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Executive Summary

A seasoned leadership expert with experience in leading transformational change, with a mindset on the customer and the commercial growth of an organisation. Experience in redesigning operating models to energize teams, turn around projects and working across multi-functional teams and external stakeholders to deliver positive outcomes.

Key Skills

Leadership	Stakeholder Management
Strategic Planning	Digital & AI Operating Models
Finance & Commercials	Customer and Membership Excellence
Culture & Purpose	Executive Coaching
Ecommerce and Marketing	Operational Excellence & Crisis Management

Head of Operations – Education - The Football Association

2018 – Date

A key member of the FA Group extended Leadership Team and St Georges Park Leadership Team. I held a pivotal role in supporting a high-performance culture at the FA, leading to the On The Pitch International Honours. Taking on a de-facto COO role, I oversee the operations of 125 staff, plus 600 casual employees with a budget of £12m. Initially taking on a crisis management role to address Senior stakeholder concerns, I transitioned the education model from a B2B to a B2C model, delivering accelerated growth achieving strategic outcomes, including enhanced customer experience, alongside commercial growth to reinvest back into our purpose.

Key Accomplishments:

Strategy, Engagement and Purpose

- Strategic Planning – Aligned Divisional strategy to the strategic objectives of Organisation. Demonstrating skills in internal and external research, engaging with stakeholders and successfully executing plans to maximise return on investment. *Lead a project group to oversee critical OKRs to support the environment and planning for national teams within St Georges Park, that contributed to England winning the Women's European Championship in 2022.
- Equality and Diversity – Repurposed the strategy and leadership team to focus on our impact on increasing the diversity of our volunteer and professional workforce to address inequalities across the sport. *Redistributed £1m revenue to drive fully funded programme to serve the game with 20% of our membership receiving access free qualifications.
- Stakeholders - High levels of personal leadership to work through a network of 50+ Strategic partners across the game with individual vested interests. *Service Level agreements and governance models to influence and shape direction with the Professional Footballers Association. The English Football League and 50 County FAs.

People, Talent and Culture

- Leadership Team - Developed high performing Leadership Team, with clear purpose, underpinned by core values and behaviours to create a TEAM first and inclusive culture to motivate and inspire. *Team Charter created with a shared purpose, alongside measured positive employee engagement.

Finance & Commercial

- Budget and Revenue Management - Responsible for managing, reviewing, and reporting financial & commercial position, which includes a £12m Department budget and a £3m course revenue target *Reshaped model to digitise the back office, streamlined central costs and reviewed pricing policy to achieve £1m increase in operating profit through exceeding our customer enrolments.
- Commercial – Worked with multiple stakeholders to negotiate partnerships agreement with sponsors and external partners to raise the profile of the Organisation. *Negotiated sponsorship agreement with BT for our first online coaching qualification leading to 100k learner accessing the course in the first two years and over £100k of opex marketing investment.

Business Transformation & Operational Excellence

- Complex programme - Sponsored and executed a transformational change programme that positively impacted business model to transition domestic and international market from a B2B-to-B2B. *Worked across multi-functional teams and critical external stakeholders to lead the changes, including customer CSAT of 85%

and 100% increase in operating profit (£3m), all whilst maintaining consensus with key stakeholders, with a 20% increase in learner volumes. Leading to national recognition at the Learning Technology awards.

- Digital Operating Model – Designed and executed a digital operating plan that included the implementation of a new SaaS. *Examples include the launch of a new Learning management systems, supply chain management, financial processes, customer serve software and workflow system, including risk management approach to create efficiencies to enhance the customer and team members experience.
- Reporting and Performance Management - Developed framework to manage the reporting across the Organisation and with External Stakeholders. Demonstrating communication skills to tell the story, impact, and momentum on key projects, alongside the monitoring performance of the Department *Experience in presenting at the Board level and key sub committees across the impact of the Business remodelling, including finance, the customer, growth and culture.

Customer & Brand

- Ecommerce – Developed marketing strategy through a new brand to drive event sales and improve customer life cycle value *Identified opportunities through market growth assessments to grow the international market by £500k and enhanced our customer loyalty to create a 10% increase in the customer lifetime value.
- Customer First -Transformed the service strategy across the Business. Implemented a new AI software solution, developed an omni channel approach, developed a mindset on the high performance across business SLAs, knowledge base and automation to provide 24/7 service across the game to enhance our reputation.

Senior Regional Manager – The Football Association

2016 - 2018

Lead the implementation of the FAs West Midlands and Southwest £2m investment portfolio that included nine SMEs, 100+ staff, and commercial growth across region. Working as a business consultant to develop new approaches, stepping forward as interim CEO in areas, fostering strategic partnerships through executive coaching with key stakeholders to focus on a customer excellence strategy and commercial growth.

