

## Mark Wilde

### Summary

I have twenty years of experience in working in and on behalf of the public sector in the UK and Australia.

I have highly developed leadership, problem solving and commercial negotiation skills, having been a Partner with Ernst & Young and subsequently establishing my own very successful consulting practice in Australia.

I have exceptional inter-personal skills and am recognised for my ability to quickly build credible, trusted relationships at senior levels in government and to successfully balance the needs of diverse groups of difficult stakeholders on complex programmes and projects.

My experience within government has provided me with strong influencing skills at the executive and political level. My professional background as a consultant, coupled with four years as a senior executive within Government, has provided me with the ability to extract the best out of teams while maintaining a focus on cost control and efficiency.

### Employment History

#### August 2015 – current: Director, Redpoll Group Ltd

Redpoll Group is a strategic project management consultancy with a specific focus on supporting the UK public sector in the design, implementation and execution of complex strategic projects.

Roles completed to date:

- **NHS Scotland (Aug 17 to current):** Strategic advisor, including undertaking diagnostic reviews of transformation and recovery programme status at NHS Borders and NHS Highland.
- **NHS Tayside (Dec 17 to Aug 18):** Interim Director of Strategic Planning, supporting the Executive leadership in developing an Integrated Clinical Strategy and in delivery of the Board's Transformation Programme.
- **NHS 24 (Mar 17 to Dec 17):** Programme Director, Organisational Improvement Programme (OIP) which is a major technology and transformation programme of strategic importance to NHS24 and to Scottish Government. Role includes:
  - Developing governance structure and team structure and mobilising programme team;
  - Leading the successful roll-out of a new SAP application as tranche 1 of a national roll-out – this technology programme has been beset with problems previously;
  - Leading the strategic service developments underpinning the OIP including growth in new service areas targeting primary care demand management opportunities made possible by NHS24's core call handling and clinical triaging capabilities;
  - Developing strategic plans to support roll-out of tranche 2 of SAP Application and expansion of OIP to include organisational transformation as well as service expansion.
- **Scottish Government, Children and Families Directorate (Nov 16 to Apr 17):** Strategic Advisor providing programme management and strategic advice to the Early Learning and Childcare Expansion Programme. Role included:
  - Developing an appropriate governance structure for the programme;
  - Developing an appropriate team structure for the programme;
  - Developing an implementation strategy including consideration of the different needs associated with policy making and programme delivery aspects of the programme; and

- Stakeholder liaison including with COSLA and Local Authorities to build support for the governance model and implementation plan.
- **Scottish Futures Trust (SFT)** (Jun 16 to Sep 16): Associate Director, Early Learning and Childcare Expansion Programme, including planning the expansion and development of up to 900 early learning centres across Scotland in partnership with all 32 Local Authorities. Key responsibilities included:
  - Engaging with Scotland's Local Authorities to develop an understanding of existing and proposed infrastructure and workforce expansion strategies;
  - Developing an initial programme plan to identify critical actions and co-dependencies;
  - Developing an indicative capital budget for the expansion programme including developing a budget analysis model;
  - Undertaking analysis and providing advice to SFT and Scottish Government on strategic issues attached to the expansion programme including relating to financing, funding models, procurement options and stakeholder management; and
  - Development of a stakeholder consultation framework to support ongoing engagement with Local Authorities.
- **Medway NHS Foundation Trust** (Nov 15 to April 16) – Recovery Programme Director responsible for leading the Trust recovery strategy and mobilising a programme management office (PMO) in response to adverse regulatory performance audits. I was engaged to achieve the following over-arching objectives:
  - Accelerate and significantly improve the Trust's response to a series of highly critical Care Quality Commission (CQC) and other regulatory inspection reports;
  - Secure the support of CQC and the Department of Health for Medway NHS Foundation Trust to continue its long-term recovery journey (including exiting Special Measures as soon as practically possible) once the outcomes from this accelerated recovery phase had been assessed.

My leadership role included:

- Working with the Trust executive leadership and the CQC to develop the accelerated recovery strategy including defining key work-streams in response to the priorities set by CQC;
- Obtaining approval of the Trust Board for the strategy;
- Establishing and leading the first initial programme of priority actions ahead of early CQC re-inspection;
- Designing a PMO structure to support the recovery strategy implementation phase and recruiting a PMO team;
- Developing a communications strategy for the recovery programme, targeting internal and external stakeholders separately; and
- Stakeholder management including forming trusted relationships with senior clinicians, the local Clinical Commissioning Group (CCG) and CQC.

I completed my engagement in April 2016, to coincide with the publication of the CQC's recommendation that the Trust be allowed to continue its recovery journey following an inspection of progress in March 2016. The CQC's response commended the Trust for the actions it had taken and is available at this link:

[http://www.cqc.org.uk/sites/default/files/20160425\\_Medway\\_SoS\\_Letter.pdf](http://www.cqc.org.uk/sites/default/files/20160425_Medway_SoS_Letter.pdf)

Calcutta Group is a specialist project and transaction management company based in Brisbane, Australia. I grew the company from three employees to 15 employees in three years and the consultancy undertook in-excess of 50 projects for clients in the Australian public sector during this time. The business continues to grow and thrive.

