



Association of  
Chief  
Executives



Public Chairs'  
Forum



# Change and the public body leader

ACE – PCF annual conference 2023

Programme

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# Welcome to the conversation

## Welcome to this first joint ACE – PCF annual conference!

We know your work and life is incredibly busy and not a little pressured, so we are grateful that you and so many others decided to take time out to join this conversation.

Whether you are planning to attend with us at the Institute or join online, we hope you make the most of the opportunity to participate and share with your peers.

The government drive to secure growth, remove impediments to business and secure public sector efficiencies, requires a significant response from ourselves, as public bodies.

We are grappling with transformation in a fiercely competitive recruitment market, while seeking to maximise return on public investment in the context of compound fiscal pressures.

And that is why today we are focused on ‘change and the public body leader’, welcoming chairs, chief executives and members of the executive team to consider questions such as:

What value does creativity offer to a leadership agenda focused on achieving efficiencies?

Do public body leaders need to shift the role and expectations of public service?

How are leaders nurturing a culture of confidence and resilience in public service?

Today you can expect to hear from some of the brightest and best from public service; opening with The Rt Hon. Minister Quin MP, to our panel who bring an extraordinary range of experience and perspective on leadership in public bodies, to Lord Evans KCB DL who will review leadership practice.

Led by ACE board and PCF management committee members, joined by research partners Windsor Leadership, you are invited to open up and share your perspectives on how public leadership is changing.

It is certainly a packed programme today, but we hope you make the most of the conversations on offer, but do not forget to take time to connect and network with your peers.

We very much look forward to joining you in the conversation.



Martin Jones CBE, ACE chair



Helen Pitcher OBE, PCF chair

# Conference schedule

| Timings                            | Session                                                                                                                                                                                                                             |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ACE – PCF annual conference</b> |                                                                                                                                                                                                                                     |
| 13.00                              | <b>Lunch</b>                                                                                                                                                                                                                        |
| 13.30                              | <b>Conference welcome and introductions</b><br>Helen Pitcher OBE, PCF chair, chair Criminal Cases Review Commission, chair Judicial Appointments Commission<br>Martin Jones CBE, ACE chair, chief executive Parole Board            |
| 13.45                              | <b>Opening keynote</b><br>The Rt Hon. Minister Quin MP, Paymaster General and Minister for the Cabinet Office                                                                                                                       |
| 14.15                              | <b>Panel debate</b><br>Baroness Gisela Stuart, First Civil Service commissioner<br>Oliver Griffiths, chief executive Trade Remedies Authority<br>Sir Jon Thompson, chief executive Financial Reporting Council and deputy chair HS2 |
| 15.15                              | <b>Refreshments</b>                                                                                                                                                                                                                 |
| 15.20                              | <b>Breakout sessions</b><br>Change and the public body leader, with Windsor Leadership                                                                                                                                              |
| 16.10                              | <b>Refreshments</b>                                                                                                                                                                                                                 |
| 16.15                              | <b>Closing keynote</b><br>Lord Evans KCB DL, chair Committee on Standards in Public Life                                                                                                                                            |
| 16.45                              | <b>Conference close</b><br>Helen Pitcher OBE, PCF chair, chair Criminal Cases Review Commission, chair Judicial Appointments Commission<br>Martin Jones CBE, ACE chair, chief executive Parole Board                                |
| 17.00                              | <b>Afternoon tea</b>                                                                                                                                                                                                                |

The ACE – PCF Annual Conference will take place under the Chatham House rule.