Key Accomplishments:

Strategy, Engagement and Purpose

- Strategy - Created and implemented strategy for West Midlands and Southwest, oversight of nine SMEs, 100+ staff, and commercial growth across region. *Increased regional investment portfolio by 10% to £2m to support the growth and development of the area.
- Stakeholders - Fostered strategic partnerships with key stakeholders including local authorities, County Sports Partnerships, and Football Foundation to leverage investment into the Region Created West Midlands strategic football group to engage senior stakeholders to network and to discuss long term strategic planning.

People, Talent and Culture

- Human Resource - Oversight of over 100+ FA staff across the Region. Lead numerous workforce reviews to realign the Human Resource Strategy with the strategic objectives to enhance performance *Developed shared values and behaviours to create a united purpose.

Business Transformation & Operational Excellence

- Customer Excellence programme - Innovated customer excellence programme across the FA, leading to new structures, systems, KPIs and a culture on the customer *Introduced new software solution integrated across the whole of the FA and with partners, reporting directly to the CEO on the implementation.
- Performance management – Develop a performance mindset to support developing a high performing culture *Increased Regional growth in performance by 20% through the execution of strategic and operational plans. Alongside implementing balance scorecard framework to track performance through the Boards on Finance, Growth, Safeguarding, and the Customer.

CEO and Director – Birmingham Football Association

2013– 2016

Stepped forward during a financial crisis to lead a full business transformation process across the whole organisation by creating and implementing a vision and values plan for customer driven growth. Repositioned the business commercially, ensured a clear and structured governance framework was in place and returned the Business to a lean, agile, and sustainable business growth model. Secured external non-Executive talent to create a blend of skills and healthy challenger mentality at leadership level, including an equality and diversity focus and safeguarding standards. Achieved Preliminary Equality Standard for Sport, executed new Central CRM system that improved customer knowledge and insight with 90% of customers on-line in one year and left the business with a £1.8m PA revenue model, opposed to a previous loss-making model.

Key accomplishments:

Strategy, Engagement and Purpose

- Strategy - Created new vision and strategy for the business “customer create supporters”, which lead to significant business growth. Tracked through OKRs and KPIs *Nominated for West Midlands SME of the year.

Finance & Commercial

- Finance - Spearheaded business turn around through new market and product development, alongside maximising existing customer and their lifetime value *Increased profit margin by 600%, achieving revenues of £1.8m to support cash flow management and raised through fundraising applications £225k into capex investment into the Business.
- Funding– Through successful funding grants applications I Invested £450k in Capital investment to refurbish the headquarters to enhance working environment, drive future commercials and the brand.

Business Transformation & Operational Excellence

- Governance – Restructured the Board and Council membership to secure new non-executive to enhance the business knowledge and ensure we are leaders in developing diverse talent *Five new Independent Directors recruited following the Sport England code of governance model.

Customer & Brand

- Customer Excellence – Re positioned the organisation as customer first, tracking all contact points to enhance the experience and subsequent reputation of the organisation. *Increased Net Promoter Score (NPS) from 4 to 29 with customer-centric plan, new brands, and digital marketing strategy

People, Talent & Culture

- Crisis management - Handled media communications strategy after death of team member in Tunisia terrorist attack.

Advisory Portfolio

Director – Swim England

2021 - Date

Sponsored Regional Strategy post the Commonwealth Games, alongside accountabilities across our brand to expand our Commercial and Marketing functions by focusing on the customer.

Key accomplishments:

Strategy, Engagement and Purpose

- Stakeholders - Influenced key strategic stakeholders including local authority, Swim England, Universities to influence the legacy plans of the Birmingham 2022 Commonwealth games *Led to the relocation of the Regional Championships to the new Aquatics centre to increase exposure and sponsorship opportunities with corporate partners for the Region.

Customer & Brand

- Research and Insight - Commissioned research into the future direction of the swimming participation and performance pathway to support long term future investment choices *Lead to insight on the core challenges faced across the sport to drive investment choices to inform the new regional strategy.

Non- Executive Director - England Handball

2017 - Date

Provide strategic direction, align business plans with Sport England, and improve customer experience for the membership. In addition, I have the role of Senior Safeguarding Lead for the organisation.

Key Accomplishments:

Strategy, Engagement and Purpose

- Commercial Supported the design of new commercial 4-year agreement with Kemp and British Handball *Lead to investment back into the development of the game.

Business Transformation & Operational Excellence

- Safeguarding Standards - Created Safeguarding operating plan to raise standards across the game *Includes clear policy and procedures to supporting raising safeguarding standards across the with a supporting operating procedure and policies.

Education

MBA

University of Wales – Cardiff

Bachelor of Arts: Business Management and Sports Studies

University of Gloucestershire – Gloucester

Artificial Intelligence Leadership

Oxford University

Current Learning

Artificial Intelligence Leadership

Oxford University

Leading through Finance

Harvard Business School

Programme Management

PgMP