

Richard Haynes is director, Public Sector Consulting at Deloitte and is a chartered public finance accountant with over 12 years consulting experience. Richard has worked across the public sector, although his focus over the past four years has been working with local authorities to radically reduce operating costs while also improving priority outcomes.

Richard is currently working with a number of authorities on shared service ventures, both public-public and public-private partnerships. In addition, Richard is currently leading our support to the Leicestershire & Leicester Total Place Pilot. Having worked with Leicestershire County and Leicester City Councils for several years, work on this pilot relates to overall count, funding flows and the development of a new operating model regarding drugs and alcohol misuse. This operating model is being developed in order to illustrate a potentially wider new operating model for local public services and is being reported to the 'Richard Group' early in 2010.

Deborah Heenan was appointed to lead on the Efficiency and Transformation of local government agenda within the Department for Communities in Local Government in May last year.

Prior to this, Deborah spent 18 months on loan to the private sector as director of strategy for two developers. This came after having been the housing lead in the Prime Minister's Delivery Unit and wanting to understand the business drivers of the development industry. Whilst at the Delivery Unit she was also responsible for the transport portfolio, and worked to help establish Capability Reviews of Whitehall departments. She previously held a number of Whitehall roles including Private Secretary to the Minister of State for Transport, policy on urban areas and sustainable development.

Deborah's career in the Civil Service began as an analyst and she advises on various local groups.

Sheila Locke was appointed Chief Executive of Leicester City Council in April 2008 and is committed to working on *One Leicester*, the new city strategy that will take Leicester through the next 25 years. Sheila joined Leicester City Council in 2006 as Corporate Director, Children and Young People's Services and from January 2008 she became as the Council's Interim Chief Executive.

Nationally Sheila has been involved in the development of early years' policy around *Surestart* and children's centres. She is currently a member of both the National Migration Impact Forum and the Local Authority Strategy Forum.

Previously employed by Calderdale Council as its Head of Services to Students and Communities, Sheila trained as a social worker and has extensive experience of working with children and young people and their families and, when she was appointed an assistant director, of social care field-planning services for children in need and children at risk. Transferring to the education sector in 1998 Sheila has been involved in the strategic development of services to children and young people in their community and around schools. She has contributed to two books on children's services and to a range of publications. She has lectured nationally on children and young people issues.