

**Experience August 2006 to October 2008**

Children, Young People and Families Directorate

Strategic Manager , Planning Performance and Operations

Current Salary £55,000 per annum

- Responsible for the provision of all business support activities across wide range of professional children's services.
- Responsible for change management, business process re-engineering, risk management, corporate governance and project management for key projects within the directorate.
- Budgetary responsibility for a staffing and resources budget of £6 million. I am the cost centre manager responsible for the Planning, Performance and Operations budget and the Student Support Budget and have been involved in the budget setting process for both. I undertake budget monitoring using SAP each month and report to the Head of Service on a monthly basis. At this meeting the budget is reviewed, variances identified and corrective actions taken where appropriate.
- Responsible for the line management and associated responsibilities, personal development, performance management, appraisals etc for 60 plus business support staff. Within my current role I carry out monthly 121's with my direct report. I ensure that the appraisal process is conducted within the council's framework and that a six monthly review is undertaken. I ensure that I provide appropriate feedback and have recently been mentoring a colleague through a development programme.
- In my previous role I introduced a robust performance monitoring framework for operational managers linked to income targets and direct costs. The managers were involved in the development of the framework and were positive about its introduction. The framework provided clear performance information which was then used to inform both financial monitoring and operational functions.
- I have experience of dealing with a range of performance issues including the chairing of disciplinary hearings, presentations of disciplinary appeals to members, capability hearings and sickness monitoring.

- Recent achievements include the management of change in relation to the creation of the Shared Service Centre and resulting changing functions within directorate. I am the key directorate contact with Shared Services and liaise with both the Strategic Finance and HR business partners on a regular basis in order to identify issues and ensure the appropriate solutions are implemented. I am involved in the SLA's review meetings as the client representing the directorate.
- I work at a senior level within the county council. I am a member of the Young People and Access to Education Service Senior Management Team and report directly to a Head of Service. I am a member of the Directorate Management Team. I liaise with the Directorate Leadership Team when required and have presented reports to this group.
- I have recently undertaken a wide ranging review of all business support functions across directorate to inform wider directorate re-organisation.
- I lead and advise for the service in all aspects of procurement and commissioning including implementation of procure to pay, and the development and monitoring of Service Level Agreements for services provided by the Shared Service Centre and other providers.
- Recently I have led the E-Procurement Rationalisation Project. This project was focused on addressing the challenges that have arisen as a result of the implementation of the E-Procurement (SRM) System. Key achievements were the successful rationalisation of the number of requisitioners and approvers across the directorate and an increase in the volume of procurement transactions processed via SRM.
- I was also instrumental in encouraging engagement within the business support community in the new ways of working, developing user expertise and embedding new processes.
- I am a member of various strategic groups within the directorate including the Joint Procurement Management Group, Strategic Communications Group and the Strategic Performance Management Group.
- In my previous role (detailed below) I met regularly with Headteachers and school governors and attended schools forum when required to discuss Service Level Agreements and funding issues. I also networked with colleagues in other authorities, local food groups, suppliers and professionals in the health service.
- I have lead responsibility, working collaboratively with the Assistant Heads of Service and colleagues in HR; for HR, learning and development, employee wellbeing and workforce

development within the Planning, Performance and Operations Service.

- I am responsible for all Health and Safety requirements for employees managed within the workplace and activities undertaken ensuring adherence to all health and safety regulations.
- I am proficient in using the Microsoft Office Suite. I am also able to use SAP both SRM and R3. I have knowledge of the change agenda in relation to children's electronic records, including Contact Point and Frameworki.
- I provide effective strategic management, working collaboratively with services, for customer service, including information about services, access to services and overseeing the response to complaints. I also have lead responsibility for improving customer focus and the achievement of Chartermark accreditation across the service. I played a key role in providing guidance and support to services in the achievement of Chartermark accreditation

### **January 2000 to July 2006**

County Facilities Management

General Manager

- Responsible for provision of Facilities Management Services to schools and other county council establishments. Services provided included school meals, hospitality catering and building cleaning. Service employed approximately 700 hundred staff, mostly part time and had an annual turnover of £10 million.
- The Service was managed as a commercial entity within county council and did not receive a dedicated budget. I was responsible for ensuring that services were delivered within cost parameters and required growth in turnover was achieved.
- As General Manager I implemented a quality assurance framework for all service functions and achieved successful accreditation of ISO 9000: 2001.
- I led a Best Value Review of catering services in 2004, developed five year business plan and restructured business to take service into profitability and implemented new style services to meet changing school meals agenda.

- I undertook make or buy decisions in relation to different aspects of the service and as a result some services were commissioned from other external providers, for example it was more cost effective for some specialised cleaning functions to be provided by external contractors working under our direction rather than employing staff directly.

### **1997 to 2000**

Commercial Services

#### **Operations Development Manager**

- Responsible for the expansion of catering and cleaning business within the DSO, Commercial Services.
- Grew catering and cleaning businesses in both schools and other settings.
- Managed the tendering process for new business and created bid documents for a range of contracts.
- Developed and implemented new service concepts in partnership with schools.
- Acted as main client interface with schools across the county.