# Your conference hosts

## **Martin Jones CBE** **ACE chair and chief executive, Parole Board**



Martin has been Chief Executive of the Parole Board since October 2015. Martin has spent the majority of the past 25-years working in the justice system in a range of delivery or policy roles. Career highlights include: overseeing the Parliamentary passage of the Courts Act 2003 that led to the creation of HM Courts Service; a range of senior roles for HM Courts Service (overseeing various improvement programmes such as drug and domestic violence

courts; the CJSSS Programme to improve the speed and efficiency of the magistrates' courts and the HMCS response to the 2011 "riots"); and as Head of Sentencing Policy overseeing the Government's position on whole life tariffs; and working to develop/implement four Acts of Parliament between 2012 and 2015 – including legislation to allow court broadcasting; the abolition of the IPP sentence and implementing its replacement; reform of community penalties; and legislation to end the automatic early release of the most serious child sex offenders and terrorist offenders.

## **Helen Pitcher OBE** **PCF chair, chair, Criminal Cases Review Commission and chair, Judicial Appointments Commission**



Helen is an experienced Chairman, Board member, Board facilitator and Coach. She works across the range of FTSE, Professional Service, Private Equity and Family firms, where she has led some of the biggest Board Evaluations. Helen is also a coach to many leading CEOs, Chairman and NED's. She was awarded an OBE for services to Business in 2015.

In addition to her Advanced Boardroom Excellence role Helen holds the following high profile Board roles: Chairman of Judicial Appointments Commission (JAC), Chairman of the Criminal Cases Review Commission and Chairman of the Public Chairs' Forum. A Non-Executive Director at UB UK and C & C Group Plc where Helen is the Chairman of their Remuneration Committee and a member of the Nomination and ESG Committees. SID at OneHealth Group and Chairman of the Remuneration and Nominations Committees. Recently appointed to IAA ExCo VP of Global Clubs. Helen is the President of KidsOut (a National Children's Charity).

Helen was previously Chairman of the Queens Counsel Selection Panel until February 2017, Chairman pladis Advisory Board (United Biscuits, Godiva, Ülker Bisküvi) until April 2019 and a Board member and Remuneration Chairman for the CIPD until June 2019. Helen recently stood down as the President of INSEAD Directors Network Board (IDN) and Chairman of INSEAD Directors Club Limited.

Helen holds an MA, LLB (Law), IDP-C (INSEAD International Director's Programme – Advanced Corporate Governance Certificate). She is the only Consultant in the UK Board Effectiveness arena to hold this INSEAD qualification. She graduated from the INSEAD Strategy in the Age of Digital Disruption and Strategy for Accelerated Growth Programmes and the INSEAD Diversity Programme. Helen is also an alumnus of the ground-breaking INSEAD Challenge of Leadership Programme. She both attended and now features on the INSEAD Leading from the Chair programme.

Helen is a Fellow of the IoD, CIPD, CIM, RSA and a Member of the European Corporate Governance Institute.

# Our speakers today

## The Rt Hon. Jeremy Quin MP Paymaster General and Minister for the Cabinet Office



Jeremy Quin was appointed Paymaster General and Minister for the Cabinet Office on 25 October 2022.

He was previously Minister of State (Minister for Crime, Policing and Fire) at the Home Office between 7 September 2022 and 25 October 2022.

He was Minister of State (Minister for Defence Procurement) at the Ministry of Defence between 13 February 2020 and 7 September 2022.

In December 2019, Jeremy became Parliamentary Secretary in the Cabinet Office with responsibilities for the Government Commercial Function and other cross-government programmes.

In July 2018, Jeremy accepted a role in the Government as a member of the Whips' Office and was promoted to serve as a senior Whip (as "Comptroller of Her Majesty's Household") in July 2019.

In 2008 to 2009, he served on secondment as senior corporate finance adviser to HM Treasury, assisting them on the UK's response to the financial crisis.

Before entering politics, Jeremy worked in corporate finance for 25 years latterly as Managing Director of Deutsche Bank.

## Oliver Griffiths Chief executive, Trade Remedies Authority



Oliver has been Chief Executive of the Trade Remedies Authority (TRA) since January 2021. The TRA defends UK economic interests against unfair international trade practices, such as the dumping of goods at prices below their normal

value in the country of export. He

had previously been a Director in the Department for International Trade since its creation in 2016, with responsibility for the UK's trade policy

relationships with the Americas, including as UK Chief Negotiator in Free Trade Agreement negotiations with the US.

