the work foundation

The Work Foundation Business Strategy Conference

'Drivers of Growth: What will winners look like'

Wednesday 22nd April 2009
Le Méridien Piccadilly, London W1

Delegate Guide

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Foreword

Dear Delegate

Welcome to our conference 'Drivers of Growth: What will winners look like'. During the conference, we will identify the current challenges faced the organisations and how the knowledge economy will shape post-recession and how the government should be responding.

Today we are in a deep and lengthy recession triggered by a global crisis in financial markets. The UK's knowledge economy is not City investment banking, but includes high tech manufacturing, business and high tech services, health and education, and they provide over 40 per cent of our industrial value added and employment.

In reality, the UK's non-financial knowledge based economy will be a source of stability for jobs and investment in the recession and the basis around which a rebalanced economy and a lasting recovery can be built. New sectors are emerging such as "manu-services" as manufacturing firms integrate high value added services into the production process.

The post-recession economy will reshape itself around non-financial knowledge and technology based sectors, including high tech manufacturing, the creative and cultural services, ICT based services, along with higher education and healthcare and new knowledge based sectors such as environmental industries and energy.

The strength and durability of that recovery depends critically on how much of the UK's knowledge and scientific base will survive the recession. Government can help – by supporting organisations in preserving and developing as much of their human capital and science base as possible, investing in the physical and electronic infrastructure and making a reality of the new industrial activism outlined in the recent statement "*New Industries, New Jobs"*.

But ultimately, it is today's strategic decisions of knowledge based organisations – both public and private - that will determine the state we find ourselves in five and ten years time from now.

We hope you will find the conference informative and inspiring. Our Knowledge Economy II programme (KE2), starting on May 1, 2009, will take a forward look at what a sustainable and balanced economy might look like in 2020, backtrack to 2010, and set out a route map of how to get from where we are to where we want to be. Please contact any member of the KE2 team (Ian Brinkley, Programme Leader ibrinkley@theworkfoundation.com) or Sezis Okut, sokut@theworkfoundation.com) if you would like to be kept informed of this project.

Will Hutton
Executive Vice Chair, The Work Foundation

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The Work Foundation Business Strategy Conference

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Agenda

(Subject to change)

09:00 Registration, exhibition and refreshments

Session One: Challenges for the UK in the current economy

10.00 Welcome and Introduction by conference chair
Elinor Goodman, *Former Political Editor of Channel 4 News and Board Member of the Commission for Rural Communities*

10.05 Knowledge economy final report - Presentation of the Work Foundation *Knowledge Economy Final Report*
Ian Brinkley*, Programme Director - Knowledge Economy*, The Work Foundation

10.25 Keynote Address: Challenges for Government in the Knowledge Economy
Vincent Cable MP, *Shadow Chancellor,* Liberal Democrats

10.55 Panel Discussion: **Challenges for organisations in a knowledge-based economy**

Tim Boylin, *HR Director, EDF Energy*
Vicky Pryce, *Chief Economics Adviser*, Department Business, Enterprise and Regulatory Reform
Moray MacLennan, *Chief Executive* of M&C Saatchi, *Presiden*t, Institute of Practitioners in Advertising
David Kester, *Chief Executive Officer*, Design Council

Questions and Discussion

11.30 Refreshments, exhibition and networking

Session Two: What parts of the economy are likely to grow?

11.50 Spotting the green shoots: what parts of the economy are likely to grow? Where should we look for new business models?
Will Hutton, *Executive Vice Chair*, The Work Foundation

12.10 Reflection and lessons from morning
Paul Lovejoy, *Executive Director of Strategy and Communications*,
South East England Development Agency (SEEDA)

12.20 Questions and Discussion

12.30 Lunch, exhibition and networking
*Live Broadcast of Budget Speech by **Rt Hon Alistair Darling MP**, Chancellor of the Exchequer*

Session Three: Expert Panel

13.45 Expert Panel
Reaction to the Budget and its implications

Paul Lovejoy, *Executive Director of Strategy and Communications*, South East England Development Agency (SEEDA)
Geoff Mulgan, *Director*, Young Foundation
Will Hutton, *Executive Vice Chair*, The Work Foundation
Janette Faherty, *Chief Executive*, Avanta

Session Four: Micro-Conferences 14.30-16:30

Delegates will have the opportunity to attend focused interactive micro-conferences.
Delegates should choose to attend one of the streams from the list of four below.

