

Curriculum Vitae

Specialist Skills

- Environmental services
- Housing management
- Equality and diversity
- Change management
- Performance management
- Political awareness
- Financial and budget planning
- Community development
- Project management

Summary Profile

- An experienced corporate director with 24 years in local government, including 9 years as chief officer and 5 years at board level.
- Has recently undertaken a series of senior interim management and consultancy assignments.
- Experience as a corporate manager and leader in a range of direct and corporate services and policy areas, as well as service delivery.
- Controlled and managed multi-million pound service and corporate budgets, both revenue and capital.
- Has the ability to work with staff at all levels and in partnership with a wide range of organisations and external bodies.
- Extensive experience of community development, involvement and participation, working with the community, members, and the voluntary & private sectors.
- Led and delivered major complex organisational change management programmes, with a demonstrable track record of implementing performance management and cultural change.
- Has worked with the administrations of all 3 main political parties, both in a majority and hung system, with 4 years experience as a local elected member.
- Possesses a high level of political awareness and an in-depth understanding of the workings of local government, with the drive, energy and enthusiasm to deliver major and complex projects.
- Provided mentoring and coaching to both internal and external senior managers.
- Innovative, well organised, thorough and decisive, demonstrating sensitivity, integrity and discretion.

Key Achievements

Greater London Authority

- Refocused the work of the environment team, re-establishing external and internal relationships and developing a new team structure.
- Delivered on a range of policy initiatives.

Local Authority

- Implemented the new Race Equality and Equality Standard across the whole Council, officially achieving Level 1 and implementing an Action Plan for Level 2.
- Implemented Hillingdon Council's "Quality of Life" strategy, developed from a BA-sponsored borough-wide conference on LA21.
- Responsible for Waste Services becoming Number 1 in region for re-cycling, moving to a "good" rating with the potential to improve further.
- In 1997, responsible for Council Housing Services being awarded GOL "Best in Area".
- Led the successful in-house bid for Council Housing services in 1995 against external competition.

- Won the first case nationally for an eviction on grounds of racial harassment.
- A sponsor for Improvement Programme, a change management programme for the whole organisation.

Other

- An advisory member of a Local Strategic Partnership, chairing one of the sub-groups.
- Chair of the Connecting Communities Management Committee.
- Heavily involved in the West London Community Cohesion Pathfinder project.

Interim Management Assignments

April'07-to date Strategic Partnership

Director of Public Service Delivery

- Co-ordination and leadership of the LSP, CDRP and two Neighbourhood Management Initiatives
- Working across two Borough Councils and with a wide range of partners
- Re-shaping of Public Services
- Mainstreaming of programmes to address community priorities

Nov'06-April'07 London Borough

Interim Manager of the LAA Performance Team

- Lead Officer for the LAA
- Delivery of the financial, legal and performance framework
- Management of a team of four officers

Aug'05-May'06 London Borough

Feb'06-May'06 Special Projects Officer

- Worked on a range of change management projects in the Street Services Division.
- Deputised for the Corporate Director when required.

Aug'05-Feb'06 Interim Executive Director of Environmental Services

- The lead for all aspects of the environment on the LAA and as a member of the Council Management Board, involved in its development at Board level.
- Managed a team of 700 officer and manual staff through a tremendous period of change.
- Worked closely with members of all 3 political parties, representing the department at Cabinet, Council, Overview & Scrutiny and Community Council meetings.
- Implemented a number of major projects including:
 - Green Spaces strategy / Green Flag status
 - The CPA Improvement Plan
 - A review of the future of Building Consultancy
 - Budget alignment: medium-term Financial Strategy
 - Operation "Spring Clean"
 - Senior management team members recruitment
 - Service planning
- Sat on a number of corporate committees including the Re-structuring Working Group, the Fundamental Service Review Steering Group and the Customer Access Inspection Working Group.

Nov'04-Jun'05 Greater London Authority

Mar'05-Jun'05 Interim Head of Policy Support Unit

- A member of the senior management team, leading a team of 30 senior policy staff.
- Responsibilities included budgeting and work & service planning.
- Worked closely with the Mayor's Office on policy development and implementation in a range of areas relating to social inclusion and health.
- Chaired the Mayor's multi-agency Pandemic Flu Steering Group involving all the emergency services and the DH.
- The major challenge in this position was to coordinate with:
- All the GLA family group and the Assembly and all 32 London boroughs

- London-wide partnerships arrangements including the police, emergency services, DH, PCTs, King's Fund, Health Commission, Energy and Hydrogen Partnerships, ALG, and LGA
- Nov'04-Jun'05 Interim Head of Environment**
- Managed a team of 37 environmental policy professionals.
 - Implemented business planning and performance management / appraisal processes into the team.
 - Worked closely with the Mayor's Office on a range of projects relating to waste management, noise, biodiversity, animal welfare, energy, water and air quality.

