

SUSAN CLARK (BSc, MBA, PRINCE 2 Practitioner)



A high performing general & project management specialist with demonstrable track record of managing large complex transportation projects and operations in a highly political environment underpinned by experience of environmental impact assessments and sustainable development. Strong underlying understanding of need for robust health, safety, quality & environmental management and Stakeholder management to ensure success. Strong leader with recent Board level experience at a strategic level.

Career Summary

Present

Owner Great Glen Consulting (from June 2012) - clients have included Callander Community Hydro Ltd, Abellio, Kilfinan Community Forest Company., Ballachulish Community Company, Scottish government, HIE

Callander Community Hydro Project - I became involved in this community led project as the Client's project manager in June 2012 just after the project received planning consent. This is the first community hydro project to have delivered a project in this way and using funding secured themselves. Since appointment I have delivered :

- the organisational design, procurement and appointment of the team - legal, finance, QS, technical consultant, turbine supplier, grid supplier and contractor;
- the grid connection agreement
- FITS pre-accreditation
- the funding package and reached financial close/due diligence in April 2014
- turbine/generator ready by summer, grid connection works started and construction completed
- successful G59 test in September and full commissioning in October 2014 (delay due to lack of rain!)

Fair Isle – project manager for a new island energy system

Raasay – project manager for community hydro electric project

Glenurquhart Care – project manager for 12 housing units for the elderly

Abellio - part of the winning ScotRail Franchise bid team and now involved in the mobilisation phase until end March 2015.

Kilfinan Community Forest Company - assistance with due diligence with 2 funders and getting client to financial close.

Trustee - Scottish Autism (from December 2011)

Trustee - Inverness Harbour (from February 2012)

August 2006 – October 2011 : Deputy Project Director Trams, tie Ltd

- Responsible for programme, risk and project controls leadership for the delivery of the Edinburgh Tram Project – a project involving the diversion of all major utilities, procurement of trams and associated infrastructure – from preliminary design stage through procurement and implementation. Examples of sustainability built in include rainwater harvesting at the depot.
- Responsible for company CSR including green travel plans
- Led a team of people responsible for the delivery of all advanced works packages including utility diversions, advance earthworks and environmental works

- Responsible for all project reporting including board papers & reports to Transport Scotland
- Part of procurement team for packages including design, construction, tram supply and various small commercial support packages
- Led various contract dispute mediations/adjudications for the client team
- Budget, programme and risk management requiring a detailed working understanding of this complex contract
- Health, Safety, Quality & Environmental responsibilities to ensure safe operation of all project activities
- Project Director for various smaller scale projects

January 2004 – August 2006 : Project Director EARL, tie Ltd

Overall responsibility for the Edinburgh Airport Rail Link Project (EARL) Project – a complex project in Scotland to link Edinburgh airport into the main Scottish Rail Network. Responsible for budget, programme, procurement, HSQE, risk, PR and parliamentary process. Project Value ~ £550 – £650m

- Led the appointment a range of advisors – Technical(including design, Environmental Impact Assessment (EIA), geo-technical support, and land referencing), Legal, PR/Communications (including Stakeholder Consultation) & Financial using OJEU processes – this involved specifying the services required, production of evaluation criteria and tender evaluation through to contract award and management of those contracts
- Managed the production of a Scottish Private Bill to be introduced into the Scottish Parliament in March 2006 and led Bill through preliminary stage, including leading the promoter's evidence in Parliament. This included managing the legal and technical teams to produce the Bill, leading the Stakeholder Consultation and managing, through the technical advisors, the production of the Environmental Impact Assessment (EIA) and the Scottish Transport Appraisal Guidelines Appraisal (STAG) which were 2 key documents required to accompany the Bill.
- Lead the interface for the project with key stakeholders which included the Scottish Government, Network Rail, ScotRail and other TOC's/FOC's and BAA as well as a large number of local residents
- Strong environmental/sustainable focus on the project including investigation into carbon footprinting of the project, use of low impact cement and recycling of spoil and other materials

November 2002 – January 2004 : Commercial Manager, Scottish Water, Scientific

- Led the commercial function for Scottish Water, Scientific – a profit making business unit of Scottish Water selling water & soils analysis to external businesses whilst ensuring core analysis for the business was delivered. This was during the early days of Scottish Water's creation and in an environment of bringing together 3 disparate sets of individuals and systems into one body.
- Responsible for the implementation of a service level agreement between the business unit and Scottish Water Solutions – the partnership set up to deliver the major investment programme for Scottish Water
- Led the rationalisation of laboratories and main IT operating systems as part of the overall restructuring of the legacy organisations into Scottish Water - responsible for maintaining quality accreditation during this transitional period

September 1989 – November 2002 : Various roles in British Rail, Railtrack and Network Rail.

- Senior Commercial Manager - responsible for the maintenance contract for Scotland
- Weather Team Manager - set up and led team implement solutions to built weather resilience into the network in the face of climate change
- Performance Manager - responsible for the Operations and Electrical Control rooms in Scotland and the performance regime.
- Sponsor's Agent, - sponsor for various capital projects
- Operations Standards Manager,
- Signalling Standards Manager
- Trainee – Rules and Signalling
- Customer Service – Waverley Station

Key skills

Leading & managing - Leads teams of people to deliver results making substantial business impact. Creates energy, enthusiasm and vision in teams she leads using an inclusive approach to gain team motivation. Understands need to practice good stakeholder management for success of overall programmes. Used this experience within a range of environments to lead change and deliver complex projects/programmes.

Operations - has led teams responsible for real time railway operations including the integrated control room for Scotland. Implemented integrated approach to managing major incidents by setting up incident rooms until incidents concluded.

Project/Contracts Management - Hands on experience of managing projects and contracts up to a value of circa £100m/annum and project value of over £500m. With this comes planning experience and use of tools such as MS Project and Primavera. Financial & risk control and people/relationship management form a key skill in this area. PRINCE 2 practitioner and APMP qualified to IPMA Level D.

Commercial Awareness/Results Orientation - Aware of the pressures on business and the commercial implications of decisions made on a daily basis. Good understanding of customer awareness and the relationship with the business. Experience of undertaking cost benefit analysis to support business decisions and of procurement strategy development. Focused on the need to deliver significant business improvement through the use of KPI's. Experienced in public sector procurement of large value contracts.

Environment/Sustainability - strong understanding of environmental management and sustainability through managing real time incidents due to environmental impacts and projects where EIA's were required.

Strategy & Problem solving - Through completing an MBA acquired a knowledge of the tools used to define and plan strategy within an organisation. Capable of solving a variety of demanding and complex problems in real time situations using a variety of problem solving techniques.

Organisational Skills - Excellent manager and able to plan work and deliver to deadlines. Motivated self starter who is able to work alone or as part of a team.

Stakeholder Management - creates lasting working relationships with Stakeholders at all levels by engaging and listening. Confident public speaker and media trained and tested.

Qualifications and Personal Details

PRINCE2 Practitioner
APMP IPMA Level D
University of Strathclyde Graduate Business School, MBA 1999
NEBOSH Certificate, 1996
Edinburgh University, BSc. Chemical Sciences 1989

