



Paul Frost

Programme Manager

Paul is an experienced and successful Programme Manager with an impressive track record of managing large global change projects and programmes. He has excellent interpersonal skills, sound commercial judgement, an ability to work at both detailed and strategic levels and a comprehensive appreciation of what makes projects and programmes successful.

Paul also runs his own small company which provides high quality change consultants to large blue chip organisations.

CAREER ACHIEVEMENTS

- Set up and initially managed a major 5 year Transformation Programme that will provide governance for all change projects and programmes within Reed Elsevier's Finance department.
- Successfully turned around a major multi million dollar P2P Oracle based programme from serious time and cost overrun into a focussed business benefits driven programme that concluded successfully within the agreed revised budget.
- Successfully managed a large finance shared service outsourcing programme for Reed Elsevier Limited and moved 150 back office roles and Oracle processes from US and Dutch offices to India.
- Managed the change implementation for Fujitsu Services change programme delivering positive change to the 700 strong group of Project and Programme managers.
- Managed a portfolio of project streams as part of the £1billion London NHS IT Care Records change programme introducing best practice project management and realising significant financial savings for BT Health.
- Managed a £ multi-million project and multi-disciplined team of over 50 people to deliver a global Learning Management solution for Accenture and Cable and Wireless with complex supporting call centre and back office processes.
- Built a coherent, skilled and successful Project Management group at Rubus Ltd by introducing pragmatic best practice and integrating the project management discipline into the heart of the operational running of the business.
- Managed a large 100 person IT Programme to deliver an integrated Call Centre and Internet booking system for Virgin Trains.
- Recovered a failing £10 million supply chain project for Zeneca Agrochemicals moving it from a position of impending cancellation to a successful implementation that delivered real benefits to Zeneca.

- Managed a £10 million project to provide Liverpool Victoria Friendly Society with a Field Sales Management system as part of a major programme of change delivering leading edge membership interaction and increased case size for personal financial advisors.
- Managed a 50 man year project to design and build a complex Customer Order Processing and Stock Management system for Granada UK Rental giving significant improvement in stock control and order processing.

EMPLOYMENT

Aug 2008 to current Global Programme Manager, Reed Elsevier

Paul is currently working as a Programme Manager for Reed Elsevier and in the last 2 years has:

- Managed a major global outsourcing programme for their Finance division. The programme significantly improved the Finance division's efficiency and reduced its back office cost base delivering over £5 million of benefits in 2 years. Over 150 roles, 250 back office processes and the operation of numerous supporting IT systems were moved to India from US and Dutch offices and the programme was delivered on time and within the agreed budget.
- Managed the recovery and conclusion of a troubled multi-million dollar Oracle P2P implementation programme that was overrunning financially and delivering late. Paul focused the programme on delivering business benefits, re-organized the governance structure and changed key suppliers and the centre of programme delivery. The Programme is now concluded and has delivered on time and to the revised budget.

Aug 2007 to Aug 2008 Programme Director, Fujitsu Services

Paul worked as the Change Implementation lead on a Fujitsu Services' Change Programme. The objective of the programme was to reform and improve Fujitsu's 700-strong Programme and Project Management group. Paul managed the implementation of changes and initiatives designed to improve the quality and consistency of Fujitsu Services programme and project management and the skills of their project and programme managers. Achievements were:-

- Introduction of a Project and Programme Management Academy that set standards and qualifications needed for all project/programme managers in Fujitsu
- Assisting most of the 700 project/programme managers to either achieve membership of the Academy or to rapidly work towards membership
- Introduction of specialist project/programme roles within Fujitsu Services

Feb 2005 to June 2007 Portfolio Manager, BT Health

Paul worked as part of the £1 billion London NHS Care Records Programme reporting to the Head of Business Transformation with specific responsibility for internal reform, portfolio management, increasing cost effectiveness and introducing best practise project management. Paul achieved the following:

- **Successfully** managed a large portfolio of training deployment projects streams at over 30 different NHS Trusts throughout London. This involved working with and managing external consultancies such as Accenture and Perot Systems.
- Introduced a controlled process for rapid roll out of a Learning Management System to London NHS Trusts which lead to 15 successful implementations in the first year
- Reduced annual cost of training deployment by £2.8 million per annum by streamlining deployment activities and replacing high cost external consultant team with better value BT staff and independent consultants
- Introduced best practice project and portfolio management processes which provided detailed and summary level plans, clear status, financial and management reporting, consolidated risk and issue analysis and a controlled response to changes imposed from elsewhere within the programme.

