

## **Robert Hardy - Summary of Employment History**

### 2008 to present - Head of Performance Improvement and Engagement

This post is responsible for corporate performance improvement, value for money and effectiveness reviews, managing involvement with the CAA processes. The role includes managing the Kent Partnership (county LSP), developing and reviewing the sustainable community strategy and the delivery of the Kent LAA; I am also responsible for corporate standards, internal co-ordination and innovation in relation to community engagement and customer feedback. I have the corporate lead for equality and diversity in service delivery.

### 2007 - 2008 Director of Improvement and Engagement

An internal secondment to take the corporate lead on the final CPA Corporate Assessment

### June 2007 to September 2007 - Interim Managing Director of Environment and Regeneration

### 2003 – 2007 Assistant Director of Environment & Regeneration for KCC

The role of Assistant Director included leading the internal programme to move away from traditional professional 'silos' towards more flexible and innovative ways of working., managing communications and establishing new ways of working across professional disciplines. The role also involved building new working relationships for example with Social Services and the NHS on their response to the growth agenda; issues and playing a leading role in the pilot Kent Local Area Agreement.

### 2002 – 2003 Head of Policy for KCC's Strategic Planning Directorate

I led a small policy team providing the corporate lead on community planning; supporting Local Strategic Partnerships (at county and district levels); re-shaping our approach to rural regeneration; further developing the council's relationship with the voluntary sector and the corporate lead on responding to Government proposals for major Growth Areas in Kent.

### 1998 – 2002 Policy Officer then Joint Review Project Manager KCC Social Services

I was involved in a range of projects and policy areas including Kent's first Local PSA, Vision for Kent (Kent's community strategy), the IDeA Peer Review of KCC, leading Best Value reviews, bidding for external funding, business and service planning and performance management. I then took an internal secondment to project manage the preparation, co-ordination and implementation of the external Joint Review of Social Services.

*Between April and September 1998 I was not in full-time employment, but did secure some short-term consultancy work. I was appointed by ILAM Services Ltd as Associate Consultant to develop cultural strategies for Worcester City Council and Herefordshire Council, and appointed by Sport South to help develop the 'Slice of Life' project.*

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### 1990 - 1998 Community Development Manager - East Hampshire District Council

My role covered community development, arts development, community safety and tourism promotion. I managed a range of partnerships with external organisations and introduced business planning to local voluntary groups. I oversaw the construction of three new community facilities and a master-planning strategy for Bordon & Whitehill. I was also involved in developing partnerships with private sector leisure and tourism companies, securing external funding (including developer contributions), and the bid for unitary status. The post was made redundant following an internal re-organisation

The post was at assistant director level but during 1996/7, I spent 15 months 'acting-up' as Director of Community & Leisure Services, which involved managing sport and leisure contracts, rights of way and countryside management (including the AONB partnership) in addition to community development, arts and tourism services.

### 1987 - 1990 Principal Projects Officer - Leicester City Council

I worked with a wide range of employment, training, community and other regeneration projects led by the voluntary sector, both in the inner city and on the surrounding large council housing estates. My role was to monitor, support and advise those voluntary organisations in receipt of funding, to work with them to develop and deliver services, attract external funding and to advise Members on voluntary sector policy.

### 1983 - 1987 Inner Area Officer - Leicester City Council

As a senior member of the team developing Leicester's annual Inner Area Programme, I worked with staff from across the City and County Councils, the Regional Office, Members and local communities, to analyse need, develop policy, prioritise projects, consult widely and manage the overall programme. I had the corporate lead on relationships with the voluntary sector, developing policy and undertaking reviews.

### 1980 - 1983 Community Liaison Worker - Nottingham Inner-City Executive

Working as one of a team of two, my role involved developing consultation and participation mechanisms between the inner-city based voluntary sector and the two local authorities. This covered topics related to the Inner Area Programme, council policy towards the voluntary sector, and developing projects to respond to local needs.

### 1979 - 1980 Bristol Players Theatre Co. and 'resting'

A short-lived touring theatre company, which ran out of money!

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### About me

My local government career has not been structured around any one professional discipline, nor limited to a single service area. I have experience of operational and policy roles in urban and rural areas and at city, district and county level. I have worked in (or closely with) every major local authority service area, except education.

- Developed the first consultation and involvement process between voluntary and community groups, local residents and the local authorities in Nottingham.
- Created and implemented the council's first corporate guidelines for supporting, funding and monitoring voluntary groups in Leicester.
- Created successful multi-agency forums in Leicester and East Hampshire, led by elected Members, which improved service planning and the identification of need.
- Project managed the creation of a multi-agency centre used by Town, District and County Councils as well as the voluntary sector – the first in East Hampshire.
- Co-ordinated the Healthy Living Centre bids from east Kent in partnership with the NHS, District Councils and the voluntary sector (5 of the 6 were successful).
- Wrote *Kent-What Price Growth?* which set out KCC's response to Government's Sustainable Communities Plan showing the nature and scale of the physical and social infrastructure required over a 20-year timescale
- Led the creation of the first Kent Compact with the voluntary and community sector.
- Played a leading role in shaping the content of Kent's PSAs and LAAs and was the lead officer for economic development and sustainable communities' outcomes.
- Created the successful and award-winning East Kent Empty Properties partnership
- Developed and managed the Social Innovation Lab Kent working with residents and frontline staff to redesign services and develop new projects
- Led KCC's successful CPA Corporate Assessment preparations, inspection and the implementation of the post-inspection performance improvement plan.
- Led the creation and implementation of *Pic N Mix* project - providing information to the public - which won the Microsoft Innovate 08 award
- Played a key role in the Kent Total Place pilot