

Matt Bukowski – Curriculum Vitae

Profile

Matt is an experienced consultant in strategic leadership, partnership building, change management and service development. He is a whole systems thinker with extensive experience of enabling organisations to work more effectively to deliver improved outcomes for their customers. Matt is a skilled facilitator of organisation, team and personal development. He is a hands-on consultant, working at all levels of the organisation to identify and address the barriers to improvement and change – whether they be issues of strategy, quality, culture, structure, relationships, practice or performance.

Qualifications & membership of professional bodies

- Master of Arts – University of Cambridge
- Master of Arts - University of Sheffield
- Certificate of Qualification in Social Work – University of Sheffield
- Associate Member of Association of Directors of Adult Social Services

Areas of expertise

- Strategic planning
- Business development
- Market development
- Change management
- Quality improvement
- Culture change
- Partnership building
- Organisation, team and people development
- Service development
- Programme & project management
- Performance management.

Experience & achievements – as Principal Consultant of Social Care Strategies Ltd

Matt established Social Care Strategies Ltd in November 2005 to help organisations and their top teams manage change more effectively. As principal consultant of the company Matt has developed a diverse portfolio across social care, health, higher education and the private sector, including:

- **HBV Supported Living:** working in partnership with HBV to support the development, design and construction of supported and extra care housing – building relationships with adult social care commissioners and enabling them to identify strategic requirements for alternatives to residential care.
- **Yorkshire & Humber Adoption Consortium:** commissioned by the Consortium to evaluate its performance and effectiveness.
- **Cumbria County Council:** commissioned by the Director of Adult Social Care to evaluate the requirement for extra care and supported housing as an alternative to residential care.

- **Adoption Support Fund:** engaged to work with eleven Councils to assess and support readiness for implementation of new national fund to provide therapeutic support to adopted children.
- **Barnsley Metropolitan Borough Council:** engaged to lead project to implement a fair fee for residential care for older people, enabling the commissioner to achieve the right quality and volume of service at the right price – including analysis of pathways to care and identification of opportunities to prevent care home admission.
- **Kent County Council:** member of the Newton Europe team appointed to implement a two-year transformation programme which will deliver a minimum of £25 million annualised savings for the Council.
- **Bedford Borough Council/Luton Borough Council/Central Bedfordshire Council:** led a project to identify and evaluate the options for a shared adoption service.
- **Sunderland City Council:** contributed to an independent review of children’s safeguarding, with a specific focus on leadership and culture.
- **Southend-on-Sea, Kingston, Hounslow, Kent, Blackburn, Cumbria, Lancashire & Knowsley Councils:** as an associate of Core Assets Matt has worked with Newton Europe on a series of diagnostics of adult social care systems and practice - each diagnosis has identified whole system improvements which will lead to better outcomes and financial efficiencies.
- **North East Lincolnshire Clinical Commissioning Group:** Matt led an award winning programme of major change to develop and reshape the learning disability market. In practice this was about shifting expenditure from high cost residential care to a more personalised model of housing and support. This programme is now delivering cash releasing efficiencies to commissioners and better outcomes to service users. As part of this programme Matt developed and implemented an outcome-based commissioning framework – including making quality assurance visits to both residential and support providers.
- **Cheshire East Council:** Matt was commissioned by the Council to design and implement a programme of organisation development for the shadow Health and Wellbeing Board. The programme enabled the board to commit to a shared vision, objectives and priorities.
- **East Riding of Yorkshire Council:** Matt has helped the Council set up and run an award winning project to enable disabled people to get away from specialised transport and take control of their personal travel needs.
- **Inclusion North:** the *Good Days* project was funded by Yorkshire & Humber Regional Improvement & Efficiency Partnership and managed by Inclusion North – a community interest company promoting the rights of people with learning disabilities. Matt has supported a number of local authorities in the Yorkshire & Humber Region (including Barnsley) to modernise their day services, creating more a more personalised approach to supporting people to lead the lives they choose.
- **Pi Benchmark:** Matt has helped the company with the development of CareTrak - a tool for turning data into accessible information to support better decision making in social care.
- **NHS Medway:** review and redesign of acute mental health services. This project was established to enable commissioners and providers to determine the number, type and location of acute mental health beds required to meet local need. The consultant’s role was to lead the project, including setting up and supporting the project board and consulting with and involving all stakeholders.

