

# Sandip Patel

## PMO CONSULTANT

### Contact



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Walsall, United Kingdom

### Education

#### Birmingham City University

2:1 Accountancy & Business  
2008 - 2011

#### Alumwell B&E College

A-Levels: Mathematics, Economics,  
Design Technology  
1999 - 2011

### Qualifications

Lean-Agile PMO (2021)

MSP Practitioner (2019)

Certified ScrumMaster (2016)

PRINCE2 Practitioner (2013)

ITIL v3 Foundation (2012)

### Skills

- PMO setup, remediation & improvement
- Project, programme & portfolio management
- Reporting, MI & analysis
- Governance
- RAID management
- Supplier management
- Chairing Exec-level boards
- Training, coaching & development
- Audit & compliance
- Interpersonal & communication
- Financial monitoring
- Waterfall, agile & hybrid
- Business case development
- Stakeholder mapping & management
- Customer management & engagement
- MS Suite (PowerBI, Excel, Visio, Project, PowerPoint, SharePoint)
- Team management; matrix & flat
- PPM tools (Planview, ServiceNow, Daptiv, Project Online); managing migrations and upgrades
- Recruitment
- Resource utilisation
- Capacity planning

### Profile

A diligent PMO Manager with over 10 years' experience in managing and supporting projects, programmes, and portfolios; implementing best practise within waterfall and agile environments. I bring fresh value to organisations by embedding strong and streamlined reporting with scalable governance and assurance controls. I communicate effectively and manage stakeholders at all levels, improving and maintaining a high level of project delivery quality within a variety of environments and cultures. A collaborating team player with high personal integrity.

### Work Experience

**Senior PMO Lead (Contractor) at HomeServe, Walsall:** Jul-23 to Present

**PMO Lead for Technology & Change supporting the organisations largest programmes and supporting a wider team of 10+ Programme & Project Managers delivering 25+ projects with an overall portfolio value of £20m.**

- I led remediation activities for the organisation's leading CCR programme (£5m). This included governance assurance activities to help improve the programme RAG from Red to Amber and then Green within 3 months. I successfully supported rollouts of critical workstreams enabling the programme to formally closedown and handover to BAU and Operations
- Defined the PMO Terms of Reference and an 18-month roadmap of PMO deliverables.
- Mentored and helped develop the PMO Manager, PMO staff and Project Managers.
- Implemented a new finance tracker providing the Change Management team with a first-time internal view of Portfolio financials with monthly monitoring and an accruals process.
- Supported programme managers prepare critical monthly updates to Executive teams.
- Enhanced the department's resource management approach, which includes:
  - Improved resource utilisation and targets.
  - Implementation of a new Statement of Work process to manage off-shore and on-shore resources (~£1.2m per quarter).
  - Improving project staffing and cost efficiency.
- Improved the compliance and utilisation of Project Online; includes enabling an overall portfolio plan to capture timescales and progress of projects across the department.
- Defined and implemented CSAT surveys to capture and improve client satisfaction levels.
- Streamlined reporting processes, increasing clarity, and reducing report preparation times.
- Overhauled PO setup, processing, and payment systems to enhance efficiency.

**Senior PMO Manager (Contractor) at Sanctuary Housing, Worcestershire:** Nov-22 to Jun-23

**Senior PMO Manager for Technology supporting a team of 15+ Programme & Project Managers delivering 85+ projects with an overall portfolio value of £25m.**

- Defined the PMO Terms of Reference and a 12-month roadmap of PMO deliverables.
- Defined and implemented the project management methodology and delivery lifecycle.
- Implemented a revised scoring methodology in alignment with the latest Corporate Strategy to prioritise new and existing Demand.
- Designed a new financial tracker in Excel in line with the organisations Capital and I&E requirements using data manipulation, advanced formulas, and macros to ensure project financials were captured centrally in a format that is easy to manage.
- Owned the overall portfolio roadmap, understanding dependencies and constraints across all programmes and projects
- Improved risk management (non-compliance improved from over 80% down to 15%) and data quality reviews (non-compliance improved from 60% down to 8%).
- Directly assigned to 2 programmes; £9m HR (SAP) Migration and £3m Customer Experience. Redefining the PMO setup to remediate both programmes (governance, reporting, steering, etc), managing the programme plan, overseeing offshore teams, facilitating workshops, managing financials, etc
- Designed a new 'Weekly Project & Programmes Dashboard' providing a first-ever view of all project MI (RAG, financials, RAID, resources, project stage gates, etc)
- Successfully addressed PWC audit requirements, implementing robust procedures to avoid non-compliance in the future.
- Documentation: PID, Kick-Off, RACI, Statement of Works, Pre-Go-Live, Project Closure
- Line management of 1 Resourcing and Planning Manager and 3 PMO Analysts

