

## Tony Angel, PGDipFM CFM CBIFM

### Curriculum Vitae

Tony has 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
- Outsourcing/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 – CEM Prize-winner 1999/2000
- Certified Facilities Manager – IFMA examinations passed with distinction February 2003
- Certified Member of The British Institute of Facilities Management – 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

### Current Employment

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

As Managing Director of Edifice, Tony is responsible for the strategic direction of the company as well as for all business development, operations and consultancy activity undertaken; he also plays the major role in the development of Edifice's systems, process and services. He has successfully delivered a number of high-profile projects, recent examples of which include:

- People and Change Lead, Estates TOM Mobilisation at DWP. This was a Civil Service Grade 6 equivalent position, leading a team involved in DWP'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 (interim) for a world-renowned financial institution based in the City of London. The key component of this remit was to develop a strategy and solution 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 has now kicked off across all three sites that are currently in scope. This project represents a massive change in both culture and behaviour, but extensive planning and consultation ensured that all risks were effectively mitigated.
- Head of Property Operations (interim) 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 tender of bundled soft services across the UK portfolio; and the implementation of global reporting to deliver key management information to the business.
- Interim/transition management, 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 interaction at senior level involving stakeholders within Property & FM departments, programme/project managers, legal and HR teams, etc.
- 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.
- Development of an EMEA-wide FM strategy for world leader in database technology, and tender support on a phased pan-European basis and development/provision of contract management and performance measurement tools and processes.

**Responsibilities:**

- Management and strategic growth/development of the company
- Business and product development
- Project management of all consultancy commissions
- Process/system development and implementation
- Quality and compliance across all consultancy commissions
- Strategic and cross-border partnerships and alliances

**Achievements:**

- Re-establishment of Edifice as one of the UK's leading independent FM consultancies
- Joint winner of the prestigious EuroFM Partners Across Borders Award in 2008
- Development of a suite of best-practice processes for supplier performance measurement
- Development of tender and outsourcing processes and systems regarded as exemplars of best practice
- Establishment as a "voice of FM" in a variety of traditional and new media

**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 level, 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 June 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

### **1983 to 1988: Deputy Area Manager, Freshwater Group**

A role that combined management of all commercial property in North/North Central London with administrative management of Freshwater's area office located in Hampstead Garden Suburb. Final position followed promotion from Management Surveyor to Senior Management Surveyor, but long-term appointments hampered career advancement; the organisation proved too insular, lacking any kind of innovation.

#### **Responsibilities:**

- Management of approximately 200 tenanted commercial units
- Negotiation of rent reviews and lease renewals
- Monitoring of lease covenants and liaison with legal department when appropriate
- Preparation of arbitration submissions and attendance at oral arbitration hearings
- Line management of approximately 30 staff, including HR responsibilities.

#### **Achievements:**

- Recognised with 2 promotions within first 3 years, with no previous property experience
- Increased income from commercial portfolio by an average of 50% per annum
- Integrated local activities with central support services & Head Office functions

### **Strengths**

- Strong leadership qualities – results orientated
- Proven management/people-management record
- Proven record of target achievement, with results regularly exceeding expectation
- Experience in both strategic and operational roles, both client and supply side