I have significant strategic, operational and tactical leadership experience and a strong record of delivering improved performance in the public, private and charitable sectors. I have led disparate teams successfully, reshaped dysfunctional teams and reinvigorated disillusioned teams. I have achieved this through well-developed interpersonal and diplomacy skills and being an effective communicator, a persuasive influencer, capable of motivating people, able to create strong teamwork and instil a sense of purpose in people.

**EMPLOYMENT HISTORY**

2013 – 2020 **Group Chief Executive Officer, The Mary Stevens Hospice; Chairman, Mary Stevens Hospice Trading Company Ltd; Chairman, Mary Stevens Lottery Company Ltd**

* Lead a multi-disciplinary team of 685 staff and volunteers at the hospice and two subsidiary companies to deliver hospice care that meets the needs of 3,000 people with life-shortening illness in Dudley Metropolitan Borough.
* Winner, Queen’s Award for Voluntary Services (QAVS) (the MBE for voluntary Groups) in June 2019.
* Finalists, The Guardian Public Service Awards (Care) in Nov 2019.
* Winner, Dudley CCG ‘Working in Partnership Award’ for our Dying Matters partnership.
* Winner, Mayor’s 2018 Pride of Dudley Award.
* Played a key role in development of the 2018 Dudley end-of-life strategy to improve access to palliative care and organised launch by Baroness Finlay of Llandaff and Professor Bee Wee in May 2018.
* Ensured the hospice participated in a review of provision of palliative care in the borough and that a key objective is the provision of a Consultant in Palliative Medicine to the hospice, funded by the CCG, that will ensure the hospice meets NICE commissioning guidelines.
* Restructured the Fundraising team and introduced new strategies to significantly increase income.
* Introduced a new Legacy Strategy to increase average annual legacies from £0.6M to £1.2M in 3 to 5 years.
* Revised hospice Lottery Strategy to double the contribution to the hospice to £0.4M annually from 2020.
* Revised hospice Trading Strategy to double annual financial contribution from £0.4M to £0.8M in 3 to 5 years.
* Led two major building programmes (£4.5M) that that completed on time, to specification and under budget and which increased capacity and capability (do more for more people).
* Negotiated a new 75-year lease with Dudley Metropolitan Borough despite opposition from local councillors.
* Reduced the Local Authority’s ability to appoint hospice Trustees, which they had enjoyed since 1991.
* Introduced new Fundraising Governance Committee to meet the challenges of the new regulator.
* Introduced hospice Finance Regulations where none previously existed.
* Restructured the Group finance team which has significantly improved financial management and processes.
* Formed Senior Leadership Team & instilled a culture of trust whereby they can speak their minds with confidence.

2016 – Now **Visiting Lecturer, Leeds Trinity University, School of Social & Health Sciences**

* I am the tutor for module BMM4632: Managing People which is part of the BA (Hons) Professional Practice in Management and Leadership. The aims of the 4-year programme are to ensure that NHS degree apprentices meet the Chartered Manager Degree Apprenticeship standards and are supported to do so by use of a Work Based Learning Framework (WBLF), The programme is supported by a multi-disciplinary skilled group of lecturers, of which I am one. On completion of my module students are able to:

• Explain recruitment strategies and review the effectiveness of their own organisation’s strategy.

• Understand how inclusive talent management approaches are used to recruit, manage, and develop people.

• Analyse the use of inclusive talent management within own organisation.

• Use HR systems and processes to ensure legal requirements, health and safety & well-being needs are met.

• Understand goal setting theories and models.

• Set realistic achievable goals for others, monitoring and managing progress towards these.

* I also teach MBA7002: Leadership and Professional Development to Masters level Students, which considers a range of leadership approaches in the world of business.
* I also teach BAM6402: Project Management to L6 (3rd year) undergraduates.

2010 – Now **Owner, Goldfinch Consulting**

* Commissioned by the Association of Surgeons of Great Britain & Ireland (ASGBI) to write an e-booklet on Clinical Leadership that was launched by the Princess Royal at Manchester International Surgical Week 2015. It can be viewed at [www.publications.asgbi.org/iipp\_clinicalleadership\_04\_15/iipp\_clinical\_leadership.html](about:blank).

2010 – 2013 **National Recovery Programme Manager, The Royal British Legion (TRBL)**

