

supporting **excellence** and **efficiency**



an introduction to acclaim's support and consultancy services

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INTRODUCTION

Acclaim was established in 2000 by a team working within one of the UK's leading local government consultancy practices.

Since then, it has gone on to provide a wide range of general and specialist consultancy support services to a broad spectrum of clients ranging from government departments, public sector service providers and national charities to small scale voluntary (and not for profit) organisations.

We have always valued quality over quantity, building our team to include a select number of experienced and highly respected consultants.

From the outset, Acclaim has been built on a reputation for innovation and excellence. This has helped us form long-running partnerships both with our own clients and with our service partners.

As our client list demonstrates, our experience and capabilities cover a wide range of public sector services, as well as private and highly commercial organisations. At the core of our business we have established and sustained both strategic and operational level specialisms in social housing, value for money and efficiency, service development (and improvement), inspection and governance.

John Frankis, Partner

Mark Awbery, Partner

CUSTOMER LIST (alphabetical)

A selection of the customers that we have worked with is set out below, together with a brief summary of the work that we completed for them.

More specific ‘themed’ case studies are included in the next section about our ‘Experience & Credentials’. If you would like to find out more about our experience in other areas or further detail about a particular assignment, please contact us.

Client/Partner	Assignment
Carrick Housing <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> Development/implementation of a performance management and information system
CityWest Homes	<ul style="list-style-type: none"> Business transformation project, linked to the procurement of an integrated housing management system, incorporating CRM/workflow implementation Implementation of a Document Image Processing system (service-wide; 16 offices) Review of complaints service and processes
Community HA <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> Preparation of an Annual Efficiency Statement
Deloitte	<ul style="list-style-type: none"> Care Services Efficiency Delivery Programme (for Department of Health) Achieving Excellence Programme (for MHP [Metropolitan Housing Partnership]) Review of repairs and maintenance services (for Haringey)
East Homes <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> Review of strategic objectives and preparation of a group-wide balanced scorecard
GlaxoSmithKline	<ul style="list-style-type: none"> Worldwide accounts payable system (system testing and worldwide training packages)
Home Office (and DCLG)	<ul style="list-style-type: none"> National business planning guidance for community organisations (prepared as part of the Guide Neighbourhood programme)
HouseMark	<ul style="list-style-type: none"> Monitoring ALMO Decent Homes Programme (covering >£6 billion in spend) National report on ALMOs (for the HCA [Homes & Communities Agency]) Interim Director of Performance Audit ALMO Unit Cost Benchmarking Programme On-line performance management system for G15+2 housing associations ‘How to Complete the Annual Efficiency Statement (AES): Good Practice Manual’
Housing Corporation <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> Evaluation of performance reporting systems (incl. Peabody, Metropolitan, Circle 33 etc.)

Client/Partner	Assignment
	<ul style="list-style-type: none"> • 'Performance Data Collection Good Practice Guide'
Kensington & Chelsea <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> • Value for Money Strategy • Annual Efficiency Statement - baseline, calculation of forward/backward looking gains
Housing Investment Fund	<ul style="list-style-type: none"> • Project management, service and policy development to underpin a new (£multi-million) housing investment fund
National Federation of TMOs	<ul style="list-style-type: none"> • Good Governance Kitemark ('Health Check') • National business planning guidance for Tenant Management Organisations (TMOs)
ODPM	<ul style="list-style-type: none"> • National business case for e-Gov programme • National TMO benchmarking programme
Lambeth, Hackney, Ealing + various Boroughs + authorities	<ul style="list-style-type: none"> • Allocations and choice-based lettings benchmarking service
Leathermarket (Joint Management Board)	<ul style="list-style-type: none"> • Review of housing IT services
Newham, Brent, Croydon + various London Boroughs	<ul style="list-style-type: none"> • Homelessness and housing options/advice benchmarking service
Orbis PLC	<ul style="list-style-type: none"> • Oracle e-Business suite implementation (customer benefits phase)
Redbridge (London Borough)	<ul style="list-style-type: none"> • Value for Money Strategy <i>(for HouseMark)</i> • Private Sector Housing Strategy • Review of Occupational Therapy services • Development of a partnership Home Improvement Agency (with Havering)
Shelter (plus Bristol, Exeter + various authorities)	<ul style="list-style-type: none"> • Homelessness & Housing Options/Advice Review Service
Tower Hamlets	<ul style="list-style-type: none"> • Procurement of an integrated housing management and HB system <i>(for Deloitte)</i> • Review of former tenant rent arrears services and leaseholder major works and consultation and homelessness assessment, <i>(for Deloitte)</i> • Inspection preparation support
Tenant Services Authority (TSA)	<ul style="list-style-type: none"> • National Common Assessment Model (development and roll-out)
United Resident Housing	<ul style="list-style-type: none"> • Inspection preparation support • Review of repairs and concierge services • Board training
Walsall MBC <i>(Commissioned by HouseMark)</i>	<ul style="list-style-type: none"> • Development/implementation of a performance management/information system
WATMOS	<ul style="list-style-type: none"> • Preparation of business plan

EXPERIENCE & CREDENTIALS

Efficiency & Value for Money

In the current environment, efficiency and value for money are key as organisations strive to deliver quality and valued services at lower costs.

