



## Nick Melling B.Sc. (Eng.) ACGI MICE CEng CIHM

### Personal profile

Nick is a highly experienced interim manager and consultant specialising in social housing asset management and property services. He excels in analysing situations for turnaround, growth or continuous improvement, and developing and implementing the resultant strategies to deliver clients objectives.

Nick graduated from Imperial College, London in 1982 and became a chartered engineer 1989. After a successful career in construction he became Group Operations Director of ERG PLC a leading design-build process engineering company. Nick moved to working in asset management in the housing sector in 2001 and was a director of United House Ltd (now United Living) and Mears Group PLC, both leading social housing contactors.

Nick started his own interim management and consultancy business in 2005 and has held a variety of senior client-side roles since that time including two years as Interim Director of Property Services at Moat and recently Interim Director of Asset Compliance for Optivo. He has also carried out several complex strategic consultancy projects including development of asset compliance, property services and asset management strategies for housing associations such as Orbit Group, Richmond Housing Partnership, Riverside and Newlon HT.

Nick has successfully devised and implemented *property compliance strategies* for Orbit, Riverside and Hyde; large scale Housing Associations with extensive regional or national portfolios.

### Interim roles

- Director of Property Services
- Director of Asset Compliance
- Head of Property Compliance
- Head of Asset Management
- Head of Operations
- Head of Planned Works
- Head of Building Services
- Head of Maintenance & Repairs

### Areas of expertise

- Asset\Property Compliance
- Strategic Fire Safety
- Senior Management, implementing strategy
- Development of Asset Management strategy
- Performance management & systems
- Operational report writing and analysis
- Contract\Project Management & procurement
- Policy, strategy & procedure development
- Chairing & facilitation with groups

### Interim Management Assignments

<p>May 19- Present</p>	<p>Optivo Housing Association</p>	<p><b>Interim Director of Asset Compliance</b> Optivo has 44,000 properties in management and member of the highly influential G15 group of leading HAs. Recruited to head up the newly created Asset Compliance and Fire Safety Directorate. Nick completed a thorough review of all areas of compliance, produced strategies for improvement in all areas for Executive Team approval and implemented the resulting transformation plans. Formulated Optivo’s response to the post-Grenfell Hackitt report and initiated fire safety review and remediation of the high-rise block portfolio.</p> <p>Revised all policies and directorate risk registers and provided leadership to the team delivering the resulting risk controls including embedding 2<sup>nd</sup> and 3<sup>rd</sup> lines of defence (assurance).</p> <p>Designed and introduced a comprehensive performance management system to monitor progress towards meeting policy objectives.</p>
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<p>July 18 – Dec 18</p>	<p>Southern Housing Group</p>	<p><b>Interim Head of Home Repairs</b> Responsible for strategic management of the repairs and voids function incorporating other business critical functions. Completed negotiations with Term Contractors to place long-term contracts on sound commercial footing. Brought forward proposals to simplify and streamline valuation and payment processes to improve efficiency.</p> <p>Took ownership of project to replace ACM cladding on high rise residential block and ensured construction works commenced on time. Took over role to cover for staff member resignation &amp; carried out structured handover to successful candidate for substantive post.</p>
<p>July 17- May 18</p>	<p>The Hyde Group</p>	<p><b>Interim Head of Compliance (Property)</b> Hyde is a regional provider in the SE with a portfolio of 39,000 units. The role included responsibility for developing and implementing property compliance strategy including management of a team of 15 technical Contract Managers and staff delivering a budget in excess of £20m – gas safety &amp; heating, fire safety, electrical safety, asbestos management, water hygiene control, and all communal M&amp;E equipment replacement and maintenance.</p> <p>In 8 months Nick re-built all aspects of the depleted compliance function and provided new leadership and focus to the managers and team. Compiled and submitted a comprehensive compliance policy and delivery strategy to the Executive for approval. Subsequently introduced a reliable &amp; transparent performance management system and significantly improved results across the Compliance Scorecard.</p>
<p>June 16- July 17</p>	<p>The Riverside Group</p>	<p><b>Interim Head of Property Compliance (Group)</b> Riverside is a national provider with 55,000 properties in management. Reviewed key areas of property compliance and submitted comprehensive risk reduction strategy to the Executive for approval. Revised all policies and identified key control measures to report progress directly to the Executive.</p> <p>Implemented compliance strategy through central and regional teams and introduced performance management systems to monitor progress towards meeting policy objectives. Achieved excellent year-end results March 2017.</p>
<p>May 15- May 16</p>	<p>Orbit Group</p>	<p><b>Interim Head of Compliance &amp; Asset Management</b> Recruited specifically to turn around performance in areas of fire, electrical and asbestos safety management. Designed and implemented a comprehensive Compliance Strategy to deliver new policy objectives. Set up new Compliance Team and managed performance, achieving all business-critical targets set by EMT following HCA down-grade to G2. Reported directly to the Group Executive. Orbit were upgraded back to G1 in Summer 2016.</p>
<p>Apr 13- Nov 14</p>	<p>Orbit Heart of England HA</p>	<p><b>Interim Head of Property Investment \ Head of Operations (Asset Management)</b> Recruited and led the newly formed Property Investment Team (following restructure) delivering over £15m of planned works programmes. Put new systems and procedures in place and prepared team for handover to newly recruited Head of Service.</p> <p>Led Property Services and Asset Management Teams delivering all maintenance, heating services and planned works for 15,000 dwellings. Role included mobilisation of three large scale, long term maintenance and planned works contracts in addition to delivery of outstanding planned works programmes.</p>