Consultancy Assignments

Oct'04- District Council
Dec'04

- Working closely with staff and members, produced a consensual continuous improvement plan, full financial appraisal and report, providing recommendations for future changes for the repairs and maintenance Direct Labour organisation.

Jul'04- Borough Council
Oct'04

- Developed a business plan with the Building Control team. This involved working with senior managers and the staff to develop and cost a full business plan for the in-house service to meet its objectives for the next 3-5 years. This included producing an investment plan, draft budget, a change management plan, proposals for a new structure and a timetable for completion.

Aug'04 - District Council
Oct'04

- Worked alongside the Housing Repairs and Housing Management Teams, looking at different options for future service delivery.

Aug'04 City Council

- Worked on the development of a joint venture vehicle with the private sector for the Housing Repairs service.

Employment History

'04-present Associate, APSE
Independent Consultant and Interim Manager

'95-'04 London Borough

'99-'04 Corporate Director Environmental Services Group

- Controlled a budget of £45M revenue and £12M capital, as well as external funding from a variety of other sources.
- Responsible for 57 distinct services and 800 staff based on a number of sites.
- Accountable for:
 - Refuse, recycling, street cleansing
 - Highways management and maintenance
 - Traffic, green spaces and parking
 - Performance management and quality
 - Environmental health, crematoria and mortuaries
 - Fleet management and passenger services
 - NLPG, Information Technology, all support services
 - Heathrow services: Health Control Unit and Imported Food
 - Planning, building control, land charges & transportation
- Owned a number of corporate portfolios including:

- Equality and diversity
 - Health and Safety
 - Quality of life (LA21)
 - Community cohesion
 - Emergency planning
 - Customer care
 - Communications
- Completed the reorganisation and integration of 2 departments, building up the whole infrastructure of the new department whilst facing budgetary reductions.
 - Built up a new senior management team who were able to meet and deliver the tough specification required.
 - Introduced major improvements and initiatives across a range of services including a Waste Services Strategy and an LA21 Strategy.
 - Implemented an enhanced Customer Contact Centre, improving the response rate to calls & complaints and to service delivery, both physical and electronic. This was rewarded by a 2 Star Best Value Review for Street Services.
 - Developed and implemented numerous partnerships including those with BAA and BA, Groundwork Trust, Uxbridge Initiative, Green Corridors SRB Project, PCT and SHA.
 - Carried out a restructure of the Environmental Services Group's finances, delivering substantial savings whilst building the confidence of members in the Group. This confidence secured increased investment of 1% of the gross budget for 2 years.

'98-'99 Acting Corporate Director Local Services Group

'95-'98 Assistant Director Housing Services Group

- Gained extensive experience of working with community groups including tenants, leaseholders and residents' associations.
- Worked in partnership with the police and partnership agencies such as NACRO and local mosques delivering community safety and community policing initiatives.
- Worked in partnership on projects ranging from racial harassment to domestic violence initiatives.

'89-95 London Borough

'90-'95 Area Housing Manager Housing Department,
'89-'90 Economic Development Division Divisional Administrator

'80-'89 London Borough

'88-'89 Housing Training Office Housing Department
'82-'88 Estate Services Officer Housing Department
'81-'82 Estate Manager Housing Department
'80-'81 PA to AD of Estates Management Housing Department

'79-'80 **Health Authority** Higher Clerical Officer Treasurers' Department

Educational and Professional Qualifications

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| Foundation Year in Art and Design | Manchester Polytechnic | 1976 |
| Art and Design (BA Hons) 2.1, | Middlesex Polytechnic | 1979 |
| Institute of Housing (by examination) | Tottenham College of Technology | 1984 |
| Management Development Programme | Civil Service College | 1993 |
| Top Managers Programme | Local Government Management Board | 1989 |
| Member of Chartered management Institute | | 2006 |
| Member of SOLACE | | 1997 |
| Member, Institute of Housing (CIH) | | 1984 |
| Institute of Training Development | | 1988 |
| Facilitator for Action Learning | | 1997 |
| Hillingdon Leadership Programme | | 2004 |
| Emergency Planning Certificate | Easingwold College | 2004 |

Personal

Driving Licence: Full

Outside Interests: Gardening, theatre, travel, reading