**Richard Bealing**

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**Personal profile**

A proactive and enthusiastic individual with extensive experience of managing, motivating and inspiring multi-disciplined teams spread across different locations, proven both at strategic and operational level. Highly focused on customers and outcomes I handle challenging multiple tasks as a matter of course and thrive under pressure. Managing complex budgets is second nature to me and I absorb and resolve new challenges at speed which would bring added value from day one. Independent assessment of my management style shows that I am fair and inclusive yet focused and clear about the team’s objectives ensuring a significant contribution to the organisations’ overall goals. A positive player on management teams supported by staff who regularly and willingly “go the extra mile.”

**Work history**

**Director October 17 - date**

**Pelican Associates**

Currently working with Wolverhampton Council to improve the efficiency and effectiveness of the planning systems and processes, particularly financial, of their Museums, Art Gallery and Civic Halls.

**Group and Transformation Manager March 16 – Sept 16**

**Pennine West CAB Group**

Responsible for the business transformation and operational management of the Citizens Advice Bureaux in Oldham, Rochdale and Trafford. Have introduced performance management processes relating directly to re-invigorated strategic objectives to the organisation for the first time which are now being widely and effectively used. On 15th September my 6 month contract came to an end but I continued to work there as a volunteer until October 17.

**Head of Libraries, Heritage and Arts November 14 – January 16**

**Wigan Council**

Transferred the Service, Libraries, Museums and Archives back to the Council from WLCT. In 2015 we were shortlisted for the National Library Service of the Year Award and the Museum was shortlisted in the Collections Trust National Awards for Participatory Practice and for the Collections Manager of the Year and we won the Award for Collections on a Budget. I was the principal guest speaker at the Irish Libraries Association Annual Conference.

**Head of Culture November 12 – October 14**

**Wigan Leisure and Culture Trust**

Responsible for the management of 15 libraries, 2 museums, archives and arts development in Wigan and the museum, theatre and the community wellbeing arts team at Cannock Chase District Council. This has included the planning and implementation of a further £900,000 budget savings without any closures.

**Head of Libraries and Lifelong Learning January 12 - November 12**

**Wigan Leisure and Culture Trust**

Responsible for the management of all 15 libraries in Wigan Borough, including the implementation of a budget saving of 1 million, following a substantial public consultation, which was achieved without a reduction in visits or issues.

**Service Development and Leisure Manager April 09 – April 11**

**Northumberland County Council (two year fixed term contract)**

Responsible for the management/governance of 15 leisure facilties throughout the Borough provided through 5 different contractual/trust management arrangements, sports development, creative economy development, Healthy Living Centres and the Communities for Health programme as well as the development of performance analysis, improvement, planning and management, including strategy and policy development and the delivery of LAA targets for the whole of the new Service in the new Council.

**Head of Culture and Leisure Services May 06 – April 09**

**Castle Morpeth Borough Council**

Responsible for arts development, sports development, leisure facility management, a museum, play, tourism development, tourist information, Positive Futures (a Home Office programme across the county using cultural diversionary activity targeted at “at risk” young people), creative economy development, grant aid and parks. Delivered in very close partnership with the Regeneration and Partnerships Service, in particular, and with a wide range of organisations in the public, private and third sector.

**Assistant Head of Culture and Leisure Services April 04 – April 06**

**Kirklees Council**

Managed Central Services: Finance, Marketing, HR, IT, Organisational Development, Administrative Support, Research, Performance Management, Grants, European Programme and the Asset Management team which, in addition to the day to day maintenance and repair of the estate was responsible for the planning and oversight of 69 capital schemes, from new build libraries to minor refurbishments, worth 62 million which I brought in on time and on budget.

**Acting Head of Cultural Services April 03 – April 04**

**Kirklees Council**

Managed Cultural Services, a diverse team of around 600 people, controlling a budget of about £11m plus external funding. This included 26 libraries, 7 Mobiles, 5 Museums, 3 Art Galleries, and Arts and Events Unit, Registrars, 4 Town Halls, 15 annually funded arts organisations and a cultural development agency.

**Key skills**

**Customer focus**

* Changed the layout of the retail display at The Chantry with the customer experience driving the design and consequent sales rose by 27%
* Simplified the process of booking and the price packaging of the rooms for hire at Huddersfield Town Hall and within a year the number of bookings and income had doubled.

**Conflict management**

* The manager of the Museum of Cannock Chase was a job shared between two individuals when it became my responsibility who were in disagreement and conflict over everything they needed to do, that is when they were talking to each other. I sat them down and, through a number of coaching sessions, got them to understand what their particular individual strengths were and that these strengths complimented each other making the whole greater than the sum of the parts. The conflict evaporated almost overnight.

**Project management**

* Project managed, using Prince methodology, a multi-million pound capital programme including refurbishing 11 Leisure Centres, building a riding centre for the disabled and a new national competition grade athletics track. The entire programme was completed on time and on budget.
* Organised and managed the Huddersfield International Market Festival pedestrianising the entire town centre for 3 days and bringing in 400 market stalls from 12 different countries and 45 street theatre acts, attended by 300,000 people nearly twice as big as Glastonbury.

**Problem Solving**

* In Wigan the existing staff training regime did not meet the requirements of the Library staff. So, I devised a comprehensive training strategy for the Library staff enabling them to be trained rapidly, for instance this was at a time when Universal Credit was being piloted in Wigan and changing every 5 minutes. The training enabled the staff to keep up with the changes and be a real help to those looking for work and members of the 10 Job Clubs we were running at the time.

**Financial management/commercial awareness**

* Planned, secured political agreement and implemented a £1,900,000 budget reduction, 48%, across libraries, museums and arts without closing any buildings and only 1 redundancy.
* Caused the replacement of an indoor bowls hall with ten pin bowling this led to Hexham leisure centre taking more money in the first 2 weeks than the bowls hall had taken for the whole of the previous year. It also saved the Council £50,000 a year.
* In Oldham I introduced a particular type of electronic till in the 5 bars of the Queen Elizabeth Hall, this enabled the introduction of different price banding for different types of event. This, immediately increased net profit by £11,000 a month.
* Significant track record in fundraising from government, government agencies and EU in excess of £40 million in total.

**Positive and productive relationships**

* Created the partnerships across the Council with 27 private companies to put together a programme of business support and skills development. Having orchestrated the funding for the programme this resulted in £5.5million additional investment, creating 147 new micro businesses, 156 existing businesses supported, 491 people trained and 146 new jobs.

**Communication**

* In 2015, a small presentation I gave at Society of Chief Librarians conference in Liverpool on performance improvement led directly to an invitation to be the keynote speaker at the National Annual Conference of the Irish Libraries Association where it was well received.

**Performance management**

* Since the mid-nineties I have led every Service I’ve worked in, in the introduction, rolling out and embedding of performance management processes that directly relates the tasks of individuals to the strategic objectives of the organisation, inherently delivering continuous improvement. In Castle Morpeth my approach was adopted by the entire Council.

**Education**

A levels English, Politics 1976

B.A. (Hons) in Combined Studies : Drama, Psychology of Interpersonal Behavior, American Studies, Philosophy, Art and Design and English 1979

M.A. Contemporary Drama 1982

Currently completing a Diploma in Strategic Management and Leadership (NVQ level 7)

**Interests**

Qualified Scuba diver, I enjoy walking, theatre, all types of music, lighting and set design, poetry, good food and directing plays. Up until March 2016 I have been the Treasurer of the Oldham and Rochdale’s CAB for the past 5 years and prior to that was Treasurer of Peshkar Theatre for 9 years.

**References**

Available on request