



EDUCATION

2000 MBA Cranfield School of Management

1999 Post Graduate Certificate, Engineering Management, University of Bristol

1992 BEng (Hons) Civil Engineering, Oxford Brookes University

QUALIFICATIONS

2007 OGC Managing Successful Programmes

2000 Post Graduate Diploma in Marketing

1998 Chartered Engineer, Member of the Institution of Civil Engineers

1998 Post Graduate Certificate in Engineering Management

KEY SKILLS

Rail project and programme development and management, regulation, transformation, procurement.

EMPLOYMENT

April 2017-current, FCP World, Partner

2007-2017 EY / Ernst & Young LLP Executive Director (Associate Partner), Director, Senior Manager

2001-2007 Booz Allen Hamilton, Associate, Senior Consultant

1999-2000 Full time MBA

1997-1999 Richard Jackson Partnership. Consulting Engineers

1992-1996 Balfour Beatty Construction Ltd

LANGUAGES

English

French

German



GEOFF SMITH has over 25 years of experience with major transportation and infrastructure organisations focused on the rail, aviation and multi-modal transport sectors. Geoff has worked with national government, regional transit authorities, regulators, infrastructure owners, operators and the supply chain to plan, develop, implement and assure complex infrastructure, operations and related transformation programmes.

In the UK rail sector, Geoff has extensive experience covering most major rail programmes with Network Rail or ORR, the HS2 Project, London Underground, Manchester Metrolink and of five franchises either as Technical Advisor to DfT or supporting TOCs with their bids. Internationally, Geoff's rail experience covers the PPP procurement of HSL Zuid infrastructure in Holland, the Dublin light rail operating concession, Athens Olympics transport operations, and the Dubai Roads and Transport Authority.

SELECTED EXPERIENCE

- **International transport operating group** – Supported successful bid for long term UK social transport contract.
- **UK TOC** – Bid support for UK rail franchises.
- **Rail infrastructure maintenance company** – UK market development strategy.
- **European Bank of Reconstruction and Development (EBRD)** - Advice on the restructuring and commercialisation of Turkish Railways.
- **International law firm** - Expert witness advice related to a UK train derailment.
- **UK Department for Transport (DfT)** - STAR framework: Maximising 3rd Party Funding in Rail.
- **Highways England** - Risk management support to capital programmes. Previously had led a successful pursuit for the role of HE's Supply Chain Strategy Implementation Partner, involving realisation of efficiencies in value chain plans and cost categories.
- **UK DfT** - High Speed Rail Group, commercial and programme management support with Review Points, Euston and Old Oak Common schemes, whilst developing DfT's "Intelligent Client" capability. Led on the options evaluation for the relocation of the Heathrow Express depot, including cost challenge of Network Rail proposals.
- **HS2 Ltd** - strategic cost, risk and business continuity planning, development of strategies and plans.
- **Network Rail** - Account Director responsible for developing and managing an extensive consultancy portfolio comprising:
 - Independent assurance over Infrastructure Projects portfolio covering all major UK rail programmes including; Thameslink, Crossrail, Greater Western, Birmingham gateway, Northern Hub, Borders, EGIP, East Coast Line Speed Enhancements, Staffordshire area signalling, national renewals programmes for each principal asset-group, a range of smaller projects plus business process areas including GRIP, cost estimating and reporting.
 - Business change for the ORBIS technology-led transformation programme.
 - Other roles including business continuity, Enterprise Risk, and assurance over the portfolio of business change projects.
- **Abu Dhabi Airports Company (ADAC)** - Gateway reviews and assurance framework for \$15bn capital development programme.
- **UK Power Networks** - Secondment as interim Head of Engineering Design for £bn+ capital programme, leading a team of 100+ client staff and member of UKPN Portfolio Board responsible for capital programme governance. Also leadership team for the Achieving Commercial Excellence transformation programme to integrate three regional Distribution Network Operators and realise regulatory efficiency targets.
- **Transport for Greater Manchester (TfGM)** - Capital programme advice and assurance for Metrolink; development of customer SMART ticketing programme, securing funding and programme entry status from DfT, and transition to full delivery.



