Baljit Tiwana Muston

**CURRICULUM VITAE**

**Contact Details**

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**SUMMARY PERSONAL PROFILE**

I am creative and versatile, and a hugely experienced and effective leader, manager, change coach and planner, with over 22 years of local government experience, 10 of which have been at senior management level. This experience has taken in the management of large numbers of staff and substantial budgets, acting as a change coach across the organisation and leading on programmes of substantial change in areas for which I have been responsible. I have a particularly strong track record of change and service delivery and have a "can do" and result oriented attitude to everything I am involved in. I possess excellent interpersonal, communication and negotiation skills and the ability to develop and maintain mutually external and internal relationships I enjoy being part of, as well as managing, motivating and training , a successful and productive team, and thrives in highly pressurised and challenging working environments.

**CAREER HISTORY**

Job Title **Director** April 2014 - Current

Employer **Planning Services (UK) Ltd** Average turnover £122,000 per year

**Areas of Responsibility include:**

1. Managing the day-to-day running of the company
2. Overseeing decisions regarding the future direction of the company, including seeking out new areas of business and maximising productivity and profitability
3. Specific work with clients has included working with voluntary organisations, coaching clients, project management in relation to major development for a unitary Council, work in relation to the training of elected Members, major planning applications and appeals
4. Managing the company’s property portfolio and investments, in order to maximise profitability

Since joining Planning Services (UK) Ltd, I have undertaken a great variety of work, for public, private and voluntary sector clients, including project management and coaching. In all the organisations with which I have worked, I have gained immense respect and been able to provide advice and professional and managerial guidance to staff at all levels. I combine huge experience with excellent communication skills and an ability to empathise and work with a huge variety of staff, elected members and other stakeholders.

Job Title **Group Manager, Operations and Business Development,**

**Planning and Transport Division** Nov 2006 – April 2014

Employer **Bath and North East Somerset Council** 2013/14 salary£79,815.95

**Areas of Responsibility include:**

1. Acting as Divisional Director for Planning & Transport between September 2012 and March 2013 in the absence of the Strategic Director. During that time, responsible for the delivery of the authority’s planning and transport functions which comprises:-

Major Transport Projects - Highways Capital Programme - Highway safety schemes -Public and Community Transport - Highways Development Control - Local Transport Plan -Corporate Geographic Information System- Development Control - Building Control - Planning Policy-Heritage and Environment - Section 106/Community Infrastructure Levy - West of England LEP (Place function)

1. Management of 80 staff
2. The management of all business aspects of the delivery of Planning and Transportation Services
3. Championing and Leading on the culture change agenda across the Council as well as within the service to ensure that the required culture of positive and corporate working is in place and remains in place
4. Managing and delivering changes to structures, processes and procedures to ensure that at all times the service continually improves
5. The effective and efficient customer focussed management of the service, in particular Development Management, Major Development, Service Development, Planning Policy and Environment, Conservation and World Heritage
6. Developing and promoting the service in line with Government legislation and to meet the Council’s strategies and objectives
7. Being responsible for the Council’s Statutory duties as a Local Planning Authority and for the development of the Council’s Strategies and Policies relating to the Town and Country Planning system

**Key achievements:**

1. Transforming the culture of the Division to one that empowers member of staff to make the most of their own abilities, whilst at the same time adopting a positive and “can do” attitude
2. Leading and motivating staff to achieve optimum service delivery standards whilst facilitating customer satisfaction and maximising revenue generation
3. introduced the “Enterprise” performance management system and coached my service managers in order to further embed performance into the Council’s culture, in terms of both speed of decision and quality of decision in terms of the outcome for the environment and stakeholders.
4. developed and implemented the use of Planning Performance Agreements for B&NES, and they are now the forerunner in the West of England with major institutions and developers using this service
5. I have developed a dashboard of performance measures that are now reported to Members and which are also benchmarked with neighbouring UA’s. Changes have allowed for a 11% decrease in resubmissions (reduced work and expense for the applicant and reduction in double handling for the team) and I have ensured that the delegation rate for decisions remains at around 96% with associated cost savings..
6. Budget responsibility: £3.6M revenue and £1M capital.
7. Managed the successful Adoption of the B&NES first Local Plan.
8. I led the Council Planning Service off Government Standards ensured that performance is sustained.
9. Delivered efficiency savings of 25%, maintained performance with a 60% increase in work.
10. Stepped up production of key Council policy initiatives by using a tight project management.