Having started his career as a corporate lawyer at Freshfields Bruckhaus Deringer, between 2002 and 2013 Oliver worked as a civil servant, specialising in trade policy (in London and at the British Embassy in Washington DC) and corporate finance (including managing the government's 100% shareholding in Post Office Limited). Oliver was part of the UK Green Investment Bank's leadership team between 2013 and 2015 and was President at a FinTech start-up developing a capacity-based trading platform.

## The Rt Hon. Baroness Stuart of Edgbaston First Civil Service commissioner



Gisela Stuart is the First Civil Service Commissioner.

She is a Crossbench member of the House Lords as well as the Chair of Wilton Park, an executive agency of the the Foreign and Commonwealth and Development Office.

She was the Labour MP for Birmingham Edgbaston from 1997 to 2017 and served as a Health Minister in the first Blair administration.

She stepped down from her position as lead NED in the Cabinet Office on taking up the Civil Service Commissioner role last year.

## Sir Jonathan Thompson Chief executive, Financial Reporting Council and deputy chair, HS2



As Chief Executive of the Financial Reporting Council, Sir Jon leads the delivery of the FRC's regulatory remit over corporate reporting, corporate governance and audit of the UK's largest companies.

The FRC is under going a huge transformation following the Kingman and Brydon reviews and is leading the delivery of the Government's White Paper "Restoring trust in audit and corporate governance".

Prior to joining the FRC Sir Jon was the CEO of Her Majesty's Revenue & Customs, the UK Tax Authority, collecting more than £625billion, employing more than 65,000 people and driving reform of the UK tax system. Sir Jon led the first wave of digitisation

of the UK tax system, Making Tax Digital, delivering a much better service to customers, raising revenues and reducing the scope for error.

Before HMRC, Sir Jon was Permanent Secretary of the Ministry of Defence, jointly leading the £36bn organisation with the Chief of the Defence Staff. Jon has had a lengthy finance career including as Director General, Finance at the MoD, Director General, Corporate Services at the Department for Education and Finance Director of Ofsted. Before joining the Civil Service in 2004 Jon held a number of corporate services and finance roles in the public and corporate sectors.

Sir Jon is Chair of Crown Hosting Data Centres Limited and a Non-Executive Director of High Speed Two, delivering the biggest infrastructure project in Europe.

## Lord Evans KCB DL Chair, Committee on Standards in Public Life



Lord Evans of Weardale was appointed as Chair of the Committee on Standards in Public Life on 25 October 2018 for a five year term.

Jonathan Evans spent 33 years in the UK Security Service, six as Director General.

During his career he has worked on counter-espionage and counter-terrorism, both international and domestic, including initiatives against cyber threats. He retired from the Security

Service in April 2013. He was appointed as a crossbench peer for his contribution to public service by the Prime Minister in 2014 and was appointed Knight Commander of the Order of the Bath in the 2013 New Year Honours List.

He is a Director of Ark Data Centres Ltd and a member of the Public Interest Committee of KPMG UK. He advises a number of private sector boards involved in cyber security and technology. Lord Evans is also Chair of the Kent Search and Rescue charity and is a Deputy Lieutenant of Kent.

# Understanding the changing nature of public leadership



Association of  
Chief  
Executives



## A research partnership between the Association of Chief Executives (ACE), Public Chairs' Forum (PCF), and Windsor Leadership to envision public leadership in the future.

New in 2023, we are undertaking research to understand how public body leadership is changing. Members will be offered the opportunity to contribute to interviews, member discussions and roundtables.

This research will explore the attributes of leadership today, the challenges faced by public bodies and expectations of the changing nature of leadership in the coming decade.

