
WIL CUNNINGHAM – CURRICULUM VITAE



Career Profile – High Level

I specialise in major complex change and **transformation programmes**. This includes the transformation of critical functions, **infrastructure platforms** and data in both IT and the Business, including programmes that are initialising, delivering, failing and or have failed. This also includes major FS and IT industry functions, i.e. **Service Delivery**, Retail Core, Payments (including Faster Payments), Cards, Insurance, Mortgages, and Councils, also with 3rd party's / vendors interfaces.

I am well versed in satisfying the needs of my major stakeholders and external mandatory and governance entities, i.e. the FCA, APACS, Internal and External Audit and Risk etc. I have driven large technical, process and people integrations and implementations, from integration planning, reviews through to execution and PIR. I have driven the creation and delivery of new Target Operating Models.

I have run Resiliency /Disaster Recovery / BC Reviews and written policies, standards, frameworks and strategies for several High St banks (global companies). I have run supply chains, and project /PMO portfolios to keep pace with and be ahead of the business and programme(s) critical timelines.

I had 3 years of experience in in the Business (Payments) and 15 years as a Programme Director / Manager, covering a huge transformational scope both in Financial Services (Banking / mandatory) and Insurance Integrations; both applications and **infrastructure**; also, I was an IT Senior Manager / Service Manager (Services Delivery SD).

I have driven Business and IT transformations from design to delivery, including Disaster Recovery / Business Continuity / Resilience, as well as company Integrations, Payments and Data Migration, Release Management, Data Centre Optimisation and Moves, and Test Management; utilising hard learned lessons and models in planning, logistics and major transitional process and supply chain re-engineering.

I have additionally developed and delivered 8 LEAN **infrastructure** project lifecycle supply chains for Banking and Insurance), employing a huge communication (show and tell) process in line with agile. Many of these initiatives involved Global 3rd parties.

I have held senior manager roles in IT SD including IT Ops, DR / BC and Crisis Management (G8 and London bombings), Portfolio Management and DCM, and provided consultancy and IT Service Management (ITIL), both within the UK and Europe, developing the UK and Global Target Operating Models (TOM) for the RBS, LBG and NBS DR function for Retail Banking, Insurance (Direct Line / Churchill) and NBS Society.

I am well versed in dealing with the practical issues of liaison and all levels of stakeholder management, including 3rd parties between IT and Business partners. I have experience of design, development / selection, delivery of technology solutions and the practical and people considerations in the integration, consolidation, and migration of IT and Business.

Previous assignment 2015

May 2015 to Sep 2015 I reported to the CIO of Manchester City Council, I ran ITC Service Operations and Applications during their exit from their previous Data Centre to a new location, driving the inevitable recoveries, and teething problems associated with any major transformation. I also established industry standard ITIL processes (Transformation CAB, technical change reviews, service huddles, Major Incident acceleration, Implementation Planning, PIR etc) , to support and accelerate the exit , whilst maintaining operational stability. I scoped and launched a 2 year funded Service Improvement Plan that will take MCC to their Target Operating Model, and drove the recruitment and role profiling for the Service portion of that TOM. I established clear accountabilities for service including financials and continuous improvement in the TOM. This was my first time outside Financial Services, and it was a great experience with very professional people.

Career—contracts – recent

May 2013 to November 2014, I completed working as a Disaster Recovery Consultant in Nationwide Building Society. During this time I carried out Feasibility Studies that led to the identification, design, sizing and funding of a new Target Operating Model (TOM), Policy, Strategy and Standards. These recommendations were syndicated with and accepted by senior stakeholders including the IT director in NBS. Both the TOM and a gap filling programme were fully funded, and are in the progress of rolling out over the next 3 years. I specifically wrote the NBS DR Operational Policy, Strategy and Testing standard which are now mandated within the organisation.

Jan– 2013 – April 2013 Consultant – Transformation Lead **Client Aviva**

I created the supply chain versus business demand pipeline, and spend prioritisation. I was the Transformation Lead, working directly with the Director.

I was leading the definition of the UK Life TOM, which will use supply chain logistics and process and Agile methodologies. Also base lined their existing Operational Change and Run spend and built the Business Demand pipeline into the organisation to maximise efficiency and remove waste. This involved, technical, process, funding and portfolio change knowledge and stakeholder management, including 3rd parties, at all levels. I also defined their OLA for their Environments support and strengthened their user and stakeholder interfaces as part of the TOM definition.