We have extensive national, organisation-wide and operational experience of identifying where efforts need to be focused to improve and quantifying efficiency gains and move forward implement actions and realise savings.

Case Study 1: HouseMark - HouseMark is the leading provider of cost, resource and performance benchmarking services to the social housing sector, providing services to over 750 local authorities and housing associations across the UK. It also provides knowledge management services and good practice as part of its subscription-based services.

We have worked in partnership with HouseMark since its establishment in 2000. We are currently delivering its ALMO unit cost benchmarking programme and working with the HCA on its behalf to monitor the ALMO Decent Homes Programme (>£6bn of spend). Originally, whilst working for Deloitte/Andersen, we developed the benchmarking methodology underpinning HouseMark and had a key role project managing the initial development of its online cost, resource and performance benchmarking tool. We also led on the generation of all initial 'good practice' content and established a 'Validation Panel' of experts to evaluate this.

Case Study 2: Choice-Based Lettings & Homelessness – We have successfully developed and rolled out two cost, resource and performance benchmarking services for local authorities' allocations and choice-based lettings services, and their homelessness and housing options/advice services. Our Allocations & Choice-based lettings service is unique to Acclaim and since its launch in 2009 has already been taken up by almost half of all London Boroughs and a number of metropolitan/unitary authorities. Our Homelessness & Housing Options/Advice service has been delivered to a similar number of authorities and we have worked with Shelter to extend this to provide a more a holistic Quality Review Service. This has been successfully launched to a number of metropolitan/unitary authorities, including Bristol, Exeter and Northampton.

Case Study 3: Efficiency Guidance & VFM Money Strategies – Working with HouseMark, we were responsible for preparing national guidance for the social housing sector on efficiency, including the sector's *de facto* guide to the compilation and submission of Annual Efficiency Statements (which we have also prepared for a number of key housing associations and local authorities). We have also drafted Value for Money Strategies for several local authorities, incorporating practical operational-level 'Efficiency Action Statements' setting out the range of actions that are to be implemented to realise efficiency gains.

Service Excellence & Development

A key challenge to organisations when improving organisational efficiency is to make sure that strategic (and operational) service improvements are clearly identified and implemented in a well-ordered manner. It is also vital to ensure that the linkages between different services and processes are recognised and changes developed so that the overall benefit to services is maximised.

We have extensive experience of reviewing services, improving performance and implementing change. This includes experience of establishing service profiles, customer preferences and opportunities for change, as well as helping managers (and stakeholders) to identify the barriers and enablers to change.

Case Study 1 New Housing Investment Fund - Working from the initial inception stage, Acclaim's team had overall responsibility for establishing services and an infrastructure to underpin a new £multi-million housing investment fund.

As such we led on a number of key project workstreams (including the development of key policies and procedures) and established a service delivery partnership with a major social housing provider.

Case Study 2: Metropolitan Housing Partnership - Working with Deloitte and reporting directly to the RSL Assistant Chief Executive, a Team of our consultants supported Metropolitan Housing Partnership (MHP) with its ACE ('Achieving Excellence) business transformation programme. This aimed to review and improve strategic and operational management across the 30,000 property group.

Our role encompassed the strategic and operational review of key business processes underpinning repairs (including responsive repairs and planned maintenance), rent arrears, voids, allocations, customer involvement, community investment, neighbourhood management, regeneration, care and support across the group.

It also included supporting the development of strategic level business cases for organisational change, together with a range of initiatives enabling the achievement of 'quick win' and longer-term operational improvements to housing services.

Case Study 3: London Borough of Tower Hamlets – Acclaim have reviewed a wide range of housing services for the London Borough of Tower Hamlets, including leasehold major works and consultation, homelessness assessment (both on behalf of Deloitte) and former tenant rent arrears.

Such work included extensive customer and stakeholder consultation, detailed assessment of the operating environment and process analysis. Our findings and recommendations for structural, organisational and process change have been credited with securing significant service improvements.

Strategic Options & Procurement

Understanding a customer's strategic and operational objectives are the foundation of any effective procurement initiative.

We have helped organisations to evaluate their procurement options – and develop (and implement) procurement strategies based on short and longer term organisational 'best fits'. We have senior management experience of local authority competition, having tendered for housing services contracts from both public and private sector perspectives.

