

Chris Ledgard – FCA FBP MBA



Chris leads complex commercial, change and transformation programmes in public and private sector organisations. Twenty five years as a consultant, after ten years in the chemical industry in the UK and USA, have confirmed his belief that, to be sustained, improvement needs strong commercial management supported by excellence in programme management, underpinned by good project controls and other tools, techniques and experience. His experience has been built up for the past 15 years around central government, GoCo bodies and Police forces and prior to this private sector clients.

He has for the last 15 years been running complex programmes in the nuclear sector, recently as bid manager for a multibillion-pound Dreadnought contract that lasts until 2032 for Rolls Royce Submarines with MoD. The overall Dreadnought programme covers the design and build of the Vanguard replacement 4 boat Dreadnought class of submarine out to 2032, for Rolls – Royce the submarine nuclear 'engine' and propulsion system. Chris was accountable for the multi article design and manufacture contracts resulting in Rolls – Royce taking for the first time on the Dreadnought programme a risk based pricing stance.

Chris has gained widespread knowledge of designing commercial strategies through to negotiation and implementation across many government departments.

His extensive and deep experience in many areas of Central Government including, MoD, DWP, Home Office, MoJ, and Treasury, as well as commercial and change programmes in several police forces in England places Chris with a good mixture of experience and knowledge to challenge any large, complex and politically sensitive commercial programme. He is as happy to help practitioners as to advise senior officials and Ministers on policy. And he knows how to run effective programmes either to improve outcomes and cut costs or building bid teams and negotiating contracts in both competitive or single source environments.

Chris read Industrial Studies at Hallam University and was admitted to an MBA by the University of Bradford. He is a Fellow and Finance Business Professional of the Institute of Chartered Accountants England and Wales. As a qualified programme and project manager he understands and can apply practical programmatic portfolio, programme and project and risk management skills to his work.

Relevant experience:

- At Rolls – Royce Submarines after holding the position of Head of Transformation Portfolio Chris was directly account as Dreadnought Bid Manager for the management of the Dreadnought Nuclear Steam Raising Plant bid with the MoD, negotiating the contract directly with officials up to 3* level, liaising with CAAS and external consultants working for MoD during the negotiation of the contract.. He has wide experience across the CADMID cycle in terms of bid management and programme management approaches.
- At the Atomic Weapons Establishment [AWE] Chris, as Head of the Transformation Programme, was accountable for creating and implementing a new organisational structure that would reduce cost and improve production. The new structure realised savings in excess of £69m and production was improved. The organisational redesign affected 10,000 staff and contractors. He worked closely with numerous safety and other regulatory bodies during and after the transition,
- Chris has returned to AWE to lead the Fissile Capability Sustainment and Development programme. Covering the whole warhead life cycle this multi decade programme will ensure the future fissile capability for the manufacture of UK warheads is updated and remains valid into the 2050's

- At the Metropolitan Police Service, Chris led a rapid review team to save £350m in three years. Simple steps to tighten procurement and processes saved some of this. But huge reforms in structure and operations were needed to realise the benefits required.
- At the Office for Criminal Justice Reform (OCJR), Chris managed an internal team in London, Greater Manchester, Lancashire and Cheshire on the 'Beacons Approach'. This examined inter-agency prosecution. It involved the police, the Crown Prosecution Service, and the courts. Improvements to local processes were made by means of techniques for analysis and for managing projects developed by Chris..
- At the Home Office, Chris has advised on how to streamline processes in the UK Border Agency and in central finance for the Home Office board, and on how to manage portfolios and programmes in the management support unit and crime and policing group. This included several years' work in the intelligence and related external units.
- At the MoD he led the LSCIT [lean support continuous improvement team] programme across the Army in transforming the supply chain and logistics support for operational units on operation Telic. This covered a radical change in the way the MoD and in his case, the army engaged with its supply chain to assure better quality and cost outcomes. His team of 12 civil servants and military personnel designed the new supply chain and managed the capability improvement programme.
- Chris has advised Ministers on how to develop the Home Office, Ministry of Justice and Department of Work and Pensions and their policies for many years. He has helped to build inter-organisational frameworks for providers in the public, private and not-for-profit sectors.
- He has lead major programmes of work at Microsoft UK, advised Microsoft corporate on updating licencing applications and customer engagement and implemented customer loyalty and channel partner programmes in the UK and Europe

An experienced senior executive, Chris applies all his skills to managing large-scale change. His commercial and programme focus on implementation as well as more top-down issues of leadership and behaviour as well as on processes and systems. He has proven commercial expertise the UK, Europe, the Far East, and North America. He knows how to restructure and get results in tough environments.

Contact details

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