

## Curriculum Vitae

Chartered Landscape Architect with successful career in the planning, design, maintenance and management of public space. Experienced public sector senior manager. An applied strategic thinker, with a successful track record of delivering change management, organisational development, and performance management. Customer focused. Good at building relations. Strongly committed to public sector values with excellent interpersonal skills

### Key strengths

- Workings of local government including modernisation agenda
- Leadership and change management
- Service improvement and performance management
- Project management and contract management
- Procurement
- Practical experience of successful service delivery especially in landscape design and public maintenance and management

### Career history

#### Own Consultancy, 2003 to present

##### **Mini-Best Value Review of Grounds Maintenance District Council, Oct – Dec 2007**

Activities with a view to transforming a very traditional operationally focussed service into a modern cost effective outcome focussed one. Recommendations have been accepted by Director and are being presented to Members with recommendation to proceed to implementation.

**C.A.B.E. Space** - appointed as an enabler March 2006

##### **Interim Head of Parks, City Council, July 2006-October 2006**, focussing on three aspects:

- Allotments - a fundamental review .This was successfully completed through the provision of an improvement plan for the service to help guide investment for the next 3 years
- Patrol/Ranger Service – a review of current static attendant functions across the city and the provision of an options appraisal for the introduction of a modern C.A.B.E. Park Force.
- Open and Green Spaces Strategy – advising and assisting with the production of the new strategy in general accordance with PPG 17 Guidance

##### **Interim Parks and Grounds Manager, Borough Council, September 2005- July 2006**

Undertook a fundamental review that led to the modernisation of a very old fashioned inward looking parks service plus street cleansing functions within the context of the Liveability Agenda. The Council has implemented recommendations including a new integrated

Landscape Services Business Unit which will deliver a Cleaner, Safer, Greener borough. The revised working practices (area teams with staff multi-tasking and working to a rota that provides seven day cover thus eliminating overtime payments) have achieved substantial efficiency gains.

#### **Review of the Parks Service, District Council 2004**

my brief was to advise on maintaining and improving landscape /grounds maintenance service planning and delivery and take a strategic overview of the contribution of the service to the Clean Green and Safe theme. Recommendations to create a Liveability Team(Landscape Design/maintenance ,street Cleansing and Community development)accepted .

Assisted variously with first round of **Comprehensive Performance Assessment.**

#### **Police Authority, Head of Strategy and Performance, 2004 to 2005**

Assisted the Chief Executive and the Authority in holding the Chief Constable to account through the introduction of a performance management framework. Also led a best value review of back of house functions which challenged the culture of the organisation and delivered substantial efficiencies. Upon its successful completion, the review was a runner up in the national APSE Awards for Public Service.

#### **Audit Commission, Lead/Commissioning Inspector 2000 to 2003**

Responsible for developing positive relationships with the authorities of N.E. England, leading and developing inspection staff and contributing to the corporate management of the Audit Commission including the development of the Cleaner ,Safer, Greener CPA theme methodology.

- Developed positive relationships with authorities, successfully promoting the modernisation agenda, as evidenced by the high ratings given through the first round of C.P.A. - arguably, the best performing region in the country
- Established a North East C.P.A. Reference Group for districts to help them prepare. Successfully obtained 100% buy-in from Chief Executives and Leaders
- Encouraged authorities to address capacity issues by promoting and facilitating joint working e.g. joint e-government review involving a County Council and 7 districts
- Built an extensive knowledge base of what works, what doesn't and why and exchanged this with authorities

#### **Borough Council (unitary) Head of Best Value Unit , 1998 to 2000**

Asked to establish a team to facilitate delivery of Best Value across the authority.

