

## Curriculum Vitae

Senior Executive, with diverse strategic and operational leadership experience. I have measurably transformed and turned around poor performing services such as highways, road safety, streetscene, waste management, leisure and culture to top quartile performance. Developed effective neighbourhood governance for coordination of council and partnership services at a neighbourhood level influenced by community engagement.

Have aligned environmental services to the new corporate and directorate vision of customer first, neighbourhoods, community involvement. Reduced costs of highways, public realm, waste and cleansing services, whilst increasing contract performance, recycling rates and cleanest core city status for two years from a position of seventh out of eighth cleanest. Achieving Beacon status for Road Safety services.

### Strategic leader

- Shaped the vision for neighbourhood and environmental renewal, resulting in a Ministerial award.
- Aligned resources to deliver the shared vision, through sponsorship and development of change programmes and projects that transform team cultures, performance and structural roles. Achieving rapid improvements in performance, elected member confidence and customer satisfaction.
- Invited to influence policy and delivery developments at a national level on procurement and performance improvement, by Whitehall and other national bodies.

### Managerial roles

- Responsibility for over 3,000 staff and management teams from a wide range of cultural and professional backgrounds
- Lead service reviews, that utilize techniques of business process reengineering, value chain analysis, customer charter standards, involving frontline employees and residents in challenging status quo and being innovative in developing more efficient and high performing services. Resulted in award for employee involvement in Best Value and promising prospects judgement by Audit Commission for environmental best value inspection.
- Development of joint procurement and partnership strategies for highways, road safety, waste, cleansing, grounds maintenance and fleet management.
- Negotiated multi million pound contracts with private sector for improved road safety, highways, waste treatment, disposal and collection, resulting in improved contract management and outcomes
- Implemented new schemes such as road safety schemes with project plans that used PRINCE and Gateway Review frameworks to ensure communication, resident involvement and risk management within deadlines and budget.
- Procurement of multi million pound revenue funded services and contracts, as well

as capital investment programmes, to annual budgets of c.£100,000,000 plus.

### **Interpersonal skills**

- Supportive corporate team player, taking the lead on issues within and outside directorate responsibilities and proactively supporting other Directors priorities.
- Trusted by elected members of all parties, to provide advice and support, enabling effective representation of their wards, in order to meet public priorities.
- Lead with a style that is enabling and supportive whilst also making hard decisions. Determined constant focus on how anything we do or decide will improve citizens' and community priorities.
- Have used my social, positive, energetic and determined style, to achieve ownership to visions in complex and challenging circumstances, sometimes needing to win over individuals and partners one step at a time.

### **Achievements: some examples**

- Transformed environmental and cultural services, securing Value for Money through 10% efficiency savings on multimillion pound budgets and at the same time improving outcomes, that meet public priorities (2002 to 2007)
- Beacon award for Road Safety in 2006.
- Increased customer satisfaction with public realm, streetscene, parks, leisure and culture to top quartile in 2003.
- Improved outcomes to top quartile in waste management, (2003 and 2006).
- Cleanest core city status in 2006 from 7<sup>th</sup> out of 8<sup>th</sup> in 2004.
- Reduced crime by 9% in 2006/7, higher than the force and national average.
- Reduced the gap in crime between the most disadvantaged neighbourhoods and city average in 2006/07.
- Improved percentage of employees from disadvantaged neighbourhoods, Black ethnic minority background and with a disability in 2006.
- Reallocated resources from low priority/low impact areas resulting in measurable improvements to quality of life in neighbourhoods in 2003, 2004, 2005, 2006
- Balanced enforcement for non compliance, with community empowerment and citizen action to achieve reductions in envirocrime 2000 to 2007
- Increased quality of life for citizens in 2000 to 2006, through high performing partnerships.
- Invited to provide advice on policies of national and local importance from 1997 to present.
- Selectively accept invitations to speak at national conferences on service excellence, performance management and partnerships from 1996 to present.

### **Employment History**

**Interim Consultant, Council. (Sept 2007 to present)** Working with neighbouring districts to develop joint partnership working in neighbourhoods, including improving

quality of leadership, strategic and operational performance and procurement of shared services for areas such as CCTV and environmental maintenance.

#### Key projects

Leadership and team development

Partnership development including performance management

Procurement and contract management

Business process reengineering to streamline customer and operations management

Neighbourhood and town centre management

#### **Corporate Director Neighbourhood Services, Council (April 2004 to June 2007)**

Member of corporate management team and for leading on policy areas of community safety, voluntary sector development, liveability, envirocrime, neighbourhood management, street scene, waste management, highways, fleet management, catering and facilities management. Delivery of improved outcomes in these areas, through direct service responsibility and development of collaborative partnership and corporate procurement and commissioning strategies, through a departmental budget in excess of £100 million and workforce of over 3,000 employees.