Conference 1: Knowledge Workers
Location: Edwardian Suite 2

Chair: **Pat Pegg Jones**, *Programme Director*, *Health and Well Being*, The Work Foundation
Marianne Huggett, *Programme Director*, *Future of HR*, The Work Foundation
Michelle Mahdon, *Programme Director*, Health and Well Being, The Work Foundation
David Amos, *Director of Workforce*, University College London Hospital Trust

Conference 2: Knowledge Manufacturing
Location: Regency Suite 1

Chair: **Ian Brinkley**, *Programme Director, Knowledge Economy*, The Work Foundation
Professor Mike Gregory, *Head of Manufacturing & Management Division & Institute for Manufacturing* Cambridge University's Department of Engineering

Conference 3: Business Strategy and Leadership in Knowledge Economy
Location: Georgian Suite

Chair: **Penny Tamkin**, *Programme Director – Leadership*, The Work Foundation
Will Hutton, *Vice Executive Chair*, The Work Foundation
Geoff Mulgan, *Director,* The Young Foundation

Conference 4: **Knowledge Cities**
Location: Adams Suite

Chair: **Alexandra Jones**, *Associate Director – Ideopolis,* The Work Foundation
Dr Mike Emmerich, *Chief Executive*, Commission for the New Economy
Ian Bromley, *Chief Executive*, Creative Sheffield
Dr Cathy Garner, *Chief Executive*, Manchester: Knowledge Capital

16.30 Close of conference

Speaker Biographies

Biographies are shown in alphabetical order by surname

David Amos
Director of Workforce
University College London Hospital NHS Foundation Trust

David Amos is the director of workforce at University College London Hospitals NHS Foundation Trust, which provides local and national clinical services employing over 6000 staff and a turnover of over £500m. He is a member of the Public Services Forum which brings ministers, trade union and public sector leaders together; a member of the National Employers Advisory Board which advises the Ministry of Defence on reservists' matters; and is the interim national chair of Managers in Partnership (MIP) – the new trade union for health care managers. He is a regular columnist such as in the (Health Service Journal and the Employing Healthcare Professionals journals) and conference speaker. Before joining UCLH, he was the deputy director of human resources (Delivery) at the Department of Health from 2001 until 2004, having originally been the head of the recruitment and retention unit. Formerly, David was the director of human resources and organisation development at St Mary's NHS Trust from 1996, originally joining in 1994 as the general manager for medical services. Formerly clinical services manager at Guy's & St Thomas's NHS Trust and general management trainee.

Tim Boylin
HR Director
EDF Energy

As a graduate of Leeds University, Tim gained a Bachelor of Laws (LLB) honours degree before starting his career in the aerospace sector as an HR Officer with the Dowty Group. After six years in the UK in HR and commercial management roles, Tim was asked to join Dowty's subsidiary in Canada as human resources director, where he worked for five years. He returned to the UK to lead the HR function for the newly-formed Anglo-French joint venture Messier-Dowty. Dowty Group was acquired by TI Group in 1992 and Tim worked at the TI Group headquarters from 1995 to 1998 as divisional human resources director.

Joining Thames Water as regulated business human resources director in 1998, he worked on the price review submission to Ofwat and was promoted to group human resources director in 2000, shortly before acquisition by RWE Group. RWE Group's ownership of Thames Water was characterised by rapid expansion through acquisitions and Tim's role as human resources director was heavily involved in integration, performance management, executive recruitment and organisational development. In 2006 RWE decided to sell its water business and Tim was a member of the management team that successfully sold the Thames Water business to a consortium of investors led by Macquarie Bank.

Tim left Thames Water at the completion of the sale and joined EDF Energy in June 2007 as HR director, reporting to the chief executive officer. EDF Energy employs some 14,000 people across the UK in generation, networks, customer service and support. Tim is a member of the executive and has responsibility for all HR functions, including Health and Safety, Pensions, Internal Communications, Reward, Employee Engagement, Organisational Development and Talent Management.

