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**Neil Edward Pallister**  
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### **Profile:**

Neil is a professionally qualified and experienced business project and programme manager, with knowledge and skills in organisation, strategy, business analysis and solution design. He specialises in developing solutions for business needs, managing programmes of projects for improving business, information communication technologies and decision support systems. An effective worker, offering proven strategic, business management and communication skills with the ability to manage change and achieve targets set. Neil is able to work effectively at all levels of an organisation and develop partnerships with clients and external suppliers.

### **Key skills:**

- Idea generation and strategy development to design solutions in support of corporate objectives;
- Effective organiser to design and implement systems for effective business;
- Development of ideas into practical proposals for long term strategies or shorter term workarounds;
- Sensitive research and initiation skills for briefing for management including board and ministerial levels;
- Analysis and questioning of problems through audit, investigation and research techniques;
- Project management of initiatives to schedule, cost and quality;
- Positive coaching and supervision skills and a good team player;
- Communication skills to present ideas and proposals.

### **Qualifications:**

Accredited Managing Successful Programmes practitioner	APM	2004
Accredited PRINCE 2 project practitioner	IBM	1999
Master of Business Administration (MBA)	University of Keele	1991 – 1993
Master of Geographical Information Systems (MSc)	University of Edinburgh	1987 – 1988
Bachelor of Science Geography (BSc First Class Honours)	Huddersfield Polytechnic	1984 – 1987
Secondary Education	Cheltenham Bournside	1977 – 1984

'A' Levels: Geography, Biology, Computer Science

'O' Levels: Maths, English Language, English Literature, Biology, Music, Geography, Chemistry, French, Art

## Career history:

### **2001 – to date                      GREEN SQUARED LTD**

Neil has established himself as an independent management consultant working on the following programmes for central government clients.

#### **HM CUSTOMS & EXCISE (2002 – 2004) - Programme Management Consultant**

Neil was asked again to return to HMCE to work on the prestigious Lorry Road-User Charge Programme acting as a Programme Management Consultant to the management team. The LRUC is a multi-billion pound programme which Neil has worked on since its inception. He has helped to design the programme, the tranches of deliverables, resource and consultancy needs, all products and work package management throughout. He has helped direct a large programme team using project and programme management principles covering MSP, PRINCE, MoR and DSDM. He has also been instrumental in the preparations and management of the Gateways for the programme. This role has included estimating, recruiting, management, training and mentoring staff at all levels to ensure the successful delivery of the Charge.

In addition, Neil has been used in his design role and has developed the business strategy, blueprint and programme definition for the Charge. Working closely with Ministers and senior civil servants, Neil developed the concept of the LRUC and has contributed to the design of the requirements, business cases and procurement strategy. This led to the development of a detailed business process and benchmark solution to be used throughout the procurement lifecycle.

Assisting the HMCE Centre of Excellence, Neil contributed to the overall project governance arrangements and help develop the pragmatic use of OGC guidance and procedures to ensure successful delivery. This included the creation of working procedures, assessing their use, assisting staff in their deployment and providing advice and support as required.

Neil directly managed the development of the Feasibility Study and Report which evaluated over 42 different options for Ministerial approval. He has been involved in briefings, presentations and meetings at all levels of Government and was considered an integrated part of the civil service team.

Neil mentored the directors and programme managers of the LRUC on a day-to-day basis and had an acting brief to fulfill vacant roles in the programme structure and act as a trouble-shooter on various issues, exception planning and taking the risk management forward. Sitting on the management team, Neil undertook the preparations for launching the OJEU advert for over 300 suppliers; has helped civil servants to plan, manage and conduct the R&D programme of 40 projects supporting the main programme, stakeholder management and has been involved in the re-design of the structure and recruitment process.

Neil also oversaw the management and appointment of external advisors and has developed contracts, work packages and assisted with the negotiation of fees and day-to-day management for several UK and overseas companies working on the programme. Neil ran a series of in house 'teach ins' to educate staff in programme and management techniques to compliment the formal in house training programme. This included one-to-one and group mentoring, 'hand-holding' and general support whilst staff undertook their duties.



specifying a feature set to solve particular business needs and incorporating 'off-the-shelf' and bespoke solution developments.

Most of the solutions were based on eBusiness technologies including digital tv, the internet and mobile telephony. Work also included developing non-technological solutions including a business analysis methodology and a process model for doing business online within the government market. The programme involved developing sales collateral such as brochures and demonstrators as part of a full marketing strategy covering pricing and design of a campaign using press publicity, telemarketing and a conference launch.

He also managed the Licensing and Regulation Management proposition for CMG nationally. This included developing a business methodology to review an existing licence business process and the development of a "generic licensing" system design to cope with the complexity, performance and cost of different licence regimes.

### **DTI EXPORT CONTROL DIRECTORATE (2000) - Development Consultant**

Neil's role was to design and develop a licensing system for exporters.

- Development of a new business model using business process reengineering methods;
- Specification of system requirements;
- Design of business change programme to implement the new system and new model.

### **ENVIRONMENT AGENCY (1999) - Research and Development Consultant**

Neil managed a joint research and development project with the Environment Agency.

- Analysis of different licensing regimes and in particular to develop a "generic product" to cope with their differing complexities and performance requirements;
- Development of a generic licensing system design, which has now been developed into a commercial product.

