



CSCLeaders

Essential Information

16-24 March 2013

CSCLeaders is delivered by a partnership between Common Purpose and
HRH The Duke of Edinburgh's Commonwealth Study Conference (UK Fund).



HRH the Duke of Edinburgh's
Commonwealth Study Conferences

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Welcome

Dear Participant

We trust you are prepared and excited about participating in **CSCLeaders**! We have an incredible group of over 100 leaders from diverse sectors and industries, representing nearly 30 countries across the world. We are delighted that you are one of them and we look forward to working with you.

This pack provides you with essential information about what you will be doing at **CSCLeaders 2013**, which will give you a feel for the experience. We will provide copies of this at the conference so you do not need to bring this with you.

As you will see, the week is very busy; it will be an intense learning experience and an incredibly rewarding and enjoyable one too.

We look forward to meeting you on Saturday 16 March!

Kind regards

Claire Piela
Marketing Manager, **CSCLeaders**

Agenda

**Saturday
16 March**

**Venue: Park
Plaza Hotel,
Westminster**

| Time | Activity |
|-------------|-----------------|
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| 13.00 | Arrival and registration at Park Plaza Hotel |
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| 14.00 | Welcome to CSCLeaders |
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| 14.30 | Introductions <i>An opportunity to find out more about who else is in the group.</i> |
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| 15.15 | How will we work together? (1) <i>Introduction to the Common Purpose Conventions</i> |
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| 16.00 | Break |
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| 16.30 | How will we work together? (2) <i>Exploring different views</i> |
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| 17.30 | Leadership and Cultural Identify <i>Speaker: Jon Williams, World News Editor, BBC</i> |
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| 18.15 | Review of the afternoon |
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| 18.30 | Check into rooms at Park Plaza Hotel |
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| 19.00 | Travel to Lancaster House by coach and Security Check In |
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| 19.30 | Reception and dinner at Lancaster House |
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*Welcome: Lord Green, Minister of State for Trade and Investment, UK
HE Kamallesh Sharma, Secretary General of the Commonwealth*

After dinner speaker: Baroness Onora O'Neill, Philosopher

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| 22.00 | Depart on coaches to Park Plaza Hotel |
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Agenda

**Sunday
17 March**

**Venue: PwC
7 More
London
Riverside**

| Time | Activity |
|-------------|---|
| 07.00 | Breakfast at Park Plaza Hotel |
| 08.00 | Coaches to PwC, 7 More London Riverside |
| 09.00 | Briefing for the day |
| 09.30 | The Global Challenge <i>Speaker: Will Day, Sustainability advisor to PwC</i> |
| 11.00 | Break |
| 11.30 | Introduction to the CSCLeaders 2013 Challenge <i>'How do people from communities which have spread across the world become bridge-makers in the global networks of the future?'</i> <i>Speaker: Professor Michael Keith, Centre Director, ESRC Centre on Migration, Policy and Society (COMPAS), University of Oxford</i> |
| 12.15 | Group Discussion <i>An opportunity to discuss the issues outlined by Will Day and Professor Michael Keith</i> |
| 13.00 | Lunch |
| 14.00 | How Innovators Work? <i>Speaker: Martin Kalungu-Banda, Co-chair, CSCLeaders</i> |
| 15.00 | Review of the learning from Stakeholder Interviews |
| 15.45 | Break |
| 16.15 | Global Leadership <i>Speaker: Jeremy Stafford, Regional CEO, UK and Europe, Serco</i> |
| 17.00 | Group Discussion |
| 17.30 | CSCLeaders for Students Conference <i>A perspective from conference participants.</i> |
| 18.00 | Review of the day |
| 18.30 | Free time |
| 19.30 | Evening drinks at PwC More London |

Agenda

20.00 **Dinner at PwC More London**
After dinner speaker: Mike Brearley, former England Cricket Captain

22.00 **Depart on coaches to Park Plaza Hotel**

Agenda

**Monday
18 March**

**Venue: PwC
7 More
London
Riverside**

Time Activity

07.00 **Breakfast at Park Plaza Hotel**

08.00 **Coaches to PwC, 7 More London Riverside**

09.00 **Briefing for the day**

09.30 **Masterclasses (Session 1)**

Speakers:

- *Dr Catherine Cameron, Director, Agulhas: Applied Knowledge (Theme: Environment)*
- *Professor Dame Sally Davies, Chief Medical Officer & Chief Scientific Officer, Department of Health (Theme: Health)*
- *James Emmett, Global Head of Trade, HSBC (Theme: Trade)*
- *Lord Falconer, House of Lords (Theme: Legal Framework)*
- *Albert Tucker, Director, Social Business Network (Theme: Sustainable Business)*
- *Rob Whiteman, Chief Executive, UK Border Agency (Theme: Borders)*

10.30 **Break**

11.00 **Masterclasses (Session 2)**

Speakers and themes – see above

12.00 **Preparation for Study Tours**

13.00 **Lunch**

14.00 **Depart in coaches to St James's Palace**

15.00 **Royal Reception at St James's Palace**

Speakers: *HRH The Duke of Edinburgh*

HRH The Princess Royal

Alan Parker, Chair, Commonwealth Study Conferences UK

HRH The Duke of Kent will also be attending.

17.00 **Depart St James's Palace by coach for Study Tours - dinner will be provided en route**

Agenda

Study Tours

Tuesday 19 March – Thursday 21 March

During the 2.5 days participants will attend a Study Tour in one of the following cities; Belfast, London, Glasgow, Bradford or Manchester. A separate Study Tour agenda will be provided on arrival in London.