- **NHS Medway:** review of the needs of users of residential mental health services and implementation of person-centred plans, enabling them to lead more fulfilling lives in the community. The project has delivered better outcomes for service users and better value for money for commissioners. The consultant's role has been to lead service and culture change at the same time as co-ordinating finance planning, internal and external communications strategies, and staff development.
- **Staffordshire County Council:** improving customer experience by strengthening service user and carer involvement in the planning and delivery of adult social care services. A project plan has been developed to ensure co-ordinated action across the county's eight districts, ensuring that demonstrable achievements can be reported to the Commission for Social Care Inspection. The consultant's role includes providing direct support to people with learning disabilities to enable them to set themselves up as a user-led organisation.
- **North East Lincolnshire Council:** developing and implementing a housing strategy for people with learning disabilities. Leadership of a change programme which enables the Council and its partners to set strategic direction, engage users and carers, and shift from traditional to innovative service models.
- **Dr Foster Research:** advising the company on the development of national, regional and local relationships with social care services; supporting marketing strategy and the development of new products for local government; advising on the development of tools and analysis for Joint Strategic Needs Assessments.
- **Care Services Improvement Partnership:** building relationships and infrastructure with key stakeholders, including: negotiating partnership agreements with IDeA, Commission for Social Care Inspection, Social Care Institute for Excellence and Skills for Care; building regional relationships with Directors of Adult Social Services; mentoring and coaching Regional Change Agents.

Previous career history

Lincolnshire County Council: January 1996 – December 2005

As Director of Social Services principal accountabilities included:

- Leadership and strategic management of personal social services for the county of Lincolnshire.
- Responsibility for the deployment of revenue budget of £200m and in-house workforce of 2,700 people.
- Providing professional and strategic advice to the elected members of the Council.
- Performance management of services against local and national targets.
- Commissioning services from multiple providers.
- Development across public, voluntary and private sectors.

Examples of key achievements as Director of Social Services:

- Integrated commissioning and delivery of health and social care services for adults with learning disabilities.
- Development of a multi-agency strategic partnership to modernise services for children and families.

- Commissioning arrangements for £40 million worth of business with independent care providers to create single pricing structure, workforce strategy and training programme.
- Managing the Council's relationships with six local NHS trusts to create a single strategic framework to deliver local and national objectives.
- Workforce strategies to sustain staffing levels and increase awards of nationally recognised qualifications.
- Implemented a customer contact centre to provide responsive single point of access, achieving consistently high levels of customer satisfaction.
- Delivered sustained improvements in regulated services for children (adoption, family placements and residential care) through investment in leadership, training and buildings.

Cambridgeshire County Council: May 1976 – December 1995

Developed career as frontline social worker, before progressing through management tiers to Assistant Director of Social Services. Principal accountabilities at senior level included:

- Management of countywide assessment and care management functions; Management of both the commissioning and the provision of all personal social services.
- Development of strategic partnerships with statutory and voluntary organisations.
- Service review and project implementation.

Birmingham City Council: July 1975 – May 1976

Residential Child Care Officer and Deputy Manager in two children's homes.

University of Cambridge: 1972 - 1975

Other relevant previous experience:

- Performed lead roles for Association of Directors of Social Services as chair of East Midlands Branch of the Association and national spokesman on services for disabled children.
- Co-chair of Lincolnshire Learning Disability Partnership Board.
- Chair of Lincolnshire Area Child Protection Committee.
- Chair of Lincolnshire Youth Justice Strategic Management Board.
- Member of the Board of Directors of Connexions Lincolnshire and Rutland.