies
- preparation and submission for formal assurance reviews by Scottish Government and, separately, technology assurance business partner
- development of digital tools for forensic archival data interrogation. This included internal development and a phase of collaborative development with a University of Edinburgh Informatics team
- design and implementation of a multi-tier, multi-petabyte, open source, digital preservation solution, using cloud and locally hosted and managed infrastructure, to support NRS's obligation for 'preservation in perpetuity', this included early work on the service model for the new system
- maintaining on-going executive and stakeholder engagement through meetings, presentation, regular formal reporting to Steering Group including the Keeper (Chief Executive), Senior Responsible officer and senior executives.
- recruitment of contract and permanent staff
- departmental re-location

Chartered Institution of Water and Environmental Managers (London, part-time)

Project Manager Oct 2014 – April 2015

I developed and oversaw the delivery of a process and CRM-based membership system improvement plan.

This professional membership business was moving from a traditional set of Georgian terraces to new premises suited to open plan working and had, through their Trust Board, appointed the Chief Executive to chair the Board and had taken on a new Chief Executive. I was engaged through the Board on a consultancy basis to:

- review the operational efficiency of the business
- develop, through stakeholder workshops, improvements to processes and systems
- mentor the new Chief Executive.

We identified, through these exercises, and agreed a need for, investment in systems to exploit business opportunities and improve the range and quality of services offered to members.

I continued to work with the Chief Executive on an occasional basis to plan and direct the implementation to ensure benefits realisation over the next 18 months.

Wise Group (Glasgow and North East of England)

Project Manager December 2013 – October 2014

I delivered the planning, design and implementation of a digital solution (including MS Dynamics, mobile portals for delivery partners and a Business Intelligence platform) and the business process change required to support a new Lottery-funded, 5-year, programme, [Talent Match North East](#) for the support of young people experiencing difficulties in securing employment. This Lottery-funded £8.7m programme, with central services in Glasgow, will deliver services to disadvantaged young people across the North East of England to provide, training, support, mentoring and develop to enhance their employment prospects.

I was subsequently engaged to lead the IT implementation. Reporting to a Board member, I managed the project and its integrated solution for data management, with staff project managers and 3rd party technology and service suppliers, including projects for:

- the specification of waterfall requirements for a suitable systems solution and a formal tender for a supplier and systems development
- the procurement and agile development (with a 3rd party supplier) of a mobile-friendly "digital partner portal" for use by the partner businesses
- the management of delivery of a comprehensive digital solution (by a 3rd party supplier)
- the procurement of a data management, business information and visualisation tool, Qlikview
- final agile development of the systems solution to match the needs of the 20 delivery partner businesses
- design and implementation of suitable new processes for communication and data management for this programme. The roll out included communication and training in the new integrated service model for the staff and management of the 20 partner businesses contracted to deliver the service as well as in-house management, monitoring and support staff
- monitoring and reporting progress to Board level and management of the project resource and budget (including £100,00) for the 3rd part development and software tools acquisition
- Working with existing business analysis staff to develop their skills, through training, templates, samples, and guidance in requirements gathering, process mapping, systems delivery quality monitoring and systems testing to acceptance.

The legacy of this project is a supportable, sustainable, secure and scalable systems set of systems, processes and skills that will serve as a basis for future integrated service delivery, continuous improvement and management best practice.

Page, White and Farrer (London, part-time)

Project Manager

2015 - 2018

PWF is a Patents Attorney practice. I was engaged, by a managing partner to:

- understand perceived weaknesses in internal IT systems and process that were leading to quality failures, inefficiency and business risk.

I developed an approach that involved:

- the formation of a change team comprising six sector-based secretaries, crucial to business operation
- leading this team to develop skills in process mapping, requirements gathering and process improvements
- identification and definition of new ways of working
- define changes to IT systems and processes
- implementation of improved IT systems, with 3rd party suppliers

These changes:

- measurably improved operational quality
- developed skills in the secretarial team
- facilitated new ways of working for attorneys and trade mark clerks
- reduced administration effort (by 50%)
- through the removal of paper from multiple processes:
 - freed up valuable central London space to the extent that a floor was made available for letting out commercially
 - enabled the business to open two remote offices with the new paper-free processes.

