

ANTHONY D FAIRBANKS WESTON, TD, FIFT

Restructuring, Business Recovery, Business Transformation and Interim Leadership

Career interim and independent turnaround specialist with substantial experience across the public and private sectors and a record of delivering complex, business critical multi-stakeholder business recovery, transformation, restructuring and business improvement projects delivering sustainable operational capability and financial stability.

Accredited Fellow (2016) of the Institute for Turnaround



Finalist 2016 IFT Turnaround Professional of the Year

Key skills: Collaborative and motivational leadership; integrity and sensitivity; ability to balance the business recovery financial and operational imperatives; stakeholder engagement and communications; robust programme management; politically astute; a willingness to challenge embedded practices; facilitating and enabling change; and encouraging teams to look for solutions.

ASSIGNMENTS

Consultant, Business Turnaround – Food manufacturing business **Current**
Advise executive team on turnaround strategy, financial planning and funding; facilitate development of three year growth strategy and implementation plan to grow business by £10m.

Turnaround Adviser (NED/Advisory role) – Business Transformation **Aug 17 – Jan 18**
Post-merger Further and Higher Education College
12,000 students; two campuses and a commercial training arm

- Provide oversight, guidance and constructive challenge to executive leadership
- Provide assurance to government funding agencies
- Monitor and report progress against financial and operational KPIs to Department for Education, Education and Skills Funding Agency and the college's bank business support team

Consultant – Business Recovery and Turnaround **Jan 17 – Apr 17**
Client – Group of Further and Higher Education Colleges
16,000 students; 3 colleges and training company

- Uncovered significant accounting failings
- £6.9m anticipated trading deficit
- Debt £17.5m
- Reviewed and assessed proposed recovery plan
- Agreed 'Fresh Start' arrangement with SFA
- Established Fresh Start Programme and Governance

Director/Investor **Ongoing**
Wild Thing Toys – Start up, design and manufacturing
Wild Thing's mission is to stimulate child development – physical, cognitive, and personal skills – through real play by creating fun, safe, interactive and educational, construction-based activity toys and play equipment that inspire thinking, stimulate creativity, promote teamwork and cooperation, enhance dexterity, develop imagination and build confidence.

- Business planning
- Product development
- Investment

Chief Restructuring Officer **Feb 16 to Jun 16**
Client – Premier League Football Club
Brought in by the newly appointed Chairman to review, restructure and 'right size' the Club's

business operation, with the objective of concluding a successful sale of the club on behalf of the overseas owner.

- Restructured senior executive team
- Implemented 33% headcount reduction (90% achieved through voluntary severance scheme)
- Removed £5.25M of operating costs
- Club sold

Business Recovery Programme Director – member of Executive Team Apr 15 to Oct 15

Client - Further and Higher Education College. 30,000 students, 1600 staff, 10 campuses

- Recovery of £15m deficit
- Prepare Recovery Plan for governing Board, banks and government funding agencies
- Develop and facilitate Recovery Action Plan to return organization to financial stability and create stable platform for future growth
- Implement wide ranging cost efficiencies - pay, non-pay and asset disposal
- Establish Recovery Programme – initiate delivery projects and programme office, put in place regular reporting and governance, monitor and drive progress to meet critical deadlines.

**Business Transformation – Industry Engagement and Strategic Review Apr 14 to Oct 14
British Transport Police Authority**

Re-engaged to review the progress of the first phase of the restructuring to remove £8M of back office costs and invest in front-line policing.

- Conducted industry-wide consultation with senior rail industry stakeholders (Network Rail and train and freight operating companies)
- Made recommendations for the delivery of optimal capability and operational efficiencies
- Presentations to Strategy Board and Divisional Command Teams

**Business Transformation – Operational Capability Oct 13 to Nov 13
Cabinet Office Electoral Reform Transformation Project**

Engaged at short notice to address critical element of the new, national, digital electoral registration system.

- Conducted workshops with project managers
- Designed optimal Target Operating Models for 'Go Live' and 'BAU' live service
- Developed implementation 'road map' to ensure that the resource profile would sustain effective delivery.

**Business Transformation – Strategy Development and Capability Review Jan 13 to Jun 13
British Transport Police Authority**

- Conducted a high level stakeholder consultation exercise into the operational capability and service delivery of the British Transport Police.
- Reviewed, tested and validated the draft Strategic Policing plan.
- Made recommendations to deliver improved strategic and operational capability and improved outcomes for the rail industry and passengers.
- The principal recommendation, the restructuring of the BTP's UK divisional structure so that it was aligned more closely with the train operators, was taken forward (see follow up assignment above).

