

summary

I enjoy working with others to find practical solutions to difficult problems. I help teams, services, organisations, leaders and partnerships work more purposefully and effectively together.

My diverse experiences in management, consultancy and enabling roles help me rapidly grasp context, build relationships, and identify requirements. I offer clear thinking, creative challenge, and sound judgement in driving through projects from planning to implementation, and in enabling clients to take the work forward.

Skills

- Organisation development, and facilitation
- Research and analysis
- Integrating system/process redesign with culture change
- Knowledge management, SharePoint and other technologies
- Communication and stakeholder engagement
- Programme and project management

Sectors

- NHS (commissioning, leadership development, clinical engagement, workforce development, community services, support services)
- local government and partnerships
- third sector

employment

Jan 2012- **Self employed consultant**

Current:

Bradford District Care Trust: Development of low cost SharePoint system to support Nurse Revalidation and Continuing Professional Development for clinical professionals.

Recent:

Manuel Bravo Project: Evaluation of innovative model for pro bono legal advice for asylum seekers; literature review on scaling and spread of innovation, and planning guidance.

Bradford District Care Trust: Transformational Change Programme – Agile Working and Admin Review: consultancy to align change processes across service redesign, technology, OD and business process.

Bradford Safeguarding Adults Board: Board Development.

Children England: Innovation and collaboration partnership in Leeds.

Information systems and business process for a refugee charity.

Fundraising approaches for a Diocesan community development office.

also

Editor /publisher of *A biography of Cyril James* (pro bono).

Freelance Spanish Interpreter, Enable2 CIC: Ad-hoc support for health professionals and patients.

July – Dec **Advisor, Pathfinder Learning Network** *seconded to Department of Health*

2011

Critical friend to shadow National Commissioning Board on more flexible engagement with Clinical Commissioning Groups, through face to face and virtual networks.

Mar – Oct **Organisation Development Lead** *NHS Bradford and Airedale*

2011

Responsible for programme supporting the rapid development of GP-led Clinical Commissioning Groups. Facilitation of large events and brokering difficult conversations.

June 2007 **Knowledge Management and Improvement Lead** *NHS Bradford and Airedale*: designed and delivered knowledge systems to inform commissioning decisions; managing cultural change

-Mar
2011

2005 –07 **Knowledge Manager** *West Yorkshire Service Improvement Forum*: Sharing improvement work in healthcare across the NHS in Yorkshire and nationally.

- also additional role*
2004 -06 **Co-founder and mentor NHS Networks**
Wrote the bids that set out the vision, the model of operations and secured the funding. Built and ran national networking website. Trained and mentored the team who took it over. Member of steering group.
- 2002 -05 **Head of Communications and Information National Primary and Care Trust Development Programme, NHS Modernisation Agency** Developed brand, edited a heavily used website, weekly bulletin and PCT Competency Framework, plus a range of practical online and print publications. Management of media relations and events, and relations with senior Government sponsors.
- 2000-03 **Parent Governor, West Leeds High School and Chair, Leeds West Education Action Zone**
- 1999 - 02 **Communications Manager, Bradford Health Action Zone Bradford Health Authority/ Bradford City tPCT** Spreading health improvement messages to the public and learning to 16 partner organisations, Department of Health and Ministers *and Communications Lead on Neighbourhood Renewal* for Bradford Vision
- 1990-2001 **Self employed Consultant, Writer and Trainer** on management and organisational development in health, social care and the voluntary sector, and on user and carer centred approaches, front-line involvement in service redesign and joint working. Clients include Health Authorities, Health Action Zones, Social Services Depts; Joseph Rowntree Charitable Trust, voluntary organisations
- also* 1991-96 **Principal consultant, West Yorkshire Management Development Scheme West Yorkshire Charities Information Bureau/Yorkshire Arts:** brokering consultancies for 53 voluntary and arts organisations.
- 1980-90 **Project Manager, West Yorkshire Radio Action CSV Media Programme**
Pioneered media training for public sector (e.g in-service training of NHS community dieticians); liaison with local media; set up action line; produced features & organised programme support. Set up Positive Action Radio Training courses.
- 1979 **Assesor tecnico (Consultant) Unidad de Produccion Audio-Visual, CENCIRA, Cusco, Peru** to agricultural training & community video production unit
- 1976-79 **Volunteer Director Community Service Volunteers** Recruiting, placing & supporting full-time volunteers in care settings
- 1974-76 **Community Video Animateur, Inter-Action Trust, London & Milton Keynes** Enabling youth & community groups to gain confidence and a voice through a new medium
- 1973-74 **Assistant Play Leader, Leeds Play Association, Seacroft Adventure Playground, Leeds:** Youth & community work on a peripheral estate.

education

- 2010 Managing Successful Programmes - Foundation
- 1988-90 Institute of Linguists' Final Diploma (Distinction) Spanish.
- 1985 National Radio School, London. Radio Producer course
- 1970-73 St John's College, Oxford; BA (Hons) English Language & Literature
- 1963-70 Orange Hill County Grammar School, Edgware; 9 O levels, 2 A levels.

and also...