- **UAE General Civil Aviation Authority (GCAA)** - Advice on aviation costs and charges.
- **Government of Libya, National Economic Development Board (NEBD)** - Lead advisor team on \$250bn multi-sector National Development Programme, drawing on capability across EMEIA. The work included the procurement of Delivery Partners under performance-based contracts, establishment of a monitoring and assurance regime, and institutional strengthening support.
- **Dubai Roads and Transport Authority (RTA)** - Advice and assurance on projects in rail, marine, highways and bus agencies, including a readiness review of the Red-Line, the first railway in the UAE.
- **Greater Manchester Passenger Transport Executive (GMPTE)** -
 - Secondment as Interim Head of Finance and Commercial for Metrolink light rail, introduced first fares change on the system and a new revenue and performance assurance regime.
 - Transition of operating contract on Metrolink, renegotiation of major contracts.
 - Establishment of corporate Programme Management Office.
 - Procurement and management of Programme Delivery Partner (Parsons Brinkerhoff) for Metrolink expansion and Technology Delivery Partner (PWC) for the congestion charging scheme.
 - Assurance over core investment and TIF programme under joint duty of care for GMPTE and DfT.
 - Procurement strategy for the Intelligent Transport Systems portfolio, including SMART, RTPI and security packages.
- **Transport for London (TfL)** -
 - Cost verification of the main Works Contract on the East London Line in support of final account negotiations.
 - Programme assurance reviews of Crossrail.
- **Metronet Rail Ltd** -
 - Programme mAnagement Capability Excellence (PACE) transformation programme and LUL integration, a two year transformation to establish a consistent and world-class framework for programme and project management.
 - Review of capital programmes during railway administration.
- **Olympic Delivery Authority (ODA)** - Advice on 2012 transport programmes.
- **Transport Scotland** - Advice on national concessionary fares scheme.
- **BAA Gatwick Airport Ltd** - Strategic risk assessment / risk rationalisation.
- **Abu Dhabi Airports Company (ADAC)** - Defined the operating model for the new company, set-up and managed PMO, designed a transformation programme out of public sector ownership into profitability while sponsoring \$15bn capital programme.
- **Civil Aviation Authority (CAA)** - Support of 2005 periodic review of the UK's regulated airports, specifically operating efficiency of the BAA London airports. Involved benchmarking across 14 international airports.
- **Stagecoach Rail Ltd** - Supported two major UK commuter rail franchise bids in key lead advisor role.
 - Thameslink Great Northern franchise; working as Deputy to the Bid Director, managing key franchise work-streams and interfaces, development of the suite of strategies, plans and models, liason with DfT and other stakeholders including Network Rail on plans to work with the Thameslink programme through the lifetime of the franchise. The role involved acting as Engagement Manager for a significant Booz Allen team, plus coordinating several other consultancies in their input to the main bid-effort.
 - South Western Franchise; retained by Stagecoach client to undertake a strategic review of the key features of recently successful franchise bids in the market. Subsequently led the team to develop a "shadow-bid" comprising full suite of revenue, performance, cost and financial models against which to test the main bid for competitiveness in its overall premium and key elements of the business model.
- **Metronet Rail SSL** - Review of strategic access under the PPP contract.



- **Viacom Outdoor** - Support of successful £10bn bid for long term advertising contract on the London Underground.
- **Dutch Ministry of Transport** - Developed 20-year expenditure projections for ProRail to provide independent assurance of future funding requirements.
- **Strategic Rail Authority (SRA)** -
 - Technical Advisor on the negotiated extensions of the Great Northern, Thameslink and Silverlink commuter rail franchises. Led the technical advisor team on GN specifically, dealing with DfT and its financial advisors and managing interfaces with the other franchises. Developed an evaluation approach for the separation of the joint London commuter-rail franchise HQ at Hertford House.
 - Technical Advisor for the West Coast Stations Improvement Programme, specifically developed cost and revenue models for a series of station enhancement projects along the Route.
 - Programme Management Consultant (PMC) for the National ERTMS programme, specifically coordinated the development of key programme documentation including operations, performance and programme management plan.
- **Tube Lines** - Establishment of programme processes and controls for the Jubilee and Northern line-upgrade programme (JNUP), specifically the design and development of the TBTC signalling contract with Alcatel.
- **Athens Olympic Committee** - Operations consultant to the 2004 Games, including design of transportation systems, organisation and games-time operations.
- **Office of the Rail Regulator (ORR)**, periodic and interim reviews:
 - West Coast Route Modernisation; In conjunction with FCP, advised on the new November 2002 programme strategy, then spent six months reconfiguring the programme to reduce the cost from £13.5bn to £9.96bn, involving revising the workbank and outputs through Constructive Challenge Teams in each asset class and business integration workstreams.
 - Modern Facilities at Stations programme (stations IOS); led team to monitor the programme over two years and determine the efficient price for Regulator's final price determination
 - Train Protection and Warning System programme; led team to determine the efficient price for Regulator's final price determination.
 - Review of possessions and isolations of the line for engineering works, to determine efficiency opportunities for the planning and execution of engineering works on the line, involving industry-wide consultation.
- **Infraco BCV** - Reprioritisation of projects portfolio to realise business benefits under the PPP.
- **Railtrack** - Developed Asset Information Strategy, design of the Asset Knowledge organisation and associated implementation programme (forerunner to Olympus and ORBIS).
- **Bechtel / Amey consortium** - Strategic advice and bid support for a 25-year DBFO PFI to develop and operate the Manchester Metrolink light rail system.
- **Irish Government, Department of Public Enterprise** -
 - Establishment of Investment Monitoring Unit for €5bn+ National Development Plan projects.
 - Audit of Irish Rail's project and financial management systems.
 - Review of two major rail projects.
 - Procurement of operating concession for the LUAS light rail system.
- **State of the Netherlands** - PPP Procurement of the Infrastructure Provider for the Dutch High Speed Line (HSL Zuid) under a 25 year DBFOM contract, Europe's largest transport PPP at the time.
- **Richard Jackson Partnership plc** - Technical and project management consultancy, of a range of infrastructure projects including the PFI development of Colchester Garrison and Harwich High Speed ferry.



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- **Balfour Beatty Ltd** - Development and construction of UK capital projects, including a rail depot and infrastructure / roads project, resulting in nomination for an industry recognised prize.

OTHER INFORMATION

- Bentley “World in Infrastructure” Annual Conference - Panellist on Project Delivery Summit (2015, 2016).
- Civils 100 Companies of the year - Judge (2015).
- Association for Project Management - Speaker on Rail Programme Assurance, Annual Conference, Kings College (2008).