

# Curriculum Vitae

**Ian Simon Hale BSc(Eng) CEng MIEE MIRSE MAPM**

## **Profile**

A chartered engineer with over thirty-five years' experience in consultancy, engineering, project and asset management in the rail industry. A professional engineering project manager, combining comprehensive technical knowledge and management skills, solving problems creatively but with a broad understanding of stakeholder needs and an attention to detail that ensures robust solutions.

Extensive experience in railway signalling development and application projects, particularly new technology development and implementation of train control systems, maintenance and operations of complex signalling systems and the operational interface, across all types of rail including metro, suburban and mainline. UK expert in Chiltern ATP system.

## **Key Skills**

**Project management:** Excellent project management skills, PRINCE2 practitioner, delivering results to clients on time and within budget. Able to identify and understand the complex technical and human interactions on a large project and to put the necessary systems in place to manage these interfaces.

**Asset Management:** Experienced asset management and maintenance team leadership across all infrastructure asset types in the rail industry, delivering world class performance within budget constraints.

**Technical ability:** Wide knowledge of engineering methodologies and techniques. Extensive experience of new technology and application design in system, hardware and software engineering disciplines. Particular emphasis on signalling technology, control systems, automatic train control, ERTMS and test equipment.

**Organising capability:** Proven ability to analyse complex strategic and tactical problems into component parts. Outstanding delivery focus and attention to detail ensuring robust delivery of multidisciplinary solutions meeting the needs of all stakeholders. Strong Completer/Finisher.

**Customer orientation:** Wide experience of working in customer teams. Demonstrable ability to build close relationships with clients, focusing on realising customer needs to achieve project success.

**Information technology:** Fully conversant with a wide variety of computer packages including word processing, spreadsheets, databases, project planning, desktop publishing, presentation tools, CAD, programming (high level and assembler) and operating systems.

## **Career Details**

### **Keolis Amey Docklands Limited**

#### **General Manager Infrastructure**

**Dec 2014-Present**

General Manager responsible for the safety and performance of key infrastructure on the Docklands Light Railway, including signalling systems, civils, structures and track, premises and power systems; managing the asset engineers, maintenance technicians and First Line Response teams for the railway. Key activities include continued performance improvements across asset areas, introduction of new Maximo based Asset Management System on these asset areas, employee relations for team of 130 staff and leading acceptance of new assets onto the railway.

### **Serco Docklands Limited**

#### **General Manager Infrastructure**

**Mar 2013-Dec 2014**

General Manager responsible for the safety and performance of all fixed infrastructure on the Docklands Light Railway, including signalling and communication systems, civils, structures and track, premises, E&M systems, lifts and escalators; managing the asset engineers, maintenance technicians and First Line Response teams for the railway. Key activities include continued performance improvements across asset areas, union negotiations on pay and reward, leading acceptance of new assets onto the railway including a new station and ensuring the railway is in an acceptable condition for handback at the end of franchise.

#### **General Manager Signalling & Systems**

**Oct 2012-Mar 2013**

General Manager responsible for the safety and performance of the signalling and communication systems on the Docklands Light Railway; managing the asset engineers, maintenance technicians and First Line Response teams for the railway. Responsible for improving performance of the assets to deliver a service performance of over 99%.

### **Halcyon Rail Limited**

Formed own company in 2002 providing consultancy services to the rail industry focused on technical management for implementation of advanced train control systems, particularly ERTMS and ATP.

### **Serco Docklands**

**Dec 2011-Sep 2012**

General Manager responsible for the safety and performance of the signalling and communication systems on the Docklands Light Railway; managing the asset engineers, maintenance technicians and First Line Response teams for the railway. Successfully delivered the performance required during the 2012 Olympic and Paralympic Games on the DLR, ensuring the appropriate staff and systems were put in place for the Games and playing an active role in the railways command & control throughout the Games period.