Case Study 1: CityWest Homes – we have recently completed two major projects for this three-star 'excellent' ALMO. The first of these involved the roll-out of the ALMO's 'Swordfish' Document Image Processing (DiP) system to its 16 estate offices. This included developing (and agreeing) the business case to fund the roll-out, procuring back-scanning services, developing a methodology for 'weeding' files (and completing this via a team of temporary staff), and project managing the roll-out of the DiP system over a six month period. The second (and larger) project focused on Business transformation. It involved a review of all the ALMO's key management processes linked to the procurement of a new IHMS (integrated housing management system) with a range of staff to deliver service-wide improvements i.e. to improve customer services per se and maximise the future benefits to the ALMO as a result of procuring a new IHMS incorporating CRM and workflow. This project was regarded by CityWest Homes as being highly successful with the innovative approach adopted toward its completion helping to bring about beneficial changes.

Case Study 2: Care Services Efficiency Delivery (CSED) Programme - The CSED Programme was established by the Department of Health to support the implementation of the recommendations arising from the Gershon Review across Adult Social Care in England. The aim of the Programme was to provide Councils with Social Services Responsibilities (CSSRs) with a range of efficiency solutions which they could tailor to meet their own specific operating environments.

Working with Deloitte, we led international research and field work teams in reviewing adult social care services across the country and developing business cases for improvements in the management and operation of the supply chain for this. The total value of the business cases which we supported the preparation of was >£0.5bn, in terms of which we were responsible for:

- Preparing a detailed description of each 'efficiency solution'
- Developing the financial model to enable the benefits to be evaluated (and costed). This included making sure that 'efficiency solutions' were mutually exclusive from one another (i.e. to avoid any double-counting), identifying the number of CSSRs to whom the solution could apply and the 'ramp up' for the Spending Review period
- Identifying options for the development/implementation of each 'efficiency solution'

Quality, Performance & Inspection Management

Having a thorough understanding of service quality and performance at a strategic and operational level (and the linkages between these) is critical to securing ongoing improvement. We have written sector-wide publications on performance management and business planning - and helped organisation of all types and sizes both to understand the quality/performance of their services, and implemented action to improve this. This has included working with tenants, leaseholders, elected Members and Boards as part of this.

To help organisations achieve the best possible inspection outcome (and potentially release £millions in linked funding) we also provide a flexible menu driven Inspection Support Service that covers the entire inspection lifecycle and is tailored to individual organisational requirements. We have an established 'Inspection Team' with significant sector-wide experience of inspection work. This includes experience of undertaking Audit Commission inspections, helping organisations to prepare for inspection and implementing service improvement programmes prior to/following this.

Case Study 1: Tower Hamlets Homes & United Residents Housing. We have been working in partnership with Tower Hamlets Homes and United Residents Housing since they were established (indeed, our Team prepared Tower Hamlets' Homes successful ALMO Bid for the Borough). Part of our work with each of these organisations has involved the provision of an extensive range of pre-inspection preparation support services and service improvement work. For example:

- Reviewing resident participation strategies/involvement
- Completing KLOE 'gap analyses' and organisational 'health checks'
- Preparing/reviewing service improvement plans and supporting their delivery
- Supporting the completion and submission of Self-Assessments
- Auditing ('mock inspecting') service areas likely to be subject to inspection

Case Study 2: East Homes. We assisted East Homes (and the wider Group) to review its strategic objectives and plan the continuous improvement of its services. Key project activities included reviewing strategic objectives, developing a 'balanced scorecard' to evaluate the achievement of strategic objectives – and undertaking a 'gap analysis' of strategic objectives, service delivery and cost issues to help the Group align these. A revised service plan supporting the continuous improvement of East Homes' (and the wider Group's) housing services was also developed as one of the key outputs from this project, which was completed on behalf of HouseMark.

Case Study 3: Performance Reporting. Working on behalf of HouseMark, we developed a methodology for validating the performance reporting systems of housing associations to meet the Housing Corporation's regulatory requirement for the completion of this, and subsequently delivered it to several large housing associations. These included Circle 33, Peabody Housing Trust, MHT and Shaftesbury Housing Group. Such work included the comprehensive desktop and interview-based evaluation of associations' management and maintenance policies and procedures, service delivery observation, IT systems evaluation and management system testing. It also included reporting the results to each association's SMT, advising on improving information systems' accuracy and data.

Customer Empowerment

Acclaim has, for several years, played a leading role in providing business management tools to the not for profit sector, most notably tenant management, voluntary and community organisations. This has ranged from cost, resource and performance benchmarking services (to enable Value for Money and efficiency initiatives) to business planning and risk management. Such work has required significant innovation and work to break new ground in adapting (and rolling out) professional management tools (and techniques) to voluntary boards and not for profit organisations.

Acclaim has also led in developing national assessment and self-assessment tools for the tenant managed sector, including the Common Assessment Model (on behalf of the TSA) and the Good Governance Kitemark (on behalf of the National Federation of Tenant Management Organisations).

