

Professional Profile

Operations & Transformation Director with a consistent record in exceeding financial targets via process analysis and redesign, strategy development and global programme management, identifying ways to deliver higher standards, at pace and at lower cost. Extensive experience in contact centre management, development and outsourcing utilising an effective, focussed and supportive leadership style, building and leading diverse international teams of 1000+ and enabling global capability/growth. Expert in simplifying the complex with an excellent eye for detail as well as high commercial acumen.

Core Expertise

Operational Set-Up & Management • Senior Sales & Service Leadership • Business Process Design (DMAIC & DMADV) • Project & Programme Management • Business Growth & Strategy • Utilities Provision & Innovation • Big Picture Thinking • Critical Analysis • Problem Solving • Contract Negotiation • Outsourcing & Offshoring • Cost Reduction • Collaboration • Recruitment • Team Building & Leadership • Team Motivation & Development • Customer Service & Retention • Communication • Relationship & Partnership Building • Senior Stakeholder Management & Engagement

Career History

Director of Transformation | DHSC (Test & Trace) / UKHSA, UK (*Contractor*)

Jun 2021 – Dec 2021

Brought in to support and review the end to end Track & Trace process for the Department of Health & Social Care, identifying multiple opportunities to both save money, and improve service for citizens.

- Introduction of new industrialised and sustainable technology solution to support millions of outbound calls to citizens, at a significantly lower cost. Implementation and optimisation of solution saves in excess of +£130m in 2021/22 (Q4), with retrospective savings exceeding this.
- Identified and implemented several other opportunities, including ability to run specific CRM outbound campaigns as well as moving organisational thinking in to a “Cost per transaction” approach
- Supported outsourcing retendering process for up to 50k FTE (Peak), including both technical and commercial aspects of the process, and seeing through to contract offering (One of the largest outsourcing contracts in the UK) in order to setup the UKHSA for many years to come

Director of Global Resourcing | OVO Group, Worldwide

Apr 2020 – May 2021

Post OVO’s acquisition of SSE’s utilities retail business in early 2020, responsible for leading the OVO offshoring strategy & programme, managing multiple partners worldwide. The role is split cross 12 different departments and lines of business, leading 6 direct reports in the UK, South Africa and the Philippines.

- Created and delivered the outsourcing and offshoring strategy, optimising both Group service and savings
- Spearhead and drive technical and process innovation using new technologies to deliver better than budget financial performance, underpinned by commercial terms that commit suppliers to reduce the cost to serve
- Identified programmes of works to offshore to the Philippines and south Africa – totalling 2000 roles (customer services, back office and collections) throughout the COVID-19 pandemic
- Achieved world class GPTW status with Telco, Sales and departments
- Consistently achieve significantly higher than average company scores in quarterly Peakon employee surveys
- Collaborated with senior managers and Board members throughout OVO group, and in-country, CEO & COO level partners across the globe in order to build and maintain relationships
- Negotiated a new deal with an existing partner to TUPE up to 1,500 staff along with the transfer of multiple sites to solve unforeseen financial and property challenges faced during pandemic, worth £111M over 5 years
- Sourced, negotiated with and secured all outsourcing partners

LSE-listed (since 1995, FTSE 100 (since 1998) multinational utilities company headquartered in Perth, Scotland, supplying energy, phone and broadband to as well as boiler cover across the UK.

Offshoring Program Director, Worldwide

Jul 2018 – Apr 2020

Managed SSE Retail's offshoring programme, laying groundwork for offshoring Smart Metering Appointments and Billing back office in previous role. Offshored a total of 500 staff, delivering savings of £5M+ in first year, with overall plan identifying annual gross savings of £30M+. Led 4 direct reports and a team of 12.

- Successfully onboarded outsource and offshore partner (in 2016) and onboarded multiple partners in late 2019 to deliver a multi-location, multi-pricing strategy
- Offshored Smart Metering Operations of 700 staff to Manila in July-December 2018, saving c. £5.4M
- Achieved 5 more NPS points after offshoring, and reduced customer acquisition costs from c. £11 to £5.50

Head of Billing, Income & Smart Integration, UK-wide

Feb 2018 – Aug 2019

Operational responsibility for 1,000+ internal and external staff UK wide to control and deliver accurate, timely domestic billing for retail accounts. Integrated Smart S1/S2 into all service areas operationally and created a high-performing billing and back office function that drives customer and commercial business improvements, reducing customer dissatisfaction via effective on-boarding and processes.

- Reconciled payments and bank accounts, improving billing accuracy and enhancing cash collection and financial performance along with other areas such as Metering and Registrations
- Worked in initial stages of scoping and managing the offshoring of SSE Retail operations offshoring
- Tendered for business process outsourcing to cope with peaks in demand, signing a contract with Sitel
- Achieved Billing Code accreditation as well as 5 stars on the CAB league table for fast and efficient switching, raising it from 1 star in 2017
- Drove significant cost reductions and service improvements, improving all key metrics including cash collection, customer experience, NPS (c. 10%), and halving customer booking times

Head of Smart Integration, UK Wide

Sep 2015 – Feb 2018

Setup and managed the Smart Metering Programme (including trials, process design, recruitment of 30 staff, back office design and integration of SMETS1 technology into Customer Services & Sales, partnering with and leading 3 Accenture staff). By 2018 SSE had full smart metering capabilities & function. Regularly represented SSE at Ofgem & BEIS meetings.

- Negotiated onboarding of SSE Retail's first outsourcing partnership, from RFP through to contract signing
- Built and managed an internal and external appointment setting team of 700
- Ensured submitted targets to Ofgem were achieved to within agreed tolerances

Head of Sales Operations, UK Wide

Sep 2013 – Feb 2015

Led all aspects of Retail (B2C) UK inbound & outbound domestic telephony-based sales including Gas & Electric, Water, Heat, Power, Broadband and Telecoms, generating £20M+ annual revenues. Led complete operational redesign to meet compliance targets, including planning, reporting, target setting, sales process optimization, sales role design, training program implementation & performance management, growing to 1000 staff with 8 site managers as direct reports.

- Created a "World Class Great Place to Work" and exceeded targets >25% (£20M+, 8M customers)

Head of Retail Telecoms, UK Wide

Mar 2011 – Sep 2013

To pilot, trial and introduce new Telecoms business to SSE (a former solely energy supplier), set up and managed back office 2nd- & 3rd-line support teams for PSTN and Broadband. Managed recruitment, partnership building, negotiation and procurement of free fibre services from BT Openreach. Developed and delivered an award-winning service with 250 FTEs and led all aspects of customer servicing for Retail Telecoms fixed line, Broadband and Mobile services. Led full process redesign and target operating model work, delivering £2.5M+ annual savings. SSE was the first company to bring a free fibre offering to existing customers. Transitioned from CPS to WLR2, and later migrated and moved to WLR3 which enabled enhanced functionality such as real time order tracking and simultaneous provisions.

Customer Service Manager, Portsmouth

Apr 2004 – Mar 2011

Operationally managed Gas & Electric, Water, Heat & Power and Retail Telecoms businesses (200 FTEs). Set-up Retail Telecoms business (incl. back office, recruitment & smart metre trials) - grew to £40M t/o, 250k B2B and B2C customers.

Customer Account Manager | HSBC (Household Bank), Portsmouth

Apr 2003 – Mar 2004

Managed a portfolio of customers, developing new business, customer loyalty and account growth as well as product evolution and development. Consistently achieved monthly target of £150k new business per month.

Education

A Level: Information Technology | Highbury College, Portsmouth