May 11- Aug 11	Orbit East and South HA	<b>Interim Head of Planned Works</b> Covered role during recruitment period following restructure of Property Services Team. Recruited and led team managing £15m planned works programme.
May 10- Aug 10	Richmond Housing Partnership	<b>Interim Head of Building Services and Asset Management</b> Developing and implementing asset management and building services strategies including acting to ensure 100% compliance with Decent Homes.
Sept 08- Jan 09	Gallions HA	<b>Interim Head of Asset Management</b> Led Planned Works Team and carried out a full strategic review. Designed and submitted Asset Management Plan for approval including Decent Homes strategy.
July 06- July 08	Moat HA	<b>Interim Director of Property Services</b> Undertook a comprehensive review of the property services function and produced a new Property Services and Asset Management strategy for executive approval. Overhauled the entire team structure, strategy, systems and contracting framework. Centralised the function, introduced comprehensive KPI reporting and implemented large scale procurement for all repairs, voids and planned works contracts for ground-breaking 20 year Partnering Contracts.

## Career history

November 2005 – Present

### **The Housing Connection**

Owner & Principle

Providing consultancy and interim management to the social housing asset management sector.

Feb 2004 – November 2005

### **Mears Group PLC**

Regional Director

Strategic management of the company's flagship partnering arrangement; a £130 million contract to provide complete property management services to Richmond Housing Partnership (RHP) including Repairs and Voids, heating maintenance, decent homes and planned works.

Maintained or exceeded performance as measured by KPIs for Customer Satisfaction, Completion\Turnaround times and Quality reduced client unit cost for repairs and maintenance budgets whilst significantly improving Mears net profit.

Oct 2001 – November 2003

### **United House Ltd**

Director of Change and Innovation

Developing and implementing the business plan for the newly formed maintenance division and managing the business-critical Customer Services, Innovation, H&S and Quality teams. Supported business development and led the operational set-up for a new division, generating over £20m sales opportunities in initial 6-month period. Secured first order, under partnering framework value £15m.



## Career history /cont.

August 1993 – October 2001

**ERG Environmental Resource Group PLC \ Southern Water plc**  
Group Operations Director \ Contract Manager

ERG provided construction and maintenance services to the process and water industry sectors. The role included responsibility for delivering all project delivery and maintenance operations. Managing a team of 100+ executing contracts with a sales value in excess of £30m per annum.

Developed a new structure for the business and took a key role in the subsequent reshaping exercise including creating distinctive operational teams forcing P&L accountability down the organisation for greater efficiency and added focus. Managed integration of teams from two merged businesses into one business unit resulting in cost reductions in bidding and project execution.

July 1982 – August 1993

**W A Dawson Ltd**  
Contract Manager \ Project Manager \ Graduate Engineer

Working on a variety of complex and challenging construction projects.

## Consultancy assignments

Nick has completed an extensive range of consultancy assignments ranging from large scale OJEU procurement to development of Asset Management and Property Services strategies. *Full details on request.*

## Education & professional development

- 2013 Board member & Chair, Radcliffe Housing Society
- 2012 Member, Chartered Institute of Housing
- 1989 Membership of the Institution of Civil Engineers, Chartered Engineer
- 1982 Imperial College, London B.Sc. (Eng.) Civil Engineering
- 1979 Belmont Abbey School, Hereford. A levels - Maths [A], Further Maths [C], Physics [B], Art [A]

## References

*Contact details available on request*

<b>Ian Gregg</b>	Executive Director of Asset Services	The Riverside Group
<b>Paul Tennant</b>	Former Chief Executive & CIH President	The Orbit Group
<b>Susan Stockwell</b>	Executive Director of Customer Services & Operations	The Hyde Group
<b>Karin Stockerl</b>	Director of Asset Strategy & Services	Optivo Housing