Ian Brinkley
Programme Director - Knowledge Economy
The Work Foundation

Ian is director of the Knowledge Economy programme, having joined The Work Foundation in June 2006. Ian previously worked at the Trades Union Congress between 1980 and 2006. He was head of the economic and social affairs department at the TUC from 2004 to 2006 and TUC chief economist from 1996 to 2006. Prior to 1980 he worked as a researcher at the University of Kent and the centre for environmental studies. He has been a member of the Low Pay commission, the body that sets the UK's National Minimum Wage (NMW) from 2004 to 2007. He has worked in a wide range of economic and industrial policy and research areas, including economic policy, public spending and public service reform, labour markets, energy and the environment and manufacturing policy and produced numerous submissions to government and analytical papers.

Ian Bromley
Chief Executive
Creative Sheffield

Ian Bromley was appointed the first chief executive of Creative Sheffield – Sheffield City Development Company in September 2006. Ian joined Creative Sheffield from Toronto Canada where he held a number of progressively senior positions in management consulting, economic development, communication and marketing, and innovation development in the private and public sectors. Ian has also worked as a consultant, advisor, and teacher in urban and economic development in Japan, China, New Zealand, Brazil, as well as throughout the U.S. and Canada.

Ian holds a B.A. (Hons.) in Business Administration (With Distinction), M.A. in Economics (Cum Laude), and executive MBA, granted by two of Canada's top-ranked universities. He currently serves as chairman of the Washington-based International Economic Development Council, the world's largest professional association for economic development practitioners. He has been a long standing board member with the Greater Toronto Marketing Alliance, the Toronto Financial Services Alliance, the Ottawa Partnership, the Waterloo Accelerator Centre, the Economic Development Council of Ontario, and the Innovation Systems Research Network. He is a member of the editorial board of the local economy journal, published by London Southbank University.

Vincent Cable MP
Shadow Chancellor
Liberal Democrats

Vincent Cable entered parliament at his fifth attempt in 1997, gaining his seat from the Conservatives. He was acting leader of the Liberal Democrats in 2007 before Nick Clegg was elected leader in December. Vincent is currently the Liberal Democrats' shadow chancellor and deputy leader. Vincent Cable read Natural Science and Economics at Fitzwilliam College, Cambridge University, where he was President of the Union, followed by a PhD at Glasgow University.

Vincent worked as treasury finance officer for the Kenya Government between 1966 and 1968. After lecturing at Glasgow University in economics he worked as a First Secretary in the diplomatic service in the Foreign and Commonwealth Office (1974-1976). He was then deputy director of the overseas development institute: this included a period working for the then secretary of state for trade and industry, John Smith MP, as a special advisor. From 1983 to 1990 Vincent worked as special advisor on Economic Affairs for the commonwealth secretary general, Sir Sonny Ramphal. From 1990 Vincent worked for Shell International and from 1995 was Shell's Chief Economist. He has also been head of the economic programme at Chatham House and since becoming an MP, has been appointed a fellow of Nuffield College, Oxford. Vincent Cable served as a Labour councillor in Glasgow between 1971 and 1974, and contested the Glasgow Hillhead Division in the 1970 General Election. Vincent joined the Social Democrat Party after its formation and went on to contest York for the SDP/Liberal Alliance in both the 1983 and 1987 General ElectionS.

In 1992 Vincent contested Twickenham for the Liberal Democrats squeezing the Conservative majority to just 6,121 and making Twickenham the most marginal Conservative/Liberal Democrats seat in the Capital. In 1997 Vincent Cable was first elected to parliament to represent Twickenham with a majority of 4,281.

His work on local issues includes: MRSA and hospital cleanliness; hospice funding and the Shooting Star children's Hospital; specialised nurses for chronic illnesses; and cancer screening. He has attempted to get the Greenwich Judgment repealed and has sought to rectify difficulties in the private finance initiative in schools (with the collapse of Jarvis). He has worked with residents' groups to secure tighter regulation of odour and river pollution by Thames Water at Mogden sewerage works. On transport, he has: asked many questions in parliament regarding night noise and numbers of flights at Heathrow; spoken at the Terminal 5 enquiry; and secured a debate to argue for greater weight for environmental factors in airport policy.

