

## Mick Lowe

### Summary of Experience

Mick is an experienced senior, public sector manager, consultant and Board member across all main sectors of the economy. He worked for 5 different local authorities for 19 years (10 at director level) and has run his own management consultancy practice for 20 years. He has worked in, with or for health and social care all his working life. He has led numerous organisational design and transformation programmes that have enhanced and strengthened performance, been person-centred that have delivered significant improvements with considerable cost reductions. He has also worked with numerous organisations in a Board Member/Executive Director capacity to define organisational culture and purpose; set and monitor targets and provide support to and manage the performance of both Executive and non-executive Directors – including MDs.

### Management Board Experience (and Equivalent)

Within Local Government	Dates	Comment
Chair, Sutton Community Safety Partnership	1994-97	<i>Board that had police, voluntary sector, political and community representation responsible for developing strategy to address crime and the fear of crime across the local authority area</i>
Chair, Sutton Town Centre Management Group	1991-95	<i>We were one of the first Town Centre Management Groups in the UK that I created and chaired for its first 4 years with business and political representation</i>
Main Board Director, The Association of Town Centre Management (ATCM)	1994-96.	<i>A national organisation to which I was elected by 40+ local authorities to represent Southern England on the main board when ATCM was in its infancy. The role was to develop and implement the national strategy for town centres and we worked on UK-wide legislation for the development of Business Improvement Districts</i>
Chair, Sutton Disability Partnership	1992-95	<i>Multi-agency partnership responsible for developing an overarching strategy for the local authority area through engagement with 'experts by experience', setting targets and monitoring performance</i>
Within the Voluntary Sector		
Chair, The Circle Trust Ltd	1989-2003	<i>A voluntary organisation providing accommodation and community-based services to homeless people and ex-offenders in South London.</i>
Chair, The Fanon Trust	1988-2002	<i>A voluntary Trust specialising in seeking alternative, community-based solutions to institutional care for black people with mental health difficulties providing both accommodation and outreach services working closely with health providers and psychiatric hospitals</i>
Within the Private Sector		

Director (and joint owner) of Volkl Tennis (UK) Limited	2000-07	<i>A private company selling tennis racquets and associated accessories</i>
Non-Exec Chair, Experience Travel Group	2006-2012	<i>Experience Travel was a start-up specialising in tailored tours to Sri Lanka. I worked with the Executive Directors to focus attention on setting strategic direction and to support the Chief Executive and joint owner. Left with turnover in excess of £5m.</i>
Amby Europe Limited, Managing Director and owner	2013-2021	<i>Amby sells baby hammocks and only one of a few internationally to do so. This was a start-up in the UK and Europe although I am now closing the company because of the direct, financial implications of Brexit</i>
Quality Tennis Strings, Director and co-owner	2010 - ongoing	<i>This is a small, private company selling Tennis and squash strings internationally</i>
Non-Exec Chair, New Place Associates	2018-20	<i>New Place was a start-up property development company based in London.</i>
Lowé Consultancy Services Limited, Managing Director and owner	1997 - ongoing	<i>My consultancy company that I established over 20 years ago that grew and then downsized to reflect the change in Government in 2010. We specialise in strategy development, performance management, training and consultancy support mainly in adult social care but have a broad portfolio working in England and internationally</i>

### Specialist Skills

● Health and Social Care	● Performance Management
● Board Management	● Organisational Oversight
● Change Management	● Financial Management
● Business Process Re-engineering	● Programme and Project Management
● Organisational Governance	● Public Sector Management
● Organisational Development	● Corporate Policy and Strategy
● Safeguarding	● Business start-ups
● Business Planning	● Leadership Development
● Management and Disciplinary Investigations	● International Local Government Reform
● Facilitation	● Working at the political interface

### Summary of Employment

1998-	<b>Managing Director (and owner) of LCS Limited</b>
1997-98	<b>Strategic Director, Environment Portfolio</b> , L.B. Richmond upon Thames
1989-97	<b>Assistant Chief Executive</b> , L.B. Sutton. <i>Corporate Strategy; Organisational Change; Policy Development; Performance Management; Strategic Partnerships; PR; External Relations, Voluntary Sector; Councillor management</i>
1986-89	<b>Assistant Director, Adult Services</b> , L.B. Bromley Social Services and Housing
1983-86	<b>Assistant Director, Support Services</b> , L.B. Bromley, Social Services

1981-83	<b>Principal Finance Officer</b> , L.B. Lambeth, Social Services.
1979-81	<b>Finance Officer</b> , London Borough of Hammersmith, Social Services.

