

PAUL CUTBUSH FAIM

- ✓ **Proven transformation program & project leader** across both ICT & business initiatives to drive modernisation, simplification & service delivery capability uplifts. (includes people, process & technology projects)
- ✓ **Innovative change advocate** who leads large-scale customer service delivery improvement programs in high volume processing environments while reducing the "cost to serve". (consistent 20% cost to serve reduction across 6 industry sectors).
- ✓ **Business transformation & reform leader** who specialises in resistant & unionised environments with "blue chip" public & private sector brands. (Led 18 enterprise scale transformation programs across 6 key mission critical industry sectors)
- ✓ **Values based people leader** of large service delivery teams (25 – 860 staff) supporting high profile mission critical frontline community services, mission critical business operations, key managed services & internal accounts across global, regional & national sites. (11 – 900 sites).
- ✓ **Specialist** in the transformation of multi site Global IT&T Service Desks with accountability for 24-x7 support across 900 sites with 25 – 450 staff. (QLD Transport & Main Roads, IBM, Air NZ, Qantas)
- ✓ **Credible & trusted advisor** accountable for establishing & owning "key account" relationships with senior, high profile & complex stakeholders. (Steering Committees, Boards, Unions, Judiciary, Commissioners, Director Generals, Ministers, Airport Managers, CIOs, CEOs & CFOs)
- ✓ **Outsourced program leadership**, on time release & compliance with tender & contract probity protocols. (up to \$50 million Gold Coast Light Rail). (QLD Department of Transport & Main Roads, NSW Attorney Generals Department, QLD Justice).
- ✓ **Commercial contract & tender negotiator** from client & vendor side of multi vendor (up to \$55 million) agreements with HCL, IER, Fujitsu, NEC, Avaya, NCR, Memorex Telex, Sun, IBM, Microsoft, Thiess, Leighton, Downer (QLD Police, QLD Justice & QLD Transport, Air NZ, NZ Government)
- ✓ **Fellow – Australian Institute of Management & ITILV3 accredited professional** with TQM & Six Sigma expertise. IBM trained Program Director. (ITIL V2 1999, ITILV3 2008)
- ✓ **Strategic change management consultant** who has resolved complex governance & process barriers for over 25 years across both the public & private sectors in permanent & contract roles.
- ✓ **Business unit leader in mission critical & high volume industry sectors** (telecommunications, transport, airlines, outsourcing, justice, law enforcement & corrections) who coaches & mentors teams to reform & simplify key business processes with technology enablement. (Cost takeout of over \$27 million over last 15 years).

SUMMARY:

Montpelier Business Solutions, Bris, QLD Managing Director/Founder Strategic Change Management Consultant	08/2006 – Present	Consulting Assignments
Queensland Police Service, Bris, QLD Executive Manager – Procurement Transformation	09/2015 – 03/2017	
Queensland Department of Corrective Services, Bris, QLD Program Director – Business Transformation	11/2014 – 03/2015	
Department of Corrections, Wellington, NZ Head of IT&T Program Reform, Commercial Division	10/2012 - 04/2013	
Merrill Corporation, Melbourne, Victoria Strategic Consultant – NSW & QLD Gov. Legal Services	06/2012 – 11/2014	
Auscript Australasia, Brisbane, QLD National Operations Manager – Legal Services	02/2012 - 06/2012	
Department Of Transport & Main Roads, Bris, QLD Director – Business Services, Portfolio Investment Division Director - IT Service Delivery, IT Division	01/2009 - 11/2011	
Air New Zealand - Auckland, New Zealand Global IT&T Service Delivery Manager, IT Division	11/2007 - 11/2008	
Salmat - Sydney, NSW Program Director - Optimise Transformation Program	02/2007 - 08/2007	
NSW Attorney General's Department, Sydney, NSW Director (SES2) – Court Reporting Services Branch	03/2003 - 07/2006	
IBM Global Services, Sydney, NSW Divisional Business Operations & Programs Manager Business Manager – APAC Customer Care Service Desk	01/2001 - 03/2003	
Qantas Airways, Sydney, NSW Global IT&T Support Centre Manager, IT Division	09/1998 - 01/2001	
One.Tel- Sydney, NSW Director – Contact Centres	04/1998 - 09/1998	
AMP Superannuation – Sydney, NSW Operations Change Manager – Contact Centre Transformation	06/1997 - 04/1998	
Optus Communications, Sydney, NSW State Service Manager – Mobile Division - NSW/ACT Contact Centre Manager – Express Connect	01/1993 - 06/1997	

