



Complementary & Natural
Healthcare Council

Outline Report of Progress in Establishing the Complementary and Natural Health Care Council

1. Overview

Progress since CNHC received funding has been considerable, with significant achievements in all key objectives within the Business Plan, as detailed below. To summarise these, rapid advances have been made in Governance issues, a core staffing for the set-up phase has been put in place, including a part-time Chief Executive and Registrar, an interim website has gone live and work has begun on the design and commissioning of the on-line Register. External relations have been a priority for the Co-chairs, with visits, presentations and meetings with a range of professional bodies in the field.

However, it has also become clear that the timescale for the setting up period that was envisaged by the Federal Working Group when they drafted the Business Plan, was unrealistic. As the Board have got to grips with the practical realities of establishing the CNHC, it has become clear that the start-up period needs to be extended. The key reasons for this are:

- To design, commission, build and test the on-line database, with the functionality required to automate CNHC's systems (and thus keep down staff costs in the future) will take 8 – 9 months. Work is underway on this.
- To establish the Functional Boards and Profession Specific Boards laid out in the FWG's plan for CHNC is a time-intensive process. These bodies will meet for the first time in Autumn 2008, and have to be in place before the Register Launch can take place
- The establishment of the long-term staffing of the CNHC is reliant on decisions taken about the on-line Register and needs will not be clear until Autumn 2008, delaying recruitment.

The CNHC Board has taken the view that January 2009 is the earliest date at which it will be possible to launch the Register, and are now planning workstreams to meet that deadline (see Appendix 1, Gantt Chart)

The financial implications of an extended start-up period are outlined in Section 3, p 4, below.

2. Progress since January 2008

Key achievements have been:

Governance and Legal

- agreement of CNHC's values, mission and objectives (Feb)
- election of two CoChairs – [REDACTED] and [REDACTED] (biographies at Appendix 3) (April)
- establishment of CNHC as a Company Limited by Guarantee. (June)
- charitable status reviewed and put on hold (May)
- appointment of Kingsley Napley as legal advisers, following their *pro bono* activity from January - June 2008 (June)
- appointment process agreed for Functional Committees and Profession Specific Boards – appointments to commence in June for September meetings (June/July)
- formal meeting arranged for 24 June with first two PSB representatives (Massage and Nutrition)

Staffing

- appointment of part time (16hr pw) Chief Executive/Registrar – [REDACTED], by external advertisement (CV at Appendix 3)(May)
- appointment of part time(16 hr pw) administrator [REDACTED] (April)
- appointment of part time (16hr per month) Finance Officer [REDACTED] (June)

Corporate resources

- interim web site set up at www.cnhc.org.uk (April)
- establishment of virtual office, keeping overheads costs to a minimum during start-up phase (May)

Building the Register and accompanying systems and policies

- preliminary work undertaken on register specification prior to seeking bids to build (May/June)
- Discussions taking place with a number of other health regulatory bodies to learn from their experiences of managing on-line Registers (May/June)

- Code of Conduct, Performance and Ethics revised – awaiting legal opinion (June)
- Fitness to Practice procedures being prepared ready for legal opinion (June)

Financial management

- FIH continue to provide *pro bono* support until mid-June 2008. Arrangements are in place to achieve seamless transition of financial support services on completion of *pro bono* period (June)
- Appendix 2 summaries CNHC expenditure to end May 2008, and provides estimated spend to end of December 2008
- Work has begun on reviewing FWG's earlier work on financial projections and models in the light of more detailed knowledge of likely costs and income (ongoing)

Managing external relations - communications and marketing

- progression and completion of CNHC branding (Feb)
- specification agreed for PR support to the Register Launch campaign (May). Campaign to begin in September 2008
- individual meetings underway with representatives of various therapies – so far, homeopathy; reflexology; nutrition; massage (May/June)
- Briefing meeting arranged for key Professional Associations in July (July)
- speaking engagements being undertaken with various therapy groups (on going)
- articles being drafted for various professional association's journals and newsletters (ongoing)

Other

- discussions taking place with various bodies on possible audit of CNHC process (June/July)

3. Financial implications of an extended start-up phase

Appendix 2 shows CNHC expenditure to end of May 2008, along with projected spend to end of December 2008, the completion of our extended start-up phase.

