

Paul Sparks

An operational leader driven by passion and results with over 30yrs hands-on Managerial experience

Resume —2025

0439 755 586

Personal business profile:

I am an Operational Leader with over thirty years hands-on managerial experience in a vast range of business sectors including;

- Government contracting
- Facilities Maintenance (Soft and Hard services)
- Civil Infrastructure management
- Estate and open space management
- Warehousing, Distribution & Logistics
- Waste & Environmental services
- Plant and Equipment Hire services
- Local Government Administration

I have had extensive experience in managing large diverse workforces (+1200) in many rostering formats including; 24/7/365, split-shift and general day and night shift operations. Through my leadership my business operations have achieved high staff engagement scores, high staff retention rates and low rates of workplace injury and Absenteeism. My workforce management has included a wide cross section of both blue and white collar staff, working in both unionised and non-unionised environments encompassing operations in metropolitan as well as regional remote locations.

I have personally managed the relationships with a diverse range of customers both large and small including; B2B single-customer, B2B multi-customer, and B2C formats. I have had direct exposure to account management for large multinational organisations, Government departments, small to medium enterprises and direct complaint management for the general public.

I have been responsible for heavily regulated contractual businesses with extensive KPI deliverables including business growth and daily operational and compliance KPI's as well as long term strategic business development activities.

I have a passion for Lean business principles, Prince2 project management methodologies and complex change management delivery programs and have lead workplace safety and Industrial relations from a senior executive level.

I have had direct responsibilities for budgets as large as \$60m opex and have achieved results that have exceeded my performance targets both internally and externally.

My online resume has a selection of testimonials and these can be accessed by either visiting my web site

Contact details:

info@paulsparks.com.au

www.linkedin.com/in/paulsparks66

Further detailed information on my full employment history is available at

www.paulsparks.com.au

Career Highlights.

- Sustainable cost reductions for estate land management business operating in NSW.
- I was the Business lead in the restructure of a multi business unit operation with in-excess of 129% increase in profitability achieved
- Significant audited increases in staff engagement scores over multiple annual staff survey periods.
- The reduction of 50% in LTI's, including significant reductions in cost-per-claim and duration rates
- The business lead in complex contract negotiations for large government contract extensions.
- Successful integration of a complex logistics operation from Government control to private sector operations within budget and timeframes.
- The profitability turnaround of a loss-making warehousing business within two years.
- The successful integration & profitable management of five warehouses operations.

Education

Macquarie Graduate School of Management

- Masters of Management, Operations Mgt, 2006
- Post Graduate Diploma, Operations Mgt, 2004



Western Sydney University,

- Bachelor of Commerce
Human Resources & Industrial
Relations, sub major Law, 2003



TAFE NSW.

- Advanced Diploma, Human Resources, 1996
- Advanced Certificate Training & Development, 1994

Employment History.

Australian Facilities Landscapes -

General Manager,

October 2021 - Current

Australian Facilities Landscapes (AFL) is a commercial landscapes organisation delivering large scale land maintenance services for a wide variety of organisations including many multinational facilities companies as well of government departments both state and federal. While all land management services are provided, AFL has specialties in the areas of wide-area turf maintenance, High profile landscaping, bush regeneration, bushfire mitigation, arboriculture, sports turf and complex access locations including slopes, wet areas, and dense foliage locations. AFL conducts the vast majority of service via its 135 staff and in-house specialty equipment. AFL has undertaken a substantial land management contract for the department of Defence since 2014 covering Defence location in Sydney and the Hunter valley as well a regional and remote locations in the northern half of NSW.

My position is responsible for the managerial oversight of the full AFL operations including daily operations, Client liaison, Business development and financial management. My position reports directly to the business owners.



Serco Immigration -

Facilities & Garrison Manager,

January 2019 - October 2021

This position is responsible for the managerial oversight of Facilities maintenance both Soft and Hard services for the Villawood Detention Centre located in the Western Suburbs of Sydney. This position covers both OPEX and CAPEX operations for this site including: Hard FM management for the largest Australian onshore immigration detention facility Cleaning operations, including specialist tasking such as Clinical, Hazardous and High area cleaning. Catering operations serving in excess of 1200 meals per day over multiply dinning facilities for a diverse range of ethnic backgrounds. Grounds maintenance services for this 16ha site including general turf, sport turf, Arboreal services and garden maintenance. Stores and logistics site operations. Staff for this department was +120 consisting of permanent and casual in house staff. This position also manages the delivery of the Hard and Soft FM services through the engagement of specializes subcontractors including:



- Plumbing
- Electrical
- HVAC
- General building trades.
- Locksmiths
- Security system contractors
- Landscape specialists
- Sport Turf specialists
- Gym maintainers
- BMS specialists
- Cleaning specialists
- Dietitians
- Food service providers
- Waste companies
- Pest contactors
- Engineers
- Civil contractors

Waverley Council.

