

Event Summary: Good Governance - Leading People in Changed Times, 23 October 2020

Chairs play an essential role in ensuring that ethical standards are upheld. But how can we make sure that our governance mechanisms are up to the task? Numerous factors are driving societal change, from the pandemic to Black Lives Matter, and it is vital that our governance keeps pace. This event provided Chairs with the opportunity to discuss their experiences, and hear from experts, on how to lead through challenging times and safeguard organisational ethics in line with the Nolan Principles.

Our panelists were: **Dame Shirley Pearce DBE**, member of the Committee of Standards in Public Life; Helen **Pitcher OBE**, Chair of the Criminal Cases Review Commission; **Simon Blake OBE**, CEO at Mental Health First Aid and **Karina Singh**, Director of Transformation at HM Land Registry and D&I Lead for the Project Delivery Profession.

Leading Values

- During a crisis, public trust is easily undermined if actions are not underpinned by values. Your governance structure must therefore always be aligned to values, fitting your mission.
- Set the tone from the top, making your policies live in the way you lead your team and performance manage.
- Zero tolerance is imperative, with a real focus on diverse and inclusive workplaces.

Be outward-facing

- We need to create a culture which supports everyone to thrive. Without knowing our people and what they bring, it's hard to get the best from them.
- Make your board more available, whether it's coffee breaks or informal catch-ups.
- Make sure the services we offer to the public are inclusive, serving the full range of citizens.

Take care of people

- Wellbeing is core to delivery, so should be a top item at the heart of organisational planning. Organisations should consider a well-resourced 'wellness action plan', to invest in prevention and positive mental health.
- Don't forget to check in with the health of your CEO, to make sure they are able to deliver.
- Be creative in monitoring wellbeing. Whether people are taking holidays is a useful indicator, as are exit interviews, disciplinarys/grievances and sickness rates.

Support everyone to thrive

- Review your development opportunities including coaching mentoring, and the processes you use to place senior roles.
- Recognise our own privilege, reaching out to colleagues who can help address our gaps in understanding.
- Understand the importance of semantics, whilst not being afraid to talk about race. BAME, for example, is rarely a helpful categorization.

Speaker Biographies



Dame Shirley Pearce DBE is currently a member of the Committee on Standards and Public Life, for a 5-year term. She has held senior executive and non-executive roles in higher education, health and policing. In 2013 Shirley was appointed by the Home Secretary as the inaugural Chair of the College of Policing (the first professional body for policing) where she oversaw the introduction of the first Code of Ethics for policing based on the Nolan Principles.

She was also a Board member of the Higher Education Funding Council for England, the Healthcare Commission and Health Education England. From 2016 to 2020 she was Chair of Governors of the London School of Economics and Political Science. She was Vice Chancellor of Loughborough University from 2006 – 2012.



Helen Pitcher OBE is an experienced Chairman, board member, board facilitator and coach working across a wide range of businesses and organisations. She is Chairman of Advanced Boardroom Excellence and coaches many leading chief executives, chairs and non-executive directors. She was awarded an OBE for services to business in 2015. Helen is the President of the national children's charity KidsOut. She sits on the Advisory Board for Leeds University Law Faculty and is a former Chairman of the Queens Counsel Selection Panel. Helen holds an MA, LLB (Law) and an INSEAD International Director's Programme Corporate Governance Certificate. She recently graduated from the INSEAD Strategy in the Age of Digital Disruption Programme, the INSEAD Strategy for Accelerated Growth Programme, and the INSEAD Diversity Programme. Helen is a Non-Executive Director at UB UK and at C&C Group Plc where she chairs the Remuneration Committee and

is a member of the Environment, Social and Government Committee. She is President of INSEAD Directors Network Board (IDN) and a director of INSEAD Directors Club Ltd.



Simon Blake OBE is CEO of Mental Health First Aid (MHFA), leading the organisation to achieve its vision of normalising society's attitudes and behaviours around mental health. He has written over 40 publications on all aspects of PSHE and Citizenship. He is Deputy Chair at Stonewall, Governor at Bath Spa University, a Companion of the Chartered Management Institute and a Fellow at Windsor Castle Society of Leadership Fellows.



Karina Singh is Director of Transformation at HM Land Registry and Diversity and Inclusion Lead for the Project Delivery Profession, where she has developed the [D&I strategy for 2020-2023](#). Her career has spanned a range of policy, front-line operational, change management and corporate roles in HM Revenue and Customs (HMRC) and HM Treasury, where she was head of the VAT Policy team.

She has been involved in change delivery for the last 15 years, which has included setting up new teams and functions, organisation design changes, and leading a national transformation programme for a private sector engineering firm. Most recently, Karina has been Transformation Director at the Valuation Office Agency, where she led a complex five-year transformation portfolio of change.