**Thursday
21 March**

**Venue:
Oxford
Colleges**

| Time | Activity |
|-------------|--|
| 18.30 | Arrive at Oxford University. Accommodation will be provided at Trinity, Balliol and Wadham Colleges |
| 19.00 | Dinner in Colleges |

Agenda

Friday 22
March

Venue:
Rhodes
House,
Oxford

Time **Activity**

07.30 **Breakfast in College**

08.20 **Arrival at Rhodes House**

08.30 **Briefing for the day**

09.00 **Study Tours preparation of presentations**

10.00 **Break**

10.30 **Presentations from Study Tours**

11.30 **Reflection on the challenge**

12.45 **Development of ideas to meet the challenge**

13.15 **Lunch**

14.00 **Pitching initial ideas**

15.00 **The 7 R's of Prototyping**
Speaker: Martin Kalungu Banda, Co-Chair, CSCLeaders

15.30 **Development of ideas**

17.30 **Review of the day**

18.15 **Free time**

19.30 **Informal dinner at Wadham College**

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Agenda

**Saturday
23 March**

**Venue:
Examination
Schools,
Oxford**

Time Activity

07.30 **Breakfast in College**

08.20 **Arrival at Examination Schools**

08.30 **Briefing for the day**

09.00 **Refine ideas and create presentations**

12.30 **Lunch**

13.30 **Refine presentations**

14.00 **Presentations to the panel of judges**

Margaret Mountford, Non-Executive Director and Chair of Judging Panel

Chris Mathias, CEO, Arbor Ventures

Julia Middleton, CEO, Common Purpose Charitable Trust

16.15 **Break**

16.45 **What have we learnt?**

Participants debrief

17.15 **Next Steps**

17.45 **Leadership and Cultural Intelligence**

Speaker: Mohammed Sharaf, Group CEO, DP World

18.45 **Break**

19.30 **Final Dinner at Balliol College.**

Hosted by Alan Parker, Chair, Commonwealth Study Conferences UK

Attended by HRH The Duke of Kent

Agenda

**Sunday
24 March**

**Venue:
Oxford
Colleges**

| Time | Activity |
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| 07.30 | Breakfast in Colleges |
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| 09.30 | Depart |
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Speaker Biographies

Jon Williams, World News Editor, BBC

Jon Williams is the World News Editor for the BBC, leading its operations in 41 bureaux around the world, responsible for the reporting of the biggest global stories across, radio, tv and online. Most recently, these have included the protests across the Middle East & North Africa, the wars in Afghanistan and Iraq as well as the 2008 US Presidential Election & the Beijing Olympics. Under his leadership in 2007, the BBC's coverage of the Israel-Lebanon War won the prestigious international Emmy Award - the top global prize for international reporting.

Prior to his appointment in 2006, Jon was the UK News Editor, running the BBC's domestic coverage, including the 2005 British General Election and the July 7th bomb attacks in London. Between 2001 and 2003, he was the deputy editor of the UK's most watched TV News programme, the BBC Six O'Clock News.

Jon joined the BBC as a graduate trainee and was previously become editor of the BBC's regional news programme, "Look North" based in Leeds. In 1996 he left the BBC to launch Channel 5 News, before returning four years later.

Born in Liverpool in 1966, Jon studied politics and modern history at Manchester University.

Speaker Biographies

Lord Green, Minister of State for Trade and Investment, UK

Lord Green was appointed Minister of State for Trade and Investment on 11 January 2011.

Lord Green began his career with the British Government's Ministry of Overseas Development. In 1977, he joined McKinsey & Co Inc, management consultants, with whom he undertook assignments in Europe, North America and the Middle East.

He joined The Hongkong and Shanghai Banking Corporation Limited in 1982 with responsibility for corporate planning activities, and, in 1985, was put in charge of the development of the bank's global treasury operations. In 1992, he became Group Treasurer of HSBC Holdings plc, with responsibility for the HSBC Group's treasury and capital markets businesses globally.

In March 1998, he was appointed to the Board of HSBC Holdings plc as Executive Director, Investment Banking and Markets responsible for the investment banking, private banking and asset management activities of the Group. He assumed additional responsibility for the Group's corporate banking business in May 2002. He became Group Chief Executive on 1 June 2003 and Group Chairman on 26 May 2006. He was a director of HSBC Bank plc, The Hongkong and Shanghai Banking Corporation Limited and of HSBC North America Holdings Inc.

Lord Green became Chairman of the British Bankers' Association in November 2006.

Stephen Green is married with two daughters.

Responsibilities

- FCO relations with British Business
- Commercial Economic Diplomacy Department
- Economics Unit
- UK Trade and Investment (joint Minister with Dept. for Business, Innovation and Skills)
- Export Credits Guarantee Department (ECGD)
- Spokesman for the Government on trade and investment issues in the House of Lords
- Business policy

Speaker Biographies

Kamalesh Sharma, Secretary General of the Commonwealth

Kamalesh Sharma, an Indian diplomat, took office as Commonwealth Secretary-General in 2008 having been appointed by Commonwealth Heads of Government at their meeting in Kampala, Uganda, in November 2007. Since 2009 he has been Chancellor of Queen's University, Belfast, United Kingdom.

Mr Sharma previously served as India's High Commissioner to the United Kingdom, where he was closely involved in Commonwealth activities serving on the Board of Governors of both the Commonwealth Secretariat and Commonwealth Foundation.

From 2002 to 2004, Mr Sharma served as the Special Representative of the United Nations Secretary-General to Timor Leste, with the rank of Under Secretary-General. He was responsible for helping to build up a newly independent Timor Leste by strengthening internal security and public administration, including justice, financial administration, policing and protection of human rights.

