

CURRICULUM VITAE

NAME: Peter Duncan GILBERT

DATE OF BIRTH: 15.4.50

NATIONALITY: British

MARITAL STATUS: Married with three daughters.

FORMAL EDUCATION: 1963-68 Worth Abbey School
1968-70 R.M.A. Sandhurst
1971-74 Balliol College, Oxford
1975-77 Sussex University
1990-92 Roffey Park Management College/Sussex University

GCE 'O' Levels: 11 (Inc. Maths, English, French and Biology)

GCE 'A' Levels: History, English, Economics

GCE 'S' Level: English

- Queen's Commission, R.M.A. Sandhurst
- MA in Modern History, Balliol College, Oxford
- Masters Degree in Social Work (includes CQSW), Sussex University
- MBA. Roffey Park Institute/Sussex University

AWARDS:

- Visiting Research Fellow in Social Work and Social Administration at the University of Sussex

IMMEDIATE PREVIOUS EMPLOYMENT:

Director of Social Services for Worcestershire County Council.

CURRENT EMPLOYMENT:

NIME/SCIE Fellow in Social Care (Policy and Practice)
Professor of Social Work and Spirituality, Staffordshire University
NIMHE Project Lead in 'Spirituality and Mental Health'
Associate Consultant, National Development Team (Learning Disabilities)
Independent Social and Health Care Consultant

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CURRENT ROLES :

Fellow in Social Care (Policy and Practice), NIMHE/SCIE
Professor, Staffordshire University
NIMHE Project Lead, 'Spirituality and Mental Health'
Senior Associate, Ashley Maynard Associates
Associate Consultant, The National Development Team
Member ADSS Mental Health Strategy Group

Member of the Executive Editorial Board, 'Journal of Integrated Care' and 'The British Journal of Leadership' [Pavilion]
Member of the MH Improvement Board, CSCI
Board Member, COPCA
Expert Witness
National Facilitator, Learning Sets for Directors of Social Care
Visiting Fellow, Sussex University
UK Advisor, JFMH

EMPLOYMENT HISTORY:

- 1968-70 Officer Cadet with the British Army
- 1970-73 Lieutenant, Devonshire and Dorset Regiment
- 1974-75 Trainee Social Worker, West Sussex Social Services Department
(Work in residential, day care and fieldwork and with all client groups.)
- 1975-77 Social Worker in Training at Sussex University.
- 1977-79 Social Worker, West Sussex Social Services Department.
- 1979-81 Senior Social Worker, West Sussex, Social Services Department.
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- 1981-87 Team Leader, West Sussex, Social Services Department
- Responsibility for setting up a new specialist fieldwork service for people with learning disabilities and their families. Co-founded the first CMHT for West Sussex and played a key role in the closure of the Forest Hospital and the development of alternative community resources.
- This was a role with managerial, casework, teaching, development and multi-agency working facets. Worked as an Approved Social Worker, under the M.H.A., 1983.
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- 1987-89 Service Group Manager, L.B. Merton, Personal Services Department
- This was a dual role:
- a) Managing Borough-wide services for people with learning disabilities.
 - b) Reporting to the Director on policy matters.
- During this period a disparate group of services was pulled together to create an effective service group. Care in the Community plans with the DHA were re-negotiated on a sounder basis for service users, and joint agency working groups established.
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- 1989-July 1990 Area Manager (Specialist Services), Kent SSD
- Accountable for learning disability, mental health and physical disability services.
- Co-chaired the Joint Service Planning Teams for the above client groups with the Tunbridge Wells DHA, which produced jointly agreed service plans.

Brought previous budget overspends under control and renegotiated a number of arrangements/schemes with the DHA.

July 1990 -
May 1992

General Manager (Community Services) for the West Kent and Mid Kent Areas (Job changes due to rapid restructurings).

This post started as managing adult services but gradually taking on all client groups (including residential care for young people and fostering and adoption services), as regards the provision as opposed to the purchase of services.

Achievements in this role included maintaining and increasing the standard of service during a period of considerable change, including two major reorganisations (the Griffiths style purchaser/provider split and an inter-Area merger) within six months in 1991/2.

