

# CANVAS

SPECIAL CHRISTMAS EDITION 2018

BY Saxton Bampfylde

THE 12  
DAYS OF  
CANVAS





## THE 12 DAYS OF **CANVAS**

As 2018 draws to an end and the spirit of Christmas is upon us, at Saxton Bampfylde we have collated our own special series: 'The 12 Days of CANVAS'. This is a celebration of leadership from those we have had the honour of interviewing in 2018 for our insights publication, CANVAS.

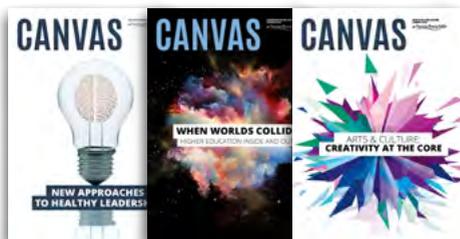
The open and honest thoughts reflected in these selected pieces highlight the depth of insight, reflection, dedication and hopefulness that exists amongst the leadership of those sectors we work with. The themes have been varied as would be expected from conversations spanning so many sectors. However, what has shown is how much synergy exists across public, private and not-for-profit life in the UK and beyond. Change is a constant; that is overwhelmingly acknowledged. Political, economic, technological, and social change is everywhere. This ever-changing environment has given rise to a widespread focus on innovation.

Our conversations with leaders made it clear that this is evident and underway, but many urged caution in the approach to innovation. It cannot come at the expense of the human elements that make up the heart of an organisation. Preservation of the

individual was emphasised through many of our discussions, particularly as we enter a world of automation and Artificial Intelligence. With this emphasis on human behaviour, all of our leaders highlighted the need to work more closely together, express diversity of thought, and collaborate through partnership working.

We first started CANVAS in 2016 and since then have produced 20 editions. Our readership has reached thousands of executives and board leaders in the UK and globally. We hope these selected interviews from the past 12 months inspire, provoke thought, start conversations and spur action. We hope you enjoy 'The 12 days of CANVAS' and welcome any comments and thoughts you may have on the themes raised.

From everyone at Saxton Bampfylde, we wish you a very merry Christmas and all best wishes for a prosperous 2019!



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Saxton Bampfylde



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# RICHARD PENNYCOOK

CHAIR OF FENWICK, CHAIR OF HOWDENS JOINERY, CHAIR OF THE HUT GROUP  
AND CHAIR OF THE BRITISH RETAIL CONSORTIUM



We were delighted to talk to Richard Pennycook, former CEO of the Co-operative Group, and now Chair of the British Retail Consortium and family-owned independent department store chain, Fenwick. As one of the UK's seminal retail figures, our interview coincided with his announcement as Chair of the Retail Sector Council, a joint initiative between the Government and leading retailers. Richard shared his thoughts on his career and his choices since going 'plural'. He talked openly about the retail revolution, what it will mean in the UK, the winners and losers, and why he is positive the sector can adapt for the future.



**It's almost a year since you left your role as CEO of the Co-operative Group. What have been your reflections about your time with the Co-op and its performance since you left?**

I look back very fondly on the Co-op and my time there, as the people are terrific. The team I brought together is the team that is now leading it forward and I am so pleased to see that it is continuing to do very well. The food business in particular has made some very interesting progress since I left. The changes that have been implemented were in gestation when I was handing over to Steve Murrells and it is great to see that he has taken them forward.

It is one of those situations where I loved being there, but I also I look back and am thrilled to see it carrying on and doing well.

**You became CEO at a challenging point for the organisation. What would you highlight as your strategic priorities and your key achievements during this time?**

I would say there were three pretty obvious strategic priorities. Each of these had their challenges, but they absolutely needed to be actioned.

The key priority was to make sure the Co-op survived the crisis it faced with its bank as this could have brought the whole thing down. That was immediate and obvious. The second area was to completely overhaul the governance of the organisation

as this had significantly contributed to the difficulties in which it found itself. It was an ossified governance structure that didn't work. It didn't hold management to account, wasn't transparent, and it certainly wasn't representative of the broad membership of the Co-op. It had to be reformed and I am pleased we achieved that.

The final area was about resetting the purpose of the company. We needed to look at what the Co-op stands for in the 21st century and really give it a chance to thrive again. This began as part of the rebuild phase of which I was in charge, but it will take many years for that to fully bear fruit. I am really pleased with where the organisation is now, but it still is work in progress. I do believe it has certainly set it off in the right direction.

**Credited with a considerable number of retailer turnarounds throughout your career, what is driving you in your choices in your non-executive roles?**

I am not sure there is a career link and I haven't gone into my portfolio career just to do turnarounds. Throughout my career I have done other things and seen companies grow very successfully. What I want in my portfolio is a variety of fascinating situations and opportunities. I have been very lucky to be able to put together a portfolio with businesses that are quite diverse both in what they do and also in terms of their ownership and governance structures. While they are all consumer related, the key common threads are that all of them are underpinned by

very solid values and have in them the sorts of people I really want to work with.

A very wise colleague gave me some advice when I was thinking of going 'plural'. This person told me that one of the things you deserve at this point in your career is to work with the people you want to work with. That is very much a key part of what drives my decisions. In my portfolio I have a plc, a family business and a company owned by private equity. That gives great variety and some very interesting people to work with.

**You became Chair of Fenwick when you left the Co-op. Founded in 1882, it has a history of reinvention and commitment to connoisseurship. In a very different retail market today how does it continue to remain relevant?**

The heritage is rich and the fact that it is a family business with so many connections gives it a longevity that I think really counts. The Fenwick brand is really well known in the communities where it operates.

In terms of the retail revolution that is going on at the moment, the department store model is under some threat. It is certainly globally challenged, but this particularly applies to department store chains which have high rents to pay and have a so-called long tail of stores. Some of those stores are now possibly now in wrong locations and potentially a bit tired. Fenwick doesn't have that. We have nine stores, all of which are very well-located, and the family maintained the freehold ownership so they don't have big rents to pay. This

makes them very flexible spaces that we can do things with.

The challenge for us is to make department stores that are relevant for the future and ensure they are places that people want to come to. This will not just be to browse products, but also for great customer service especially in areas such as the beauty hall and with an excellent food and drink offering. All the sorts of things that customers can't get online are well suited to the department store experience, and that is where we have to concentrate.

**Fenwick is a family business. Does this mean a different approach is required to deliver change and move the organisation forward compared to other business models?**

I think in this particular case it requires a very sensitive and respectful approach. The family has entrusted 'outsiders' to take their firm forward for the first time in the forms of myself as Chair and Robbie Feather who I brought in as Chief Executive earlier this year.

The leadership has previously always been within the Fenwick family, and that is something we need to handle with care, making sure we bring family members along with us and that they are fully approving of our plans. Robbie arrived as Chief Executive in January and as he finds his feet we are making sure that we talk a lot with the family about his plan.

**As a Chair in well-established retail and brand organisations what skills, attitudes and experience**

**are you looking for from leaders within the sector?**

This is an area I am very interested in and in my role as Chair of British Retail Consortium I also have exposure to a great deal of retailers and their leaders. What is striking in terms of the development of the sector is that our retail leaders have to be rather more rounded people than perhaps they did when I was starting out. The business environment is much more complex and in a positive way it is much more inclusive than it used to be. The old style 'command and control' leadership structures no longer work in retail. Our leaders need to be collegiate, show strong values and they must have the intellectual horsepower which gives them self-confidence to operate in that new environment. It is actually more challenging for individuals to entrust their colleagues to get on with delivery than to take control of it all, and that requires a degree of resilience and self-assurance that I like to see in our leaders.

**Competition is greater than ever in the retail sector, from luxury right through to the discounter markets. Is this level of competition sustainable?**

Competition is good for retail. It has always been intensely competitive and I don't see that changing. The barriers to entry are low in this sector and that is a very positive thing.

It is clear to me that fundamentally the markets are over supplied with 'stuff'. Consumers don't have to expend an awful lot of effort to find what they are looking for. In

that oversupplied world, there will be a natural progression towards consolidation; that is a basic result of a supply and demand model over time.

**The retail sector has evolved considerably over the past decade with greater introduction of technology and automation. Do you believe that this brings more opportunities for the industry or presents further threats of consolidation?**

I think it presents both opportunities and threats, but I don't think we have really seen anything yet in terms of the full impact. We are part way through a commercial revolution. This is about digital and intelligence, and undoubtedly about the way in which the world works. This will have a direct impact on retail and I don't think we are much more than half way through that. It gives more opportunity for really insightful retailers who want to embrace opportunities and change, but in addition it undoubtedly leads to further consolidation and restructuring in relation to bricks and mortar.

At the British Retail Consortium, we produced a report in 2016 which said that we expect between a quarter and a third of retail jobs to go by 2025 and that really is playing out in front of us. There is a major restructuring of retail going on and we need to deal with that. It is not going to go away.

The last commercial revolution on this scale was in the early part of the 20th century, which no one alive today witnessed. This is both scary and invigorating in equal measure.

Our track record of dealing well with the people caught up in the revolution isn't great. Looking back to the weavers or the agricultural workers displaced centuries ago, reskilling, training and life skills development will be very important.

**Do you believe that governments (local and national) can be doing more to support the retail sector, particularly on the high street? Is there more that can be done in terms of reskilling staff?**

I think it is important to face up to that conversation: it is a reality. There will be a change in the nature of work in the retail environment. Those that will be most successful will be service-oriented companies, which will definitely mean better high-value jobs for people with the calibre to engage well with customers, as well as those undertaking analytic and insights-based jobs. It is not all bad news, but it is certainly challenging. The current Government is much more aware of this than previously.

The announcement of the newly formed Retail Sector Council, which is a joint initiative between retailers and the Government, reflects a commitment to the sector.

It is the first time that retail as a sector will have a formal role with Government in talking about the future. I see this as very positive. More broadly, we have to work closely with governments at both a local and national level as these new trends emerge. In my experience, they are acutely aware of the beneficial effect that retail, in terms of shops and employment, has on local communities and want to support this.

**What impact, if any, do you believe Brexit will have on the retail sector in the UK?**

Fundamentally I believe it will have little impact. The retail sector is extremely responsive and very flexible. Whatever the Brexit outcome, we will respond to it.

There is some risk in the short- to medium-term as consumers start tightening their belts while we remain unsure what the impact is going to be, particularly with uncertainty over tariffs for example. That could exacerbate the challenge for retail, and the economy in general, but in terms of dealing with whatever the outcome is from an operational perspective, I think the sector will adapt fine. **G**

**RICHARD PENNYCOOK  
BIOGRAPHY**

Richard Pennycook recently stepped down as CEO of the Co-operative Group in order to pursue a portfolio career, having joined in 2013 as part of a team that saved it from near collapse. He has over 25 years' experience in retail, starting with the management buyout of Allders in the late 1980s where he was the CFO of European Duty Free and ran the North American operation for a time.

Over the years, he has been involved in the growth of J D Wetherspoon and the turnarounds of Laura Ashley, Welcome Break, Bulmers and Morrisons. Previously a non-executive director of Richer Sounds, Richard is non-executive Chair of The Hut Group, Chair of Howdens Joinery PLC, Chair of Fenwick, Chair of BRC and Co-chair of the Retail Sector Council. He is also lead non-executive Director of the Department of Education.

## CATHRYN ROSS

DIRECTOR OF REGULATORY AFFAIRS, BT  
AND FORMER CHIEF EXECUTIVE OF OFWAT



We talked to Cathryn Ross just as she departed Ofwat after almost four years as CEO, heading for the private sector and a different regulatory market at BT. Cathryn reflects on the successes she has achieved and the challenges she has faced at Ofwat and outlines her belief that there is a bright future for the regulatory market in the UK.

**A**s the CEO of Ofwat for almost four years, you have been described as a 'transformational leader'. What would you say are the key skills that the leader of a regulator requires to effect change?

In any leadership role the key to change effectiveness is always the people. You can't deliver change in any organisation without getting people to come along on that journey with you. The ability to empower and inspire to deliver the change that you want to see is critical. That isn't particular to regulators however, or any other sector.

In terms of core skills, a leader needs to have a clear level of adaptability. To be able to accept that where you end up may not have been where you first had in mind, and that ultimately that is okay. In fact, it is probably quite a good thing as it means that people have influenced the process and that the leader has learned and adapted on the way.

The other thing needed from someone trying to bring about a major change is a considerable degree of personal resilience. Change doesn't happen overnight. At Ofwat we started to make changes four years

ago when I came into post and I wouldn't say it is completely finished today. The resilience also requires a relentless approach, as without progress change can start to go in the opposite direction.

Nobody ever became a regulator to be popular; it just isn't one of those jobs. However it does bring a great deal of satisfaction knowing that regulated sectors are critical to people's lives and that you have the potential to make them better. Leaders in the regulation sector need to keep the courage of their convictions and focus on the goal of making the world



a better place. It does bring criticism, there is no doubt, but it also brings a great deal of satisfaction too.

### **What would you describe as your biggest achievements during your time at Ofwat?**

Cultural transformation is a significant achievement. Ofwat feels like a very different place to work than it did four or five years ago. This comes through in our people surveys and more general feedback and you can even just sense it in the daily office environment. It is that culture that empowers people to make the best contribution they can possibly make and understand what it is that we are trying to achieve. We celebrate those who go outside the organisation, create a debate, foster new ideas and make better decisions or choices as a result of this. This culture gives people a feeling of having a genuine stake in the organisation and its decision. It has been an amazing experience to be part of that transformation.

Linked very closely to that is more about the organisation of Ofwat itself, and how it has been able to evolve with its people. It has always had tremendously high potential with incredibly bright people who are utterly passionate about what they do and a lot of what I have been trying to do is to enable this to flourish. I don't believe you can turn an organisation into something that inherently it isn't, but you can turn it into the best version of itself. I am very proud to see that the culture and transformation work we have been undertaking is starting to deliver this at Ofwat.

