

Curriculum Vitae

Name:

Andrew Stephens

Summary:

- senior manager with 20 years of experience in local government in London, including four years as assistant director for customer services.
- proven strategic thinker – developing e-government and customer services strategies – and one of two founders of London Connects.
- successfully delivered a wide range of projects, from innovative e-government projects – APLAWS, MicroBusiness Gateway, CasWeb – to projects implementing customer services strategies – LBs Islington & Hackney.
- sound analytical skills, including conducting research for Warwick Business School on the Beacon Councils Scheme and the use of Lean in the public sector.
- Now working as a consultant for a range of public sector organisations.

Most Recent Employment:

July 2008 to date: Consultant .

Since becoming a **freelance consultant** I have worked for the new **Cornwall Council** – helping them develop a single approach to customer services, for **Enfield Homes**, evaluating their customer outreach programme, for **Haringey Council**, reviewing and rewriting their customer service strategy, and for an English **NHS Hospital Trust** evaluating their Lean & Lean Six Sigma training programme.

February 2007 to August 2008: Assistant Director, Customer Services - LB Hackney.

I managed the Customer Services Division of the Customer and Corporate Services Directorate. The Division had around 80 permanent and contract staff covering four main functions, both operational and developmental: Single Front Office, Customer Care, Registrars and Public Service Promise and Registrars. Achievements included:

- Review and relaunch of Hackney's customer services strategy -- signed off by Management Team and Cabinet.

- Redraft and launch of corporate customer care standards
- Charter Mark for Division
- Improved performance and extended opening hours of the corporate contact centre
- Transfer of Registrars to new management arrangements and transfer to the corporate contact centre
- Successful completion of CRM pilot and further implementation of CRM
- Ensured alignment of ICT strategy with customer services strategy
- Launch of *Public Service Promise* partnership programme with Team Hackney

Recent Employment History:

July 2004 to January 2007: Assistant Director – Customer Focus (Strategic Customer Services) L B Islington. Part-time (0.5)

I managed Strategic Customer Services (SCS) – a division of the Customer Focus Department. The Division covered four main functions: customer access and delivery development and operation of the customer contact centre (currently 90 seats); information governance – including FOI, IRT and information sharing protocols; management and development of the customer-facing technical architecture. SCS had an annual revenue budget of £5m and management of a capital programme of £2m-£3m annually. In my last appraisal I achieved the highest rating – “Highly Effective”. Contact Islington won “National Contact Centre of the Year Award -2006”.

July 2005 – March 2006: Senior Research Fellow (part-time), Operations Management Department, Warwick Business School.

I was engaged to work on a project - *An evaluation of the use of Lean Methodology to support business transformation in the public sector in Scotland* - funded by the Scottish Executive.

July 2004 – June 2005: Researcher (part-time), Local Government Centre, Warwick Business School

I participated for a year in an ongoing ODPM-funded project: *“Evaluation of the Beacon Council Scheme”* – carrying out a number of case studies across English local authorities to evaluate how effective the scheme is in raising standards across local government through sharing good practice.

2002 – 2004: e-Government Development Manager, L B Camden;

Heading up a team of up to 25 people – programme managers, project managers and developers – my role, as one of the ICT management team, was to lead on e-government strategy and development. My Team played a major role in national e-government projects.

2000 – 2002: Head of Camden Connect Team, Corporate ICT, LB Camden;

During this period I effectively led for the authority on e-Government, building the team, which later became the e-Government Development Team, from nothing. I raised the profile of e-Government in the authority, which led to the establishment of the corporate Modernising Government Group, a sub-group of the corporate management team, of which I was a member from its inception.

1998 – 2000: ICT Strategist (Emerging Technologies), Corporate ICT, LB Camden.

Having developed extensive knowledge of emerging technologies in my previous role I was invited to mainstream these projects and harness them to the Modernising Government agenda, as well as contributing to the wider ICT strategy for the Council.

1992 – 1995: Project Manager (EU Projects), Chief Executive's Department, LB Camden & 1995 – 1998: Head of the Telematics Development Group, Leisure and Community Services, LB Camden.

During this period I managed a portfolio of projects funded from a range of EU programmes, all of which looked at the use of new technologies to improve government service delivery. Established LB Camden's first web site.

Education:

2004: Warwick Business School: Master of Public Administration (MPA)

1977: University of Hull: BA (Hons.) 2.II in Philosophy;

1973: University College School, London: 3 "A" Levels: Biology, Maths, Physical Science;

1971: University College School, London: 10 "O" Levels;

References:

On application

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