

Appendix 3: Paul Martin – summary of credentials and expertise

Paul Martin has the unusual distinction of having been a London borough Chief Executive in four different places - Sutton (2005/10); Wandsworth (2010/20); Richmond-upon-Thames (concurrently with Wandsworth in a shared service, 2016/2020); and Ealing (as interim Chief Executive, 2022). His first Chief Executive job was in the newly created unitary authority of Peterborough City Council where he was the youngest Chief Executive in the country (1998/2002). Prior to becoming a Chief Executive, he was Assistant Chief Executive for 5 years at Cambridgeshire County Council. His earlier career was in cultural services, as Area Organiser for Cultural Services at Manchester City Council.

Key achievements include the regeneration of Battersea Power Station and the wider Nine Elms area. Paul worked on this for over a decade and led the council's officer team in the programme governance of the area's regeneration, which included the tax increment financing of the construction of the Northern Line extension. Regeneration in local places gets no bigger than this - 25,000 new jobs, £7.9 billion in economic growth, 16,000 new homes.

Another highlight was the creation of the shared service between two very different London boroughs - Wandsworth and Richmond-upon-Thames. The priority here was to maintain and improve service standards while dramatically reducing costs by £20 million each year in increased efficiency. Careful planning coupled with attention to the ethos and values of each council, and building on the best achievements of both councils, created a strong platform to build a durable shared service. The only arrangement of its kind nationally, it has now seen both councils through change in political administration and the transformation of cross cutting leadership capacity and capability.

During a distinguished career, Paul has worked with over 1,000 councillors, learning much about the ingredients of a great partnership between officers and members based on a shared understanding of roles and mutual respect. His view is that effective teamwork and governance lies at the heart of this, and helps organisations get the most out of their whole teams.

Mr Martin has also worked for national Government in the UK as Regional Director, Government Office of the Southeast (2002/2005) and Interim Chief Executive of the self-governing crown dependency of Jersey (2020/2021). This involved spending a year living and working in Jersey, following a turbulent period for the island state. The Government fulfils the roles of both national and local government, it is the island's legislature and wholly owns nearly all the island's key infrastructure (including telecoms, airport, ports etc.) making this a fascinating place to work. Importantly, the island has only very limited party politics - most States Assembly members are independents, including the whole of the Council of Ministers. This provides quite a different context to working within a party-political council as he has done earlier in his career.

In a quest to continue his development and learning, last year he applied for and was awarded an EB 1 visa by the US Federal Government as "an alien of extraordinary

ability" - in order to experience living and working in the US. Recently, he has been working for a UK based management consultancy which is considering growth in the US market. This has involved living and working in the County of Los Angeles - the biggest local authority in the US serving 10m residents, with \$807billion in annual output.

Finally, Paul is dedicated to the highest standards and innovation in public services, to help ensure the present and future prosperity and well-being of populations. He believes this depends on great people working for great organisations that have the ambition to be world class.