The other area I would highlight as an achievement is the relationship with our stakeholders. A few years ago Ofwat was characterised as a closed organisation, and I think that maybe that came from a lack of confidence, or as a response to criticism. The response was to close ranks or be defensive. That does not create a dialogue with stakeholders that enables you to pull in the best ideas, create the debate and identify the direction of travel that everyone can buy into and deliver. I don't think that is just about Ofwat. I was very fortunate when I came in about four years ago that all of our stakeholders desired change in terms of the relationship with the regulator. Ofwat has been able to catalyse that, and it is an immensely better environment.

This greatly enhanced relationship is demonstrated in Ofwat's current work in publishing the methodology for the next price review which will happen in 2019. This has been developed through a genuine process of co-creation with the sector we regulate, with government, environmental NGOs and consumer bodies. We haven't gone away and worked it up in a vacuum and then visited it upon an unsuspecting sector.

When we put the consultation out in July, most people felt it was what they were expecting. That was actually very pleasing and people recognised the co-creative process. The water sector is going through a huge period of change just now. The markets are opening up, there are big challenges from climate change, population

growth and new technologies to manage networks and customer interface. If you are in a period of substantial change you are in the position where nobody has the right answer. In that sort of environment that process of co-creation and quality of conversation amongst everyone who has some insight and experience is absolutely critical.

### **Is there any unfinished business which you regret having to leave behind?**

I don't think so. I don't feel I am looking back thinking I should have nailed something and I didn't.

I am leaving at quite a pivotal point for Ofwat. We are currently delivering our approach to the next price review (December 2017) and from September 2018 Ofwat will be receiving company business plans and that will set the price for the customer package from 2020 to 2025 as well as detailing the incentive framework companies will work within during that same period.

I shall be watching with appropriate detachment, but seriously keen interest, as to how the methodology which I am delivering at the moment is actually going to be put into place. It will govern the evolution of the sector right up until 2025 which, given everything I have said about the extent and profound nature of change going on in the sector, is going to be a really key period.

**As you join BT you are moving from the public to private sector. What do you believe will be some of the key differences, positive and challenging,**

## **that you might face in this transition?**

To be honest I am genuinely not quite sure what to expect. I have been Chief Executive of a regulator for four years and I have worked in regulation for the past twenty years. I feel like now is the right time to try and do something very different. The very nature of that means I am not entirely sure what I am getting into, but that is part of the challenge and also a huge part of the attraction too. One thing I would highlight and one that very much impressed me about BT, was its very strong sense of social purpose. It is very important for me to try to make the world better for those in it. I may not always succeed but that is what I am trying to do and I don't think I could work anywhere that didn't embody that. It is obviously a private company and shareholders need to make an appropriate return, but BT is trying to do that by making the world a better place.

Obviously, they do have some very significant challenges in terms of their regulatory environment and I think it is very interesting to observe telecoms regulation grappling with the some of the challenges that water has been contending with for a longer period. The early days of telecoms regulation was very much about regulating a network which already existed. Today it is about regulating to create an environment which has to support massive transformational investment in 5G and fibre to the premises, for example. Water regulation has been trying to create a favourable investment climate for a long time,

However, I am going in with an open mind and expect my few months will very much be a learning phase in the job.

## **Do you think the regulatory landscape, post-Brexit, will diverge significantly from its current approaches? Are there many areas of regulation due to return to the UK in this period?**

Sectors do differ massively in terms of the impact of European law and policy on regulation. In water, for example, there isn't a single European market so it will not have much of an impact there. However, in aviation there will be a big impact, and in energy and telecoms where a substantial proportion of the economic regulatory regime comes from EU law.

As we begin the exit from the EU I think it is only right to take a wider view and think about what opportunities we might have to create frameworks for that are better suited to the UK's needs. I would be surprised if we don't do that and I would be surprised if that doesn't bring about a degree of change, however a lot of the EU regulatory law was very heavily influenced by the UK in the first place.

Considering the water market more specifically, the biggest impact is going to be in relation to agricultural-environment policy. Coming out of the common agricultural policy will provide a huge opportunity to change how stewards of the landscape are recompensed for doing those things that benefit our natural capital. That is a very different way of talking about payments into the rural economy than the current farm subsidies and it could bring

about huge changes to how the rural economy works

One thing that is certain is that it will take years to think through, so I am not sure what immediate impact it is going to have on the economic regulatory regime.

## **How confident are you that we are going to be able to meet the demands for fresh talent in the sector?**

As we look at this future regulatory landscape in the UK there is massive need for talent, far more than we have seen in the past. Partly because of all these changes that will need to be thought through by government and regulators in a Brexit context, and also in part due to the unprecedented public scrutiny being faced in regulation at a time of immense change.

We need fantastically bright, passionate and motivated people to think through these issues. The good news is that regulatory bodies are becoming incredibly attractive places to work. They undertake work that matters, offer intellectually challenging opportunities, and increasingly offer much desired flexible and agile working arrangements.

Ofwat's experience over the past few years suggests that, if you put your best foot forward as a regulator and really articulate what you have to offer, you don't struggle to attract great people.

## **What is the single most effective initiative you have seen in action to build diversity within the regulatory sector?**

I think the single most important thing is to value diversity of thought. One of the biggest enemies of diversity in any sector is a closed culture and a tendency to consider challenge as something to be suppressed. To successfully embrace diversity, organisations should encourage a culture of openness and learning, where challenge and different perspectives are seen as genuinely useful in helping to make better and more robust decisions every day.

At Ofwat I think we really managed to achieve that in the past few years. We put in place a new set of values and behaviours which was very much driven by our people. A key part of that was a focus on learning which has encouraged and welcome the opportunity to challenge and debate, showing respect and value in all different types of experience and perspective. I don't have a great deal of sympathy for a tick box approach to diversity. It is useful to look at observable indicators of where people come from, but challenging outside the typical sources, going beyond the organisation when required and exposing yourself to different ways of thinking is a much more effective approach in my experience.

**How do you see regulators adapting to a world of proactive industrial strategies and increasing public scepticism towards the value of markets?**

I do think it is a very important question. For me the key to this is not only focusing on the legitimacy of regulation but also building on and maintaining the regulator's role in

demonstrating the legitimacy of the sectors we regulate. The fact of the matter is that if a sector has a regulator it is providing a really important public service. This function makes them politically salient and they matter to parliamentarians because they matter to society. Therefore, I think it is entirely unsurprising and right that politically a lot is being said about them. Any notion that independent economic regulation was somehow ever going to work in a political vacuum was delusional.

**How well do you think government is working with regulators at a time of unprecedented change?**

A very positive step is the initiative which has seen government give regulators strategic policy statements. The idea is that the government sets out what its strategic priorities and objectives are for the sector. It is not a shopping list or instructions, but a high level strategic statement about what the public wants from its regulators. It is a transparent and consulted-upon vehicle that enables government to say clearly to a regulating body what matters to the country. It avoids less visible and less consultative approaches which can undermine the operational independence of regulators and also destabilise the investment value of these sectors by creating political risk.

We have the potential for a very constructive relationship between government and regulators and I think these strategic policy statements are a very good example of that. **C**

**CATHRYN ROSS BIOGRAPHY**

In January 2018 Cathryn joined BT as Director of Regulatory Affairs. Prior to that she was the Chief Executive of Ofwat, the independent economic regulator for the water and waste water sector in England and Wales.

In that role she was responsible for ensuring that Ofwat held a £120 billion industry to account in delivering against the expectations of customers, wider society and the environment. She has seen through the delivery of a new strategy for Ofwat, focused on a vision for the sector of trust and confidence in water and waste water services. This involves a new model of regulation, to better help the sector deal with the challenges of the future.

Cathryn is an experienced regulatory and competition economist and has worked across a number of different sectors advising on economic, regulatory and competition issues. Previously, Cathryn was Executive Director of Markets and Economics at the Office of Rail Regulation (ORR). She was Executive Director of Markets and Economics at Ofwat between 2008 and 2011. She also served with the Competition Commission (now Competition and Markets Authority), and worked in economic consultancy.

# CLARE GOUGH

DIRECTOR, PITZHANGER MANOR HOUSE & GALLERY



With the restoration of the former home of Sir John Soane, Pitzhanger Manor, and its adjoining new Gallery, scheduled for late 2018, we were given an early glimpse of what we could expect from Director Clare Gough. She shared her perspective and passion about a project that has exceeded all her expectations, and looking ahead, why and how an arts venue can and must make connections locally and further afield.



**A**s we talk you are entering the final stages of completing the restoration of Pitzhanger Manor & Gallery. With that in mind can you give us a bit of an overview of what we will be able to experience when it reopens in late 2018?

Our guiding principle for this project has been to transport Pitzhanger Manor back to how it was when Sir John Soane himself lived there between 1800 and 1810. But that in itself has been quite tricky as Soane was certainly a man who changed his mind and adapted spaces regularly.

We believe it will be really exciting for visitors to experience a beautiful manor house, set in its estate, which Soane designed, built and lived in himself restored to how it was in his time. When you are upstairs in this beautiful house, as it was in 1800, it really is very hard to believe that you are in London. The park is so pretty and surrounded by trees, it is remarkable to conceive that this was once a country estate now sitting in a truly global city.

Immediately adjacent to Pitzhanger Manor, in what formerly was Ealing's lending library, we are creating a stunning contemporary exhibition gallery. Separate to the house, it offers us the opportunity to respond to Soane and his inspirations and ideas through works from other artists, architects and contemporary designers. We have conceived this conversation-style approach with Soane and his house on

one side and the response from contemporary creatives to his ideas and work on the other.

At the far side of the house, in what was the kitchen garden, we are building a fabulous café to revive our visitors after they have walked around the house and gallery. This will also provide an essential revenue stream for us in the future.

The experience of Pitzhanger we hope will be wide and varied beyond visitors to the house and gallery through a programme of private and ticketed events. This will allow us to open up Pitzhanger to wider audiences; be much more inclusive and accessible; and on a more practical note, will provide vital income.

**What do you believe makes Pitzhanger special?**

What really stands out to me is the combination of the historic with the contemporary in an absolutely stunning setting. It is a very exciting example of a house that was designed 200 years ago sitting in its original parkland, with a new, contemporary gallery sitting next to it to take the opportunity and space to reflect on what Soane means to us today.

We are planning to put artworks in the house itself and are talking to contemporary artists about pieces that respond very specifically to individual rooms. The separate gallery will provide a space for reflection when visitors come out of the house to see how Soane has inspired other artists.

Soane himself was so contemporary and inspirational to future architects. His own collection was so varied, ranging from the ancient Greek through to contemporary items and works of Hogarth, who lived around the same time. We are continuing his legacy by doing what we believe he would have been doing himself with these collections were he alive today.

**You took on the Director role in 2016. Can you outline what attracted you to the role, and what it has involved since you have taken up position. Has it evolved from what you imagined when you began?**

Not many people are given the chance to set up an arts venue virtually from scratch, and it was this hugely exciting and immensely challenging opportunity which appealed to me most.

I was very attracted by the opportunity to set up the ethos of the team that would be working here. I was keen to combine my varied previous roles to bring my commercial background together with my experience of working in the museum sector. The commercial side is so important to making Pitzhanger successful to allow us to do all the challenging things we want to do and put on the exhibitions which we want to. This is really where some arts organisations struggle, finding a tension between the commercial and the creative. I was excited about the opportunity to create an ethos where both are recognised for the importance that they bring to the whole.

Commercial creativity and entrepreneurialism are absolutely encouraged across the team, and our curator will sit down with the commercial director to discuss how they can extend their respective work into the other's area to get the very best from, and for, Pitzhanger.

I have to admit that I didn't know about Pitzhanger Manor before I was approached for the job. I really find it astonishing that there was this home of Soane that I wasn't aware of. They are so many Soane lovers and most of them don't realise that Pitzhanger exists. It is so under the radar and has such potential. To bring this real gem back to life and into the heart of the community just is such a unique opportunity and one that I am so passionate and excited about on a daily basis.

### **With a project such as this what have been the highlights for you so far?**

Every day my job brings absolute highs and crashing lows. Joys of seeing new work being unveiled and lows when you realise there are things that you want to do but can't.

The real excitement undoubtedly comes from revelations in the building. One of the most vivid for me was the day they reinstalled beautiful carved roundels into the façade of the building. This was the first time in 150 years that the house was looking at it from the back view. What has really made this particular experience so transformational for me was the journey of these roundels. I had gone to the

workshop where they were being produced by a team of really young stone carvers. The excitement of seeing young craftsmen being engaged in work that Soane himself would have enthused about was so inspiring. I then saw them being delivered and installed on the façade and it was a truly special moment.

I had a similar moment inside the Gallery with the removal of the artificial roof which was covering skylights built in the 1930s in homage to Soane. The day the scaffolding came down there was an almost magical flooding of the room with natural light. It was a really exhilarating experience.

I still also love watching how people engage with the house, watching them get excited, even with dust and diggers all around. There is so much this house can and will be, and that brings a wonderful feeling of anticipation for me and many others who have experienced it so far.

### **On the flip side what have been the key challenges you have faced and also some of the learnings?**

Ultimately the key challenges were operating on a tight budget and a short timescale. Our aspirations and ambitions of what we could achieve go far beyond the timeline we have, and the budget.

If considering it differently and identifying learnings, I would have reviewed the timing and the structure of the project, taking more time to consider the approach before we embarked upon it.

The involvement of the Pitzhanger Manor & Gallery Trust at an earlier stage could have allowed more input into the project briefs that could have helped some elements to run more smoothly. That is not always easy, or even possible, to do but it is a learning to be taken from the project.

### **What would you highlight as the key motivators for engaging audiences – public, private, stakeholders – with a public arts venue?**

For me there are two very important elements. Firstly, to deliver real and honest engagement with a diverse public requires a very effective and well thought through outreach programme. Secondly, and parallel to that, is the quality of the offering at the venue.

Obviously different emphasis comes from each of these depending on the stakeholders with which one is engaging, but it is important to get it right, make it effective, and the approach needs to be adapted accordingly. We need to ensure we are really reaching the people we want to reach, not just seeing communications and engagement as box-ticking exercises.

