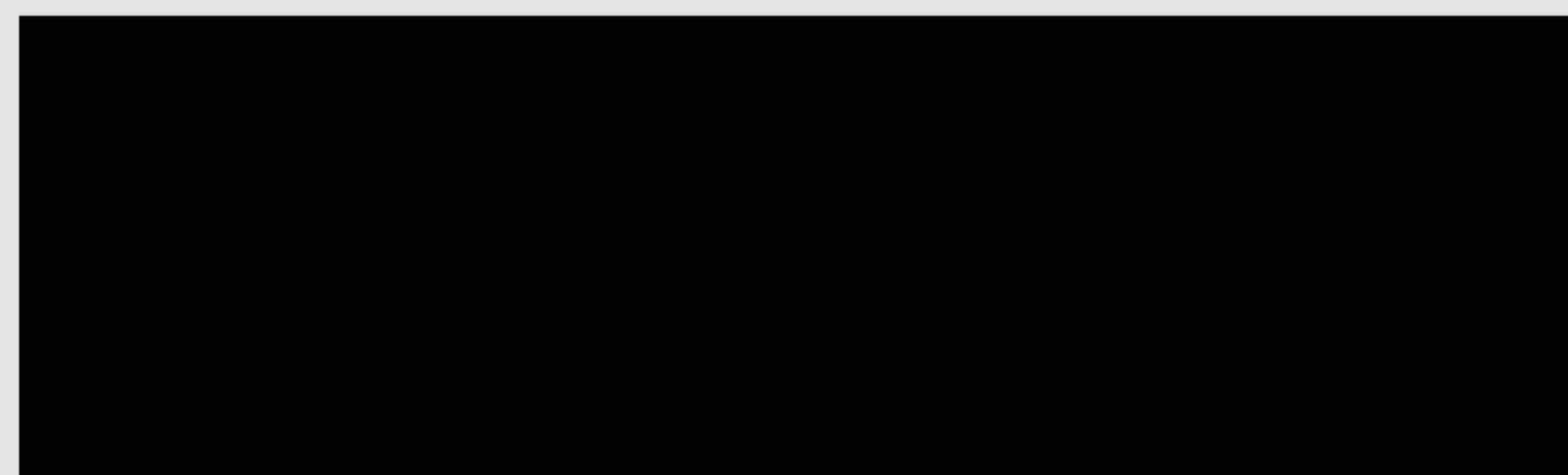


VIC EMERY

Experienced, innovative and successful Chair and Non-Executive



SECURITY STATUS - DEVELOPED VETTED

KEY SKILLS

Experienced Public Body Chair, Non-Executive Director, Senior Company Chief Executive and Committee Member. Strong background in overseeing and managing large complex organisations, major project implementation and business transformation within domestic and global spheres. Effective strategic leader with strong performance monitoring, organisational integration and development capabilities. Highly successful track record of managing large, complex, high profile projects and achieving significant results. Ability to orchestrate real profit growth and innovative strategies for diverse multi-disciplinary ventures. Proven ability to affect organisational change programmes and exploit development opportunities. Excellent interpersonal skills with ability to influence colleagues in executing strategic objectives. Strong communication and negotiating skills on all levels, liaising with Government Ministers, Union Leaders and key Stakeholders.

PROFESSIONAL CAREER

October 2016—Present: CIVIL NUCLEAR POLICE AUTHORITY (CNPA)

The Civil Nuclear Police Authority is a Non Departmental Public Body (NDPB) which oversees and governs the Civil Nuclear Constabulary (CNC) to ensure that their policing meets the needs of the nuclear operating companies.

Chair

Appointed by the Minister for Business, Energy and Industrial Strategy (BEIS) as Chair to promote and pursue the effective and efficient operation of the CNC. Priority Strategic Objectives include closer cooperation between non-Home Office constabularies towards an Infrastructure Policing capability, revision of Terms and conditions of employment for CNC officers and staff and an evaluation of an appropriate retirement age for CNC officers.