## Experience

Mick started his career in Local Government in social services as a finance specialist but became the Assistant Director in Bromley - where he had responsibility for all Adult Social Care and Sheltered Housing – and delivered considerable change and improvement over his 7-year tenure. He was then a director of two London boroughs for nearly ten years – one as the Assistant Chief Executive and Policy Director, where he led a cultural and organisational transformation programme that resulted in Sutton being shortlisted for the council of the year, and the other as a Strategic Director with the lead for the Environment portfolio.

Most of his employment, subsequent consultancy and Board Experience has been associated directly and indirectly with local government and he chaired, for over 10 years, two large voluntary organisations providing services for homeless people in South London (Circle Trust Limited) and, through The Fanon Trust, specialist, residential and day care services for African and Caribbean people with high mental health needs many of whom had been Schedule One offenders.

His experience of the health and social care sector is extensive with 13 years of direct management experience and having completed many reviews and change programmes such as a governance and performance review of the social work services of the country's largest Hospital Trust and a review and subsequent development of the safeguarding policies and procedures for one of the country's largest recruitment agencies and now, public service providers. He has also led on a change programme to embed excellence in health and safety practice in a large private sector provider of not-for-profit services. He has initiated three 'start-up companies and has a clear understanding and first-hand experience of the challenges and benefits new models of service can bring to the public sector.

Major consultancy and transformation projects include:

1. An 18-month assignment (2014-15) in a north London borough to develop and implement a programme of change to:
  - reduce the number of people entering expensive care placements
  - reduce the number of people entering hospital
  - enable people to leave hospital to prevent 'bed blocking'
  - prevent expensive residential care placements
2. Interim Programme Manager to develop a savings programme in Adult Social Care (2010-11) in LB Havering, driving change from 'bed-led' services to community-based preventative and early discharge services.
3. Programme/ Portfolio Management of the implementation of personalisation in a north London borough (2006-07) – the first in the UK at the time – with 29 separate work streams.
4. A nine-month project in the States of Jersey (2012-13) reconfiguring, integrating and re-commissioning their social care and community health services to provide new models of care and support with greater community participation and delivery of services.

5. A detailed financial review of the children's department in an East London Borough commissioned by the Chief Executive (2004-05) to audit three years of overspending (more than £10m each year) and why it was not identified earlier by the director and his staff and what action needed to be taken to prevent it re-occurring.
6. A detailed review of the finances of a West of England unitary Social Care Department for the Leader of the local authority, (2003).
7. The development of both adults and children's safeguarding policies and procedures for one of the UK's leading recruitment agencies; the implementation of these across and company's many businesses and the training of staff in their use. (2017-18)
8. A project for the Government of Jersey Social Security Department to set up a long-term care benefit system to fund the social care needs of its population – one of very few jurisdictions to do so in the world. (2013)
9. Charing a serious case review in a north London borough. (2015)
10. LCS Limited has provided all the safeguarding adults training for a north London borough for 7 years and Mick supported the borough in its preparation for a safeguarding peer review. (2012-19)
11. Leading on a £500m bid on behalf of a private sector provider for a 10-year contract to transform and deliver all council central services. (2016-17)
12. Recruitment of a complete Board of Directors for a West Midlands unitary. (2014)
13. Project Management (over a 6-month period) the implementing of a new performance information and management system in the Metropolitan Borough of Oldham. (2014)
14. Development of the feasibility study and business case for the merger of 15 regulatory services across 5 metropolitan boroughs in the north of England (2015)
15. A complex investigation for a London borough concerning bullying and racial harassment that involved a major inter-union dispute and the completion of five separate complaints and counter claims over a six-month period.
16. Investigation leading to disciplinary action regarding the granting of a multi-million-pound contract to a private contractor.
17. Investigation into the possible embezzlement of £7m of Home Office funds being spent by a senior manager in a London local authority.
18. Management Investigation into an alleged paedophile ring within a social care department in north west of England ring leading to multiple disciplinaries (and a number of criminal charges)
19. Management investigation into lack of competency in a director in a London borough
20. Post Graduate training programme for 24 graduates on the National Skills Academy Social Care Programme, 2012 and 2013
21. Organisational Change and development activity for a national social enterprise providing community health services
22. Development of drugs misuse strategies for adults and children in two London Health Authorities. (Oct 2010 – Feb 2011)
23. Development of a shared services solution for 7 of the largest Arts Organisations in the north west of England (Sept – Dec 2010)
24. Review of Culture Services for an East London borough- April-May 2010
25. Review of Safeguarding in a northern Metropolitan Authority January to April 2010
26. Programme Management and implementation of a performance management system across a large metropolitan borough, July 2009 to July 2010.
27. Re-structuring of an inner London Community Safety and DAAT service
28. Remodelling an LSP through new vision, priorities and governance arrangements

