**H E L E N T A I T**

**P R O F I L E**

A versatile, energetic and commercially astute business transformation specialist with extensive experience of managing large-scale change projects and programmes, Helen is also at home in SME roles in the legal/regulatory/commercial contracts space. Helen has worked with a range of blue-chip clients covering banking, financial services, IT & telecoms, travel and public sector. An MSP and PRINCE2 Practitioner, Helen’s portfolio includes legal & regulatory change, remediation, risk, outsourcing, target operating model development, procurement and contracts, organisational change, people transition, process re-engineering & improvement, integration / divestment and compliance.

Helen is an engaging and persuasive leader – she is quick to identify key issues and has a proven ability to lead change and transformation initiatives across a wide range of sectors. Committed and tenacious, Helen brings a positive outlook to change & encourages motivation and commitment in those she works with. Having trained as a barrister prior to working in change management, Helen is articulate, personable and able to build strong relationships with stakeholders at all levels. Helen excels in developing innovative solutions to complex business problems and is comfortable in multi party, matrix environments and dealing with conflicting stakeholder interests.

**C A R E E R S U M M A R Y**

* **Barclays Bank PLC |** Senior Project Manager, Corporate Banking
* **Rural Payments Agency/ Defra** | EU Payments Interim Programme Manager (Consultant)
* **Lockheed Martin** / **Ministry of Justice** | Organisational Change Lead (Consultant)
* **Lloyds Banking Group** | Programme Manager | Banking Ops | Retail & Wealth | Wholesale | Verde Programme (divestment)
* **Lloyds Banking Group** | Senior Project Manager | Sourcing Simplification Programme
* **BNP Paribas / BNP Paribas Fortis** | Commercial Change Lead
* **MainCross / eOsmose |** Commercial Director
* **British Airways** | Business Change Project Manager | T5 Planning & Control Project Portfolio
* **AOL Services (UK) Ltd** | Organisational Design Consultant
* **BT Consulting & Systems Integration** | Business Process Change Manager
* **London Borough of Tower Hamlets** | Process Lead
* **Crawley Borough Council** | Change Project Manager / Process Transformation Lead
* **O2** | Business Change Project Manager (Contracts/Data Protection)
* **Mercedes-Benz Financial Services UK Limited** | Change Project Manager
* **Sun Microsystems** | Business Process Analyst / Project Manager
* **Air Miles (Avios) |** Business Change Project Manager | Analyst
* **RSL COM Europe Ltd** | Project / Service Delivery Manager
* **ABN AMRO Securities, Fuji Bank Nederland, Citibank Amsterdam** Legal & Compliance roles

**K E Y S K I L L S / E X P E R I E N C E**

* Business transformation | Change management | Programme management (MSP Practitioner) | Project management (PRINCE2 Practitioner) | Strategic & operational change | Divestment | Integration | Outsourcing |
* Organisational change | Target operating model development | Organisational design | Restructuring | Business Modelling
* Global programmes | overseas experience | offshoring | matrix management on geographically dispersed programmes
* Digital product management | SaaS | payment process reengineering | customer transition| management of 3rd party s/w development |
* Commercial management | procurement | contract management | commercial framework development
* Commercial/IT contracts | assignment/novation | drafting a wider range of IT and outsourcing agreements and contract schedules | negotiation, review & amendment | advising on commercial contracts, IT services (product, maintenance & support, software development, licensing, infrastructure) | procurement advice (including OJEU) | bid management
* Legal & regulatory | interpretation & implementation of regulatory changes| data protection | regulatory advice
* Improvement programmes | Process analysis /re-engineering | Process alignment| LEAN | BPO | Business analysis
* Governance | stakeholder management | programme assurance | programme set-up and turnaround
* Banking: corporate | investment banking | wholesale operations | retail & wealth operations| payments | finance | fixed income | compliance | sourcing | group legal | taxation | IT & Telecoms | billing | risk
* Banking courses covering: KYC | AML | BCOBS | Payment Services | Electronic Money | FCA Rules | CREST rules | BASEL | Dodd Frank | Capital adequacy | Risk
* Languages: English (native speaker) | Dutch | French | basic German