The impact of an extended start-up period will be felt in the third quarter of the 08/09 financial year (ie Oct 08 onwards), particularly as staff are brought into post and permanent office arrangements set-up in preparation for the launch of the register in January 09. There is a projected shortfall, currently estimated at £45,000, on the set-up grant.

4. Financial Projections to 2010

The original Business Plan drawn up by the Federal Working Group envisaged that CNHC would not reach its financial break-even point until the end of two years of operation.

We continue to develop our financial strategy and projections, but this is challenging given that CNHC has few comparators it can draw on. We believe the challenge facing CNHC is unusual in that:

- CNHC is a voluntary, not a statutory, regulator so has a major persuasion task to undertake to encourage, and – importantly – to sustain registration
- CNHC is starting completely from scratch and has not inherited any systems or pre-existing registers, unlike most other regulatory bodies in the health field
- Our discussions in the field have led us to believe that registration fees must be kept at a very affordable level to encourage registration. This means we are committed to a high-volume, low-cost financial strategy
- Our financial strategy has to be supported by a register using the most modern IT technology

We continue to believe that our break-even point is 10,000 registrants. We would welcome further discussions about a financial strategy to support CNHC as it builds to this level of registrants.

| No. | Task | Start | End | Duration | 2008 | | | | | | | | | | | | | | | |
|-----|--|------------|------------|----------|------|-----|-------|-------|-----|------|------|-----|-----|-----|-----|-----|-----|-----|-------|-------|
| | | | | | Jan | Feb | March | April | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | March | April |
| 1 | Complete infrastructure | 1/1/2008 | 31/5/2008 | 109 | | | | | | | | | | | | | | | | |
| 2 | Design register & finalise brief | 5/5/2008 | 20/6/2008 | 34 | | | | | | | | | | | | | | | | |
| 3 | Commission register build | 23/5/2008 | 30/7/2008 | 27 | | | | | | | | | | | | | | | | |
| 4 | Build Stage 1 Register | 1/8/2008 | 15/9/2008 | 31 | | | | | | | | | | | | | | | | |
| 5 | Build stage 2 Register | 29/8/2008 | 10/11/2008 | 30 | | | | | | | | | | | | | | | | |
| 6 | Testing | 11/10/2008 | 2/12/2008 | 29 | | | | | | | | | | | | | | | | |
| 7 | Corrections/changes | 2/12/2008 | 22/12/2008 | 14 | | | | | | | | | | | | | | | | |
| 8 | LAUNCH | 19/1/2009 | 24/1/2009 | 1 | | | | | | | | | | | | | | | | |
| 9 | Draft & Agree Code of Conduct | 1/5/2008 | 18/6/2008 | 34 | | | | | | | | | | | | | | | | |
| 10 | Legal Opinion | 19/6/2008 | 18/7/2008 | 21 | | | | | | | | | | | | | | | | |
| 11 | Draft & Agree Complaints Procedure | 1/5/2008 | 18/6/2008 | 34 | | | | | | | | | | | | | | | | |
| 12 | Legal Opinion | 19/6/2008 | 18/7/2008 | 21 | | | | | | | | | | | | | | | | |
| 13 | Design paper systems | 1/9/2008 | 15/10/2008 | 32 | | | | | | | | | | | | | | | | |
| 14 | Testing alongside Register | 22/10/2008 | 2/12/2008 | 29 | | | | | | | | | | | | | | | | |
| 15 | Corrections/changes | 2/12/2008 | 20/12/2008 | 14 | | | | | | | | | | | | | | | | |
| 16 | Recruit data-inputting staff? | 1/11/2008 | 17/12/2008 | 32 | | | | | | | | | | | | | | | | |
| 17 | Draft PR Plan | 23/5/2008 | 3/6/2008 | 7 | | | | | | | | | | | | | | | | |
| 18 | Commission PR support | 3/6/2008 | 11/7/2008 | 28 | | | | | | | | | | | | | | | | |
| 19 | PR Activity to support launch | 1/9/2008 | 31/3/2009 | 151 | | | | | | | | | | | | | | | | |
| 20 | Establish Functional Boards | 19/5/2008 | 31/7/2008 | 53 | | | | | | | | | | | | | | | | |
| 21 | Agree ToRs & Standing Orders | 7/7/2008 | 15/8/2008 | 29 | | | | | | | | | | | | | | | | |
| 22 | Establish Work Plans for FBs | 7/7/2008 | 25/7/2008 | 14 | | | | | | | | | | | | | | | | |
| 23 | Functional Boards Meet (1) | 15/9/2008 | 16/9/2008 | 1 | | | | | | | | | | | | | | | | |
| 24 | Functional Boards Meet (2) | 8/12/2008 | 9/12/2008 | 1 | | | | | | | | | | | | | | | | |
| 25 | Establish PSBs x 2 | 19/5/2008 | 31/7/2008 | 53 | | | | | | | | | | | | | | | | |
| 26 | Agree ToRs & Standing Orders | 7/7/2008 | 15/8/2008 | 29 | | | | | | | | | | | | | | | | |
| 27 | Establish Work Plan for PSBs | 7/7/2008 | 25/7/2008 | 14 | | | | | | | | | | | | | | | | |
| 28 | Plan training | 7/7/2008 | 25/7/2008 | 14 | | | | | | | | | | | | | | | | |
| 29 | PSBs meet (1) | /29/9/2008 | 30/9/2008 | 1 | | | | | | | | | | | | | | | | |
| 30 | PSBs meet (2) | 15/12/2008 | 16/12/2008 | 1 | | | | | | | | | | | | | | | | |
| 31 | Establish Further PSBs | 6/10/2008 | 5/1/2009 | 65 | | | | | | | | | | | | | | | | |
| 32 | New PSBs meet | 12/1/2009 | 13/1/2009 | 1 | | | | | | | | | | | | | | | | |
| 33 | All PSBs meet | 20/3/2009 | 21/3/2009 | 1 | | | | | | | | | | | | | | | | |
| 34 | Meet with the DoH funding | 12/6/2008 | 13/6/2008 | 1 | | | | | | | | | | | | | | | | |
| 35 | Update Business Plan & Financial Projections | 2/6/2008 | 15/8/2008 | 54 | | | | | | | | | | | | | | | | |
| 36 | Update CNHC Policies | 8/9/2008 | 15/12/2008 | 70 | | | | | | | | | | | | | | | | |

