

PROFILE

As an experienced Operations Director, I assist in the strategy development of businesses and lead on implementation, operational delivery, change management and organisational restructuring in support. With over 20 years experience working in professional services I am a dual qualified lawyer and business improvement specialist with a proven track record of enhancing profitability, improving the customer experience, and increasing employee engagement in challenging markets.

I have a generalist background with a focus on technology and process management, and I provide commercially minded, pragmatic, and risk based leadership. I hold the PRINCE2® Foundation and Practitioner Certification Training and the Lean Six Sigma Green Belt (ICGB) certification, which demonstrate my skills and knowledge in project and process improvement methodologies. I am passionate about bringing together and leading teams of varying experience and skill levels, and aligning them to deliver the greatest value, to champion sustained change, and to execute the delivery of strategic plans.

KEY ACHIEVEMENTS

- Realignment of a mismanaged business utilising & implementing technologies improving profitability
- Design and implementation of several case management systems across five different businesses
- Successful training of teams to develop strong managerial leadership across all departments
- Implementation of an internal program & structure to improve internal mobility and increase retention.
- Delivery of multiple successful mergers, system integrations and upgrade projects
- Implementation of several profit improvement programs of work
- Increased business efficiency increasing profitability by £1million in one year, on one project.
- Ability to make key decisions on prioritisation for project portfolio & strategic requirements
- Establishing a new Operational team to deliver on key business change requirements
- Successful project delivery on the consolidation and automation of MI capture and client reporting
- Successfully partnering with IT teams to ensure successful implementation of whole scale change
- Successful Corporate & Social Responsibility project delivery

KEY SKILLS

- Strategic review and planning aligned to profit & efficiency improvement
- Sponsorship, management & delivery of concurrent projects
- Risk and Issue Management
- Regulatory compliance
- Strong customer focus
- Budget and Cost Management
- Expertise in team management and Stakeholder management
- Full lifecycle project management
- Chairing Steering, Key leadership and team meetings
- Change and Configuration management
- Supplier/3rd Party outsourcing
- Procurement : tendering & contract negotiation
- Presentation skills
- Leading and management of acquisitions
- Benefits Realisation
- Business & risk Process Analysis
- Training; coaching and mentoring
- Complaints handling
- People Centric change management focus
- Recruitment, engagement and people retention
- Operational management and delivery
- In depth legal industry knowledge
- Delivery of transformational change
- Specification and design
- Capacity planning
- Operational Excellence
- Diverse client management
- Key Stakeholder management

QUALIFICATIONS AND TRAINING

- Prince II Practitioner
- Six Sigma Green Belt (May 2021)
- Agile Project Management
- Qualified Solicitor
- 2:1 law degree

CAREER HISTORY

Firm Details: **Napthens LLP (May 2022 - present)**

Position: **Operations Director**

Reporting Line: **CEO**

Key Role Responsibilities

- Support CEO with the formation of a new business structure & governance
- Assist CEO creating a new business strategy & communication plan
- Define and understand cross departmental requirements
- Improvement of the business infrastructure
- Implement objectives across departments
- Recruit, build and develop a new Operational team, to include business analysts and PM's.
- Partner with the Strategy Director to implement new technology for the benefit of the business
- Management of the new business team
- Review of the whole business to discover, define and design new target operating models.
- Delivery of a high level of consistent efficiency across all teams, demonstrating maximised profitability, best practice, and regulatory compliance.
- Delivery of key business project requirements
- Focus and maintain budgets
- Multi office management

Firm Details: **Fletchers Solicitors (November 2019 - February 2022)**

Position: **Head of Operations**

Reporting Line: **COO**

Key Role Responsibilities

- Recruit, build and develop a new Operational team
- Recreate and management of the Customer Contact Centre
- Liaison with the marketing team to deliver effective marketing campaigns to engage new clients & business
- Complaint handling and quality control, understanding customer requirements
- High volume call handling and case management
- Review of the whole business to discover, define and design new target operating models.
- Delivery of a high level of consistent efficiency across all teams, demonstrating maximised profitability, best practice, and regulatory compliance.
- Implementation of a continuous improvement cycle of change
- Facilities management
- Delivery of key business project requirements
- Focus and maintain budgets
- Improve system efficiencies, researching and implementing new products to support business change
- Effective stakeholder management across departments to ensure effective implementations

Firm Details: Keoghs LLP (previously Hill Dickinson LLP) – January 2016 - October 2019

Position: Head of Operations

Reporting Line: Operations Director

Key Role Responsibilities

- Define, implement and maintain operating standards, processes, policies, procedure and best practice.
- Delivery of a high level of consistent efficiency across all teams, demonstrating maximised profitability, best practice, and regulatory compliance.
- Delivery of commercial benefits to key clients
- Building of relationship's with key clients
- Contribute and maintain an efficient and profitable operating model across the business, emphasising the use of technology , to ensure compliance with all key regulatory requirements
- Delivering on a continuous improvement program of works to improve efficiency, ensure compliance with regulatory frameworks and ensure ROI.
- Review and set annual budgets and work with teams to ensure delivery of results
- Deliver profit improvement recommendations and implementation
- Ensure quality of service delivery to all customers - key customer focus
- Delivery of system enhancements in partnership with the IT team.
- Day to day management of motor, casualty and ULR teams.
- Leading a successful merger between Hill Dickinson and Keoghs, including system and people integration.
- Involvement in key tenders and presentations to potential new customers
- Management of customer complaints & service delivery

Firm Details: DWF LLP (September 2011 – December 2015)

Position; Head of Business Process Improvement

Reporting line: CEO & COO

Key Role Responsibilities

Responsibility for key transformational changes within the business and operational requirements.

Examples:

- Leading the delivery of complex transformational change plans
- Implementation of a continual program of change
- Building and maintaining relationships with key stakeholders and engagement facilitating effective change leadership.
- Leading with the firms CEO, COO and Board, in order to shape and provide strategic objectives.

Example Programmes and Projects

- High Efficiency Programme
- Successful implementation of Case Management system
- Delivery of MI transformational Programme
- Numerous IT Harmonisation due to acquisitions and mergers
- CMS continuous improvement and regulatory alignment

Firm details: Hughes Carlisle Law Ltd (July 2009 – June 2011)

Position; Owner and Director

Set up a litigation practice with two business Partners one a Commercial Property Lawyer, the other a Commercial Litigator. The business was set up to align with the introduction of the new portal regime to allow for the smooth and fast process handling of low value volume RTA work.

Key Role Responsibilities

- Procurement of key services / Engagement with service providers
- Implementation of IT systems
- Recruitment and training
- Process design and alignment
- Regulatory compliance / HR policies
- Business structures / Management of budgets and cash flow

Firm Details: Silverbeck Rymer Solicitors(July 2004 to 30 April 2009)

Position: Partner, Business & Process Improvement Manager

Key Role Responsibilities

- Implementation xml web services to allow for secure exchange of data
- Implementation & management of a call centre to improve business efficiency
- Implementation of a case management system
- Implementation of paperless working environment
- Leading change and improved profitability by 25% year on year.
- Restructuring and management of the call centre
- Selecting and implementing unified IP technology to improve efficiency by 75%
- Tender preparation and presentation
- Liaison manager for key suppliers & customers

Previous roles

Scott Rees Solicitors, Skelmersdale (Mar 1996 to Jun 2004);

Michael Halsalls Solicitors, Maghull (Nov 1993 – Mar 1996)