### **DTI BUSINESS LINKS DIRECTORATE (1999) - Strategic Consultant**

Neil's role was the development of a management information system to collate information about business growth.

- Acting as a strategic consultant developing the solution including data-cleaning and extensive reporting facilities;
- Including liaison with several staff across the country at different levels in the department. The system will be installed at several business link offices throughout the country;
- The role includes acting as a mentor to new consultants on the project, provide assurance on their work and guidance on design and standards.

### **HM CUSTOMS & EXCISE (1998 – 1999) - Programme Assurance Consultant**

Neil was employed in a programme management assurance role for their anti-smuggling and investigation programme.

- Using the PRINCE 2 methodology overseeing 37 different projects.
- Liaison with many offices and staff across the country and Europe to assure that projects are being delivered to fulfil technical and business requirements.
- Projects involved using neural networks, data warehousing, geographical information systems, intranet and Oracle database technologies.
- Programme work also included recruitment of personnel, accommodation, legal and business matters as well as technical systems and development tasks.
- Reporting to the senior board of HMCE and prepared several information and decision papers. Work also included training new staff in the Project Support Office in PRINCE techniques and successful programme delivery.

1995 - 1997

## ENVIRONMENT AGENCY

### Corporate Strategy Officer

Neil was responsible for managing the development and implementation of a Corporate Strategy.

- Included development and implementation of customer charter, standards of service, a strategy development framework and implementing strategic goals as part of the design and implementation of a £650m programme management infrastructure;
- Management of priorities and the allocation of resources across the organisation using a PRINCE based methodology;
- Development of future strategic solutions for the next ten years and specifying deliverables and project controls to ensure that delivery was achieved;
- Specification of resource and budget requirements to ensure constraints and targets were achieved for over 9000 staff and several different multi-million pound projects;
- Work with Directors and Board members covered developing and a strategic vision and corporate plan using the resources identified for approval by Government Ministers;
- Carrying out several analyses using SWOT, PEST, portfolio, BCG, value chain and output performance management techniques. Plans produced were then subject to quality reviews and several external consultation exercises with the general public. Followed by the design of effective solutions to meet business and customer needs;
- Work included design, mock-ups and customer focus groups to develop services across the country. Worked with the Welsh Language Board to produce bilingual, special large print, audiocassette and foreign language services for various customer groups. Development of the customer service centres concept within the Agency and attended the Cabinet Office co-ordinating groups and acted as contact point for other Government organisations.

1995 - 1997

## ENVIRONMENT AGENCY

### Internet Site Development

Neil was employed as a solution designer and project manager for the development of the Environment Agency's Internet site.

- Liaison with several types of customers, design agencies, suppliers as well as users, systems development staff and senior management to consolidate content and the overall design of the site;
- Responsible for contract management, maintaining budgets and ensuring delivery of several contracted work packages at the same time;
- Work also involved a visit to the United States of America in September 1997 to liaise with several IT suppliers and other Government agencies to share experiences and to develop new business systems;
- The site has won several awards and its growth increased. This was achieved through marketing and sales promotions and the development of new online publicity campaigns;
- Agency's representative in the Government Direct and Genesis Direct projects run by Central Government acting as a team member to ensure the delivery of electronic services to the general public.

## **1994 - 1995 NATIONAL RIVERS AUTHORITY**

### **Corporate Planner and Project Manager**

This was a joint role managing business priorities and organisational processes for all Corporate Planning matters.

- Manpower planning, financial planning, project management, efficiency planning and objective setting for a budget of over £60m and 1000 employees in the South West region of the National Rivers Authority;
- Development of Corporate Plan submissions for budget approval and providing support for the management of the overall priorities of the business;
- Providing advice on creating business plans and budget proposals and used business process re-engineering (BPR) and marketing analysis techniques to improve efficiency;
- Project management of a phased implementation of a national multi-million pound computer system involving over 300 users. This included the management of a £1.2m budget, staff appointment, delivery of required products to schedule, cost and quality. The system was based on a client server Geographical Information System using Windows and Oracle products;

## **1992 - 1994 NATIONAL RIVERS AUTHORITY**

### **Management Support Officer**

Co-ordination and provision of management support for an organisational merger.

- Including design of staff structures, time tabling, employee consultation, providing a communication mechanism for staff allocation of posts, situation reports and acting as a central focus for senior management;
- Project management of the merger including the management of a project team maintaining personnel databases, trade union consultation and handling of over 4,000 consultation bids for posts within the new organisation. A 'manager friendly' decision support system was developed to handle the sensitive information linked to business graphic and statistic packages.

## **1991 - 1992 NATIONAL RIVERS AUTHORITY**

### **Information Support Analyst**

Neil's remit here involved the provision of management advice and skills to staff within the National Rivers Authority undertaking business analysis work.

- Providing assistance to work on cost benefit cases, specifying requirements, managing costs, marketing of services and design of future strategies;
- Managed several small to mid scale IT development projects developing skills in the TAP procurement of contractor services, forecasting and estimating work loads.;
- Development of service level agreements as part of a client contractor arrangement.

## **1989 - 1991 NATIONAL RIVERS AUTHORITY**

### **Assistant Data Officer**

Neil gave frontline support to technical staff on data applications, software, and presentation of information and programming of computer applications.

The role also included training staff for several computer packages including specialist workshops mostly in business packages such as Freelance, WordPerfect, Word and Lotus.