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### Work Experience (continued)

**PMO Manager (Contractor) at Birmingham City Council, Birmingham:** Aug-19 to Jun-22

**PMO Manager for the IT & Digital supporting a team of 25+ Portfolio, Programme & Project Managers delivering 200+ projects with an overall portfolio value of £55m.**

- Senior PMO overseeing a £42m investment portfolio delivering 8 major programmes to improve the Council's IT service and infrastructure. Programmes included the SAP to Oracle migration, Modern Workplace, Telephony migration, with responsibilities:
  - Implemented the major programmes governance framework which now serves as the gold-standard approach for how programmes and their allocated PMOs should be setup, financed and managed.
  - Chairing steering boards, regular reporting, and analysis.
  - Building business case budget, monitoring actuals against and reprofiling remaining forecasts. Successful in transitioning the ICT Programmes delivery team and projects from Capita into Birmingham City Council as part of the wider transition of IT Services
- Successful in transitioning the ICT Programmes delivery team and projects from Capita into Birmingham City Council as part of the wider transition of IT Services. Included supporting the transformation of IT & Digital department following the transition.
- By identifying common needs across the business, I designed and chaired a monthly Portfolio Board to provide key stakeholders with a view on the overall roadmap, pipeline of upcoming requests, key risk and issues, and updates on key programmes and projects.
- Resolved a financial reconciliation exercise settling over £3m of charges between Capita and Birmingham City Council.
- Successful in ensuring the IT Division's savings targets were met by serving as the interim Finance Business Partner; achieved various deliverables and identified opportunities for effective recharging back to customers and monitoring of financial variance reporting.
- Successfully implemented a new resource utilisation and planning process which enabled effective resource management.
- Defined and implemented a demand management process that assessed new projects and change requests by assessing capacity, complexity, risk, impact of non-delivery using a prioritisation matrix to ensure the department worked on the right projects aligning to the Corporate Strategy
- Providing Executive teams with regular updates on all projects and programmes, managing escalations and dealing with challenging queries around project timescales and financials
- Implemented a robust dependency management process, ensuring inbound and outbound dependencies were agreed and then tracked.
- Successfully managed the PPM migration from Planview to ServiceNow for all projects, resources, and processes.
- Recruiting permanent and contractor staff across the project, programme, and portfolio delivery teams.
- Line management of 3 PMO Analysts; included coaching and development.

**PMO Manager (Contractor) at Capita Birmingham & Capita Local Public Services, Birmingham:** Apr-19 to Aug-19

**PMO Manager for Capita Birmingham and interim Portfolio Office Manager for Capita Local Public Services.**

- Reporting directly into the CIO, I setup a centralised Portfolio Office for all accounts within Capita Local Public Services. This included the setup of the central Portfolio Office, and working with all clients to ensure satellite PMO's across the division were aligned with governance, processes and reporting to provide a holistic and aligned view of the portfolio.
- Deputy to the Head of Projects and Programmes at Capita Birmingham, leading the team to maintain a high quality of delivery.
- Leading the PMO team in the collation and analysis of project related management information and the management of project related processes for the Birmingham City Council account.
- Improved project assurance controls to monitor the quality of project plans; applying scrutiny against tasks, dates, dependencies, and effort, as well as tracking against baselines to monitor and mitigate slippage. This enabled a first time view of the delivery roadmap
- Leading on the preparation of the Planview PPM tool for the transition of services to Birmingham City Council.
- Implementing a robust governance process to support transition of in-flight projects for Birmingham City Council.
- Head of recruitment and resource management for Project Services (a team of 20+Project Managers). Implemented performance management across the PMO and Project Managers, ensuring gaps in capability were addressed through training, and development.
- Line management of 5 PMO Analysts; prioritising team workloads, providing supportive leadership and implementing development plans.

**Senior Portfolio Analyst (Contractor) at Capita Local Public Services, Nationwide (Birmingham, London, Southampton, Blackburn, Salford):** Oct-18 to Mar-19

**Senior Portfolio Analyst for transitioning clients exiting Capita contracts across the UK.**

- Defining governance requirements for transitioning & transformation projects, implementing best practises for a consistent approach.
- Implemented a scalable matrix to identify the required level of governance; included a library of templated artefacts.
- Implemented project and programme workbooks in Excel that fed into a wider file that provided oversight on the full portfolio of for transitioning & transformation projects. Developed reporting standards and structure providing clear visibility of progress at project, client, and portfolio levels.
- Conducting health checks at external client sites to measure project performance, challenging RAG, and status updates.
- Held workshops for RAID and governance, helping PMs understand requirements but also sharing the value of how data will be used.
- Prioritising workload between the team of Portfolio Analysts; includes recruitment. Creating training documents, leading training sessions and coaching/mentoring the project delivery team on key project delivery tools, processes, and standards
- Managing the monthly financial reporting cycle, assessing forecasts against actual costs at project, programme, and portfolio level; improved the quoting process by analysing actuals vs forecasts.