**Summary:**

I am recognised as an Motivational Coach, a Change Catalyst as well as a empowering Manager with leadership skills who transform and challenges fixed thinking who cut red tape and get rid of bureaucracy.

I have a reputation for transforming Services to deliver improved outcomes.

Job Title **Service Business Manager** Oct 2004–Nov 2006

Employer **Bath and North East Somerset Council**

**Areas of Responsibility included:**

* 40 staff
* Responsible for the delivery of the Planning Service which comprised:-

Development Control – Conservation – GIS - Street Gazetteer, - Planning Enforcement - Highways development control - Planning Policy and Conservation (Built and Environmental) -

S106 programme management and implementation -- £2M Revenue Budget

**Key Achievements:**

I was project manager for a pilot corporate project “Delivering Excellence” which rolled out transformation of service delivery across the whole Council. I led the Council’s Planning Service off Government Standards

**Job Title Development Control Manager May 2002 – Oct 2004**

**Empolyer West Wiltshire District Council**

 Areas of Responsibility included

* 16 staff
* Manager of Development Control and Enforcement for the District
* Presentation of reports to committee
* Responsible for staff recruitment, appointment and overseeing of outside consultants and budget control
* Liasion and negotiations with developers on large scale sites
* Annual Budget circa £400,000

Job Title Team Leader July 1999 – May 2002

Employer Stroud District Council

 Areas of Responsibility included

* 7 staff
* Team Leader for Development Control in the North Area
* Responsible for recruitment of staff, appointment of outside consultants
* Presentation of evidence at Public Inquiries and Informal Hearings
* Presentation of reports to Planning Committee
* Liaison and negotiation with developers on medium and large scale sites

Job Title Constituency Planning Officer Dec 1998 – July 1999

Employer Birmingham City Council

 Areas of responsibility included

* 3 staff
* Responsible for large case and major development Control Case work

Job Title Senior Planning officer April 1996-Dec 1998

Job Title Planning Officer Aug 1991- April 1995

Employer Kirklees Metropolitan Council

 Areas of Responsibility included

* Development Control case work

 Educational and Qualifications

* Sheffield Hallam University Master in Business Administration (MBA) 1995 – 1996

 Key Achievement

* Completed a case study an on Human Resource Strategy for Kirklees Metropolitan Council. As part of my dissertation.
* Completed and implemented a Marketing strategy working in a group with my colleague for a Small run Family Business making silver Jewellry and pewters and helped the business to grow internationally Paper was presented to the company with our findings and presented to the board and as a result they have implemented the proposal
* University of Sheffield Postgraduate Diploma in Town & Regional Planning 1991 – 1992
* University of Sheffield BA.Hons. in Urban Studies ( 2:1) 1988- 1991
* Stamford College,.Malaysia A Levels ( history, general paper and malay language) 2B 1D
* SMJK Tapah, Malaysia O Levels in Geography, Biology, History, Maths, English, Economics, Malay & Art.