June 2004 to Jan 2005 Programme Director, Fujitsu Services

Paul worked as an independent consultant to the Central Government Business Unit Director of Fujitsu Services. He undertook the following:-

- A full review of project and programmes for the division of Fujitsu Services which was delivering infrastructure management and related projects to the Department of Trade and Industry. This resulted in recommendations to implement changes to existing processes, controls, portfolio management and organisation structure that would improve overall project quality and efficiency.
- Paul then moved on to work as part of the local Senior Management team managing the implementation of the recommended changes within the projects group and across the delivery programme.

Dec 2001 to May 2004 Programme Manager, Accenture

Paul worked for this division of Accenture as an independent consultant Programme Manager reporting to the Head of Learning and Development. He achieved the following:-

- Successfully managed a programme of work to deliver a multi lingual and global Learning Management System for Accenture's customer, Cable and Wireless. As Programme Manger he was responsible for a team of over 50 staff from Business, IT and Operational disciplines. The programme involved 3 major implementations over the space of 12 months covering 30 countries, 7 different languages and UK, US and Japanese Call Centres.
- Implemented a change programme within Accenture HR Services Learning Services to enhance their approach to the management of the development and delivery of training programmes. He introduced consistent and relevant tools and techniques, improved their skills relating to commercial management and increased the visibility and management information of training projects.
- Managed the Accenture HR Services Content Development project group during its transition to the US based Accenture Learning organisation. This was both an operational role and a change programme involving the introduction of new project and process disciplines, a new organisation, new roles and significant cultural change.

July 2000 to Nov 2001 Head of Project Management, Rubus Ltd

Paul joined Rubus in July 2000 as Head of Project Delivery and a member of the company's Leadership team with direct personal responsibility for all project managers. Rubus was an independent Internet and ecommerce software house. Achievements included:-

- Raising the profile of Project Management within Rubus by introducing appropriate 'Best Practice' approach
- Integrating the project management approach into the general operational running of the company
- Strengthened project ownership at Rubus by introducing the Delivery Management role to act as the senior company representative overseeing delivery and quality of all projects.

April 1994 to July 2000 Associate Director/Programme Manager, Cap Gemini

Paul joined Cap Gemini as a Principal Consultant in the Project Management Group working on Application Development and System Integration projects and programmes. He was promoted to Senior Manager in January 1997 and to Associate Director in 1999. His major achievements included :-

- From the start of 2000 Paul managed a large 100 person IT Programme for Virgin Trains delivering an integrated Call Centre and Internet train booking system. Paul restructured the programme and significantly improved customer relationships and managed the implementation of the integrated solution that included Call Centre front and back office systems together with a revised internet site.
- From mid 1998 Paul managed the re-scoping, testing, change management and implementation stages of a difficult Supply Chain project for Zeneca Agrochemicals. This £10 million project was in serious difficulties when he took over and he successfully delivered the systems to agreed timescales budget and quality.

- At the start of 1998 Paul took on the role of Delivery Manager for several projects in the Retail and Distribution sector of Cap Gemini. His role included proposal generation, commercial negotiations, financial management, quality assurance, customer liaison and staff management.
- In 1996/7 Paul managed the first stage of project to provide a sales management system for the financial advisors of Liverpool Victoria Friendly Society. The main component of this £10 million project was a Point of Sale laptop application that was used by 500 Liverpool Victoria financial advisors when visiting customer's homes.
- From mid 1994 Paul managed a complex Customer Order Processing and Stock Management system for Granada UK Rental. Paul successfully managed a team of 40 Cap Gemini and customer staff over a period of 2 years to design and deliver a new bespoke solution that offered Granada significant benefits over alternative solutions.

Jan 1992 to March 1994 Senior Project Manager, ECsoft Technical Centre

- Paul was recruited by ECsoft to provide project management skills at their European headquarters in the UK.

Sept 1979 to Dec 1991 Senior Project Manager, IMI Computing Ltd

- Paul joined IMI Computing from university and at this predominantly IBM software house he progressed rapidly into project management and then business management.

EDUCATION

1973	9 'O' Levels	Cambridge High School for Boys, Cambridge
1975	4 'A' Levels	Hills Road Sixth Form College, Cambridge
1979	BA (Hons) Mathematics	Corpus Christi College, Oxford University

RECENT TRAINING

1996	The Management of Change	Cap Gemini
1997	The Cap Gemini International Business School	Cap Gemini
2000	Leadership Training	LBS
2002	Prince 2 Awareness	IPMC
2004	Portfolio Management	BPPM
2006	MSP Awareness	IPMC

PERSONAL DETAILS

Marital Status	Married with two children
Date of Birth	17th September 1956
Health	Excellent
Interests	Orienteering, Chess, Walking, Travelling