

## Professional Summary

Results-driven head of IT, project manager and software development manager. Over 15 years' experience of systems analysis, planning, delivering and providing support for technical projects.

I bring a huge breadth and depth of technical and business project experience, especially software projects under **Linux**, **Windows Server** and **web/API** systems.

Highly experienced in change management. Key bridge between technical and non-technical staff. Expert in managing diverse teams - both remote and onsite - including business analysts, senior software developers, junior project managers, support engineers and DevOps specialists. I am particularly good at bringing the team along for what might otherwise be difficult changes.

I am the voice of experience, confident with both continuity and change, and calm under pressure.

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## Key skills

- Project management using **Agile**, **Sprints**, **Scrum**, **Kanban** and more (e.g. Waterfall, **Prince2**). Passed **Professional Scrum Master (PSM)** certification.
  - Co-ordinating multiple **simultaneous projects**. Writing and presenting **project proposals** and **project updates**. Negotiating contracts, SLAs, go-live deployment plans.
  - Liaising with project resources, directors and senior customer staff.
  - **Process definition**, change governance and technical team organisation. **ITSM**, **ITIL**.
  - **Systems analysis** and **specification** writing. Extensive technical experience allowing me to reduce technical debt and manage large-scale system deployments.
  - **Recruitment** and **continuous improvement** of staff. Frequently act as "guru", advising on **best practice**, common pitfalls and **problem-solving**, in both technical and business contexts.
  - Strong **SQL** and many years of experience of coding and systems administration under **Linux** and **Microsoft Windows Server**, including **SQL Server**, **Amazon AWS** and **Azure** cloud.
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## Professional Experience

### August 2025 – Today: IT Consultant (self-employed)

- Various contracts including **GDPR**-safe server decommissioning at Gloucester Crown Court. Ensured **data privacy** and **legal compliance** for extremely sensitive data.

### January 2025 - July 2025 (Fixed term contract): Programme Manager, Pennant, Cheltenham

- Led the project management, integration and roll-out of a suite of aerospace training and logistics software, compliant with **S1000D** and **MIL-STD-1388**. Ensured compliance with **ISO9001/27001**. Worked with, and planned expansion of, organisation's ERP system.
- Project planning and **CI/CD** using Microsoft **Azure DevOps** with **Kanban**. Liaised with developers, testers and colleagues using **Microsoft Teams**.
- Checked **XML** transformations and **Rest API** compliance (e.g. using Postman API suite). Wrote and implemented **test scripts** using cURL. Wrote product and process **documentation**.
- Planning and **reporting** on **budget**, **time** and **resourcing**. Identified **impediments** and conflicts of interests. Escalated risks, suggested mitigations, maintained the risk register.
- Implemented video-based **training** (**LearnWorlds**), a new helpdesk / issue tracking system (**Hubspot**), customer onboarding and follow-the-sun **support**.

**April 2019 - October 2024: Head of Support and DevOps, Blueberry Systems, Gloucester**

- Through-life customer technical support for over 40 bespoke customer systems, primarily B2B, healthcare (**NHS**), finance (IFAs, mortgages, life assurance), industrial (e.g. Tarmac), **security** (police, prisons), automotive recycling, plus some **RAF** (e.g. Air Tattoo planning suite).
- Managed thirty 1st/2nd line support analysts, DevOps engineers, developers and testers based in the UK, Europe and further offshore, notably using **Microsoft Teams**.
- Project management under **Agile** and **sprints**, for major new suites and minor new features using **Microsoft Project**, **JIRA** and in-house project planning system.
- Wrote and presented **project proposals** to upsell new features to existing customers. Supported sales director as technical consultant for online and in-person **meetings with board-level senior customers** and sales prospects.
- Led the department to become the most profitable part of the company by a huge margin.
- Pioneered bug identification and resolution using **AI** tools including **ChatGPT** and **VS Code** with **CoPilot**. Specified, debugged and often wrote DevOps scripts in **BASH**, **Python** and **Perl**.
- Reporting with Microsoft **Power BI**. Documentation with **Sharepoint** and **Confluence**.
- Deployed software using **Gitlab CI/CD** to a mix of cloud-based **Linux (Ubuntu Server)** and **Microsoft Windows Server** environments, primarily under **Amazon Web Services (AWS)**, **Microsoft Azure** and some **VMWare**.
- Pre-go-live **product configuration** including testing and **pre-loading customer data**. I hand-built test scripts in **SQL**, **BASH**, **Perl** and **Python**, and also specified scripts for developers to write, identifying bad customer data and assisting the customer in cleaning their data sets, to ensure smooth data loads to production.
- Also some support of legacy systems with deployments under Jenkins and SVN.
- **ITIL Service Lifecycle**, **ITSM Service** Management compliance
- Personally provided hands-on 3rd-line support, including issue analysis and bug fixing. For example, **API** and **OAuth** testing, **XML/XSLT** debugging, **HTML/JS** bug analysis, **database optimisation** and **SQL queries** under Microsoft **SQL Server**, **MySQL** / MariaDB and SQLite.
- Negotiated contracts, defining Service Level Agreements (**SLA**), issue monitoring, resolution and escalation using **JIRA**, **Confluence**, **Redmine** and in-house project & support tracking tools. Processed **customer orders** and reported on monthly sales/income.
- Senior Information Risk Officer (**SIRO**) for **NHS** and **police** projects. **NHS Spine API** integration. Personally created Linux-based **thin clients** with **cloud-based virtual desktops** to ensure total separation of medical and arrest data from other systems.
- Ran trial of **Amazon Lambda** serverless systems with focus on **issue logging**.
- Chose and implemented third-party **penetration testing** for both on-site and AWS cloud-based customer systems. Pioneered anonymisation for test data to comply with **GDPR**.
- Introduced **out-of-hours support** with **escalation procedures**. Negotiated contracts with customers. Provided “buck stops here” interactions with senior board-level customers.
- Managed (and did a lot of hands-on hardware/network engineering) for **office relocation**.