EXPERIENCE:

Montpelier Business Solutions
Managing Director/Founder
Strategic Change Management Consultant

08/2006- Present

Profile:

Delivers business case design, project management, program & change leadership to achieve client's ICT & business transformation objectives. Specialises in complex, high profile, mission critical, high transaction, high security & high-risk service delivery environments. Key focus on business stability & engagement of stakeholders in establishment or recovery of governance. Operational excellence leader & ITIL, TQM, Six Sigma trained & accredited.

Purpose:

Leads complex project, change program leadership, turnaround, business transformation & governance assignments for blue chip clients in the public & private sector.

Clients & Current Projects:

Air New Zealand, Auscript, NZ Department of Corrections, Merrill Corporation, QLD Corrective Services, QLD Police Service, Salmat, AMP. Currently working with a number of State Government Agencies assisting with strategic blueprint design & execution. Currently working with an Australian Airline on a new offering program.

Results:

See below.

QLD Police Service
Executive Manager –Procurement Transformation

09/2015- 04/2017

Profile:

Based in QLD Police Headquarters, Brisbane accountable for a team of 80 Procurement Specialists.

Leadership of the establishment of a Contract Management Centre of Excellence across the QLD Public Safety Portfolio (\$750 million per annum spend). Accountable for the program design & capability uplift across 200 Contract Managers in QLD Police, QLD Fire & Rescue & QLD Air Wing.

Purpose:

As part of a QLD Auditor General recommendation a specialist team was recruited to drive skills capability in vendor management, contract design & service delivery.

Major focus on optimisation of spend with 600 contracts across IT&T, Fuel, Facilities, Assets & Operational Equipment.

Results:

Appointed 10 CMCOE Champions

Launched the CMCOE with an event chaired by the CEO PSBA with over 50 Assistant & Deputy Commissioners

400 sessions in Contract Management Excellence delivered.

Audit remediation completed

QLD Department of Corrective Services
Program Director – Business Transformation

11/2014- 9/2015

Profile:

- Leads strategic project, program & change leadership to achieve the Departments objectives in optimising assets & mitigation of risk services across all correctional centres in QLD.
- Reports to the Executive Director – Operational Support Services with accountability for a \$45 million program.
- Key focus on optimising business processes, asset, services & commercial relationships with service providers e.g. security, maintenance, construction, industry & consulting.

Purpose:

- As Program Director leads a team of 10 senior project managers focused on business transformation & governance assignments across the QLD Corrective Services portfolio.

Results:

- Completed an organisational review of all Police Watchhouses across QLD & presented recommendations to the Commissioners – QLD Corrective Services & QLD Police.
- Completed the preparation of a business case & contracts for the potential outsourcing of all facility maintenance across all Adult & Youth Correctional Centres in QLD. (15).

- Designed the governance, communications & security protocols for a statewide facility audit in partnership with key stakeholders. The audit was completed on time & budget.

Department of Corrections, Wellington, NZ
Head of IT& T Program Reform, Commercial Division

10/2012 - 04/2013

Profile:

- As one of the largest government departments in NZ the Department of Corrections is focused on reducing reoffending by 25% by 2017. The role of IT is critical in decision support, case management & security across 8500 prisoners & 31000 offenders in the NZ community at anytime. 8000 staff, 2500 volunteers located across 126 locations & 17 prisons across NZ.