### **Thales RSSL**

**April 2011-Nov 2011**

Engineering Manager within the Manchester Metrolink project, responsible for revising the baseline project scope; responsible for recommending revisions to the client system specification capturing all changes in the system requirements and project scope, for producing a robust cost estimate for the outstanding work and for separating the scope into a complete set of workpackages, agreed with the appropriate functional managers.

### **Thales RSSL**

**Sep 2010-March 2011**

Operational Support Project Manager within Jubilee Line Resignalling project, responsible for ensuring all operational requisites delivered ahead of revenue service, including spares, operating and maintenance manuals, and special tools and equipment. Ensured customer needs met, despite tight timescales and fixed deadlines, through negotiation with all stakeholders and focused delivery on agreed solutions. Responsible for ensuring client needs met including repairs, defect investigation and support services to operators, once the system was in revenue service. Set up and managed penalty attribution process within Thales and represented Thales at attribution meetings to agree penalty payments due under the contract.

### **Thales RSSL**

**Sep 2009-July 2010**

Member of bid team for LUL Subsurface Lines resignalling project with management of team developing migration plan for network and technical solution for the interoperable areas with mainline and other underground lines, plus responsible for developing an alternative bid to the main bid. Once bid was delivered, retained by Thales to answer technical queries from LUL as they were issued and to create alternative strategies for integrating the SSL project with the existing resignalling projects through new technical solutions.

### **Thales RSSL**

**Oct 2008-Sep 2009**

Engineering Manager within Jubilee Line Resignalling project, responsible for signalling design team producing bookwiring design for non-standard interlockings including depot interfaces and junctions with conventional lines. Work required management of signalling subcontractor in India, managing specification and checking team in UK and obtaining approval by client (Tube Lines) technical team for completed designs. Timescales were extremely challenging due to late running programme but managed to recover significant portion of lost time ready for fixed closures.

### **London Underground Limited**

**Aug 2007-Sep 2008**

Line Upgrade Engineer for the Piccadilly Line Upgrade. Responsible for overall engineering and assurance for the project on behalf of the client, ensuring clear overall technical requirements for LUL were developed working closely with operations department, leading the workstream devising the solution to interoperability across the PPP contracts, developing the risk based assurance strategy for the project and approving technical submissions on behalf of LUL.

### **Thales RSSL**

**May 2007-Aug 2007**

Development of replacement Data Preparation System for Chiltern ATP Scheme. Responsible for all aspects of the project including project and engineering management, software design and development, system testing and commissioning and client training.

### **Thales RSSL**

**June 2007-July 2007**

Carried out detailed technical and organisational review of TPWS system and associated products as part of company business strategy assessment.

## **Metronet Rail**

**Sep 2005-May 2007**

Senior Project Manager responsible for delivery of the Sub-Surface Lines resignalling for London Underground Limited. Responsible for management of major subcontractor to ensure on-time delivery of project, meeting client requirements and budget and delivery of all client activities in support of the project.

- Responsible for safe implementation of all works within corporate Health and Safety policy and legal requirements;
- Developed close relationships and team approach across supply chain and with client to facilitate project delivery;
- Developed structure for project delivery and scope, based around robust project requirements development;
- Working closely with supply chain and LUL, led development of optimised migration strategy for rollout of new signalling across network meeting widely differing engineering and operational needs;

## **Alcatel TAS UK**

**Apr 2005-Jun 2005**

Development of replacement Factory Acceptance Test System for Chiltern ATP Scheme. Responsible for all aspects of the project including project and engineering management, software design and development, system testing and commissioning and client training.

## **Rail Safety and Standards Board**

**Apr 2004-Mar 2005**

Programme Development Manager responsible for the timely delivery of the operational design of ERTMS for the Cambrian Line, including programme development and control, cost management, resource planning, process development and internal and external stakeholder interfaces.