#### **Key achievements:**

- Reduction in antisocial behaviour experienced by citizens from 72% to 38% in 12 months, by restructuring and integrating separately delivered partnership services and more closely aligning their management with road safety, highways and streetscene services.
- 7<sup>th</sup> out of 8<sup>th</sup> cleanest core city in 2004 to second cleanest core city in 2006
- Reduction in crime levels by over 20% and gun crime falling faster than national levels.
- Increasing waste recycling rates from 7% to 20% in two years and achieving value for money by reducing cost of waste management, through procurement of private, public and community (community recycling) run services.
- Achieving national and Prime Minister's acclaim for city council RESPECT strategy, which has influenced development of the national RESPECT strategy.
- Development partnership relationships and performance delivered, such as the successful and committed crime and drugs partnership described as pioneering by CPA, with a governance structure that meets outcomes expected.
- Development of performance management and information systems to enable successful targeted delivery in the most disadvantaged neighbourhoods and communities, resulting in increased performance and satisfaction rates.
- Development of partnership, governance and processes for performance management in environmental, community renewal and neighbourhood management programmes, including the Local Area Agreement (LAA).
- Development of a departmental leadership team with a strong teamworking, customer and performance culture.
- Achievement of customer charter, equalities standard level three, investors in people, quality and environmental standards as accredited frameworks for business excellence.

- Positive action programmes increasing level of Black minority ethnic and other less represented employees in the department
- Evaluating, mainstreaming and better targeting Neighbourhood Renewal Funds.
- Co-ordinating a neighbourhood management approach to addressing health inequalities in disadvantaged neighbourhoods and communities, by involving the community and voluntary sector.

**Corporate Director Community Services, Borough Council (Jan 2001 - Mar 2004)**

**Resources directly managed:** £30 million and 900 employees

Creating a new department by finding efficiencies, securing external funds and reallocating resources from lower public and Political priority cultural and leisure services to higher priority streetscene, waste management and locality management services.

**Achievements:**

- Achievement of improvement objectives, by moving services into top quartile benchmarked performance, at the same time delivery of efficiencies of 10% of low priority budgets.
- Establishment of new trading accounts and profitable income streams, reorganized cleansing and grounds maintenance teams to provide consistent high quality in all neighbourhoods.
- Creation of new area and neighbourhood management delivery and governance structures.
- Recognition in The Comprehensive Performance Assessment (CPA 2004) as a department demonstrating successful performance management frameworks that impact on achieving measurable outcomes.
- Audit Commission Best Value Inspection on staff views "It's a more busy and buzzing place with ambitious challenges, but we are clear on direction and what is expected in a supportive environment."
- Awarded the Deputy Prime Minister's Award for Sustainable Communities for the 'CASPAR' neighbourhood management initiative.
- Regional Tourism, Customer Charter and other national awards such as for employee involvement in creating Best Value services.
- Environmental award for waste management and recycling services.

**Assistant Chief Executive, Regeneration and Partnerships, County Council**

(Jan 1999-Jan 2001) Corporate leadership for strategic partnerships, tourism and economic development, including social economies and rural economies. Community transport, road safety and environmental regeneration services.

**Achievements**

- Establishment of a new strategic partnership led by the Leader of the Council and a model for East Midlands Development Agency's Sub Regional Strategic Partnerships in 2000.
- Use of regeneration funding, such as Single Regeneration Budget, Lottery and European funds to improve mainstream capacity, including leadership by the business sector.
- Development of partnership Community access and language service (CALs). An

innovative delivery model, designed to address all customer access and service design not just translation and interpretation.

- Improvements in Road Safety and community transport to customer and partners expectations
- Development of an environmental trading unit from loss making to income generating.

### **Divisional Director Community Protection and Environmental Health**

**City Council** (Feb 1996 - Mar 1999)

Corporate lead for Community Safety partnerships, Road Safety, Local Agenda 21- sustainability strategies, Environmental Health, Trading Standards,

#### **Achievements**

- Created integrated customer or neighbourhood focussed services from a traditional 'professional knows best culture' in Environmental Health and Trading Standards.
- Partnership with the Race Equality Council to create a successful city wide partnership to tackle racial discrimination and harassment across all agencies.
- Innovative schemes with blue light services to involve communities to improve road safety.
- Successful award winning environment centre. A building over eight storeys bringing together partners to develop 'green' policies in all areas. Receiving acclaim at ministerial and international level for its impact on business and the reputation of the city.

### **Head of Public Protection, City Council 1992-1994**

Managing Health and Safety and licensing services. Working in partnership with the entertainment and taxi trade to develop quality services.

### **Environmental Health Officer and Team leader, City Council 1988-1992**

Responsible for health and safety in the city's office, retail and service sector and public health.

### **Director of Fashion Business, Leicester 1980 -1988**

With my partner created a successful business in manufacturing and retailing, learning the importance of customer focus, employee empowerment and collaborative business alliances.

### **Education**

A levels and O levels , Leicester, 1977- 1979

Diploma Environmental Health, Nottingham Trent Polytechnic, 1988

Post Graduate Diploma Health and Safety, Nottingham Trent Polytechnic, 1990

Masters In Business Administration, Leicester Business School 1994

European Certificate in Social Economy, Netherlands, 1998

### **Current and past positions**

Chair of Neighbourhood Management Steering Group

Lead partner, Safer Stronger Communities Block of Local Area Agreement

Associate Member, Society of Local Authority Chief Executives  
Regional and Shadow National Secretary, Association Of Public Service Excellence  
Chair of Nottingham Youth Offending Board and community safety partnership  
Past national policy advisor on local strategic partnerships to LGA, National  
Procurement Strategy, Treasury/Home Office Voluntary Sector review, Deregulation  
and red tape to Department of Trade and Industry.