### **Looking more broadly at the sector, do you believe there are opportunities to engage a wider range of society in the arts overall? Is enough being done to make cultural venues and destinations accessible?**

There are always opportunities to engage at a wider level. The sector itself has made huge strides in the past but

there is still a long way to go. One of the key measures of an organisation's outreach success is in who comes to visit it and its exhibitions, as opposed to what is taken out to schools and other organisations.

When one goes to most arts venues it is still evident that typical visitors are mostly a small subset of society. Each organisation, and the sector more broadly, needs to make sure the outreach is so effective that every area of society chooses to come.

With regards to physical access I believe the sector has made strong advances in this area. I am delighted to say that Pitzhanger will be as physically accessible as possible. We can't take people into the attics, but all other areas will be accessible.

Fundamentally one of the main drivers for Pitzhanger is to create a thriving arts centre in West London, which has traditionally been underserved in the past. We have to really focus on engaging local, national and international audiences, and this is very much a driving force for what we are trying to do.

### **Finally, what are your hopes and aspirations for Pitzhanger Manor & Gallery in the next five years?**

I really hope and want Pitzhanger to be a destination that people know. I would like them to view it as an exciting, challenging and fun place to visit. It would be fabulous if it was up there on the 'places to visit at the weekend in London' list and to be recommended to visitors. If we can achieve this then it will be clear that we have truly succeeded in our aspirations to engage a diverse and expanding audience.

However, to make this possible there is another necessary goal and that is to ensure financial stability. This would then offer us the capacity to continue to experiment and broaden our outreach and pursue some of the more exciting and slightly more challenging programmes we have already identified on our wish list. **C**

## **CLARE GOUGH** BIOGRAPHY

Clare Gough is Director of Pitzhanger Manor & Gallery, Sir John Soane's country home in west London, currently undergoing a major HLF and ACE-supported conservation and renewal project: she is responsible for all aspects of the operation of Pitzhanger following its reopening to the public, from its exhibition, education and outreach programme to the retail operations essential to support these activities.

Clare was Director of Communications at the National Gallery, and prior to that New Media Director at National Gallery Co. Ltd, before setting up her own arts and media consultancy. In this role she pioneered taking arts exhibitions live to the cinema, including *David Bowie is* for the V&A and *Leonardo Live* for the National Gallery. Clare started her career in the commercial sector as a management consultant.

## PAOLA BARBARINO

CEO OF ALZHEIMER'S DISEASE INTERNATIONAL



Paola joined Alzheimer's Disease International as CEO in 2017. We were delighted to speak to her as she completed her first year in the role and hear about her experiences, the challenges and opportunities, and ultimately her vision for the organisation to raise awareness and reduce stigma of dementia. Having worked across many geographies and sectors, Paola talks about the opportunity to deliver real global change at a fundamentally local level. As a member organisation she highlights the importance of an active participation model and her determination to really understand the members and how their own cultures and geographies impact their approach.

**It is almost a year into you becoming CEO of Alzheimer's Disease International (ADI). What are your key reflections from this period. How has the organisation, and your role within it, developed?**

When you start a new job as a CEO you are trying to board a train that is running, and you have to understand that there are often many things in motion of great importance. In my first week, ADI was at the apex of a piece of work lasting several years, in which we had been advocating to the World Health Organisation (WHO) for

the international adoption of a global action plan for dementia. This is a very powerful tool, but it was in development for a number of years before I joined and I had to write a statement about this piece of work as one of my first tasks. The action plan got unanimous approval, and a large part of my work initially was thinking about the challenges this poses, translating what it will mean practically and what we can do to deliver it.

At this point I wasn't just thinking about the very immediate future. I wanted to look ahead ten years and think

about what success would look like. I had to shape this quite quickly. I wanted to take the global action plan beyond a piece of paper. I want it to be adopted into the healthcare systems in every country to make it work better for people with dementia and their families.

From the outset one of the most important things for me was to understand the narrative of the organisation to date and what it had achieved. I had to understand the history of an organisation that was founded and funded by four members before moving to undertake advocacy at an UN level, before



becoming a real international network and growing into the membership organisation that ADI is today. It is now a major social and economic content creator, compiling significant information about the prevalence and incidence of dementia used by organisations to advocate governments all over the world.

Developing this narrative seemed to resonate with people and allowed me to work more closely with the team and individuals to understand what was missing in our multi-lateral and regional relationships and how we could look to address these in years to come.

One of the of the most important decisions I made early on was trying to devolve some time to meet as many members as possible. This was challenging as it meant a lot of travel but having run a membership organisation before I knew it was really important to understand who your members are; what aspirations they have; what their challenges are; and whether the agenda you are setting for yourself really reflects the global priorities. We have to very clearly understand whether these priorities resonate with the members or not and how can we translate them from an international level to a regional and local perspective. In the first six months I spent quite a bit of my time visiting regional conferences and events to meet as many members as possible.

That initial period of my journey is now almost complete and I am at the point where I am able to finish my business plan.

I have worked previously in

international development and I have seen treaties signed and co-signed and nothing happens to take them forward. I really want us to make progress and that is why I joined ADI as I feel I can make a difference.

**Your own leadership career has traversed different sectors and geographies. How do you believe this has influenced your approach at ADI?**

My two previous roles to ADI were at LIFE, a membership organisation gathering Lebanese financiers in the diaspora, and Cass Business School where I looked after individuals and institutional relationships. I do firmly believe that these organisations shaped the way I think. When you are in a membership organisation you usually end up with one of two different types of model - an active model where there is a strong level of engagement and interaction with members; or a passive model where the interaction is more minimal and membership is more symbolic than functional.

At ADI, the strength of our organisation lies in our wonderful network with which we share information and learnings. This is not always the case with International Non-Governmental Organisations (INGOs), some of which don't necessarily always reflect the views of an international network.

I would personally say our active model is fundamental to the success of ADI. I enjoy that type of model, and when you are in a network of 90 nations, you need to try and engage actively. As well as 1:1

meetings with our members one of the first things I did when I joined ADI was to commission a survey of members to better understand their satisfaction levels. Four months on, we have a great amount of data about the relationship with members, including what they would like to see and what they think we can offer them.

For me as an employer it is always important to see what kind of prospects outside sectoral experience might bring. However, as I have not come from healthcare I needed to ensure for ADI that there I had the right collaborators with relevant healthcare experience in my team.

Ultimately, when joining a new organisation, you need to think strategically about what you can do best to take it forward. Whether it be new partnerships, introducing new skills to the team, or cross-sectoral experience, you need to think about what strengths you have and what you can do. In a relatively small INGO you also don't have the luxury to wait and see, you need to act relatively quickly to capitalise on action effectively.

**As a global umbrella organisation, what would you highlight as the key opportunities and challenges that you face when delivering a consistent global approach across local communities and organisations?**

The cultural differences which exist across our member communities and organisations are absolutely key to understanding and preparing how we deliver programmes

and share learnings. We have international initiatives and programmes that we run, but we need to ensure that we are delivering these appropriately at a local level.

One of our key international programmes is the Alzheimer's University. It is a wonderful initiative where we help organisations, especially from lower or middle-income countries, who traditionally don't have experience of civil sector society.

The programme is comprehensive and covers a wide range of topics such as charity effectiveness, good governance, transparency and accounting, fundraising and communication. It is a complex initiative, but it is aimed at helping these organisations to grow. When they are bigger and more established, another programme is then offered to teach them about advocacy and talking to their governments. This creates a joined-up approach, and supports the wider international advocacy work that ADI is doing with the UN, WHO and others.

This is a very important part of the work that these local organisations do, but I have realised that we need to look at how this works in each country and make it relevant in the context of their own governmental and cultural environments. We are considering ways of making this activity more localised in the next year, rather than running it solely as a global programme. This is not without challenges however. Trying to find trainers to talk about political situations in their own countries to

demonstrate how advocacy can be effective can be challenging. However, it is something that we are committed to doing as we believe it will create real value and provide actionable outcomes to help in reducing stigma towards dementia. We need to ensure that our thinking is relevant and understandable to our members and that it provides them with the instruments to talk to their communities, both clinical and political, as well as those patients and families they are supporting.

Across our organisations there are countries of excellence. Costa Rica and Chile, for example, have been amazing at picking up certain areas of human rights policy and embedding and enshrining it within their national approach.

Costa Rica has created councils of senior citizens to help legislators differentiate on how policy should apply to them. Dementia education is embedded in the hospital settings and is incorporated into curriculums within universities. I went to visit the country's President, Luis Guillermo Solís, to acknowledge the work he has done in this area and to invite him to be an ambassador for ADI, which we are delighted that he has accepted.

Other countries that are excelling in their approach to dementia include Indonesia, Netherlands, Finland, Sweden, Spain, Scotland and Kenya, which is a more recent member. All of these countries are doing a lot at both local and government level.

At our global conference in Chicago in July this year we worked with all our members, academics, researchers, people with dementia, carers and the general public to showcase examples of excellence that may be shared more widely. ADI's conference ([www.adi2018.org](http://www.adi2018.org)) is the oldest global dementia conference in the world and still one of the largest.

**Can you outline briefly how you facilitate and encourage knowledge sharing across your member organisations to share local knowledge to a global network. What benefits does this bring to ADI and its member organisations?**

You have to start with the basic building blocks and recognise that while there are priorities, there are also limits to what you can do with an organisation. Nevertheless, we firmly believe that if there is an opportunity to make a greater impact you should always try. For me, one of the most exciting things about working for ADI is when I hear about projects that have long-lasting, complex impacts: that is when we need to think about how, as an international organisation, we can make it work both globally and locally.

Practically, at the local level there need to be guidelines and people who go round and train others as well as raising awareness of the organisation and dementia more broadly.

Dementia is a global issue and has an impact on so many areas. It allows for discourse and conversations across other healthcare issues, palliative care being one example. We have the

chance to help each other on common issues, but at the same time for ADI we always do need to think about how it will impact on the dementia agenda.

One very good example of knowledge-sharing is a concept that was developed a number of years ago in Japan: 'dementia friendly communities'. Japan is one of the most advanced countries in the world where dementia is concerned, as they acknowledged the problem the earliest. The idea is to mobilise wider communities around people, patients and families who might need support. It is a very local, simple way of responding to an international crisis.

The concept was shared at one of the ADI conferences and several of the ADI members have taken it on board. Now this model is being promoted across the world. The power of this network is incredible. It has been a great example of taking something that works in one culture, picking it up and sharing it with another culture.

**What would you highlight as your key areas of focus in the next two to three years to help deliver the strategic vision for ADI?**

There are three very clear areas for me. Firstly, embedding the dementia global action plan at a national level with all that that implies politically, including advocacy and implementation is going to be a priority.

Secondly, I am focused on developing an active membership model, looking at how we can strengthen the membership and expand it. The targets from WHO are for all 198 countries in the world to be included and as ADI only has 90 members currently we need to increase this. We will be looking at countries like India or China with large percentages of global population. It could make a massive difference just by getting one country member like that on board to adopt a new policy or initiative.

Finally, but possibly the most important area, is raising awareness and reducing the stigma of dementia. We have been doing a number of things in the past six months to address this, such as increasing communications and our social media. One of the most exciting awareness raising projects we will do this year is partnering with ITN Productions to make a news and current affairs-style programme exploring the risks, growth and future response to dementia. 'Every Three Seconds' premiered at the 33rd International Conference of ADI in Chicago on 26-29 July 2018.

As an INGO we have adopted a business-to-business style approach in the past, but more people are coming to us directly, our website is one of the most visited globally and we need to have more specific targeted engagement with members of the public. This is a big challenge, but one that we need to tackle directly and as a clear priority. 

**PAOLA BARBARINO BIOGRAPHY**

Paola is the CEO of Alzheimer's Disease International. Prior to that, she was CEO of LIFE. Her previous senior positions include Cass Business School, Tate, British Library and IIED.

She is a Trustee of The Postal Museum and Lauderdale House. Previously she was a Trustee of Shelter, the UK housing and homelessness charity and of MLA London. She is also the Managing Director of Opaline Limited, a consultancy company specialising in strategy and governance.

She holds a degree cum laude in Classics from the University of Napoli Federico II, an MA in Field and Analytical Techniques in Archaeology and an MA in Library and Information Science both from University College London.

# PROFESSOR BASHIR MAKHOUL

VICE-CHANCELLOR, UNIVERSITY FOR THE CREATIVE ARTS



Looking back at his formative years in Palestine, Professor Bashir Makhoul reflected on what experiences, attitudes and outside influences contributed to his remarkable journey from work on a building site aged 13 in Galilee to becoming Vice-Chancellor of a specialist arts institution in the UK. An artist and an academic, his joined-up vision of these two worlds is highlighted throughout this interview: particularly their importance in an international context to allow for greater collaboration and encourage a stronger spirit of entrepreneurialism, growth and understanding of other cultures.

## **T**ell us about your upbringing and how it has influenced you as an artist and as an academic.

I grew up in the tiny village of Makhoul in Galilee, Palestine/Israel, and was one of ten children being raised in a two-room home by a widowed mother. I was always instinctively drawn to making things. Even in those early years, I would collect stones from the rubble of a bombed-out village nearby and carve small figures using our family's knife – the only one we owned.

While I didn't know any artists

as such when I was growing up, I was surrounded by people who valued creativity and were incredibly resourceful. My mum's attitude and her faith that tomorrow could bring better things than today influenced us all. She instilled a work ethic and passion for creativity that I continue to draw on to this day.

When I reached the age of about 13, I took up paid work on a building site to supplement my schooling. It was tough physical work, but I was determined to educate myself. I left school with the academic credentials needed to attend university,

but unfortunately without the financial means. I took a job working in a carpentry shop, sweeping floors and tidying the workshop – later, my boss discovered I could draw and started taking me along on jobs. Eventually, he also discovered my passion for carving and gave me the opportunity to get involved with the production process. Eighteen months after starting out in the lowliest role, I was made manager of the workshop.