Investor – Platform Strategic Communications Ltd Nov 11 to Jan 14

The Platform is a niche media services company working in stressed territories with governments and other international agencies to prevent and resolve conflict.

- Established corporate structure
- Prepared business plan and raised equity finance through the SEIS
- Facilitated introductions to key government departments

**Business Transformation, Head of Equality Act Implementation Taskforce Jun 09 to Nov 11
Equality and Human Rights Commission**

Engaged to bring mission critical programme back on track.

- Restructured project team to improve performance and assure effective delivery
- Established robust project management of 10 projects and 24 work streams
- Delivered to challenging deadlines and against a background of financial constraint.
- Led cross-Commission team of directors, programme heads, project managers and work stream leads.
- Developed options for future organisational design as part of Commission-wide restructuring and financial re-profiling.

**Business Transformation and Restructuring Oct 07 to Jun 09
Head of Policy, Communications and Stakeholder Management
National Police Improvement Agency**

The IMPACT Programme was a £360M IT-enabled business change programme delivering a national information and intelligence sharing capability, *in partnership* with the Police Service. The programme was late, over budget and had lost the support of the Police Service.

- Restructured and refocused the Policy, Communications and Stakeholder Management Teams
- Put in place Communications and Stakeholder Management strategies to support delivery
- Delivered initiatives to foster stakeholder buy-in and support business change.
- Successfully restructured and built a strong, effective and committed Policy, Communications and Stakeholder Management team to support the programme throughout the delivery phase and deliver savings in excess of £1.2M pa. Awarded a Chief Constable's Commendation.

**Business Change and Stakeholder Communications Mar 07 to Aug 07
EADS Defence and Security Systems Limited**

Developed business change and communications strategy to facilitate implementation and iterative development and delivery of a nationwide £200M business change, infrastructure and ICT project.

**Business Transformation and Organisational Design Mar 06 to Oct 07
Ministry of Defence, HQ Land Command**

Retained by MOD Army to review strategy and design the Operating Model to deliver the optimal operational capability of the Army's Media Operations Group (V), a specialist TA unit.

- Conducted capability study
- Designed new operating model
- The operating model was implemented in full.

**Turnaround Director Feb 06 to Mar 06
Department of Health/PricewaterhouseCoopers** (Concurrent with MoD role)

Appointed Turnaround Director (through PwC) to manage and coordinate the Turnaround initiatives within the Eastern Region Transition Patch (comprising three SHAs), with the objective of delivering both short-term improvement and a comprehensive and sustainable turnaround plan.

**Project Leader, Operational Business Transformation May 03 to May 06
UK Ministry of Defence**

Re-engaged as Project Leader to lead the planning (May 03 – Apr 04) and implementation (May 04 – May 06) phases.

- Directed activity across 6 projects/work streams
- Drafted new concept of operations
- Created two rapidly deployable joint military media operations teams and logistic support
- Merged the three service training schools to create a joint service training school
- Delivered optimal capability and returned cost savings of £25M.
- Provided operational capability and training advice to US and Canadian Depts of Defense and NATO Public Affairs staff.

- Liaised with Pentagon and US State Department Chiefs of Staff.
- Advised US DoD and Joint Force Command on Concept of Operations and formation of early entry rapid deployment teams

**Business Transformation and Organisational Design
UK Ministry of Defence**

Oct 01 to Apr 03

Retained by MOD to conduct a Defence-wide Capability Study into the organisation's dealings with the media on operations, to improve performance and address specific criticisms relating to operational effectiveness.

The Study assessed all areas of operational capability – management structures, manpower, command and control, working practices, training and equipment. The final report and recommendations, including a range of costed options was signed off by Ministers and Service Chiefs, leading to re-engagement to deliver the planning and implementation phases.

1998 – 2001

Various interim and consultancy assignments across the 'new media' sector varying in length from 6-12 months. Typically embracing operational and business strategy; marketing; revenue modelling; O & D; and fundraising

PERMANENT CAREER

Managing Director: Trilogy Communications Ltd

1995 to 1998

Multi-disciplined, marketing communications consultancy. Clients included: British Red Cross, Forest, Commonwealth Society for the Deaf, Essex County Show, Renault, Ford, Anglia Crown.

Owner/Director: Fairbanks Weston Public Relations

1994 to 1995

Eponymous PR consultancy. Advised clients on internal and external PR and communications strategy. Engineered merger of three companies to form Trilogy Communications Limited.