**MEMBERSHIP OF PROFESSIONAL BODIES**

The Royal Town Planning Institute Since 1991

**REFERENCES**

Mr. Glen Chipp **Strategic Director of Place** Bath and North East Somerset

 10 Palace Yard Mews, Bath BA1 2NH

Mr. John Everitt **Former Chief Executive**  Bath and North East Somerset

The Mount, Newton St. Lowe, Bath

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| **David Richard Trigwell BTP MRTPI Director of Place** **Supplementary Information** *Accountabilities, Skills, Knowledge and Experience***To work as part of Corporate Leadership Team.** I have considerable high level management experience which has allowed me to hone my leadership skills to a high level of sophistication. I regularly work with the Corporate leadership team taking personal ownership of challenging issues. Examples include; the Bath Transportation Package, the local and sub-regional growth agenda, West of England/LEP and service transformation. **Act as the Council’s principal Place policy advisor**I continually provide high quality professional guidance to Members, Officers and the general public on a whole range of Planning, Heritage, Transport, Highway, Waste and Environment related policies. I have provided expert advice to central government and the LGA on issues such as community benefits and financing local infrastructure. This frequently required me to appear on the national stage as well as working in the international arena.**Lead the development of Place strategies, policies and aims in order to meet local needs**I have considerable experience in developing strategies and policies for the Place directorate. I personally lead the public engagement associated with Policy development within the Place Directorate. Examples include the “My Neighbourhood” consultation, The Core Strategy and the Bath Transport Package. My personal involvement with the public engagement is just one of the ways I ensure a deep understanding of local needs.**Provide strategic planning, operational and performance management –financial, risk, people & change**I am highly skilled in developing a performance management culture. On my appointment to B&NES I used a number of measures to take the planning service off Government Standards. These included the introduction of; a whole system approach to performance, new customer service minimum standards, and performance improvement targets. The service now routinely performs above agreed delivery levels. I work within very tight budgets and I am proactive in making changes to meet financial pressures. I recently delivered significant service cost reductions (circa 25%), whilst maintaining performance targets and all this against a background of increases in workload (60%). I constantly manage risk at all levels. From risks to; individuals (staff and public), service delivery (business continuity), and more widespread risks such a reputational risks to the Council itself. The risks associated with making politically sensitive decisions are common place in the transport and planning function and I am very sensitive to these kinds of risk raising awareness whenever necessary and providing appropriate professional advice as needed.**Develop and review the organisation of resources, partnership arrangements and practices**I am very experienced in reviewing the organisation and use of resources. I have been in the vanguard of organisational reviews throughout my management career. The most recent of this being the cost reduction driven review of my Division in 2010. I have also been involved in advising others in the rest of the Councils in progressing similar My personal involvement in the process has given me a high level of expertise in this area. Indeed my expertise has been recognised nationally (Sir Michael Lyons, Kate Barker, LGA)**Provide strong, visible leadership and direction through the vision and values of the organisation**I am a strong and highly visible leader. I drive service improvement through innovation and positive collaborative working. With ever decreasing resources it has never been so important to have a clear focus on delivering corporate outcomes and ensuring that all services are intrinsically linked to the organisations visions and values. One of first things I did on taking up my current appointment was to ensure the emerging Core Strategy was aligned with the Council’s Vision. Since then I have worked to link all service delivery and targets to corporate objectives.**Create and manage effective partnerships to deliver better services and improved results locally** I personally led and managed the Joint Strategic Planning Unit, a partnership between six unitary authorities. At B&NES I have a leading role in the West of England LEP where I have been proactive in advocating the joint use of resources between the unitary Councils in the West of England. I am also leading on the creation of a joint vision for the West of England/LEP. This will provide the basis for bids for infrastructure developments that will shape the future of the sub region, and also draw down financial investment into the locality. **Represent the B&NES’s Place functions, aims and achievements – locally, regionally, nationally**I am well used to representing local authorities on a variety of platforms. For example in progressing the need to improve Transport in Bath, I have represented the Council at the Department for Transport, in cross European working groups and in local group meetings. I am regularly asked to attend meetings of the B&NES Initiative, Parish Liaison meetings, FoBRA are good examples. I was asked to be the main speaker at the inaugural meeting of the Better Bath Forum.