From 1988 to 1990, Mr Sharma served as India's Ambassador and Permanent Representative to the United Nations in Geneva, where he acted as the spokesperson for developing countries in the UN Conference on Trade and Development (UNCTAD) during the Uruguay Round of multilateral trade talks. During his tenure as Ambassador and the Indian Permanent Representative to the United Nations in New York, from 1997 to 2002, Mr Sharma chaired the Working Group on Financing for Development, which led to the Monterrey Consensus.

In the late 1990s, he was closely engaged in the process which led to the formulation and adoption of the Millennium Development Goals. Mr Sharma's special interests lie in the empowerment of young people, the advancement of women's rights, the challenge of poverty eradication and economic growth.

Speaker Biographies

Baroness Onora O'Neill, Philosopher

Onora O'Neill combines writing in political philosophy and ethics with a range of public activities. She comes from Northern Ireland and has worked mainly in Britain and the US. She was Principal of Newnham College, Cambridge from 1992-2006, President of the British Academy from 2005-9, chaired the Nuffield Foundation from 1998-2010, has been a crossbench member of the House of Lords since 2000 (Baroness O'Neill of Bengarve). She currently chairs the Equality and Human Rights Commission. She lectures and writes on, justice and ethics, on accountability and trust, on justice and borders, as well as on the future of universities, the quality of legislation and the ethics of communication, including media ethics.

Speaker Biographies

Will Day, Thought Leader, Sustainability and Advisor to PwC

Will is Sustainability Advisor to PwC, and Senior Associate of the University of Cambridge Programme for Sustainability Leadership (CPSL). In addition, he is Chairman of Water and Sanitation for the Urban Poor (WSUP), a non-profit company bringing together private sector and NGO member organisations to pursue the Millennium Development goal for water and sanitation in the poorest parts of the world. He is a member of the Council of Ambassadors of WWF (UK), the Advisory Board of the ICAEW, and the CR Panel of British Land.

Until March 2011, he was Chairman of the Sustainable Development Commission, the UK government's independent advisory body. He has been Chairman of the BBC Children in Need Appeal, the largest grant giver for disadvantaged children in the UK, and was an independent assessor for the public appointments process of the Department of Culture, Media and Sport (DCMS). He was a Special Advisor to the United Nations Development Programme (UNDP) between 2004 and 2009, and UK Commissioner on the Ramphal Commission on Migration and Development in 2010/11. Until October 2012, he was Trustee, and interim Chairman, of the Overseas Development Institute (ODI).

He spent twenty years working with a range of relief and development NGOs (Save the Children, OXFAM, Opportunity Trust and CARE International) in Uganda, Kenya, Ethiopia, Sudan and Somalia. He was involved in the establishment of Comic Relief, a fundraising and grant making organisation, and as its first Grants Director was responsible for setting up its grants programme for Africa. As well as involvement in the production of Comic Relief's television and radio documentaries, he spent time as a producer and presenter for the BBC World Service for Africa.

Speaker Biographies

Professor Michael Keith, Centre Director, ESRC Centre on Migration, Policy and Society (COMPAS), University of Oxford

Michael Keith is Director of the Centre on Migration, Policy and Society (COMPAS) and holds a personal chair in the Department of Anthropology at the University of Oxford. His research interests focus on the interface between culture, urbanism and migration.

Michael was formerly Professor of Sociology, Head of Department and Director of the Centre for Urban and Community Research (CUCR) at Goldsmiths College, University of London. He has also been a politician in the East End of London for twenty years and was at various times leader of the Council in Tower Hamlets, chair of the Thames Gateway London Partnership (2000-2006) and Commissioner on the National Commission on Integration and Cohesion (2006-07).

Speaker Biographies

Jeremy Stafford, Regional CEO, UK and Europe, Serco

Jeremy has over 25 years of experience in the service industry. He joined Serco in 2009 as the Managing Director of Home Affairs, and was then appointed Chief Executive of Serco Civil Government in June 2011. He became Chief Executive of Serco UK & Europe in March 2012. His current responsibilities include all the services that Serco delivers in the region including Transport, Justice, Immigration, Health and frontline services to local Government. Jeremy is also Chairman of the Boards of Northern Rail and Merseyrail.

Prior to joining Serco, Jeremy was CEO of Phoenix IT Group plc, which delivers IT services. Before that, he spent 15 years at BT Group in a variety of roles including Managing Director Government Services and before that was the Director Customer Relationship Management Solutions. During this time Jeremy also worked as a Non-Executive Director an internet recruitment company.

Jeremy began his career at British Airways in the Marketing department, and also has worked as a strategic and marketing consultant, advising clients such as Whitbread and Harvey Nichols.

Jeremy has a first class degree from the University of Manchester Institute of Science and Technology. He lives in Buckinghamshire with his wife, Pat, and their three children.

Speaker Biographies

Mike Brearley, former England Cricket Captain

Born in 1942, I was educated at City of London School, St Johns College Cambridge, and the University of California at Irvine. In my first degree I read Classics and Moral Sciences, and went on to be a university lecturer in philosophy, from 1968-71, at The University of Newcastle upon Tyne.

Having played cricket professionally for a short time in the early 1960s, I returned to this as a full time player in 1971, captaining Middlesex County Cricket Club for twelve years, and playing for England in 39 Tests, 31 as captain. I wrote four books on cricket, including in 1985 The Art of Captaincy.

During my playing days, I worked for two winters as a Nursing Assistant at a clinic for disturbed adolescents; and started training as a psychoanalyst. I qualified as such in 1985. Since 1982, I have been a part-time school counsellor, an occasional cricket journalist, and have given talks on subjects such as leadership and motivation to executives. But my main work has been, and now almost exclusively is, as a psychoanalyst in private practice, along with some teaching and supervision.