He chaired the All Party Police Group for 5 years and raised many police issues in parliament such as gun crime, and more recently the "knives destroy lives" campaign with the Victims of Crime Trust based in Twickenham; he also launched a probe into Feltham Young Offenders Institution, contributing to less over-crowding and improvements in education and medical treatment. He fought the closure of post offices, locally and nationally. Since becoming an MP he has been a member of the treasury select committee and he is the Liberal Democrats' Shadow Chancellor. He has spoken on many issues such as bank profits, personal debt, and Equitable Life and The Telegraph recently described him as "The Government's most trenchant economic critic". In March 2006 Vincent was elected by fellow MPs as deputy leader. He is also chair of the All Party Parliamentary Groups on Adoption, Pulmonary Hypertension, Police, and Victims of Crime and treasurer of the Internet Group.

Dr Mike Emmerich
Chief Executive
Commission for the New Economy

Mike Emmerich is the chief executive of the commission for the new economy, formerly Manchester Enterprises, the Economic Development Agency for Greater Manchester. Prior to joining ME, Mike held joint roles as director of the Institute for Political & Economic Governance (IPEG) and dean for External Affairs in the faculty of Humanities at The University of Manchester. Under his direction, IPEG developed a pivotal role in the interface between the University of Manchester and the world of policy and practice in local government and economic development, advising a variety of international, national and local bodies. Mike played a fundamental role in the establishment of a centre to undertake research into the economics of cities and regions

Mike pursued a career in the political and economic strategy sectors, at the Centre for Local Economic Strategies where he served as principal consultant and then deputy director from 1991 to 1996. Mike has extensive experience in economic development and regeneration, having worked as a civil servant at both the Prime Minister's office and HM Treasury. During his time as a senior policy adviser in Downing St. he specialised in local economic and social renewal, playing a key role in the 2001 Local Government White Paper and on reforms to planning laws. His experience as an adviser at the Treasury saw him, work on among other things the Chancellor's economic package for the Good Friday agreement in Northern Ireland. Originally from Manchester, Mike attended school in Wythenshawe and remained in the city until 1996 when he moved to London to join Ernst & Young as a management consultant. He returned to Manchester in 2002 to set up the Institute for Political & Economic Governance. Mike is also a Trustee of the Heritage Lottery Fund.

Janette Faherty
Chief Executive
Avanta

Janette Faherty is one of the UK's leading entrepreneurs. She is the CEO and shareholder of Avanta Enterprise Ltd, a leading nationwide employment, skills and enterprise company. Avanta, which brings together two specialist businesses; TNG and InBiz, has helped over 40,000 job seekers improve their skills, gain and sustain employment, and has supported the creation of over 23,000 businesses. Janette has a 'can do' approach to life, the business and its employees and inspires those around her to achieve, adapt and grow. She has created a working environment that enables people to develop. Janette was awarded Entrepreneur of the Year 2005 at the London Business Awards and was the sole UK honouree at the Sydney 2004 'Leading Women Entrepreneurs of the World' Awards. Janette dedicates her time to issues surrounding employment and enterprise through her work with advisory groups, Women in Management and Prowess. She is a member of the local Learning and Skills Council (LSC) and on regional LSC bodies. She is a regular and sought after speaker on entrepreneurship, management and women's development topics.

Dr Cathy Garner
Chief Executive
Manchester: Knowledge Capital

Dr Cathy Garner is currently chief executive of Manchester: Knowledge Capital – a city-wide partnership driving innovation and knowledge-based growth for the benefit of the citizens of Manchester. She has a background in international knowledge transfer, extensive experience of urban dynamics and regeneration, education and knowledge-based business development. In 2008 Cathy was appointed by the Secretary of State for Innovation, Universities and Skills to serve on the Strategic Advisory Board for Intellectual Property policy. From 2002 Cathy established an international charity to address the health needs of the global poor, through creative intellectual property solutions, working with the Rockefeller Foundation, international NGO's, multinational corporations and universities worldwide. She continues this work in a volunteer capacity.

Previously Cathy established and ran the Research and Enterprise Office at the University of Glasgow in Scotland. She led the establishment of the Scottish Institute for Enterprise and was a founder director of the Scottish North American Business Council. She is a member of the Association of University Technology Managers (AUTM) in the USA and served as their inaugural Vice President for International Relations. Her experience includes eight years of policy and research management in national social housing and regeneration agencies and an academic research career in school educational performance. She acts as an advisor in Canada and Japan on intellectual property and knowledge exchange and has served as a non-executive director on numerous public and private sector boards. She is a Fellow of the Royal Statistical Society.