I was incredibly grateful for this opportunity, but the desire to continue both my education and my artistic practice never



left me. Working as an instructor for a summer school on the Sea of Galilee brought me to the attention of a Scottish clergyman who invited me to the Isle of Iona to design and install a public sculpture. The kindness of the people I met on Iona convinced me that the UK could have a very special role to play in my development as an artist. I was shocked at just how politically aware the residents were, and at how much they knew about the issues faced by Palestinian villagers such as myself.

I sold everything I had, and with the help of a scholarship was able, aged 25, to commence a BA at Liverpool Polytechnic. The work ethic instilled in me by my mother led me to achieve a first within two years, whilst simultaneously studying English and holding exhibitions of my work.

Further scholarships enabled me to achieve an MA and then a PhD at Manchester Metropolitan. I'll be honest: I didn't even know what a PhD was before I came to Britain. But the support I received, the way I was encouraged to explore my Palestinian heritage and engage with issues of culture and identity, was revelatory.

Mine was the first PhD to meld the practical and theoretical. I interviewed many Palestinian artists, and I was encouraged to use my explicit knowledge of making and doing to further explore artistic responses to the political context. It was a turning point in my life – a moment when I fully understood the contribution universities can make to furthering understanding of our culture.

### **As a successful practitioner and academic, why choose academic leadership as well?**

I was fortunate enough to benefit from highly personalised support during my own education, which has led me to become a passionate advocate for engaging with students on an individual level. Nowhere is this more important than in specialist arts institutions where students should be encouraged to develop their own unique practice. I intend to make it my mission to ensure that as many people as possible benefit from a personalised creative education. Wherever they may be in the world, wherever their interests may lie, everyone has their own forms of expression. This should be celebrated because it has the potential to enrich all our lives.

Leading a university and having such an impact on a new generation of creative professionals is a huge responsibility and honour. As a practicing artist, it seems only natural to want to shape and influence creativity in some way. Education opens so many doors for so many people and I want to ensure that it becomes increasingly accessible in a way that benefits creative generations of the future.

### **What attracted you to UCA and what are the opportunities for it internationally?**

As a practicing artist, I was of course attracted to an institution that values creativity and has such a strong track record of nurturing creatives who go on to be leading practitioners in their fields.

UCA is as an institution united by its diversity with unique creative and intellectual assets across each of its campuses. The substantial collective strength in the structure of the university is provided by the unique strengths of each campus. At the same time, it is a structure which is ideally suited to flexible and creative expansion both regionally and internationally.

Essentially, UCA is a university without borders that is simultaneously able to maintain strong regional identities and roots, provide world class education to the regions and attract world class students and research. Our ambition is to establish strong international partnerships with long-term sustainability, and we are already working collaboratively with many countries to ensure that students from a range of different locations, cultures and backgrounds are able to access the world-class creative education provided by UCA. The global UCA experience means providing a diverse curriculum that is based on international creativity, working collaboratively on research and other projects with governments, industries and institutions, as well as enhancing student mobility. The opportunities and possibilities for an international, creative education are incredibly exciting.

### **Where do UK universities, and in particular specialist institutions like UCA, lead? And what can they learn from its peers internationally?**

For the last 150 years, UCA

has been equipping students with the skills they need to thrive in the creative industries. From architects to animators, and fashion designers to artists, specialist institutions such as UCA, equip students with a versatile set of skills and offer important connections to industry. UCA instils creative thinking within their students, which is a highly valuable asset that is extremely sought after by businesses. UCA doesn't just offer a skills-based education, it encourages risk-taking within creativity.

UK universities, while being world-leading, can learn a lot from their peers internationally. Apart from research, British universities are not open enough internationally. They have educational integrity, but they aren't agile enough and they don't think like businesses. The majority of UK institutions offer a very linear, traditional education and are risk-averse, which means that there is plenty that can be learned from overseas universities.

The Australian approach to education is completely different to the UK's, for example, and there is tremendous focus on investment and collaboration. Scandinavian universities, meanwhile, give creative subjects an equal footing and contribute in a much greater extent towards design. Specialist institutions in the UK tend to be small in size and this can make them vulnerable, particularly when there is constant changing and shifting in higher education policy at government level.

The potential that these

institutions have for delivering education that supports growth – through working with international governments, as well as public and private sector organisations – is enormous.

UCA has just launched its own Business School for the Creative Industries, which builds on our long tradition of collaborating with employers to cultivate leadership, entrepreneurial and problem-solving skills. There is growing recognition that creativity and innovation in businesses depends on the skills and attitudes that specialist universities such as UCA have taught for many years as part of a creative education. These approaches to innovation, creativity, and ideas generation have been ignored by business education – but now they are increasingly seen as integral to growth and success.

**Tell us about your work at the interface of academia with other sectors internationally, and its benefits.**

My work has always centred around conflict. It is such a deeply personal issue that transcends an array of academic fields and sectors. It resonates with so many people and societies around the globe due to the profound way that it affects different communities.

Being able to communicate important issues and raise questions through art gives people the opportunity to stop and think about their answers for a moment. I want to draw people in with the aesthetic of the imagery and then confront them with deeper issues, such as nationalism and religion. The international nature of my

work, and the visibility it gains through global exhibitions, provides a strong platform to instigate discussion on such important topics. Using an aesthetic sensibility that is attractive and engages people with these complex issues is important. By universalising location, my work transcends language barriers. The issues conveyed in the art affect nearly everyone in some way, but the careful choice of where I hold these exhibitions seeks to personalise the messaging and causes it to resonate with different regions and in different contexts.

**What is your perspective on the creative arts in the UK, and what it needs to do to maintain and develop its global status?**

The UK is a leading force behind the global creative industries. In the UK, the creative industries are growing at almost twice the rate of the wider UK economy and in particular, British contemporary art is world-leading.

Maintaining our international status goes hand-in-hand with increasing accessibility to creative education. I am very aware that I benefitted from a UK education during an era when overseas students were greeted with open arms. I will never cease to be grateful for the kindness and opportunities extended to me, and I'm all too aware of how different my life could have been had I not received support at key moments. That's why I've been saddened to witness the increasing barriers implemented by successive Governments in the UK. Today, a driven Palestinian villager is



very unlikely to have the same opportunities as I had – a state of affairs that I'm determined to challenge as a Vice-Chancellor.

A creative education can help power the economy by preparing generations of young people to enter today's workplace. We have a responsibility to place employability at the heart of all programmes we deliver, both at home and internationally, which means we must create partnerships with employers to ensure that we are helping students develop the skills needed to power the economy of tomorrow.

Making that distinctive connection between the creative arts and industry is crucial to maintaining our international position. Acknowledging the enormous value and contributions the creative arts make across the board, and ensuring that we continue to develop and shape a workforce capable of breaking boundaries, solving problems and keeping pace with industries as they transform and grow, is paramount to maintaining our global creative arts status.

**How would you describe the UK higher education sector at the moment and what do we need to do to ensure its position as an international leader is protected?**

Higher education in the UK is world-leading but maintaining its position on the global stage requires the backing of politicians – keeping university doors open should be a priority for the UK government. Universities need to stop being used for political games if they are to maintain their global

status. The government must establish a sense of stability in order for universities to get on with the job of providing world-leading education.

Maintaining an international profile also means recognising and meeting the needs of businesses. We must listen to the direct requirements of industries and match the demands of the economy, so that every person who enters higher education to increase their skillset or develop their artistic practice leaves with the ability to contribute to the rapidly growing creative industries, or with the creative know-how to work innovatively in creative and non-creative roles.

We need to appreciate that academic disciplines are never fixed. Take design for instance. In recent years we have seen perceptions of design shift dramatically. A generation ago 'design' referred to the creation of objects that could be touched and felt. But with the advent of the digital age the discipline is now being interpreted far more broadly, to encompass not just objects, but experiences. The websites we view, the apps on our phones – these have been crafted as diligently as any sculpture or piece of textile art. Disciplines and creative outputs evolve all the time, but the creative mind-set that powers these changes is essentially timeless – adding value that transcends time and place.

The most important factor in maintaining our position as a global leader is ensuring that we aren't closing doors to international students, researchers, businesses or partners. Universal

collaboration generates growth. Ensuring that the UK is enabling, rather than stifling, growth should be a top priority for the UK government. **B**

**PROFESSOR BASHIR MAKHOUL BIOGRAPHY**

Bashir Makhoul is Palestinian, born in Galilee. He is an artist and academic and has been based in the United Kingdom for the past 26 years. During this time, he has produced a body of work based on repeated motifs which can be characterised by their power of aesthetic seduction. Economics, nationalism, war and torture are frequently woven into the layers of Makhoul's work. He has exhibited his work widely in Britain and internationally. In April 2017 he became Vice-Chancellor at the University for the Creative Arts. Prior to this he was the Deputy Vice-Chancellor at Birmingham City University and a professor in art and design. Previously he was Head of Department of Art and Design and the Director of the Research Institute of Media, Art and Design at the University of Bedfordshire, where he was also the founding Head of the School of Media Art and Design. He was also the Rector of the Winchester Campus and Head of Winchester School of Art. Additionally, he is the founder and Co-Director of the Winchester Centre for Global Futures in Art Design and Media.

## MARTIN BEAN CBE

VICE-CHANCELLOR AND PRESIDENT, RMIT UNIVERSITY



In a career that has traversed three continents, with the intersection of technology and education at its heart, Martin Bean CBE really exemplifies international experience and perspective. A native Australian, we talked to him as he entered his third year as Vice-Chancellor at RMIT in Melbourne, looking ahead at the country's continuously evolving higher education system and the opportunities afforded it through greater international and industry partnerships, as well as the eager adoption of technology for learning.



## **T**ell us what led you to become a Vice-Chancellor in the UK and then return to Australia to take up the leadership of another university?

The focus of my working life has always been about the intersection between technology and education and I have been lucky enough to work in this area across three different continents.

My degree is in education, but I began working for IT companies early in my career, looking primarily at how technology can be used in learning. It's been amazing to see how much has changed in such a short period of time. With the arrival of the internet it was very clear to me that at least one of the game changers had arrived for education.

At its inception the internet was largely about content, but that quickly morphed into a social platform, making it much more powerful for education, and more recently it moved into the early days of personalisation and analytics for learning. My job with Microsoft spanned the primary, secondary and tertiary spectrum and was focused on improving learning outcomes for students everywhere in the world, particularly those who needed it the most. Technology was the common factor; it was opening up quality experiences to so many more people on the planet and it was democratising education.

My work at Microsoft exposed me to open education resources and the application of technology to drive access to almost unlimited content.

It was an amazing journey and I was working with some remarkable people. It was with some surprise that The Open University in the UK approached me to be their next Vice-Chancellor. I'd been working with them to explore how technology could power social learning and I soon realised what a wonderful institution it was. It remains one of the great success stories of how to open up education through innovation. Starting in the very early 70s, the OU had embraced every step change in technology and I couldn't think of a better place to put my strategy into action.

Fast forward to 2012 and the Massive Open Online Course (MOOC) phenomena took hold where some of the best universities in the world began giving away their courses for free; another massive step change in the evolution of access to quality education.

It was at this point that Simon Nelson and I, with the backing of The Open University, started FutureLearn - effectively the UK's response to the US MOOC phenomena. I'm so proud to see the way Simon and his team have evolved FutureLearn, far exceeding our original ambition. Again, somewhat by surprise, I was invited back to my home town of Melbourne to be considered for the role of Vice-Chancellor at the Royal Melbourne Institute of Technology (RMIT), an institution that is over 130 years old, and deeply committed to opening up education to those who may not have traditionally participated at a tertiary level. What was even more special was that RMIT is a dual sector institution offering

Vocational Education or VE (Further Education in the UK) all the way up to PhD level, making RMIT a very powerful institution for the future world of work.

The challenge was fantastic, how could I help a 130-year-old institution, based on traditional learning methodologies, really embrace technological innovation to benefit students, staff, the Institution and the communities they serve? A challenge too good to be true, and I now find myself back in my home city in the beautiful Australian sunshine.

## **Can you tell us what you learned moving from a leadership role at Microsoft to the Open University? How did this influence your approach to and vision for RMIT?**

I was very lucky to have had the opportunity to work at Microsoft, particularly in the role I had. I worked alongside the Foundation and had the opportunity to think about how technology could improve education as a sector. The experience, perspective and skills I developed made the transition to the Open University not as different or as complicated as you might think.

The Open University is all about helping people get access to high quality education at a distance using technology. In many ways, an extension of the work I had undertaken at Microsoft. Obviously, there are very big differences managing people in the United States versus the UK, but that's one of the things I really enjoy about being a global leader; how you can embrace the different cultures and ways of working

and still be successful. I think one of the biggest challenges moving from a technology firm to a university, no matter how close you are to the education sector, is the shift from being an advisor to being a practitioner. It was no longer theory, best practice, or advice. I had to wake up every day and think deeply about the success of our students. It is something that I thoroughly enjoyed and have gone on to develop even further at my role at RMIT – helping our students get ready for life and work.

**Are you able to give us examples of your experience recruiting from outside the higher education into university leadership roles?**

I have tried to strike a healthy balance on my Executive Team at RMIT, with some coming from higher education and others from a more commercial world. Ultimately, early on in any conversation with a potential candidate I look at their motivations for wanting to join us. I look for a common ingredient, no matter where they come from – the motivation to join a mission-led organisation. I look for people who truly believe in the power of education and want to wake up every day identifying with an organisation that makes a difference in the world.

If you go looking for that drive and attitude, rather than having conversations around compensation, seniority, or job title you not only can attract brilliant talent, but also ensure they are really comfortable working inside a university. In many ways, it eliminates the concern that they may not fit or

be able to make the transition.

**A specific area of focus in your previous roles was the enhancement of learning through technology. Thinking about this specifically in relation to higher education, how is technology changing and shaping the future of this sector?**

I have always believed that technology impacts industries most at the point of consumption. When you look specifically at higher education there is an excellent opportunity for technology to help transform the way we teach, increase accessibility and improve the overall experience. The rise of MOOCs and third party organisations delivering micro credentials has impacted expectations of students and employers considerably.

More recently, personalisation, machine learning, artificial intelligence, and augmented and virtual reality have contributed to the modularisation of tertiary education. In other words, the packages of learning which we call the degree or the diploma etc. are likely to be further broken down and be much more flexible and increasingly industry aligned in the future.