Today's breakout sessions for ACE members and PCF members will be facilitated with Windsor Leadership, the conversations contributing to this research.

The research will supplement ongoing consideration of public body reform and leadership in public service by shaping a vision of the future for public body leadership.

In summer 2023, we'll release an insight report into the changing nature of public body leadership.

## Windsor Leadership

Windsor Leadership provides transformational leadership programmes for senior leaders across all sectors of society, including corporate, public, military, education, faith and not-for-profit.

For over 25 years they have delivered programmes that challenge leaders to explore and discover their personal leadership styles and think about the key elements of leadership at the heart of business and society.

The foundations for Windsor Leadership were laid in 1981 when The Duke of Edinburgh, Professor Charles Handy and the Reverend Michael Mann set up the 'Windsor Meetings' aiming to tackle the big issues in society.

Subsequently, in 1995 Windsor Leadership was created to focus on developing the top levels of leadership, using the teachings and ideologies of Professors John Adair and Charles Handy, both regarded as pioneers of modern day leadership theory.



# Diversity in Public Appointments

Launch

# Welcome to the Diversity in Public Appointments (DiPA) launch

In this event, Public Chairs' Forum (PCF) members are joined by a wide range of contributors and actors in the public appointments process, for a significant conversation.

Public body chairs do not always appreciate the public appointments process, some indeed consider there is considerable room for improvement.

At this launch event however, we do not invite you to examine improvements public appointments, rather we hope you will join us to explore how chairs can and sometimes already do influence an inclusive recruitment approach, to drive diversity in public appointments.

As one research contributor shared with us 'chairs really can make the difference'.

Supported by Gatenby Sanderson and Nurole, PCF recently released new research insight, guidance and case studies to increase awareness of effective inclusive recruitment practices. Diversity in Public Appointments (DiPA) resources have been designed by public body chairs, for public body chairs.

At this launch event, delegates can expect to hear a range of perspectives and be invited to join a conversation on the importance of bringing greater diversity into public appointments.

These may be challenging times for public bodies and so asking delegates to consider whether public bodies have the 'talent to thrive?'

