

ATTACHMENT JW RV-1

This is the attachment marked "JW RV-1" referred to in the joint witness statement of Jacqui Watt and Rodney Vlasis dated 14 July 2015.

Resume

Jacqui Watt – July 2015

Address
Phone
Email



CAREER SUMMARY

I bring solid people leadership and change management experience with over 25 years working in community and government in both Australia and UK. Combined with a strong commitment to supporting individuals, teams and communities, I can work with people at all levels finding solutions and creating alliances that deliver confidence and cohesion. My key strengths are:

- Communications, motivation and people engagement
- Stakeholder management
- Developing leadership skills with individuals and teams
- Advocacy with systematic political understanding
- Presentations, Chairing meetings and group facilitation
- A solid understanding of how to deliver quality people services to individuals and communities

KEY SKILLS AND ATTRIBUTES

- Significant experience in both government and community sectors
- Leadership and development of staff teams
- Stakeholder engagement and management skills
- Innovative and creative approach to problem solving
- Proven strengths in networking, collaboration and partnerships
- Experience of strengthening governance in organisations
- Well developed communication skills – including media experience and public speaking
- Track record of improvements in project, staff and performance management systems
- Trained as a *Leadership Insight* consultant (Accredited Coach)

PROFESSIONAL EXPERIENCE

Chief Executive Officer, No To Violence/Men's Referral Service *(Feb.2015 to date)*

No To Violence is the peak body for male family prevention in Victoria and operates supportively across Australia providing policy, advocacy and practice advice on men's behavior change and in the whole policy arena of family violence prevention. Men's Referral Service provides telephone based consulting and referrals services for men who choose to use violence in both Victoria and New South Wales.

Director, Leadership Acumen *(Jan 2014 to date)*

My own business provides services to individuals and organisations seeking to enhance leadership acumen, change management capacity and employee resilience.

I have consulted to two large NGO's in Australia, and facilitated discussions between Victorian State Government and the Community Housing Sector. I am handling a number of clients whom I am coaching on a 1 to 1 basis.

Director Client Services, Anglicare Victoria, Melbourne *(Dec 2012 to Jan 2014)*

With overall responsibility for Client Service functions across the agency, I had six direct reports – four Regional Directors and two centrally based agency-wide policy staff. I had overall responsibility for 800 staff operating out of over 20 locations providing a complex suite of services to vulnerable children and families – including family violence programs and Mens Behaviour change in the North and East Regions.

Anglicare Victoria is the largest out of home care provider in the state and sleeps 350 children a night in foster, kinship or residential care settings. In addition, contact with over 11,000 families a year through other programs and partnership based services, it provides an individual client response to people with drug and alcohol, mental health and family violence challenges.

Achievements included:

1. Leading successful tenders for four new residential care projects, including the Introduction of therapeutic models of care to the agency
2. Development of leadership acumen through work with direct reports
3. Improving systems for the management of risk
4. Reviewing and evaluating programs ensuring Good Practice was brought to the attention of the Senior Executive Team

Whilst at Anglicare I oversaw the production of two evaluation reports. One was based on the work in the East Region with the Men's Behaviour Change program based at Lilydale. At the time of leaving we were planning to take that to the executive monthly meeting as a presentation.

Senior Adviser, KPMG, Melbourne, Victoria, Australia (April 2012 to Oct 2012)

Appointed by KPMG after recommendation from the Victorian Housing Minister, I supported the KPMG/DHS Housing contract to assess the response to the development of a "Fair and Sustainable Social Housing System in Victoria". I chaired and facilitated over 30 meetings with tenants and stakeholders across Victoria including homelessness service providers. I was brought into the project for my stakeholder management skills.

Chief Executive, Community Housing Federation of Victoria (CHFV) (March 2010 to March 2012)

CHFV is the state peak body representing 73 member organisations that operate social and community housing projects across Victoria. This includes Victoria's eight registered Housing Associations. As lead officer reporting to the Board, and with a team of 3, a key objective of my role was to quickly establish positive relationships with stakeholders, particularly the Victorian Government.