In 1984 I was given an Honorary Doctorate in Civil Law at the University of Newcastle upon Tyne. In 1995 I was elected an Honorary Fellow at the University of Lancaster, and received Hon Doctorates from that University, as well as from Oxford Brookes University. Since 1997, I have been an Honorary Fellow of St Johns College Cambridge. I was President of MCC in 2007-8, and President of the Institute of Psychoanalysis from 2008-2010, where I am now Chair of the Section for the Application of Psychoanalysis. I am also Chair of MCC's World Cricket Committee.

Speaker Biographies

Dr Catherine Cameron, Visiting Fellow, University of Oxford, Smith School of Enterprise and Environment and Director, Agulhas: Applied Knowledge

Catherine is a sustainability practitioner, with a particular focus on responding to climate disruption, having been a member of the core team that produced the Stern Review of the Economics of Climate Change in 2006. She has led teams working for the public, private and NFP sectors to deliver change. Clients range from the Asian Development Bank, the Commonwealth Secretariat, Marks & Spencer and UNICEF.

She has held a number of Board and Advisory Board positions including currently for the Sustainable Aviation consortium and Acid Survivors Trust International. She is a regular speaker, chair and commentator, including at the recent Green Growth conference at Chatham House.

Her current interests include rethinking growth given resource constraints, a futures programme on stranded assets and the critical role of behaviour change. She has worked in over 45 countries in Asia, Africa, Latin America & the Caribbean, including 31 Commonwealth countries.

Speaker Biographies

Professor Dame Sally Davies, Chief Medical Officer & Chief Scientific Officer, Department of Health

Dame Sally became Chief Medical Officer for England and Chief Medical Advisor to the UK Government on 3 March 2010. She retains responsibility for Research and Development, and is the Chief Scientific Adviser for the Department of Health.

Dame Sally is independent advisor to the Government on medical matters, with particular responsibilities regarding Public Health. She provides professional leadership for Directors of Public Health and will lead a public health professional network for those responsible for public health services. She is professional head of the Department's medical staff and head of the Medical Civil service

Sally has been actively involved in NHS R&D from its establishment and founded the National Institute for Health Research (NIHR) with a budget of £1 billion.

Sally has led UK delegations to WHO summits and forums since 2004 and has played an active role on numerous international committees including WHO Global Advisory Committee on Health Research (ACHR). She has advised many others on research strategy.

Her own research interests focused on sickle cell disease.

Speaker Biographies

James Emmett, Global Head of Trade, HSBC

James is responsible for HSBC's global trade and receivables finance business, which provides customers, from SMEs to multinationals, with the financing and risk mitigation solutions they need to meet their international and domestic trade requirements. These include products which finance the supply chain end-to-end, from raw materials – to manufacturing and shipment - to discounting and collecting invoices, across more than 60 countries. James joined HSBC 18 years ago and has held a variety of roles in Trade Finance, Commercial Banking, Retail Banking and Strategy, in Asia-Pacific, Europe, the Middle East and North America.

James is married with two children and graduated from Cambridge University with a degree in History and holds a BSC in Banking and Finance.

Speaker Biographies

Lord Falconer, House of Lords

Lord Falconer is a lawyer in private practice. He is the Chair of the Globe Theatre, Amicus Horizon Housing Association, and the Sage Arts Centre, Gateshead.

He was Lord Chancellor and Secretary of State for Justice in the Blair Government. He Chaired the Commission on Assisted Dying, and is a Labour member of the House of Lords

Speaker Biographies

Albert Tucker, Director, Social Business Network

Albert Tucker is a Director of the Social Business Network and an independent consultant. He is a key figure in the fairtrade movement and an active global player in community regeneration and sustainable development. A trusted advocate for poor small scale farmers in global trade and policy, he has a strong track record in leading and building successful social enterprises, working to multiple bottom lines e.g. Cafedirect, Divine Chocolate, and Twin Trading. He has a long track record of community organising and leadership globally. He is a board member of Common Purpose and a number of other enterprises and organisations.

He has had a strong track record with leading charitable development funders, in particular - City Parochial Foundation, Comic Relief and BIG Lottery - supporting UK and International community development, as well as over 20 years experience of Senior Management roles in the public and private sector. He has an MA in Social Policy and Administration.

Speaker Biographies

Rob Whiteman, Chief Executive, UK Border Agency

Rob Whiteman is the Chief Executive for the UK Border Agency. He was previously Managing Director of Local Government Improvement & Development (LGID), formerly the Improvement & Development Agency (IDeA). Rob's role was to work with leading edge local councils, accelerate the pace of improvement for all authorities and ensure the development of local government to meet its challenges. In April 2010 Rob was appointed by the Secretary of State for Communities & Local Government to advise on emergency actions in relation to Doncaster Metropolitan Borough Council.

From 2005 to 2010 Rob was Chief Executive of the London Borough of Barking and Dagenham where the Council made swift improvement from 2 stars to the dual top rating of 4 stars with 'improving strongly' direction of travel which was recognized by several awards including in 2008 the Most Improved Council of the Year and Beacon status for Tackling Climate Change.

Rob is a well known commentator and Local Government Chronicle (LGC) named him as one of the ten most influential people in British local government. He has worked extensively in with the British Civil Service, for example carrying out the Capability Review of the Department of Health and being a non-executive board member of the Department of Energy and Climate Change (DECC).

Rob started his management career at WH Smith plc and is an accountant by profession who worked at several boroughs including London Borough of Camden and London Borough of Lewisham as Deputy Chief Executive where he led the introduction of the country's first Young Mayor.