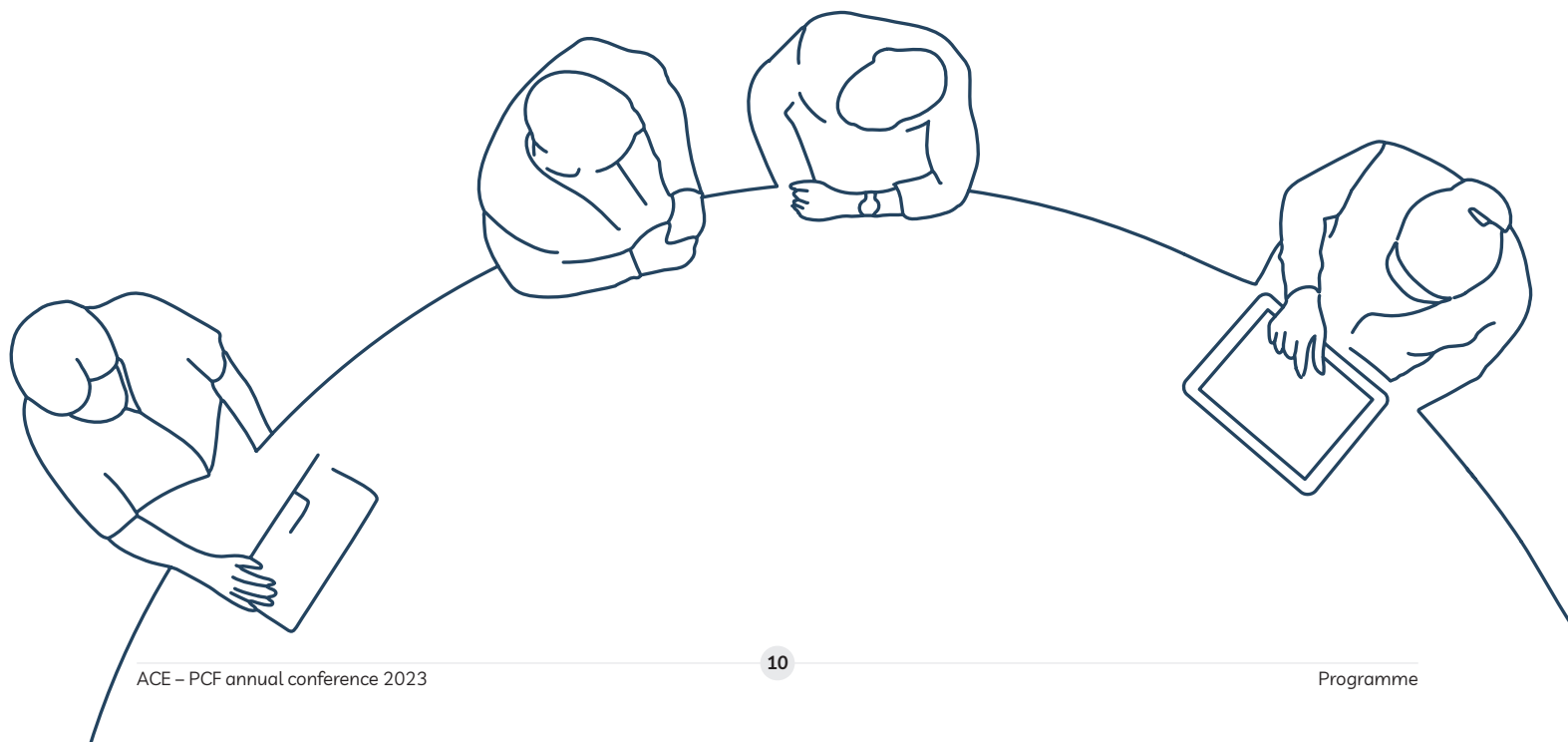
We firmly believe, diversity in public appointments is the answer.



Helen Pitcher OBE, PCF chair



Sarah Smart, chair The Pensions Regulator



# Launch schedule

| Timings                                        | Session                                                                                                                                                                                                                                                          |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Diversity in Public Appointments Launch</b> |                                                                                                                                                                                                                                                                  |
| 17.30                                          | <b>DiPA welcome and introductions</b><br>Helen Pitcher OBE, PCF chair, chair Criminal Cases Review Commission, chair Judicial Appointments Commission<br>Sarah Smart, DiPA sponsor and chair The Pensions Regulator                                              |
| 17.35                                          | <b>Talent to thrive? Diversity in public appointments</b><br>Louisa Dale, PCF Secretary                                                                                                                                                                          |
| 17.50                                          | <b>Recruiting for diversity: guidance, case studies and evolving practice</b><br>Oliver Cummings, CEO Nurole<br>Darra Power-Mooney, senior consultant Gatenby Sanderson                                                                                          |
| 18.00                                          | <b>Panel discussion on diversity in public appointments</b><br>Cindy Butts, chair of the Independent Commission for Equity in Cricket<br>Lord Holmes of Richmond MBE, Member of the House of Lords<br>Sarah Smart, DiPA sponsor and chair The Pensions Regulator |
| 18.50                                          | <b>Closing remarks</b><br>Helen Pitcher OBE, PCF chair, chair Criminal Cases Review Commission, chair Judicial Appointments Commission<br>Sarah Smart, DiPA sponsor and chair The Pensions Regulator                                                             |
| 19.00                                          | <b>Networking reception</b>                                                                                                                                                                                                                                      |
| 20.00                                          | <b>Close</b>                                                                                                                                                                                                                                                     |

The Diversity in Public Appointments launch event will take place under the Chatham House rule.