Services were re-orientated and innovative projects undertaken with the local Health Service.

May 1992 -
April 1997

Operations Director (Adult Services) with responsibility for implementing the 1990 NHS and Community Care Act in Staffordshire.

The introduction of Community Care in April 1993 required a major exercise in changing organisational culture and effectiveness. The very short time limit meant that success could only be achieved through active leadership and close attention to both people and systems.

In my five years in Staffordshire I helped create a new organisational culture; introduced new policies and systems; brought in innovative training programmes; networked with other agencies to produce service strategies; introduced a business approach to service provision and set up support for staff at a time of considerable change through a new Staff Care scheme.

Much of my work was engaged in working with the NHS . I managed the Joint Development Team who reprovided the learning disability service from Stallington Hall Hospital and was the senior S.S.D. manager working on the reprovision of St Edward's psychiatric Hospital nr Leek

April – Nov, 1997

Director of Operations in Staffordshire

With responsibility for all Operational Services (Children and Families and Adult Services) and the Planning and Development functions.

Dec1997-April,2001

Director of Social Services, Worcestershire C.C.

Responsible for delivering services to a population of 500,000 people, in a variety of urban and rural settings, with a net budget of £80 million. All chief officers contributed to the corporate working of the Council, and I led on Social Inclusion and Equal Opportunities.

A major challenge facing the Department was a low budget, exacerbated by the downsizing post- L.G.R. Social Services responded with a vigorous Best Value approach which saw the majority of its residential homes for older people transferred to a not-for-profit organisation on a tightly managed project timescale, but with maximum consultation.

Positive links with all User and Carer groups, Voluntary and Private Sector and Statutory Sector partners was a major feature, as was a concentration on utilising ways of working which made the best use of scarce resources, eg Worcestershire was a leader in the field of Intermediate Care.

Amongst other achievements I led for the two Counties and related agencies on the establishment of the Y.O.T.; made strategic links with the emerging P.C.G.'s /P.C.T.'s; and moved for a national change in the way specialist boarding schools were regulated by the D.f.E.E. and local authorities.

**POST
QUALIFYING
COURSES:**

Courses in staff supervision, interviewing and selection, financial forecasting, business management in the public sector, managing resources, staff development, disciplinary and grievance procedures, chairing case conferences (SSI), T.Q.M., project management and negotiating skills.

Completed the Runge/Balliol, Industrial Society course in Effective Leadership in May 1997.

Completed the Sunningdale Node [Civil Service College] Course in June 2000.

**EXTRA-AGENCY
ACTIVITIES:**

- Formerly a member of CCETSW's consultative group: co-operation in training in services for people with Learning Disabilities.
- The Social Work representative on the English National Board's Specialist Panel (responsibility for national curriculum development and course inspection) for post-qualifying courses 806 and 807.
- Former member of the English Bishops' Conference (R.C.) Social Welfare Committee.

I regularly lecture on university courses and have also lectured at national conferences, e.g. L'Arche anniversary conference, St. George's Hospital Medical School annual conferences, NISW/AMA 1995 Conference on Staff Care, Home Start National conferences, national conferences on Mental Health , Social Services input to ministerial regional conference on Learning Disability. Pavilion Conferences on Best Value and Regulation etc. I also helped to set up and speak at the two national conferences on 'Spirituality': *Breath of Life* (2003) and *Drinking From the Wells of Our Humanity* (2004).

- Member of the national ADSS Mental Health Strategy Group
- Member of editorial boards: *The Journal of Integrated Care* and *The British Journal of leadership*
- Formerly on advisory panel to the Local Government Association on Health and Social Care.
- Mentor on the pilot ADSS/I&DEA Scheme to develop opportunities for managers from Black and Ethnic Minority communities (1998-2000).
- Board Member C.O.P.C.A.(from 2005)
- Executive Board member, S.P.N.
- Inaugural member of the Mental Health Improvement Board, C.S.C.I.(from 2004)

PUBLICATIONS:

I. Books and Monographs

Mental Handicap: A Practical Guide for Social Workers, Community Care/BPI, 1985

With Dr. Peter Dickens, *The State and the Housing Question*, University of Sussex Monograph, 1979

