

## PROFILE

A strategic leader, change agent and programme delivery specialist grounded in the disciplines of risk, portfolio, financial and contract management. He is currently leading the Office of the Police and Crime Commissioner for Hampshire, the Isle of Wight, Portsmouth and Southampton, has a background in the development and implementation of strategy at an organisational level and has delivered large multi agency strategic change programmes across the public sector.

With 4 years experience at senior executive level leading and delivering in the Police sector both locally and regionally in the south east; 10 years experience in portfolio and programme management; project delivery and change management; 15 years in construction and property development. He has led organisations in the delivery of significant change programmes that have improved service and reduced costs for internal and external customers, multi agency partners and currently on behalf of the 2 million residents of Hampshire and the Isle of Wight.

His success is based on a pragmatic and logical approach, first class analytical skills and a capacity to work in complex and changing environments using risk management techniques to ensure effective delivery. He has worked in the public and voluntary sectors whilst developing partnerships with the private sector with key partners such as Deloitte, MACE, Capita and the Hampshire Shared Services Partnership.

This is further enhanced through his ability to engage with people and to quickly understand their desired outcomes and interpret these into effective strategies and appropriate mechanisms for delivery. He has proven track record in obtaining buy-in for change, involving people at all levels from political leadership and executive management to service delivery teams working with them to deliver change and instil a mindset of continuous improvement to ensure benefits are realised and maintained.

He operates effectively with senior executives across the public sector and has significant experience in working with senior politicians and the governance structures in which they operate. He is currently the Chair of the National Police Estates Group and is working with the Home Office and Ministry of Justice to effect policy change across the whole of the Emergency Service and Criminal Justice Sectors.

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## KEY CAPABILITIES

### Strategic planning

- Identifies areas of need and potential opportunities to effect change working with senior executives, management and partners delivering benefits to the wider community of the Hampshire Policing Area
- Applies commercial awareness to ensure financial prudence, utilising a business driven approach ensuring effective and efficient delivery whilst maintaining transparency and accountability
- Clear understanding of and ability to effectively work within the legislative and governance frameworks that shape the public sector and specifically the role of the Police and Crime Commissioner
- Not afraid to ask difficult questions, challenges the status quo and is forward looking
- Creative thinker who is happy to look at and work with alternative solutions to deliver innovation

### Leadership and Management

- Successfully leading at senior executive level developing corporate strategy and setting direction
- Working closely with senior politicians to facilitate effective scrutiny and decision making
- Effective leadership of complex multi organisational change and delivery programmes to ensure the vision, mission and objectives of the organisation are achieved
- Coaches and mentors managers and staff to develop their potential and to better support the business need and service delivery
- Leadership of executive teams, balancing resource requirements against budgetary constraints
- Sets vision and direction, establishing governance, identifies clear targets and plans to deliver
- Drives for successful outcomes using portfolio and programme management techniques tailored to the needs of the organisation

# Curriculum vitae for James Payne

## Interpersonal Skills

- Visioneering - leads the organisation to build its vision into a workable reality
- Ability to influence people to buy into strategic direction and to deliver in areas critical for success
- Identifies and rapidly engages with key stakeholders to ensure maximum support, especially in a matrix set up
- Listens well, adapts approach and clearly articulates strategic intention, mechanisms for implementation and benefits to be achieved

## IT Skills

- Microsoft suite of products Word, Excel, Visio, PowerPoint, Project
  - Macintosh suite of products Pages, Numbers, Keynote
  - Working knowledge of social media applications
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## CAREER

### **Interim Chief Executive** (Feb'17 - present) -

### **Acting Chief Executive** (Nov'16 - Feb'17)

- Leadership of Office of the Police and Crime Commissioner
- Reporting to the Police and Crime Panel and sub groups Finance, Plan delivery and Complaints
- Co-ordination of and reporting to the Joint Audit Committee
- Direction of the development of the Medium Term Financial Strategy with the Chief Finance Officer
- Oversight, review and the delivery of the Police and Crime Plan
- Oversight and reporting of performance for the Policing budget (£313m)
- Oversight of decision making process
- Management of Constabulary scrutiny process
- Delegated responsibilities from the Police and Crime Panel for complaints against the Commissioner
- Communities Portfolio including diversity, inclusion and hate crime strategies
- Standing member of:
  - Hampshire and Isle of Wight Chief Executives
  - Local Criminal Justice Board
  - Community Safety Alliance
  - Association of Police and Crime Commissioners Chief Executives

