

Jane Fiona Cumming



As Co-founder and Director of Article 13, a leader in the field of business responsibility (CSR), ethics and governance, I am an experienced and sought after strategic advisor and corporate planner

My particular area of expertise involves the identification of emerging risk factors and the development of stakeholder engagement and communication programmes to create innovative solutions for future robust risk management. I provide company Boards with a ‘third eye’ independent perspective, often challenging their existing strategies.

A combination of hands-on experience, market scanning, high level strategic networking, talking at major conferences around the world, and authoring papers all serve to underpin my approach and further my competencies

Specialist Experience

RISK-READINESS:

Through the use of futures methodologies including visioning and scenario planning, FutureSearch and Appreciative Inquiry techniques, I help organisations future-proof themselves by rigorously and systematically identifying the relevant emerging issues which could impact upon their business in the medium to long-term. I use creative techniques to help communities and organisations build a vision for the future, creating buy-in and shared goals. Future vision is then used to influence policy and strategy in the short-term

STAKEHOLDER ENGAGEMENT:

I am trained to use facilitation, participation and innovation techniques in change management, to build new shared agendas and to set up new ways of doing business. These skills, combined with my previous experience as a senior communications planner, enable me to help groups identify new ways of thinking, acting and communicating

CSR / SUSTAINABILITY:

With experience across industry sectors, I am experienced at making CSR and sustainability issues come to life and deliver innovative solutions. Client projects have included developing climate change strategic programmes, sustainability – particularly around natural resource shortages impacting upon business as usual (e.g water, energy, raw materials, employees etc) programmes, ‘social audit’ assurance, benchmarking and best practice reviews

RESEARCH:

I have ‘in-the-field’ experience in traditional quantitative and qualitative research techniques and have also worked with more innovative techniques in social and participative research. Client projects have included analysing consultation inputs for the NHS and research on emerging issues in clinical trials and informed consent, using techniques such as key informant interviews, literature reviews and participative workshops with key stakeholder groups

Facilitation experience

I am an experienced facilitator and researcher, trained in 'best-in-class' techniques as well as social assurance research and conflict resolution styles of facilitation, participation and innovation

I have been asked to facilitate responses to many responsible business issues ranging from UK government participative policy making, such as UK fishing policy, to public, patient, investigator, monitor and regulator responses around ethics and informed consent in the pharmaceutical industry.

My projects at Article 13 include the planning, facilitation and creation of practical and inspiring programmes for a broad cross-section of clients from the private sector, Roche, BUPA and British Nuclear Fuels (BNFL) through to charity clients Barnardo's and WWF and public sector clients such as DfES, COI, DEFRA, NHS and the Cabinet Office Strategy Unit.

Business experience

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| 1998 - Present | Article 13 | Director and partner |
| 1987 – 1998 | Tucker Advertising | Director and partner |
| 1985 – 1987 | Jenks Food Brokers | Senior Product Manager |
| 1981 – 1985 | Marks & Spencer | Staff and commercial management |

Membership of professional bodies

- Chartered Institute of Marketing
- The Association of Facilitators
- The Market Research Association
- The Social Research Association
- Institute of Social and Ethical Accountability

Qualifications/training

- Non-Executive Director (ICSGA)
- Diploma in Corporate Governance ACCA
- Trained Facilitator (Environment Council et al)
- MBA in Strategic Marketing – Distinction (Hull/Chartered Institute of Marketing)
- BSc (Hons) Life Sciences – First (Durham University)

References available on request

- **Vicky Price**, Chief Economic Adviser and Director General of Economics, DTI
- **Rod Hoare**, Former CEO Metronet
- **Hugh Montgomery**, Director, Institute for Human Health and Performance, UCL
- **Professor Graham McClelland**, CEO, The Roche Center for applied clinical trials

Professional indemnity insurance

Hiscox – to the value of £2 million