**Q U A L I F I C A T I O N S / T R A I N I N G**

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| * **Managing Successful Programmes (MSP) Practitioner | PRINCE2 Practitioner** | |
| * **LLM in Computer & Communications Law, Queen Mary, University of London** (forecast to complete 2015) – distance learning –Outsourcing; E-Commerce Law; Privacy & Data Protection; Online Gambling Law & Regulation; Taxation of E-Commerce Law; Jurisdiction; Intellectual Property; Information Security, Banking & Finance. | |
| * **Postgraduate Diploma in Professional Legal Skills / Bar Vocational Course (BVC),** **Inns of Court School of Law** - called to the Bar in 1997 by the Inner Temple. Full-time student, whilst working part-time in IT |
| * **Common Professional Exam (CPE)** – graduate law conversion course -Guildford College of Law |
| * **BA (Hons) (2:1) Business Studies + European Business Diploma** - UK & Netherlands |
| * **4 ‘A’ Levels** – College bursary & Thomas Cook sponsorship to attend international college in The Netherlands * **12 GCSEs** |

**E M P L O Y M E N T H I S T O R Y**

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| **BARCLAYS BANK PLC**, Corporate Banking | May 2014 – Current |
| **Senior Project Manager / Programme Commercial Lead - Barclays Corporate Banking**  This role combined hands on project/programme management delivery and digital product management with a number of my legal and commercial contracts SME skills. Following a group-wide conduct risk audit I was hired to manage the commercial, legal and contract aspects of a regulatory de-risking programme, to implement aspects of the group strategic plan for business banking. The key objective of the programme was closure of a Barclays’ subsidiary responsible for offering digital products in the business banking space, and the transition of retained IT products and services back into Barclays.  As the legal interface for the programme between Barclays, their subsidiary and third party suppliers, I managed the exit of all IT, IP and infrastructure agreements and/or legal assignment to Barclays or to third party suppliers, providing commercial/legal input to delivery PMs across the programme, to fixed deadlines. I also supported the legal aspects of company closure activities, and worked with suppliers on the negotiation and development of an outsourcing agreement.    Following closure of the subsidiary, I provided commercial, legal and contracts support to the retained team and was then asked to stay on to manage a project to ensure one of the remaining digital products aligned to Barclays’ standards. This also involved interim product management of a subscription digital credit management product for Barclays, full product review and remediation risk management, and subsequent supplier disengagement – covering everything from leading negotiations to reduce contract term and complexity, drafting of the subsequent contract change notes, development of a customer communications strategy and plan, meeting Barclays internal controls and ensuring contract changes were operationalized. | |

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| **RURAL PAYMENTS AGENCY / DEFRA** (The Cadence Partnership) | December 2013 – February 2014 |
| **Interim Programme Manager (Consultant), EU Payments Programme**  Set up the EU Payments Programme for the Rural Payments Agency, as part of the wider cross-Defra network Strategic Alignment Programme, to transition CAP transactional activity/people from Natural England (NE) and Forestry Commission (FC), and the Defra Rural Delivery Team (RDT) into the Rural Payments Agency. Development of programme governance, project definition documents, strategic options papers and outline business case. Identification of people transition risks and appropriate transition mechanisms. | |

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| **LOCKHEED MARTIN for MINISTRY OF JUSTICE** (The Cadence Partnership) | | September 2013 – December 2013 |
| **Organisational Change Lead (Consultant), FITS Programme**  Developed the Organisational Change Strategy and Plan for the development of business capabilities and target/transitional operating models for Lockheed Martin and the Ministry of Justice as part of the Future IT Sourcing (FITS) programme. Responsibilities included assurance of an initial people transition (TUPE), identification of risks and TUPE implications, development of organisational change assurance guidelines, transition checklists and assurance reports. | | |
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| **LLOYDS BANKING GROUP** | May 2012 – January 2013 | |
| **Programme Manager, Verde Programme (Banking Operations)**  ***Retail & Wealth Operations / Wholesale Operations / Tier 1 Telephony***  Led a team of consultants, implementation managers, and analysts in steering Banking Operations (across the UK) through a number of key Verde transformation events, ensuring that the changes being made did not adversely affect the organisation, and that they were able to continue operating post change event.   * Successfully transitioned Banking Operations through first two key events (including the migration of c6m customer accounts into a new application group) on the Verde journey, to agreed time, cost and quality. * Developed and managed programme plans for three major business areas to cover the key migration activities as well as people moves and office relocations across the UK. * Delivered key changes relating to a revised Target Operating Model for Retail & Wealth, Wholesale and Tier 1 Telephony. * Ensuring planned outcomes achieved and governance requirements met. * Mentored team members in project and change management. * Verde is a Lloyds Banking Group programme to develop a ‘mini-me’ of the group as part of the divestment of 632 branches and approximately 4.8m customers, consisting of around 40 work streams and 4000 programme resources. | | |