Key roles undertaken by myself during this three-year period included:

- **South Australia Health:** Governance, programme management advice and mobilisation support for the Transforming Health initiative ([www.transforminghealth.sa.gov.au](http://www.transforminghealth.sa.gov.au)).
- **State Penalties Enforcement Registry:** Transaction manager for procurement of outsourced State-wide debt collection system and supporting ICT systems.
- **Metro South Hospital and Health Service:** Program Director, Partnerships Opportunities Program (pursuing infrastructure and service delivery partnerships with the private and third sectors).
- **Metro South Hospital and Health Service:** Transaction Manager for procurement of radiopharmaceutical manufacturing plant including supply contract for major Brisbane health facility.
- **Department of Natural Resources and Mines:** Transaction Director for the sale of mining exploration licences in Central Queensland.
- **Department of Natural Resources and Mines:** Review of end to end land sale strategy with best practice blueprint for market engagement and transaction management.
- **Department of State Development and Industry:** Galilee Basin infrastructure development strategy review.
- **West Moreton Hospital and Health Service:** Development of Strategic Plan 2015-2018 including a strategic business case investigating infrastructure and funding solutions to address rapid population growth in the South West Brisbane Growth Corridor.
- **Royal Children's Hospital, Brisbane:** Development of business case to assess options for de-commissioning and re-development of the hospital post closure.
- **Statewide hospital car parking study:** Development of options assessment of funding structures and delivery models for car parks in hospitals across Queensland.
- **Wynnum Health Service:** Development of service delivery strategy including hospital re-location and re-development strategy.
- **Metro South Hospital and Health Service:** Delivery of business case for provision of sub-acute services at Princess Alexandra Hospital, Brisbane.
- **New Royal Adelaide Hospital:** Regular assurance reviews of governance, program delivery, procurement and ICT work-streams on this A\$1.6bn development program.
- **NSW Treasury:** Gateway reviewer for project to re-design and re-configure the Department of Public Works, NSW.
- **NSW Health:** Gateway reviewer on a range of major hospital capital redevelopment projects including: Goulburn Hospital, Sutherland Hospital, St. George Hospital.
- **Queensland Health:** Post contract review of Rockhampton Hospital re-development, with focus on project management following significant time and cost over-runs.

### **2008-2012: Executive Project Director, Sunshine Coast Health Campus**

As Executive Project Director, employed by Queensland Health, I was responsible for building and then leading a team to achieve the following objectives:

- Developing the business case for the programme;
- Obtaining funding for the A\$2bn investment in a 750-bed tertiary teaching hospital based on service need;
- Developing the service delivery plan for the District;
- Developing the functional specifications for the new facility including an academic and research centre across infrastructure, ICT, architectural, engineering services, medical equipment and facilities management;
- Developing and implementing the programme communications strategy;

- Procuring the new facility using a unique form of public and private finance known as the government contribution model (similar to the NPD model in Scotland);
- Procuring a co-located private hospital on the new hospital site and negotiating a service delivery contract with the successful private provider (Ramsay Healthcare) as an interim demand management strategy while the new public hospital was built.

Funding approval was successfully obtained in 2009, the private hospital opened in 2013 and the public hospital opens in 2017. The contracted programme delivery price was A\$250m under budget and contractual close achieved five months ahead of schedule.

My leadership role included the following activities:

- Developing and implementing a programme delivery structure and blueprint;
- Hiring and managing an initial team of over 25 advisors (clinical planning, ICT, legal, financial, engineering and architectural teams) and internal nursing/clinical leads and planning teams to support them;
- Managing the political and executive interface including making regular presentations to the Health Minister, Premier and Cabinet and presenting to a range of steering committees within government;
- Establishing a “Group of 8” (G8) senior clinicians to support hospital strategy development and functional specifications and, importantly, to act as a conduit for communication with the wider clinician cohort. This involved using programme funding to employ locums to cover 33% of senior clinicians’ time to ensure dedicated programme support whenever needed;
- Leading all stakeholder management activities, planning for and delivering presentations to staff consultative forums, union forums, clinician groups and patient and community advocacy groups;
- Media liaison (including managing the fall-out from an announced delay to the public hospital component of the programme in 2009 following the global financial crisis);
- Developing an interim demand management strategy for the District following the delay in the public hospital;
- Designing and implementing an innovative procurement strategy for the public and private hospitals to achieve early contractual close, with a focus on quality documentation and discipline within our project teams (and importantly bidding consortia teams), successfully establishing industry leading procurement benchmarks; and
- Leading all commercial negotiations with bidding consortia and private hospital service providers.

**2005-2008: Partner, EY: Head of Government Services and Infrastructure Advisory, EY Queensland.** Built an infrastructure advisory practice of 10 employees, responsible for providing commercial advice on government sponsored infrastructure projects including the A\$2bn Airport Link development in Queensland and the Queensland Schools PPP project. My role also included leading the development of EY’s government consulting practice across the State and across service lines.

**2000-2005: Deloitte Corporate Finance/Deloitte Consulting:** Director with Deloitte with principal focus on commercial advisory to Government agencies on major infrastructure projects and provision of strategic advisory services including to non-Government sector. Highlights included:

- Commercial advisor on Fife Schools 1 and Highland Schools 1 – both pathfinder PPP projects in Scotland (2000-2002).
- Established an infrastructure advisory practice for Deloitte Corporate Finance in Australia including advising on a range of economic and social infrastructure projects (2002-2005).

**1996-2000: Finance Manager and Accountant, NHS Scotland:** Working in financial management roles at the then West Lothian NHS Trust, initially as an NHS Graduate Trainee and subsequently as Management Accountant and Financial Accountant.

### Key Skills and Capabilities

- Programme leadership
- Managing complex teams
- Strategy development
- Stakeholder management
- Presentation skills
- Gateway review
- Project management
- Facilitation and mediation skills
- Business case development
- Communications strategy development
- Financial advisory

### Qualifications/Memberships

- CA: Institute of Chartered Accountants Scotland
- CIPFA: Chartered Institute of Public Finance and Accountancy
- BA (Hons) Business Studies
- PRINCE2 Practitioner
- MSP Practitioner