

Chris Tilbury

Programme Manager (Program Manager) | PMO Director | Transformation Lead

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Professional Profile

Senior Programme Manager and PMO Director with a 25+ year track record of delivering complex, high-stakes programmes across financial services, NHS, central government, and consulting. Proven expertise in programme and portfolio management, PMO setup and leadership, programme recovery, change management, and benefits realisation. Experienced in full lifecycle delivery across both Agile and Waterfall environments.

Recently led major NHS cloud migrations, M365/Azure transformations, cyber security programmes, and large-scale systems builds for UK government bodies. Trusted to take on the toughest engagements — those with ambiguity, political sensitivity, or delivery risk — and stabilise them, rebuild stakeholder confidence, and drive results. Known for a calm, pragmatic style, strong RAID discipline, and the ability to align teams, suppliers, and senior stakeholders around a clear plan.

Core Competencies & Skills

- **Delivery & Governance:** Programme Management · Portfolio Management · PMO Setup & Leadership · Project Recovery · Risk Management · RAID Management · Benefits Realisation · Change Management · Governance Frameworks · Full Lifecycle Delivery
- **Technology:** Microsoft 365 (M365) · Azure · SharePoint Online · Power Platform · Power Apps · Power Automate · Tenant-to-Tenant Migration · Cloud Transformation · Cyber Security · Infrastructure Programmes · MS Project · EPM
- **Sectors:** Financial Services · Banking · Insurance · NHS · Public Sector · Central Government · Consulting · Oil & Gas · Telecoms · Pharmaceuticals
- **Leadership & Stakeholder:** Senior Stakeholder Management · Supplier & Vendor Management · Resource Management · Cross-functional Team Leadership · Offshore Team Management · Executive Reporting · SLA / OLA Definition
- **Methodology:** Agile · Waterfall · PRINCE2 · PMP · MSP · Hybrid Delivery
- **Regulatory:** Anti-Money Laundering (AML) · FCA Regulatory Compliance · Section 166 (S166)

Career History

Programme Manager | Trustmarque

Aug 2022 – Present · Remote

- Delivered two Azure tenant-to-tenant migrations for NHS Connect — 7,500 and 9,000 users respectively — each completed end-to-end in under nine months with budgets of £500k–£750k, against tight NHS deadlines.
- Led a three-year M365 implementation for Coventry Building Society (25,000 users, multi-million pound budget), including full adoption of SharePoint Online across the organisation.
- Programme-managed an on-premises SharePoint and file migration to SharePoint Online for a major reinsurance company, including delivery of a new SharePoint Online intranet.
- Oversaw critical Cyber Security and AI initiatives for NHS organisations, enhancing operational resilience and security posture across the programmes.
- Recovered a multi-year Power Platform development project for a UK government arms-length inspectorate — taken on at risk, stabilised, and returned to confident delivery.

- Programme-managed the migration of legacy Lotus Notes applications to Power Platform for a large international engineering company, delivered over a multi-year engagement.
- Joined Trustmarque initially to recover several high-profile, at-risk projects — all successfully resolved — before being appointed to the Programme Manager role.

Founding Partner / Principal Consultant | Tilbury-Watson Associates (Self-employed)

Aug 2015 – Mar 2021 · London · Remote

- Co-founded a software consultancy focused on business development and assured technology delivery for SME clients.
- Scoped and sized diverse software development projects, ensuring sound governance, effective resource allocation, and successful outcomes.
- Acted as account manager, navigating budget constraints while maintaining client satisfaction and project integrity.

Programme Manager – Reducing Reoffending Partnership | Ingeus (Contract)

Jun 2016 – Jul 2017 · London & Birmingham

- Managed technical enablement for the Reducing Reoffending Partnership in collaboration with the UK Ministry of Justice.
- Oversaw multiple workstreams across London and Birmingham, ensuring compliant integration with confidential MOJ data.
- Refocused and recovered the programme workstreams, making them a critical enabler for enhancing probation operational efficiency in the Midlands.

Senior Programme Manager – AML | Royal Bank of Scotland (Contract)

Sep 2011 – Nov 2015 · London

- Appointed to lead delivery of the eFlex CPB AML programme from inception, establishing the programme infrastructure, toolsets, governance, and remote team working practices.
- Managed a portfolio of 40+ projects with values ranging from £50k to £5m, with cross-functional teams of up to 100 people including offshore teams in India.
- Addressed FCA Section 166 findings relating to AML compliance, successfully delivering across all workstreams over a four-year programme lifecycle.
- Delivered complex data integration from internal bank systems and external suppliers, defining and establishing SLAs/OLAs essential to ongoing system health.
- Included significant greenfield developments, mobile technology implementations, and progressive enhancements to existing data collection systems.

Senior Project Manager | Microsoft Consulting (Contract) — Client: Nationwide Bank

Apr 2011 – Sep 2011 · Reading

- Subcontracted via Microsoft Consulting to lead a critical, at-risk workstream within the Faster Payments programme at Nationwide Bank, ensuring delivery of Payment Services Directive obligations.
- Led teams of up to 15 FTEs through the final delivery stages, managing stakeholder communication at senior level and overseeing the transition of Microsoft Consulting projects into the client portfolio.

PMO Director (Interim) | Smiths Group plc

Oct 2010 – Feb 2011 · Slough

- Established demand management controls, delivery monitoring, quality assurance processes, and benefits realisation frameworks for the group PMO.

Programme Manager / Project Office Lead | BG Group (British Gas)

Sep 2008 – Oct 2010 · London

- Led the Global Project Office for the Infrastructure strand of a major IT Transformation programme, managing direct budgets of £1m+ and indirect budgets of £2.5m+.
- Established and led an effective PMO while implementing systemic improvements to programme management and governance practices globally.

- Engaged with the Enterprise Portfolio Office to deliver updated processes and best practice aligned to group standards.

Portfolio Management Consultant | Mizuho Corporate Bank

Mar 2008 – Aug 2008 · London

- Assessed and developed options for improving the bank's MI and planning capabilities at portfolio level.

Project Manager | Lloyds Banking Group (Contract)

Jul 2007 – Feb 2008 · London

- Managed a workstream within the Basel II compliance programme, delivering regulatory change to required standards and timescales.

Project Manager | HSBC Investment Bank (Contract)

Oct 2006 – Jun 2007 · London

- Refreshed the PMO function for the FIERCE Programme and provided hands-on delivery leadership across critical workstreams.

Earlier Career (Summary)

Legal & General | Project Manager (Dec 2005 – Sep 2006)

Implemented MS Project Server across the organisation.

Shell | Release & Development Manager (Mar 2005 – Dec 2005)

Managed global enhancement requests and implementation for the PM toolset platform.

Avanade | Senior Manager, Project Management Practice (Apr 2004 – Dec 2005)

Delivered projects across banking, pharma, and oil & gas sectors.

Pfizer | Project Manager (Apr 2004 – Oct 2004)

Delivered programme management toolset and reorganised PMO function.

DPR Consulting | Head of eCommerce Delivery (2001 – 2004)

Led eCommerce delivery across financial services, asset management, and wealth management clients.

Open Business Solutions | Senior Consultant (Jan 1999 – Dec 2001)

Delivered technology projects across the international telecoms sector.

Education

MSc Astrophysics (Merit) · Imperial College London

BSc Computing Science (2:1) · University of Greenwich

Professional Certifications

PMP (Project Management Professional) · PMI · Issued Nov 2002

PRINCE2 Practitioner · Issued Aug 2001