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| **LLOYDS BANKING GROUP** | October 2011 – April 2012 |
| **Senior Project Manager - Simplification Programme, (Group Sourcing)**  *The Sourcing Simplification Programme aimed to achieve £560m of the total projected Simplification savings of £1.7bn by 2014.*  Managed two major streams of this Group Sourcing (GS) transformation programme with teams located throughout the UK: People /Organisational Design and Contracts & Legal (C&L).   * Developed resource and funding submissions for programme business case & comprehensive project plans. * Development & implementation of improved contract management processes to support a new end-to-end sourcing process and a revised contract management policy to feed into the GS Policy. * Worked with Group Legal to develop category-specific legal/sourcing engagement models: improved legal templates and legal training materials for GS. * Development of training & accreditation requirements within C&L. * Strategic HR and learning & development projects, together with development and implementation of a new organisational design and ‘Sourcing Faculty’ to support learning & development for GS. * Performance management; recruitment and retention strategy; recognition; reward; talent review; external benchmarking; mentoring; training and development plans; career paths; roles & responsibilities. | |

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| **BNP PARIBAS / BNP PARIBAS FORTIS** | May 2010 – April 2011 |

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| **Commercial Change Lead**  BNP Paribas (BNPP) and BNP Paribas Fortis (BNPPF) global data centre integration and supplier rationalisation. Took overall responsibility for management and delivery of contract novation, related supplier transition and global operational model changes required on this programme to transfer the financial undertakings between legal entities. Based in London with weekly travel to Brussels.  Following early departure of predecessor role initially involved turning around commercial aspects of the programme that had caused slippage. Established good relations with stakeholders to quickly resolve outstanding legal, taxation and process issues to enable the contractual and operational changes to take place. Operating in a challenging environment with conflicting stakeholder interests, a geographically dispersed team and widespread hostility to change.   * Worked with senior stakeholders from global data centres to define and implement the strategy for integration or wind down – covering everything from shipping of reusable assets back to Belgium, arranging contractors to remove furniture, facilitating staff relocations. * Audited BNPPF financial processes and re-engineered these to align with new target operating model for provision of telecoms and ancillary services to a global customer base. * Reduced overall global data network operating costs by 35% year on year through renegotiation of service contracts, changes to billing processes, retraining staff, redeveloping the recharging model and implementation of formal cost tracking. * Overcame several major hurdles such as the absence of any defined contract management processes or records to deliver the novation of data network supplier contracts (for all BNPPF global data centres) on time for the client, achieving reduction in £1.2m to the clients annual telecoms bill. * Reviewed supplier contracts in Dutch, French and English and advised senior management on contract risks, before negotiating changes with telecoms vendors (Colt, Orange, BT and Belgacom) prior to novation from BNPPF. * Revised internal global data network billing methodology and processes and related internal service agreements. * Drafted new global Master Service Agreement for provision of telecoms services to BNP Paribas’ global telecom customers for implementation across the entire BNPP/BNPPF global footprint. * Developed inter-company transitional service agreements (TSAs) between group entities, covering provision of billing services, network support and operations, maintenance, licensing arrangements and accompanying recharge provisions. * Programme planning, risk and issue management, management reporting, global communications management, stakeholder management, benefits management, programme governance, development of financial forecasts and achievement of desired outcomes. |

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| **MAINCROSS, eOSMOSE + various European partners** | February 2007 - December 2009 |
| **Commercial Director (Commercial, Legal & Contracts)**  Developed commercial framework for Maincross and their Belgian language specialist partners for provision of business solutions to a range of blue chip and public sector clients in Belgium and France (Belgacom, La Poste, Fortis, Actiris, Dexia, Belgian National Bank and SNCF). Software solutions included online language assessment applications and other e-learning tools. Managed bid development process and solution delivery to agreed timescales. General project management activities: developing project plans, managing risks and issues, stakeholder management, reporting, interface between developers and business specialists.  Worked with directors to review business direction, develop organizational strategy and implement core processes to assist with future business development and client relationship management. Also handled commercial contracts (IT services, hosting, software development, maintenance, consultancy) and procurement (including OJEU) as well as advising on other legal issues arising. Drafted range of commercial contracts and managed contracts and relationships with 3rd party software developers and partners, ensuring key parties were aware of the implications of the commercial terms agreed, and that these were managed throughout the relationship. Worked closely with technical and operational areas of the business to ensure contracts aligned with commercial framework developed. | |