Speaker Biographies

HRH Princess Royal

The Princess Royal, the second child and only daughter of Her Majesty The Queen and His Royal Highness The Duke of Edinburgh, was born at Clarence House, London, on 15 August 1950, when her mother was Princess Elizabeth, heir presumptive to the throne. She was baptised Anne Elizabeth Alice Louise at Buckingham Palace on 21 October. She received the title Princess Royal from Her Majesty The Queen in June 1987; until then she was known as Her Royal Highness Princess Anne.

Her Royal Highness began to undertake public engagements alone when she was eighteen. She flew her personal standard for the first time in 1969. Her first State Visit was in May the same year, when she accompanied Her Majesty The Queen and His Royal Highness The Duke of Edinburgh to Austria.

The Princess Royal's work with the Save the Children Fund, of which she has been President since 1970, has given her great insight into the needs of children worldwide. She has travelled extensively with the Fund in many parts of the world. She also serves as President of the Register of Engineers for Disaster Relief.

The Princess Royal is President or Patron of some 320 organisations. She is also Commandant-in-Chief of the St John Ambulance (Youth), Colonel-in-Chief of The King's Royal Hussars, The Royal Corps of Signals, The Royal Logistic Corps and The Royal Army Veterinary Corps. She is also Colonel of The Blues and Royals (Royal Horse Guards and 1st Dragoons) and Royal Colonel, The Royal Scots Borderers, 1st Battalion The Royal Regiment of Scotland, and Royal Colonel, 52nd Lowland, 6th Battalion, The Royal Regiment of Scotland (TA), Chief Commandant for Women in the Royal Navy, Commandant-in-Chief of The First Aid Nursing Yeomanry (The Princess Royal's Volunteers Corps), Honorary Air Commodore, Royal Air Force Brize Norton and Colonel in Chief of a number of Canadian, Australian and New Zealand Regiments. She was elected as Chancellor of the University of London in 1981 in succession to her grandmother, Her Majesty Queen Elizabeth The Queen Mother, and is a past Master of a number of City Livery Companies.

The Princess Royal has ridden all her life and she soon proved herself an expert horsewoman. In September 1971 she won the individual European Three-Day Event Championship at Burghley, and was nominated Sportswoman of the Year by the Sports Writers' Association. She was voted the BBC's Sports Personality of 1971.

In 1973 The Princess was a member of the British team in the European Three-Day Event Championships at Kiev in the Soviet Union. Two years later, in the same contest in Germany, she won silver medals as an individual competitor and as a team member. The Princess also competed in the 1976 Montreal Olympic Games as a member of the British Three-Day Event team.

Speaker Biographies

HRH Princess Royal

Cont...

In 1986 The Princess Royal succeeded her father as President of the International Equestrian Federation (FEI), a post which she has since relinquished. After five years as President of the British Olympic Association she was elected to the International Olympic Committee in 1988. Her Royal Highness was closely involved with the organisation and planning of the London 2012 Olympics. She has been President of the Riding for the Disabled Association since 1969 and the Royal Yachting Association since 1987.

Her Royal Highness is married to Vice Admiral Sir Tim Laurence and has two children, Peter and Zara from her first marriage – both of whom are alumni of Gordonstoun.

In 1974 The Princess Royal was appointed GCVO and in 1987 was made a Fellow of the Royal Society. In 1994 Her Majesty The Queen appointed The Princess a Knight of the Most Noble Order of The Garter and she was invested in the Order of the Thistle in June 2001 in recognition of her extensive charity work in Scotland. Her Royal Highness's programme of engagements is essentially in support of her many charities, and she also travels abroad extensively undertaking Foreign and Commonwealth Office, Olympic and Charitable engagements.

Speaker Biographies

Alan Parker, Chair, Commonwealth Study Conferences UK

Alan Parker is Chairman of Brunswick Group LLP, the leading international financial and corporate communications firm which he founded in 1987. Since then, Brunswick has grown organically into an international firm of more than 90 Partners with offices in London, New York, Paris, Frankfurt, Milan, Stockholm, Brazil, Dubai, Abu Dhabi, Hong Kong, Beijing, Shanghai, Johannesburg, Sao Paulo, Brussels, Berlin, Munich, Vienna, Washington DC and Dallas/Fort Worth.

Brunswick is ranked in first place for M&A communications advisers in the UK, EU, US and Asia. Alan has worked on a wide range of assignments, acts as senior consultant on many of the firm's retained accounts and takes an active role in special project work.

Alan has established a number of sister companies to Brunswick, including MerchantCantos, a design agency and online provider of corporate and financial video communications; Trinity, which coaches executives on presentation skills; and Brunswick Arts, the leading public relations agency for arts and cultural institutions.

Alan is a UK Business Ambassador, a Global Ambassador for the School of African and Oriental Studies, Chairman of HRH The Duke of Edinburgh's Commonwealth Study Conferences and Chairman of Save the Children UK, the international children's charity. He was the founder and Vice-Chairman of China Now, a nationwide festival in the UK in 2008 celebrating Chinese arts and culture designed to strengthen understanding and relationships between the UK and China. He is also Chairman of the reciprocal event, UK Now, held in China in 2012. Brunswick also hosts a number of charities in its office, such as PilotLight, Jo's Trust, Funding Network, House of Illustration and We Are What We Do.

Speaker Biographies

HRH Duke of Kent

Born in 1935, The Duke of Kent is the son of the late Prince George, fourth son of King George V, and the late Princess Marina, daughter of Prince Nicholas of Greece. He is first cousin to both The Queen and The Duke of Edinburgh. The present Duke of Kent inherited his title following the early death of his father in 1942.

