

SUMMARY CV - 1

Synopsis: Senior financial manager and qualified accountant with more than 20 years experience in financial, programme and project management, and systems design, delivery and operation. Founder of Acadent.

Qualifications: FCA, BSc.

Key Skills: Financial management and team development, business development, UK GAAP financial accounting, Government Accounting and FReM, Parliamentary Estimates and COINs, HM Treasury Budgeting and management accounting, Board and Ministerial level reporting Departmental Reports, procurement methods & PFI/PPP, pricing, costing, financial modelling and analysis, investment appraisal, strategic and business analysis, programme and project management, business communication, financial education and training, IT systems development and implementation, PRINCE 2.

Major assignments

- **Department for the Environment, Food and Rural Affairs - Interim Head of Financial Control and analysis (2004 - 06)**

Defra spends £6 billion per year bringing together the interests of farmers and the countryside; the environment and the rural economy. The Department has five strategic priorities: climate change and energy; sustainable consumption and production; protecting the countryside and natural resource protection; sustainable rural communities; and a sustainable farming and food sector including animal health and welfare. In addition, a significant part of Defra's work is concerned with preparedness for emergencies and contingencies that fall within environment, food and rural affairs.

- Creation and leadership of the in-year Defra group financial control team. Re-shaped a disparate group of qualified and non-qualified staff as an interim step to establish effective control prior to new systems development and recruitment led by others.
- Forecaster-in-chief of the year end out-turn relative to Parliamentary and Treasury control totals. Preparation of provisional and final Public Expenditure Out-turn White Paper returns.
- Regular review and challenge on business areas work, their finance staff and monthly financial reporting products.
- Managed the design, implementation and timely production of a new Management Board monthly finance report (including commentaries), distributed to Ministers, the NAO and HM Treasury.
- Implemented new Treasury Budgeting Guidance resulting from Spending Review 2004
- Liaison with future years team, including pressures analyses to force issues out to ensure likely in-year targets were achievable.

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- Implemented a standardised auditable approach to budgetary and Estimate control across the DEL and Resource Accounts Groups.
- Sponsored the development and implementation of on-system forecasting, following on from the Financial Integration project (See Defra LLS).
- Prepared the Analytical Review for the NAO of the draft Defra resource accounts 2004/05 & 2005/06, supplied Estimates data for the accounts and prepared the note showing the out-turn against the Estimate
- Prepared Estimates Memoranda, Select Committee briefing and responses to their enquires, regular Permanent Secretary, Management Board and Ministerial briefings and Parliamentary Questions.
- Liaison with Treasury on budgeting and financial control matters.
- Management of the Parliamentary Estimates process (Main and Supplementaries), the transition from PES to COINs and the preparation of Departmental Report core tables 2005 & 2006.
- Technical advice and support to all business areas
- **Department for the Environment, Food and Rural Affairs Living Land & Seas Directorate General - Head of Finance and Corporate Services (2003 - 04)**
 - Preparation and delivery of a comprehensive financial management improvement programme in the Natural Resource and Rural Affairs Directorate General of Defra, including the provision of interim head of division and other management services.
 - Creation and leadership of the Finance and Corporate Services division, reporting to the Director General.
 - Membership of the Defra Financial Integration Project Board overseeing the implementation of Oracle Financials as the single finance system across the Department.
 - Roll out co-ordination of Oracle i-Expenses.
 - Business case support for Defra's Modernising Rural Delivery Programme.
- **186k Limited (2000 - 01)**

The Lattice/Transco start-up had constructed a UK fibre-optic telecoms network. This required rapid development of its internal capabilities, including strategic financial and procurement systems.

 - Financial adviser to 186k's Business Development Team - responsible for financial modelling and analysis, business case appraisal, and advice on acquisition strategy.

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- Managing consultant for the establishment of financial and management accounting control – deployed a team of 12+ consultants to support

- **Highways Agency (1994 - 2000)**

The Highways Agency (HA) is responsible for the development and maintenance of the strategic roads network. It has assets of over £60 billion with an annual budget of c£2.0 billion. HA was introducing Resource Accounting and Budgeting, designed to improve the allocation and management of public resources by Central Government. This required a strategic appraisal of HA's business activities and cooperation across functional boundaries. HA developed a staged programme of projects under PRINCE2 to achieve its goal and engaged experienced professionals to plan and execute the projects in partnership with its own personnel. Ian's role was to develop and agree project proposals with client management; plan and deliver some of those projects and acquire and manage resources for others. This included the following assignments:

- Programme Director for Resource Accounting and Budgeting - responsible for the successful delivery of a comprehensive programme of education, business improvement and IT systems projects:
 - Selection, configuration and implementation of a 2,000 seat staff costing system over multiple sites
 - Development of brand-new accounting policies for infrastructure assets (agreed with the NAO and codified in HM Treasury's Resource Accounting Manual)
 - Valuation of the trunk road network in England, devising mechanisms for updating and charging depreciation
 - Design and delivery of an education plan and the finance systems development required by the introduction of the Inland Revenue Construction Industry Scheme
 - Construction of a comprehensive business case supporting the move towards resource accounting, successfully securing HM Treasury, NAO and Ministerial approval.
 - Selection, configuration and implementation of a 200 user enterprise information system collating information from numerous different feeder systems
 - Year 2000/01 finance systems compliance assurance
 - Preparation of agency first and subsequent resource accounts and budgets
 - Specification, procurement, installation and staff-training for a sales ledger and credit control system covering a 20,000 property rental portfolio

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- Development and delivery of a two year staff education programme supporting the introduction of resource accounting and budgeting
- Specification, procurement, installation and staff-training for an invoice registration and accounts payable system handling over £1 billion of supplier payments annually
- Financial Adviser to the Agency's Confirming Committee for Private Finance Initiative projects - responsible for appraising the complex financial models and accounting methodologies underlying several major PFI/PPP contracts.
- Project Director for Commercial Accounting - responsible for the development of accounting policies and the successful delivery of a series of IT projects, including the introduction of new accounting, time recording and management information systems.

Earlier employment history

- Independent management consultant (1991 - 1994): successful delivery of key IT projects and outsourcing contracts for major clients including BAe Systems and ABB.
- Finance Director, Group Financial Accountant, and Production and Materials Manager posts in several public electronics companies (1984 - 1991).
- Price Waterhouse (1980 - 1984): audit and special business.