Richard Heade CITP, Cert IoD

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A Chartered IT Professional with 10 years' experience in board level IT Director roles and 10+ years as an Independent IT Consultant. Delivering cost-effective technology solutions aligned to business goals that improve productivity, customer experience, and ultimately provide ROI direct to the bottom-line.

Commercially aware, with a broad range of IT and business management experience gained within high-profile, regulated environments. Led and involved within key Business Transformation and M&A Programmes up to £2bn+, holding responsibility for £10m+ budgets and teams of 50+ employees.

Bridging the communication gap between business and technology, an effective communicator with a proven record of leading teams for efficient programme delivery.

Member, British Computer Society (MBCS) | Member, Institute of Directors (MIoD)

Areas of Expertise

Programme Management | Infrastructure & Operations | Software Development | Agile | Cloud
Coaching, Mentoring & Team Development | Business Transformation & Change Management
Budgetary Management | Outsourcing | RFP's | Business Analysis | Business Process Engineering

Education, Training and Certification

Chartered IT Professional (CITP), BCS The Chartered Institute for IT
Certificate of Current Competence (CoCC), BCS The Chartered Institute for IT
Certificate in Company Direction (Cert IoD), Institute of Directors
Microsoft Certified: Azure Solutions Architect Expert, Microsoft
PRINCE2 Practitioner and **ITIL v3 Foundation**, APM Group
Cisco Certified Network & Design Associate (CCNA, CCDA), Cisco
Anti-Money Laundering; General Data Protection Regulations; Responsible Gambling; etc
University of London (Physics); Monmouth School (A levels in Maths, Physics and Chemistry)

Programme & Project Delivery Highlights

7+ Major systems/customer migrations complete	9 Data centres designed and built (3 – 20 racks)
20+ Software systems specified and developed	7 Large office relocations (50 - 600 seats)
200+ Business processes automated	7 Monitoring systems implemented
50+ Systems integration projects managed	6 Business combinations achieved (M&A)
10+ Disaster Recovery solutions implemented	3 Active Directory consolidations + Office 365

Professional Experience

HEADERA CONSULTING   2009-11, 2012-present
IT Consultant & contractor | London, South-East England & International
Independent contractor, providing consultancy and management expertise around various business and IT initiatives, usually within large-scale Integration, Change and Transformation programmes.

UK TOTE GROUP | Oct '18 – Jan '20
Supporting the £100m+ acquisition of the 90 year-old Tote brand from Betfred
- Integration programme lead, contracting with and integrating 20+ 3rd parties for a new platform
- Obtained payment gateway & acquiring facilities and oversaw all integration and configuration
- Led data migration programme, moving ½M customers from a Betfred White Label to tote.co.uk
- Led multiple system migrations, including a BI platform from physical infrastructure to Azure
- Sat on technology strategy board, advising on strategic investments and overseeing RFP's
- Led process to successfully obtain an Operator License and from UK Gambling Commission
- Working with Royal St Lucia Turf Club, setup on course betting facilities at island's first racetrack

LADBROKES CORAL GROUP | May '16 – Sep '18
Aligning Ladbrokes technology with Coral as part of a £2.3bn merger programme
- Led platform migration and integration of around 18 3rd party online gaming product vendors
- Ran an agile development team split between onshore (London) and offshore (Bangalore, India)
- Migrated a BI platform from a data centre in Tel Aviv to UK, using offshore team in India
- Delivery Manager for a Data Management Platform implementation (Adobe Audience Manager)
- Led programme for design & build of new 300 seat product development and innovation centre
- Led IT delivery for offices in Tel Aviv and Manila, both sites consolidating from smaller offices

YAZINO.COM | Apr '15 – May '16
Optimising the infrastructure and operations of a multiplayer social gaming site
- Optimised cloud infrastructure, reducing hosting costs by >60% without impacting SLA's
- Implemented New Relic (monitoring), Docker (containers) & Continuous Deployment pipeline
- Reverse engineered undocumented systems to consolidation systems and reduce complexity
- Support & maintenance of production workloads on physical, virtual and cloud platforms