Purpose:

- Direct report to the CIO & accountable for leadership of over 150 projects with a portfolio value of \$44 million.
- Portfolio streams established included Infrastructure Strengthening, Corporate Systems & Offender Centric Systems.
- Leadership of 80 internal program & project managers along with 30 external provider project teams.
- Ownership of business engagement, business benefit realisation & ensuring the portfolio had robust governance & metrics in place.
- Vendor management of multiple complex outsourced commercial arrangements (\$44 million)

Results:

- Consulted across the Department & gained approval from the CEO's IT Board to transform the portfolio structure & governance so it was aligned with strategic & risk drivers.
- Established the first "IT Program Office" in the Department consolidating 5 ad hoc "offices".
- Facilitated a "service management assessment" program with key service providers (HCL, Optimization, Genl, SAP) to sort & triage issues impacting service delivery capability.
- Partnered with the providers to resource & design a 3-month project plan to close those gaps.
- Restructured the Project Delivery Branch to align with ITIL & a first step PMO approach.
- Facilitated 3 off site team building & business planning sessions with attendance & sponsorship from the CIO, General Manager, CEO & key internal clients.
- Transitioned key SAP projects to an in-house capability & appointed a SAP project Manager.
- Recovered & stabilised an outsourced NZD \$6.5 million national desktop rollout project which was at risk of costing the Department a further \$NZD 2 million due to a lack of robust governance & internal project management.
- Embraced risk & innovation to deliver business reform in this high risk, high security & highly resistant environment e.g.: Executed on a first step "kiosk" pilot in a number of Prisons across the North Island.
- Conducted regular site visits to prisons & correctional facilities across NZ to engage with frontline service delivery teams to understand key requirements from IT & also present status of key programs.

Merrill Corporation
Strategic Consultant – NSW/QLD Court Services Outsourcing

07/2012 – 11/2014

Profile:

- Merrill has been providing Court Reporting services to the Victorian Supreme Court since 1955 & provide litigation support & digital court reporting capability across 22 countries to law enforcement, justice & intelligence sectors.

Purpose:

- Win new business for Merrill in Australia & NZ.
- Leverage my extensive network across 6 key industry sectors to assess opportunities.
- Consult on viability of QLD Justice Tenders.

Results:

- Researched & prepared bids & tender documents for new business.
- Awarded the national contract for the Federal Administrative Decisions Tribunal.
- Awarded the contract for all reporting & transcript of interviews & litigation support for the Australian Federal Police (AFP)

Auscript Australasia, Brisbane, QLD
Legal Services Division – Police, Intelligence & Justice Sector
National Operations Manager

02/2012 – 07/2012

Profile:

- Auscript records over 100,000 hours of digital audio & delivers over 4 million pages of transcript per year. Key clients include ASIO, QLD Justice & NSW Police.
- This includes Court & Tribunal reporting, Corporate AGM reporting, Law Enforcement & remote data storage services.

Purpose:

- Reported to the CEO & Board & was tasked with reviewing & executing on existing issues while growing the business.
- Transition, change & operational leadership of a team of 450 across 7 locations.
- Key issues that required resolution were poor service levels across high value & profile accounts (AFP), quality of outsourced providers product in India & a program recovery of the central workforce management system rollout.

Results:

- Improved on time delivery by 60% & reduced cost to serve by 20%
- Rapidly improved service levels for key clients by introducing operational disciplines, workforce optimisation protocols, restructuring the production leadership team & kicking off service improvement plans with key accounts.
- Key accounts included QLD Police, NSW Police, ASIO, Australian Federal Police & Dept. Justice & Attorney General, Victoria.