Case Study 1: Common Assessment Model - Working with the National Federation of Tenant Management Organisations (NFTMO) we were commissioned by the TSA to develop and support the national competency assessment framework which is applied to developing tenant management organisations. This work resulted in the development of the Common Assessment Model (CAM).

This model has now been fully incorporated into the TSA's Approved Assessors Programme. All new TMOs are required to use the CAM to demonstrate their competency to Approved Assessors before they are able to progress their Statutory Right to Manage. Acclaim is currently adapting the CAM for application to all tenant management organisations who are seeking to *extend* their current management responsibilities.

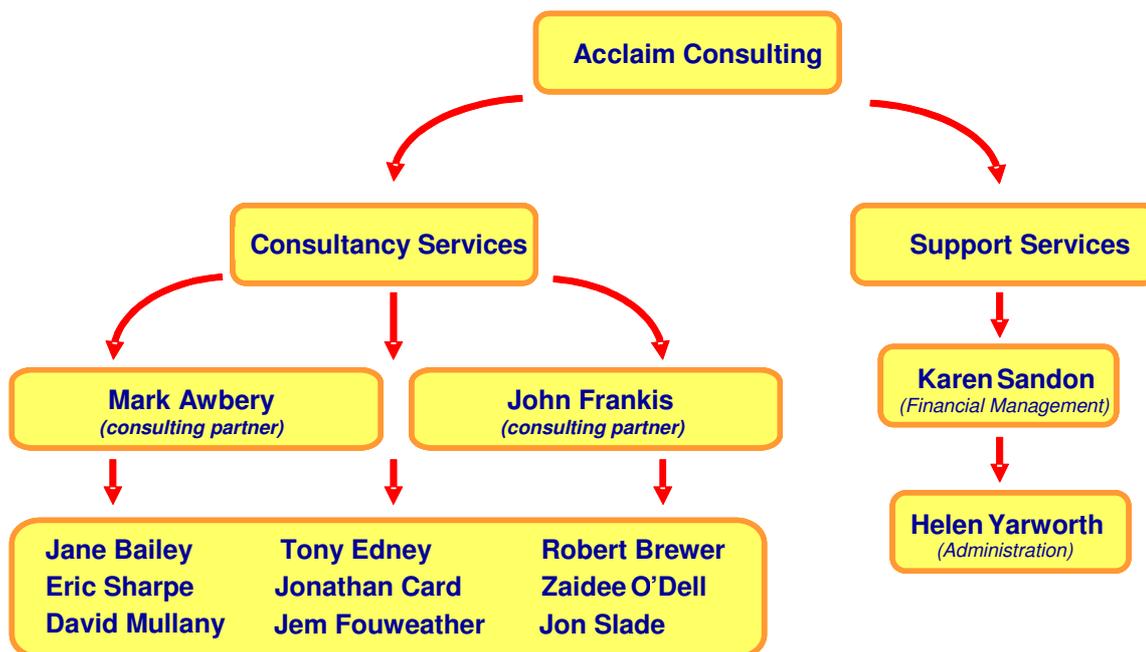
Case Study 2: Business Planning - We were funded by the national Innovation into Action programme to develop business planning tools for the TMO sector. This work led to the development of the NFTMO's Business Planning resource and the TMOopoly business planning toolkit. The success of the TMOopoly business planning toolkit led onto our successful development of a national business planning toolkit for community organisations under the sponsorship of the Home Office and the DCLG) via the Guide Neighbourhoods Programme.

Acclaim has helped to roll out the application of business planning to the sector, undertaking DCLG/TSA funded national training events and commissions with approximately 20 organisations to develop organisational business plans.

Case Study 3: Good Governance Kitemark - Working in partnership with the NFTMO, Acclaim developed the national Good Governance Kitemark. The Kitemark has been independently evaluated as the fit for purpose self-assessment and evaluation tool for tenant management organisation governance nationally.

Acclaim continue to support good governance across the tenant management sector, and have recently widened the application of the Good Governance Kitemark to that of a Good Governance 'Health Check' tool for the sector.

The Consultancy team



Mark Awbery (Consulting Partner)

Mark is an expert in local government and e-government services. He has worked with a range of major clients over the last ten years, including Andersen/Deloitte (as an associate for 6 years), HouseMark and GlaxoSmithKline.

Mark has significant experience of change management and local government procurement, having worked as a principal CCT Officer for a West London Borough and as a Business Development Manager for Public Sector Consultancy Ltd (PSEC). During 2005, whilst working on behalf of Deloitte for the Department of Health on its Care Services Efficiency Delivery programme (the Department's response to Gershon for English adult social care – covering £13.7bn annual spend) Mark helped to author the Department's national strategic outline business cases for supply chain management. These identified efficiencies of over half a £billion for 2007/08. The business cases prepared by Mark formed four of the six sustainable efficiency initiatives that were adopted at a national level by the Department of Health.

