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I have a uniquely broad-ranging experience across the facilities management sector, comprising client and supplier-side roles (both operational and strategic) in addition to running an independent FM consultancy. This high-profile background has been supported by directorships and board positions within the two professional bodies in the UK (BIFM and IFMA). Roles have included both domestic and pan-European responsibilities (the latter recognised by a major award in 2008) and have incorporated:

- Facilities Audits and Reviews
- FM strategy/policy development
- Procurement/tender management
- Contract Management
- Senior/executive interim management
- Health & Safety Management
- Project Management
- Property Asset Management

### Professional Qualifications & Memberships

- Post Graduate Diploma in Facilities Management – College of Estate Management Prize-Winner 1999/2000
- Certified Facility Manager – IFMA examinations passed with distinction February 2003
- Certified Member of The Institute of Workplace and Facilities Management (previously BIFM) – Certified status awarded 2011
- Director/Council member of the British Institute of Facilities Management (2002-4)
- External Tutor to Post-Graduate Diploma in FM (College of Estate Management, 2001-4)
- Director/UK Board member of the International Facility Management Association (2000-7)
- Joint winner, EuroFM Partners Across Borders Award 2008

### Specialisms

- Developing and implementing FM strategies and operating models that reflect best practice, meet business need and derive best value for the organisation.
- Directing comprehensive facilities operations including functional & team management, financial management and control, statutory/regulatory compliance and tender management/procurement.
- Managing complex supply chain models, including the establishment or performance management systems and scoping/implementing meeting and reporting regimes to ensure contractual compliance and provision of meaningful MI.
- Maximising company growth and profitability by effectively controlling costs, cultivating opportunities, and introducing targeted process improvements.
- Fostering productive relationships with clients, internal stakeholders, teams, external partners and regulatory officials while building multi-dimensional teams capable of operating across multiple organisational levels.

### Strengths

- Strong leadership qualities – results orientated
- Proven management/people-management record
- Demonstrable record of target achievement
- Broad experience in both strategic and operational roles

### Personal Interests

- Photography
- Football
- Motorcycling
- Horology

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### Current Employment

#### January 2006 to present day: Managing Director, Edifice Limited

Edifice is an independent facilities consultancy providing high quality, impartial advice to blue chip clients on strategy and operations as they affect their business infrastructure. As Managing Director, I am responsible for setting strategy as well as for all business development, operations and consultancy activity undertaken; I am also responsible for developing Edifice's systems, processes and policies. I have successfully delivered a number of high-profile projects and interim assignments, recent examples of which include:

- **Head of Estates** within an arms-length body providing business process outsourcing services to the Department of Health and Social Care/NHS. This appointment followed a **strategic review** of the Estates **FM function**; the review was wide ranging, with specific focus on the **team and current structure, competences, management processes, the supply chain and flexible working** implementation. The role included **leading the Estates Department** consisting of some 15 directly employed staff; **redefining the strategy** and target operating model in order to better meet business need; and **implementing the review findings** in order to deliver a best in class service to the business.
- **People and Change Lead**, Estates TOM Mobilisation at one of the largest Government departments. This position required **leading a team involved in the department's migration from the PRIME contract** with Telereal Trillium to the new operating model. The scale of the project was unprecedented, **involving circa 850 sites, 80,000 staff, 7,000 TUPE transfers and a circa £250m** spend across some half a dozen key contracts and frameworks. The role included **direct responsibility for communication, stakeholder management, branding and Intranet development**, and all key outputs were delivered successfully within both programme and budget.

- **Head of Change and Workplace Strategy**, Group Property for a world-renowned financial institution based in the City of London. The key component of this remit was **to develop a strategy for the implementation of agile working** on the London estate. Phase 1 – encompassing circa 500 staff – was **successfully delivered in accordance with programme and budget**, and Phase 2 was subsequently rolled out across all three sites that were in scope. This project represented a massive change in both culture and behaviour, but **extensive planning and consultation ensured that all risks were effectively mitigated**.
- **Head of Property Operations** for the same financial institution. This included **direct accountability for property operations across the UK estate** together with a global portfolio of circa 48 sites, and **line management of the property operations/facilities management team**. It also encompassed day-to-day service delivery, project management, and both **health safety & environmental management**. Highlights included the complete overhaul of the H&S management system, and the development of a global management framework for policy and legislative compliance; **the separate tender of both hard (including data centres/critical equipment) and soft services across the UK portfolio**; and the implementation of global reporting to deliver key management information to the business.
- **Interim/Transition Manager**, again for the same financial institution, with a broad remit to **develop and implement a strategy for the integration of two discrete property and FM functions following a major acquisition**. Scope included an assessment of the current property and FM team structure and competencies, and a re-engineering of all roles and recommendations for a departmental restructure; an assessment of the existing supply chain solution, with further **recommendations for rationalisation and efficiencies** encompassing both organisations and the retender of key FM service lines; development of systems and reporting capabilities, SLAs and performance measurement systems and general enhancement of MI; and **stakeholder management at senior level** involving senior managers within Property & FM departments, programme/project managers, legal and HR teams, etc.
- **FM audit and strategy development** for one of the world's leading clearing houses. The project scope encompassed the entire **FM team, structure and competences**; the manner in which services were **delivered, managed and monitored/measured**; the effectiveness of **risk and compliance management** activity; and the **benchmarking of key functional areas** against peer organisations. All recommendations were accepted by the client, and were then implemented.
- **Business case development and UK-wide tender management (hard and soft services)** for a household brand High Street retail operator. The **tender encompassed circa 2300 sites including the UK head office** and was completed within a challenging 7-month programme. All objectives were achieved and **savings targets were beaten by some margin**; the fragmented supply chain was also reduced to a single service partner.
- **FM strategy development and pan-European tender management** for a leading provider of data and telecommunications infrastructure services, leading to a **reduction from circa 400 service providers to 1** and delivering both savings and a host of business benefits. The project **covered 15 countries and 85 properties**, including data centres and other business-critical environments.
- **Transformation of the FM function** of a leading real estate consultancy, with **responsibility for 90+ staff, £70m per annum of facilities spend and service delivery to 500+ properties**. Achievements included the implementation of a new management structure, the establishment of Policy Advisory Groups and the procurement and implementation of a new help desk system.
- **FM strategy development and Pan-European tender management** for the worldwide leader in software services and Internet technologies (this project was the **winner of the EuroFM Partners Across Borders Award 2008**). The commission covered both the UK market and some 87 properties in mainland Europe.