2014 – Present: ZERO WASTE SCOTLAND (ZWS)

A Scottish Government sponsored, arms length organisation that exists to create policies and processes to create a society where resources are valued and nothing is wasted. Budget £32 million. The organisation exists to influence and enable change to support and deliver the Scottish Government's zero waste plan, low carbon policy priorities on waste, resources, the circular economy and climate change.

Chair

Appointed as the first Chair following a split from WRAP. I was responsible for establishing ZWS as a stand-alone company. I have driven commitment to partnership working including SEPA, the Enterprise Agencies, Scottish Futures Trust, Skills Development Scotland and 32 Local Authorities to deliver a program of work and hold the Chief Executive to account for delivery & performance. I am responsible for the governance, strategic direction and management of the organisation.

Key Achievements

- Appointed Board of Directors (3 NED and 1 Executive) and CEO.
- Sponsored the development of a 3-year corporate plan.
- Over saw the design & development of a suite of governance and performance processes.
- Led dialogue to secure a strategic agreement with the Chamber of Commerce to promote the Circular Economy.
- Sponsored the implementation of a new finance system to provide better transparency.
- Carried out an organisational review, remuneration and staff evaluation programme.
- Sponsored a cultural change program to develop better fiscal control and accountability.
- Developed a charter with 32 Local Authorities for standardisation of recycling processes including food waste and development of the circular economy.
- Designed and implemented a plastic bag charge system that resulted in a 90% reduction in the use of plastic bags.
- Developed strong relationships with the Cabinet Secretary for Rural Affairs, Food & Environment.
- Appointed Independent Auditors.

2012 – 2015: SCOTTISH POLICE AUTHORITY (SPA)

SPA is a Public Body established under the Police and Fire Reform (Scotland) Act 2012. The Authority's main functions are to maintain the Police Service of Scotland, to promote the policing principles, to promote and support continuous improvement in policing of Scotland and to keep under review, the policing of Scotland and to hold the Chief Constable to account for the policing of Scotland.

Chair

Appointed as the first Chair of SPA. Responsible for the governance, strategic direction and management of the Authority as well as the governance, scrutiny, maintenance and performance of the Police Service of Scotland. I oversaw the delivery of a SPA strategic police plan that addressed the priorities and needs of the organisation and ensured its alignment with the policing principles and strategic priorities determined by the Scottish Government. I was responsible, as the accountable Authority, for an annual budget of £1.2 billion. I championed and promoted effective, transparent and accountable delivery of the functions, probity and propriety of the SPA. I was the primary liaison with the Scottish Government, the Cabinet Secretary for Justice and the Criminal Justice Directorate.

Key Achievements

- Appointed the first Chief Constable for the Police Service of Scotland and the first senior Police Command Team comprising of 4 Deputy Chief Constables (DCC) and 6 -Assistant Chief Constables (ACC).
- Appointed a Non-Executive Board for the SPA comprising of 12 Members and appointed a Chief Executive and Executive Team for the SPA.
- Oversaw the smooth transition of 10 policing organisations and 9 police governance bodies into a single police service and single governance body.
- Set up and oversaw a number of Working Groups and Sub-Committee's to address Transition & Reform, Planning & Performance, Stakeholder Management & Communications, Finance & Investment, Human Resource & Remuneration, Audit & Risk, Complaints & Conduct and identified the priorities and actions required to enable the set up a successful single police force.
- Created a suite of 'corporate', governance and procedural documents to support Board business through the stages of newly merged and steady state organisational development inc.: - Scheme of Arrangement, Scheme of Delegation, Standing Orders, Governance Framework and Structure, Sub-Committee Terms of Reference
- Developed a strategic Police Plan to reflect the strategic priorities of the Scottish Government and established a performance framework to effectively scrutinize the Police Service of Scotland.
- Designed a community engagement process and assigned Board Members to specific Local Authorities for directly interface and feed back on police effectiveness.
- Designed and implemented an innovative Voluntary Redundancy and Executive Redundancy Scheme.
- Set up a series of financial 'Star Chamber' forums to address and scrutinise the budget and savings requirements going forward and develop an achievable plan to reduce costs in line with government strategy for efficiency and 'value for money'.
- Engaged with Local Authorities and key internal and external stakeholders, both individually and collectively, to establish a factual assessment of issues, deficiencies and performance in order to design a credible and deliverable long term plan for policing in Scotland.

