

## **TF: INTRODUCE YOURSELF, WHO YOU ARE AND A BRIEF OVERVIEW OF YOUR CAREER HISTORY?**

PM: My name is Paul Martin, I'm probably best known as a local authority Chief Executive. I worked as a permanent Chief Executive for four councils – Peterborough, Sutton, Wandsworth and Richmond, and two as an interim – Government of Jersey and Ealing. I'm currently working as a consultant for the City of London Corporation on their Destination City programme aimed at driving economic growth in the Square Mile, as well as consultancy work in the United States.

## **TF: HOW LONG HAVE YOU BEEN AN INTERIM FOR AND WHAT LED YOU TO CHOOSING THAT AS THE NEXT STEP IN YOUR CAREER?**

PM: I started as an interim in 2021, so around three years now. I'm a big believer in keeping your experience fresh and finding new ways to develop your skills. Being a local authority Chief Executive is by definition a parochial role, you are sucked into the life of the area and I really wanted to explore different settings, organisational challenges and challenge myself to work in diverse cultures.

## **TF: DID YOU FIND THE TRANSITION TO BECOMING AN INTERIM A CHALLENGE?**

PM: It was both easy and difficult. There's continuity in familiarity with local government, working with politicians, the role of the Chief Executive and how to effectively manage and lead. It was a challenge getting to grips with the pace of interim work and the speed with which you need to become highly effective in a role you will likely occupy for months rather than years. In both the interim roles I have held so far – one year as Chief Executive at the Government of Jersey and six months as Chief Executive at Ealing – the organisations wanted immediate delivery, they did not want to stand still, in fact the reason they hired me as a Chief Executive was because they wanted a different approach. So that's both exhilarating and demanding. An intense experience, and a challenge to add value immediately on arrival.