- Designed a strategy & program managed the change & transition to real time workforce management & rostering. This included a number of industrial relations items. Prepared a Strategic Roadmap to ensure the client had a scalable resource model to allow business growth.
- Provided specialist tender preparation expertise to win the QLD Justice contract for court reporting & transcription across 350 sites. (\$20 million)
- Reviewed & recommended the termination of Indian operations

Department of Transport & Main Roads, Brisbane, QLD 01/2009 – 11/2011
Director – Business Services – Portfolio Investment Division
Director – IT Service Delivery – IT Division

Profile:

- The Department of Transport & Main Roads is a 10,000 staff agency accountable for registration, licensing, roads construction & maintenance, maritime transport, bus transport & rail across QLD.
- The Department optimises IT&T to maintain construction standards, safety & large scale mission critical processing. e.g.: licensing & enforcement compliance.

Purpose:

- Direct report to the CIO & accountable for the leadership of a team of 85 situated across QLD.
- Accountable for the IT Business Consulting, Business Analysis, Solution Design, Program establishment & Major Incident Response teams.
- Trusted advisor to 15 Divisional General Managers & the Director General's Board.
- Directed the strategic business planning process between IT & the business units. This included proactive solutions design & systems development supporting a 5-year strategic portfolio investment.
- Principal senior interface between IT & key internal accounts, this included the design, negotiation & execution of engagement models.

Results:

- Promoted to Director, Business Services in the multi billion-dollar Portfolio Investment Division to reform a fragmented & poorly performing function.
- Engaged with Divisional General Managers & CIO to facilitate & negotiate the first Partnership Agreements between IT & Business Units.
- Optimisation of available funds (\$250 million) & the development of an investment portfolio approach.
- Managed tenders with overall value of \$50 million (phased) as Director – Business Services while accountable for all procurement & probity assurance across the Gold Coast Light Rail Project.
- Accountable for the risk & audit management in the Portfolio & Investment Division (\$2 billion) in partnership with corporate. Designed training & a refresh of the Division's plan which was outdated & inaccurate.
- Reformed the business process & was appointed escalation leader for the major incident process & capability at QLD Transport & Main Roads, IBM & Air NZ. (CRITSIT Process)
- Led the "key account management" (KAM) transformation program across the 10,000 staff agency reporting to the Director Generals "board" & KPMG advisors. This included a team of 15 tasked with communications, business readiness assessment & education.

Air New Zealand - Auckland, New Zealand
Global IT&T Service Delivery & Programs Manager

11/2007 - 11/2008

Profile:

- Air New Zealand is an international & domestic airline group of 5000 staff which provides air passenger & cargo transport services within New Zealand, as well as to & from Australia, the South West Pacific, Asia, North America & the United Kingdom.
- A key feature at this time was business transformation & \$324 million in benefits were achieved by optimising technology & processes.

Purpose:

- Accountability for global IT&T service delivery with specialised knowledge of mission critical infrastructure services & proven ability to maintain business continuity of desktop, server & network across 450 sites globally
- Principal interface between key internal accounts & the IT Division. This included Cabin Services, Flight Operations, Catering, Global Contact Centres, Freight, Airports, Corporate Security & the CEO Office.

Results:

- Facilitated a Service Management Assessment with outsourced providers to understand the current state of IT service management maturity, network stability & response to critical incidents. This resulted in cost takeout of over \$3 million & network stability uplifts with revenue protection of up to \$12 million.
- As vendor manager assessed & improved the current state of service delivery from the primary outsourced service providers (IBM, Genl, Vodafone, SITA, Fujitsu) with a \$55 million spend. Managed contract re negotiations to reduce spend & improve service delivery. Cost takeout of \$2.5 million NZD
- Program Director on a NZD \$25 million corporate project to transform the "customer journey". Key achievements included the negotiation of contracts with Fujitsu for field service & IER for the provision of kiosks across 26 airports. The project was launched in record time (6 months) & budget & won a series of awards.
- Designed & executed innovative customer service strategies & delivery models aligned with ITIL to improve service levels while reducing cost & driving revenue uplifts e.g.: workforce management tools, network monitoring tools, network optimisation & incident management systems.
- 2007 profits were up 123% on prior year.