**Forge networks to learn from and deliver best practice and innovation - deliver efficiencies and savings**I have developed and maintained a strong network of contacts across the District in both the public and private sector. For example I regularly to attend meetings associated with West of England Local Enterprise Partnership and continue to work with colleagues in other authorities to identify innovative and more effective ways of working. I am very proud of the partnership working with Bristol and DHL in setting up the CIVITAS funded the Freight Consolidation electric vehicle initiative for Bath and Bristol.I initiated and delivered on a bid for European funding for transport innovation funding under the CIVITAS programme of circa €6M. I managed delivery of the programme on time and on budget. Working in partnership with the private and public sector across Europe the programme saw the introduction of a range of innovative transport projects. **Senior leadership achievement/experience – develop strategies and turn into delivery plans and outcomes**I am the Council’s lead for the development of the Joint Local Transport Plan. This is the strategy which informs the delivery of transport improvements across the West of England. I have translated this into the 3 year rolling capital transport improvement programme for the district which sets down clear outcomes.**Effective and impartial working with Members - supporting the democratic decision making process.**I maintain an excellent working relationship with Members providing them with information and advice as appropriate. I ensure my Cabinet Members and the Leader are fully supported and given clear guidance on issues ranging from policy formulation to probity. I regularly attend Informal Cabinet and Council meetings and providing professional advice as required. I also attend Policy Development Overview and Scrutiny Panels to lead and present reports and to provide Policy and professional information. **Broad knowledge of public sector service delivery – direct / commissioned.**I have a broad knowledge on a whole range of Planning, Heritage, Transport, Highway, Leisure, Tourism, Waste and Environment services. Examples of services I have commissioned include: Jacobs Babtie to deliver waste and mineral planning services; Zenith International to deliver water safeguarding services related to the Spa and; Veale Wasbrough to deliver legal and parliamentary agent advice on the Fracking threat to Baths Spa waters. **Business acumen**Commercial acumen is now at the core of high quality service delivery in Councils. The Building Control Service operates in a highly competitive commercial market. When I inherited the service at RBWM in 2000 it had a very low market share, poor customer satisfaction, staff retention and recruitment issues and a severe annual budget deficit of circa £100K Critical analysis of the business led to; reorganisation, restructure, a recruitment drive and targeted marketing campaign. I turned the business around taking it, within 24 months, to break even and into annual surplus thereafter. The Service was re-branded as a Consultancy, new markets were identified and pursued and the market share increased significantly as the Consultancy successfully bid for major contracts bringing in fees of over £160K in the second year. This success was nationally recognised with the Consultancy winning the LABC National and Regional Built in Quality Awards for two consecutive years running. Similarly Building Control in B&NES is now achieving up to 80% market share and won LABC Best Partnering Authority in 2010.**Customer care**Customers have high expectations with regard to service delivery and good customer care. Previously low levels of customer satisfaction with planning service delivery have been quashed following a series of changes I introduced which took satisfaction from 55% to over 70%. The service is now well placed to achieve further improvements in customer satisfaction and I am anticipating to exceed this in 2013/14. **Professional Experience – leader, communicator, advocate, visionary,**I am a Chartered Town Planner by profession but I my professional experience goes beyond service delivery into broader corporate matters. These have included future financial modelling for the medium and longer term and the development of transformation delivery models for local authorities. My professional expertise is well recognised demonstrated by a request for me to give evidence to the Sir Michael Lyon’s Inquiry *“Place Shaping: a shared ambition for the future of local government.”* My abilities in organisational transformation “*Delivering Excellence”* was recognised as best practice in Kate Barkers "I also have considerable professional experience in the delivery of major transport projects a skill which resulted in me be being asked to become a local government consultant to ‘4ps’, the government’s project delivery specialists in this role of project Inspector.**Conclusion**My high level of management and interpersonal skills combined with my commercial awareness, detailed knowledge of local government and unique understanding of the current and future local issues ideally positions me to take on this challenging role. |
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