

12 December 2009

To Whom It May Concern:

Re: Simon Bailey

Simon Bailey was employed as a freelance interim revenues and benefits manager for the Unity Partnership from April 2009 to December 2009. He served in the post of Director of Exchequer Services and Access Oldham and reported directly to me as Managing Director.

During his time in Unity, Simon worked extremely well with colleagues from both the partnership and Oldham Council. Given that he was providing interim cover for someone on maternity leave, it was important that he establish strong working relationships for himself but also help in maintaining the relationships of the permanent post holder. He rose to that challenge and did an outstanding job of building relations with Unity staff, the council's client team and the council's senior management and directors. He served as a member of my senior management team and made significant contributions to the council's leadership team as well.

During his tenure, Simon introduced new working practices and performance management frameworks that led to significant improvements in service performance. The service has seen its processing times for benefits nearly halved from previous years, and we have significantly improved our collection rate for both council tax and NNDR.

Simon has developed our IT systems (Academy and ICLIPSE) to remove manual processes and replaced them with technology-enabled solutions. As a result, we're getting better use of our systems, and the service has improved because staff time can be used more productively.

Simon has a very effective style of working, combining strategic thinking with pragmatic solutions. He has been a pleasure to work with, and I would readily employ him again should a need arise.

Yours sincerely

John Howard

Managing Director

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