At RMIT we started investing in online education over 20 years ago and student demand for online learning is soaring. In Australia online education is set to be a \$3.3 billion industry by the end 2018, and expected to continue to grow significantly over the next five years. But it's not a question of e-Learning versus face-to-face learning. We need to embrace the best that both can offer and ensure we

create the best contemporary learning experiences possible. The higher education sector needs to act in a much more agile way and move to be more demand side in our thinking – focus more on students and employers needs rather than what we want to deliver.

**With your knowledge of both the UK and Australian higher education sectors, what would you highlight as key similarities or differences between the two? Are there lessons that could be learnt and adopted by either to enhance their respective systems overall?**

Overwhelmingly I would say there are many more similarities than there are differences between overall systems and approach. However, there are certain areas that strike me as different. One of the key things I have reflected on since I arrived back in Melbourne is the localised nature of higher education in Australia versus the UK. Students here tend to go to university in their home town, very few leave to go elsewhere and that lowers the overall cost of participating in higher education for students and their families. I also believe there is a larger appetite in Australia for the development of offshore campuses.

A great example of this are RMIT's very successful campuses in Vietnam, where we have been since the early 2000s. In Singapore, approximately 1% of the entire population has studied at RMIT over the last 30 years. We have become part of the fabric of the Singapore and Vietnamese HE sector and we very much think and act as a global university.

On the other hand, I believe the UK is leading Australia in their intense focus on the quality of the overall student experience. This began in the UK several years ago with the introduction of the National Student Survey, a spotlight on the overall student experience, and learning and teaching outcomes. I'm delighted to see that we are more focused in that area now and I look forward to being part of the response.

**How important is the international market for the higher education sector in Australia? What are the key opportunities that you see from internationalisation in the next five to ten years?**

The international student population is incredibly important in Australia and to RMIT. One of the great characteristics of the city of Melbourne is that it has always been, and will continue to be, one of the great cultural melting pots of the world. We have a vibrant international cohort and we're proud of the role those students play in the life of the city and state.

More widely, across the HE sector in Australia, international students allow us to be part of the growth phenomena in the Asia-Pacific region. For a smaller, geographically remote nation like Australia, to be part of this growth through our learning and teaching, and also our research, brings amazing opportunities. We can capitalise on these opportunities to enhance our growth, but also, very importantly, we are tackling some of the challenges which come with growth – whether

that be climate change; sustainability; building vibrant and contemporary sustainable cities; or enriching communities through healthier lifestyles etc.

**How important do you consider to be the connection between business and commerce and the higher education sector? Should there be a greater transference of skills, knowledge and employees between these two sectors?**

RMIT's strategy has a clear statement to ensure that 'industry is embedded in everything that we do'. Without a doubt this is one of the biggest challenges for universities like RMIT, but one that we have embraced wholeheartedly.

Industry is demanding different attributes from graduates - they don't just want academic grades or discipline expertise, they are increasingly looking for what is often described as '21st century competencies'. However, the collaboration between industry and universities can't be just a default position of work placements, it has to be based on everything from instructional design to practice based teaching and real-world research. This approach is reflected in our partnerships with Apple for example, to deliver app development courses based on the tech giant's Swift curriculum. This demonstrates how our vision and strategy are coming to life. Delivering these programmes with industry partners provides real and authentic experiences and gives students the experience and credentials they need to supplement their

academic programmes. At RMIT we are unashamedly committed to two key drivers – getting our students ready for life and work and making sure our research has real world impact. It's a brilliant role being a Vice-Chancellor and I'm so proud to be able to lead RMIT at this amazing and challenging time. 

**MARTIN BEAN CBE BIOGRAPHY**

Martin Bean CBE was appointed as Vice-Chancellor and President of RMIT in January 2015. Prior to this, he held the position of Vice-Chancellor at The Open University. He was previously General Manager of the Microsoft Worldwide Education Products Group. In 2012 he launched FutureLearn, which was the first at-scale provider of Massive Open Online Courses (MOOCs) in the UK. Holding a Bachelor of Education from the University of Technology Sydney (UTS), Martin was awarded an Honorary Doctor of Laws from the University of London in 2013 and he was officially named as a Business Ambassador by the UK Prime Minister in 2014. Martin has won numerous awards for his contribution to education, including a Commander of the Order of the British Empire (CBE) award for services to higher education in the 2015 United Kingdom New Year's Honours list.

# CATALINA SCHVENINGER

GLOBAL HEAD OF LEARNING, VODAFONE



Artificial Intelligence (AI) is a topic that is permeating virtually every area of our lives, both personal and professional, and features regularly in the news. Whilst fans and sceptics abound, we asked Catalina Schveninger to tell us why she believes it presents such exciting opportunities for business, but also for society and environmental sustainability now and in the future. With extensive international HR experience Catalina talks openly and passionately about how AI, machine learning and data analytics are transforming the HR function within Vodafone.

## **H**ow long have you been interested in Artificial Intelligence (AI)?

### **Did this begin as a personal interest, or was it more professionally linked?**

It has certainly been more heightened in the past couple of years, and this was through a combination of personal and professional interests. Personally, I had always liked 'sci-fi' or augmented reality films like *Minority Report* and *Blade Runner* and I love to read about technology too. Working at Vodafone I am exposed to innovation in technology and we talk about AI and the Internet of Things (IoT) very regularly. My passion for augmented reality is

now becoming actual reality. It is science-fiction minus the fiction and it really excites me.

### **There is growing interest and also some trepidation around AI and machine learning. What would you highlight as the key areas of excitement and concern from business leaders about the potential of AI?**

I really feel excited and positive about AI. I believe that there are so many opportunities to leverage this technology to achieve a far greater outcome for society and the environment. Looking at it from a global perspective, there are so many AI companies and technology start-ups that are supporting

all of the United Nation's Sustainable Development Goals and this is truly exciting. Examples include accurate disease risk management, minimising and controlling addiction and preventing crop disease and loss.

At Vodafone our Foundation has rolled out an app called DreamLab which is using untapped processing power from phones when they are being charged overnight to help support vital cancer research. The campaign #sleeplikeahero is just one of the many ways that a variety of businesses are using AI for good to address some of the world's toughest challenges.



One of the most influential figures on AI is Peter Norvig, Director of Research at Google. He believes that there is a real need to democratise the technology for the greater good, instead of a few lucky ones having access to it.

It is quite a complex concept, and we do need to ensure that this increased complexity does not make it more difficult to access or scrutinise what it does. This is where concerns were raised by the late Professor Hawking and these are views that are taken very seriously. Biases can creep into the build of sophisticated algorithms. The example of Tay, the chatbot introduced by Microsoft in 2016 on Twitter for 24 hours until it was removed because it was demonstrating racist and misogynistic bias, does show that there is still a good way to go in terms of understanding the speed and capabilities of AI and that greater scrutiny of its complexities need to be undertaken.

**How much influence do you believe the media and wider commentators have in driving forward, or limiting, the advancement of machine learning and AI?**

The media plays a massive role in influencing public opinion and stakeholders on AI, and there is a particular thirst in this area at the moment. There is a continuous stream of stories about AI and related technology, particularly focused on when it goes wrong. I believe this sensationalist approach is fuelled by a greater desire to sell publications and content and really should be balanced with good news stories. AI can

augment life, deliver greater sustainability and preservation of our environment and improve efficiencies in so many areas.

I would not deny that the media does have an important role to play when something does go wrong, as highlighted very recently with the Cambridge Analytica news, but I do think in general a more balanced view would benefit a wider segment of society and allow far greater democratisation of technology.

**Within Vodafone AI is being used to enhance the HR process and employee experience. Can you give a brief overview of how you have approached the challenge of upskilling the HR function to deliver this?**

I think our functions have taken a massive shift in focus and skills and areas. Looking at the past the core skills of HR staff were focused on areas such as employee relations, union relations, compensation and benefits and organisational design. The hard skills required now are much more blended between 'pure' HR and other functions such as communications, digital marketing and technology. This means there has been a massive modification in the type of experience and background that HR employees need to have and greatly increases competition from other areas.

For Vodafone there is a clear spotlight on both the customer and employee experience and technology is the major enabler for this. In order to partner well with IT, the HR teams must, at a minimum, be able to write a good brief about

how technology fits into, and can enhance, the experience. This knowledge helps with the credibility of the function too. In Vodafone we firmly believe that everybody can both learn the new digital skills. We are giving a lot of people in our HR function exposure to technology, but ultimately they are responsible for their own learning. We have a lot of resources and opportunities available to them.

**What key benefits has this brought to organisational leadership within the organisation?**

We have a new function in our global centre of expertise looking at enhancing employee journeys, many of which are cross-functional and mostly underpinned by technologies like AI and automation. The driver for this is quite simple: the better the experience they have at work, the more likely they are to stay with the company, be immersed in the brand and be motivated to deliver great work for our customers.

**More broadly, within the field of machine learning and AI is there anyone you particularly admire?**

Google Deep Mind is one of my favourites - their mantra of solving intelligence through research is very inspiring. They are based in London and hire an intellectually diverse team to focus on general AI research, including UX designers to help make research tools, and even ecologists, in addition to big data scientists and software engineers. IBM Watson is another one that I am very impressed by, and their tools for HR are among the best of breed. **U**

# JOHN KAMPFNER

FORMER CHIEF EXECUTIVE, CREATIVE INDUSTRIES FEDERATION



Ahead of his departure from the Creative Industries Federation in July, we spoke to John Kampfner about the evolution of the organisation, what is driving it and how it is making a difference for its members. John also discussed the challenges and opportunities the sector is facing and why its fearless approach is making an impact at home and internationally.

**S**ince the Creative Industries Federation was over three years ago, you have gained 1,000 members. What have been the key drivers for the direction of the Federation and what have been your biggest successes to date?

The direction of the Federation is guided by our three founding principles, that we are independent, authoritative, and fearless. Set up as the umbrella organisation for the UK's creative industries we work to ensure the creative industries are central to political, economic and social decision-making.

Our greatest success is our members. Representing an industry worth £92bn, they have come together with the Federation to promote and protect the UK's fastest growing economic sector. We span advertising to architecture, video games to publishing, from large multinationals to individual creatives, across cities, towns, and the rural economy nationwide. And, especially with Brexit, the need and demand for the Federation is greater than we could have imagined when we set it up three years ago.

**What would you say are the top two opportunities for the creative industries in the UK in the next five-ten years?**

The fast-growing emerging markets in China, South Korea, India, and others, are some of the most promising global opportunities for the UK's creative industries. As these economies grow, so too do their middle classes and the demand for creative content. And digital consumption allows

our creatives to reach these new audiences faster and cheaper than ever before. But the UK government must not use this as an excuse to ignore the challenges faced by the creative industries in the Brexit negotiations. Almost half of the UK's creative exports - worth over £35bn - go to the EU.

We need close alignment with EU rules and regulations, and also a government-industry partnership on how to open up access to priority markets outside the EU. While full trade agreements are likely to take some years to conclude, it should be possible to start making progress through international dialogue and cooperation in the short term.

Another opportunity for the creative industries in the UK is the disruption to the job market as robots and automation come online. 87 per cent of creative jobs are resistant to automation. Our future economy will be built on creativity and technology, with big opportunities for people who combine creative, technical and social skills. From 3D printers, allowing architects to produce models in their front rooms, to virtual reality headsets allowing dancers to perform live to truly global audiences, creativity is essential to address the challenges of the future.

**And looking at the other side of the coin, what are the top two challenges facing the creative industries in the UK in the next five-ten years?**

The biggest challenge facing the UK's creative industries is Brexit. Nearly 80 per cent of our

members are not confident that Britain will maintain its leading global reputation post-Brexit. 21 per cent say a no-deal would make them consider moving part or all of their business abroad. 40 per cent say a "no-deal" outcome would harm their business's ability to export.

Our members' most immediate concern is for clarity in the Brexit negotiations, so they can plan for the future. Accessing talent from the EU, continued frictionless movement of goods for tours and exhibitions, and the protection of Intellectual Property - are all major concerns.

Our red lines on Brexit remain unchanged: any future deal with the EU must include continued membership of the single market and the customs union. The UK must retain free movement of workers, those in education and for touring, exhibitions and shows.

Another major challenge facing the country's creative industries is the crisis of creative subjects in our schools. Last year, entries for GCSEs in creative subjects fell by 46,000 and 2016 entry rates to creative subjects at Key Stage 4 fell to its lowest in a decade. This drop-off comes just as robots and automation promise to take over many routine tasks and transform our working lives.

Yet, creative jobs are growing faster than STEM jobs, with new analysis we will be releasing in the next few months revealing there are big opportunities for people who combine creative, technical and social skills. To meet this challenge, Ofsted should limit 'outstanding' to

schools that warrant it: a school must teach creative subjects to be eligible for an 'outstanding' rating. Government should back an industry-led Creative Careers initiative, to include: a Creative Careers Campaign to showcase the richness and diversity of creative careers; a Creative Careers Toolkit for teachers and pupils; an online hub for existing guidance and materials; and, opportunities to increase the encounters between creative businesses and young people.

### **As you have talked about Brexit can you provide an overview of what you are doing to address this on behalf of and with the sector?**

Following the Brexit result, the Federation has consulted with our members across the country, set out a series of red lines in the Brexit negotiations, and advocated on behalf of our members to influence government policy.

In particular, we have set up a series of regular policy events, where our members can directly meet and challenge government ministers. We have convened a Brexit working group which meets regularly to discuss the concerns of the sector and meets with civil servants from across government to relay these concerns. Additionally, in March 15 we held our Brexit Conference with leading figures from across the creative industries and government.

We have also launched a series of publications, including, our Global Trade report, Global Talent report, and Brexit report, which include detailed surveys, analysis, and recommendations on the most constructive

forward for both the industry and government.

### **What is being done to support and stimulate a greater level of diversity within the creative industries sector?**

We are currently working on a new piece of research to examine diversity within the creative industries sector, with a focus on fostering a more accessible and enabling support environment.