# Your launch hosts

## Helen Pitcher OBE

**PCF chair, chair, Criminal Cases Review Commission and chair, Judicial Appointments Commission**



Helen is an experienced Chairman, Board member, Board facilitator and Coach. She works across the range of FTSE, Professional Service, Private Equity and Family firms, where she has led some of the biggest Board Evaluations. Helen is also a coach to many leading CEOs,

Chairman and NED's. She was awarded an OBE for services to Business in 2015.

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Helen is a Fellow of the IoD, CIPD, CIM, RSA and a Member of the European Corporate Governance Institute.

**Sarah Smart**  
**DiPA project sponsor**  
**Chair The Pensions Regulator**



Sarah was appointed Chair of The Pensions Regulator in June 2021.

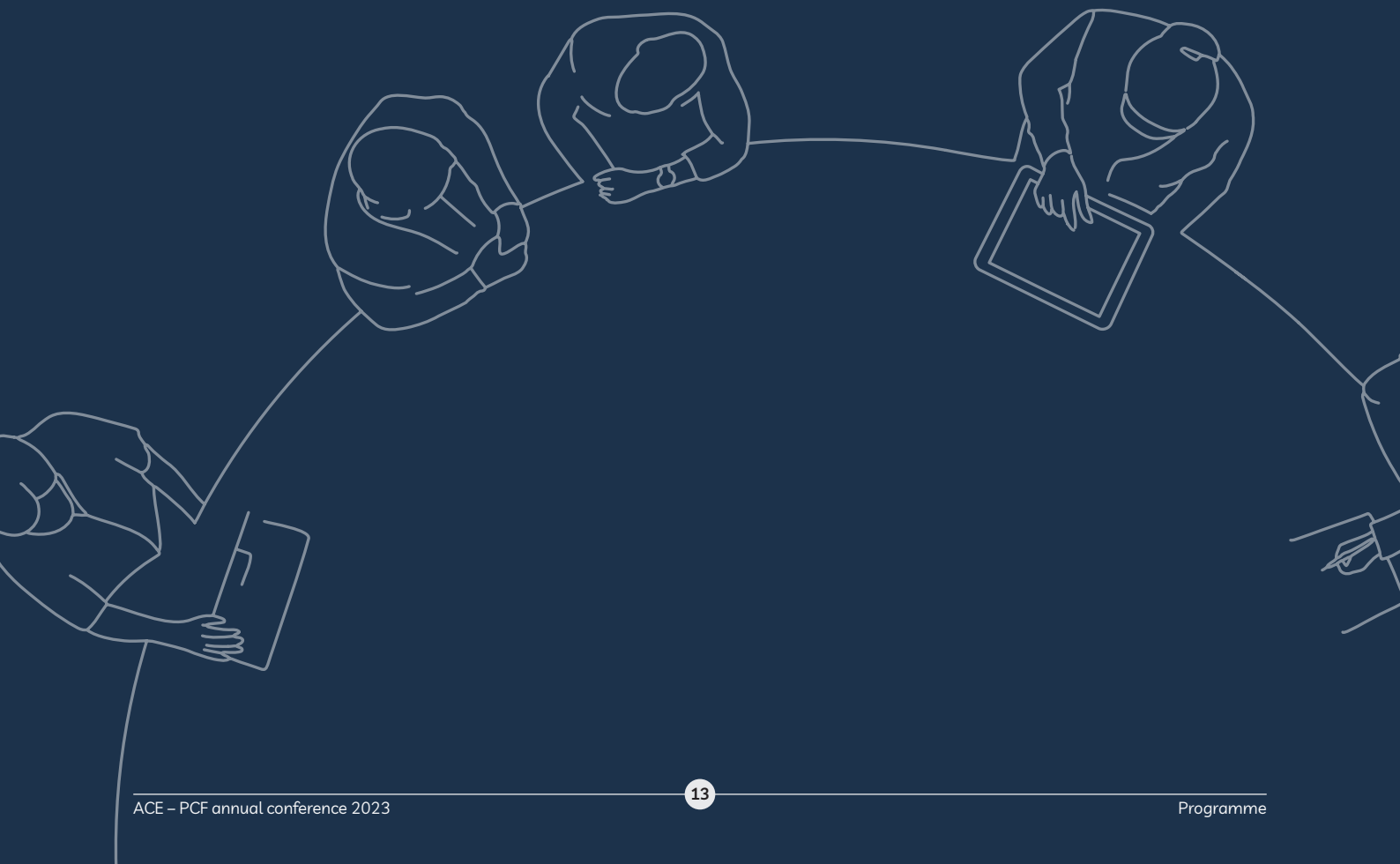
Sarah is an experienced Non-Executive Director and Independent Trustee. She is a qualified Chartered Accountant and has held a portfolio of non-executive and advisory positions. She