Salmat - Sydney, NSW
Program Director
Optimise Transformation Program

02/2007 - 08/2007

Profile:

- Salmat is a Business Process Outsourcing organisation & deliver more than 60% of all business to consumer communications in Australia & handle more than 25% of all outsourced phone calls in Australia.
- Salmat also operate one of the largest SMS bureaus in Australia.

Purpose:

- Reported to the joint CEOs & Divisional Director.
- Accountable for the identification, business case design, governance, program & change management of productivity reforms (supply chain, systems, processes & new business models)

Results:

- Program managed a review of supply chain capabilities across 5 sites, real estate viability across 2 major sites (Moorebank & Acacia Ridge) resulting in cost takeout of over \$1 million.
- Improved on time delivery of marketing material nationally by partnering with IT to develop a GPS tracking system (35% uplift in delivery service level compliance)
- Project managed the start up of a new "telephone directories" business & assisted with tender service delivery models.

NSW Attorney General's Department, Sydney
Director - Reporting Services & Courtroom Technology

03/2003 - 07/2006

Profile:

- The Department is focused on a safe & just society & optimises IT&T for mission critical court operations, case management, records management, security & has 4000 staff across 650 Courts & Tribunals in NSW.

Purpose:

- Reported to the Director General & led a team of 600 across 11 sites with a budget of \$25 million.
- Accountable for transforming a key Branch to "best practice" service delivery & people engagement by designing & executing a Strategic Blueprint as a platform for change.
- Solved unique service delivery issues & barriers by engaging with stakeholders & customers to partner in problem solving "task forces". The results were innovative business & process solutions to improve service delivery, improve people engagement & development, reduce cost & optimise technology. This included Dual Remote Video System, Voice Recognition Systems & digital recording.

Results:

- Led the risk management & information security program of the first terrorist trials in NSW in partnership with ASIO, AFP & NSW Police. These were held on schedule & information security was maintained
- Designed & consulted with key stakeholders to gain approval for a 3-year Strategic Blueprint for Reporting Services.
- The key transformation streams included people, process, technology & industrial relations models. (Overall improvement in on time delivery to clients by 90%.)
- Executed on major changes in the service delivery model, outsourcing strategy & technical innovation. (Reduced cost by \$3.5 million over 3 years)
- Recognised as a dynamic mentor & coach of geographically dispersed front line teams by the Director General, NSW Attorney General's Department & awarded "best change practice" award during 2005. (Raised staff engagement from 30% to 85% by driving a continuous improvement & inclusive culture)
- Created history in the NSW Justice system by consulting & gaining approval from the NSW Supreme Court to distribute Court transcript for non-legal parties by

email. (Reduced cost by over \$550k per annum while improving on time delivery by 60%.)

- Appointed to the NSW Attorney Generals Department Diversity Council & represented the Department on a NSW TAFE task force to assess EEO recruitment processes & policies.
- Initiated an investigation into fraudulent activity in my Branch after identifying anomalies in asset disposal.

IBM Australia, Sydney, NSW

01/2001 - 03/2003

Business Operations & Programs Manager

Strategic Outsourcing Division

Business Manager – A/NZ Customer Care Service Desk

Profile:

- IBM Australia generated \$4.5 billion revenue in 2012 & clients include the Top 500 Australian brands. Key clients during this period included Westpac, MLC, Qantas, Victoria Police & Southcorp.

Purpose:

- Principal interface lead for Customer Care between IBM & key accounts on distributed services offerings.
- Accountable for service improvement plans, metrics, commercials, revenue & governance forums with Telstra, Westpac, IAG, Qantas & Victoria Police.
- Deep experience in bid management & governance. Appointed as Chair – IBM A/NZ Competiveness Council & led a review of cost models across key offerings with Divisional leaders.