Mark has also researched and authored a number of national reports, including the DETR's (formerly the ODPM and now the DCLG) 'Research into the Cost of Local Authority Housing Management' (working with Tony Edney) the outcomes of which fed directly into revisions to national housing subsidy calculations.

Mark has drafted national guidance for the Housing Corporation (now the TSA) on performance management for housing associations. This guide provides definitive advice on data collection and analysis for all housing associations.

Mark has been a key player in the development of HouseMark. Whilst working at Andersen, he led the design, development and implementation of HouseMark's Good

Practice Service as well as an on-line performance information service for the G15 Group of housing associations (plus the William Sutton Group and the Guinness Trust). He was also responsible for helping to review and update HouseMark's core benchmarking system between 2007 and 2009.

Mark was the architect of HouseMark's performance indicator validation service, and had an input into the regulatory guidance which underpinned this. Aside from this, Mark has also evaluated performance systems for several of the countries' largest housing associations including Metropolitan Housing Trust, Peabody Housing Trust, Circle 33, and Shaftesbury Housing Group.

Mark also helped to draft national guidance for the social housing sector on VFM and efficiency. This became the *de facto* guide to the compilation and submission of efficiency statements across the sector and included advice on the preparation and submission of Annual Efficiency Statements and Value for Money Strategies, which he prepared and submitted on behalf of a number of key housing associations and London Boroughs.

Mark developed Acclaim's Homelessness & Housing Options/Advice Benchmarking service (working with Tony Edney), which has helped almost half of all London Boroughs to evaluate the efficiency and effectiveness of their homelessness and housing advice/options services. He has recently worked with Shelter to extend this service to incorporate a quality review element (which includes mystery shopping and quality audit work) and has rolled out the revised service to a number of local authorities across the country, including Bristol, Exeter and Northampton.

John Frankis (Consulting Partner)

John has 20 years experience of working within and with public sector organisations. This includes over 10 years of consultancy experience. Before founding Acclaim, John was a Managing Consultant for a major London Borough, and as such was responsible for leading on several major assignments targeted at Best Value and organisational transformation.

Most recently, John has led the development of Acclaim's Allocations & Choice Based Lettings Benchmarking Service, including the development of the methodology underpinning this and the key cost, resource and performance indicators calculated as a result. John successfully launched the new service across London in 2009. Almost half of all London Boroughs have since participated in this.

John has also led the development and roll out of the Common Assessment Model in relation to the Tenant Service Authority's (TSA's) Approved Assessor Programme and plays a key ongoing role in developing and supporting national initiatives on behalf of the tenant management sector.

He has considerable knowledge and experience of a range of front-line and support services and has led major service reviews in areas such as responsive repairs, concierge services, homelessness assessment, former tenant rent arrears and neighbourhood services.

John's key areas of specialism include project management, performance management, process re-design, change management, service improvement and good governance. He

also provides advice and training in relation to business planning, risk management and good governance.

John has also led several national research and service development projects. This includes a number of Government funded projects. Examples of these include preparing business cases and undertaking financial benefits realisation modelling for one of the ODPM's (now DCLG's) national e-gov programme (FAME) and completing a National Crime (and Anti-Social Behaviour) research project for the Association of Metropolitan Authorities. They also include preparing Business Planning toolkits for the NFTMO (National Federation of Tenant Management Organisations) and the Home Office/DCLG (as part of the Guide Neighbourhoods programme), and, developing a Good Governance Kitemark for the NFTMO.

Tony Edney (Consultant)

Tony is a qualified CiPFA accountant with 20 years experience in a range of senior finance posts within local government. His local government career involved working on major projects, liaison with Central Government and treasury management before moving into management consultancy in 1994. Since then Tony has worked with Binder Hamlyn, Andersen, Deloitte and Acclaim.

Tony has been instrumental in supporting the development and roll-out of a number of successful cost, resource and performance management benchmarking products for the housing sector. These include benchmarking for housing management, homelessness and housing options/advice, and allocations and choice-based lettings.

Whilst working at Andersen, Tony developed what subsequently became the cost, resource and performance benchmarking methodology underpinning HouseMark's housing management benchmarking service. He also helped HouseMark to re-model and update this service between 2007 and 2009.

Tony has supported the development of Acclaim's Homelessness & Housing Options/Advice, and, Allocations & Choice-Based Lettings benchmarking services which have been used by more than 30 London Boroughs and local authorities to help them identify where they need to focus their efforts to improve service cost efficiency (and performance). Most recently Tony has helped Acclaim to integrate its Homelessness & Housing Options/Advice service with Shelter's Quality Standards Framework (and other services) to create a more holistic Quality Review Service.

Tony has also undertaken studies for government ministries and regulators. In 1999 he worked on a national project to identify and evaluate Housing Management cost drivers for the DETR (formerly the ODPM and now the DCLG). The results of this study were used to revise the Department's national housing subsidy calculations.