Scottish Natural Heritage (Inverness and Scotland-wide) IT Consultant

Sep – Dec 2013

I was engaged within a small consultancy, through tender, to understand requirements and deliver a strategy, procurement and implementation of a new intranet infrastructure.

I worked with business stakeholders, through interviews and workshops to develop an intranet strategy and implementation plan for SNH to support a procurement of new technology. I gathered requirements from across the business, documented, agreed and prioritised these for a tender to identify technology options and vendor selection. The project also delivered the design, development and implementation plan for the procurement and development a new intranet infrastructure to meet the needs of this 800-person public body. The intranet serves as a tool for communication, information management, records management, document control and the collaboration required for partnership working.

Volunteer Development Scotland (Stirling)

Project Manager

May 2013 – August 2013

Establishment of new ways of working and improved IT to support a re-branding and re-launch of the business, through a new website with new online services. The objective of the project was to improve the range and quality of services offered to customers. The project was planned and delivered in a series of Agile Sprints with cross-functional teams.

General Assembly of the Unitarian Church (London) (part-time)

IT Consultant

April – July 2013

Provided a review of existing membership, web and finance systems and plans for refresh of systems and external website with the objective of providing members with better access to information and services. Delivered a plan for selection, procurement and implementation of new cloud-based Financial and CRM systems that were implemented successfully over the next year.

Capita Health and Wellbeing (Croydon and the Midlands)

Project Manager

Dec 2012 - Apr 2013

I developed, and planned in detail, a programme of work to achieve a £2m, in-year, saving on operational costs. The engagement involved the development, planning and initial delivery of a broad programme of information systems, process and organisational improvements to provide a financial return that is critical to the business plan of the Organisational Health business. Individual work streams are owned by the ten members of the Senior Management Team.

Carbon Trust

Multiple part- and full-time projects of 3-12 months

Full-time

Change Projects Manager

2005 – 2013

Jan 2012- Nov 2012

Over this period, I was engaged on an annual basis by Carbon Trust to set up and manage a UK-wide change portfolio of full-time and part-time emissions reduction programmes with local authorities (including Aberdeen City, Glasgow, Stirling), health boards, colleges and universities (including Glasgow, Abertay, West of Scotland, Queen Margaret, Glasgow Caledonian and Stirling universities in Scotland and Oxford Brookes in England) as part of a nationwide carbon management programme.

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Each programme required me to work with internal programme sponsors (usually Chief, Financial, Corporate Services, Estates or Facilities Executive or Vice Principal) and programme managers. The programme involved working with these individuals and their teams to identify and plan and implement the change required to deliver opportunities for emissions reduction that could be financially justified and would deliver measurable benefits over a five-year programme. Each programme was published and set a formal target for CO₂ emissions reduction (typically 15 – 30%). Each programme plan developed included a set of detailed business cases for the investment of funds and resources to deliver the required benefits. The business cases were developed to the standards required by the specific public authorities.

NATS (Southampton) Programme Manager Sept 2011- Jan 2012

As Programme Manager with budget responsibility for the initiation phase, I planned an IT infrastructure Implementation (to NATS Prince 2 methodology) to deliver new technology and business readiness across 5,500 staff, managing a budget of £2.5m using an MSP approach. This was fully documented for approval by management, executive and consultancy management. NATS is a complex distributed business with multiple senior stakeholders in engineering, administration and the various distributed locations who were all engaged in the governance process and agree roll plans.

Healthcare Improvement Scotland (Edinburgh and Glasgow) IT Consultant July - August 2011

Research, development and documentation of functional and technology-based waterfall requirements, through interviews, high level process mapping and stakeholder workshops to facilitate the selection of a new CRM system to facilitate the implementation of a new organisational structure and processes through a successful public sector competitive tender.

NHS Education for Scotland (Edinburgh) IT Consultant April - June 2011

Research, development and documentation of functional and technology-based waterfall requirements to facilitate the selection of document management and intranet infrastructure through a successful public sector competitive tender.