**April 2015 - April 2019: Senior Project Manager, Blueberry Systems, Cheltenham**

- Systems analysis and specification of B2B and industrial systems including **Tarmac**, **Eurotunnel**, Uvex safety eyewear, finance (IFAs, mortgages, life assurance), Assa Abloy prison locks, torque safety systems for **Jaguar Land Rover**, ADI electrical testing certification, **British Rail** infrastructure safety checking.
- Project management using **Agile** and **SCRUM** with **Microsoft Project** and in-house sprint-based project planning system. Worked with **Prince2** with several customers.
- Designed and specified several systems from scratch based on **customer requirements**.

- Guided customers through **ISO9001** and **ISO27001** certification.
- **Managed software developers and testers** to complete the projects I had specified. Allocated work, **reported on progress, planned sprints, prioritised work items** in line with technical and customer requirements, **liaised with customers** to determine priorities.
- Provided in-person **liaison with customers**, for example customer site visits across the UK for multiple days for **requirements gathering, project progress updates** and issue resolution.
- Technical sales assistance.
- Line manager for other project managers and software developers. Maintained **risk register**.
- Reason for leaving: Promoted in-house.

#### **June 2008 – April 2015: Head of Software, Higher Education Statistics Agency, Cheltenham**

- Managed department of 15 developers plus 6 project managers and 3 testers.
- **Professional Scrum Master (PSM)**; implemented ISO27001.
- Introduced automated unit testing under **Team Foundation Server** and **NUnit** to promote quality. Used automated builds to speed up code delivery iterations.
- Introduced formal change control process (**change governance**) with business case reviews.
- Performed radical restructure separating development from application support, introduced 1st/2nd/3rd line support, SLAs, improved productivity.
- Led move from in-house hosting under IIS and data processing under Oracle, to cloud-based under Microsoft Azure.
- **Wrote and optimised** SQL queries under **Microsoft SQL Server** and code in **C# .NET**.

#### **December 2004 – June 2008: Anti-Spam Development Manager, MessageLabs (Symantec / Broadcom), Gloucester**

World's biggest supplier of managed email security services, 5 million end users including Whitehall and Downing Street.

- Accuracy went up from 95% to 99.5% under my management, independently verified as the world's most accurate anti-spam system.
- Wrote heuristic natural language processing rules in Perl, including complex **regular expressions**, for detecting spam and other email security vulnerabilities.
- Guest speaker at MIT on email security and spam identification.

#### **Prior to December 2004: Software Developer**

Including Royal Bank of Scotland, IBM, AssureWeb life assurance, NamesCo DNS, local government and as self-employed contractor. Primarily in **C# .NET** and **SQL**, with some PHP.

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#### **Education**

2:1 B.Sc. (Hons) Business Computer Systems, University of Gloucestershire, including year placement at IBM.

3 A Levels, 2 A/S Levels, 8 GCSEs inc. Maths (A), English (A), Oldbury Wells School, Shropshire.

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#### **Personal**

From 2015 until the pandemic, I ran a children's programming and Raspberry Pi enthusiast club, at the University of Gloucestershire, with 120 regular attendees. During the pandemic, I refurbished more than 60 donated old laptops and gave them away to families to allow children to participate in online lessons, for which I received community awards from two local councils.

I play piano and synthesiser. Full clean **driving licence and car**. British citizen with passport. I hold **baseline / BPSS / DBS clearance** (January 2025). CV last updated 16 November 2025.