CAPQUEST GROUP | Nov '13 – Dec '15
Leading the Infrastructure & Operations stream of a £13m+ transformation programme
- System architect, designing a high-availability infrastructure supporting multiple system vendors
- Project management of new infrastructure roll-out, systems implementation and migration
- Implemented Disaster Recovery, managed failover and ran live from secondary site for 2 days
- Introduced enterprise automation & scheduling, streamlining 140+ business processes
- Automated deployment and refresh of test environments, increasing efficiency for test team
- Created wiki and fully documented all systems before training and handing to BAU team

BETCLIC EVEREST GROUP | Apr '12 – Jul '13
Leading a data centre migration programme and training a new team in Malta to run operations
- Led data centre consolidations from Malta, Isle of Man and Paris to new Gibraltar & Paris sites
- Implemented data centre systems monitoring & training IT Operations teams on troubleshooting

YAZINO.COM | Sep '10 – Apr '11
Removing infrastructure bottlenecks for a business experiencing exponential growth
- Developed and tested AWS cloud infrastructure solution to support >20k concurrent players
- Implemented network and systems monitoring solution based on Nagios open source software
- Implemented backup and disaster recover strategies, including availability zone replication

ACADEMY FUNDRAISING | Mar '10 – Oct '12
Subsidiary business, co-founded to deliver society lottery products to the private school sector
- Licensed the businesses as an External Lottery Manager with the UK Gambling Commission
- Oversaw all technology, finance and compliance responsibilities

BETCLIC EVEREST GROUP   2011 – 2012
Group Head of IT Operations, London & Paris
Permanent role, appointed to support the provision of mission-critical IT for 600+ end users and 2m+ online customers across Europe & USA within a transformation following 3 large business acquisitions.

Key Contributions:
- Implemented extensive cost control and supplier management, reducing many IT costs by >20%
- Implemented procedures, controls, SLA's and KPI's for improved service delivery to the business
- Architected data centres in Paris and Gibraltar, introducing cost-effective virtualisation
- Fully consolidated and virtualised corporate IT services in London and Gibraltar offices

STAN JAMES   1998 – 2009
IT Director, Gibraltar, 2005 - 2009
Executive board member with fiduciary duty for a company with £1bn+ annual turnover and £50m+ budgets. Responsible for 50+ staff and provision of IT services to 1m+ customers and 300+ staff.

Key Contributions:
- Definition & execution of IT strategy, aligning technology with business requirements and goals
- Full ownership & control of IT spend, effectively controlling a £6m+ IT CAPEX budget + OPEX
- Built a high-performing team from scratch to 40+ FTE's in Gibraltar and 15 FTE's in London
- Developed first fully integrated platform for web, call centre, mobile, EPOS, display system, etc
- Maintained industry leading uptime and responsiveness of web, as reported by Betting Business
- Introduced PRINCE2, ITIL and ISO based standards (ISO 27001) within the organisation

CAREER NOTE: Other positions within Stan James include **Managing Director** of Amigo Technology (2008 - 2009, London); **Director of Casino & Poker** (2005 - 2007, Gibraltar); **Head of ICT** (2002 - 2004, Oxfordshire); **Technical Director** (2000 - 2001, Gibraltar); **IT Manager** (1998 – 2000, Oxfordshire); **Trader**, Horse and Greyhound Racing (1998, Oxfordshire)

LADBROKES   1990 – 1998
Retail Manager, London
Ownership of P&L account for retail units and leading small teams to deliver excellent customer service, consistently achieving increases in market share and results above plan

Key Contributions:
- Routinely beat targets and promoted to highest management grade in a London flagship shop
- Finalist, Racing Post Betting Shop Manager of The Year

Board of Director appointments

Director, Headera Limited | 2009 - present | IT Consultancy
Director, Academy Fundraising Limited | 2009 - 2011 | UKGC Regulated Lottery Business
IT Director, Stan James (Gibraltar) Limited | 2005 - 2009 | Online Gambling (£1bn+ T/O | 350+ FTE's)
Managing Director, Amigo Technology Limited | 2008 - 2009 | Software (£2m turnover | 15 FTE's)
Technical Director, Stan James (Gibraltar) Limited | 2000 - 2001 | Online Gambling