Achievements include:

- Creating an enhanced profile through Business Planning, rebranding and website development
- Highly successful State Conference in July 2011 (Report available)
- Building political and business alliances

Chief Executive, SFHA, Scotland, UK (Oct 2005 to March 2010)

The SFHA (peak body) represents 170+ member Housing Associations across Scotland who house approximately 10% of the population and manage over 250,000 tenancies. As lead officer, reporting to the Board, my key responsibility was to ensure the organisation balanced diverse member interests with the political strength to effectively influence public and not-for-profit housing policy in Scotland.

Achievements include:

- Successful lobbying on change to Scotland's Right to Buy legislation and the new homebuyers grant
- Building a new 3 year Strategic Plan in partnership with the Board and staff
- Leadership of a fundamental review of the organisation - reducing staff from 42 to 30 EFT and moving from three office bases to one and thereby ensuring ongoing viability of the organisation
- Strengthening the commercial arm of our operations ensuring genuine surplus on all publications and events and doubling our commercial member income
- Reducing annual fees to 170 member organisations by 20%

In summary, as CEO I succeeded in improving the commercialism of the peak body, whilst leading significant staff changes and, at the same time, reducing fees to member bodies, thus leaving SFHA in a very strong financial position.

Executive Director of Community Services, Shetland Islands Council, Scotland (Jan 2001 to Oct 2005)

Shetland Islands Council is an all-purpose local authority with a population of 23,000. As such it provides all community services (except direct health and police services).

My role as Executive Director was to lead a new department (2,000 staff) with responsibility for all people related services (\$100m budget). Functions included Children and Family Services, housing and community facilities. 24 hour services to vulnerable children, people with mental health problems and the aged. I reported to elected members (22 councillors) providing policy and budget advice.

Achievements include:

- Lead Officer for the Council in piloting Community Planning arrangements. Chairing of monthly meetings of Community Planning Board from 2002- 4. Enthusing elected members on the importance of Community Plans.
- Leading an integrated approach to children's services with all stakeholders - bringing together all agencies involved in the delivery of children's services to improve collaborative practice and client outcomes
- Leading a strategic review of education provision across the whole authority area
- An excellent inspection result for our youth and community development services
- Deputising for the Chief Executive

Head of Housing Management, City of Edinburgh Council, Edinburgh, UK (July 1999 to Dec 2000)

The City of Edinburgh Council is responsible for all local authority services within the city council boundary including Education, Social Work, Environment, Transport and Planning and Housing. Reporting to the Director of Housing, I led housing management services (300 staff) across the city - 26,000 units of housing (50,000+ tenants) delivered via 6 local area teams. I reported to Housing Committee, advising elected members on policy options.

Achievements include:

- Chairing a multi-agency group to develop Edinburgh's first integrated anti-social behaviour policy. This model was later recognised as an exemplar for good practice nationally.
- Securing elected member support for a review of allocations policies and Chairing the project steering group. This led to a significant change in the way Social Housing was let - resulting in more sustainable tenancies and communities

Head of Housing Management, Gloucester City Council, Gloucester, England, UK (Feb 1996 to July 1999)

Gloucester City Council provides environmental, housing, roads and related services in the city boundary area. I was appointed to a newly created role which followed exposure of the councils housing management services to competitive tender. I grasped the financial challenges facing this arms-length business unit and settled the new team to deliver on the contract, ensuring effective housing management for 10,000 tenants. There was considerable tenant liaison in an authority recognised for its good practice in tenant participation. (60 staff)

Achievements include:

- Delivering the Gloucester Housing Services contract and returning a surplus to the GHS Board
- Developing GHS Strategy and Business Plan
- Leading the teams to continually improve on performance outcomes - including tenant satisfaction
- Promotion when contractor and client functions were amalgamated in 1999

Regional Director, Knightstone Housing Association, Bristol, England, UK (April 1995 to Jan 1996)

Knightstone was the largest Housing association operating in the South West of England and had expanded rapidly in previous years. It had tremendous diversity of stock and although its main base was in the heart of Bristol, there was also dispersed housing throughout remote and rural areas as. Knightstone provided a variety of housing and related support services either directly or via support providers.

I had overall responsibility for 3,000 units of dispersed housing stock managed via 2 housing offices in Cheltenham and Bristol. As the most senior member of staff in the region I led a staff team of 55 as well as contractual liaison/partnership arrangements with specialist small providers.