Other consultancy work undertaken by Tony has included benefits realisation evaluation and modelling for one of the ODPM's key national e-government programme – FAME. This involved the development of a framework for assessing the benefits of more effective information sharing. As part of the second phase of the project, it also involved the development of a methodology for assessing the non-financial value of improved outcomes from using the FAME infrastructure.

Tony was also involved in developing an approach to enable housing organisations to evaluate their efficiency – and changes therein – to support the completion and submission of Annual Efficiency Statements as part of the ODPM's (now DCLG's) efficiency agenda. This included the development of a methodology for placing a 'cash value' on quality and performance enhancements to housing services. He has also helped to develop and validate a model for Professional Financial Services Benchmarking for a group of London Boroughs.

Eric Sharpe (Consultant)

Eric is an expert in social housing with particular skills in housing management, repairs, empty property management and IT acquired over 30 years. He has worked at a Director level in local authority housing (responsible for the management of a stock of 15,000+ properties in the North East of England with several 'difficult to let' estates) and as a private sector consultant with customers ranging from large unitary authorities to small community based housing associations. Eric also has significant experience of change management, policy and procedure development, and IT specification and implementation.

Working in the private sector, he has been involved in a number of high profile projects for several Local Authorities and housing associations. He worked on behalf of Acclaim for Deloitte to complete an options appraisal for the Direct Labour Organisation of a large London Borough. Together with Zaidee and Jonathan, Eric also worked as part of the Acclaim Team for Deloitte to support Metropolitan Housing Partnership in the completion of its ACE (Achieving Excellence) Programme. As part of this, Eric analysed the strategic issues facing the Group, facilitated 'as is' and 'to be' process improvement work and operated as part of the Deloitte Team on solutions development.

Eric has also completed a review of all public and private sector housing procedures and policies for Gwynedd Council incorporating best practice within these, and undertaken work to identify gaps within current services and opportunities for improvement. When working for Thames Valley Housing, Eric completed a comprehensive review of the association's repairs service, and subsequent to the completion of this, project managed the procurement and implementation of a new Schedule of Rates, new Term Maintenance Contracts and a revised IT system (providing a workflow based approach to the management of repairs - from ordering right through to on-line invoicing).

Eric has recently completed two major projects at CityWest Homes in Westminster on behalf of Acclaim. The first of these projects was to develop a business case for the rollout of Document Image Processing (DiP) system to the ALMO's 16 estate offices followed by project management of the procurement of back-scanning services, the sorting of files and rollout of the DiP system itself to each office over a six month period. The project was completed successfully on time and within budget.

The second (and larger) project focused on Business transformation. It involved a review of all of the ALMO's key management processes linked to the procurement of a new IHMS (integrated housing management system) with a range of staff to deliver service-wide improvements i.e. to improve customer services per se and maximise the future benefits to the ALMO as a result of procuring a new IHMS incorporating CRM and workflow. Staff that were part of the Business Transformation project commented that they have:

- Gained a better understanding of how the organisation works

- Understood more clearly how each part of the organisation depends on others
- Developed a more challenging attitude
- Begun to appreciate how technology can help them to deliver services - and not be seen simply as something which records data
- Appreciated how things might appear from a customer's perspective looked to change this to improve their experience of the organisation

Eric was also responsible for the development of the first computerised repairs diagnostic system and has since developed a completely new, database driven, system which is capable of being implemented for use by either staff or residents, as a local network application or via the internet.

Jem Fouweather (Consultant)

Jem is a highly skilled and experienced social housing practitioner who has worked in a wide variety of settings over the last 30 years. This has included working as a directly employed senior manager, an affiliate Housing Inspector for the Audit Commission and in a consultancy capacity, particularly in the provision of inspection and performance management support for a range of local authorities (including ALMOs) and housing associations. He has also worked as an 'embedded resource' to deliver services on a longer-term basis as an interim manager.

He has strong skills in housing management, inspection techniques (including inspection preparation), value for money, performance management, tenant participation, housing strategy (including private sector housing strategies) and homelessness.

Jem has worked at an Assistant Director/Contract Manager level across local authority housing management services for over 10 years with significant success. He has also managed a substantial homelessness service, where he was responsible for successfully reducing significant overspends. Other experience at the level of Assistant Director has included change management, stock disposal, PFI, choice in allocations, options appraisal, regeneration programmes, neighbourhood management, business planning and budget management.

As an Affiliate Housing Inspector Jem has carried out inspections of a wide range of housing organisations (including London Boroughs, RSLs, ALMOs and District Councils) across a broad range of service areas (including housing management, repairs and maintenance, managing housing markets and decent homes programmes).