Executive Manager,

August 2015 - December 2018

This position is responsible for the managerial oversight of the city services within Waverley including:

- Domestic & Commercial Waste recovery,
- Parks, Gardens, & Arboreal management,
- Beach, Coastal, & Public Place cleaning services,
- Civil infrastructure Construction & Maintenance services
- Cemeteries,
- Mechanical Workshops,

Staff for this department is +250 with an annual budget in excess of \$36m Opex + Capex. This department holds over one third of councils' employees and is the largest single budget area within council.



Serco Sodexo Defence Services.

Regional General Manager, NSW



September 2008 - August 2014. (Redundancy)

I was accountable for the full financial (\$60m opex) and operational management of the New South Wales 16 business units under two Australian Defence Force garrison support contracts. The position covered 6 major defence bases and remote units throughout metropolitan and regional New South Wales. The total number of staff within this operation was 1200 and they operated in the areas of;

- High volume Hospitality & catering services,
- Commercial, public area, & speciality Cleaning services,
- Grounds & Civil infrastructure Maintenance,
- Access control, Security & Concierge services,
- Stores, Logistics & Passenger Transport,
- Waste, & Environmental management,
- Military Training areas and live fire location management,
- Sport & recreation services including swimming pools and Gyms
- Airfield re-fuelling & runway cleaning services
- Contract and account Management,

I had direct accountability for the Customer relationship not only at a national level but local level also and I dealt with senior public servants and the local Australian Defence Command on a daily basis. I was accountable for the regions WHS responsibilities, Industrial Relations climate, and overall staff engagement strategies.

Key Achievements:

- Reorganisation of the NSW business operations
- 129% increase in profitability within 2 years
- Rebuilt a solid customer relationship.
- 78% increase in contractual KPI performance.
- Management structure rationalisation.
- 20% increase in Staff engagement over 2 years
- New Business revenues exceeding business expectations.
- 50% decrease in Lost Time Injuries and cost per claim rates



Up to 1200 staff managed



Increased staff engagement by 20%



Decreased LTIs by 50% and reduction in cost per claims



Profitability increases of up to 129% and up to \$60m budget controlled



Customers: B2B, B2C, General Public, Government

Iron Mountain Australia Pty Ltd.

State Manager, NSW



July 2006 - September 2008

This position included the full financial, operational, and business development functions for Iron Mountain's NSW records management operations. This position covered the management of three facilities in NSW including two purpose built high-rise mezzanine racked hard copy records storage facilities, a large volume high security climate controlled media protection vault, a document and media digital imaging operation, and a high security destruction shredding plant.

Key Achievements:

- 3% profitability increase
- Labour efficiencies of 3.5% realised over 2 years
- New business and organic growth targets achieved.
- Commissioned a new records management facility
- Culture change program implemented.
- Relocation of a large scanning operation

TenixToll Defence Logistics.

State Warehousing & Distribution Manager



July 2004 - July 2006

This position was accountable for the warehouse and distribution function for the NSW component of a national logistics contract for the Australian Defence department. In this position I was accountable for the transition from a public service run operation to a commercial business model, including the full recruitment and selection of staff and the development of the operational procedures for the NSW business. The scope of the operation spanned 4 Australian Defence force locations containing 49 standalone warehouse facilities and the largest single warehousing site in the southern hemisphere at the time, a 137ha site located in Moorebank NSW.

Key Achievements:

- Recruitment of 280 operational and managerial staff.
- 30% increase in contractual KPI performance.
- ISO9000 Quality accreditation
- Negative P&L to breakeven in 2 years.
- Culture change program implemented.
- Built a Solid customer relationship.
- Development of in-house Productivity Databases.
- Warehouse optimisation analysis undertaken.
- Labour rationalisation of over 15%.

Patrick Defence Logistics.

Operations Manager, Solomon Islands

February 2004 - July 2004. (Contract)



Patrick Logistics.

State Warehousing Manager NSW.

July 2000 - February 2004. (Redundancy)



Aldi.

Section Manager.

February 2000 - June 2000.



Coles Myer Logistics.

Team Manager.

January 1997 - February 2000



TNT Pallex Systems

Branch Operations Manager.

July 1995 - October 1996.



Toongabbie Hire.

Operations Manager

November 1990 - June 1995.

GKN Rentals

Branch Manager

February 2000 - June 2000.

ATCO structures

Supervisor / Carpenter

April 1990 - June 1990.

Trivan Plant Hire

Operations Manager

July 1988 - March 1990

Toongabbie Hire

Plant Mechanic—Manager

December 1984 - June 1988

Further detailed information on my full
employment history.

www.paulsparks.com.au



Up to 1200 staff
managed



Increased staff
engagement by
20%



Decreased LTIs by
50% and reduction in
cost per claims



Profitability increases of
up to 129% and up to
\$60m budget controlled



Customers:
B2B, B2C, General
Public, Government