2008 – Current: NELSON ANDREWS & ASSOCIATES LIMITED (Private Part Time Consultancy)

Set up, promoted and managed a small, highly skilled business consultancy firm which secured a wide network of defence, public and private sector contacts. Secured contracts across the UK, Canada, Italy and the Far East. Business streams were primarily focussed on assisting and advising organisations on major projects that had ran into financial, performance or schedule issues. Also provided professional advice and guidance on overall business strategy, contract negotiations, project and business management controls and processes, risk management, commercial and supply chain management and marketing. Customers included Fincantieri S.p.A (Italy), BAE Systems, Ministry of Defence (UK), Ministry of Defence (Malaysia), Transport Edinburgh Limited, City of Edinburgh Council and the VT Group.

2011 – 2013: TRANSPORT INITIATIVES EDINBURGH (TIE) LTD/TRANSPORT EDINBURGH (TEL) LTD EDINBURGH TRAM PROJECT/EDINBURGH TRANSPORT LTD (ETL)

Three wholly owned companies of the City of Edinburgh Council (CEC). TEL is responsible for supporting and developing the City of Edinburgh Council (CEC) integrated transport strategy and related projects and deliver an integrated tram and bus network for Edinburgh. Tie is responsible for the governance, management and delivery of the Edinburgh Tram Project. ETL is responsible for the service entry and operation of the Edinburgh Tram System.

Chair

Chair of all 3 organisations. I was asked to take over as Chair of the failing Edinburgh Tram Programme which had ceased to function due to serious commercial disputes over cost, schedule overrun, contractual liabilities and the political and reputational ramifications associated with these issues. I provided strong leadership and direction in a very complex and challenging environment, responsible for ensuring the governance and strategic

development of both organizations and liaising and providing advice to the City of Edinburgh Council, Scottish Government, Transport Scotland and other key stakeholders.

Key Achievements

- Engaged with key internal and external stakeholders, both individually and collectively, to establish a factual assessment of issues, deficiencies and performance from which a strategic plan was developed.
- Orchestrated, together with the CEO of the City of Edinburgh Council (CEC), Mediation between CEC, tie and the primary contractors to secure a resumption of work.
- Negotiated a 'Heads of Terms' Agreement to set out the expectations and principles of a resumption of work.
- Negotiated a 'Minute of Variation' (MoV) to the contract to address a number of priority works leading to a resumption of the complete project works.
- Conducted regular briefings with Ministers, Local Government, Special Interest Groups, Transport Scotland and the Treasury, which provided them with reassurance and predictability that the project outcomes were being delivered to the new arrangements.
- Conducted briefings and negotiations with Transport Scotland and the Cabinet Secretary for Finance to secure additional funding for the project.
- Negotiated an operating agreement with Lothian Buses to take ownership of the tram operations.
- Designed and managed the downsizing and exit strategy of tie and restructured the organization to deploy an external Project Management company.
- Developed and implemented a realistic delivery schedule, budget and risk register to complete the tram project.
- Collated the client and contractor teams to facilitate a partnership approach to the project with a single focus and vision.

2008 – 2012: SCOTTISH POLICE SERVICES AUTHORITY (SPSA)

SPSA was a public body Corporate established under the Police, Public Order and Criminal Justice (Scotland) Act 2006. The SPSA is classified as an executive, non-departmental public body set up to provide police support services ranging from procurement, training and development, information technologies, criminal justice, Forensic Laboratories, Crime Scene Investigators, Fingerprint and DNA laboratories and Criminal Databases for Scotland.

Convener

I was responsible for the governance, strategic direction and management of the Authority, the training and development of police officers through the Scottish Police College as well as governing body for the Scottish Crime & Drug Enforcement Agency (SCDEA). I was the primary liaison with the Scottish Government, their Strategic Board, and the Secretary for Justice and the Criminal Justice Directorate.