Regular Army: Various Staff appointments as Captain and Major

1989 to 1994

Served Gulf War (Oct 90 - Apr 91) - responsible for teams of accredited War Correspondents. Served Kurdish Relief Operation (Apr/May 1991) with UK Commando HQ as senior UK Military Media Advisor and British liaison officer to US HQ. Latterly Divisional Head of Public Relations.

EARLY CAREER INCLUDES

1988 - 1989	The Mad Hatter's Party Planning Company	Owner/Director
1987 - 1988	Grigsmore Public Relations	PR Account Manager
1983 - 1987	Peter Dominic Wine Merchants	PR and Events Manager
1980 - 1983	Suffolk College of Art and Design	Foundation and Diploma
1979 - 1980	Montana Land and Cattle, USA	Cowboy

MILITARY SERVICE

1986 to 2008 Territorial and Regular Army – Lieutenant Colonel, Served with the HAC and the Royal Anglian Regiment. Attended Command and Staff College (1997).

VOLUNTARY WORK

Order of St John and St John Ambulance
Suffolk Reserve Forces and Cadets Association – Chairman
East Anglia Reserve Forces and Cadets Association – Executive Board member
School Governor

PROFESSIONAL QUALIFICATIONS & ACCREDITATION

Fellow (2016) – Institute for Turnaround (Accreditation and Certified practitioner)

HOBBIES/INTERESTS

Riding the Cresta Run; skiing; rugby; entertaining friends and family; and keeping rare breed pigs and everyday brown 'egg-laying' chickens.

PERSONAL DETAILS

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Anthony Fairbanks Weston – Testimonial extracts



Elected Fellow (2016) – Institute for Turnaround

Short-listed - 2015 IFT Public Sector Transformation Award

Finalist 2016 IFT Turnaround Professional of the Year



Aston Villa Football Club

There was a clear need for urgent heavy lifting to rightsize the Club and this was being played out under an intense media spotlight. There was no room for doubt and despite the problems on the pitch it was to Anthony's credit that through this exercise the Club gained significant credibility and support for the actions off the pitch. The mark of a true professional without whom's skill and diligence the eventual sale would not have been possible.

Steve Hollis, former Chairman of AVFC.

Birmingham Metropolitan College

Anthony was employed by the College to identify costs savings and drive efficiencies through the organisation. As the Estates Director I worked with Anthony closely on a number of projects and always felt he was less a consultant and more an integral member of the team who brought a real can do attitude, it was a pleasure to work alongside him!

John Starmer, Estates Director

Within a short period of time, and with Anthony's support and guidance, a recovery plan was completed which gained approval from the Corporation and recognition from the funding agency within the Department for Business Innovation and Skills. Anthony led on the implementation of the recovery programme, liaising with executive and Corporation members and representatives from the funding agency. Progress against recovery within the established programme has been sustained and above expectation.

Louise Jones, Deputy Principal

British Transport Police Authority

Anthony was commissioned to conduct a stakeholder consultation into the operational capability and service delivery of the British Transport Police. This was most successful and it provided the Authority with a subtle nuanced and well referenced insight into the BTP's service delivery, provided evidence to underpin the Strategic Plan and identified what was necessary to further develop the Authority's relationship with industry.

The key to this was Anthony's ability to understand the policing and rail transport system landscape.

He is quick, a pleasure to work with and has the personality and depth to earn the respect of all with whom he had dealings – the feedback from the industry was highly complimentary.

Andrew Figgures, CB, CBE, Chief Executive

Equality and Human Rights Commission

This was a Government 'mission critical' project and the Commission's number one priority. The project was not functioning as well as it should have been and he turned it around and made it a success.

Anthony was very hard working, thoughtful and resilient. He was incredibly positive despite real challenges, determined to succeed and a real support in a crisis. This project required a real ability to lead, to enthuse staff and to motivate others – he made this project a real success.

John Wadham, Group Legal Director

National Policing Improvement Agency

It is no exaggeration to say that over this period Anthony totally transformed how the IMPACT Programme and the delivery team were viewed amongst our most senior stakeholder, culminating in the award of a Chief Constable's Commendation. In so doing he also contributed enormously to the reputation of the Agency as a whole and I have no hesitation in commending him to you.

Jim Barker-McCardle, Chief Constable.

BUSINESS TRANSFORMATION, BUSINESS RECOVERY
RESTRUCTURING AND TURNAROUND



*The IFT is the leading professional body for accredited experts
in turnaround and transformation*