was a member of the Board, Senior Independent Director and Chair of the Audit and Risk Assurance Committee of TPR from 2016 to 2021.

Sarah has spent over 20 years in the pensions industry in a variety of different roles. She was Chair of TPT Retirement Solutions from 2010 to 2018, has worked with both London Pensions Fund Authority and Lothian Pension Fund, was an independent member of the Investment and Funding Committee for Unilever UK Pension Fund and chaired the Financial Times Pensions

Governance Committee. Outside of pensions Sarah has been closely involved in social investment, sitting on the boards of both Social Investment Scotland and Big Society Capital, where she was also Chair of the Audit Committee. She also chaired the Audit Committee of UK Athletics.

Prior to moving to a portfolio career, Sarah worked in the investment management industry. She spent nine years with Standard Life Investments and was latterly responsible for developing and managing liability-driven and absolute return investment solutions for institutional investors. Sarah is highly respected within the pensions industry and has won many accolades for her innovative approach to pensions.



# Our panellists today

## Cindy Butts

**Chair, Independent Commission for Equity in Cricket, independent member, House of Commons Speaker's Committee, independent member, House of Lords Conduct Committee**



Cindy has over 20 years of experience improving access to justice, tackling inequality and complaints handling. She currently has a portfolio career which includes being a Lay Member of the House of Commons Speaker's Committee

for the Independent Parliamentary

Standards Authority and a Lay Member of the House of Lords Conduct Committee. In March 2021 Cindy was appointed by the England and Wales Cricket Board (ECB) to Chair the Independent Commission for Equity in Cricket (ICEC).

Cindy also has extensive experience in senior public sector recruitment; assisting Government Ministers in appointing Non-Executive Directors to a range of Non-Departmental Public Bodies. Cindy previously held a Crown

appointment as a Commissioner at the Criminal Cases Review Commission and formerly served as a Commissioner at the Independent Police Complaints Commission. Prior to this she was the Deputy Chair of the Metropolitan Police Authority where she had responsibility for setting the strategic direction of the Metropolitan Police Service and chaired a range of inquiries most notably into diversity, gun and Knife crime and co-chaired the Domestic Violence Board alongside Baroness Helena Kennedy.

Cindy has advised various international Governments on police oversight and citizen engagement, most recently advising the South African Government on legislative reforms to police oversight.

She is a Visiting Fellow of BPP University.

## The Lord Holmes of Richmond MBE Member, House of Lords



Chris is Britain's most successful Paralympic swimmer winning a total of 9 golds, 5 silvers and 1 bronze.

He was also Director of Paralympic Integration, responsible for the organisation of the 2012 Paralympic Games in London.

Chris is a passionate advocate for the potential of technology and the benefits of diversity and inclusion. He campaigns for more accessible environments for disabled people and has conducted an independent review for the Government that made recommendations on opening up public appointments to disabled people.

