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17 October 2026

Ms Lorna Whitaker
Partner, Public Sector Operations
Sandersby Partners
3 Carlow Street
London EC4A 9ZX

Dear Ms Whitaker

Application for Manager, Public Sector Operations

I am applying for the Manager post in your Public Sector Operations practice. I am a senior consultant at Calderbrook Consulting, where for the last three years I have led workstreams on operations and cost reviews for NHS trusts, councils and retailers.

On an NHS trust's discharge review I interviewed 60 staff, mapped each step from the decision to discharge to the patient leaving, and built a model of bed days and staffing that showed £1.4 million a year of savings. I presented the options to the trust's board, which adopted four of our six recommendations.

I also stay for the part after the report. I spent six months with a council's waste service while it brought in a new rota, and missed collections fell by a third. Your practice's work helping public bodies carry out change, not only plan it, is why I am applying.

My CV is attached, and I can attend an interview at short notice. Thank you for considering my application.

Yours sincerely

Ravi Menon