Whilst working as a consultant, Jem has delivered major inspection support projects and worked as an 'embedded' interim management resource for a range of local authorities and housing associations. This has included the completion of commissions covering Mock Inspections, reality checking, reviews of value for money/performance strategies – as well as work on governance, tenant participation, performance management and inspection priorities. Jem has also worked to provide a range of practical advice and support to organisations facing inspection, such as mock interviews and 'critical friend' reviews of Self-Assessments.

David Mullany (Consultant)

David is a management consultant with 30 years experience of working in the social housing sector across a wide range of different types and sizes of local authorities and housing associations. He worked for several years at a senior director level, and has worked as a consultant for the past six years.

David is an effective strategic thinker, with a demonstrable track record in developing strategic documents, change management, customer engagement, performance management and systems analysis.

He is currently working with Lambeth on a wide ranging (and detailed) strategy to meet the housing needs of all vulnerable groups across the Borough, including improving access to services. He has also been working with the Borough of Poole to help them examine their strategic options for the future of their (highly successful) ALMO, and in Oxfordshire examining the future approach to new build housing and estate design.

David enjoys working with teams to improve service delivery. As a senior interim manager with Poole Housing Partnership he introduced policies, service standards and performance management systems, which were key in enabling the Partnership to achieve a three star Audit Commission inspection rating. Working with Lambeth's Sheltered Housing department he has similarly achieved higher standards and a more positive organisational culture. He also introduced new service standards at South Essex Homes and across Sentinel Housing Group

He also has experience of setting up new services (for example neighbourhood warden services in Slough) service re-structuring (for example in Poole, Slough and Lambeth where he achieved higher standards at the same time as significant efficiency savings).

One of David's key strengths is customer engagement – he has introduced innovative new models of resident involvement and consultation - and enjoys working with customers through consultation exercises, workshops, focus groups and public meetings. He also has experience of designing satisfaction surveys and questionnaires, servicing customer-led forums and committees.

Jonathan Card (Consultant)

Jonathan has a background in the Housing Association sector, with over 25 years working experience. A Fellow of the Chartered Institute of Housing, he has worked at all levels for a range of different housing associations. Previous jobs have included Operations Director for a medium sized national housing association and heading up the housing management service for a housing provider in central London - the latter including a period as interim Chief Executive.

Since becoming a consultant in 2000, he has carried out a wide range of consultancy work within the housing sector, focusing on service review and improvement, and performance management. Assignments have included providing support to organisations before, during and after inspection, co-ordinating numerous service reviews, development of organisational strategy and policies, validation of performance management systems, and interim management at a senior level.

Jonathan has also undertaken a number of research projects, focused on obtaining practical intelligence to support options appraisals and service improvement. Examples are research into resident perceptions of newly built homes to inform the procurement process for a medium sized London housing association, and a staff survey of a Bedfordshire based housing association to inform an organisational development programme.

Recent consultancy work has included leading on the development of Value for Money and Procurement Strategies for several major housing association groups, including delivery planning, and a number of organisational 'health checks'. Complementing his main focus in social housing, Jonathan has also worked for a number of private sector clients. For example, undertaking research on mixed tenure development for Fairview New Homes and working as part of the Team from Acclaim (together with John and Robert) to establish services and an infrastructure to underpin a new £multi-million housing investment fund.

Together with Eric and Zaidee, Jonathan also worked as part of the Acclaim Team for Deloitte to support Metropolitan Housing Partnership in the completion of its ACE (Achieving Excellence) Programme (see above for more details).

Jonathan is also a non-Executive Board member of Homes for Haringey, recognised by the CLG as delivering an exemplary £200m decent homes programme to council homes within the Borough. He currently chairs its Performance Scrutiny Committee.

Zaidee O'Dell (Consultant)

Zaidee has extensive housing experience within the housing association, local authority and ALMO sectors both as a manager and consultant. Prior to becoming a consultant she worked as Head of Housing and as Policy & Research Manager for a large London housing association. As part of this, Zaidee implemented the restructuring of the housing department (covering of 60 staff).

Since becoming a consultant 12 years ago, Zaidee has carried out an extensive range of assignments. Most recently she has worked as part of a number of different teams undertaking mock inspections (including Short-Notice Inspections) of stock transfer associations, 'traditional' housing associations and ALMOs. Such work has included training and supporting staff (and residents) to be part of this process as well as helping such organisations to prepare for inspection.

Zaidee also has extensive experience of working with residents. During the last 12 years she has trained and supported resident inspectors for a number of organisations and many of the Resident Inspector Schemes established as result continue to inspect their landlord's services. She has also trained residents to participate in Complaints Panel hearings, facilitated residents groups in identifying their vision/priorities and helped them to prepare to undertake scrutiny roles. She has worked as an Independent Tenant Advisor on stock transfers and on two housing PFI projects.