In Parliament Chris sits on the influential Science and Technology Select Committee but has

previously been a member of specialist House of Lords Select Committees dealing with:

- Democracy and Digital Technologies
- Artificial Intelligence
- Digital Skills
- Social Mobility
- Financial Exclusion

He is co-chair of the All-Party Parliamentary Groups on:

- Assistive Technology
- Fintech
- Blockchain
- AI
- 4th Industrial Revolution.

Through his Private Members Bill Chris has worked to end the injustice of unpaid internships. Chris is also Deputy Chair of Channel 4, Diversity Adviser to the Civil Service and Chancellor of BPP University.

# DiPA project and sponsors



Led by Sarah Smart, Chair of The Pensions Regulator, with sponsorship from Gatenby Sanderson and Nurole, the research has involved contributors from across public service, including members of the House of Lords, senior civil servants, public body chairs, and diversity experts.

The DiPA working group involved ten public body chairs and experts from Institute for Government (IfG), a member of Cabinet Office public appointments team and a member of Office for Commissioner for Public Appointments (OCPA).

The research has generated new insight, advice and guidance for public body chairs to shape an inclusive recruitment process.

PCF acknowledges the generosity shown by Gatenby Sanderson, Nurole and The Pensions Regulator in supporting this project.

## Gatenby Sanderson

GatenbySanderson is the UK's leading people intelligence advisory business within the public and not for profit sector.

We find, recruit and develop leaders to the most challenging roles within highly complex, scrutinised environments.

We build long term, intelligent relationships and provide outstanding people care and unrivalled sector expertise, accelerating forward momentum for public service organisations.

## Nurole

Nurole is the global platform changing the way organisations hire board-level talent.

Nurole is breaking open the old headhunting processes – secretive searches that throw up safe and predictable names. This model isn't working, either for talented people keen to use their expertise in new ways, or for organisations that need fresh perspectives.

By combining smart technology and industry expertise, they transform the boards of multinationals, start-ups, charities, government bodies, and everything in between.

It's the most efficient way to find high quality, diverse candidates and empowers brilliant people to apply for roles that match their skills, passions and availability.

# About ACE and PCF

Founded in 2006 and 2007 respectively, the Association of Chief Executives (ACE) and the Public Chairs' Forum (PCF) are unique membership networks, exclusive to Executives and Chairs of Public Bodies.

ACE and PCF seek to strengthen UK public services, by providing peer support, insight, inspiration and education for executives and chairs of public bodies.

Our meetings, events, workshops and research, help ACE and PCF members gain the insider's perspective on the key issues of the day. We offer ACE and PCF members a range of support, from peer-to-peer learning to networking events.

ACE and PCF members are frequently invited to engage with central government consultations, roundtables and projects influencing change across public bodies. Sarah Healey CB, Permanent Secretary at the Department for Digital, Culture, Media and Sport is ACE and PCF central government sponsor.

Membership of ACE and PCF is available to Arm's-Length Bodies; whether Non-Departmental Public Bodies (NDPB) or Executives Agencies, ranging in size and operating in a variety of field from regulation to operational delivery.

ACE and PCF are based at the Institute for Government's offices in Carlton Gardens, London.

ACE is currently chaired by Martin Jones CBE, Chief Executive of the Parole Board and PCF is currently chaired by Helen Pitcher OBE, Chairman of the Criminal Cases Review Commission and Judicial Appointments Commission.

## 2023 member programme

Life today can seem complex, uncertain, and challenging. Life in public service is no exception.

The government drive to secure growth, remove impediments to business and secure public sector efficiencies, requires a significant response from public bodies.

Public body leaders today are grappling with transformation in a fiercely competitive recruitment market, while seeking to maximise return on public investment in the context of compound fiscal pressures.

In 2023, we will explore public body leadership in the context of change, delivering impact, as we seek to understand how leadership is changing and the difference ACE and PCF members continue to make.

Public body chairs and leaders are welcome to join the conversation.

View the ACE 2023 **member programme**

View the PCF 2023 **member programme**

## Get in touch:

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