

Personal Profile

I am an experienced and successful senior business leader with a track record of over 20 years of leading individuals and teams through transformational change to deliver high performance and excellent results in very challenging environments. Whilst having strong skills in complex operational delivery settings, I excel in working with people and teams to unlock an organisation's strategic abilities; enabling change, development, growth and the maximisation of opportunities.

I have strong leadership skills and a broad understanding of various theories of leadership but, more importantly, their translation into practice. I also have strong project management skills and am highly skilled in delivering outcomes in collaboration with, and through, complex networks and partnerships. I am a clear, logical mind with a practical approach to problem solving and a drive to see things through to completion.

Key Professional Success

- ◆ Established a (WM Housing) group wide programme that secured income to fund c450 new build homes over a 3 year period from the 'affordable rents programme'.
- ◆ Over past 20 years I have provided the initial vision and ongoing lead on the development of 14 new build care and supported housing developments which attracted c £50m capital and c£8m revenue
- ◆ Developed and delivered new co regulatory governance structures involving customers and Boards.
- ◆ Led a multi faceted, Group wide response to Welfare Reform programmes which reduced estimated loss to the business of £1.1m down to £400k in 2014-15. Similar estimation for 2015-16.

Key Attributes: For personal and career testimonials, please see [here](#)

- ◆ **Transformational Leader:** Confident and self motivated leader with strong skill set in the articulation of vision, journey and destination for organisations and staff teams. A strong team player who develops meaningful relationships
- ◆ **Innovation:** Over the last 20 years of my career I have always been given new roles/teams/business areas to develop – a clear sign that I love to build new and innovative teams and services and have strong creative skills.
- ◆ **Communication and Thinking:** A critical thinker with strong analytical skills. Good understanding of business needs/drivers and the need to manage and deliver against key performance indicators. Good, active listener, strong coaching skills and effective presenter.
- ◆ **Planning and Organising:** Outstanding organisational skills developed in a variety of deadline orientated situations. Thrive in the development and implementation of projects and business plans, and ensuring specified targets, key indicators and outputs are met.
- ◆ **Training:** Proficient trainer in various topics (details can be provided). I have trained numerous teams of all sizes through to speaking at large corporate events (c300 people).
- ◆ **ICT:** Very strong ICT skills from all MS packages to innovative use of a range of other programmes. Website development and avid use of social media!
- ◆ **Finance, Risk and Governance:** Sound knowledge of strategic and risk frameworks, financial practices and controls. Develop responses to requirements of funders and regulators.

Work History

Director of Housing Strategy

WM Housing

Oct '10 – April '15

- ◆ Senior Management Team position in WM Housing, the fastest growing Housing Association in the Country with £150m turnover, £0.5 billion assets, 30,000 homes, c70,000 customers, 900 staff.
- ◆ Responsible for Group wide strategic thinking/analyst function in the portfolio areas of income management, financial inclusion, tenancy management, care & support, home ownership, scrutiny, customer excellence, community development and business intelligence and data analysis
- ◆ Responsible group-wide housing strategy, responding to national and regional policy (translation of strategy into operational delivery and practice), research, social return on investment approaches, continuous improvement, innovation/new thinking/projects, data analytics, audit/quality assurance.

Group Head of Care and Supported Housing WM Housing Jan '07 - Oct '10

- ◆ Group lead for WM's Care and Supported Housing (CASH) portfolio (c £15m revenue).
- ◆ Strategic lead for development and implementation of the Group's care and support strategy
- ◆ Negotiating with key partners (re contracts etc), quality assurance
- ◆ Research and best practice inc. analysis of national, regional and local policy.
- ◆ Developed and reviewed policies and procedures, led audit processes, risk management process.
- ◆ Ensuring effective control systems are in place to satisfy funders and regulators

Project Manager Supported Housing For Young People (part of WM Housing) Jan '01 – Jan '07

- ◆ Took project from initial concept (i.e. simply a business plan!) to full delivery in first 3 years.
- ◆ Secured just under £3million national and local funding plus exit funding post the end of SRB funding for 98% of the project (c£1.5m p.a.).
- ◆ Led the development of 5 supported housing projects, countywide outreach support service, accommodation/services for young parents/care leavers, emergency accommodation, schools work, training and employment opportunities. 1000 young people a year helped every year.
- ◆ Annual staff satisfaction rates to this day of upwards of 95% & service user satisfaction of 98%

Developments Manager Gloucester & Hereford YMCA Jan '00 – Jan '01

- ◆ General management and development of supported housing elements of the organisation and new developments, deputising for Chief Exec., oversight of all staff and volunteers including supervision and recruitment etc, oversight and control of budget and all repairs and maintenance, liaising with Board of Management.

Projects Manager Exeter YMCA Sept '95 – Jan '00

- ◆ Management of brand new 31 bed supported housing project for young people, deputising for CEO, staff management, repairs and maintenance, development of move on options, external liaison with all key stakeholders inc Housing Corporation, Board of Management etc.

Housing Developments Manager Cornerstone Christian Charity Jan '91 – Sept '95

- ◆ Established Cornerstone Housing Department within the Charity. In 3 years, developed department from 2 schemes providing accommodation for 8 homeless young people (with 2 staff) to 9 schemes providing accommodation for 60 homeless young people (with 20 staff and volunteers).

Previous Voluntary Governance Roles

- ◆ Previous Board member of Trident Housing Association, Resource West Midlands, Close House Youth Charity, Devon and Cornwall YMCA's Regional Council, YMCA National Housing Federation Executive and Herefordshire Council for Voluntary Youth Services.
- ◆ Founding Chair of the West Midlands Voluntary and Community Supported Housing Network, Supported Housing Provider Forum in Herefordshire, West Midlands Foyer Federation Network, Herefordshire Homeless Forum & Exeter Young Persons Housing Forum.

Qualifications and Memberships

Hereford Group Training	Level 3 Award in Education and Training	March '15
TA101 (transactional Analysis)	Berne Institute	May '15
NLP Diploma	Auspicious	Feb 2015
Cranfield Uni (Business School)	Advanced Directors' Programme	Nov '13 - Oct '14
Hereford College of Technology	Level 2 counselling skills	May 2012
Institute of Leadership & Management	Level 5 Coaching & Mentoring	Dec '09
YMCA England	Executive Development Programme	June '98 – '99
Exeter College	Level 4 HNC in Social Care (distinction)	Sept '96 - June '98
Birmingham Bible Institute	Diploma in Theology/Teachers Certificate	Oct '89 - Oct '92
Kemnal Manor Secondary School	8 O levels/CSE's	Sept '97 - July '82

About Me

Married and an active Dad to two children. My wife and I are foster carers with our Local Authority. We all enjoy travelling abroad. I am UK lead for an Indian Charity called 'The Fishermen Trust' and an active supporter of local Charity work - most recently helping the 'Herefordshire Vennture' Charity to develop an analysis of its key strategic assets and writing its first business strategy. In my spare time I get my running shoes on and join in a couple of half marathons a year!