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## Previous Employment History

### October 2003 to December 2005: Customer/Account Director, Taylor Woodrow FM

This role incorporated both business development and key account management responsibilities. On the business development side sector specific responsibility for blue chip/corporate offices was coupled with a general responsibility for product and service development. Key account management responsibilities related to client relationship management, delivery of P&L, line management of staff and general contract management.

#### Responsibilities:

- Ownership of all new bid activity within blue chip/corporate office sector
- Achievement of annual turnover target
- General divisional review of operational and contract management processes
- Delivery of P&L on all managed contracts within allocated sector
- Line management responsibility for project/contract management teams

#### Achievements:

- Contribution to introduction of new performance measurement systems
- Review of existing central support functions and approved proposals for restructure
- Development of "Lifestyle FM" total facilities management product
- Introduction of refined contract management processes

### May 2001 to October 2003: Operations Director, Edifice Limited

Edifice is an independent facilities consultancy, providing high quality, impartial advice to blue chip clients on strategy and operations as they affect their business infrastructure. As well as input into Edifice's strategic alignment through a position

**on the Board, the role included hands-on management of major consultancy projects, direct management of the consultancy team, the development of operational and quality processes and systems, and general business development activity.**

**Responsibilities:**

- Project management of all consultancy commissions
- Development of performance measurement tools and processes
- Design and implementation of a quality management system
- Training and development of Edifice consultancy team
- Formulation of corporate strategy, and collaboration at Board level

**Achievements:**

- Successful roll-out of newly drafted contracts/specifications and FM policy initiatives
- Implementation of new quality management system across all consultancy activities
- Development of performance measurement systems for client implementation
- Achievement of new business initiatives and development of networking opportunities

**June 2000 to May 2001: Director, WSP Facilities Management**

**WSP FM was the facilities management division of WSP Group, the international consultancy incorporating, amongst others, engineering, infrastructure, and construction disciplines. Having commenced as a director and a member of the Senior Management Team, the role comprised a secondment to United Business Media plc as their UK Commercial Manager (FM). UBM are a global media group (at that time, television, Internet, newspapers & periodicals), with turnover of some £2 billion per annum.**

**Responsibilities:**

- Project management of a group-wide implementation of national service contracts
- Drafting and negotiation of contracts for five major service streams across 7 subsidiary businesses
- Development & implementation of performance measurement /contract management processes
- Development of centralised policies and processes to provide ongoing support to the business units
- Formulation of long-term FM strategy, presentation at Board level and subsequent implementation

**Achievements:**

- Successful implementation of national contracts
- Achievement of savings in line with Group Process Review targets
- Integration of FM within the Central Property Unit
- Introduction of proactive contract management principles
- Scoping of facilities review leading to formalisation of strategy

**1988 to June 2000: Regional Operations Director, Chesterton Workplace Management**

**Workplace Management was then the Facilities Management division of Chesterton International, the global property consultancy and 2nd largest in the UK. The role combined divisional authority through a position on the Senior Management Team with direct responsibility for the provision and management of TFM services (both hard and soft) to a range of blue chip clients. These included a global telecommunications provider, one of the world's largest producers of computers and peripherals, and long established merchant banks. This role evolved from an original position with Elliot Son & Boyton, the merger with whom took place in 1992.**

**Responsibilities:**

- Divisional policy formation through position on Senior Management Team
- Operational responsibility for all contracts within M25 boundary
- Budgetary control of approximately £7,000,000 on behalf of clients
- Direct line management of some 25 staff
- Direct responsibility for development of FM Division's H&S compliance and management

**Achievements:**

- Review of working practices, and implementation of new ways of working
- Implementation of Quality Management System for service provision
- Development and implementation of H&S Management System with external consultants
- Divisional management of health & safety, prior to formation of dedicated team
- 100% client retention during tenure and doubling of ES&B's management department fee income, within 18 months