This research will build on the Federation's previous report on diversity that put forward the case for why diversity is fundamental to creativity. Diversity allows fresh ideas to circulate, new influences to stimulate, and financially it helps to understand foreign cultures and markets to widen the creative industries' audience.

Brexit and the possible end of freedom of movement challenges the recent successes made in diversity across the UK, and we welcome the government's decision to double the number of exceptional talent visas, which allow us to bring in creatives from around the world.

More needs to be done, from schools to the workplace, with people given equal access to creative subjects and careers.

### **When considering the future growth of the creative industries, how is the CIF involved in supporting the advancement in education of creative subjects to ensure its ongoing strength?**

The creative industries are

facing severe skills shortages. With increasing automation, an ever-growing need for creativity in all lines of work, and easy access to new technologies, the demand for creative skills and entrepreneurs will be even higher in the future.

For the UK's economy and its successful creative industries to innovate, grow, and maintain a global competitive edge, we need to meet existing skills shortages and prepare for future demand.

The Creative Industries Federation's 'Creative Careers' initiative will launch this year to showcase the richness and diversity of creative careers, signposting young people to opportunities in this high growth sector. As the Federation's core focus for 2018-2019, our activity will include a public advertising campaign to profile the range of creative careers, events to bring together young people and creative businesses and a new publication on diversity and inclusion.

### **Your membership represents a very broad spectrum of companies, organisations and individual practitioners working in every part of the sector. Can you identify particular areas which are performing best or appear to be embracing future opportunities potentially better than others?**

The Federation was set up to support all members and all sectors of the creative industries, whether they are growing quickly or slowly.

### **In a speech made at a Federation event, Sir**

**Nicholas Serota defined very clearly the role of international engagement in the success of the creative arts in the UK. What can and is being done to ensure that international work can remain 'part of the lifeblood of arts and cultural organisations' in the UK?**

One of our key messages, especially post-Brexit, is that the UK must remain open and engaged with the world. It is fundamental that partnerships we have built and established across the creative industries with audiences and markets across the world remain strong, with continued opportunities for collaboration.

At the heart of the Federation's international work is our International Council, made of some of the leading thought and business leaders from across creative industries worldwide. It was established to bring a broader international perspective to the Federation's work, with the aim of identifying and then sharing examples of best practice and innovation from around the world. On October 9 2018 we will be hosting our International

Summit, following on from our successful International Conference held last summer. Our International Summit is the place for thought leaders from the UK and around the world to learn about and discuss key opportunities open to the creative industries.

**Looking at the national and global markets for the creative industries sector, which area of our modern lives do you think will have the biggest impact in its future progression - political, economic, social or technological developments?**

Technological developments are already cutting through all areas of our lives - economic, social, cultural, and political - and upcoming technologies promise to disrupt our lives even further. For example, in architecture, 3D-modelling and 3D-printing promise to automate many daily, routine tasks. But they cannot replace the creative process. And there are opportunities as well, as digital disruption allows small businesses to reach bigger audiences, faster and more cheaply than ever before. 

**JOHN KAMPFNER  
BIOGRAPHY**

John launched the Creative Industries Federation in 2014. He is also Chair of the Clore Social Leadership Programme and was the founding Chair of Turner Contemporary, one of the UK's most successful cultural institutions. He was previously a member of the Council of King's College, London.

He is a critically acclaimed author, broadcaster and commentator who has worked for Reuters, Telegraph, FT and the BBC (international and UK). As editor of the New Statesman from 2005-2008, he took the magazine to a 30-year circulation high. In 2002, he won two Foreign Press Association awards for a two-part BBC film on the Israeli-Palestinian conflict. He has been named one of the 1,000 most influential Londoners by the London Evening Standard.

# AMANDA SPIELMAN

CHIEF INSPECTOR OF OFSTED



Amanda Spielman reflected on her first year in her role as Chief Inspector at Ofsted, what she had learned and the changes she brought to the organisation. In one of the most high profile regulatory positions in the UK, Amanda talked about how her trouble shooting tendencies benefited her in her role and why she believes a broader mix of backgrounds will enhance leadership within this sector in the future.



**It is almost a year into you taking on your role at Ofsted. What are your key reflections from this period, and how has the organisation, and your role within it, developed?**

One of the most fundamental elements for me has been to establish a more sophisticated understanding of inspection as an effective and strategic regulatory lever. Inspection is a highly sophisticated approach and to make it a success really depends on understanding why it is being carried out.

We have encouraged many people both within and outside Ofsted to stop and think about why are we doing inspection and what we want to come out of it. We are reflecting much more about what really makes a difference, what value we are obtaining from the judgements being made and how they can help schools and other regulated sectors to improve. At the end of the day if we are not a force for improvement then our existence isn't justified.

In the past year I've been able to step-up Ofsted's focus in the way we think about these strategic issues. This has helped us to improve engagement with government and other parts of the sector that we regulate to encourage everyone to be thinking much more deeply about the strategic and value-led approach. I feel very much that we are moving in a really positive and beneficial direction.

**You are not a career regulator, having previously come from an investment and management consultancy background. Do you think that your former**

**career has allowed you to bring particular things to the role?**

My previous career has been more useful to me than I ever suspected in this role. From early on in my career I was the one that seemed to be allocated the special investigations and trouble shooting, and I have seen a great deal of synergy with this role. Often what we are looking at with troubled educational institutions are issues that go wrong in many organisations and require a similar approach to sort them out. I have realised that as my career has progressed.

When I took on the role of Chair of Ofqual, I came to understand a great deal more about the regulation landscape and how much of what I had done in the past flowed into this. There is actually an awful lot in common between different sectors and many things apply across them and that was quite a revelation to me.

The other element from my previous experience is in strategy. Regulation is a deeply strategic, intelligent and focused function. It should have the right impact with the minimum resource, diversion and distraction. I spent a couple of years as a strategy director for AT&T Capital in the United States. That kind of strategic thinking translates very well into regulation.

I have revived the strategic focus here at Ofsted and reinstated a defunct strategy role in my top team. That has really paid off, complementing the strengths of the existing COO and National Policy Director.

I would also highlight the experience I gained chairing the Regulatory Futures Review – a cross government review of regulators which was published in early 2017. We did some very interesting work looking at different regulatory models and the context in which they operate. Regulation is so dependent on the industry and political context in each area. We had about 35 regulators in scope for the review and this gave a real sense of the differences and commonalities they faced. This helped me when coming here knowing which of the challenges we were facing were generic and which were specific to Ofsted.

When I took on this role there were those who thought that, as I hadn't been a teacher, I didn't know enough about teaching and issues in education. However, I have been in education virtually full time since 2001. I was one of the founding members of the Ark Schools Academy chain and was deeply involved in that education model and sorting out some very tough schools that we took on.

The Victorian model that believed that education is basically just Heads and teachers doesn't exist anymore. We have a lot more layers and structures, and individual as well as groups of schools. It is a landscape that is changing at an unprecedented rate. There are a lot of things emerging and people are coming through from a whole range of backgrounds, and different career pathways which provides a very interesting new layer of leadership within the sector.

**You have talked about your role as an enabling one. Can you expand on what you mean by that, and how that will help you to achieve goals within your time at Ofsted?**

When one considers the Chief Inspector title it can appear to legitimise a conception that it is all about that person and that Ofsted exists as an organisation to serve what that role desires. That is not how I see it.

I think that the Chief Executive element of the role is very important and where I see the power to act as an enabler. When I got here I found an immense amount of human talent and knowledge that I didn't believe was being utilised to the full. I have reconceived my role here in a somewhat more corporate way, to think about us as a team, creating a clear link between strategy through to implementation. This has empowered my senior civil service group to give them significantly more responsibility and provide more leeway and that is really paying off. People in the organisation are moving up several gears, which is very exciting and rewarding to see.

**Your role encompasses education, children's services and skills. Looking at each of these areas, what do you consider the greatest opportunities and challenges to be?**

Before I started various people conjectured that children's services would be the most challenging area after the scandals in Rotherham. I think that is no longer the case and there are a number of big issues that we are trying to spread ourselves across. What

is interesting about this is how much each area cuts across the other. They don't fall into mutually exclusive boxes. We tend to think about childcare and early years rather differently than we do about schools but this isn't the case. Issues around the curriculum cut across both early years and schools. We focus on always putting children's issues first.

At the moment there is quite a lot of tension around religion and religious observance. We are trying to address this issue which impacts across all the areas we are working in. This is a deeply sensitive and difficult area and always will be. There are no easy answers.

**Ofsted has one of the highest profiles of any regulator, both politically and publicly. Does this create more challenges or more opportunities for the organisation?**

It creates both challenges and opportunities. It is one of the most politically involved roles in the country which isn't carried out by a politician, and comes with a number of sensitivities wrapped around it.

I am extremely lucky that inadvertently I was prepared for that. Having been involved in the development of the Ark Schools Academy chain, where we were taking on some of the toughest schools, has also mirrored some of the challenges we face with Ofsted. The work I did as Ofqual Chair gave me exposure to further challenges around vocational education and reforming apprenticeship, as well as a greater awareness of government. It highlighted to me the complexities of

being independent and yet working within government, and how different pressures manifest themselves. I had a good training programme to help me deal with the challenges and I have a very good team which has been working in this environment for a number of years. It is tough but very rewarding because we have to be extraordinarily responsible and careful. What we do reverberates through the sectors that we work in, disproportionately to the resource that we have on the ground.

We have done some significant work around curriculum this year. One thing that has really pleased me was when the education director of one of the big academy chains told me that there had been more good conversation about the substance of education and not just data over the past year than in previous years. It struck me how much this demonstrated that we were using the clout we have in the right way.

Being appointed as Chief Executive has challenges, but getting the positive reinforcement from the outside has helped give everyone confidence that the direction we are going in, is the right one.

**Do you believe that we are moving towards a culture where schools see inspection as a positive learning experience rather than something to be feared?**

I really do. There is a great respect for Her Majesty's Inspectorate and has been for a long time. One of the areas we are really trying to



emphasise is the importance of professional conversation at inspections, and highlight the value which comes from it. We want to ensure that we are always thinking about how we are providing the best advice and support, and generating the best value from the work we do. This is absolutely critical.

The other part that we aren't in control of, are the consequences of the outcomes of inspection. We are somewhat at the mercy of central, local government and governing bodies and academy chains in how they decide to respond to inspection judgements.

We do everything we can to ensure that our inspection reports are thorough, clear, nuanced and reflect strengths as well as weaknesses. At the end of the day, however, it is up to other people to decide what to do with them and not Ofsted. Our role is to report without fear or favour.

**How much room is there for the inspectorates of the UK to learn from one another? Are there other jurisdictions which you look to for inspiration?**

Absolutely there are. The inspectorates do talk to each other a fair amount of the time. In fact, a great deal about the establishment and development of the Care Quality Commission is based on Ofsted practice. Much of this was helped by the work of Regulatory Futures Review providing an opportunity to share and develop best practice. We do also talk internationally. There is a European Association of School Inspectorates covering most of the countries in Europe and we attend conferences and seminars together. This provides some very interesting discussions about how inspection is conceived and implemented in other countries, and what can be learnt from one another.

Ofsted is one of the biggest inspectorates because other countries typically make inspection a regional or federal function rather than a national one. These provide fascinating conversations and I very much want us to stay part of that, as it really helps us look at what we are doing objectively. **C**

## AMANDA SPIELMAN BIOGRAPHY

Amanda Spielman has been Ofsted Chief Inspector since January 2017. Between 2011 and 2016, Amanda was Chair of Ofqual, the qualifications regulator. From 2005 she was a founding member of the leadership team at the academy chain Ark Schools, where she became Research and Policy Director and an education adviser to Ark, the education charity. She previously spent more than 15 years in strategy consulting, finance and investment at KPMG, Kleinwort Benson, Mercer Management Consulting and Nomura International.

She is a council member at Brunel University London and has previously served on the boards of a number of organisations including the Institute of Education, STEMNET and Wales Millennium Centre, and has been a Governor of two schools.

## DAVID ORR CBE

FORMER CHIEF EXECUTIVE OF THE NATIONAL HOUSING FEDERATION



Looking back on a 35-year career working with and for housing organisations, David Orr is a passionate advocate for the industry. We spoke to him as his 13 years as Chief Executive of the National Housing Federation drew to a close ahead of his planned retirement in September 2018. He talked openly about the ways in which housing associations need to embrace open communication and more collaborative working to remain relevant and successful in the modern world. He also highlighted why he is positive that the sector faces a bright future despite the constant ebb and flow of the UK's political and economic climate.

**A**s your time as Chief Executive of the National Housing Federation draws to a close, what would you describe as your biggest achievements during your period at the helm? Is there any unfinished business you regret having to leave behind?

As I look ahead to my departure, I can honestly say that I believe housing associations continue to be a force for good right across the UK. They do things that no other organisations do in the same combination. There is a degree of depth behind what they now do. They

have contributed levels of investment to ensure that fragile neighbourhoods become stronger and more resilient, something that few other people or organisations have the ability, capacity or wish to do. I think that now, broadly speaking, we are facing in the same direction with government on housing policy and that we have real opportunities for the future. More specifically, there have been two central themes that have run throughout the work I have done here. The first is that I have helped to construct a narrative about housing and housing associations, which

has kept everyone together. It is a narrative that everyone has bought into and believes and understands. All our members feel that they are part of our story, from the largest to the smallest.

I think this is one of the great success stories for our sector. There is a lot of diversity in terms of provision and approach, ways of working, objectives and challenges. But there is absolutely no doubt that they are all still organisations that care about housing for people on low incomes and that exist, not to enrich shareholders, but for



the benefit of the community.

The second theme is about autonomy. Housing associations are at their best when they are able to make their own decisions and drive their own futures. This is something in which I have always believed. To me, that means that real operational and decision-making independence is critical. Throughout my time here I have always argued that the more independence housing associations have the better they will be and I think that all of the evidence now supports that contention. I think we have moved from a position where housing associations were to all intents and purposes captured clients of the state to where we are trusted partners. That is much healthier for us, for government and for the nation.

