

Sheila Marsh – professional highlights

Leading complex and substantial projects

Sheila has a substantial track record of leading complex and challenging projects in educational/professional development as well as practice and community settings.

Working independently

From 1999 Sheila worked with Thames Valley University to develop a brand new Masters degree in Collaborative Leadership. She co-led its development and implementation to 2011 (with Marion Macalpine). This provided a basis for :

Working with other members of PublicServiceWorks

From 2001 to 2012 Sheila led the development and delivery of an innovative cross professional Masters programme in Leadership for Health and Social Care with a team of independent consultants, including Marsaili Cameron, working alongside Middlesex and Thames Valley Universities and NHS London Region.

From 2011-2012, Sheila led the PublicServiceWorks team commissioned by Marie Curie Cancer Care to work on a UK Department of Health-funded programme to improve the experience at transition of young people with life-limiting conditions in a range of pilot sites across England and Wales.

<https://www.publicserviceworks.com/resources-and-downloads>

Prior to that she spent two years co-leading with Maria Duggan a regional 'investment for health' programme in the North West for the Government Office. This work involved researching and developing a framework and tools for decision makers outside the NHS to 'invest in health'. The programme leaders were also responsible for stakeholder engagement and for developing substantial written material at regional and international level (EU Council for the Regions, Brussels).

Undertaking focused research/evaluation to achieve change

Sheila's research approach (and related Masters level teaching) has consistently focused on action research and collaborative inquiry that aim for practical outcomes for change en route rather than solely a theoretical result and reports 'after the fact'. She is also used to working with the 'realistic evaluation' approach.

Working independently

Sheila has worked with several senior teams to introduce 'realistic evaluation' to their thinking, for example with the Guy's and St Thomas's Charity Arts Team. In 2017 Sheila completed a PhD supervision where the candidate explored issues of whiteness in organisations using an action research approach.

Working with other members of PublicServiceWorks

Most recently she has worked with Marsaili Cameron on the [Carers Trust study](#) into the impact of mentoring on local charity chief executives from 2014-2018. She also led the PublicServiceWorks study for Ajahma Trust into its grant aiding of work on acquired brain injury.

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Assessing a range of material and producing coherent reports

Sheila has long experience of developing action-focused material from explorations of complex and sensitive terrain.

Working independently

Sheila was part of the Centre for Public Scrutiny's Expert Advisory Network till 2016, working with local authorities on the changing health and care landscape. She co-authored with Su Turner two published reports for CfPS about the 2012 NHS changes and their impact on local government (see *Spanning the System and Exploiting Opportunities* at <http://cfps.org.uk/publications>), drawing on a range of pilot work and case studies across England. In 2017 she co-edited a report for the Local Government Association on children's mental health services with Su Turner, formerly at CfPS.

Working with other members of PublicServiceWorks

Throughout the Carers Trust study into the impact of mentoring on chief executives, Sheila worked with Marsaili Cameron to develop accessible, often visual, materials that would enable participants and programme team to learn 'on the run'.

For the 'investment in health' programme in the North West, Sheila and Maria Duggan were responsible for developing substantial written material at regional and international level (EU Council for the Regions, Brussels).

Offering strategic thinking and strategy development

Sheila sees strategy development as a creative, inclusive process rather than essentially a paper-based exercise.

Working independently

Sheila has carried out strategy development work with a range of organisations such as English PEN, London Borough of Croydon and United World Colleges International. She has undertaken a range of strategic organisational development projects in settings as varied as Manchester Metropolitan University, CLAHRC NW London and with Directors of Public Health.

Working with other members of PublicServiceWorks

In 2013, working with Maria Duggan, Sheila ran workshops in Melbourne, Australia for the Brotherhood of St Laurence (NGO) to develop national level scenarios for Australia to 2020, involving multi sector, cross state workshops with senior business leaders and academics.

In 2017 she co-led the PublicServiceWorks team in developing scenarios for the future for children and young people in Lambeth with Lambeth Public Health, see the [case study](#).

Facilitating whole systems events

Sheila is a gifted facilitator, used to leading diverse multi-stakeholder groups in complex situations.

Working independently

She has worked in this way across localities (for example, in Tower Hamlets, Hackney, Lambeth, in Devon with SEN professionals and local parents, in NW England for the public health community); across an organisation's stakeholders (for example, London Cycling Campaign, Octavia Housing and Care); and for specialist networks (for example, in 2015 and 2017 for Patient Information Forum).

Working with other members of PublicServiceWorks

Sheila uses a variety of methods to design events that lead to solid results, including Open Space and World Café. Sheila and Roma Iskander of PublicServiceWorks also co-lead a highly effective training programme for working with Open Space that has run successfully for over 12 years.

Career summary

Sheila has worked independently in the not for profit sector since 1987. Her original training in operational management, coupled with an MBA from Warwick Business School gives her a practical yet thoughtful approach to organisational challenges. She continued her professional development at Lancaster University Management School from 2001-2006, gaining a PhD. Her thesis explored the process and nature of not for profit consulting with particular attention to issues of power, values and emotion. See her website for more details: www.opustrg.co.uk