- Recruited the team and successfully developed the Unit's corporate role and its relationship with other services
- Introduced the principles of performance management both at a strategic and service level and was beginning to deliver positive change, especially in the culture of the organisation with both officers and members.
- Addressed the capacity issues that Best Value was presenting in relation to resources, skills and attitudes; succeeded in getting other change players working together to produce strategies for e-government, communications, human resources and community engagement

- Developed the Council's thinking around strategic procurement and e-commerce which contributed to the development of a strategic partnership with a private sector company for back-of-house services, one of the earliest such arrangements in the country

### **Head of Contract Management Unit , 1996 to 1998**

Asked to establish the Contract Management Unit through an amalgam of staff from 3 departments to meet statutory tendering deadlines, rationalise client activities and to develop a corporate source of expertise in service procurement.

- In the face of suspicion from other departments, relet 8 contracts within 12 months, before the end of the C.C.T. holiday and assisted preparations for white collar C.C.T.
- Maintained day-to-day delivery of grounds maintenance, building cleaning, refuse collection, street cleansing and catering contracts (turnover £11.5 million/year)
- Established a one-stop call centre for the above activities which resulted in improved performance management and better service provision
- Introduced evaluation techniques which enabled contracts to be let on the basis of both price and the delivery of the council's core values

### **Dept. of Community Development, Leisure and Libraries Asst Director, 1995 to 1996**

**Borough Council (District), Assistant Chief Officer, Department of Leisure, 1988 to 1995**  
Responsible for borough-wide landscape design and planning, nature conservation and urban forestry

- Successfully converted a very traditional parks service into a proactive, customer orientated leisure division whose work attracted both national and international acclaim
- Converted senior managers and members to appreciate the strategic contribution environmental related issues make to the council's higher level objectives
- Success was built upon a strong policy/strategic framework including
- An Urban Forestry Strategy-invited to speak at 1995 DoE/Tree Council Annual Conference, Kensington on behalf of Local authorities; also presented at the Second national Conference on Urban Forestry in Limerick 1996
- A Playing Pitch Strategy-assisted Sports Council in developing their methodology
- A Play Area Strategy incorporating NPFE standards
- An Open Space Strategy based on function, need and purpose
- A Nature Conservation Strategy, one of the UK Best Practice suggestions for Habitat (II) the United Nations City Summit, June 1996
- Middlesbrough Townscape Plan-a design framework for the town centre
- Obtained finance for and designed/implemented a variety of schemes- pedestrianisation, parks, play areas, housing. Awarded the I.L.A.M. Open Space Award in 1993 for the redevelopment and management of a vandalized, run-down park as a community facility. "Pallister Park-the Leisure Centre Without a Roof" Its success continues

### **City Council, Recreation and Community Services Dept.**

Parks Management and Development Officer	1986 to 1988
Landscape Planning and Projects Officer	1985 to 1986
Principal Landscape Architect	1984 to 1985

From my initial appointment as Principal Landscape Architect, I progressed to being Section Head, responsible for all departmental landscape design and planning matters. Due largely to the success of this team in raising the profile of landscape design through delivering high quality maintainable schemes on time and within budget, I was made responsible for all landscape design functions city-wide, a service previously undertaken by 3 departments. This involved me in establishing the a Landscape Practice Group which was run on fee-based commercial lines with an annual turnover in excess of £3ml. Finally, I was again promoted to Parks Management and Development Officer, which further expanded my responsibilities to include the City-wide co-ordination of horticultural activities in addition to controlling the £11ml grounds maintenance budget.

### **City Council, Parks and Recreation Department**

Area Landscape Officer/Landscape Architect	1980 to 1984
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### **Dept of Environment**

Assistant Landscape Architect, Town and Country Planning Service	1975 to 1997/1979 to 1980
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### **University,**

Graduate Demonstrator/Tutor	1973 to 1975
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## **Education, qualifications & development**

### **University**

B.A. (Hons) in Geography	1970
M.A. (by thesis) in Drift Geology	1974
B. Phil. in Landscape Design	1979

<b>The Landscape Institute</b> -Member by examination	1981
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A range of development activities including computer skills, E.F.Q.M., stakeholder engagement and facilitation, media handling etc.