

EMMA WOOLLETT

Personal Details



Profile

- Experienced Vice Chair of two large NHS organisations and Interim Chair for Swansea Bay UHB since July 2019
- Breadth of experience across complex organisations - retail, utilities, healthcare, transport and oil
- Expertise in governance, managing change and strategy development
- Strategic and incisive approach combined with excellent relationship and stakeholder management
- Strong personal commitment to improving the effectiveness and accessibility of public services

Career Summary

Jul 19 – present	Interim Chair, Swansea Bay University Health Board Vice Chair, West Glamorgan Regional Partnership Board
Oct 17 – Jul 19	Vice Chair, Swansea Bay University Health Board Chair, Performance and Finance and Mental Health Legislative Committees
Nov 14 – Jul 15	Public Member, Network Rail
Oct 09 – Oct 15 Nov 13 – Oct 15	Trustee, Above and Beyond Charity Audit Committee Chair
Jun 08 – May 18 May 14 – Sep 17 Apr 10 – Apr 11	Vice Chair, University Hospitals NHS Foundation Trust Senior Independent Director Audit and Assurance Committee Chair
Jan 06 – Jun 08	Non-Executive Director, United Bristol Hospital NHS Trust
Nov 01 – present	Independent Management Consultant (associate relationship with KPMG since Nov 13)
Nov 97 – Sep 01 Apr 00 – Nov 01 Apr 99 – Apr 00 Nov 97 – Apr 99	Somerfield plc Marketing Director, Kwik Save (following merger with Somerfield plc) Concept and Marketing Director, Somerfield Convenience Stores Business Development Executive, Somerfield plc
Sep 92 – Oct 97	Senior Consultant, Strategy and Policy Unit, Coopers and Lybrand Management consultant, working within Energy, Water and Transport for both regulators and utilities in the UK and worldwide.
Sep 88 – Aug 92	Mobil Oil Company Ltd Fast track management trainee: 3 years in Logistics and 1 year in Treasury.

Education

1988	M. Phil International Relations (distinction in essay paper) Undergraduate supervisor for first year physics students while completing my MPhil	Jesus College, Cambridge
1987	MA (Hons) Physics, Class 2:1	Jesus College Cambridge
1984	5 A levels and 2 S levels Physics, Chemistry, Maths, Further Maths, German	Bedales School, Petersfield

Non-Executive Experience

Interim Chair, Swansea Bay University Health Board Jul 19 - present

Swansea Bay has responsibility for public health, primary and community care, hospitals, mental health and learning disability services for the region of Swansea and Port Talbot. We have a budget of c£1bn and are in Targeted Intervention for financial and operational performance. As Interim Chair since July, I have:

- **Worked closely and collaboratively with the Chief Executive**, both day to day and more strategically in her development of an effective executive team. We have put in place formal sessions to further our working relationship through the “Two at the Top” programme.
- Significantly improved **board effectiveness and governance** by revitalising committee membership, restructuring agendas and structures and introducing a more dynamic approach to board meetings. Our progress was recognised by Welsh Audit Office in the recent Structured Assessment feedback.
- Developed **good relationships with a wide variety of stakeholders**, both local and national and started to strengthen internal oversight of key local partnerships to improve joint delivery.

Vice Chair, Swansea Bay University Health Board Oct 2017 – Jul 19

- As **Chair of Performance and Finance Committee**, I focused meetings and supported executives in improving the quality of reports. The committee is recognised as having made a significant contribution to improving the governance and effectiveness of the Board and a growing confidence in our ability to deliver on our commitments, both operational and financial.
- I used my role as non-executive lead for **Primary, Community, Mental Health and Learning Disability** services to increase the profile of these services amongst Board members and to ensure that these services are central to the thinking behind our **Organisational Strategy**.
- I was an active member of the **national group of Vice Chairs**, drafting new terms of reference and contributing to the increasing effectiveness and profile of the group.

