

**Functional  
Summary**

- Performance Improvement – reduced bureaucracy, increased satisfaction, lean service design, business process improvements and value for money (VFM).
- Waste Strategy and Management - collection, recycling, treatment and disposal
- Environmental Services – streetscene operations, neighbourhood services and community engagement
- Building Services – repairs and capital programme, customer focus, faster response, improved procurement.
- Project Management – tasks, teams, timescales, delivery
- Change Management – vision, culture, staff engagement, structure, delivery

**Summary  
Profile**

I am a results-orientated senior manager with a wide range of experience in local government having worked at director level in both two-tier and unitary authorities. For ten years I was the Director of one of City of York council's largest departments with around 1,000 staff and an annual budget of almost £25m.

Whilst able to develop corporate policy and strategy in a variety of areas I retain a straightforward approach to customer satisfaction, cost efficiency and a deep commitment to service improvement. I can operate at board level with external partners or individual service head level for Environmental, Waste, Building and Engineering services.

Although naturally a 'problem solver' with an analytical mind and decisive nature, who is capable of giving clear instructions in high pressure situations like the York floods, I prefer to guide people to take control of their situation and create solutions they then own.

My particular experience of leading high-profile 'one-off' major events to a successful conclusion is based on providing vision, leadership and direction – often using humour to retain perspective at times of real difficulty or to inject a sense of fun into what we are doing together.

I am able to prioritise work within resources and plan their best use, work to deadlines and deliver results within budget in a variety of situations.

Overall, I believe I understand the relationship between 'purpose' or vision for a service, the people issues (both team and individual), the process issues within the service and the performance measures so that I can help effect improvements – whether for Gershon/CSR07 compliance, CPA/CAA issues or other efficiency drivers to improve VFM.

**Interim  
Management  
Assignments**

**Bolton M.B. Council:** Interim Assistant Director, six months from February 2008 to carry out VFM reviews of School Meals and Cleaning Services and then shape their business plans, to design and project manage remedial work in Parking Services and also to advise on improvements within the Waste service. Ensure effective handover to the newly appointed Assistant Directors.

**Bury Council / Six Town Housing:** Interim Director of Operations, nine months from May 2007 to carry out a fundamental review of the housing repairs function, advise on options to reduce losses and then to design and lead the improvement programme including process improvement, structural change and transfer into the ALMO.

**Perth & Kinross Council:** Interim Head of Housing, three months from February 2007 to progress the integration of the former Housing repairs 'client' and 'DLO' into a comprehensive Repairs Service. To design an improvement programme for both Repairs and Capital works in response to a Communities Scotland inspection report, ensure staff engagement and effect handover to the new postholder.

**Lichfield District Council:** Interim Operations Manager, five months from September 2006 to review all StreetScene, Refuse / Recycling, Car Parks and other services in order to improve performance, provide an integrated approach to neighbourhood services, enhance customer response and advise on appropriate structures, budgets and processes to deliver this within the context of reduced council funding.

**Flintshire County Council:** Interim Director of Community and Housing, six months from January 2006 to establish HRA budget, directorate budget control, turn round trading losses, review housing strategy and business plan, review waste strategy, deliver improved service in repairs, capital programme and homelessness.

## Consultancy work

**Six Town Housing:** coach to the ALMO executive management team in transformational leadership with some individual mentoring. Advisor on a performance management framework with data analysis techniques and performance commentary. Technical assessor for the appointment of the Director of Technical Services.

**Kettering Borough Council:** technical assessor and independent advisor in the process of appointing the Head of Neighbourhood Services

**Hartlepool Borough Council:** lead interviewer and independent advisor in the process of appointing the Head of Neighbourhood Services.

**Probation Service:** Preliminary advice on benchmarking strategy for approved premises in the context of contestability and managing commissioner/provider relationships.

**Copyrighted works:** the 'VFM Review Process' and the 'VFM Performance Management matrix – the golden thread'.

Independent consultancy and interim management services.