APPENDIX 2

| | Jan-08 | Feb-08 | Mar-08 | Apr-08 | May-08 | Actual: 5M to 31.5.08 (A) | Jun-08 | Jul-08 | Aug-08 | Sep-08 | Oct-08 | Nov-08 | Dec-08 | Forecast: 12M to 31.12.08 (A+B) | Start-up Budget |
|--|-----------------|-----------------|-----------------|------------------|------------------|---------------------------|------------------|-----------------|-----------------|------------------|------------------|------------------|------------------|---------------------------------|------------------|
| INCOME | | | | | | | | | | | | | | | |
| Registration fees | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | |
| Annual memberships | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | |
| DH funding | £208,418 | £0 | £0 | £0 | £0 | £208,418 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £208,418 | |
| Total Income | £208,418 | £0 | £0 | £0 | £0 | £208,418 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £208,418 | £208,418 |
| EXPENDITURE | | | | | | | | | | | | | | | |
| Staff | | | | | | | | | | | | | | | |
| Project manager 1 | £0 | £6,343 | £4,361 | £4,671 | £0 | £15,375 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £15,375 | |
| Project manager 2 | £0 | £0 | £0 | £1,440 | £1,440 | £2,880 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £13,920 | |
| CEO | £0 | £0 | £0 | £0 | £2,172 | £2,172 | £1,560 | £1,560 | £1,560 | £1,560 | £1,560 | £1,560 | £0 | £13,560 | |
| Finance manager | £0 | £0 | £0 | £0 | £0 | £0 | £2,400 | £2,400 | £2,400 | £2,400 | £2,400 | £2,400 | £0 | £16,800 | |
| Admin. Manager | £0 | £0 | £0 | £0 | £0 | £0 | £500 | £500 | £500 | £1,100 | £500 | £1,100 | £800 | £4,500 | |
| Admin. Assistant | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,500 | |
| Freelance support | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,500 | |
| | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,200 | |
| | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,200 | |
| | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £800 | |
| | £0 | £6,343 | £4,361 | £6,111 | £3,612 | £20,427 | £3,960 | £4,460 | £4,460 | £5,060 | £4,460 | £5,060 | £11,260 | £38,720 | £59,147 |
| Office costs | | | | | | | | | | | | | | | |
| Serviced Offices | £0 | £0 | £0 | £0 | £0 | £0 | £112 | £0 | £0 | £0 | £15 | £15 | £2,000 | £2,142 | |
| Recruitment of permanent staff | £0 | £3,284 | £0 | £0 | £0 | £3,284 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,000 | |
| Specialist consultancy | £0 | £0 | £0 | £0 | £0 | £0 | £2,000 | £1,500 | £250 | £1,000 | £1,000 | £1,000 | £1,000 | £6,284 | |
| Legal & professional | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,000 | £0 | £2,500 | £2,500 | £2,500 | £2,000 | £7,750 | |
| Website | £0 | £0 | £0 | £676 | £0 | £676 | £0 | £0 | £0 | £12,500 | £12,500 | £12,500 | £12,500 | £11,560 | |
| Website/IT support | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £50,676 | |
| Database | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,000 | |
| Marketing | £0 | £0 | £0 | £5,405 | £0 | £5,405 | £0 | £0 | £2,500 | £5,000 | £7,500 | £10,000 | £10,000 | £5,405 | |
| Travel | £0 | £0 | £0 | £0 | £0 | £822 | £117 | £500 | £250 | £1,000 | £1,000 | £500 | £3,867 | £34,822 | |
| Telephone | £0 | £0 | £0 | £0 | £0 | £0 | £288 | £350 | £50 | £1,000 | £200 | £250 | £300 | £1,238 | |
| Printing | £0 | £217 | £0 | £84 | £0 | £301 | £0 | £350 | £0 | £230 | £0 | £0 | £0 | £580 | |