Achievements include:

- Developing a robust business plan for an Asian Housing Association in central Bristol thereby enabling KHA's commitment to diversity of provision and equal opportunities to be met
- Delivering significant improvements in the management of tenant complaints and level of rent arrears

Director, Homeless Action, London, UK (Jan 1994 to April 1995)

The organisation was set up to provide housing and support services for single, vulnerable, homeless women across London. But their future funding was under threat from the London Borough Grants Unit and previous attempts at

organisational review had faltered. I accepted this fixed term contract to work in London - initially for a year - during this time I also completed my MSc. The leadership experience at Homeless Action was the subject of my Masters dissertation.

Achievements include:

- Leadership, and successful delivery, of a fundamental review of the organisation
- Initiating and sustaining a relationship of trust and credibility with funders to support ongoing viability
- A refreshed and re-energised service delivery organisation which continues to trade today

In summary this role proved a significant experience in the management of change. All staff were required to apply for new jobs which required considerable trade union negotiation. Performance management systems had to be created from scratch. There was a great degree of stakeholder management with the Board of management, the funding body, the staff team and tenants.

Director, Colonnade Housing Association, Bath, England, UK (April 1990 to Dec 1993)

I was recruited to set up this new organisation in anticipation of Community Care legislation in the UK. As the first and sole employee, I established networks and initiated new projects with a range of stakeholders. I successfully secured capital funding for projects. Working with my board, we developed new approaches and policies to deliver quality supported housing for vulnerable people who were being discharged from long stay mental hospitals.

Achievements include:

- Growing the organisation from 1 to 93 staff and turnover from zero to £3m (AUD equiv \$4.5M)
- Negotiating service agreements and staffing arrangements for 12 new projects
- Securing Government backed capital funding for the first housing project targeting services for black people with mental health problems in Bath
- Recognition of Good Practice by the Mental Health Foundation in 1993 in recognition of the excellent advocacy services we provided for vulnerable residents.
- “Woman Achiever in Housing” Award in 1992 (UK).

Senior Research & Development Officer, Housing Dept, Cardiff City Council, UK (Feb 1989 to April 1990)

My first management job in 1989 was as part of a new team providing direct advice to the Director of Housing.

Development Officer, Gwent Drugs Project, Gwent Area Health Authority, UK (Sept 1986 to Feb 1989)

Employed as one of a newly appointed team my role was to set up befriending counselling and advice services for problem drug users, their families and friends. The project was the result of a government funding initiative and we set it up from scratch.

Housing Visitor, Housing Department, Shetland Islands Council, UK (July 1985 to Sept 1986)

Establishing this new (and sole worker) role to develop the provision of tenants services across the island (2000+ tenancies); I was successful in improving Rent arrears management, dispute management and repair processes.

DIRECTORSHIPS AND MEMBERSHIPS

- ❖ Board Director of Community Housing Federation of Australia (November 2010 until March 2012)
- ❖ Participation in the Ministerial Advisory Council on Homelessness (MACH) at the invitation of the Minister for Housing, Ms Wendy Lovell MLC until 31 March 2012.
- ❖ Scottish Social Enterprise Coalition (2007 – 2010), the Scottish Urban Regeneration Forum (2009 – 2010) and Shetland Enterprise (2002 – 2005).
- ❖ I am a full member of the Chartered Institute of Housing having been invited to join via the Distinguished Professional route in 2009.
- ❖ Currently a Director of the ACSO Council (since August 2014)
- ❖ Currently Secretary of Organisation Development Australia (ODA) (since July 2014)
- ❖ Currently a Board Director on Adult Community and Further Education (ACFE) Loddon Mallee ((since August 2014)

QUALIFICATIONS AND TRAINING

M.A. Honours in Social Policy 2:1 and class prize (Distinction equivalent)	University of Edinburgh, Scotland, UK 1984
Master of Science (MSc) – Management Development & Social Responsibility	University of Bristol, England, UK 1994
Graduate of Australian Institute of Company Directors (GAICD)	AICD Australia 2015

I have undergone various in-depth leadership training and personal development programs, including being accredited as a consultant with an internationally recognised tool **Leadership Insight** (gained in 2008). I value the opportunity to continually review my approach to leadership and communications. I also support staff to enhance their self-reflection skills thereby gaining confidence to realise their full potential.