Non-Executive director, University Hospitals Bristol NHS Foundation Trust Jan 2006 – June 2018 (Vice Chair from June 2008)

UH Bristol is a large teaching trust, with 8 hospitals in Bristol, a staff of c9000 and a turnover of over £600 million. UHBristol received a rating of Outstanding from the Care Quality Commission in March 2017. Contributions I made as Vice Chair/Senior Independent Director include:

- As **Chair of the combined Nominations, Appointments and Remuneration Committee**, I supported the Chief Executive and the Chair in the development of a strong board and supported the board by encouraging communication and, sometimes, risk taking, whilst ensuring due process.
- I was a **founding member of both the Finance Committee and the Quality and Outcomes Committee**, supporting both new chairs and chairing the committees when necessary to ensure that both committees held executives to account in a robust yet supportive way.
- I developed excellent relationships with stakeholders across Bristol and was recognised as a collaborative leader across the Bristol health system. My **leadership of a partnership board** facilitated greater trust and allowed us to progress contentious service changes constructively.

Member, Network Rail Nov 14 – Jul 15

The role of Members was to hold the Network Rail board to account and came from the railway industry, large PLC boards, the city and the senior civil service. I rapidly got to grips with the issues facing an industry I was not previously familiar with and was selected as one of 3 to represent members in discussions with the Department for Transport prior to the restructuring of the system by the Secretary of State. The role gave me useful insight into the challenges of developing effective governance in large and complex organisations, particularly when they are in the public eye.

Executive Experience

Director, Somerfield plc (November 1997 – September 2001)

I served on two divisional boards for Somerfield plc, a FTSE 250 supermarket, which merged with Kwik Save, the discount retailer in 1998.

As the **Marketing Director Kwik Save**

- I was part of the divisional board that achieved a turnaround in performance from double digit year on decline to growth over a period of 12 months
- I designed and implemented a highly innovative but low cost marketing strategy involving a new own label range
- I pulled together a demoralised and ineffective department and created a team that worked together to transform the in-store marketing from confused and inefficient to clear and effective

As **Concept and Marketing Director for Somerfield Convenience**

- I designed a departmental structure and relationship with the rest of the organization to ensure that, as a start up division, we had low initial costs but opportunities to draw on other services as needed
- I led my team in the development of a customer-focused convenience store strategy. Following board approval, this led to a company wide change in strategic direction

As **Business Development Executive**

- I supported the negotiation of a joint venture contract between Somerfield and Elf Oil that facilitated the expansion of Somerfield's convenience store business and was executive in charge of the team that built a forecourt store business from a 2 store trial to a profitable £10m turnover business

Consultancy Experience

Independent management consultant (November 2001 – present)

I have undertaken a variety of projects in the healthcare and other sectors, both as an individual contractor and in collaboration or association with other organisations. I have had an associate relationship with KPMG and have undertaken board development work with NHS Providers in England. I have been asked to present on how to be an effective non-executive director by NHS Providers and Whitehall Industry Group. Other assignments include:

- Advisory support for St George's NHS Foundation Trust. I started the project as part of a KPMG turnaround team but was then asked to remain with the trust as an interim to support the CEO in the development of a pragmatic strategy that recognised the significant issues faced by the trust whilst providing a coherent clinical vision. The work involved significant stakeholder engagement had to overcome the difficulties of engaging with a medical workforce when trust was low.
- Undertook a number of projects for the Department of Health in Wales and in Northern Ireland (2005-2008) to help support the acute sector meet new performance targets around waiting times
- Advised a district general hospital on the feasibility and financial viability of an elective care centre to address clinical and operational issues arising from elective/emergency tensions.

Senior Consultant, Coopers and Lybrand Management Consultancy Services (Sept 1992 – Oct 1997)

I worked worldwide across a variety of sectors, though primarily utilities. Projects included:

- Chairing the successful negotiation for a single national connection agreement between the 14 different electricity companies in the run up to retail deregulation in the UK.
- Major studies in both Portugal and Thailand to recommend appropriate regulatory regimes to introduce commercial incentives to state-owned utilities.