Zaidee has supported housing organisations in the completion of a number of service reviews, including resident involvement, equality and diversity, customer service, CCTV and out of hours services, repairs and maintenance. She has also undertaken the review and development of a range of housing service policies and procedures. Together with Eric and Jonathan, Zaidee worked as part of the Acclaim Team for Deloitte to support Metropolitan

Housing Partnership in the completion of its ACE (Achieving Excellence) Programme (see above for more details).

Zaidee also works with local charities providing services to people with learning disabilities or mental illness and has successfully helped them to bid for >£1.5 million of government and non-government funding for employment and advocacy projects.

She is a trained volunteer mediator and worked for Hackney Mediation Service for 9 years helping neighbours in conflict.

Jane Bailey (Consultant)

Following a successful career in local government and the Housing Corporation, Jane joined PriceWaterhouseCoopers as a management consultant where she spent 7 years assisting both central and local government in the UK and abroad.

Delivery highlights include the development of an IT implementation strategy for the Hong Kong Housing Authority, setting up a Shared Service Centre for the BBC and supporting the ERCF funded transfer of Housing Stock for the London Borough of Hackney.

Jane has been a consultant since 2002. As such she has undertaken mock inspections for the Audit Commission (which have included several large housing associations) and worked with the IDeA on its 'Learning from Excellence' programme (examining the defining characteristics of London Boroughs rated as 'Excellent').

Jane has also provided expert advice to the IDeA on procurement strategy and best practice guidance, and working on behalf of HouseMark she wrote a series of Efficiency Case Studies focusing on procurement and partnering in the housing sector. Jane has been commissioned for best value reviews by several leading local authorities.

She has also been responsible for 'validating' (effectively inspecting) the performance management systems of number of the social housing sector's largest housing associations and supported cross sector benchmarking studies for housing organisations (focusing particularly on ALMO's).

She is responsible for leading the quarterly sector-wide monitoring of the HCA's Decent Homes Programme (covering £6 billion of direct investment) and is the co-ordinator for the ALMO Unit Cost Benchmarking Programme, on behalf of HouseMark.

Her other specialist areas of expertise include performance improvement, change and risk management.

Robert Brewer (Consultant)

Robert is a housing manager by profession and specialises in helping housing organisations to improve their services. He spent 18 years in operational management, and a further 10 years in policy, commissioning and service development, before becoming a consultant in 2001. As a consultant, he has worked with over 80 housing organisations, including 40+ housing associations of all sizes, 15 retained stock councils and 17 ALMOs, as well as other housing-related agencies and companies.

Robert specialises in undertaking focused service reviews across a range of customer services, and wider cross-service and/or staff structure reviews. He also specialises in helping different types of social housing organisations with their preparations for inspection. This has included the provision of interview coaching (including for a recent short-notice inspection) and supporting the preparation of inspection Self-Assessments. Robert has also completed a large number of mock inspections for various organisations, including a recent mock Short Notice Inspection for a major housing group.

Robert has also undertaken wide range of other one-off projects across the social housing sector. This has included making a series of presentations at Rent Income Excellence Network (RIEN) conferences, undertaking pre-merger Due Diligence service audits for 2 housing associations in London, drafting a (successful) Round 6 ALMO bid (for >£200m in funding) for a London Borough, contributing to service specifications for use in the New Partnerships in Affordable Housing programme; and reviewing support service standards and performance measures for a large London housing association group.

Together with John and Jonathan, Robert also worked as part of the Team from Acclaim helping to establish services and an infrastructure to underpin a new £multi-million housing investment fund.

Robert became an Affiliate Housing Inspector for the Audit Commission in 2003 and has since been involved in fifteen inspections (including five as the principal inspector). He is a Fellow of the Chartered Institute of Housing and holds CIPFA's advanced diploma in business and financial management.

Jon Slade (Consultant)

Jon makes change happen and has done so in a wide variety of ways and settings across the social housing sector. He has a strong track record in planning change initiatives and building project teams as well as the strategic (and operational) relationships to underpin this.

Jon played an integral role in the first housing refurbishment PFI, enabling the project to move from near termination to the successful award of a second PFI contract. More recently Jon developed a £5.5m change programme for CityWest Homes, including implementing CRM and workflow software; restructuring the service from 14 offices to 4 offices; transitioning from generic working to specialised teams; reviewing all key business processes and moving head office. Jon took the programme from inception to full budget approval.

Jon has prepared a variety of organisations for inspection using methods appropriate to the size and circumstances of each. He has a strong track record in re-focussing underperforming teams to deliver improved services that residents like.

He has also implemented successful service reviews and project managed service improvement projects in areas such as IT, rent arrears, gas safety, voids and PFI standards. He has completed a number of Impact Assessments and authored a number of strategies (including an Asset Management Strategy for a North London ALMO which played a significant part in its achievement of a 2-star inspection outcome and the release of £157m of decent homes funding).

Customer References

References for Acclaim Consulting

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