| Postage | £0 | £0 | £0 | £34 | £0 | £34 | £20 | £150 | £50 | £150 | £150 | £150 | £974 | £874 | |
| Stationery | £0 | £0 | £0 | £27 | £0 | £27 | £0 | £200 | £50 | £50 | £50 | £50 | £50 | £457 | |
| Insurance | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,500 | £0 | £0 | £0 | £0 | £0 | £1,500 | |
| Corporate branding | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £3,995 | |
| Equipment | £0 | £0 | £0 | £3,995 | £0 | £3,995 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £5,000 | |
| Staff training & development | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,000 | |
| | £0 | £3,501 | £3,995 | £6,228 | £372 | £14,594 | £2,537 | £7,750 | £3,150 | £22,050 | £24,915 | £27,465 | £38,500 | £126,947 | £141,441 |
| Interim council/IFRC (9 members) | | | | | | | | | | | | | | | |
| Chair | £0 | £0 | £0 | £0 | £0 | £0 | £667 | £667 | £667 | £667 | £667 | £667 | £667 | £4,667 | |
| Vice-chair | £0 | £0 | £0 | £0 | £0 | £0 | £250 | £250 | £250 | £250 | £250 | £250 | £250 | £1,750 | |
| Attendance fee | £0 | £0 | £0 | £0 | £6,300 | £6,300 | £1,050 | £1,050 | £0 | £1,050 | £1,050 | £1,050 | £1,050 | £12,600 | |
| Ad hoc work on start-up | £0 | £0 | £0 | £0 | £2,225 | £2,225 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,225 | |
| Venue hire | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £200 | £0 | £300 | £300 | £300 | £300 | £1,400 | |
| Catering, etc | £0 | £0 | £0 | £0 | £40 | £40 | £50 | £100 | £0 | £100 | £100 | £100 | £100 | £550 | |
| Travel and accommodation (re attendance) | £102 | £32 | £40 | £0 | £1,771 | £1,945 | £2,517 | £2,767 | £917 | £2,867 | £2,867 | £2,867 | £2,867 | £17,667 | |
| | £102 | £32 | £40 | £0 | £10,336 | £10,510 | £2,517 | £2,767 | £917 | £2,867 | £2,867 | £2,867 | £2,867 | £28,177 | £14,700 |
| Launch event | | | | | | | | | | | | | | | |
| Venue, catering and marketing | £0 | £0 | £55 | £5,476 | £0 | £5,531 | £0 | £1,000 | £0 | £0 | £0 | £0 | £0 | £6,531 | |
| | £0 | £0 | £55 | £5,476 | £0 | £5,531 | £0 | £1,000 | £0 | £0 | £0 | £0 | £0 | £6,531 | £7,000 |
| Functional Committees | | | | | | | | | | | | | | | |
| Education | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,550 | £0 | £0 | £1,550 | £3,100 | |
| Registration | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,550 | £0 | £0 | £1,550 | £3,100 | |
| Complaints | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,550 | £0 | £0 | £1,550 | £3,100 | |
| Finance | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £1,550 | £0 | £0 | £1,550 | £3,100 | |
| | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £6,200 | £0 | £0 | £6,200 | £12,400 | £0 |
| PSBs | | | | | | | | | | | | | | | |
| Message and Nutrition | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,800 | £0 | £0 | £2,800 | £5,600 | |
| | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £0 | £2,800 | £0 | £0 | £2,800 | £5,600 | £0 |
| Total Expenditure | £102 | £9,876 | £8,451 | £17,813 | £14,820 | £51,062 | £9,014 | £15,977 | £9,527 | £39,457 | £32,242 | £35,392 | £61,627 | £202,234 | £253,295 |
| Net income/(expenditure) - period | £208,316 | £(9,876) | £(8,451) | £(17,813) | £(14,820) | £(9,014) | £(15,977) | £(8,527) | £(9,527) | £(39,457) | £(32,242) | £(35,392) | £(61,627) | £(44,878) | £(44,878) |
| Reserves | £208,316 | £198,440 | £189,989 | £172,176 | £157,356 | £148,342 | £132,365 | £123,839 | £84,382 | £52,140 | £16,749 | £(44,878) | | | |

