

# ALAN WATTS

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## Profile

A widely-experienced senior manager, Alan offers extensive practical knowledge in all areas of Service Delivery, significant business change experience and a record of leading challenging and complex programmes to a successful conclusion.

He has recent experience in Service Delivery Management in the public sector, combining tactical management with a programme of strategic work to improve overall delivery across the IT department. He has developed strategic plans to drive a range of business change initiatives, with a primary focus on Service Management to ITIL standards. He has significant experience in managing and mentoring teams for a wide range of both public and private sector clients and ensuring socialisation of new working practices.

## Key Skills

- Recent experience of practical Service Delivery
- Long experience with Service Delivery and ITIL best practice
- Excellent stakeholder management abilities at all levels of organisations
- Experienced in managing internal and external teams, third party suppliers and external consultancies.
- Experienced in developing and managing SLAs
- Experienced in contract negotiation and supplier management

## Key Achievements

- Reorganisation and realignment of the client's IT department to improve delivery and deliver cashable cost savings in a range of areas
- Successful management of an IT department resulting in a 20% reduction in operating costs after one year
- Successful transfer of all personnel to a new organisation
- Complete rebuild of the outsourced desktop support operation at the Cabinet Office, resulting in the re-award of a £17m pa support contract that had been thought lost.
- Scoped and delivered a complete support organisation at the heart of a major MOD business change programme
- Recovered and completed a failing infrastructure refresh and DR provisioning programme for financial client

## Freelance Clients

### North Yorkshire Police – Service Delivery Manager

Dec 09 to date

#### Role Profile

- Interim role to provide management of the Service Delivery team to agreed SLA Standards. Also to appraise department-wide operating practices and lead the changes needed to address perceived deficiencies in overall effectiveness. Responsible for 47 staff.

#### Key Achievements

- Maintained required delivery standards for the teams under my control
- Improved Project Initiation and introduced Project time Recording systems to strengthen budget planning work
- Produced and implemented revised Service Catalogue and associates SLAs to improve reporting and control
- Led revisions to the Service Desk systems and underlying support team structure to reflect new SLAs
- Provided guidance on pre-existing ITIL v3 implementation work
- Achieved cost savings by re-evaluation of maintenance and support expenditure.

### PCG – Non-executive Director

Sep 08 to May 09

#### Role Profile

- Part time role as a director of the PCG. No specific responsibility but charged with developing the strategic direction of the PCG, evaluating external suppliers and associated contracts, overseeing and directing the permanent staff and participating in a range of PCG-led events and related lobbying and commercial activities.

### Lafarge Gypsum – Interim Head of IT

Sep 07 to Sep 08

#### Role Profile

- Manage BaU delivery of IT services
- Manage and further develop all supplier relationships to ensure value for money
- Develop the strategic plan and manage the transition of all helpdesk, support and development services to new Shared Services Operations under TUPE
- Maintain and monitor SOX compliance for the department during that transition

#### Key Achievements

- Achieved an overhead budget reduction of approximately 20% by reassessment and re-negotiation of existing contracts.
- Successfully completed transition of the internal IT Support function to the Group's new Shared Service structure. Required personnel reassignment, significant local process revisions, developing new reporting structures and defining revised infrastructure platform plans and network reconfigurations

### Barclays Bank PLC – Consultant

Jan 06 to Jan 06

#### Role Profile

- Short project to define BaU support structure and BCP planning for all Windows applications following the client's change to their outsource provider and implementation of a Shared Services model for core business applications

## Key Achievements

- Analysed requirement and produced plan to integrate support structure and processes for the support operation and templates for other Service Delivery functions

### **BP – Transition Manager**

**Oct 04 to Jun 06**

#### Role Profile

- Provided leadership and coordination of complex migration programme to relocate all UK and EU services to a new centralised datacentre
- Ensured consistent delivery, tracking and issue management for the programme
- Ensure full BCP/DR capability was in place for all critical systems post migration
- Ensured adherence to WAN and LAN networking standards and BCP/DR provisions for each migrated service
- Ensured adherence to SOX and internal Change Management policies

#### Key Achievements

- Delivered 1800 live servers and associated services to the new datacentre within the required budget and on time, with no operational failures or unplanned exceptions
- Brought order and focus to a previously disorganised set of independent project streams
- Developed and introduced a set process for the migration of individual servers to ensure consistent reporting and tracking
- Developed reporting structure so that the status of any individual server was instantly available.
- Provided resources to assist with specific, complex or business critical migrations

### **Morley Funds – Programme Manager**

**Jul 04 to Oct 04**

Took over a failing programme of work to migrate the client's applications to new infrastructure and provide BCP capability

### **MOD (DII Programme) – Programme Manager**

**Dec 03 to May 04**

Provided Service Management-related expertise to define high level SLAs and overall scope and risk management of the programme

### **Department of Constitutional Affairs – Consultant**

**Sep 03 to Dec 03**

Provided expert resource to assist the delivery and implementation of a new desktop infrastructure across the Courts Services

### **PCG – Project Manager**

**Aug 03 to Jan 04**

Led the creation and delivery of the website, improved all general IT management functions within the organisation to ISO9001 standards and acted as day-to-day IT manager

### **BSkyB - Project Manager**

**Sep 02 – Mar 03**

Developed and introduced Service Management processes, specifically Capacity, Availability, BCP and DR Management operations

### **Sun Microsystems – ITIL Project Manager**

**Jun 01 to May 02**

Worked within the Managed Services department of the Professional Services team, mainly at client sites including:

- Virgin Mobile – BCP/DR assessment and proposal for improvement
- Vodaphone – Basic SLA preparation
- Orange – Configuration and inventory management systems
- COLT – Incident/Problem/Change management processes
- BT Ignite – Change and Release processes for new datacentre

**UBS Warburg – ITIL Consultant**

**Sep 00 to Jan 01**

Developed a Service Management Strategy for UBS/Warbug's e-commerce service.

**MOD (ABRO) – Project Manager**

**Apr 00 to Sep 00**

Implemented integrated Change, Configuration and Release management systems

**Compaq at The Cabinet Office – Project Manager**

**Nov 99 to Jan 00**

Managed the successful program to ensure the renewal of the £17m service contract.

**Railtrack PLC – Business Analyst**

**Apr 99 to Sep 99**

Planned and implemented formal processes and procedures to ensure sufficient capacity to deal with the expected additional workload over the millennium period.

**Robert Fleming – Front Line Support Manager (Interim) Jul 98 to Jan 99**

Managed the Response Centre of the IT Support organisation, reporting to the IT Services Director, with full P&L responsibility for 20 staff supporting 8,000 end users.

**MOD (CAPITAL ASI) - Project Manager**

**Sep 96 to Jun 98**

Designed, implemented and managed the Service Support function for an MOD-wide business change programme, responsible for 30 staff plus six MOD personnel and controlling an operational budget of £13m