The Duke's schooling began at Ludgrove preparatory school in Berkshire (where, more recently, Prince Harry was also a pupil). He later went on to Eton and then Le Rosey in Switzerland. At Eton he enjoyed rowing and skiing, (later captaining his regimental ski team in the Army championships.)

After school he entered Sandhurst, where he won the Sir James Moncrieff Grierson prize for foreign languages and qualified as an interpreter of French.

The Duke of Kent graduated from Sandhurst in 1955 as a Second Lieutenant in the Royal Scots Greys. He then served with his regiment at home and overseas in a military career that spanned 21 years. Following a tour in Hong Kong in 1962-63, he attended the Army staff course in 1966 and then served on the staff in Eastern Command. In 1970 he commanded a squadron of his regiment serving in Cyprus as part of the United Nations force. The Duke retired from the Army in 1976 with the rank of Lieutenant-Colonel. He was subsequently promoted to Field Marshal in June 1993.

He retains close links to the Army and holds a number of senior appointments. He is Colonel of the Scots Guards, Colonel-in-Chief of the Royal Regiment of Fusiliers, Royal Colonel of 1st Battalion The Rifles, and Colonel-in-Chief of the Lorne Scots Regiment (Peel, Dufferin and Halton Regiment) - in Canada. He is also Deputy Colonel-in-Chief of the Royal Scots Dragoon Guards, in which he served in his youth. He visits his regiments on a regular basis and has travelled to Iraq and Afghanistan several times to see his regiments on active service.

In the Royal Air Force he is an Honorary Air Chief Marshal, and Honorary Air Commodore of Royal Air Force Station Leuchars in Fife, Scotland.

The Duke is a Personal Aide-de-Camp to The Queen. He has travelled widely and represented The Queen on important occasions such as the independence celebrations in Sierra Leone, Uganda, Guyana and The Gambia. He returned to Uganda last year for the country's celebration of fifty years of independence. He has been a Counsellor of State during The Queen's absence abroad.

Speaker Biographies

HRH Duke of Kent

Cont...

One of the Duke's major public roles for many years was Vice-Chairman of British Trade International (now known as UK Trade and Investment), a position he held from 1976. The Duke was very actively involved in its work, promoting Britain and British companies by leading overseas trade missions and visiting companies large and small across the United Kingdom. The Duke retired from this role in 2001, but still retains an interest in British business at home and overseas.

In 1961 The Duke of Kent married Miss Katharine Worsley in York Minster. The couple have three children: George, Earl of St Andrews, born in 1962; Lady Helen Taylor, born in 1964 and Lord Nicholas Windsor, born in 1970. None of their children carry out official Royal duties. The Duke and Duchess have eight grandchildren.

The Duke continues to undertake a large number of official Royal engagements. He has close associations with many charities, professional bodies and other organisations.

The Duke and Duchess live at Wren House, Kensington Palace, and in Oxfordshire.

Speaker Biographies

Margaret Mountford - Chair of Panel

Margaret Mountford was born and brought up in Northern Ireland and studied French, German and Law at Cambridge University. She qualified as a solicitor in 1976 and spent 25 years at Herbert Smith, a major City law firm, including 16 as a partner specialising in corporate, commercial and corporate finance work. She led a group of about 20 lawyers, became joint head of Corporate Finance and served for a time on the firm's management council. In 1999 she "retired" and went back to university, UCL, to study Classics, completing a PhD in papyrology in 2012. Since leaving legal practice she has been a non-executive director of a number of publicly-quoted companies and appeared on 5 series of "The Apprentice" BBC TV programme. She is currently on the board of Fletcher Bay Investment Company Limited and a number of charities, including the Bright Ideas Trust, which sponsors young people starting up their own businesses, and is Chairman of Governors of an Inner London comprehensive school.

Speaker Biographies

Chris Mathias, CEO, Arbor Ventures

Chris Mathias is a successful entrepreneur and leader, born and raised in India but now living in the UK. He is married with 3 daughters and is an active sportsman and keen traveller. He combines these interests with active roles in private equity and in social and philanthropic investment.

Chris attended Bristol University studying Politics and Economics and on graduation he joined Arthur Andersen in London where he worked for 3 years with a focus on financial services clients. He completed an MBA at INSEAD, Paris in 1987, graduating on the Dean's List and then joined Bain & Co's London office.

Chris co-founded CMG Partners and Arbor Ventures – both are private investment management companies with a strong focus on early stage companies and turnaround/restructure situations. The second of these organizations has a strong interest in 'social investments' – viable commercial businesses that also have a strong social agenda and impact from the outset.

Prior to this, Chris successfully founded several companies, most notably Conduit Communications Ltd, an IT consulting firm and service provider. He grew this business to become one of the premier internet consulting companies in Europe with offices in London, Amsterdam, New York and Boston. In 1999 Conduit merged with an American based IT services provider I-Cube and was subsequently acquired by NASDAQ listed Razorfish Inc. Chris was the CEO of the European operations of Razorfish. Chris had previously been the CEO of the Harpur Group, the UK's second largest provider of fuel card services and has led a number of successful business turnarounds and buyouts.

Chris is the chairman and one of the founders of Imperial Innovations India (a spin off from Imperial College London), a technology commercialisation and investment company focused on creating commercial value from intellectual property developed in the leading research and academic institutions in India.

Chris is actively involved with a number of charities and not-for-profit organizations – in particular organizations and projects that are sustainable beyond the lifetime of a funding commitment, build lasting capacity, develop local skills and are focused on the very poor. Organisations which focus on education and international developments are of particular interest as too are those that relate to India. Chris is a trustee or board member of several organizations including Common Purpose (Chair of Common Purpose UK) and World Links (Trustee). He supported the start up of Basic Needs India and he is also an Ambassador for Action Aid and supporter of and advisor to Oxfam GB. More recently, he helped found the British Asian Trust, has joined the board of Bioss (an international leadership development organization), the advisory committee of Barclays Private Bank and the board of Insead's Social Entrepreneurship Program (ISEP).

