

Curriculum Vitae

Work Experience April 2005-April 2006
Director of Technical Services and Investment
City Council Homes

I am responsible for the whole Technical function of the newly formed Arms Length Management Organisation which took over the management of a City Council's housing stock. This brought together the two cultures of the Housing Technical client and the DLO that led to me championing a change management culture to break down the client/contractor split to ensure the Directorate is focussed on delivery of a comprehensive service to the tenants of the City Council.

During the last year I personally procured five external partners to deliver the Decent Homes work from the advertisement in the European Journal through tender evaluation to the appointment of the five companies. I have also recently advertised the day to day repairs service and I am in the process of ensuring the in-house service is "fit for purpose" to submit a competitive bid. I developed a joint Repairs and Maintenance Strategy with the City Council and are in the process of devising an Asset Management Strategy for the Company ensuring the aims of the City Council are delivered in the Company's plans. The post has also led to me re-structuring the Directorate to eliminate duplication to ensure Value for Money is delivered and efficiency gains are realised.

I am part of the Company's Senior Management Team ensuring that we move forward to deliver a two star service to release the additional financial resources to deliver Decent Homes in Decent Neighbourhoods by 2010. This leads me to meet tenant representatives on a regular basis and I am the lead officer on the Tenants Repairs and Scrutiny Forum. I also attend the Company's Strategic Board to make presentations and deliver reports as well as its sub committees and I am also the lead officer for the Central Operational Board where Company performance is scrutinised.

The recent Audit Commission report on the Company recognised the day to day repairs service had improved for tenants and the delivery has undergone significant change which has resulted in an improved service with targets more challenging than other organisations. These statements are based on my commitment in driving home the need for improved performance throughout the Directorate.

December 1995- April 2005

Director of Building Works
City Council

As Director I was a member of the City Council's Corporate Management Team reporting to

the Chief Executive and was involved in corporate issues such as revenue generation, chairing the corporate sickness working group, Chair of the Joint Equalities Group with the Trade Unions and a member of the Joint Negotiating Committee. I was involved in formulating the Council's sickness procedures, which saw sickness reduce by 3 days per person over an 18 month period.

I also played a role as a critical friend in Best Value Reviews in other parts of the Authority so as to ensure there was an external view taken of other City Council services.

In my departmental role I ensured the profitability of the organisation and expanded the business from £22m in 1995/96 to in excess of £40m in 2004/05 through increasing the client base e.g. Housing Associations and schools as well as diversifying by setting up a metal fabrication facility and establishing a nationally recognised gas servicing and maintenance function which was the first to be recognised after CORGI with ISO 45001. The establishment of the Department was some 500 craft employees, supplemented by up to 200 sub-contractors and agency staff at any one time and 175 support and managerial staff. When the City Council secured Unitary status in 1997 the staff that transferred from the County maintained 30% of the schools but through a marketing campaign the Department was maintaining 98% of the schools in 2005.

As part of the transfer of the staff from the County I had to re-negotiate bonus schemes to modernise our own and integrate the County staff. Once this was completed in 1997 I had to re-negotiated again to encourage more efficiency and effectiveness without affecting the Operatives earnings.

I was personally involved in setting up a performance management framework, which saw customer satisfaction and improved performance indicators over the time I was Director. Whilst some of this was due to data recording, much of it was due to streamlining business processes to ensure quicker turnaround of work for the front line operative.

As a Department we have consistently emphasised the need for training and re-training and as such were IIP accredited. I personally was involved with the establishment of a Construction Academy at the local City Academy which brought together local construction companies of varying size and skills into the Construction Forum to champion quality work and training.

I was also involved in the establishment of the City Council's Building Forum, City Wide Construction, which was established in the mid 1990's to get long term unemployed people back into work through construction. This involved companies who wished to work with the City Council guaranteeing training places. This has since developed with the establishment of a Social Company NECTA.

As Director I was also held accountable to a Committee of the Council to which I made regular presentations and produced reports on the performance of the Department which was Quality assured through ISO 9001 and ISO 14001.

As a Corporate Director I also lead through an Area Committee on corporate issues around re-generation with local voluntary groups, residents and local members.

December 1992- December 1995

Assistant Director of Housing

City Council

As Assistant Director I was a member of the Departmental Management Team with specific responsibility for the Technical and traditional blue-collar service areas. I ensured that the Housing Capital Programme was spent within budget, some of the work being carried out by in-house surveyors and estimators whilst other work was Project Managed through the Architects Department. This Client role I undertook also took in the management of the day-to-day repairs contract, which was carried out by the Council's DLO, as well as managing external specialist contractors.

I introduced CCTV as part of a comprehensive security package for high rise flats which was an industry leader at the time, and this was further developed in low rise flats and warden aided accommodation, which led to the centralisation of CCTV monitoring through fibre optic cabling. I was also responsible for the Department's cleaning and caretaking service.

October 1989 – December 1992

Special Projects Officer

City council

In this post I was responsible for the successful introduction of an in-house developed computerised repairs system. The role was to work with financial, technical, legal and housing staff to ensure any new system was compliant with City Council procedures as well as having a robust Client function. After viewing what was on the market at that time, I recommended to the Departmental Management Team and Council that the system be developed by the City Council's IT staff. This allowed far better managerial and budgetary control of the repairs service and budget.

At that time I was also responsible for introducing the idea of business and service planning within the Housing Department by developing a model which all middle and senior managers had to comply with which allowed them and the Departmental Management Team to examine their individual services in financial and performance terms.

May 1984 – October 1989

District Housing Manager

City Council

I was one of five District Housing Managers responsible for the delivery of a day to day Housing management service to some 7500 properties in one part of the City. This role included rent collection, allocation and letting of properties, management of voids and traditional housing management and tenancy enforcement.

September 1982 – May 1984

Neighbourhood Housing Manager

District Council

I was employed as the Manager of a difficult to let area of the Borough of 540 high-density dwellings. I worked there alongside a Housing trainee and as well as carrying out traditional housing management functions of arrears recovery, lettings and tenancy enforcement, I was also leading on the redevelopment of the area by producing the redevelopment brief in conjunction with other professionals but more importantly the tenants and residents of the estate with whom I established a Tenants and Residents Association.

April 1980 – September 1982

Rent Officer

District Council

In this position I was responsible for the whole of the Rent Collection function within the Borough.

July 1978 – April 1980

Management Assistant

District Council

I was responsible for the delivery of the homeless service within the Borough assessing whether families were homeless as defined under the 1977 Homeless Persons Act.

November 1975 – July 1978

Housing Assistant

District Council

My duties as a Housing Assistant included collecting rents, chasing arrears and enforcing the tenancy conditions for approximately 2500 properties.

Education 1965 – 1972

6 'O' Levels : History, Geography, Maths, English Language, English, Literature, Chemistry.

2 'A' Levels : History, Geography.

1972- 1975

Teaching Certificate

1977- 1980

Institute of Housing qualification.

**Other
Training**

I have attended many different training courses since the commencement of my career which began in a district council in 1975. These have included, management development, equal opportunities, diversity, IT skills and how to use them in managerial positions, self assessment of managerial competencies, CDM regulations, interviewing techniques, etc.

**Additional
Information**

During the last six years I have served as an LEA appointed school governor in a secondary school, and I am also on the shadow body of an amalgamated infant and junior school which has since moved site to become the first new build school in the city for twenty years.

References

Available on request