

CV – Bob Baber

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PERSONAL PROFILE

Interim manager and consultant with over 30 years of experience in public sector asset management, property services operations, construction procurement, estate rationalisation projects, workplace change programmes and property ICT systems with:

- senior management experience in local government property services delivery;
- critical thinking skills acquired as a statutory inspector of public bodies diagnosing organisational performance and making recommendations for improvement;
- expert knowledge gained from strategic roles setting national policy direction on asset management in the public sector; and
- consultancy and interim management experience from delivering assignments to clients.

CAREER HISTORY

2011– current	Interim & consultancy assignments	Owner Ltd Company
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Somerset County Council. Interim role. 2012-15 (initially 3 months extended to 3 years).

- Interim programme manager reporting direct to the Council's senior management team on a property review of the total public estate across Somerset. Developing the strategy, making the business case and fostering collaborative working partnerships between public agencies to share their offices and create one-stop shops to deliver public services to customers. The programme delivered better facilities for staff and customers in refurbished accommodation, produced savings in premises running costs and generated capital receipts from property sales.
- Interim contract manager implementing a new propriety property database, coordinating the needs of users across the Council, specifying the functional requirements and overseeing the migration of millions of existing property records from the old to the new system. The new system allowed the cost performance of buildings to be benchmarked and for better quality property data to be made available to a wider group of users which facilitated more informed management decisions on the asset base.

Taunton Deane Borough Council. Consultancy Assignment. 2013. (2 months part-time).

- Formulating the Council's asset strategy for making better use of its property portfolio. Making recommendations to the executive leadership on identifying underperforming assets and on streamlining internal decision-making on asset disposals and redevelopment so that the organisation could be more responsive to market conditions.

Local Government Association. Consultancy Assignment. 2013. (6 months part-time).

- Independent research study and published report '[United Estates](#)' by Bob Baber Associates Ltd on the effectiveness of the Government's Capital and Asset Pathfinder programme. Winning the competitive tender for the work, designing the research methodology, hiring a research team, setting-up evidence recording systems, coordinating the work, liaising with the client, analysing the findings, forming the conclusions and writing the report for publication.

Association of Colleges. Consultancy Assignment. 2013. (2 months part-time).

- Advisory report to the Skills Funding Agency on creating a web portal giving online technical guidance and advice to FE Colleges in England to encourage best practice in spending government grants for the maintenance and development of college buildings. Researching how colleges currently get their property advice, making comparisons to other similar educational institutions in the UK and overseas, assessing the likely demand for the service, recommending the technical content of the proposed website, calculating the running costs of the portal and the funding options.

New Zealand Ministry of Education. Consultancy Assignment. 2012. (3 months part-time).

- Diagnostic review of the New Zealand Government's approach to managing and funding its national stock of over 2,000 school buildings as part of a team designing and installing a new property management system. Scoping the work, designing the methodology, reviewing existing policies and processes, interviewing stakeholders, analysing data, forming conclusions, presenting the findings and making recommendations for improvement in a written report.

A West of England Council. Consultancy Assignment. 2012. (2 months part-time).

- Undertaking an assessment of the Council's capability to deliver a new £50 million programme of infrastructure projects to the local transport network. Reviewing the Council's skills and track-record on delivering similar projects, interviewing stakeholders, presenting the findings and making recommendations to restructure parts of the organisation to strengthen its capacity to deliver large-scale transport projects.

2010– 2011 (1 year) Employee CIPFA Property Senior Property Consultant

- Expanded the range of CIPFA's consultancy services in response to emerging public sector policy on managing property. Gained competitive advantage for the company by forging relationships with government departments and other agencies to influence and gain intelligence on emerging policies and boost its credentials as a leading consultancy firm in this field. Created new business relationships with other national agencies to work on long-term collaborative projects (eg. Ordnance Survey).
- Conceived, organised and delivered the ['One Public Estate'](#) conference and wrote the Government sponsored ['One Public Estate'](#) guide on public bodies sharing their buildings to save money. Principal technical advisor to the government's [Capital and Asset Pathfinders](#) programme on place-based asset management & the [National Map of Public Assets](#).
- National commentator and policy shaper with contacts in most of the national bodies involved in public sector asset management. Advising government agencies on policies and initiatives in this field. Informing national policy on the RICS Public Sector Executive Group. Contributing articles that advocate collaboration across the public sector on managing their assets to national publications, such as ['Squeezing the Assets'](#) and ['Hot Properties'](#).
- Delivering fieldwork consultancy assignments to councils on making better use of their assets and benchmarking the cost and performance of property services operations.

2001– 2010 (9 years) Employee Audit Commission Statutory Inspector

- Accredited statutory inspector of public bodies reporting on the cost and quality of services to local communities and making recommendations on improvements. Delivered over 50 diagnostic inspections of councils and health trusts across England on a wide spectrum of services and functions including organisational effectiveness and efficiency, project management processes, partnership working, customer focus, procurement,

regeneration, housing, culture, environment, planning, leisure, waste, transport, capital programmes, asset management and property services operations.

- Leading the Audit Commission's national policy on property asset management; setting the national standards for measuring performance of all English councils, fire, police, and health trusts. A champion of innovation and change for better asset management practice in the public sector. Promoting best practice through conference speaking, [web guidance](#), training and inspection methodologies.
- Principal technical advisor on the Audit Commission's 2009 national report on asset management in local government, '[Room for improvement](#)'. Lead specialist representing all UK national audit agencies on the Asset Management module of the national Corporate Value for Money Performance Indicators
- Personal performance graded by the Audit Commission as 'exceptional' (the level reserved for the top 10 per cent of staff). This covers team-leading, evidence gathering, forming well-balanced judgements, good written and verbal communication skills, maintaining a positive relationship with clients and producing public reports that have a high impact.

1987–2001 (14years) Employee Somerset County Council Chief Surveyor

- Senior manager of a high performing property services department managing a team of 50 property professionals and support staff. Responsible for the strategic asset management, maintenance, design and capital improvements to the Council's 1700 buildings with a turnover of £20m pa of construction work (2001 value).
- Part of a management team that delivered an organisation and cultural change transformation to create an in-house traded service and one of the top performing property services in the country.
- Project manager on large and complex building projects, such as the multi-use public building in Glastonbury which was the first in the south-west to get a BREEAM excellent rating.
- Innovator and leader of schemes that have been adopted by councils across England, including a framework for providing property services support to schools and the first property software to intelligently link property data on maps, drawings and a database.

1985–1987 (3 years) Employee Cambridgeshire Council Area Building Surveyor

- Responsible for the maintenance and minor works to the council's buildings.

1982–1985 (3 years) Employee Babergh District Council Building Surveyor

- Professional building surveying duties primarily concerned with social housing.

EDUCATION & TRAINING

2007	Inspirandum	PRINCE2
1995-1997	Somerset County Council	Advanced management programme accreditation.
1983–1984	College of Estate Management	RICS Final pass (Royal Institute of Chartered Surveyors).
1978–1982	Coventry University	BSc in Building
1976–1978	Cornwall Technical College, Camborne	OND in Building
1970–1976	Launceston/Cornwall College, Cornwall	9 O'levels (and equivalent) including Maths, English, and Science