As to unfinished business, well I am not finished yet, but there are still areas that will not be completed by the time I do leave at the end of September. We still have a housing crisis and we are still building too few homes. I do think that the way we are engaging with the future alongside government and others is much more constructive now and there is a far greater probability of us being able to make a significant increase in the volume of new house building than for decades. We also have a greater opportunity to engage in conversations about regeneration and economic renewal that are equally important in different parts of the country.

There is one other area I would highlight – the bedroom tax. I believed at the time it was

introduced that it was the single worst piece of social policy since the Second World War. I still believe that, and I remain deeply upset that we have not been able to get rid of it. The reason that I think it is so pernicious is that it asked people to do things that were not reasonable and it was specifically targeted on a particular population of people on very low incomes living in perfectly ordinary homes.

I completely understand that governments are always faced with challenges about getting the balance right, both in terms of the amount of money they spend and the legitimate concerns about getting people trapped in the benefit cycle. The bedroom tax, however, was bad policy and should never have been introduced and I am frustrated that it is still there. I am an incurable optimist, and I frankly don't see any immediate sign around the removal of the bedroom tax. I think it will go because it is bad policy, and eventually that always falls by the wayside.

**As you look ahead to the future what advice would you give to those current and future leaders coming into or rising up through the housing sector?**

My request of current leaders is that they stay focused on leadership and avoid getting side tracked, for whatever reason, in managing the day-to-day operations. I think it is important that people who are in these leadership positions invest in and focus on that very challenge of leadership; of articulating a future that is better than the present; of having a clear picture of what good looks like in ten years.

Our current and future leaders need to be bold, ambitious, and prepared to take some risks. Their job is fundamentally about owning the future and not just inheriting something from someone else.

Establishing a management culture that trusts people to do the jobs they have been given will ensure a creative learning organisation where talent will flourish.

For potential new leaders who are coming either through this sector or entering it from outside, what I would offer is this: if you want to work somewhere that is incredibly exciting and provides all kinds of challenges; somewhere that will turn your hair grey quicker than anywhere else, but will potentially be the most exciting job you ever do, come to us.

**Is enough being done to build diversity amongst leadership within the housing sector?**

I think the housing sector is very good on some areas of diversity compared to other sectors of the economy, but we could, and want to be doing more. For example, we have definitely improved on gender diversity and LGBT representation in recent years, but I don't think we are as good as we could be on racial or ethnic diversity.

I do think that the identification of talent available in communities right across the nation is one of the most significant challenges that existing leaders face in our and other sectors. Only with a diverse and talented pool of staff will we crack the future for our organisations.

**If the cost of debt increases significantly, how might this impact housing associations and the cross-subsidy model? Are new models required, and if so, how well equipped are housing associations to innovate and take risks on these?**

Over the last few years, when it comes to funding models, housing associations have shown that they can think creatively and are open to try different things. Ultimately, I think the challenge for any organisation is to understand the relationship between mission and mechanism.

A mission, the thing that drives the whole organisation, must be held at the core of an organisation. It is the board's job, more than anything else, to be the guarantor of this mission and to drive it forward. The mechanisms through which the mission is delivered, however, should be flexible. I do see in some instances both in our sector and others, the tendency to believe that the 'way we do things now', or the mechanism that is currently being used, is the same as the mission. It is not.

I think what our sector has understood in the last few years is that we have not been able to deliver the volume of social housing that we need in an environment where there has been no money from government to support it. What we have delivered has been achieved through thinking creatively about the mechanisms of delivery. I think that is the key challenge that our sector and others will face in the future. We need to hold on to

the mission and the mechanism will change as a result. Cost of money will go up and down, and there will be an ebb and flow of government offering upfront investment, availability of land, and grant funding. This is the reality of how it is now and we need to hold fast to our mission as a result of it.

**In what ways and to what extent do you think/hope the sector's relationship with government, both on a local and national level, might evolve in the years to come?**

What I profoundly hope is that there will be a significant growth in structured partnerships between housing associations and government, particularly at local level. The relationship between local authorities and housing associations has been very good in some places and patchy in others.

This has been mainly about colleagues in local government seeing housing associations specifically as delivery agents. We need to get to a position where these two see each other as long term strategic partners. Local government and housing associations are among the very few groups that invest in places and communities for the long term. They are there at the beginning and remain once the communities are built. Both are part of the fabric of place.

In England, devolution and the creation of combined authorities have had a significant and rapid impact on the behaviour of housing associations. Organisations are recognising that they can no longer survive as isolated individuals. Instead, they are developing strategic

and combined offerings as housing associations in the regions and take this idea into structured conversations with newly established combined authorities to see how much more can be delivered.

If we can develop proper strategic partnerships, we can combine the strength and range of opportunities that housing associations offer which are complementary to the strength and range of possibilities that local government provides. We need to look beyond just grant funding and view it as a strategic long-term relationship about sharing risk, and as a result delivering more. I do think there is real potential there.

**How important do you believe the role of housing associations to be in ensuring positive place-making and sustainable community development at local and national levels? Is this more challenging as some of these providers grow in size and geography?**

I do believe that investing in neighbourhoods and community resilience is hugely important. Housing associations understand that there is a mission driven imperative as well as a business imperative to do this. If you are going to be managing and owning assets for 60-100 years, it makes sense for that place to be well managed and looked after.

Some of the biggest housing associations are refocusing on what their neighbourhood offering is. I was talking recently to one of the largest organisations and they were saying that they are reintroducing



patches where one member of staff is responsible for 185 tenancies. That is a big investment to ensure a real level of local engagement. I have always believed that the best organisations, no matter how big they get, will remain successful because they understand properly that high quality service delivery is always small scale and local. If you become separated from that then there are dangers inherent.

I have been around housing associations since 1982, and never in all that time have I seen research evidence that there is a causal relationship between size and quality of service. There are some stunningly good big housing associations and some remarkable small institutions, and in both camps there are those that have some way to go.

**Many housing associations exemplify the potential for organisations to balance strong commercial performance with a social purpose: why in your view aren't housing associations more widely understood?**

I realised a few years ago that the answer to this is absolutely crystal clear: the better people get to know housing associations, the more they like them. Housing associations spend the majority of their turnover on community investment and no one knows about it. It is important that we communicate this clearly.

Our members are brilliant at what they do, but they are poor at telling their stories. This is an area we have invested in. We need to tell people about the good that housing associations

do before we can expect them to understand. Housing associations need to invest time and energy in telling their own story. This is not an optional extra, it really is business critical. If we are to be the partners of choice for the future, it is much easier to build partnerships with organisations that are already known, admired and trusted than to try and build them with those that aren't known at all.

Communications is also important in attracting talent. I really believe that housing associations offer an exciting range and variety of jobs working with organisations that make a real difference. This is something that is appealing to the millennial workforce, but if they don't know anything about housing associations how do they know these great jobs exist. We are missing out on some of the talented people that we don't know are out there as they don't know who we are.

**And finally, can you give us a glimpse into what is next for you?**

I have been involved with housing associations for almost 40 years and am not going to leave it behind entirely. I would not be surprised if I popped up chairing a housing association board somewhere, but at present there are no specific plans. I would like to have more flexibility in my life. With two young granddaughters and another one on the way I would like to spend more time with them. I am in the market for interesting projects and will take an opportunity to explore other areas. I am most certainly not retiring from life. **6**

## DAVID ORR CBE BIOGRAPHY

David Orr is the current Chief Executive of the National Housing Federation and a former President of Housing Europe, the European network for Social Housing. He is the Chair of the board of Reall, previously known as Homeless International.

Previously, David has been Chief Executive of the Scottish Federation of Housing Associations and of Newlon Housing Trust, having also worked with Centrepoint.

In 2010 David was given an honorary membership of the CIH, and in 2018 David was awarded a CBE in the Queen's birthday honours.



# GARRETT EMMERSON

CHIEF EXECUTIVE, LONDON AMBULANCE SERVICE



As he took on his new role as Chief Executive of the UK's busiest ambulance service, Garrett Emmerson talked to us about his transition from the transport to the health sector, how his skills and experience have helped him in making the change, and ultimately why London was his calling.

## **H**ow would you describe your transition from the transport sector to health? Can you outline key highlights and learnings?

I have been here now for over six months, and I have to say that overall the transition has been a smooth and positive experience.

I was at Transport for London (TfL) for nine years, eight in my previous role, and I really did feel it was time for a change. I knew I was looking for something different, but I wanted a role which allowed me to use the skills and experience I had gained at TfL. I was not actively looking to join a specific sector, but knew I wanted to stay in London. When I was approached about this role it seemed to have a number of synergies with my thinking for my next step.

As the recruitment process progressed it became clear that the things that I wanted to do (and thought I could be good at) were also similar to what London Ambulance Service (LAS) felt they needed from a new Chief Executive. Throughout this time I was given a big opportunity to understand the challenges the organisation faced and, as a result there were no surprises when I joined.

It has been an interesting mix of the very familiar and the less familiar, which is what I expected. The terrorist attack at London Bridge was a very immediate challenge coming into the job, unfortunately an aspect of the job that is becoming familiar territory to many of us in the public sector. I had been involved

at TfL when the attack at Westminster happened and then, within four days of starting at LAS, here we were dealing with London Bridge.

The operational side of the business and its challenges feel more familiar, as well as some of the other things we need to look at such as our estate, vehicle fleet, IT and corporate governance. These are of course similar across many sectors, but each individual organisation has its own unique issues.

### **What attracted you most to the role? Was it healthcare, or was it more specifically about this job at London Ambulance?**

I think it was about this specific job, rather than the health sector itself. I wasn't looking at a particular industry, but when I was approached I thought the role was very interesting, and I felt that my skills and experience could transfer over.

I did have previous knowledge of the London Ambulance Service having worked alongside the organisation on various areas in the past, including major incident response activity and resilience. I knew some of the challenges from a transport and logistics perspective, but the healthcare side was obviously new.

Before I joined, I knew that the service did amazing work. Seeing the LAS from the inside has only increased my admiration.

### **How you would you say your skills have transferred to the NHS? Are the pressures similar or different?**

Coming as I did not only from outside the ambulance world, but also from outside the health service, I had to be clear about what I could bring to the role and the organisation to make sure my skills and experience tied up.

When you first join an organisation it is often easier to see what it is already good at delivering, and what needs to improve. The care the LAS provides is amazing, and the Care Quality Commission verifies this with its classification of the organisation as 'outstanding' for care. The job for me is about making sure the organisation as a whole is fit for purpose and can support the front line. This is why we are bringing in a diverse range of skills and capabilities into our workforce, which will make a real difference in the coming months and years.

Working with our Chair, Heather Lawrence, we have now finalised our senior management team. This has been about getting the right balance of skills and not being constrained by background or sector, but also ensuring we maintain the core health sector organisational knowledge we need.

The challenges at the LAS are not particularly different to many of those faced by other public service organisations in London. Growing demand, growing population and growing economic success - challenges that most cities would love to have. These have manifested themselves slightly differently in the health sector than they have in the transport sector, but essentially we need to look at how we build a London

that can address the needs and expectations of a city with a successful economy and a growing population to continue to deliver better health outcomes.

### **How have you been received in your new role, coming from outside the sector?**

This was something I was very conscious of, taking on this role, but the reception has been so welcoming. You only have to look at what LAS has done in the past two years (by bringing in a raft of new clinical talent from overseas to tackle the shortages it had in the UK) to see that the organisation as a whole welcomes new people. This very much reflects the character of London these days by embracing diversity. The whole organisation has made my transition very smooth, and for that I am incredibly grateful.

### **What advice would you give to someone thinking about moving to a role in health from another sector?**

My first piece of advice would be to do your homework and ensure that the organisation is right for you, and vice versa. That is very important. With my move it was vital for me and the team here that I had the appropriate skills and some existing knowledge of the wider London landscape, for example knowing the broader public and political environments and having managed an organisation at scale in the city. This is important and ensures there are no surprises for either party.

For the additional skills that were needed at executive level, it was also important for me to feel confident that

they existed, or that we could recruit to ensure the future team would be successful. It was hugely important to ensure a strong and collaborative relationship with the Chair, board and the executive team from the beginning.

These areas were of fundamental importance to me as part of my move, and the whole process was very thorough to ensure that both LAS and I were comfortable that it was going to work. It really highlighted to me the absolute importance of getting that initial recruitment phase right in a way I had not recognised as keenly before.

### **Comparing the NHS to TfL, which do you think is the more political environment? Is bureaucracy more apparent in one or the other, or just different?**

I would say they are different. The transport sector as a whole is substantially different in London as compared to any other part of the country, in the way it is set up as a part public, part private industry. The health sector in general is more regulated than the transport sector.

What I have observed is that the regulatory machine around the operation of the health sector is stronger but the political scrutiny perhaps less complex. Within transport in London there is a very complex set of political scrutiny arrangements, however these also provide an effective system of regulating and holding the service providers to account, just in a different way. For me, it has been about adjusting to a new

environment and operating in a way which is appropriate for the sector as a whole.

### **How do you interpret the emphasis on partnership working within the NHS? Has this changed your approach - and if so, how?**

Historically, ambulance services have perhaps been seen to be on the periphery of the wider NHS system and not at the heart of it, aligning themselves as much to the emergency services world as to the NHS. We are very clear that we want to evolve that. We want to be at the centre of developments in the urgent and emergency care agenda in London and, to do that, we need to work closely with the Sustainability and Transformation Partnerships (STPs).

Looking at the NHS overall, it feels like we are still at an early stage in the evolution of STPs, so we are not playing catch-up or trying to change established partnerships. It feels like there is a set of new and dynamic opportunities to grow partnership working, both with the public and private sectors.

It is quite interesting the way the five STPs are developing. They are actually not very different to sub regional transport partnership areas in London. Putting these two areas (transport and health) in touch with one other can potentially open up benefits to both, for example, in terms of road safety and air quality. I am utilising my networks to join people across different organisations, and this has opened up access points and moved forward some work more quickly than might have been possible previously. My

ability to do this may wain as I move more into the healthcare space, but that is one of the nice things about stepping across sectors as it does enable you to do “joining up” that may be harder to do otherwise.

