

David Picknett BA(Hons)

Head of ICT, Project and Programme Manager Transformation and Strategic Change Leader

SUMMARY:

An accomplished ICT Professional, Project and Programme Manager with a proven track record of delivering technology based business change. Has successfully delivered transformational projects including supporting technology, business process and people change. Extensive experience of driving efficiency through ICT and process projects and by working with external partner organisations and strategic partnerships.

A skill set which combines knowledge of ICT and the benefits it can deliver to an organisation with the ability to design and lead major projects.

Key Skills & Methods:

- Project Management (Prince)
- Portfolio & Programme Management
- Agile Project Development
- Strategic ICT and Change Leadership
- Service Analysis and Redesign
- Business Process Management (LEAN)
- ICT Operational Leadership (ITIL)
- Change Management & Benefits Realisation

Competencies:

- Strong focus on delivery
- Excellent communicator and influencer
- Effective manager and leader
- Strong performance manager
- Strong analytical skills
- Excellent stakeholder management
- Seeks innovative solutions to problems
- Positive 'Can Do' attitude

Industry Sectors:

- Local & Central Government
- Mobile Telecoms
- Food Retail
- Audit & Accountancy

CAREER CHRONOLOGY:

May 2015 – Mar 2017 Rural Payments Agency (DEFRA) – Senior Project Manager (Contract Position)

- Responsible for the project management of the core software solution for the Common Agricultural Policy Programme for 2015/16 which oversees over £1bn of payments each year. This project was delivered successfully from May 2015 onwards having previously been in difficulty.
- Developed flexible tools to manage, control and report project activities using an agile and waterfall methodology and ensuring that the solution integrated with other work streams and suppliers of the main DEFRA CAP Delivery Programme.
- Responsible for the day to day management of the supplier of the core software product with a budget of around £8m per annum. Introduced key controls to ensure that the supplier delivered what was required to the RPA's specification and Digital By Default standards.
- Reported progress, issues and required decisions to main DEFRA programme board within RPA.
- Established a stakeholder network to ensure the project delivered in accordance with requirements and that issues were resolved as smoothly as possible.

- Adopted a 'hands-on' approach to resolving project problems day to day to achieve very tight timescales for delivery.
- As the programme reached conclusion, produced project plans to oversee the transition from managed programme to business as usual.
- Acted as deputy for the core solution product owner service delivery manager in his absence.

Nov 2008 – Aug 2014 Cornwall Council - Head of Information Services and ICT Programme Delivery

- Responsible for the delivery of an £80m outsourced Strategic Partnership Project with BT whose scope covered all aspects of ICT service delivery and document management. Led the ICT negotiations throughout the procurement phase, led the implementation of the transition and designed and established an intelligent client function within the Council. At the point of my leaving the Council the contract was on target to deliver targeted 18% savings.
- Led the business case, procurement and implementation of an Oracle ERP (E-Business Suite R12) into Cornwall Council and its arms-length companies. Adopted a hands-on approach to ensure the project was successful and stakeholders were engaged. Modules covered finance, procurement, HR and payroll, Self Service, Hyperion and Org Plus. Led the systems integration (Capgemini) service relationship throughout the project.
- Implemented a series of process and technology focused shared services business transformation projects. Designed to deliver council wide efficiencies while preserving service quality levels for customers. Components included Windows 7 Upgrade, ERP (Oracle), CRM (Lagan), Document Management (OpenText), Housing and Revs & Bens (Academy & Civica)
- Following the Unitary merger, led the Information Services and Programme Delivery team. Responsible for application development projects and support, business partnering, information management and security, datacentre and network infrastructure, end-user computing and document management.
- Upon the creation of Cornwall Council was responsible for the consolidation of the ICT and document management for 6 District Councils and 1 County Council in Cornwall. Merger involved complete service restructure and downsize of the team as well as development and implementation of technical change projects to ensure service delivery was maintained and cost savings achieved. The merger resulted in over £3m per annum savings and there were no major service failures throughout the period.
- Responsible for working closely with customers to ensure that project delivery was aligned with their objectives and provided innovative solutions to business requirements. Developed customer feedback mechanisms and action plans to ensure responsiveness to project customers.

Mar 2007 – Oct 2008 Cornwall County Council – Unitary Programme Manager

- Successfully managed the One Cornwall Project and ensured that it met its strategic objectives on time – six District Councils merged with Cornwall County Council.
- Responsible for planning the programme and ensured its overall success by managing risk and resolving issues and initiating corrective actions.
- Responsible for stakeholder management of the chief officers and elected members of the Council.
- Led the development of Project Managers and the Programme Management Office to ensure the effective and efficient delivery of all individual project priorities and ensured the management of dependencies and interfaces between different projects. Ensured the project was delivered in line with Gateway Standards.
- Responsible for engaging and managing the Deloitte Consultants involved in making the Programme a success.