Speaker Biographies

Mohammed Sharaf, Group CEO, DP World

Mohammed Sharaf is the first group Chief Executive Officer of DP World, the global port operator formed in 2005 with the integration of the domestic and international arms of the Dubai Ports organisation.

Mr Sharaf has over two decades of experience in the transport and logistics business. He began his shipping career working at Holland Hook terminal in the Port of New York/New Jersey. He joined Dubai Ports Authority (DPA) in 1992 and rose rapidly through the organisation holding a number of senior positions and playing a central role in the extraordinary development of Dubai's container terminals at Jebel Ali and Port Rashid, which, combined, have become a top ten global terminal facility.

In 2001, he became the first Managing Director of the newly established Dubai Ports International (DPI), the international ports management arm of Dubai Ports. Mr Sharaf managed a major international growth strategy that included the successful acquisition of CSX WT in 2004 and of the P&O Group in 2006, making DP World one of the top terminal operators in the world and the operator with the widest network. Today, DP World has a multinational team of around 30,000 people operating over 60 terminals globally.

Mr Sharaf holds a Degree in Business Administration from the University of Arizona, Tucson.

Meet the Team

Julia Middleton, Founder and Chief Executive - Common Purpose Charitable Trust

Julia formed Common Purpose in 1988 to be a leadership development organisation that gives leaders the inspiration, the knowledge and the connections they need to produce real change. Common Purpose now operates across the UK and worldwide in France, Germany, Ghana, Hong Kong, Hungary, India, Ireland, South Africa, Sweden, the Netherlands and Turkey. Since 1989, more than 30,000 leaders have completed one or more Common Purpose courses. She is the author of *Beyond Authority, Leadership in a Changing World*.



Julia has helped in the founding of: Demos (an independent think tank), Impetus Trust (developing venture philanthropy in the UK), The Media Standards Trust (fostering high standards in the news media) and Alfanar (developing venture philanthropy in the Arab world).

Meet the Team

Vanessa Emmett, Project Director, CSCLeaders

Vanessa Emmett has been working with Common Purpose on **CSCLeaders** since November 2011.

Prior to this Vanessa has worked in a variety of roles internationally, most recently in New York and Hong Kong in various not-for-profit fund-raising initiatives. Vanessa also worked in New York for FT Knowledge to set up their customised financial training business in Central America and the Caribbean, in London as National Programme Manager for the Debate of the Age campaign, and at Tyzack & Partners Executive Search and spent nine years in the Foreign and Commonwealth Office serving in both London and Mexico as Second, later First Secretary.



Vanessa is also a trustee of the charity Family Links. She holds an MA in History from Selwyn College, Cambridge and a Postgraduate Diploma in Business from the LSE. She is married with two children and lives in Oxford.

Meet the Team

Sue Crawford, Events Director, CSCLeaders

Sue has been with Common Purpose for 18 years and has organised all of Common Purpose's national events from the beginning. She has experience of working with large diverse groups of people, is calm and patient and used to working under pressure. She is also experienced in working with large staff teams to co-ordinate them to deliver events to an extremely high standard. She also has the ability to adapt and deliver projects within budget. Sue has worked on the launches of the programmes in South Africa and Dublin as well as all the London courses.



Meet the Team

Sarah Jennings, Curriculum Director, CSCLeaders

Sarah was the Course Director for Common Purpose Bristol before moving to join the CSCLeaders Team. She was responsible for all of the courses run out of the Bristol office and lead the team to deliver one of the most successful local Common Purpose Courses.

Prior to joining Common Purpose, Sarah was involved in setting up Yomp Ltd and ran the national enterprise competition 'Yomping the Nations'. She brought together 60 universities, 500 students and 100 business experts over a series of 10 events including a national final at the University of East London.

She was also Member Services Co-ordinator for RaceActionNet a website that worked with practitioners across the UK to tackle racial harassment. Here she was responsible for building the membership, engaging the network and organising seminars and conferences. She lives in Bristol with her husband and two young daughters.



Meet the Team

Claire Piela, Marketing Manager, CSCLeaders

Claire joined Common Purpose as a Course Coordinator in October 2010, working across Lancashire, Cumbria and South Yorkshire before joining the **CSCLeaders** team. She has experience of a wide range of Common Purpose leadership courses at various levels.

Previously, Claire worked as an account manager in a marketing agency, where she managed the events and public relations for the Chartered Institute of Marketing whilst completing an Msc in International Public Relations for which she was awarded Student of the year. She is an avid traveller and a keen swimmer, cyclist, runner and adventure seeker.



Meet the Team

Alison Coburn, CEO, Common Purpose International

Alison is Chief Executive of Common Purpose International and Chief Executive of Civilia Ltd which is the trading arm of Common Purpose. Alison was one of the founders of Common Purpose in the UK where she held a number of positions before becoming Deputy Chief Executive. In 2000, Alison moved to run Common Purpose International and established Common Purpose in France, Germany, Ghana, Hungary, India, Libya, South Africa and Turkey.

Prior to joining Common Purpose, Alison worked for the BBC where she worked on the production of education and social affairs programmes for the national and local radio networks. Immediately before joining the BBC she worked in the arts and voluntary sectors in the UK.



Meet the Team

Adirupa Sengupta, CEO, Common Purpose UK

Adirupa Sengupta is Chief Executive of Common Purpose UK. She has been working for Common Purpose for 12 years, starting in London then moving to the East Midlands as Regional Director. She then worked on international development, launching and growing Common Purpose in India and Ghana and most recently Hong Kong, and supporting the start-up in Turkey.