Registers will open January 2009
Received December 2007 (FIH)

To April 2008
From April 2008
0.4 FTE from May 2008
Includes 5 days of non-core support
From December 2008
From December 2008
£22K pa +20%
£35K pa +20%
£50K pa +20%
£60K pa +20%
£180/day
4 days at £200

From December 2008
As required
Register set-up consultancy
Kingsley Napley - pro bono to June 2008
To include integrated database
From December 2008
Most costs will be in Q4

TBC
Complete
Systems training - December 2008

£8,000 honorarium
£3,000 honorarium
£150 per meeting fee,
£150 per day
FIH - free to July 2008

31.3.08 launch - Ben Bradshaw
18.7.08 - Kings Fund event

Meet September and December
Meet September and December
Meet September and December

Meet September and December
Other PSBs to meet in 2009

APPENDIX 3

Biographies of CNHC Co-Chairs

■■■■■ FRSA, BSc, RN

■■■■■ began her career in the cinema industry where she was a cinema manager and publicist.

She trained as a nurse in her early twenties, changing career again in her mid thirties to become a trade union official. She was a member of the Senior Management Team of UNISON and a national negotiator and trainer. She also established the first trades union Fitness to Practise unit where she was the lead advocate. The Parliamentary Health Select Committee appointed ■■■■■ as one of its specialist advisors in 1992, she was appointed as a Fellow of the Royal Society of Arts in the same year and qualified as a mediator in 1995.