### **1992 to 1997**

Commercial Services

#### **Customer Services Manager**

- Responsible for all aspects of customer relationship management within Commercial Services.
- Acted as interface between customers, (schools and other council departments) and business units ensuring that customer expectations were delivered as agreed.
- Sought new business opportunities both within the council and partner organisations.
- Advised business units on performance, customer satisfaction and supported conflict resolution when required.

### **1989 to 1992**

Commercial Services

#### **Finance and Administration Manager**

- Responsible for all financial and administrative support functions associated with the school meals and catering service.
- Led team of administrative staff ensuring efficient management of the income and expenditure budget for school meals.
- Liaised with suppliers re pricing, settlement terms and delivery issues.

## **Education**

I have just completed a taught Masters Degree in the Management of Innovation and Change

at Oxford Brookes University. I have passed the programme but am awaiting my final mark. My dissertation was focused on the impact of organisational change on employee commitment and their perceptions of justice.

I have previously completed both a postgraduate Certificate in Management and a Diploma in Management at Oxford Brookes. In addition I am a qualified accounting technician. Further information relating to my continuing professional development and education is attached.

## Interests

Running, skiing, live music, theatre, cooking for friends, eating out.

I support my son's local football team.

## Qualifications and Training Record

| <b>Course and Awarding Body</b>                                    | Subject  | Grade                                      | Date Awarded                             |
|--|--|--|--|
| <b>Oxford Brookes University</b><br>Taught Masters Degree          | Management of Innovation and Change  | <b>Passed - Final Grade TBC</b>            | <b>Sept 2008</b>                         |
| Post Graduate Diploma in Management                                | Managing People<br>Marketing<br>Finance<br>Research Techniques –<br>Research Based Project<br>People and Organisations<br>Information Technology | <b>Merit</b>                               | <b>Sept 2007</b>                         |
| Post Graduate Certificate in Management                            | Managing People<br>Finance<br>Information Technology<br>People and Organisations<br>Marketing  | <b>Pass</b>                                | <b>Sept 2006</b>                         |
| <b>RIPHH</b><br>Certificate in Nutrition and Health                | <b>Nutrition and health</b>  | <b>Merit</b>                               | <b>July 2002</b>                         |
| RIPHH<br>Advanced Certificate in Food Hygiene                      | Food Safety<br>HACCP   | <b>Merit</b>                               | <b>April 1999</b>                        |
| <b>Association of Accounting Technicians</b><br>Intermediate Stage | Financial Accounting<br>Cost Accounting<br>Financial Statements<br>Cash and Credit<br>Management   | <b>Pass NVQ 4</b><br><br><b>Pass NVQ 3</b> | <b>June 1996</b><br><br><b>June 1995</b> |

|   |  |                   |                  |
|---|--|-------------------|------------------|
|   | MIS Systems  |                   |                  |
| NEBS<br>Management Development<br>Certificate OCC                   | Management<br>Development  | <b>Pass</b>       | <b>July 1990</b> |
| BTEC<br>Certificate in Public<br>Administration                     | Public Administration  | <b>Pass</b>       | <b>June 1987</b> |
| O Levels<br>St Edmund Campion RC<br>School<br>Iffley Turn<br>Oxford | English Literature<br>English Language<br>Biology<br>RE<br>Geography<br>Principles of Accounting | <b>All passed</b> | <b>June 1980</b> |
| CSE<br>St Edmund Campion RC<br>School                               | Mathematics<br>French  | <b>All passed</b> | <b>June 1980</b> |

#### Other Training

#### **Oxfordshire County Council Programmes**

**(N.B. not all dates known)**

|   |            |
|---|------------|
| Internal Quality Auditing                     | 2001       |
| Basic Food Hygiene                            | 1997       |
| Appraisal Workshop                            |            |
| Project Management Workshop                   | Nov 1998   |
| Recruitment and Selection                     |            |
| Effective Presentation Skills                 | Oct 1995   |
| Effective Meeting Skills                      | Feb 1996   |
| Customer Service                              | May 1994   |
| Effective Negotiating Skills                  |            |
| First Aid at Work                             | May 1999   |
| Managing Employee Performance                 | Nov 2000   |
| Race and Service Delivery Workshop            | Oct 2000   |
| A Constructive Approach to Change             | Oct 1999   |
| Transactional and Transformational Leadership | March 2002 |
| BICS Cleaning                                 | 1997       |
| Managing in a political environment           | Jan 2007   |
| Forecasting and budgeting using SAP           | June 2007  |
| Leading and Managing Change                   | Feb 2008   |

*IT Training*

Excel Word, Access, PowerPoint, Publisher, Outlook, SAP, and SRM.

Various dates

I have excellent IT skills and can use all applications confidently. I also use the Internet and the Intranet for identifying industry developments, information gathering and networking.

I hold a full driving licence.