- Successfully transferred design team into RSSB;
- Introduced project management philosophy into organisation;
- Developed detailed programme for scope of work, bringing timescales back to meet project needs;
- Set up necessary processes and systems for new organisation, including schedule and cost reporting and control, issue, value and risk management.

## **ERTMS Programme Team**

**Jan 2003-Mar 2004**

Design Manager responsible for definition of operating and signalling principles for UK ERTMS implementation, including team management, development of technical baseline, running liaison meetings with stakeholder representatives and providing interface between WCRM and National ERTMS project for operating principles work.

- Initiated design work for operating and signalling principles;
- Agreed detailed plan of activities for future design work, supporting overall project timescales;
- Provided input into updated National Team report;
- Defined baseline of key concept changes to operation due to ERTMS.

## **ALSTOM Signalling Limited**

### **Business Development Manager (ERTMS)**

**2001-2002**

Overall responsibility for the development of Alstom's ERTMS business in the UK. Responsibilities included building relationships with customer organisations, developing and implementing strategy for long-term business growth and providing the technical and commercial point of contact in the UK for ERTMS.

Seconded to national ERTMS Programme Team, representing national ERTMS suppliers. Provided technical input on implementation of ERTMS during generation of national strategy report. Subsequently became Design Manager, responsible for overall system design activities.

- Developed the customer base, building contacts in train operator and rolling stock companies;
- Brought strong technical competence into EPT, maximising re-use of WCML project experience;
- Improved liaison between EPT and Railway Industries Association on behalf of ERTMS suppliers;
- Provided input into National Team Report defining future UK strategy for ERTMS;
- Conducted briefings on behalf of EPT to external bodies including trade unions and passenger groups;
- Developed strategy for the design of operating principles and rules for the system.

**Project Manager (Trackside)****2000-2001**

Responsible within the joint ALSTOM/Railtrack team for all trackside implementation activities for the West Coast Mainline ERTMS Train Control System. Responsibilities included strategy and programme definition, recruiting and leading the team of managers and engineers, monitoring and reporting of progress and expenditure against planned. Also interfacing to external stakeholders, particularly client project teams to ensure integration within overall West Coast Route Modernisation programme.

- Formed new trackside implementation team bringing novel competencies and skills to the company;
- Developed comprehensive cost modelling allowing prompt responses to changing project needs;
- Instigated production of detailed interface specification for underlying conventional technology projects;
- Delivered £1.5m Trackside Processing Centre at Stoke to extremely tight timescales;
- Successfully implemented first UK ERTMS system at Old Dalby test track.

**Project Manager (Business Case)****1998-2000**

Responsible within the West Coast Mainline ERTMS Train Control System joint ALSTOM/Railtrack team for defining the project scope, cost, risk analysis and Business Case. Responsibilities included strategy and programme definition, co-ordination of activities within each functional group, resource management, progress monitoring, interfacing to external stakeholders including client project and sponsor teams to ensure requirements were fully understood, and obtaining necessary approvals.

- Established comprehensive scope definition for project, meeting sponsor's requirements;
- Drove alliancing culture into the Joint Project Team, developing close relationships with clients;
- Pioneered robust risk and value management techniques into project.

**Bid Manager****1997-1998**

Responsible for managing the successful bid proposal for £500m Train Control System contract on behalf of ALSTOM Signalling. Responsibilities included bid strategy, planning of all bid team activities, resource allocation including subcontractors, ensuring all customer requirements were met and all internal approvals obtained to schedule. During subsequent bid evaluation and negotiations, provided customer point of contact, co-ordinated responses to client queries and participated in final negotiations.

- Headed large team in challenging timescales through use of formal project management techniques;
- Initiated significant new techniques as part of bid process to ensure winning offer;
- Led development of novel technical strategy that met both stated and tacit client requirements.

