

# Oscar Krane

WE ARE ENGAGEMENT

## EVENT PROGRAMME

Wednesday 16th & Thursday 17th September



EXCELLENCE  
IN CENTRAL  
GOVERNMENT



The public sector is going through the biggest transformation in modern times. In the last couple of years we've seen departments merge, re brand and sometimes disappear completely, but that doesn't mean that the work they did just disappears.

In order to increase efficiency more departments are looking at hot desking and flexible working, with this comes risk associated with data and Cyber security. So how do departments make data accessible whilst making it easy enough for people to gain access?

The relationship between central government and the private sector is also changing. The relationship is now more of a partnership as opposed to client-supplier due to the fact that with the demand landscape constantly changing suppliers need to be flexible enough to adapt to the changing needs of the department they are supplying to. As well as having to manage their relationships with their suppliers differently, Central Government are also having to work with localised public sector

organisations in a different way, whether it be an NHS Trust, Local Authority or Blue Light organisation.

The Excellence In Central Government event brings together civil servants from all organisations under Chatham House rule with no press in attendance allowing all delegates to speak openly and frankly about the challenges they are facing and what they are doing to solve them.

Topics to be discussed include:

- Civil Service Reform
- Public Trust and Accountability
- Operating in a post Brexit climate
- Workforce and Talent Management
- Crisis Management and Public Health
- International Relations and Geopolitics
- Digital Transformation and Technology
- Political Pressure and Policy Uncertainty
- Budget Constraints and Efficiency Demands
- Devolution and Coordination with Local Governments

## WEDNESDAY 16TH SEPTEMBER

15:00 - 18:00 HOTEL CHECK-IN AND FREE TIME

18:45 - 19:30 REGISTRATION AND DRINKS RECEPTION

19:30 - 22:00 NETWORKING DINNER



Oatlands Park Hotel  
146 Oatlands Dr,  
Weybridge KT13 9HB

# THURSDAY 17TH SEPTEMBER

**07:45 – 08:15** REGISTRATION, TEA, COFFEE & PASTRIES

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**08:20 – 08:30** CHAIR'S WELCOME AND OPENING REMARKS

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Glen Hymers, *Deputy Director – Cyber and Information Security*



Cabinet Office  
Digital

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**08:30 – 09:00** DIGITAL TRANSFORMATION

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Peter will set out how digital transformation is driving better public services in the Environment Agency, strengthening operations today while building long-term capability.

He will highlight the practical work underway to modernise digital and data services, making them more responsive to citizens, staff, and partners. This includes real-world examples such as the rollout of automation in flood warning services.

Lastly, he will provide reflections on lessons from leading internal and external change, including the importance of culture, trust, and skills development in a modern AI enabled environment.

Peter Connolly, *Chief Data Officer – Deputy Director*



**09:00 – 09:30** DELIVERING TRANSFORMATION WITH REAL RESULTS

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Delivering major change in government requires disciplined planning, clear vision and resilience. Successful delivery aligns political goals with people, processes, and technology. Transformation change within government context is often layered with ambiguity, legislative agendas, and reforms across functions.

This session will explore the key pillars to building the optimal delivery environment through real-life case study. Sharing thoughts on how to translate ambition into practical, measurable outcomes that deliver real benefits for citizens.

Rizwana Parveen, *Director – SRO Change Programmes*



Department  
for Work &  
Pensions

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09:30 - 10:00

## SECURITY IN AN INSECURE WORLD: HOW TO ACHIEVE AND MAINTAIN A SECURITY POSTURE THAT MATCHES A RAPIDLY EVOLVING THREAT

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Areas to be discussed include:

- People
- Seductive power of AI
- Adaptive risk reduction
- Prediction v anticipation
- Real threat v imagined threat awareness
- Technology as an enabler and as a hindrance

Tom O'Driscoll, *Head of Security Operations and Intelligence*



10:00 - 10:30

## CASE STUDY PRESENTATION

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10:30 - 11:30

## TEA, COFFEE & NETWORKING BREAK

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11:30 - 12:00

## DATA DRIVEN PORTFOLIO MANAGEMENT

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The Shared Services for Government (SSfG) strategy represents the largest corporate services transformation programme that the UK government has ever undertaken. It will replace over 280 separate IT systems with 5 all encompassing Enterprise Resource Planning (ERP) systems. The programme costs over £800m and is expected to return over £4bn in benefits.

In order to chart the strategy's progress, the SSfG team, within the Cabinet Office, have developed a data driven automated approach to portfolio management that not only seeks to reduce the reporting burden but objectively determines insights on the strategy's progress.