Jan 2006 – Feb 2007 Cornwall County Council - Deputy Head of ICT Delivery and Projects

- Led the definition and development of strategic technology business solutions for Cornwall County Council. Managed a series of projects and services that introduced new systems and more efficient LEAN processes to the Council. Ensured projects delivered in line with Gateway Standards.
- Responsible for the ICT Strategies and Policies adopted by the Authority and ensured compliance.
- Created and led an ICT Business & Strategic Solutions Team to deliver business process and technology benefits to the Council and its partners. This team included Business Partners, Software Developers, DBAs, Application Support Staff and Project Managers.
- Worked alongside Chief Officers within the Authority to define their strategic business requirements and match these with suitable technology projects and approaches that ensured their required outcomes were achieved.

Apr 2004 – Jan 2006 Cornwall County Council - ICT Development Programme Manager

- Responsible for the ICT Strategy for Cornwall County Council and the development and implementation of the projects to deliver it.
- Developed and managed the delivery of a Council-wide programme of major corporate and departmental projects to deliver the outcomes required by the authority. Led the Business Process Re-engineering (LEAN) components of the projects in the Programme.
- Responsible for business partnering and account management services which ensured the efficient and smooth delivery of ICT to customers.
- Created and managed a project management team and supporting processes which ensured the effective delivery of the project portfolio, and the accurate reporting of progress, budgets, issues and risks.
- Led the development of the authority's Application Development, Application Support, and Database Administration Services

Nov 2002 – Mar 2004 Cornwall County Council - ICT Applications Manager

- Responsible for the development projects relating to ICT Applications for all departments of the council.
- Responsible for a team of 30 developers, analysts and database administrators creating software solutions for the Council, including development of suitable software standards and quality audits.

Mar 2001 – Oct 2002 T-Mobile (UK) – ERP (SAP) Programme Manager

- Programme Manager for the successful implementation of SAP ERP across the whole UK business – programme budget £40million. System Integration Programme delivered on time and budget.
- Modules implemented included finance and control, business planning, networks management, sales and distribution and procurement and logistics. Managed contract and relationship with external system integrator - PriceWaterhouseCoopers.
- Developed extensive change management programme to ensure implementation was successful and more streamlined processes adopted.

Jul 2000 – Feb 2001 T-Mobile (UK) – Commercial Projects Manager

- Responsible for the delivery of a portfolio of major business and IT projects delivering new products and services to UK customers.

- Led cross-functional project teams (including marketing, IT, HR, Commercial, Finance and Distribution) to ensure that projects were delivered on time, within cost and to agreed specifications.
- Managed all project documentation, including project plans, budgets, risk and resources.
- Responsible for communications and stakeholder management within the rest of the organisation and use of specific tools to ensure that business change was as effective as possible.

Jan 1997 – Jun 2000 Safeway Stores PLC – Commercial Systems Programme Controller

- Responsible for the creation of a Strategic Systems and Process Vision for the Commercial Division, and the production and management of series of projects to ensure it was delivered.
- Responsible to the main Board Directors for successful identification, development and implementation of major business systems, initiatives and their related business processes.
- Management of IT and Business cross divisional team resources and liaison with key business personnel. Coordination of IT support teams as they began to support the implemented new system and HR Training Teams as they trained the systems and processes in.

Feb 1992 – Dec 1996 Safeway Stores PLC – Internal Auditor

- Responsible within Business Controls Team for internal consultancy quality review projects of IT systems. Working with IT management and the business to develop sound controls and business processes to derive maximum benefit and minimum business risk from IT resource. Involved in project covering IT efficiency and effectiveness review of all Safeway IT systems and processes working with Andersen.

Jan 1990 – Jan 1992 Joseph Miller Chartered Accountants - Auditor

- Statutory audit assignments and preparation of accounts. Development of IT solutions for clients. Assessing business needs and carrying out staff training.

Oct 1986 – Dec 1989 Deloitte Chartered Accountants – Accountancy & Audit Trainee

- Design and execution of audit approaches as part of Audit Team

QUALIFICATIONS:

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| 2005 | NVQ LEVEL 5 in Operational Management |
| 1983-86 | BA (Joint Honours) Economics & Law – University of Newcastle Upon Tyne |
| 1983-86 | 4 A Levels – Economics, Politics, History, General Studies |
| 1981-83 | 8 O Levels |

INTERESTS:

Boating and Sea Fishing
Community Volunteering (see below)

VOLUNTARY ACTIVITIES:

2001 – present Treasurer & Trustee of Mousehole Preschool Organisation
2003 – present Treasurer of Mousehole Sea Salts & Sail Festival Association

CONTACT DETAILS:

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