Elinor Goodman
Former Political Editor, **Channel 4 News**
Board Member **Commission for Rural Communities**

Elinor Goodman was political editor of Channel Four News for nearly 20 years. She trained as a secretary and worked her way up through trade papers and the Financial Times. Since leaving Channel Four News three years ago, she has continued to broadcast on politics and the countryside. She is also a commissioner of the Commission for Rural Communities, reflecting her longstanding interest in the countryside which also led her to chair the independent Commission on Affordable Rural Housing.

Professor Mike Gregory CBE
Head of the Manufacturing & Management Division & Institute for Manufacturing
Cambridge University's Department of Engineering

Mike Gregory is head of the Manufacturing and Management Division of the University Engineering Department and of the Institute for Manufacturing (IfM). Following an early career in industry he was the founder member of the team which established the Manufacturing Engineering Tripos, a senior undergraduate programme covering, marketing, design, production, distribution and service and very close industrial involvement. Subsequent developments in research and industrial engagement reflected this broad view of manufacturing and led to the establishment of the IfM in 1998. Linking science, engineering, management and economics and integrating education, research and practice the IfM now has over 230 staff and research students and a further 100 undergraduate and Masters students. Mike Gregory's work continues to be closely linked with industry and government and he has published in the areas of manufacturing strategy, technology management, international manufacturing and manufacturing policy. He directs - with senior colleagues - the Institute's EPSRC Innovative Manufacturing Research Centre. External activities have included membership of various government and institutional committees including chairmanship of the general engineering panel of the 2001 Research Assessment Exercise. He served as executive director of the Cambridge MIT Institute from 2005-2008 and is currently Springer Visiting Professor at UC Berkeley. He also chairs the UK Manufacturing Professors Forum and is a member of the UK Government's Ministerial Advisory Group on Manufacturing

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Marianne Huggett
Programme Director, *Future of HR*
The Work Foundation

Marianne is an associate director at The Work Foundation. She has an human resources background gained with Shell International Petroleum Co. Ltd and is a Chartered Occupational Psychologist and accredited business coach. She is currently working on projects that span the human capital agenda, employee engagement and workforce modernisation, as well supporting management teams through significant change and restructuring.

Will Hutton
Executive Vice Chair
The Work Foundation

Will Hutton became Executive Vice Chair in August 2008. He began his career as a stockbroker and investment analyst, before working in BBC TV and radio as a producer and reporter. Prior to joining The Work Foundation, Will spent four years as editor in chief of the Observer and he continues to write a weekly column for the paper. Will has written several best-selling economic books including The World We're In, The State We're In, The State to Come, The Stakeholding Society and On The Edge with Anthony Giddens. In addition, he won the Political Journalist of the Year award in 1993. In 2004, Will was invited by the EU Commission to join a High-level Group on the mid-term review of the Lisbon strategy and he acted as rapporteur for the report. Other roles Will performs outside The Work Foundation include: Fellow at the London School of Economics; Honorary Fellow, Mansfield College, Oxford; visiting professor, Manchester University Business School and Bristol University and is a member of the Scott Trust. He is also a Fellow of the Sunningdale Institute. Will's latest book, The Writing on the Wall: China and the West in the 21st Century, was published in the UK in January 2007 by Little, Brown.

Alexandra Jones
Associate Director – Ideopolis
The Work Foundation

Alexandra Jones is an associate director at The Work Foundation where she runs the Ideopolis programme of research investigating how cities can be economically successful and sustainable in the knowledge economy. Building on the framework and 'nine drivers of success' developed by the Ideopolis team in the 2005-6 programme of research, Alexandra is directing the next phase of research, developing the concept of the Ideopolis, conducting further UK and international case studies, and investigating in more detail the impact of the knowledge economy on cities' economies and societies. As part of the Ideopolis programme Alexandra also works with cities and city-regions on bespoke projects, most recently with North Staffordshire and Sheffield City-Region.

At The Work Foundation Alexandra has previously managed large-scale projects working with a range of public and private sector clients on issues including public service reform, diversity and work-life balance, and human capital. She regularly speaks and writes about her work in the media (broadcast and print) and at conferences. Alexandra formerly worked as a Private Secretary for the Permanent Secretary at the former Department for Education and Skills and as a Researcher at the Institute for Public Policy Research.

