

Curriculum Vitae

Specialist Skills

- Performance Management
- Change Management
- Housing Management
- Technical/Property Services Management
- DLO Management
- Business Improvement
- Partnership Agreements

Profile

An experienced Corporate Director in the Public sector, originally with a background in DLO management. He has a demonstrable record of successful delivery of change management, organisational development, performance management and overall business improvement achieved by motivating people at all levels. A Consultant with transferable and highly desirable skills, with the flexibility and experience to apply them in a variety of contexts, including advisory and review roles. He is enthusiastic and has excellent interpersonal skills.

Employment Record

2005-Current	Associate Consultant, APSE
1997-2005	Executive Director (Housing and Technical Resources) Large Scottish Authority
1995-1997	Director (Technical Services) Large Scottish Authority
1995-1995	Director (Building and Works) Scottish Regional Council
1986-1995	Senior Deputy Director (Building and Works) Scottish Regional Council
1982-1986	Depute Director (Building and Works) Scottish Regional Council
1975-1982	Co-ordinating and Development Manager Scottish Regional Council
1973-1975	Co-ordinating Manager (Direct Works) Scottish County Council
1971-1973	Management Trainee (Direct Works) Scottish County Council

Summary of experience

Currently an Associate Consultant with APSE, with thirty years of experience of strategic and high level management in the public sector working in County Council, Regional Council and most recently in a large Scottish Authority. He has 10 years of experience working as a Corporate Director in large authorities covering a wide range of services delivered in both urban and rural environments. He has been an Advisor to Cosla on DLO craft and management training and was until recently the National Secretary and Scottish Secretary for APSE (Association for Public Services Excellence).

He has comprehensive knowledge and understanding of the management of delivering major services within complex unitary authorities. He has a proven track record of successful change management and performance improvement.

He was responsible for over 9 years for the day to day management of Council Building and Works Department delivering building construction and maintenance as well as grounds maintenance services. The department had a annual turnover of £60m and employed over 1100 people. During this period he was responsible for improving performance in tendering

for work in competition, meeting the profit targets set by the Council and instigating a change in culture with a focus on quality of service. This has continued in the Building Services organisation delivering annual profits of over £4m which in turn has allowed more investment to be made to the Council's own housing and property stock.

Initially he was responsible for the successful creation of the Technical Services Department during the period of Local Government reorganisation. This involved the amalgamation of Architectural, Engineering and other professional property services and Building DLO's from 4 district councils, a regional council and a development corporation to form a Technical Services Organisation with an annual turnover of £60m and employing 800 people. This was achieved successfully while also having to bid in competition to win the building maintenance contract for the council worth £40m.

Within eighteen months of the formation of the authorities and the Technical Services Department the Corporate Management Team was restructured and he was given the responsibility for leading and managing the new Housing and Technical Resources Organisation. Over the years he changed the management structure significantly (reduced the number of Heads of Service from 11 to 3), increased performance dramatically and made in excess of £2m per annum savings in overhead costs by reducing duplication and removing the client/contractor split. The organisation also widened its portfolio of services by taking on the management of Council Tax and Housing benefits services, all income collection services for the Council, the management and development of the "One Stop Shops" and the management of the Supporting People Budget.

As Executive Director he successfully managed an annual Revenue budget of £220m, over 2000 people and a wide range of services including:

- 30,000 houses and sheltered housing
- Council's £90m p.a. Building and maintenance programme
- In House building contractor with a annual turnover of £45m
- Anti Social Behaviour Team including Community wardens
- One Stop Shops
- Council Income Collection (over £170m)
- Council Tax and Housing benefits services (processed over 93,000 claims per annum)
- Housing Regeneration programme

Key achievements of the Resource whilst he was Executive Director include:

- Housing repairs performance improved from 68% to over 95% giving a better service to all customers
- Council Tax Collection rates increased from 83% to 94% generating more income for the Council
- Lowest Rent arrears in our Group achieved with a low eviction rate by working with colleagues in Social work and our own Money Matters staff.
- All round improvement in performance by increased use and focus on performance information and systems and a culture change especially with managers.
- First New Housing Partnership development in Scotland working with Housing Associations and Private Building Developer
- Continued New Housing Partnership developments delivering over 1000 new houses over 5 years, 500 for rent and linking with colleagues from Health and Social work to provide supported housing in the community. This £50m investment has been achieved with £8m funding from the Council.

- Development of a business Plan including identification of funding to provide £800m investment in Council houses over 30 years thus ensuring retention housing management within the Council and meeting tenants expectations
- Development of partnerships with two major Building contractors to build 20 new primary schools over the next 5 years. This was in addition to and out with the Education PPP. Other partnerships were developed with the in house contractor and another building contractor to deliver the installation of 25,000 new kitchens and bathrooms over the first 5 years of the housing investment programme.

As a member of a small corporate management team in a large unitary authority Stewart has built up a good broad knowledge and working experience of all areas of local government and is committed to delivering services with a corporate identity and this he has instilled this in the people who have worked for him. He therefore has a wealth of excellent general management skills with the ability to also focus in on many specific areas of service delivery.

Consultancy Assignments

Scottish Council – Review of the Council’s Trading Arrangements – Developing a Best Value Framework (April – October 2005)

Course Tutor - “Aspiring to be a Corporate Director” (February 2006)

Scottish Council – Property Advisor to Chief Executive (August 2006 – Present)

Workshops on Knowledge Management and Capacity Building (September 2006)

Workshops – Managing Change Workshop (September 2006)

Council – Best Value Review of Housing Repairs Service (January 2007 – May 2008)

APSE Performance Networks Validations – (2007 and 2008)

APSE Northern Ireland Seminar – Review of Public Administration (February 2007)

Council – Review of Competitiveness (March – June 2007)

Borough Council – Best Value Review of Housing Service (March – May 2008)

Educational and Professional Qualifications

1974 – Member of the Institute of Management

1974 – Member of the Institute of Maintenance and Building Management

1974 – Diploma in Management Studies – Glasgow Technical College (now Caledonian University)

1971 – BSc (Hons) Building Management – Heriot Watt University

Personal details

Driving licence held? Yes