### **Chairman of National Police Estates Group (NPEG)** (Oct'16 - present)

- Co-ordination of Estates Leads across England, Scotland, Wales and Northern Ireland
- Leadership of national best practice through the work of NPEG subgroups
- National benchmarking and knowledge base for Police Estates
- Policy development with:
  - Home Office
  - Ministry of Justice
- National Conferences for Police Estates professionals linked to Continuing Professional Development

## Curriculum vitae for James Payne

### **Deputy Chief Executive and Strategy and Delivery Director (Sept'16 - present)**

- Leadership of Senior Management Team for the Office of the Police and Crime Commissioner including:
  - Governance and Policy
  - Corporate Services
    - Executive Office and Business Services
    - HR (partner provider)
    - ICT (partner provider)
    - Finance and Procurement (partner provider)
  - Programme Office
    - Police and Crime Plan Programme
    - Risk Management
    - Commissioner elections
  - Public Engagement
  - Performance and Information
  - Partnership and Commissioning
  - Estates
    - Programme Management
    - Property Services (partner provider)
    - Facilities Management (partner provider)
- Developing Strategic direction and co-authorship of the Police and Crime Plan
- Delivery of Police and Crime Plan through structured delivery planning
- Oversight of Policing budget
- Leadership of Blue Light Collaboration Programme

### **Estates Strategy and Delivery Director (Sep'13 - Sept'16 )**

- Leadership of a £100m Capital Investment programme
- Developing strategy for upgrading the police estate across Hampshire and the Isle of Wight to deliver accommodation that can support policing for the next 30 years
- Rationalising building stock releasing £80m in capital receipts
- Delivering £2m per year revenue savings
- Responsibility for £20m annual revenue budget
- Implementing a change programme for new ways of working across all departments supporting over 7000 officers and staff
- Leadership of a specialist teams delivering business analysis, business change, programme and project management, risk and change management, procurement and moves management
- Development and delivery of partnership solutions for Procurement, Facilities Management, Finance and Estates Management
- Deputising for the Chief Executive

## Curriculum vitae for James Payne

### **Programme Leader for Hampshire Workstyle Programme (Jan'11 - Sept'13)**

- Leadership of a £29m change programme
- Delivering service integration across public, private and third sector partners
- Rationalising building stock releasing £14m in capital receipts
- Delivering £2m per year revenue savings
- Implementing a change programme for new ways of working across all departments supporting over 3000 staff
- Implementation of IT projects delivering virtualised applications, video conferencing and webcasting
- Leadership of a specialist team delivering business analysis, business change, programme and project management, risk and change management, procurement and moves management
- Leadership and matrix management of teams delivering IT, FM, Comms, Finance and Estates

### **Project Director for Level 10 - Voluntary position for Charity (Aug'12 – Aug'13)**

- Leadership of Estate reorganisation project

### **Programme Manager for Public Service Village Programme (Aug'09 – Jan'11)**

- Leadership of a £14m change programme
- Delivering integration of two partner authorities and third sector and private sector partners
- Rationalising building stock releasing £2m in capital receipts
- Implementing a change programme for new ways of working
- Integrating service delivery teams from partner organisations
- Developing new conference facilities and business opportunities
- Completed early and £500k under budget
- Leadership and matrix management of teams delivering Business Change Management, Customer Services, Comms, IT, FM, Finance and Estates

### **Senior Project Manager – HQ Redevelopment Programme (Sept '07–Aug'09)**

- Delivery of 2500 people moves with no loss in productivity
- Undertaking business analysis and business change management for service delivery teams
- Implementation of new ways of working for 1500 head quarters staff
- Installation of new office accommodation including 1200 new workstations

### **Project Manager – Nursing Care Programme (Jan'05 – Sept '07)**

- Procurement of £4m furniture contract
- Delivering £2m procurement savings

### **Principal Quantity Surveyor (Jan'04 – Jul'06)**

- Procurement of £4m furniture contract

### **Senior Quantity Surveyor (Jan'00 – Jan'04)**

- Financial stewardship of projects in excess of £6m

# Curriculum vitae for James Payne

## EDUCATION

Diploma in Surveying August 1994 (Dip QS)

Membership of the Royal Institution of Chartered Surveyors June 1998 (MRICS)

Managing Successful Programmes Practitioner July 10

Prince 2 Project Management Practitioner October 12

DSDM Agile Project Management Practitioner June 16