**Considering your transition into healthcare, what would you highlight as the most exciting and the most challenging elements about the sector?**

The growth agenda is the key challenge for the London Ambulance Service; more specifically, the city's growth and the demand this is placing on the health and emergency services. For me this is a very exciting element about London and public provision in general.

Due to the nature of these challenges however, I believe it needs a long term approach to deliver the required scale of change. In the transport sector, which is heavily infrastructure focused, we are used to things taking longer to deliver, and we are used to looking 15-20 years ahead. This is less typical in healthcare and something I am focusing on at LAS. I want to encourage big system thinking, and how we can quantify and effect organisational change and deliver greater benefits.

Playing a more active part in the wider city planning role is something I have encouraged the organisation to do as a priority, working with other sectors and the Mayor of London's office. It is not an area LAS has played an active role in before, but it is going to be important to us in the future. There is help and support out there that we can use to our benefit and help to raise

greater awareness amongst our stakeholders about how we operate and challenges we face. Today we operate much more like a modern private hire or mini cab company, on every street, responding on a job-by-job basis, rather than waiting in ambulance stations until we're needed, as the public often think. We need to change these perceptions to help people understand how we need to evolve in the future.

One other area of challenge is political and media scrutiny. This is a challenge across all emergency services or public provision, but in London you are right under the nose of both regional and national decision makers. When you get it right, and when you get it wrong, it is there for all to see. This is the challenge of working in London, but it's also a great opportunity for the organisation to shine on a national as well as regional stage.

**In your most recent career you have been in London-wide leadership roles and therefore have a very broad view across many elements of the city and surrounding areas. What would you choose to highlight that excites you about London's future?**

I was brought up in London and the South East. I have had a career which has taken me all around the country and provided me with amazing experiences. However ultimately, I wanted to live and work in London more than anywhere else. It is one of the great cities of the world. It is a city which has huge capabilities and great

aspirations. It does also have huge expectations of its public services. People in London demand the best, expect things to be done yesterday, and to be more efficient and with better outcomes. You just know that second best is not good enough. That excites and motivates me hugely!

It is such a vibrant place to work and you are surrounded by so many capable people, not only here at LAS but across lots of other organisations and sectors. The 'can do' attitude is real and exists across the city. It is not just specific to health, but endemic to the culture of London and the people who live and work here. When I first moved into London to start working, I really noticed that people have a mind set to change things and I believe that is why so much happens here first, in London.

The city faces a time of change with Brexit, but so does the whole country. Only time will tell what the actual impacts will be. In terms of the health sector it could impact on our ability to recruit and retain key staff, but we just don't know for sure. At LAS we have never been constrained by looking solely within the EU for staff. We will continue to look globally and I believe London will too, more generally. In the greater scheme of London's history, this is just one more adaptation for us to make. **C**

## LESLEY FRANKLIN

PRINCIPAL, GEORGE HERIOT'S SCHOOL

We spoke to Lesley Franklin as she looked to her future role as Principal at one of Scotland's leading independent secondary institutions, George Heriot's School. Based in the heart of the Scottish capital, where nearly 25 per cent of secondary pupils attend an independent school versus the national average of 4.1 per cent.



### **What do you believe are the key challenges and opportunities for head teachers and senior staff in Scotland over the next five to ten years?**

From an education perspective the challenge across Scotland is raising attainment. It has been widely reported that attainment in Scottish schools has declined. In the latest PISA survey (Programme for International Student Assessment), Scotland is at its lowest position since the survey began in 2000. Also, in the recently published report 'Quality and Improvement in Scottish Education (QIISE) 2012-2016, the Chief Inspector of Education reports a divide

between the independent and state sectors in terms of attainment and achievement. The report has highlighted a real problem in state sector schools, a quarter of which were judged to be either weak or satisfactory. In contrast, in independent schools, learners are 'generally highly motivated and responsible, with a positive attitude to learning'. Therefore, these reports have produced the evidence, and what senior education staff in Scotland need to do now is work together to address these issues in schools which are not providing high quality education for children in Scotland.

The exams being delivered through SQA also continue to be a challenge. There have been, and continue to be, many changes. In England and Wales there is a greater number of exam bodies, and therefore the competition there may be good for creating high quality exams. The model with SQA may be less complex as they are in charge of all exams, but it does also give them, in essence, a monopoly. This makes it harder to garner change.

Some of the real challenges for head teachers are in the areas of health and well-being of pupils and staff. More so than ever, gaining a sustainable

work life balance for staff has become hugely important. There has been a real increase in awareness of mental health issues, which is good. In this area head teachers have a responsibility to both staff and pupils.

National funding cuts in child and adolescent mental health services, coupled with increased pressures in terms of exams and social media, means that we have the potential for significant challenges in this area. The desire and pressure for teenagers to portray a perfect lifestyle is a real and present problem.

As a school we are looking at psychology services that we can use to support pupils. It is not always the more extreme and obvious cases that can prove difficult to support. Often it is those on the margins. Schools have such a responsibility in this area as we are typically the first to notice behaviour changes in pupils. It can also bring with it significant liability challenges.

Finally, we have to recognise that social media presents a challenge in how it impacts pupils and staff but on the converse, it also provides opportunity as an interesting and adaptable platform for communication and interaction. We just need to ensure that we are using it well and expanding our capabilities to evolve with it.

**Do you see that changes in the political landscape will impact on the education sector in Scotland? If so how could this impact on independent schools compared to state schools?**

This is an area of continual change in Scotland, and across the UK. When Deputy First Minister, John Swinney, was made Cabinet Secretary for Education in 2016 he responded very quickly to requests being made by teachers to review SQA unit assessments and other systems. His rapid action showed that he was really listening to those in education and from my perspective that was welcome. However, there is a great deal more that needs to be done.

The question of independence does create a challenge, and also potentially an opportunity. If there is a successful independence referendum at some point in the future it may make a city like Edinburgh more or less attractive for businesses, which would obviously impact positively or negatively on the maintenance of a steady intake of pupils for the independent sector. Similarly, Scotland remaining in the UK could make Edinburgh more prosperous and attractive. There are so many unknowns in this area - it makes it a challenge to plan for the future development of the independent schools' sector.

Education Scotland has a positive impact in some ways. For example, in Scotland both independent and state schools are inspected by Education Scotland and I do believe this model works better in the creation of a consistent approach to inspection. There has been a lot of work undertaken by the inspectorate to understand the independent school sector and how the different school models compare. This allows for more accurate inspection.

However, as well as inspection, Education Scotland is also in charge of policy creation, and with a responsibility to create policy for schools and then inspect them, this means there is very little outside or independent scrutiny of the system and how it is working overall.

Regardless of what is going on politically what we are absolutely focused on is ensuring our pupils are happy and that our education is of top quality. We want to give pupils the opportunity to go on to any chosen higher education institution and this must be an important part of our role as educators.

**With increased regulation across the sector is more expected of school Governors in their role, and if so, what benefits and challenges will this bring for schools?**

Yes, I think there is more expected from Governors these days, particularly in terms of legal responsibilities, liability, complaints, data protection and information sharing. There is also far greater awareness of and focus on accessibility, discrimination and safeguarding. These are areas in which Governors may not have had much knowledge in the past, but now there is a far greater level of responsibility that comes with the role.

We really do need Governors who have the expertise to scrutinise what schools are doing and be able to challenge and provide advice and to leadership teams. It would be a very positive move to have young and more diverse

backgrounds represented on governing boards right across Scotland. This could mean a big shift in culture for a lot of schools.

**Will this create a smaller pool of Governor candidates for schools? Would it be helpful if Governors could be remunerated?**

I think we need to look at what we can do differently to attract Governors across both the independent and state sectors in Scotland. I don't believe more regulation or responsibility needs to lead to a smaller pool of potential Governors, just a different approach.

As far as remuneration goes, I do not think this is realistic, even for the independent sector. When you start introducing remuneration or a salary it becomes an employed job and that is not what the role of a governor is. It would also be impossible for most schools to pay Governors as schools in Scotland are not run for profit.

**Is there a need for greater diversity at a senior leadership and governor level (not just gender specific) in the sector in Scotland?**

Yes, absolutely. It is a very slow area of change across the sector, and not just in Scotland. I think that there are only two other female principals of mixed independent schools in Scotland and nobody from other ethnic groups represented that I am aware of. This is in particularly stark contrast to the very high numbers of female teaching staff across the sector at both independent and state schools.

It seems strange that when I

was announced as Principal of Heriot's that, even in 2017, the fact that I am a woman is one of the key headlines in the media.

**Is charitable status a sustainable reality for independent schools in Scotland? What challenges does it bring for the school and board of Governors?**

I do think it is sustainable and I believe it really should be. We have charitable status to make sure that the more financially disadvantaged pupils can come to schools like George Heriot's. That was the founding principle of the school in 17th century. We provide an enormous amount of money to pupils though the Heriot's Foundation and through bursarial aid and these families' input to the school is vital. That is why we have charitable status, but we do need to be clear in proving that we are making a difference to the children and making it financially worthwhile for all of these families.

I think that we could do more to support the principles of charitable status and, in turn, address the poverty related attainment gap across Scotland. Targeted philanthropic donations to independent schools, for example, could really help to drive even more access for many a large number of pupils who otherwise could not access such education because of the fees.

In a city such as Edinburgh, where there is a very high percentage of pupils attending independent schools, without charitable status many of these institutions would not be sustainable. The loss of independent schools would lead

to far greater overcrowding in the state sector. Independent school parents pay taxes and also pay school fees. Therefore, they help by contributing to state schools and removing their own children from a crowded system.

Ensuring that independent schools remain viable is going to be a key challenge in the future. We need to be thinking individually as schools, as well as collectively in the sector, about how we can maximise the opportunity to generate a greater level of partnerships to allow independent schools to thrive.

**Is this status really compatible with an increasing need for commercialisation in the schools' sector?**

Yes I believe it is. Independent schools are not run for profit. We are continually looking at new ways to make the model work better and harder. More sponsorship or partnership opportunities are being explored all the time. That is a positive move for the independent sector to ensure the maintenance of top quality facilities, education and personal development of all pupils and, most importantly, to increase the number from disadvantaged financial backgrounds who can attend.

**Are schools and universities working as well together in Scotland as they could be to support young people as they move from secondary into Higher Education? How can universities learn from schools and vice versa?**

I definitely think there is more we could do. Higher Education

institutions are looking for a greater degree of independence from young people.

There is some evidence that pupils who have been to independent schools are not always well equipped to cope with living away from home, as they have possibly had more specific attention and input from parents and teachers throughout their school careers. However, the balance is that the input has enabled them to achieve the necessary grades to gain access to the top universities.

One way we address this at Heriot's is by asking Senior 6 pupils to manage their own timetables. This encourages them to think about studying, planning and managing workloads at university. We have found this is a very good experience for them. We encourage parents to let the pupils make decisions and take responsibility.

I think both the secondary and higher education sectors would benefit from talking to each other more. I think that if universities spent time speaking more regularly to senior pupils and school staff, sharing more information about what they expect at university and discussing opportunities beyond education, that would be a very positive move. There needs to be more talking and sharing in general. Universities need to look at the level of support and guidance provided to first year students. Are the courses and expectations appropriate and realistic?

Schools need to learn more about how course work is undertaken at universities and

encourage pupils to look at, for example, how to construct evidence based essays. This is something that is perhaps not done enough at school.

This small example shows that greater communication between schools and universities would lead to better support of pupils as they transition into first year at university.

**Do you believe we look to other education systems enough to develop our own in Scotland? Should we be looking more at how education is delivered in other parts of UK or beyond to enhance our own model?**

It is always good to look elsewhere. I personally think this is really important in early years education. We look at the Emilio Regio and Montessori education systems at an early age, but less as we progress up the school. There is a huge amount of evidence which shows that by the age of seven, a child's future is mapped, and we need to ensure that we are doing as much in the early years as we do in secondary stage and higher education.

In Scotland we have such a strong educational history, but in truth, we are not doing well at the moment. We cannot rest on our laurels and look to past glory days. We need to look forward and work out how we address our current issues and failings. I think we do need to look elsewhere as it might help us to understand how we can do better. We have the capacity to change, but we need to have an open, positive mindset. We need to listen, be receptive to those who are in the sector and work out together how to raise Scotland's educational

attainment levels to where they could (and should) be. And hopefully be as good as we used to be.

**Looking ahead to your role as Principal at one of Scotland's leading independent schools what do you see as your key goals in the next five years?**

For me there are some absolutely fundamental goals. I want to continue to have a fully occupied school with consistently high academic results. This will, I hope, generate ongoing demand for places across many areas of the city and beyond. A key part of this is also ensuring that we continue to drive the opportunity for disadvantaged children to attend George Heriot's and remain true to our charitable founding principles.

I want to maintain close links with our alumni and engage with the wider business, cultural and philanthropic communities to generate charitable funds and ensure we sustain a financially viable and truly charitable institution.

If we manage to drive these operational and charitable areas, the ultimate proof of success will be in the ongoing development of happy, confident, independent and caring students who will have bright and opportunity-filled futures ahead of them. **C**



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We value long-standing relationships and the continued success of an organisation; we don't just help to find leaders, we support our clients by helping both individuals and their teams to develop and realise their full potential. Through our Leadership Services offering, our aim is to provide a service to executive and board teams based on insight, challenge and support. This service is bespoke and tailored to every organisation through evidence-based approaches.

- Executive Search
- Board Review
- Executive Assessment
- Coaching
- Talent Mapping
- Team Development

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Saxton Bampfylde

9 Savoy Street  
London WC2E 7EG  
+44 (0)20 7227 0800

46 Melville Street  
Edinburgh EH3 7HF  
+44 (0)131 603 5700

[www.saxbam.com](http://www.saxbam.com)

**SAXTON BAMPFYLDE MISSION STATEMENT**

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

*Saxton Bampfylde is an employee-owned business*

Saxton Bampfylde is a member of Panorama, a global partnership of 21 leading independent executive search firms around the world.  
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