

## **Curriculum Vitae**

### **Professional Profile**

An experienced public sector management consultant, a former local authority Chief Executive and a qualified (but non-practicing) solicitor. He has senior management and consultancy experience throughout the public sector, having held strategic roles at County and District level, in the training field, and having delivered consultancy assignments since 1995. Most recently, these assignments have had a high national profile, working in association with IDeA and ODPM/CLG.

His legal background and his top management experience give him a firm analytical grasp of the key influencing and decision-making processes of organisations, as well as the ability to negotiate and broker solutions to complex issues.

He has operated in and is familiar with a wide range of organisational cultures and environments. In particular, he has an in-depth understanding of:

- Service improvement and transformation;
- Inter-agency partnership, collaboration and shared services;
- Organisational strategy and change;
- Knowledge and information management;
- Training, facilitation and skills development;
- Business process analysis and improvement/redesign;
- Programme and project management.

Excels at building, maintaining and developing client relationships at all levels, and takes pride in delivering top-class consultancy, offering client's great value, skills transfer and tangible business benefits.

### **Career Summary**

1995-date: Management Consultant with several consultancy's, including own consultancy

1994-95: Chief Executive, of a local government Industry training organisations (two-year contract)

1989-94: Chief Executive, Borough Council (and Director, Training and Enterprise Council)

1977-89: Various roles, from Assistant Solicitor to Assistant County Secretary, County Council

## **Recent Assignments**

### **Collaborative Delivery Project**

Facilitating the work of Metropolitan Boroughs who are examining ways in which they might collaborate and share a range of services in order to release resources for front-line delivery, improve service and generate efficiency gains. The project has used benefit/risk assessment, facilitated workshops and the concept of the "shared customer" to help the partners identify the business case for shared delivery.

### **Regeneration Partnership- Review of support functions**

Reviewed the administration and support functions of this newly formed Partnership, analysing the strategic and operational requirements of the multi-functional organisation and making recommendations for resilient, fit-for-purpose and efficient support arrangements.

### **CLG Research - Digital Inclusion Knowledge Gap**

Currently working on this research programme, designed to investigate and recommend responses to the skills/knowledge gap between professionals involved in social inclusion initiatives about the role ICT can play in addressing the issues. The research is looking at barriers to communication and understanding between service directors, staff working in multi-agency partnerships, front-line workers and ICT professionals, and will make recommendations about training and skills development to bridge the gap.

### **CLG/Cabinet Office/IDeA/LGA - "Front Office Shared Services" research programme**

As a member of the IDeA research team, wrote three case studies for this government-sponsored programme, identifying best practice and innovation in multi-agency shared services at the point of customer service, as opposed to the sharing of "back office" functions. His case studies covered-

- a joint local authority and Pension Service advice team,
- a multi-channel, multi-agency, sub-regional service access partnership,
- a pathfinder children's trust.

The research aimed to discover how transformational service initiatives could be joined up across organisational boundaries to provide seamless public service for citizens. It was closely related to the Varney Review, contributed to the Chancellor's Comprehensive Spending Review 2007 and was published by IDeA as "Delivering Public Service Transformation" (May 2007).

## **Borough Council – Shared Services, Mobile Working, Street Scene**

Working for IDeA's Implementation Support team on the CLG e-government Benefits Realisation Programme, undertook a Proof of Concept study into the potential of mobile working technologies in the newly-formed Street Scene Service.

The Study produced an outline Business Case, an outline Functional Specification and an outline Change Plan. It and also took account of and supported the parallel strategic move towards sharing front-line services with neighbouring authorities.

## **Borough Council – Programme and Project Management, CPA Improvement, Staff Development**

Also with IDeA under the CLG Programme (see above), developed a Programme and Project Management Infrastructure to give the Council a strategic programme "control panel" for their CPA Improvement Plan, their Regeneration Programme and the LSP Programmes. The infrastructure-

- plotted programmes and projects against cross-cutting themes
- enabled managers and staff to drill-down from programme to project level
- provided template project documents and guidance on the process, its purpose and benefits

## **District Council – Customer Services, Top Teams Facilitation**

For IDeA, prepared and jointly presented a half-day workshop for the top tiers of management and selected staff on best practice approaches to customer service, including access channel strategy, contact centres, customer relationship management and critical analysis of the council's existing arrangements.

## **City Council – Business Process Redesign, Change Management**

Undertook two assignments for the City Council. The first involved process mapping, analysis and improvement in the Revenues and Benefits "front office" in preparation for its incorporation in a new Customer Service function.

He was asked back to undertake further process mapping, analysis and redesign in support of the development and implementation of a joint housing/repairs contact centre.

In both projects, he secured staff buy-in and commitment through pre-project briefing, extensive interviews and end-of-project workshop to determine appropriate front/back office handover points, and enable discussion of likely change issues and potential process improvements or redesign.

## **IDeA/ODPM “Excellent Authorities” mentoring- Partnership, e-government**

As an associate of the agency, designed and established a scheme for ODPM, whereby councils which were rated “excellent” under CPA and had demonstrably excellent e-government credentials, offered e-government support and mentoring to the councils with whom IDeA was working to improve e-government performance.

The scheme led to the formation of mutually productive relationships and established the potential for extending the model of partnership working between authorities.

## **District Council - Programme Management, e-government**

As interim e-government programme manager, reviewed, reorganised, documented and planned the Council’s e-government programme, including timely and compliant return of ieg4 statement to ODPM and preparation of an e-government Programme Definition Document setting out:

- all e-government projects and their current status
- a mechanism for establishing relative priorities
- an action plan to March 2006
- resource gaps between current levels and those required to deliver the action plan
- A programme management infrastructure establishing governance arrangements and a standard project life cycle.

**Other clients include-** ALMO’s, and Police Authorities