Research Councils of the UK - Shared Service Centre (Swindon) Projects Manager Apr – Dec 2010

The programme was for the design and development of a 600 person Shared Service Centre to deliver and provide customer service for Finance, HR, Procurement, Payroll, IT and Grants functions on behalf of the seven UK Research Councils. *The seven UK Research Councils employ 13,000 people nationwide and distribute over £1billion in grants annually.*

I led a project team of internal staff and external suppliers to prepare the new organisation. The design was, for stakeholder approval, documented formally in terms of service and performance management requirements, process design and organisational structures to meet the service needs of the seven Councils. I managed, with this team, a number of work streams including the integration of contact and service elements of the Oracle ERP solution being implemented with outsourced delivery services, to introduce common processes and procedures across the seven councils.

Heriot-Watt University IT Consultant Jan-Mar 2010

Development of business case and plan for the implementation of a Research Information System to improve the management and control of publications and formal submissions for Research funding.

Bank of Ireland (Dublin, 10 months) Project Manager Feb – Apr, July – Nov 2009

Led the definition of a group-wide strategic business architecture, systems Operating Model, business case plan to implement a centralised document management and workflow solution.

BSkyB Contact Centres(Livingston, 18 months) Projects Manager June 2007- Nov 2008

My role was to secure local (Scotland) implementation of process and technology initiatives from head office in Brentford.

CONSULTANCY PROJECTS (part-time, examples)

Association of Accounting Technicians (AAT) (part-time) 2014

I designed and established a migration plan to a new operating model for a South African joint venture.

Highlands and Islands Enterprise (HIE Western Isles) (part-time) 2015

I prepared a set of investment priorities for systems and process improvements aligned to business plans for SMEs supported by the local Enterprise organisation.

Harris Tweed Hebrides (part-time) 2016

Full **Requirements** definition and tender process development for the procurement of an ERP solution.

YFM Equity Partners and Livingbridge 2008 – 2019

Delivered IT Due Diligence and investment plans, for Private Equity businesses, including:

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- [Matillion](#) - Business Information Systems Provider
- [Traveltek](#) - SaaS for Travel Agents
- [Up](#) - Executive Recruiter – Up
- [Nigel Frank](#) - IT Recruiter
- [B2M](#) - of Software for Rugged Devices
- [4Net](#) - Telephony Service Provider for major government and commercial businesses
- [Optimize](#) - SaaS Recruitment Management
- [Sitedesk](#) – integrated 3D modelling and document management for construction
- [Prime Document](#) – digital document distribution for large businesses
- [Sipsynergy](#) – digital telephony services for SMEs

Example project: **Matillion** is one of Amazon’s small number of AWS “Big Data Competency” holders worldwide. Its two key products include a data integration platform that has a rapidly growing portfolio of Fortune 500 and “Born-On-The-Cloud” “tech” customers, as well as a **SaaS offering, delivering powerful business intelligence and easy-to-use self-service reporting for customers across the UK, United States and EMEA.**

My report assessed the resilience, supportability and security of software and development platforms used and specifically the feasibility and effort required to take the service to new platforms which would allow Matillion to access a wider potential customer base. My recommendations were accepted and acted upon.

EARLIER PROJECT EXPERIENCE

Abbey National/ Santander (Bradford, 10 months)		Project Manager
Bank of Scotland (now Lloyds) Mortgages		Business Analyst
Allied Irish Bank (Dublin) Credit Cards		Project Manager
Allied Irish Bank (Dublin) Customer contact operational model development		Business Analyst
Abbey National Bank (Milton Keynes) now Santander Mortgage	Business Analyst/Project Manager	
Lloyds TSB		Business Analyst
Tesco Bank	Review and improvement of contact centre processes	Project Manager
Barclays Bank	Requirements Definition for EDMS	Project Manager
Royal Bank of Scotland Group	Multiple projects over a five-year period	Business Analyst
Collinson Insurance	Review and improvement of operational processing	Strategy Consultant
Axa Ireland	Review and improvement of Claims processes	Project Manager
Further Projects with Scottish Provident, Scottish Amicable and Standard Life		