

HOUSING SERVICES  
ELAINE ELKINGTON DIRECTOR

**LONDON BOROUGH OF  
HAMMERSMITH & FULHAM**

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To Whom It May Concern

Our ref: DHS/EE/th

17<sup>th</sup> April 2002

Dear Sir,

**Re: Simon Bailey**

I am pleased to provide a reference for the above who has worked for my department as EDM Consultant in Private Sector Benefits since July 2000. Simon was initially commissioned as part of a consultancy team engaged to produce a position statement on the benefits service as a precursor to an interim management contract, at a time of management upheaval and substantial change.

His particular area of expertise related to IT capability and development potential for the benefits service. Simon essentially rescued a failing project when the existing software suppliers for EDM went into liquidation.

He was responsible for procurement of an alternative system, drawing up a specification, conducting site reference visits and ultimately chaired the selection panel to procure a new system.

Working together with corporate colleagues, he project managed the implementation on time and to budget, ensuring the service met its business plan targets with a successful roll-out following going live in November 2001. This work has now enabled the new permanent staffing team to take over the process and to continue development in line throughout this period.

I have found Simon's approach to be sound, down to earth and he has demonstrated a clear understanding and commitment to my department and its business goals. At times this has been immensely challenging but he has developed good relationships with staff and managers and conscientiously worked to achieve the objectives set.

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INVESTOR IN PEOPLE

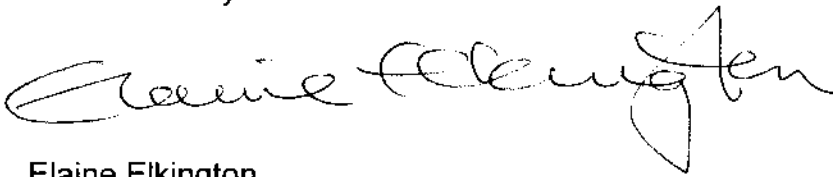


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I would have no hesitation in recommending Simon to you for engagement, based on my experience of his having worked here over the last two years.

I am happy to provide further information as necessary.

Yours faithfully

A handwritten signature in black ink, appearing to read "Elaine Elkington". The signature is written in a cursive, flowing style with some loops and flourishes.

Elaine Elkington  
**Director of Housing**