## Employment History

Director of Commercial Services, City of York Council

Director of Borough Services, Redditch Borough Council

Housing Operations Manager, Bolton Metro Council

General Manager, Dale Joinery Ltd

Contracts Manager, Cementation Piling Ltd

Site Engineer, Tarmac Construction Ltd

## Key Achievements

- In Bolton, the two VFM reviews identified improvements of at least £300k pa in the financial position together with service changes to increase customer satisfaction. The process will be used for future reviews. The Parking issues (high public profile, unenforceable TROs) were resolved by a combination of project planning and process improvements together with an approved programme of remedial works.
- With SixTown Housing, as well as coaching in transformational leadership, I worked with central staff to create a performance management framework for the main functions of the ALMO and to populate it with relevant data including budget control, productivity, efficiency, service delivery and customer feedback information. This led, amongst other improvements, to a significant rise in performance of the Rent Collection and Arrears Recovery service.
- At Bury MBC I identified the main reasons behind the increasing financial losses (£960k in 2006/7) of the DLO and poor performance in some aspects of the repairs service. Working with senior officers of both the council and their ALMO I created a two year improvement programme to address these issues, supported by a reducing financial settlement, that allowed the transfer of the DLO into the ALMO without undue risk. I was then engaged to lead and project manage this programme for the first six months. The losses in 2007/8 were reduced to under £500k and the main improvement work, around raising productivity and reducing overheads, is in place.
- In a relatively short period at Perth & Kinross Council I worked with senior managers, trade union representatives and staff at all levels to design a project plan that they owned and felt would address the main improvement issues. I also started two pilot schemes, in Voids and Responsive Repairs, that brought the former 'client' and 'contractor' together to reduce elapsed time by working on process re-design. Before handing over I encapsulated this work in the draft response to Communities Scotland.
- During the assignment at Lichfield District Council I improved the financial position of Operational Services by over £300k pa and began their transformation into an integrated Neighbourhood Services directorate. As well as ensuring the duties of the Operations Manager were carried out – by encouraging and coaching the service heads – I completed in-depth reviews of the main services (Refuse&Recycling, Grounds Maintenance, Street Cleansing, Car Parks) and their associated budgets in order to present the Director with a detailed way forward.
- As Interim Director of Community and Housing with Flintshire County Council I established financial control and a performance management regime that was commended by the District Auditor in his public interest report.
  - I delivered service improvements through the introduction and deployment of business planning, service re-design and culture change. New partnerships were forged between the directorate and its customers as well as elected members in the areas of housing repairs and the capital programme.
  - The Repairs Service Operation (DLO) was put on a solid footing with basic systems and procedures established, a move from bonus to salaries alongside transparent performance monitoring and a direct customer focus. Productivity was raised by over 30%, voids times halved and customer satisfaction reached 100% in some surveys. A loss of £1.8m was turned into a surplus of £100k by the year end.
- In York I led the teams that achieved a significant and sustained increase in

residents' satisfaction with their neighbourhood and York following the creation of StreetScene, the engagement of the business sector and the promotion of community pride amongst residents.

- As chair of York's Waste Management Board I established its waste strategy based on a systematic waste management solution involving community engagement, local waste treatment and disposal via a shared PFI scheme.
- York's Housing repairs service – significant performance improvement where lean service design increased work volumes for no extra budget. Results include a 50% reduction in the total time from repair report to completion, a 25% reduction in service complaints and a sustained rise in customer satisfaction.
- I was instrumental in creating the PACY project which, in its first two years, attracted over 120 drink/drug abusers to be involved in work schemes – leading to around 20% finding full-time employment, 90% reduced substance abuse, 95% cessation of petty crime and 25% finding their own accommodation.
- My experience of major events includes being a member of the multi-agency Emergency 'Silver Command' Management Team, which played a key role in the York Floods of 2000. I led the council's operational response that included the filling and deployment of 50,000 sandbags, road diversions and service re-design. These efforts, over the nine days of flooding, resulted in recognition at ministerial and chief of staff levels.

## Career Summary

I have over twenty-five years of management experience in a variety of organisations to draw upon but I am still learning!

My early career was in the private sector as a chartered civil engineer before moving into mainstream management. The private sector gave me a feel for both efficiency and quality programmes as well as an understanding of the importance of key business relationships before I moved into local government at the start of the compulsory tendering regime of the 1980s. I submitted twenty five winning tenders and, in York, reduced costs by over £1m pa.

At the age of 30 I was responsible for running the day-to-day repairs operation to 26,000 council properties delivered by over 300 staff. I developed a keen interest in Training and Development, partly to offer an alternative approach for managers but also to widen personal development opportunities for all staff.

I moved to head up a multi-disciplinary Works Department (Housing, Roads, Cleansing, Refuse, Grounds) and continued with the performance and efficiency improvements required by competition. I learned how to make these sustainable and how to engage staff as well as customers in service improvements.

I joined York as its first Director of Commercial Services in 1995 when it became a new unitary authority and some of our achievements are listed above.

Since late 2005 I have been supplying independent consultancy and interim management services to the public sector.

I have been a mentor and coach for a number of years and retain that relationship with staff in several public and private sector organisations.

## Education

### Qualifications and continuing development

B.Sc. in Civil Engineering	1975
Chartered Engineer	1978
INLOGOV Advanced Management Development	1993
European Foundation of Quality Management Assessor	2001
Statistical process control techniques and data analysis	2004