The formal capture / reporting of the supply vs demand resource enabled the company to to make savings (Circa 1 million) and gave my Director more options for the TOM.

June to Dec 2012 worked on 2 NDA bids for Business Continuity abroad and TOM.

April – 2012 – May 2012 Consultant – Feasibility Study **Client NBS**

I executed an intense Feasibility Study, reviewing the Practice, processes, interfaces, MI and customers. I delivered and presented the study with recommendations and high level 90 day plan for the delivery to a new potential (internally delivered) TOM.

Feb – 2012 – end Mar 2012, Consultant – TOM for DC Cloud **Client Cisco**

I worked with Cisco technicians and Execs to create a proposition for a Cloud Data Centre Target Operating Model, which was invited back (RFI) by the client.

Jan – 2010 – end Mar 2012 I completed 2 years of contracting in **LBG, working on Europe's largest Integration LBG and HBOS**. Whilst there I created **an Infrastructure Build factory** to ensure that Service Delivery did not hold up and or delay the Integration critical path.

I led a team of 30 contractors and had multiple Integration, Implementation PMO, planning and change roles over 18 months, then finally created their Disaster Recovery strategy, policy, medium level plan and recruited the delivery team to deliver the TOM .

Previously in my previous **RBS** career I changed jobs every 2 -3 years, where I was to areas that were either failing and or failed. I have worked in multiple divisions across RBS, both in Technology and Business areas. I have vast experience in operational disaster recovery and business continuity and specialise in large implementations that require complicated cross divisional logistics. I have optimised Data Centres, created **Infrastructure factories** and like everything I've encountered, the problems were fixed by strong leadership, governance, drive, vision and a systematic / logical approach.

A Prince2 Practitioner, I was the winner of the FST 2010 'Outstanding contribution to the industry by an individual over the previous 10 years'.

Career—in totality

Oct – 2011 – end Jan 2012 DR Excellence Program – Delivery Lead **Client LBG**

Built the team, processes, governance, artefacts, plans and new ITIL interfaces to LBG appropriate IT /business organisation, and commenced delivering the new DR Strategy

May – Sep 2011 – Future DR Strategy / Policy – consultant **Client LBG**
Wrote / gained signoff for the future DR Strategy at the executive levels of LBG, and supplied the 'operational elements' for the new DR Policy and TOM.

Jan – Sep 2011 – IT Execution Plan Proving events Lead **Client LBG**
Driving the IT Execution plan for HBOS LIVE, from Proving Cycles, Rehearsals into LIVE

May – 2010 – May 2011 HBOS LIVE Integration C & C Lead **Client LBG**
I recruited the planning and execution teams (30 contractors). I wrote the detailed planning approach and lead the Group IT (LBG) planning, PMO and implementation team that created the detailed implementation / Release plans, set up the logistics, (C & C physical, food and accommodation). I executed the proving and dress rehearsals and LIVE weekend implementations. I refreshed all the artefacts between the events. I was the IT interface and Lead to the Business, to review and help them support their plans, walk through the events and supply all their IT support requirements for the interim business processes during the transitions and for their Post Go Live support.

Jan 2010 May 2010– LBG - Build Lead **Client LBG**
I created the supply chain for the End To End environment for test environments / organisations to support the Critical Business Testing.

RBS -Resigned Oct 2009 and left end Jan 2010 – **below ALL RBS**

March 2009 Jan 2010 – Data Centre Optimisation program Director and DCM Lead –
Setup and ran the EDCO program within budget and exceeded benefits (power, space and financial) predictions. I implemented, new technology and legacy replacement and consolidation strategies within RBS that is now mandating the critical systems to the critical data centre space; mandated new de-commissioning processes in the lifecycle; mandated that low criticality systems no longer require (DR) and existing DR was removed. Program moved all test and development kit from primary centres to a refurbished test centre. We virtualised / consolidated all possible technologies, developed end to end forecasting within the lifecycle, and removed all previous unfulfilled' bookings'. Result was that our new MI showed we will not run out of critical data centre space for > 5 years. We de-commissioned thousands of legacy servers saved a mW of power.

Jan 2009 Mar 2009 – RBS Strategic Review
Was directed by the RBS Services Delivery KSOR Director to set up the SD Program, PMO, Plans and the benefits tracking for the RBS Strategic Review, an organisation transformation program that included outsourcing..