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### Work Experience (continued)

**Senior PMO Analyst (Contractor) at Capita Birmingham, Birmingham:** Mar-18 to Sep-18

**Leading the PMO through remediation activities, supplemented with best practises and training/development to form a sustainable PMO service. Supporting a team of 25+ Portfolio & Project Managers delivering 300+ projects with an overall portfolio value of £15m.**

- Successful implementation of governance resulted in non-compliance improvements from 87% to 33% within one month and then further down to 7% within 6 months.
- Accountable for all reports distributed by the PMO; creating and updating reports with documented work instructions.
- Implemented a RAID management process with a new RAID tool; highlighting top 10 risks with associated trends. The log also captured lessons learned which facilitated the implementation of remediation processes.
- Gap analysis and improvement of project closure process; implemented process for Post Implementation Reviews
- Implemented processes to impact assess in-flight projects with potential GDPR issues.
- Leading training sessions and coaching/mentoring the project delivery team on key project delivery tools, processes, and standards.
- Managed the upgrade of the Planview PPM tool from v11.5 to v15.

**Financial Services Senior Project Coordinator (Contractor) at Accenture, Warwick:** Oct-16 to Mar-18

**Deputy to the Programme Manager overseeing the migration of a UK bank's IT infrastructure following an acquisition, I successfully led the coordination of a 12-phase rollout plan for each branch at over 500+ sites across the UK with minimal disruption.**

- Ensuring each site was complete and ready prior to the migration cut-over date through effective management of multiple suppliers and project teams (includes BT, Openreach, HP, CompuCenter and Mitie).
- Creating, updating the project plan, and financials to ensure the programme remained within the agreed tolerances.
- Developed a cross-entity RAID tool; mitigating and escalating risks across multiple partners to ensure a smooth transition of services.
- Supporting the change control process by logging, tracking, and seeking approval of change requests.
- Developed the Deployment Management Office Tracker, core tool for reporting and scheduling supplier visits.

**Agile Project Manager at Inspired Gaming Group, Birmingham:** Jun15 to Sep16

**Delivered over 30 mobile and terminal games (~£500k) in an agile environment across multiple platforms, and implementation of RAID management and reporting standards to support and enhance project delivery.**

- Delivered products from ideation to release, through effective sprint planning, reviews, and ceremonies, as per agreed roadmaps.
- ScrumMaster for six development teams (three offshore). Facilitating daily stand-ups, removing blockers and monitoring project status. Facilitating and supporting backlog planning sessions, sprint retrospectives and product reviews.
- Managing key stakeholders (senior management, 3rd party suppliers and customers), ensuring all parties were aligned on the most up-to-date status of projects. Organising and chairing project gate meetings to obtain scope, authorise development and release products.
- Managing and chairing steering calls (in person and via conference calls) for Executive teams to review the status of high priority products, documenting actions and key decisions.

**Junior Project Manager at Service Birmingham, Birmingham:** Dec14 to Jun-15

**Delivering 10+ software and infrastructure projects (~£200k) for Birmingham City Council**

- Tracking the progress of project deliverables by managing resources, providing updates, monitoring the achievability of go-live dates.
- Successfully supported the business achieve its Public Services Network Compliance certificate by coordinating multiple workstreams.
- Supporting the Library of Birmingham Programmes (up to 20 workstreams across 5 phases); chairing meetings, maintaining programme records, assisting with financial management and reporting
- Stakeholder management; managing clients and consulting with multiple suppliers identifying project requirements and timescales.
- Forecasting resource and supplier costs and justifying any variances against actual expenditure.

**PMO Analyst (Contractor) at Service Birmingham, Birmingham:** Mar-13 to Dec-14

**Supporting a team of 25+ Portfolio & Project Managers delivering 300+ projects with an overall portfolio value of £15m.**

- Managing and chairing multiple project boards for Executive teams to review the status of high priority programmes and projects.
- Organising and chairing project governance meetings with project managers to review RAID, project plans and documentation.
- Supporting the monthly financial reporting cycle for project managers to record project finances. Includes implementing variance reports to compare forecasts against actual costs.
- Creating and maintaining automated MI Reports and interactive dashboards in Excel and PowerPoint.

**Finance & Administration Officer at Service Birmingham, Birmingham:** Apr-12 to Mar-13

**Processing quote, order requests and invoicing PO's. Managing suppliers and producing monthly reports.**

**IT Service Desk Incident Handler at Service Birmingham, Birmingham:** Jun-11 to Apr12

**1st line IT support providing first-time-fixes and diagnosing IT issues; applying customer care ethics through effective communication.**