■■■■■ is chair of the General Council for Massage Therapy; Chair of Trustees for a UK Ambulance Charity and on the Board of an International Charity. ■■■■■ has worked with trades unions and governments in the developing world and emerging economies to establish appropriate collective bargaining arrangements and industrial relations processes and procedures. She has been interviewed on many occasions for television, radio and the written media and has participated in numerous televised debates she also has extensive experience as a speaker at conferences and public events.

■■■■■ MA RN BA FHEA

■■■■■ is an international healthcare consultant working with a range of healthcare professionals on a variety of professional development and standard setting issues. She was a WHO consultant on professional regulation for several years and is on the International Council of Nurses (ICN) Expert Panel on Regulation. She was Chair of the Council of Organisations Registering Homeopaths (CORH) until 2006. She was elected CoChair of the CNHC in April 2008. She is also currently Senior Independent Director and Deputy Chair at the Basingstoke and N Hants NHS Foundation Trust. .

Her background is as a registered nurse, teacher and librarian with wide experience in clinical nursing, teaching and policy making. She previously held a range of senior positions at the UK Central Council for Nursing, Midwifery and Health Visiting, including Director of Education; Director of the PREP (CPD) project and Director of Standards. She is the author of 'Lifelong Learning - PREP in action'; 'The Churchill Livingstone Guide to Professional Healthcare'; several WHO Guidance documents and (most recently) ICN Guidance on a Model Nursing Act.

CV of Chief Executive and Registrar

■■■■■■■■■■, MA, CQSW

Summary

An experienced Chief Executive, with a track record of creating and leading nationally innovative programmes. Has held senior executive roles in three highly respected voluntary organisations, and in each was responsible for ensuring maximum impact by developing ground breaking programmes or approaches. An ability to think strategically is backed up by strong operational management skills. Extensive experience of developing partnerships within and across sectors, including working with corporate partners and delivering programmes at the interface with government, the Civil Service and the Health Service. Wide experience at Board level, in both the public and voluntary sectors.

Career

Independent Consultant and Facilitator

November 2006 onwards

Working with public and not-for-profit organisations on a range of strategic analysis, policy and research projects. Clients include Age Concern & Help the Aged, the BIG Lottery Fund, the Association of Charitable Foundations, the Development Trusts Association, 42nd Street, the Young Foundation.

The Camelot Foundation (www.camelotfoundation.org.uk)

Chief Executive Sep 2001 – Nov 2006

The Camelot Foundation is one of the UK's most imaginative grant making foundations, committed to making a real difference to the lives of disadvantaged young people and to show that they have a positive role to play in shaping their own futures and the future of their communities.

Key achievements:

- Creation of the 4front Awards programme, a youth-led national programme, which seeks out, and develops young leaders. In only its inaugural year, the programme won the Children & Youth category of the national Charity Awards
- Management of the first-ever National Inquiry into self harm among young people, drawing together key people from the health, education, social care and research sectors with voluntary organisations and government advisers. The Inquiry investigated a complex and difficult issue affecting 1 in 15 young people in the UK and made recommendations for changes in policy and practice.
- Leading the organisation from a state of demoralisation and drift to becoming a lively, high-achieving modern charitable foundation with a distinctive style, pursuing its objectives through a combination of grant-giving and directly managed programmes

Key Responsibilities

- Appointed to lead the Foundation through a process of review and renewal, following a long period of uncertainty about the Foundation's future
- Responsible for advising the Board on the introduction of a strategic vision and on achieving maximum impact with its £2 million pa annum budget
- Management of the interface with Camelot Group plc, the corporate funders of the Foundation

- Liaison with a range of external agencies across government and the youth sector, eg DoH, DfES, Scottish Executive, key voluntary organisations, the media

The King's Fund (www.kingfund.org.uk)

Director of Grants 1993 – 2001

The King's Fund is the UK's leading independent foundation in the field of health, working to achieve better health through a combination of policy and research; service development; leadership and organisational development and grant giving.