David Kester
Chief Executive Officer
Design Council

David was appointed chief executive of the Design Council in May 2003. He has refocused the organisation as the national strategic body for design, leading central government policies and regional programmes that strengthen competitiveness, drive innovation and support growth in the creative economy. A new business programme, Designing Demand, has helped over 1,500 UK firms to compete more effectively by strengthening design capabilities across senior management teams. A new social enterprise, Designs of the Times, has supported local communities to deliver new and innovative local services. Other successes have included agreeing a National Design Skills Plan with employers and government, including rolling out a design mark for schools and establishing new universities centres linking business, design and technology. Prior to the Design Council, David has held senior leadership roles within business, design and the environmental sector including nine years as Chief Executive of D&AD and four years at the pressure group Friends of the Earth. His tenure at the design and advertising organisation, D&AD, is associated with a turnaround in performance and reputation, including internationalising its award scheme and building its education programmes. He is a council member of the Royal College Of Art and The Royal Society Of Arts, a trustee of the Kingston Rose Theatre, board member of the Design Business Association and regular commentator and advisor to government on the creative economy, enterprise and innovation.

Paul Lovejoy
Executive Director of Strategy and Communications
South East England Development Agency (SEEDA)

Paul Lovejoy is SEEDA's executive director, Strategy and Communications and in this role is responsible for leading the development and implementation of the Regional Economic Strategy for South East England. He joined SEEDA in 2000 from Hampshire Training and Enterprise Council where, as partnerships director, he led a range of innovative economic development and regeneration initiatives across the County. Paul has worked in the field of economic development for 25 years, with initial spells in local authorities and the West Midlands Enterprise Board followed by 5 years as a director of GHK, establishing and building a UK consultancy business for this international consultancy practice.

Moray MacLennan
Chief Executive, **M&C Saatchi**
President, **Institute of Practitioners in Advertising**

Moray began in advertising as a graduate trainee at Saatchi & Saatchi in 1983, having studied law at Christs College Cambridge. Whilst at Saatchi & Saatchi he was a worldwide board account director across a range of major national and international accounts. He was made managing director in 1993. He left the agency with Maurice and Charles in 1995 to help found M&C Saatchi as chief executive, UK. Moray is currently CEO Worldwide of M&C Saatchi and is responsible for 17 offices around the world. He was elected IPA President in April 2007.

Michelle Mahdon
Programme Director Health and Well-Being
The Work Foundation

Since joining The Work Foundation in 2005, Michelle has specialised in health and well-being issues in the workplace and has been responsible for some of The Work Foundation's – and therefore the UK's - leading edge research in the field. Michelle is a registered Chartered Psychologist, with an MSc and a PhD in Economic Psychology. Her in-depth applications of both quantitative and qualitative techniques - and effective combination of the two - have informed 'The Work Foundation's work on healthy organisations, the relationship of good work to performance and the cost of illness.

She brings to her work in public, corporate and third sector organisations a particular speciality: drawing effective policy implications and outcomes for employers from applied research in studies such as the impact of industry closure on workers' social and psychological well-being. She has also investigated organisational attitudes to improving job quality. Michelle regularly speaks on behalf of TWF on topics such as, mental health and well-being for the future of the workplace, Employer responsibility for job quality and managing absence: health and wellbeing.

Michelle is a registered Chartered Psychologist, with an MSc and a PhD in Economic Psychology. A member of British Psychological Society, she is Honorary Researcher at University of Exeter. Michelle has published internationally in areas of policy studies, economic psychology, and workplace health.

Geoff Mulgan
Director
Young Foundation

Since late 2004 Geoff Mulgan has been director of the Young Foundation. Under Michael Young, the foundation initiated dozens of new organisations and initiatives including the Open University and Which, patient-led healthcare and schools for social entrepreneurs. With a staff of over 60 the Young Foundation now combines research, practical projects in dozens of localities, creating new enterprises in the public, private and third sectors, and coordinating a global network of organisations engaged in social innovation. Between 1997 and 2004 Geoff worked in various roles in the UK government including director of the Government's Strategy Unit and head of policy in the Prime Minister's office.