29. Designing, developing and implementing a cultural change programme for a unitary authority in intervention
30. Review of governance arrangements for two separate Local Strategic Partnerships and development of Sustainable Community Strategies
31. Facilitation of top management events –councillors/Directors Boards.
32. National review of local authority regulatory services for LBRO (a Non-Departmental Public Body) presenting final recommendations to Ministers.
33. Development of vision, priorities for a large district council LSP.
34. Review of Adult Health Care Trust performance and change programme identifying a range of performance improvement initiatives.
35. Programme Management and implementation of one of the very first personalisation programmes for a north London borough.
36. Review of organisational culture and performance in a large London Borough, 2009.
37. Review of financial expenditure in a Health Care Trust overspending its social care budget.
38. Review of Cultural Services in Oxford City and preparation for inspection.
39. Established and led a performance improvement partnership for ten local authority Environmental Services Departments.
40. Designed and led a management development programme for senior managers in a south of England borough council.
41. Team development for the Chief Executive, directors and cabinet of a district council.
42. Review and re-organisation of Regulatory Services in a south London borough.
43. Review of over expenditure in a large London borough social care department.
44. Consultancy on local government reform in West Bengal.

### **Interim Management Placements**

- Interim Programme Manager, NHS Support for Social Care, LB Havering, 2010-11
- Interim Director of Change, Bedfordshire County Council, 2005-06
- Director of Strategy, General Social Care Council, 2007-08.
- Change Manager, LB Barnet to turn around a failing £7m contract in Adult Services, 2007
- Programme Manager to create a 'shared services' Resources Directorate in LB Barnet which included restructuring a workforce of 300 staff, recruiting to over 200 posts and enabling nearly 100 people to leave the employ of the council, working with Trade Unions, 2006

Internationally, Mick has led a decentralisation and capacity building programme in Albania, funded by the Swedish Government, to identify services for decentralisation and designing models of local government provision along with structures and funding arrangements included in the 75-page final submission to the Minister of the Interior. He was responsible for the creation and subsequent support for the implementation of two local authorities in South Africa, post-apartheid. He has also worked on local education and local government governance projects in Bangladesh and India.

### **Qualifications and Membership of Professional Bodies**

Mick has a BA in Development Studies (Kent, 1978), a post graduate Diploma in Management Studies (Mid-Kent, 1982), an MSc in Management Development and Social Responsibility (Bristol, 1994) and a Post Graduate Certificate in Social Policy (Bristol 2005) - awarded after completing 4 years of a Doctorate programme on 'The Impact of Globalisation on Local Governance'. He is a

member of the Chartered Management Institute, a member of the British Quality Foundation and a qualified assessor for the EFQM Excellence Model. Mick is also PRINCE2 trained.<sup>5</sup>