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| Nationality: British | Walking, gardening, reading: often |
| UK Driving Licence: clean | T'ai Chi, landscape photography: I try |
| Excellent Spanish, good French, some Italian | Cooking: with gusto |

productions, publications, commissions and reports

- 2013 Edited and published *Born at the wrong time*, a biography of a Leeds tailor and soldier (paperback & Kindle editions)
- 2008-11 Development of *the loop* (SharePoint web portal combining staff intranets and partners' extranet): approx 500 web pages and 13,000 documents sharing knowledge across the Bradford and Airedale health community.
- 2006 Researched, edited *Learning from Practice* database (NHS Networks, NHS Institute); 300 examples of innovations and service improvement

- 2002-04 Wrote, edited and produced *NatPaCT website* – approximately 700 short articles and 300 web pages on development in primary care and PCTs; edited web and print versions of *PCT Competency Framework*, *PCT “Friend” series* (HR, System Reform, Finance and Commissioning), *HR toolkit*, *PEC Papers*, NatPaCT 2002-2004
- 2002 Edited *Starting with People: A Neighbourhood Renewal Strategy for Bradford*, Bradford Vision
- 2002 Wrote and edited *Barriers Broken, Health Improved*, Final report of Bradford Health Action Zone
- 2001 Contributor and editor *Advancing Together for Good Health*, Yorkshire Health Action Zones
- 2000 Wrote, edited, produced *Joining Up Thinking Learning and Working - Leeds Local Beacons Fair and Integrating Care in Leeds*, Leeds Health Action Zone,
- 2001 *Guide to Equipment for Disabled Children in Leeds* – Leeds Joint Disabled Children’s Group/Leeds Social Services
- 1999 Researched and wrote *Draft Multi Agency District Strategy**, and *Not Just Another Working Party: Evaluation of West Area Pilot*, * Leeds Reconfiguration of Older People’s Services
- 2000
- 1998 Researched and wrote *Respite Care Bed Database – Feasibility review**, Leeds Social Services,
- 1998, Researched, wrote and produced *You Should Know: Information for parents of disabled children*, Leeds Joint Disabled Children’s Group/Leeds Social Services
- 2001
- 1997 Researched, wrote and produced *Communications Review**, and *Leeds Mental Health Directory*, Leeds MIND/Information for Mental Health
- 1996 Wrote *Out of Hours Mental Health Services in Leeds* (with Jane Williams) Leeds Joint Mental Health Committee
- 1996 Researched and wrote *Black membership of voluntary sector management committees* Joseph Rowntree Charitable Trust,
- 1998 Facilitation of merger process for a single district organisation from the five Citizens Advice Bureaux in Calderdale
- 1998 Board training, Leeds Involvement Project
- 1997 Evaluation of support to community organisations* Voluntary Action Sheffield
- 1998 Evaluation, * South Yorkshire Funding Advice Bureau
- 1992-96 Edited *The Register of Consultants & Trainers in the North of England*, (3 editions) Charities Information Bureau
- 1991-96 Management development needs analyses and consultancy briefs for 53 arts and voluntary organisations, West Yorkshire Management Development Scheme
- 1992-96 *Costing for Contracts* and other training courses, Directory of Social Change
- 1990-98 *Using the media* training courses, British Dietetic Association, World Mental Health day and others
- 1995 Financial recovery plan* Voluntary Action Sheffield
- 1993 Development Plan: Domestic Support Consortium*, Wakefield Community and Social Services
- 1992 Researched and wrote *Costing for Contracts*, NCVO/Directory of Social Change
- 1992 Researched and wrote *Feasibility Study: a Play Scrap Store for Leeds*, Voluntary Action Leeds
- 1991 Wrote *Social Work and the Media*, (chapter) Ed. Franklin, Routledge
- 1986 *Self-Service* (6 half-hour documentaries on self-help groups) Pennine Radio
- 1982-8 *Pennine Action* (several hundred scripts mainly on welfare benefits, health issues, employment & training opportunities) Pennine Radio
- 1982 Devised, wrote *The Local Radio Kit*, National Extension College/CSV
- 1980-81 Devised, wrote *Directory of Media Training Opportunities*, CSV Media Advisory Unit
- 1980 *The frame-makers*, video, CSV Media
- 1979 *La Chola, El Fondo Rotativo, Aforestación*, UPAV-CENCIRA, Cusco, Peru
- 1975 Contributor, *Basic Video in Community Work*, Inprint
- 1975-6. Approximately 50 community video co-productions, Inter-Action Trust

* unpublished internal reports