* Author of the paper that convinced TRBL Trustees to commit £50 million pounds, the largest single grant in their 90-year history, towards funding Personnel Recovery Centres at Edinburgh, Catterick, Colchester, Tidworth and Germany and the ‘Battle Back Centre’, Lilleshall. I proposed a governance structure that TRBL Trustees adopted to oversee that £50m grant. Led successful contractual negotiations with delivery partners including the MOD, Help for Heroes, English Sports Council, Defence Medical Welfare Services and Leeds Beckett University.
* Designed, delivered and introduced into service on time, to specification and within budget a world-leading residential recovery centre for wounded, injured and sick Service personnel, many with life changing injuries, at Lilleshall National Sports Centre, Shropshire. The Centre uses inclusive sport and adventurous activities that succeed in getting participants to focus on what they can do, not what they cannot. Independent evaluation shows that the measured outcomes include significantly improved mental wellbeing and self-determination of participants. Head of the UK Army declared it a mandatory course and over 1,000 personnel have benefitted to date. A video of the centre can be viewed at [http://www.youtube.com/watch?v=-PqZ2rq7Ot8](about:blank).
* Wrote the business plan, raised £450k and played a major role in designing and delivering a recovery project for wounded, injured and sick Service men and women to create, rehearse and perform a new play about their experiences in being wounded in Afghanistan and afterwards, “The Two Worlds of Charlie F”. Written by Owen Sheers and directed by Stephen Rayne, under the artistic auspices of Trevor Nunn. Personally recruited the actor Ray Winstone as an ambassador for the project. The play was seen by over 10,300 people on stage and more than 800,000 people watched the BBC documentary that launched Alan Yentob’s ‘Imagine’ series in 2012. Every one of the 17 performances received a full house, standing ovation. We sold out all four performances at the Theatre Royal Haymarket and won the 2012 Amnesty International Freedom of Expression Award at the Edinburgh Festival. It can be previewed at [http://www.charlie-f.com/](about:blank)
* Personally responsible for identifying and delivering the opportunity to bring Imperial College London and the Royal British Legion together in 2011 to create the ground-breaking Royal British Legion Centre for Blast Injury Studies (CBIS). The Legion contributed £5M towards the Centre which was matched by £3M of ICL funding. The work of CBIS helps prevent or mitigate the effects of blast from improvised explosive devices and Under Vehicle Bombs on UK Servicemen and women, which are responsible for 80% of wounding on operations leading to significant loss of life and limbs. The outcomes inform the training and preparation of those deploying to war.

2007 – 2010 **Managing Director, My Peak Potential Ltd**

* Led a team that designed and delivered leadership & management development programmes in Bavaria.

1983 - 2007 **Royal Navy Officer – (Sub Lieutenant to Captain RN)**

* Author of the 2006 ‘Defence Health Strategy’ to improve the health and well-being of c200, 000 military personnel & families and ensure accountability for the health of those serving in the Armed Forces. The strategy articulated nine key drivers of change, eight settings for change, five policy areas for change and eight main outcomes of change. Gained support from the Heads of Armed Services who approved and implemented my strategy in full.
* Selected to commission the UK’s new £7m, 100-bed hospital in Royal Fleet Auxiliary ship ARGUS and prepare it for tasking in the 2nd Gulf War. Personally designed the programme and led the 250+ multi-disciplinary team through a challenging period in the North Sea and alongside in Sweden to overcome significant engineering, organisational and logistic problems. Operational effectiveness was achieved, despite significant shortfalls of personnel, equipment and resources compounded by a major engineering malfunction. Ensured outstanding engineering support was recognised by successful nomination for award of OBE for the Chief Engineer.

**EDUCATION**

2015 Master of Arts degree in Hospice Leadership (with Merit), The University of Lancaster

2006 Strategic Leadership & Management Development, Ashridge Business School

2002 Advanced HR Planning, Institute for Employment Studies, University of Sussex

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# PROFESSIONAL DEVELOPMENT

# 2018 Core Consultancy Skills, Cass Business School, City University London

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| 2016 | Chartered Fellowship of the Chartered Institute of Personnel and Development (Chartered FCIPD)1 |
| 2012 | PRINCE2 Practitioner |
| 2011 | Advanced Negotiation Skills for Senior Managers (Reed Training) |
| 2007 | Accounting for Non-Accountants (ILM Level 5), Bristol Management Centre |
| 2007 | Membership Award in Leadership, City & Guilds Institute of London (MCGI)[1](#_bookmark0) |
| 2007 | Fellow of the Chartered Management Institute (FCMI) |
| 2006 | Certificate in Internal Workplace Conflict Mediation, ACAS, London |
| 2003 | Fellow of the Institute of Leadership and Management (FInstLM) |

**SELECTED PUBLICATIONS**

Jackson, S. K. et al, 2015 *Clinical Leadership,* Association of Surgeons of Great Britain & Ireland, London. Available from ASGBI [1 April 2015]

Jackson, S.K. The creation of the Battle Back Centre, Lilleshall: helping wounded, injured and sick Service men and women to recover. *Journal of the Royal Naval Medical Service* 2013: 99; 64-66

Jackson, S.K. The Armed Forces Personnel Recovery Programme *Association of Royal Navy Officers, Yearbook* 2013; 69-72

Jackson, S.K., Mellor, A., Hardern, R. Can Adventurous Training Have a Role in Improving Clinical Outcomes? *J R Army Med Corps* 2012: 158(2); 110-114

Jackson, S. K. 2010, 'Team Selection', in Cooke, C., Bunting, D., O’Hara, J. (eds.), 2010, *Mountaineering: Training and Preparation,* Human Kinetics, Leeds, pp. 39–51.

Jackson, S.K. Mountains, Medicine and Mariners *Journal of the Royal Naval Medical Service* 1997: 82(3); 214-222

Jackson, S.K. In the Throne Room of the Mountain Gods *Army Defence & Quarterly Journal* 1997: 127(1); 35-45 Jackson, S.K. *Report to the Royal Geographical Society of the 1989 Joint Services Cordillera Real (Bolivia) Expedition* RGS Archives

Jackson, S.K. *Report to the Royal Geographical Society of the 1987 Joint Services East Africa Expedition* RGS Archives