Key Achievements

- Implemented a robust and achievable plan to reduce costs in line with government strategy for efficiency and 'value for money'.
- Development of a 5-year strategy that solidified the SPSA and consolidated progress.
- Established a successful partnership arrangement with the 8 operational Police Forces and the Criminal Justice Directorate.
- Implemented a national IT infrastructure and a national forensic modernisation program to improve services and reduce costs.
- Conducted an organisational review that resulted in a change of personnel and the implementation of a Executive Management Team.
- Implemented robust governance procedures and modified the Board Standing Orders to streamline effectiveness.
- Implemented a mapping exercise for the SCDEA that resulted in an expansion of the organisation.
- Implemented a cultural change programme that improved work productivity and absenteeism.
- Delivered savings in excess of £27 million from the operating budget whilst improving service delivery.
- Oversaw the wind-down of the SPSA and SCDEA organisations and subsequent merger into the Scottish Police Authority and Police Service of Scotland.

2008 – 2011 NEW CAMPUS GLASGOW PROJECT

New Campus Glasgow was the biggest construction project in the educational sector in Europe. Working in partnership with the Scottish Funding Council, it was a multi-million pound development to merge 4 city colleges in to one and build a world class learning facility on 2 sites, designed to accommodate 40,000 students and provide a 21st Century Curriculum and play a leading role in driving Scotland's future economy

Chair

I was responsible for the governance, strategic direction and guidance of the New Campus Glasgow Project Team. I oversaw the development of the detailed design and procurement strategy and presided over the design competition. I also devised and implemented the necessary governance procedures including financial controls,

project management, subcontract management, risk management and the setting up of an Audit Committee to ensure compliance. I implemented a Stakeholder Management Plan to engender a 'partnering approach' to the Project. I developed excellent relations with the Scottish Government Funding Council, Cabinet Secretary for Education & Lifelong Learning and Glasgow City Council. The first of the Campuses' were delivered to schedule and budget and the second is on schedule and cost to be delivered in Autumn 2016.

Key Achievements

- Developed and implemented a detailed design and procurement strategy.
- Prepared and oversaw negotiations of construction contract and tender package.
- Oversaw design competition and secure contract award.
- Implemented robust governance procedures including financial controls and project management to ensure transparent oversight and performance review.
- Implemented a 'whole life' project schedule to enable realistic resource and budget planning.
- Developed a Stakeholder Management Plan to engender a 'partnering approach' to the Project a secured high customer and stakeholder satisfaction.
- Prepared and led a campaign to seek Private Sector funding.
- Developed and implemented an organisational review which resulted in a streamlining of the Project Team and realised savings.

1997 – 2008: BAE SYSTEMS, NAVAL WARSHIP DIVISION

Re-alignment of BAE Systems activities resulted in the integration of the BAE Systems Naval war shipbuilding and support teams into one group, which expanded the business to provide a Through Life Capability Management focus.

Managing Director/Chief Executive

I was responsible for successfully managing and delivering a £700M annual turnover Through Life business and leading a transformation programme to align with the Government's Defence Industrial Strategy. I led the management of all UK Ministry of Defence and export systems integration and warship construction contracts. Responsible for the complete Profit & Loss account for the business. Major projects included the Type 45 Destroyer, Aircraft Carrier (CVF) and Brunei OPV Project. I implemented thorough and robust review processes and stringent monitoring systems. Spear headed integration of five separate units into one business structure. I initiated and implemented functional departmental plans and quality assurance policies. I devised and established a robust Contract Management and Supply Chain Management infrastructure and maximised profits against risks. I played a key role in the bilateral negotiations with the MoD to transform the naval industrial landscape within the UK. I was responsible for 4 naval sites across the UK. And delivered a turnover of £700 million; secured an order book of £2.2 billion and led a workforce of 4100 direct employees and 3000 on-site subcontractors. I achieved the "Highest" Employee Opinion Survey scores within the Business Groups and was awarded the Queens Award for Enterprise and International Trade.