Before that he was the founder and director of the think-tank Demos and chief adviser to Gordon Brown MP. Geoff has advised many governments around the world and is a part time adviser to Australian Prime Minister Kevin Rudd; a visiting professor at LSE, UCL, Melbourne University and the China Executive Leadership Academy; on the boards of the Work Foundation and the Design Council; and chair of Involve and of the Carnegie Inquiry into the Future of Civil Society. His most recent books are *The Art of Public Strategy*' (Oxford University Press, 2009) and *Good and Bad Power: the Ideals and Betrayals of Government* (Allen Lane, 2006).

Pat Pegg Jones
Programme Director, *Health and Well-Being*
The Work Foundation

Pat Pegg Jones is an organisation development consultant whose career has encompassed development of people at work with improving organisational performance. Since joining the Work Foundation in 2007, Pat has worked on organisational projects around Good Work culture, the role of management in safe and healthy organisations, and collaboration for high performance, with BP, EDF, GlaxoSmithKline and the Department of Health. Pat has worked throughout Europe and in the US. Her expertise includes change management, in particular planning and implementing strategies for organisations going through planned or involuntary changes. Her experiences with Large Group Interventions (LGIs) shape her approach to involving, informing, educating, and preparing staff as early as possible in planning and implementing changes and she has run LGIs in corporate, government and public consultation contexts.

She was a member of Shell UK's respected Organisation Development and Change Support Unit and Hoffman-LaRoche's Organisational and Management Development Team in Nutley New Jersey. At the World Food Programme (UN) Pat served as expert consultant in change management to the project team responsible for improving on a global scale their working environment and job satisfaction. Since 1987 Pat has been an affiliate consultant of Peter Block's Designed Learning Inc, a US organisation reknowned for its values-based approaches to consulting, the culture of accountability and empowerment. Pat has an MA, and MSc from LSE, and is a Fellow of the RSA and a member of the Society of Authors.

Her publications include '*Using Psychosocial Counselling Techniques in Primary Health Care'*, and 'People*, Projects and Change: Practical Tools for Managing Change Projects*'.

Vicky Pryce
Chief Economics Adviser
Department for Business, Enterprise and Regulatory Reform

Vicky is the chief economic adviser: director general, economics member Head of Profession for the Economists in the Department for Business, Enterprise and Regulatory Reform (BERR); and in charge of the central Strategic Policy Analysis Group. Responsible for the analytical output of some 155 economists, statisticians, operational researchers and social scientists in the Department, in charge of ensuring policy is developed using the right evidence. Wider corporate responsibilities include being the Sustainability Champion in BERR. Vicky is also joint head of the Government Economic Service which comprises of some 1500 economists in Whitehall. Vicky was recently elected a Fellow of the Society of Business Economists and was on the Board of Trustees at the RSA until October 2008 - Vicky now sits on the Advisory Council at the RSA.

She is on the Council of the University of Kent and was recently invited to be a Visiting Fellow at Nuffield College, Oxford. Vicky is a member of the International Advisory Board of British American Business Inc (BABI); and sits on the Advisory Board for the Centre for International Business and Management (CIBAM) at the Judge Institute at Cambridge University; the Research Advisory Board at the Association of British Insurers (ABI); and the Standing Advisory Group of the Financial Reporting Review Panel (FRRP). She has also been elected as the Second Warden Elect of the Worshipful Company of Management Consultants. Vicky was previously a partner at London Economics, and chief economist, and then for 11 years partner at the accountancy and consultancy firm KPMG, where her role included at various stages being partner in charge of strategic consulting and also Head of International Privatisations, which involved her in considerable work in Eastern Europe, China, India, the Middle East and Africa. Before that, she was corporate economist at ESSO Europe and chief economist at Williams and Glyn's Bank, later the Royal Bank of Scotland. She was also involved in the setting up of Good Corporation, a company formed to promote Corporate Social Responsibility.

Penny Tamkin
Programme Director – Leadership
The Work Foundation

Penny is programme director of Management and Leadership Research and joined The Work Foundation in 2007. Penny has more than 20 years experience in HR issues and, before joining The Work Foundation undertook a wide range of research assignments for policy makers, employer bodies and individual employers. Penny has considerable experience of researching management and leadership issues including the importance of management capability and its measurement; the impact of skills and development on individuals and organisations; and wider human capital investment and its link to business performance. Penny is currently managing a large scale, three year project exploring the characteristics that associate leadership with high performance.

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