This session will chart our journey, the lessons we have learnt, and discuss whether it can offer a blueprint for future portfolio management in Government.

Duncan Lean, *Head of Shared Services Strategy*



Cabinet Office

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**12:00 - 12:30**

## **DELIVERING WORKFORCE AND FINANCIAL CONTROL AT SCALE: LESSONS FROM BORDER FORCE**

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This session explores how large, complex public organisations can maintain frontline delivery while operating under sustained fiscal and workforce pressure.

Drawing on practical lessons from Border Force, Alison will describe the shift from fragmented plans and competing priorities to a single, disciplined system of business and workforce planning. The presentation looks at how productivity insight, workforce data and clear prioritisation can support better decision-making and enable leaders to make difficult trade-offs transparently.

It also reflects on the leadership behaviours, governance and organisational culture required to make controls stick over time, particularly in politically and operationally demanding environments. The session will offer practical insights relevant to civil service leaders grappling with delivery, affordability and reform at scale.

*Alison Milburn, Director of Business & People Planning*



**12:30 - 13:00**

## **CASE STUDY PRESENTATION**

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**13:00 - 13:45**

## **LUNCH**

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**13:45 - 14:15**

## **TEA, COFFEE & NETWORKING BREAK**

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14:15 - 14:45

## HOW DO SMALL GOVERNMENT ORGANISATIONS USE ANALYSIS AND SYSTEM THINKING TO PLAN, PRIORITISE AND DELIVER MORE WITH LIMITED RESOURCES?

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The Trade Remedies Authority protects UK businesses from unfair international trade practices.

As a small arm's-length body, we operate in an uncertain global trade environment, facing growing demand for our services, tighter budgets and increasing expectations to do more with less. We needed a better way to understand what drives our workload and whether we have the right people, skills and capacity to deliver.

This session shares how we built a systematic caseload and resource demand model that now underpins our organisational planning and budgeting. It explores how systems thinking and modelling helped us bring a clearer strategic resource picture: giving leaders clearer insight into where demand comes from, where resource pressures might arise, and which interventions—such as efficiencies or automation—will make the biggest difference. We also share lessons learned, practical insights, and pitfalls to avoid.

**Weichao Wang**, *Head of Data, Monitoring & Evaluation*



Trade Remedies  
Authority

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14:45 - 15:15

## QUANTUM LEAP: HOW QUANTUM COMPUTING WILL REDEFINE THE DIGITAL WORLD

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This presentation explores how quantum computing is redefining the digital world. Unlike classical binary bits, quantum computers use qubits which leverage superposition and entanglement to solve complex problems exponentially faster. Key industries poised for disruption include finance (portfolio optimisation), healthcare (accelerated drug discovery), and logistics.

While facing technical hurdles like high error rates and cooling requirements, the field is moving toward a “Fault-Tolerant” era by 2029. Finally, the presentation warns of the “Y2Q” crisis, urging a transition to quantum-resistant cryptography to protect global data. It also provides roadmap for next 10-15 years along with the sustainability and energy impacts of the Quantum computing.

**Ravinder Singh**, *Head of Digital and Systems Team*



Government  
Commercial  
Function

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15:15 - 15:45

## CASE STUDY PRESENTATION

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15:45 - 16:30

## TEA, COFFEE & NETWORKING BREAK

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16:30 - 17:00

## CULTURE PLANS AND THEIR SURVIVAL ON CONTACT WITH REALITY

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An exploration, based on some personal experience, of the traps which can befall well considered and detailed plans for changing organisational culture. We're all told 'culture eats strategy for breakfast' but what, in turn, eats culture for brunch? Are your clever plans for culture change ready for the practical and psychological everyday realities and challenges of your organisation.

**Ian Matthews**, *Human Resources Director*

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17:00 - 17:30

## LEADER-LEADER: A LEADERSHIP MODEL FOR EMPOWERMENT AND ACCOUNTABILITY

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Explore the Leader-Leader model, a modern leadership approach that moves beyond traditional command-and-control methods to create empowered and accountable teams. It highlights how leaders can shift from directing work to enabling leadership at every level by fostering a clear sense of purpose, building capability, and creating a culture of trust.

This introduces practical concepts such as replacing permission with intent and encouraging individuals to take ownership and think critically within their roles. By embedding these leadership behaviours, organisations can improve decision-making, strengthen engagement, and develop resilient, high-performing teams that sustain success independently.

**Shikha Kansal**, *Principal*

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17:30 - 17:40

## CHAIR'S CLOSING REMARKS AND EVENT FINISH

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