



Carl Pascoe

Carl Pascoe has been a self-employed consultant and director of the Creative Connections group of companies based in Christchurch since 1991. Carl has 30 years experience in educational, community, business management and consultancy roles within a wide range of organisations at both local and national levels. He has previously been a member of the Equal Opportunities Tribunal, chair of the Nelson Bays Regional Employment and Access Council, and a branch manager for IHC. Carl is currently a ministerial appointee to the Christchurch Polytechnic Institute of Technology Council and the Career Services Board .

ORGANISATION PROFILE

Creative Connections Network and its two subsidiaries (Creative Facilitation and Creative Training) is a nationwide consultancy established in 1991. The organisation has developed a network of alliances with other consultant individuals and companies. This ensures that Creative Connections Network is able to offer its clients an extensive range of services.

Specifically, Creative Connections has successfully completed assignments in:

- ⇒ Assisting organisations in developing creative **strategic approaches and plans**.
- ⇒ Assisting organisations to use the outcomes focused **Results Based Accountability framework**
- ⇒ Developing and implementing **training programmes and responses**.
- ⇒ Developing person focused and practical **solutions** to organisational people issues.
- ⇒ Facilitating **experiential workshops, conferences and seminars**.
- ⇒ Designing and presenting **tailored training** for management and 'hands on' staff.
- ⇒ Providing professional **support, supervision and mentoring** to a variety of managers, professionals and volunteers.
- ⇒ Providing **training brokerage services**.
- ⇒ Undertaking **quality assurance and evaluation** of providers.
- ⇒ Leading **needs analysis** processes.

Creative Connections Network's guiding philosophy is to develop long term, strong and open relationships that create potent work environments and result in the enrichment of individuals and society.



Mark Friedman

Senior Consultant

Location: Santa Fe, NM

Mark Friedman is a speaker, consultant and author of the book "Trying Hard is Not Good Enough: How to Produce Measurable Improvements for Customers and Communities" available from Trafford press (www.trafford.com). Mr. Friedman directs the Fiscal Policy Studies Institute (FPSI) in Santa Fe, New Mexico, and has provided training and consultation on Results Accountability in over 40 states and 7 countries around the world.

Before founding FPSI in 1996, Mr. Friedman served as a senior associate at the Center for the Study of Social Policy in Washington, D.C. for four years, where his work focused on providing technical assistance to states, counties, cities, school districts, and communities working to reform their child and family service systems.

Before that, Mr. Friedman served 19 years in the Maryland Department of Human Resources, including six years as the department's chief financial officer. During this time, Mr. Friedman played a key role in social services program and fiscal policy, including responsibility for financing one of the country's first family preservation programs and implementing several major revenue initiatives.

Mr. Friedman has authored a wide range of papers on results-based decision making, budgeting, strategic planning and financing, including:

The Cosmology of Financing: Financing Reform of Family and Children's Services: An Approach to the Systematic Consideration of Financing Options, Center for the Study of Social Policy, June 1994

The Foster Care Adoption Simplification Act: An Alternative to the Proposed Child Protection Block Grant, Center for the Study of Social Policy, May 1995

From Outcomes to Budgets: An Approach to Outcome Based Budgeting for Family and Children's Services, Center for the Study of Social Policy, July 1995

Trading Outcome Accountability for Fund Flexibility: Negotiating New State Local Deals for (Core) Family and Children's Service Dollars, Center for the Study of Social Policy, December 1995

A Strategy Map for Results-Based Budgeting: Moving from Theory to Practice, The Finance Project, Washington, D.C., September 1996

Organizing by Outcomes, A Different Organization Chart for State/Local Partnerships, Fiscal Policy Studies Institute, January 1997

A Guide to Developing and Using Performance Measures - In Results-Based Budgeting, The Finance Project, Washington, D.C., May 1997

A Guide to Developing and Using Family and Children's Budgets, The Finance Project, Washington, D.C., August 1998

Reforming Finance, Financing Reform for Family and Children's Services, The Foundation Consortium, January 2000

Results Accountability for California Proposition 10 Commissions: A Planning Guide for Improving the Well-Being of Young Children and Their Families, UCLA Center for Healthier Children, Families and Communities, March 2000

The Results and Performance Accountability Implementation Guide, March 2001, online www.raguide.org.



Sally Sinclair

Sally is CEO of the National Employment Services Association (NESA), the peak body covering the Employment and Related Services Industry in Australia. She has extensive experience designing, developing and delivering employment services.

Sally has held industry and government appointments including convening numerous employment services reference groups and working parties. She also has extensive experience both in business and as the CEO of both private and community sector organizations delivering a range of government and philanthropically funded employment services.

Sally has a BSc (Hons) majoring in Neuropsychology from the University of Melbourne



Adam Luecking, MPM

Adam Luecking, CEO, also currently serves as a Senior Fellow at University of Maryland (UMD) Burns Academy of Leadership. In both capacities, he manages executive leadership programs and consulting services to agencies that serve children, families and communities.

Some of Luecking's recent clients include the Maryland-National Capital Park and Planning Commission, Georgia Independent Living Program, Montana Legislature, and the Health Resources Services Administration Bureau for Primary Health Care. For the last two years, Luecking has provided technical assistance to the Joint Committee on Children and Families of the Maryland General Assembly in the development and implementation of a results-based hearing format, including the development of the

questions for reporting agencies as well as providing training and technical assistance to both the legislators and members of the Executive branch.

Luecking also recently led the creation of the Results Scorecard, web-based software for Results-Based Accountability (RBA), that helps leaders in the public and nonprofit sectors accelerate the improvement of the quality of life in their communities and the performance of their agencies and programs.