Prior to taking over as the CEO for the UK, she coupled her work in the Asia-Pacific with a Senior Management role leading in the London team. She has over the years, launched some key initiatives for Common Purpose - the About Time campaign, the Dishaa Venture between the UK and India and Dao Xiang between London and Shanghai.

Prior to Common Purpose, she worked as a Consultant with the Morgan Chase Group in the City of London and a Consultant to the Indian Council for Research in International Economic Relations in New Delhi.

Adirupa was born in India. She read for an M.Phil in International Relations at St. John's College, University of Cambridge. She is also an alumna of Harvard Business School's High Potential Leadership Programme. She has served on the boards of Sport England East Midlands and the Leicester Theatre Trust as well as the social enterprises Newlife Regeneration Ltd and Highpoint Events Ltd. She now lives in St. Albans, Hertfordshire with her son and husband with whom she shares a passion for cooking, travel and following the fortunes of Liverpool Football Club.

Meet the Team

Martin Kalungu-Banda, Associate Programme Director, CSCLeaders

Martin has developed curriculum for a number of Common Purposes International programmes. He serves as Core Faculty Member of the University of Cambridge Programme for Sustainability Leadership, the Presencing Institute, the Commonwealth Business School, and the National University of Singapore's Lee Kuan Yew School of Public Policy Executive Programme. He trains and coaches business, government, and civil society leaders in different parts of the world. Since February 2010, Martin has been designing and facilitating the WWF-led process through which the tuna industry is seeking to make itself more sustainable. Through the Governance Initiative of Tony Blair (former UK Prime Minister), Martin coaches a number of Presidential Chiefs of Staff on the African continent.



Martin served as Global Leadership Advisor for Oxfam GB in Oxford, UK. Between March 2005 and May 2008, he served as Special Adviser and Coach to the President of Zambia, helping to establish the role of Chief of Staff in the presidency. Martin also worked as Corporate Affairs Manager and Regional Social Performance Manager for BP-Africa. Prior, he designed, introduced and taught Business Ethics and Philosophy of Good Governance at the University of Zambia.

Meet the Team

Alison Cusworth, Common Purpose

Alison joined Common Purpose in November 2000. Alison worked alongside various members of the Senior Management Team, particularly the Managing Director and Operations Directors, supporting the internal management of the business and working on various projects. She was also responsible for the induction and development of new co-ordinators within the UK.

Alison moved over to the Customised Team in January 2011 as Business Manager. She manages the day to day running of the business; resources and schedules all the customised work as well as managing the contracts and tenders.

Prior to Common Purpose, Alison worked for the regional electricity company after completing her business studies degree at the University of Humberside. It is her voluntary work that spanned 12 years, leading project teams in the Middle East, that sparked her desire to work in the not for profit sector and brought her to Common Purpose.



Chatham House Rule and Conventions

To help our participants to get the most from their experience with Common Purpose, we ask them to respect the following conventions during the course.

These ground rules have evolved over many years. They ensure participants engage in conversations which add to the quality of our courses. When individuals sign up for a Common Purpose event or course we ask them to:

Be open – and open-minded

Be prepared to hear views that you may not normally wish to hear - and be willing to learn something from them. You will certainly hear views expressed from other participants with whom you deeply disagree; we take the view that leaders need to know what other people are thinking, if they are to work effectively across boundaries.

Avoid both giving and taking offence

It is important that everyone feels able to say what they really think. When other people's views are articulated bluntly or clumsily, we ask you to suspend instant judgment and enter into constructive discussion on them. We also ask you to communicate in a respectful way and to listen to any feedback as to why your ideas or language might cause offence.

Be a leader

Make sure that your contributions are to the point - and be prepared to ask the difficult questions. Speak as yourself. Support fellow participants when they have the courage to go out on a limb. Don't delegate issues to the Course Director if the group is better placed to deal with them.

Be engaged – and positive

Show commitment. Make arrangements so that you can attend each event in full, keep to the timings given, prepare yourself well and ensure that you are not interrupted. Be fair and respectful in your dealings with other participants, contributors and alumni. If you can't help someone, say so. If someone can't help you, accept this. Use shared knowledge and experience for positive ends.

Adhere to the Chatham House Rule

For the learning process to be effective contributors, participants and alumni must feel that they can talk openly and gain insights from each other, so we observe the Chatham House Rule.

The Chatham House Rule was devised at Chatham House (the home of the Royal Institute for International Affairs in London*) in 1927 and was refined in 1992 and 2002. It is an internationally recognised and respected way of conducting meetings and it reads as follows:

“When a meeting is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed”

This does not mean that the discussions are secret, although this is how it might appear at first sight. In fact (and in practice), the Chatham House Rule is there to encourage everyone to speak freely. Speakers can – and do – talk openly and truthfully about issues in their community, challenges in society or their own leadership dilemmas. They are also able to speak as individuals and express views that may not be those of their organisations. In these

Chatham House Rule and Conventions

conditions, real issues or concerns can be aired, genuine debate can flourish and deeper learning can be achieved.

The Chatham House Rule simply means that people can talk about anything that they have learnt or discussed on the course but cannot say who it was that expressed a particular view.

As well as enhancing the learning experience for everyone this makes it easier for people to talk freely outside the course about what they have heard.

If we did not observe the rule, everyone would be more guarded – which would significantly reduce the effectiveness of the educational experience.

(* The mission of the Royal Institute for International Affairs is to be a world-leading source of independent analysis, informed debate and influential ideas on how to build a prosperous and secure world for all).

Contact Details

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