With Terry Scragg, *Managing to Care*, Community Care/BPI, 1992

The Value of Everything: Social Work and its Importance in the Field of Mental Health, Russell House Publishing, 2003

Leadership: Being Effective and Remaining Human, Russell House Publishing, 2005

With Mary Ellen Coyte and Vicky Nicholls, *Jewels for the Journey*, JKP, 2007 forthcoming [Book on Spirituality in Human Services]

II. Contributions to Edited Works

'The Role of the Social Worker' in M. Craft, J. Bicknell and S. Hollins, Mental Handicap: a Multi Disciplinary Approach, Ballierre Tindall, 1985

'Taking Children into Care' in T. Philpot ed, Social Work: A Christian Perspective, Lion, 1986

Chapters for 'The Individual in Society', in Caring for People with Mental Handicap: A Learning Package for Nurses, ENB, 1985

'A Positive Choice or the Lesser of Two Evils', in T. Philpot ed., The Residential Opportunity, Reed Business Press, 1988

'Integrity and Integration', chapter for SPN study papers from national conference on The Integration of Health and Social Care, 20th April, 2004, London: SPN, October, 2004

'It's Humanity, Stoopid!', in Staffordshire University, Explorations, Stafford, 2005

Chapter on the NIMHE Spirituality Project in J. Cox, A. Campbell and KWM Fulford, Medicine for the Person, JKP (2006, forthcoming)

Drafting work on Unit 8: 'Meaning and Spirituality' for new Mental Health O.U. course, k272 for workers in Mental Health, 2004

iii Handbooks (Produced by several authors):

Coping with Mental Handicap in Mid Sussex, West Sussex C.C., 1981

We are One People, Diocese of Arundel and Brighton, 1988

Chaired the Group which produced A Guide for the Good Care of People with Learning Disabilities, Kent SSD, 1990

IV. Articles

Articles for Community Care, Nursing Standard, Southern History, Insight, Adoption and Fostering, The Tablet, Nursing Mirror, Psychiatry and Managing Community Care

Most recent: 'Social Care Services and the Social Perspective', *Psychiatry*, 2003,2:9:42-46.

'Every Day is D-Day', *Care and Health*, June, 2004.

'Keep up your Spirits', *Openmind*, Sept/Oct 2005,

'Breathing Space', *Community Care*, 19-25 January, 2006

'leading and learning', *The British Journal of Leadership*, January, 2006

'leaders with Heart and Guts', *Openmind*, March/April, 2006

v. Training Packs

Supervision and Leadership, with Professor Neil Thompson, Learning Curve Publications, 2002

vi. National Policy Papers

ADSS/NIMHE, *Briefing for the Directors of Social Services on the Integration of Mental Health Services: Positive Approaches to the Integration of Health and Social Care in Mental Health*, with David Joannides, October, 2003

NIMHE/MHF, *Inspiring Hope: Recognising the Importance of Spirituality in a Whole Person Approach to Mental Health*, with Vicky Nicholls, November, 2003.

[Member of the External Reference Group for the National Probation Service's national strategy on mentally disordered offenders]

[contribution to the DH review of Mental Health nursing: *From Values to Action*, April, 2006.

vii. National Conferences

Breath of Life national NIMHE/Pavilion conference on 'Spirituality and Mental Health', 2003

Drinking from the Wells of Our Humanity, 2004

Reaching the Spirit, 2006

STRENGTHS:

With an unusually long and varied experience in multi-agency working I am particularly suited to work in an era which is directed towards partnerships. I am an exponent of action-centred and visible leadership; believing in getting things done by acting in concert with people, whilst being clear and firm about the values and principles on which actions are based.

My work record indicates an interest and expertise in being in at new beginnings and working to create positive organisational cultures. I am also able to present concepts and actions in a clear manner, both visually and through the written word.

INTERESTS:

Family activities, reading (mainly history, biographies and novels), badminton and running [ran the London Marathon in 2001]. Classical music (listening - not playing!), writing and acting in revues.

I write for relaxation and am a regular book reviewer

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