

Career Summary

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Career Progression

Summary of Deputy Governor Profile

2004 to date

- A proven and demonstrable track record of developing partnerships; improving performance; reducing costs; driving forward diversity; maintaining the active co-operation and participation of Trade Unions.
- Influencing changes to working practice amongst staff and managing strategic change whilst improving performance standards. A leader, who has developed staff and taken them on a journey of empowerment which has been formally recognised by winning of awards, and achievement of promotion and personal targets. This culminated in an exceptionally good HMIP report that is a signpost of good practice to all other local prisons.
- Influential and highly respected in the wider community; present the Prison Service in a very positive light by skilful use of media and other key decision makers.
- A visible leader and standard setter who has demonstrated the ability to motivate, enhance, mould and build teams whilst retaining a sense of perspective, sense of humour and demonstrating resilience in the face of difficulty and adversity.

I have served as Deputy Governor at two different establishments and made a major contribution to measured and sustained performance. In particular the establishment has achieved the following:

- Transformed prison assessment from HMIP and number of best practice comments
- Passed OFSTED first time in prison's history
- Gold IIP status
- All audit assessments graded at highest level of achievement
- Least expensive local prison in the country
- Prisoner feedback highlights continuing positive upward measurement
- Highlighted as best practice in the Region in a number of areas and set Regional template
- Contractor feedback indicates Chelmsford best prison they have seen or worked in
- Feedback from other Governors- "so far ahead of us"

Feedback from HMIP and IIP indicates a number of areas for which I personally led and had prime responsibility were identified as best practice

I chair the Local Criminal Justice Board public confidence action team and developed that team, involving 5 other agencies, to deliver a substantial public profile and increased measured public confidence.

I was the operational lead on a wide ranging strategic review of delivery of mental health services to prisoners and made a substantial input to a highly successful outcome in partnership with the PCT.

Took the lead to personally develop interventions and support for Young Prisoners culminating in the successful accreditation and introduction of the LEAP programme. This intervention has been identified as a template of best practice within the Young Person estate.

Led two re-profiling exercises that delivered substantial cash savings in excess of £2 Million, whilst improving performance and engaging the POA so that they fully supported the initiative.

Led a review of administrative staff resources to deliver substantial cash savings with the full cooperation and engagement of the PCS.

Personally led and delivered sports coaching for female staff which significantly empowered that staff group leading to substantial and numerous work related benefits

Led a team to develop an older persons strategy to ensure decency, health promotion, personal development at nil financial cost but delivery of great purposeful activity.

An experienced and highly effective Silver Commander who has led a number of incidents, all successfully concluded, without collateral damage to performance, regime, safety or security.

A skilled and highly influential communicator, who has written on wider criminal justice issues for a national professional publication. Delivered lectures, speeches and briefings for senior PCT managers, Crown Prosecution Service, Probation Service, Police Service, Youth Offending Service, Universities. The quality of my input was received in a very positive manner resulting in referrals and invitations to broaden the scope of my delivery.

Full engagement with local communities, particularly working with a local branch of the national Boys and Girls clubs.

2000 to 2004 – HMPS direct entrant – Served at 3 different establishments and Area Office in various roles as Head of Operations, Head of Strategic Planning and Policy, Head of Performance, Head of Residential, Head of Young Offenders and Staff Officer to the Area Manager.

Summary of General Career prior to HMPS

Project Manager and oversaw the development and introduction of a new build multi unit retail site with full responsibility for all operational practices and services

Support Services Manager for Cumbria Probation Service with a county wide responsibility for 8 operational offices and 3 community supervision centres. Led team required to deliver substantial change to working practices and service delivery with a substantially reduced budget.

Professionally qualified practitioner within the financial services sector

Worked as a senior manager in education responsible for pastoral and support activities for young people, responsibility for fund raising, developing self esteem, awareness and educational achievement. Prime responsibility for successful local implementation of national policy for local management of schools.

Manager in the Royal Air Force, where I achieved 6 promotions, led teams up to 200 staff delivered HR, Finance and Operational management in a demanding challenging environment. Oversaw introduction of devolved local management and managed annual budget of £30 million.

Education and Training

Post graduate diploma in management studies Northumbria University

Graduate entry level Mathematics Open University

Member Chartered Insurance Institute by examination

Numerous management and leadership courses validated by examination and assessment in simulation conditions. In order to achieve professional career progression required to pass examinations in History,

Law, Maths, English, Finance, Organisational Structure, Health and Safety, Project Management, Accounting