

Andrew Precious

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Personal Statement:

An experienced senior change professional adept at delivering large scale transformational change across complex systems, processes, tools and people. An excellent ability to take an enterprise-wide view of an organisation, shaping future change roadmaps aligned to strategic intent, gaining internal and external buy in for a proposed portfolio of changes. Experience predominantly within utilities, with a working knowledge across entire value chain including customer facing retail, back office and supporting functions. A people person whose values include integrity, resilience, the ability to add value and make a difference, the desire to be challenged and innovate to solve problems, and a strong desire for learning and future growth for self and teams.

Key Skills:

Enterprise Business Architecture Programme & Project Delivery	Complex Decision Making	Governance & Reporting
Capability & Capacity Modelling	Senior Stakeholder Engagement	TOM/Strategic Roadmap Development
Agile/Waterfall/Hybrid Methodologies	Change Delivery	Leadership of Change Professionals
Process Modelling	Learning/Development Training	Exec level Reporting/Presentation
	E2E Requirements Management	3rd Party Management

Key Achievements:

Yorkshire Water – Enterprise Business Architect

- Mobilisation, development and leadership of Business Architecture function
- Building of business architecture repository – business capabilities, business process, organisational design
- Working with COO and C-Suite, building of an understanding of strategic intent and intended business direction, followed by development of a Target Operating Model for the enterprise to shape emerging transformation programmes to meet strategic objectives and business plan.
- Development of an organisation wide RACI to provide clarity on accountabilities and ways of working, engaging directly with the CEO and wider C-Suite.

Npower – Business Architecture & Analysis Manager

- Mobilisation of Business Architecture function alongside leadership of Business Analysis practice
- Scoping, shaping and architecturally reviewing new and in-flight change initiatives to ensure alignment to business strategy
- Engagement into Chief Restructuring Officer for cross-company agreement on changes required to meet target end state architecture
- Developed an Architecture Repository to house reusable artefacts such as capability maps, process hierarchies, organisational models, functional documentation, application architecture models and governance logs, allowing for easier representation of business viewpoints, and driving informed decision making.
- Developed and implemented capacity and capability model for wider change function, including development of supporting toolkits, performing training needs analysis and identifying upskilling options

Npower – E2E Design Lead

- Delivery of customer journey designs, process designs and supporting design deliverables (including business requirements) for £340m+ transformational Smart Metering programme across multiple large releases
- Delivery of technology, process and people changes across customer facing retail and B2B businesses, supporting back-office functions and enabling business services within metering – cross-functional design and delivery
- Assurance and maintenance of E2E design integrity and alignment to strategic objectives through business engagement, cross-project impact assessments and architectural review

Npower – Business Change Manager

- Successful implementation of a variety of distinct projects covering regulatory requirements, data needs, and operational enablement.
- Implementation and Industry Qualification of the new Data Collection and Data Retrieval (MDM) systems, with a benefit of approx £4 million at year 5 post go-live.

Training and Qualifications:

TOGAF 9.2 Certified
BCS ISEB Diploma in Business Analysis (4 modules)
Prince2 (foundation) Certified
Various internal change/operational courses
'A' levels and GCSEs

Lean Six Sigma trained
Managing Successful Programmes (MSP) trained
Portfolio, Programme & Project Management (P3O) trained
Agile – Scrum Master trained
Agile – Product Owner trained

Employment History:

Yorkshire Water – Bradford – West Yorkshire Enterprise Business Architect

January 2021 – Present

- Member of the Senior Leadership Team within an enterprise change capability, ensuring that the function is driving towards its vision and purpose whilst delivering an effective service for the wider organisation.
- Effective networking at senior levels, up to and including CEO, to understand the vision and strategic intent of the organisation, so that architectural activities undertaken would support in the answering of key questions needed to meet those strategic outcomes.
- Modelling of organisation through business architecture methods (business capability modelling and assessment, process hierarchy, organisational design) to identify areas of the organisation where current effectiveness doesn't meet the ambition and strategic needs of the business.
- Target Operating Model definition through key lenses of process, people and business capability. Collaborative working with other architecture disciplines (provided internally and by 3rd party) to develop rounded view of the target state, and development of a Transformation Roadmap with identified transitions to get to the target architecture over the course of the next 5 years.

Npower Ltd – Leeds – West Yorkshire Business Architecture and Business Analysis Manager

June 2019 – December 2020

- Head of a Business Architecture capability and Business Analysis practice within centralised change capability.
- Member of the Senior Leadership Team, contributing to overall strategic direction for the entire function.
- Close working with technical and solution architecture specialists to define current and target architecture.
- Key role in Portfolio Planning activities, ensuring that changes align to strategic direction, priorities are understood, business case is viable and resource requirements to fulfil are understood.
- Impact assessment of changes being raised against current architecture (across people, processes, systems and data), ensuring conflicts and synergies are identified and resolved.
- Lead in determining the scope of changes at a project level, to ensure that any architecture recommendations are incorporated in the project deliverables, alignment is tracked throughout, and appropriate governance is agreed and followed.
- Operating as Product Owner within Agile delivery team, ensuring that Product Backlog is suitably refined and maintaining focus on highest value items within backlog.
- Management of Business Partnering capability, controlling regulatory change pipeline, and working with business to manage risk, and propose appropriate solutions within a heavily regulated business.

Npower Ltd – Leeds – West Yorkshire E2E Design Manager – Lead Business Architect (Smart Programme)

December 2013 – June 2019

- Delivery and co-ordination of design for a portfolio of change, spanning multiple business segments and considering process design, customer journey impacts and business change impacts.
- Provide Business Architecture and Business Analysis expertise into ongoing portfolio of change, ensuring that programme releases are contextualised and represented to multiple stakeholder views, and scoped according to the capability roadmap requirements whilst also adhering to organisational strategy.
- Organisation wide stakeholder management including influencing critical decision making to supporting the understanding of the cumulative view of changes hitting operational areas, utilising E2E scenarios, PACE (Process And Customer Experience) diagrams and delivery of E2E walkthroughs.
- Resource sizing for change initiatives to allow business plan development regarding team sizing across change function to support the delivery of business investment plan changes.
- Development of tools and techniques for identifying inter and intra project impacts, and identification of both synergies and direct conflicts between capabilities being delivered.
- Adoption of Agile methodology to manage incoming change log (Product Backlog), operating as Scrum Master within local team to improve productivity and remove blockers.
- Line and Matrix management of delivery teams, including 3rd party and technical resources.

Npower Ltd – Leeds – West Yorkshire Various change roles inc. Business Change Manager, Senior Business Analyst, Project Manager, Practice Lead, Industry Expert

November 2006 – December 2013

- Delivery of defined work packages to time, cost & quality.
- Key stakeholder management, including conflict management with 3rd party businesses.
- Key project delivery and business analysis activities, including business requirement engineering, RAID management. E2E process mapping, test preparation and execution, and business change and readiness activities to ensure successful implementation
- Line Management, coaching and mentoring of other change professionals.
- Industry representation at external forums– feeding into and shaping the changes of the future.

Npower Ltd – Leeds – West Yorkshire Various Operational Roles supporting change initiatives

October 2002 – November 2006

- Management of key operational capability aligned to recognised industry processes
- Line Management and development of teams of data and exception analysts
- Provision of subject matter expertise into several change and process improvement initiatives
- Close working relationship with technical IT support function to drive operational improvements through small change and continuous improvement activities