Key Achievements

- Integrated a Naval Support business and a Design/Build business to develop a Through Life Capability Provider.
- Renegotiated a major naval defence contract (Type 45) and secured a £540M increase to the Contract value.
- Significantly reduced HS&E statistics. E.g. reduced 'Lost Time' from accidents by 50%, reduced employee absenteeism by 50%.
- Developed a Through Life Support Solution for Type 45, which facilitated savings for the MoD of £350M.
- Successfully maintained and delivered Business and Project key milestones.
- Delivered three re-activated Type 23s to the Chilean Navy.
- Successfully set up a Warship Design Business.
- Successfully implemented a 'Partnership' Agreement between the Company and Trade Unions to ensure more effective and efficient working practices.
- Restructured the working environment to ensure maximum output.
- Delivered four RFA Auxiliary ships (LSD(A) ahead of agreed scheduled.
- Initiated Performance Centred Leadership policies with Lean Prime Contracting.
- Rationalised overhead expenditure and reduced cost base by 20%;
- Established a robust Contract Management framework for maximising profit and minimising risk.
- Developed best practice in supply chain contracting and terms of business.
- Re-constituted the Graduate Development and Apprentice programme.
- Delivered three Brunei Offshore Patrol Vessels with a profit increase from 7% to 32%.
- Established an industry forum for closer working relationships across the ship building sector.
- Awarded 'Largest Employer in Scotland' award in recognition of the Apprenticeship Training Scheme implemented.
- Received Scottish Engineering President's Award for outstanding achievement in engineering development.
- RoSPA Gold Award for improving health and safety two years running.
- Secured Investors in People accreditation for our commitment to best practice in managing our employees.
- As Phase Review Chairman for Type 45 Programme, sponsored a complete Project review which resulted in a

reappraisal of the engineering programme, modification of the build strategy and a revision of the build location of the ships.

- Formulated contract adjustment against Ministry of Defence on LSD(A) Programme resulting in an increase in risk Margin and successfully improved the selling price of the LSD(A) Programme by renegotiating a contract variation on material growth against the tender price.
- Achieved “Highest” Employee Opinion Survey scores within the Business Groups and was the recipient of the 2002 Queens Award for Enterprise and International Trade.
- Developed highly motivated / multi-disciplinary teams with varied defence expertise and utilised North America experience to create SOW, SDRL and DID library, ensuring visibility and emphasising problem areas.

1968–1997 EARLY CAREER:

- **Director and General Manager - Vosper Private Ltd (Singapore)**
- **Director and General Manager - Swan Hunter Shipbuilders (Newcastle-upon-Tyne)**
- **Senior Vice President - Saint John Shipbuilding (Canada)**
- **Managing Director - Fleet Support Ltd (Portsmouth)**

ADDITIONAL PROFESSIONAL INFORMATION:

Position Held	Dates	Responsibilities
President, Glasgow Chamber of Commerce	2014 - 2016	The Glasgow Chamber is funded by strategic agreements and members’ fees. It is committed to supporting the business needs of its members and the promotion of Glasgow as an economic powerhouse. I Chaired the Management Board and acted as an Ambassador for the Chamber and Glasgow Business. I am currently titled Past-President for 2 years and carry out ambassadorial and advisory assistance.
Trustee & Chair, Scottish Maritime Museum	2006 - Present	Holds nationally recognised and varied collection of historic ships, artefacts, shipbuilding & maritime machinery, machine tools, small vessels and other fascinating personal maritime items. Based in the West of Scotland. Plays a key role in education and lifelong learning and works to raise awareness and understanding of Scotland’s maritime culture and heritage through Cross Curricular and Active Learning. Currently engaged with the Cabinet Secretary for Culture & External Affairs in a Think Tank Forum, bringing together representatives from the Museum and Galleries UK sector to develop a new Museums Policy statement.
Non Executive Board Member, Scottish Regional Advisory Board	2008 – 2016	Regionally-based Board advising on ways to maximise the contribution of each region to Scotland’s economic growth through ensuring industry alignment, providing strategic direction and identifying and developing major projects. Advise and influenced the senior management team on strategy and policy development, industry policy and business planning. Comprised of up to 18 Board Members. Membership was mainly from the private sector but includes partner organisations, such as local authorities and the higher education sector.

PERSONAL INFORMATION

- Bachelor of Science (Honours) in Mechanical Engineering
- Marital Status: [REDACTED]
- Past times include [REDACTED]
- Awarded an O.B.E for contributions to UK war shipbuilding and defence