Luecking earned his B.S. in International Business from the R.H. Smith School of Business and M.P.M. with a specialization in Leadership from the School of Public Policy at UMD. He has also studied at the Program on Negotiation at Harvard University and is a certified trainer in Results Accountability and the Myers-Briggs Type Indicator.



Elaine Hendrick

Elaine commenced with Melbourne City Mission (MCM) in November 2007. She is MCM's project manager for the Results-based Accountability initiative known as 'The MORF' (Measuring Outcomes & Results Framework). Elaine has worked in a community services role, both in government and non-government sectors in Singapore.

Elaine holds a Bachelor of Economics (Social Sciences) degree with honours in Industrial Relations and HRM from Sydney University.

She was first attracted to MCM because of its diversity. Her philosophy of team work and commitment to 'making a difference' is consistent with the values of Melbourne City Mission. She is also passionate about building organisational capabilities necessary to support growth and sustainability.



Dianne Nixon

Dianne Nixon (Bach. Soc. Studs, USyd; Dip Ed, Early Childhood) is the Practice Manager, Education, for UnitingCare Burnside. Dianne has qualifications and experience in social work and teaching, and has worked in welfare for 35 years. She has managed the Education Program at Burnside for the last 4 years, and has been responsible for addressing the recommendations of the 2004 New Directions research into educational outcomes for the children and young people in Burnside Out of Home Care services. She is currently taking the findings agency-wide to improve practice in this area.

Dianne is the co-author of several popular books on child development and a recent (2008) book on Working with Young People in Australia.



ROB HUTCHINSON, CBE

Rob Hutchinson is a graduate of Dublin University and Bangor College, University of Wales. Rob was Director of Portsmouth Social Services for 8 1/2 years during which time he was Adviser to the Department for Education and Skills on *Every Child Matters* and Chair of the Management Board of "Research in Practice" for 5 years.

At present a Trustee of the NSPCC and currently working with a range of LAs and their partners, voluntary organisations and LSPs and the Governments of the UK, Israel, Chile and the Netherlands on how to improve Better Outcomes for Children.

In June 2005 he was awarded a CBE for services for Children and Families. In the same year received an Honorary Doctorate by Portsmouth University.

Qualifications: CBE, MA, DL(HC), CQSW, FRSA



Louise Sutcliffe

Louise Sutcliffe (BA Hons in Government) has worked in the community sector for 25 years. Commencing at the Multiple Sclerosis Society in 1984, she managed fundraising programs including MS Read-a-thon, Special Events and managed government funding for the organization. Developing further interest and skills in the disability sector, she became a Project Officer (and then Executive/Policy Officer) with ACROD NSW Division, the peak body for organizations providing services to people with disabilities. During this period she became increasingly interested in user rights issues, and did some user rights' consultancy work for Residential Care Inc before working at the Spastic Centre of NSW in various capacities including managing the Consumer Unit. This entailed the development and implementation of strategies for consumer involvement in the management of the organisation, policy analysis and providing support to various consumer committees.

With a shift in focus in the mid 90's by moving to the Blue Mountains and starting a family, Louise has opted for a combination of part-time work based in smaller community organizations, including LETS Blue

Mountains, Katoomba Neighbourhood Centre and currently Mid Mountains Neighbourhood Centre. She also established a small policy business, which involved reviewing, updating, and writing policy manuals for various community organizations in the Blue Mountains LGA. She currently holds the position of Community Development Worker at Mid Mountains Neighbourhood Centre, involving a range of activities including organizing a local community festival, other community based events and workshops, supporting local community action groups and developing and running a Community Reading program at a local school.

Sarah Morgan

Sarah Morgan has worked for the NSW Department of Education and Training as a State Coordinator for the Schools as Community Centres (SaCC) Program for the past four years. SaCC is a school based program that initiates connections between families, service providers and schools to engage and support families with children from birth to eight years with an emphasis on children under school age. Before working with the SaCC program Sarah was employed for over 16 years in community based organisations and local government as a community development worker, social planner and project manager.

Mark Anns - B. Applied Sc; Grad Dip Psych; MBA

Mark is the *Manger: Quality and Clinical Collaboration*, at the Cancer Institute NSW which is the only government organisation solely focused upon cancer control. Mark is currently coordinating the development of NSW cancer service performance measures, and facilitating quality improvement initiatives aimed at ensuring evidence based multidisciplinary care for cancer patients in NSW.

Before joining the Cancer Institute NSW Mark worked at NSW Health as a policy analyst and then as Manager of the NSW Opioid (Methadone and Buprenorphine) Treatment Program. Mark is a psychologist by training and has previously worked extensively in the areas of sexual health and sexual functioning.



Deirdre Ryan is Team Leader of the Community Development Advisors Team within Christchurch City Council, New Zealand. Christchurch City Council has the largest community organisation grants funding programme, currently \$8.3million per year of any Territorial Local Authority in New Zealand.

Since her introduction to the Results Based Accountability framework (RBA) by Mark Friedman in 2007, Deirdre has been the Council's RBA champion, driving forward the implementation of the framework within the Council's Community Service group and introducing the concept to the wider community sector.

Deirdre has overseen the development of an RBA-based accountability report that is now being used by all community organisations who receive contestable funding from Council – groups ranging from the symphony orchestra to emergency housing providers to local walking groups. Council through its funding programme assists up to 1,000 community group projects per annum.

Deirdre works alongside the groups to develop performance measures that accurately capture their work and demonstrate how communities and individuals are better off as a result of Council funded initiatives.

Within the Council's Community Service group, Deirdre has also introduced RBA as a means of measuring the efficacy of the unit's own work, including the Council's newly established Graffiti Office.

Outside of work Deirdre is an executive Coach,working with a range of individuals and teams and is now expanding into equine assisted leadership coaching with her 3 horses.