Results:

- Reduced the “cost to serve” at IBM by 10% in the Distributed Service Division by executing on workforce optimisation tools & consolidation of 3 sites to a lower cost location.
- Reduced cost by \$10.4 million as program director of a Divisional redeployment project of 250 staff.
- Appointed as Chair – IBM A/NZ Competiveness Council & led a review of cost models across key offerings with Divisional leaders.
- Optimised budgets to \$150 million, led cost takeout initiatives of up to \$10.5 million & consistently improved revenue by up to 30%

Qantas Airways, Sydney, NSW
Global IT&T Service Delivery Manager

09/1998 - 01/2001

Profile:

- Qantas Airways is the Australian flag bearer, was established in 1920 & employs 33,000 staff across 900 locations & operates a fleet of 140 aircraft globally. The airline managed all IT&T in-house during this period. The high security Global Data Centre was located underground George St, Sydney & housed global systems, network & support teams.

Purpose:

- Accountability for global IT&T service delivery & business continuity of desktop, server & network across 900 sites globally with an onsite team of 35 & a virtual team of 1200 globally.
- Principal Interface for infrastructure services between key alliance partners
- Led the major incident process for global & national managed infrastructure services outages
- Commercial contract negotiation & delivery from vendor/alliance side e.g. Optus, IBM, Qantas, British Airways, NCR Global service support agreements (\$34 million)

Results:

- Reduced flight delays due to IT&T by 12%. (Conservative estimated revenue protection \$500k per annum)
- Operations delegate on the "Network Redesign Project" (NRD) & the transition to an outsourced managed services arrangement with Telstra.
- Engaged with stakeholders during site visits to over 220 Airports, Travel Centres, Contact Centres & Freight Centres across Australia, NZ, UK, Asia & Europe.
- Created an inclusive culture in a highly militant & change resistant team with a series of "team building" workshops.
- Consulted & designed a new organisational structure of my Department that provided improved 24 x 7 capability.
- Transitioned the team to ITIL V2 focused processes & coordinated training for all to ITIL Foundation level.
- Improved business continuity by implementing "hot lines" for Airport Managers who were being impacted by outages. (Sydney Domestic, Melbourne Airport)
- Partnered with British Airways in the UK to benchmark their Heathrow IT support model & negotiated a global support model during duty travel in the UK.

FEEDBACK:

Paul has well & truly shown how to successfully transform a key element of a business where multiple stakeholders with multiple agendas presented serious challenges. Not only were major reforms in work practices & the introduction of new technologies achieved (against the odds!), he was able to keep his team focused on service delivery. Definitely a high achiever.

Mr Kim Singleton, CEO – Corporate Transitions (Advisor to Director General – NSW Attorney General’s Dept.)

It was a pleasure to work with Paul at Air New Zealand. Paul is a genuinely nice guy who has the ability to ensure positive outcomes for both parties during negotiations. Paul was successful in ensuring Air New Zealand received a high level of service from providers over an enduring period. He did this by working with partners to identify areas of potential improvement & addressing any concerns in a true partnering & collaborative manner.

Mr Paul Johnson
Global Network Operations Manager Telecom NZ /Gen I

Paul provided insights to Merrill based on his NSW experience when we were looking to strengthen our offering to the NSW Justice Department & explore potential opportunities for non-court work with corporates. His in-depth knowledge of various government agencies was invaluable & we would certainly use his services again in a similar context.

Ms Charlotte Pache, DipLP, LLB (Hons)
Managing Director, Australia at Merrill Corporation

Paul is a great communicator, quick study of the problem space, understands the business imperatives, follows through on programs & projects & always conducts himself in a way as to bring credit upon himself & the organisations he works for. A highly professional & organised individual who I have no hesitation recommending to anyone.

Mr John Stevenson
General Manager Information Technology – Targeted Media Solutions

I can confirm that Paul worked for me as part of a team in a fast paced start up of the IT organisation for Optus Vision (cable TV & Broadband & communications). Paul was a great team member & always delivered on his results. Happy to endorse Paul.

Mr. David Blumanis
Chief Commercial Officer, Supernap International