Key Achievements:

- Creation and launch of the “Enhancing the Healing Environment” programme, which demonstrates that public service settings can be transformed by unleashing the creativity of those who work in, and use, the service. After initial investment from the Kings Fund, the programme secured government funding to roll out nationally.
- Set up the *National Network for Arts in Health*, to provide infrastructure support to this fast-growing field
- Led a successful bid to the Millennium Commission for a Millennium Awards scheme. *Building Healthy Communities* created a network of community leaders in health in London, using a combination of a small cash grant and participation in a personal development programme in community leadership skills
- Developed a range of strategic alliances, using the Fund's own grant-giving capacity as “leverage”. Attracted funds from other sources to enhance the Fund's own grant-giving by over 50% in the years 1998 – 2000 (turning £6 million into £9.5 million)
- Inaugurated and managed an annual national awards scheme on behalf of Glaxo SmithKline: the *Community Health IMPACT Awards*. Uniquely, the awards recognise a track record of success by providing a “strings-free” sum to spend on the winning organisations' development.

Key Responsibilities

- Leadership of the Fund's grant making Directorate, responsible for advising the Fund's governing bodies on all grant making issues and activities
- Management of a number of key operational programmes, designed to test out innovations in health care
- Member of the Fund's Management Team, responsible for strategic management of this leading charitable foundation, and reporting directly to the Chief Executive.

National Council for One Parent Families (www.oneparentfamilies.org.uk)

Deputy Director 1989 – 1993

NCOPF works to promote the welfare and independence of one parent families, and to improve services, raise awareness and change attitudes.

Key Achievements:

- Re-shaped the organisation's training, advice and information services to create a leaner, better-performing and more effective organisation
- Managed the implementation of the first government funded “Return to Work” programme, which was independently evaluated by the Department of Employment. Its success led to the establishment of the New Deal for Lone Parents
- Played a key role in the organisation's drive to create a better life for lone parents and their children at a time when these families were often publicly and politically vilified

Key Responsibilities

- Operational responsibility for the Council's work and its services to lone parents and their advisers, in the fields of advice, training and employment
- Management of 32 staff, working across a range of operational departments
- Worked with the Chief Executive on the strategic management of the organisation.
- Acted as spokesperson for the organisation on national and local TV and radio, promoting the Council's strategy of an employment-based route out of poverty for one parent families.

National Council for Voluntary Organisations

Management Development Adviser 1987 - 1989

Newham Voluntary Action Council

Training Development Officer 1986 - 1987

Pitt Street Settlement, Peckham

Community Information Worker 1983 - 1986

Qualifications and Training

BA (Hons)(2:1) in English Literature and Language

University of Hull 1976 - 1979

MA in Social Work / Certificate of Qualification in Social Work (CQSW)

University of Kent 1981 - 1983

Creative Management Skills programme,

IBM, 1988

Strategic Perspectives in Non-Profit Management

Harvard Business School, July 2000

Leadership Programme for Chief Executives of Grant Making Foundations

ACF, January 2003

Current Board Memberships

- Trustee, BBC Children in Need Appeal
- Trustee, Guy's & St Thomas' Charitable Foundation
The UK's largest NHS-related charitable trust, with investments worth £500 million. I chair its New Services & Innovations Sub-Committee (the main grant making committee) and its Arts & Heritage Committee.
- Non-executive Director, Sussex Probation Service

Previous Board Memberships

- Vice Chair, Association of Charitable Foundations (2000-2003)
The national umbrella organisation for grant making charitable trusts and foundations. This role followed 5 years as an elected member of the Executive Committee.
- Executive Committee, London Funders' Group (1998-2001)
A cross-sectoral group of funders, bridging the charitable, local authority and business sectors
- Board member, National Network for the Arts in Health (1999 – 2001)
Founding trustee of the first infra-structure organisation in a rapidly developing field, bringing the arts and humanities into health settings and health care

Personal

Born 5 November 1957; Married; 2 sons