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| **BRITISH AIRWAYS PLC** | July – December 2006 |
| **Business Change Project Manager, Terminal 5 Programme (Planning & Control portfolio)**  As part of Terminal 5 Programme, British Airways undertook massive business change initiative, to rationalise and update working practices, in readiness for transition to one terminal. Heavily unionised, change-resistant environment. Project managed the Planning & Control project portfolio, implementing business changes across the entire BA operation. Project managed development of organisational design and implementation of a single command / control centre for BA's ground operation, allowing effective decision-making from a central point. Project required management of facilities, technology, communications, process, finances, and HR/training work streams  A further project involved re-engineering resource planning processes, for existing and proposed T5 operations. Initially reviewed change control processes within resource planning area and re-engineered these using LEAN principles. Subsequently project managed design, development and implementation of generic automated change control process to handle all change requests – dramatically increasing the speed and volume of changes handled. Managed project team consisting of software developers, business process analysts, communications specialists, operational managers, data analysts and resource and equipment planners. | |

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| **AOL SERVICES (UK) LTD** | February – May 2006 |
| **Organisational Design Consultant**  Development of target operating model for a new wholesale technical services company: focus on commercial, contracts, procurement, legal & facilities. | |

*Took a sabbatical in 2005 to do some travelling. Also took on various freelance-editing assignments for Legal division of Oxford University Press (mostly academic and practitioner texts on commercial, IT, contract, employment law).*

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| **BT CONSULTING & SYSTEMS INTEGRATION** | September – December 2004 |
| **Process Change Manager**  Hands on process analysis and redesign for Network Engineering Journey (NEJ) & working with 21st Century Network (21CN) programme to mentor permanent staff on process analysis and change management; impacting 28 million UK customers. | |

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| **LONDON BOROUGH OF TOWER HAMLETS** | May – December 2003 |
| **Process Lead**  Led delivery of all BPR/BPI work required on a major transformation programme to overhaul the Housing Directorate, using LEAN principles. Led a matrix team of civil servants, contractors and Deloitte consultants. | |

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| **CRAWLEY BOROUGH COUNCIL** | October 2002 – April 2003 |
| **Change Project Manager / Process Transformation Lead**  Managed the delivery of all BPR/BPI work required to set up a contact centre. End to end process re-engineering from initial customer contact through to back office fulfilment. | |

*Between February and October 2002 I took a career break to travel through Asia and South America.*

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| **O2** | August 2001 – February 2002 |
| **Business Change Project Manager / Analyst**   * Project management on joint 3G roaming programme initiative with Hutchison 3G. * Undertook review of supplier contracts to identify implications and exposure in terms of implementation, data protection and day-to-day operations. * Development of business implementation plan from 3G roaming infrastructure development contract (O2 and One2One) * Undertook due diligence and provided contractual overview to stakeholders for these 3G roaming infrastructure contracts, covering key commercial terms and associated risks and implications for the parties * Analysis of Data Protection legislative guidelines with regard to the treatment of personal data and development of target operating models and comprehensive implementation plans for all affected divisions. * Reviewed all customer-facing processes to identify data protection implications. | |

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| **MERCEDES-BENZ FINANCIAL SERVICES UK LTD** | February – June 2001 |
| **Process Lead / Change Project Manager**  Managed company-wide programme of business process alignment and re-engineering following several acquisitions and implementation of core finance system. Developed strategic plan for implementation of new processes, in conjunction with implementation of a new IT solution. | |

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| **SUN MICROSYSTEMS** | April 2000 – January 2001 |
| **Business Analyst / Project Manager**  Managed process standardisation across EMEA as part of a global e-commerce programme, ensuring compliance with various European regulatory requirements. Transitioned people and selected processes to central order management (shared services) hub in Netherlands. | |

**O T H E R R O L E S**

Legal & Compliance roles in London & Amsterdam with **ABN Amro, Sullivan & Cromwell LLP, Solvay Duphar** (Netherlands), **Fuji Bank** (Netherlands), **Citibank** (Netherlands); Business Change PM roles with Avios and RSL Com

**P E R S O N A L D E T A I L S**

Availability Immediate

Location Farnham, Surrey

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