**On-Board Systems Engineer****1996-1997**

Responsible for the application of Transmission Based Signalling equipment on to West Coast Mainline rolling stock, including scope development, resource, process and project planning and liaison with the customer and sub-contractors. Areas covered included implementation planning, application design, support to system design team, specification of Man-Machine Interface and point of contact for client on trainborne issues.

**Data Manager****1995-1996**

Responsible for the overall management of all SSI and IECC activities for the London, Tilbury and Southend Resignalling Project including maintenance of standards and quality, resource and activity planning and liaison with customer, sub-contractor and other project teams. Areas covered included SSI design, interfacing with client data checkers and testers, IECC design, testing and commissioning including the ARS system. Responsible for 5 staff plus a major sub-contractor. Also responsible for representing the project across all functions at reliability and handover meetings with the customer and for ensuring processes put in place to ensure reliability growth post-commissioning.

**Project Co-ordinator****1994-1995**

Responsible for the co-ordination of the interface between the various project teams and the client for the £50m London, Tilbury and Southend Resignalling Project, based at the client's project office, including attending all meetings between project members and client, progress monitoring, identification and resolution of potential problems, management of commissionings and providing the point of contact for the client.

**Project Manager****1993-1994**

Responsible for all activities undertaken during the Ding Ying Pilot Scheme in China, including customer interface, planning and co-ordination of all company activities for the project, and ensuring profitability targets were met. Also responsible for management of various contract bids from initial customer enquiry through to post bid presentations for a variety of technologies and customers from the UK and abroad, including scope

definition, estimating and planning and gaining all necessary company approvals. Responsible for up to 20 staff.

**Project Engineer ATP**

**1992-1993**

Responsible for all engineering activities undertaken during the Chiltern Lines ATP Pilot Scheme project, including maintenance of standards and quality, resource and project planning, liaison with customer and sub-contractor. Set up QMS for project as part of company BS5750 approval. Project included design of vital products, data preparation, trackside and trainborne installation, testing and commissioning, staff training and system documentation. Responsible for 12 staff.

**Test Development Manager**

**1987-1992**

Set up new section to develop and control production test facilities and methods for use by the Manufacturing Department. Responsible for designing company test strategies, setting of technical standards and processes for testing, dealing with sub-contract companies, specifying capital expenditure on new facilities and staff development. Wide variety of products covered including Solid State Interlocking and other microprocessor systems through to 20-year-old discreet component products. Responsible for up to 12 staff.

**Hardware Development Engineer**

**1985-1987**

Responsible for design and development of various electronic products for use in the company's electronic train control and supervision systems. Work included product specification, design, implementation and documentation of expansion units for the SIGNET Train Management System and several test systems for use in first and third line maintenance of installed systems. Experience gained in microprocessor design, programming and testing theory. Attended the British Rail Advanced Signalling Course at Derby in 1987. Responsible for up to 3 staff, depending on particular project.

**Sponsored Student**

**1981-1985**

Sponsored thin sandwich course at Brunel University. Industrial periods spent in each of the three engineering departments. Work included mechanical workshop training, signalling applications, product design and six months on site with the MAGLEV development at Birmingham International Airport.

## Education and Professional Qualifications

Member Association for Project Management	2005
Member Institution of Railway Signal Engineers	1992
Member Institution of Electrical Engineers	1991
Chartered Engineer	1991
Brunel University: BSc (Eng) Honours (2:1) in Electrical and Electronic Engineering	1981-1985
Woodhouse Grammar School: 2 S levels, 4 A levels, 11 O levels	1973-1981

## Personal Details

**Date of Birth:** 8<sup>th</sup> October 1962.

**Nationality:** British.

**Languages:** French – working knowledge; German – basic.

**Status:** Married, four children.

### Interests:

Scouting – Warranted Group Scout Leader responsible for management of local Scout Group, ensuring standards maintained, providing support to leaders and organising fund-raising activities, along with organising large events at the District and County level such as camps and competitions. Also leader trainer responsible for running courses, training new adults in Scouting and leadership skills.

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