Oct 2008 Jan 2009 – ABN AMRO Logical Segregation.
I was directed by the RBS SD Projects' Director to review the move plans and approach for the EXIT of the Amstelveen DC program, run by EDS / IBM. I concluded that a physical move was impossible in the required timescales and agreed a logical separation approach with ABN AMRO business and mandatory bodies.. Set-up the approach, high level plans and a transitional risk assessment process and handed over to RBS PMs.

2008 Services Delivery Global Head of RBS DR Operations (post ABN)
I was directed by the RBS SD Director to establish the RBS Global TOM, Policy and Operational processes / standards –essentially central governance and local execution.

Jan 2008 Sep 2008 – Service Improvement Portfolio (Banking and Insurance)
As Program Director I re-engineered the Service Improvement Program (SIP) process within SD, enabling an entire holistic view (Banking and Insurance) of the programs and be able to quickly identify any failures and act accordingly, kill, reprioritise etc. etc.

Dec 2007 – Feb – 2008 – Ran a Faster Payments Recovery
Was directed to run a technical Faster Payments recovery to ensure the end to end infrastructure would handle the end to end industry mandated SLAs and volumes.

March 2006 – Dec – 2007 – established LEAN Infrastructure Lifecycle As Head of Throughput Management I set up project and program delivery COEs (8) to expedite **infrastructure** project delivery throughout RBS (Banking and Insurance). These were the Plan, Capacity, Estimate, Design, Build, Configure, Test, and Implementation logical factories. Approximately 25000 man-days saved due to lean processes and faster time to market. I removed 6 months from the traditional RBS infrastructure project elapse time.

Dec 2006 – Setup and ran the Implementation Centre of Excellence (all brands)
Reviewed and assisted with all project implementations (took over the failing ones)

April 2003 – April – 2006 – ran RBS Disaster Recovery and Business Continuity
I was Head of RBS DR and BC following a major audit (CEO level) finding. Closed audit points by accelerating / automating RBS data centre recovery / TESTING from > 6 hours to < 2 hours. Established DR and BC framework, policy, strategy, standards and processes throughout the UK (Banking and Insurance), and a DR and BC function that became a top 5% function in FSA audits. I used the DR swap over mechanism / processes to move Banking and Insurance to the newly built data centres. Drove improvements in the Insurance leg as legacy systems were moved from obsolete platforms to the core, accelerated Direct Line DR from > 24 hour recovery to < 4 hours.

May 2002 – December – 2002 – NW Integration technology IT – Lead
Ran an IT team that wrote the migration approach, the SOE plans, and built and drove the trials, rehearsal and LIVE weekends including a major DR fail over during one trial.

Jan 2000 – May 2002 – Business Program Manager / Director – Payments Migration
Ran a Business led program to migrate to the Propay Payments platform, ensuring it was ready for the NW Integration. This involved testing and rolling out a new TOM, using the Propay package, that interfaced into the current applications This was reviewed by the FSA, Deloitte, internal risk and audit and APACS etc. This also supported a new TOM for the business processes / payment centres / organisations.

Oct 1997 – Jan – 2000 – Y2K Testing and Compliance Manager
Drove the technology testing plan, created the testing schedule, ran the build factory. Developed the testing and rehearsal approach – ran all trial and LIVE weekends.

Jan 1997 – Oct – 2000 – Data centre move lead planner/ Implementation Lead
Developed the move approach, the plans, ran the rehearsals and led a team of implementation specialists to move our London technologies to Edinburgh.

Prior to Jan 1997 – various / Branch mergers / Operations up to being a Shift Manager
Ran platform consolidation from a monitoring and control perspective. Introduced mainframe and Tandem automation into RBS and updated ITIL

Career Profile – Profession Interests.....

- Trained in Cap Gemini / Hoskyns PRISM / PRINCE2 / PMI

2010 - 2012 –

- Chaired various technology evening Roundtables with the FSTech magazine
- Chaired similar session for the FST Retail magazine
- Published approximately 10 of the above in articles in both magazines
- Published articles on DC Optimisation and Lean and Integration best practice
- Was a speaker at the FST DC conference in 2010 and 2011
- Presented 'ring fencing' and DC Optimisation at IntellectUK2012
- Published Implementation / Integration best practice in GT/bobsguide
- Delivered DC Optimisation with IQPC at a DC conference March 2012

Personal – Interests and contact details

- Learned Italian for last 2 years (2010 – 2012) – conversational – beyond intermediate, Speak basic German, French and have a knowledge of Latin

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