

# New OSCE Secretary General, H.E. Ms. Helga Schmid: UK statement

Welcome Secretary General. And thank you for your address to the Permanent Council today and for setting out so clearly your approach to the role and your priorities. You have the UK's support and confidence to deliver on this agenda.

You are no doubt already aware that the role of OSCE Secretary General is a challenging one and you are assuming this role during extremely challenging times. COVID-19 continues to impact on OSCE business and directly on the work of the Secretariat.

Although the organisation has adapted extremely well to the virtual environment within which we are all currently forced to operate, there will be aspects of OSCE business, and of your role –relationship building, diplomacy, outreach, support for conflict prevention and resolution – that really benefit from in person, face to face interaction, which I hope we can all return to soon. That said, your able team have demonstrated virtual multilateralism can work and a key priority now should be to capture all of that learning and best practice (including around reducing the organisation's environmental impact) so we do not simply return to old behaviours and practices.

Your three priorities – effective and efficient management; strengthening trust and dialogue and promoting and protecting the OSCE's comprehensive security concept across all three dimensions – which you identified during your hearing and again today are from our perspective, exactly right.

I'm pleased that you have prioritised the effective and efficient management of the organisation, working in partnership with the Heads of Institution and Field Missions, and with us, the participating States. Every effective organisation must be underpinned by robust, objective and clear financial, Human Resources, legal and oversight processes which support good governance and decision making, a safe open and inclusive working environment, merit based recruitment and efficient, results based budgeting.

It is the responsibility of all organisations to put in place appropriate, effective internal governance systems and processes to protect staff from bullying and harassment and to prevent sexual exploitation and abuse. The consequences of failing to do so are grave, both for the victims and for the reputation of the organisation. Participating states have a crucial role to play here, including through our secondment of personnel into OSCE structures. The UK remains a strong supporter of clear efforts to promote and advance gender equality, undertake tangible actions on UNSCR 1325 in the OSCE, and create a culture which values diversity within the OSCE's executive structures.

The relationship between the Secretary General and the 57 participating

States is key to organisational effectiveness. We are pleased that from the outset you have committed to regular, transparent engagement with delegations here in Vienna. And in return we should all commit to giving you and our new Heads of Institutions the space and flexibility you require to do your jobs effectively and to form your own views on organisational effectiveness, efficiencies and on any areas in need of reform.

We also recognise the importance of a strong, supportive relationship between the Secretary General and the OSCE Chair, particularly in response to emerging risks to security in the OSCE region, early warning or conflict prevention. In response to regional or internal crises, the OSCE has an impressive range of tools, guidance and support to offer but whether those tools can be deployed successfully depends on the level of trust between the participating states and OSCE structures, and the willingness of those States to accept help when it is offered.

You are right also to focus on the promotion of the OSCE's unique comprehensive security concept and the interlinkages between the three Dimensions. In your external engagement with other multilateral organisations, it will continue to be important to increase international awareness of the OSCE's role, its areas of expertise, where it can add real value, and to avoid unnecessary duplication of effort.

Congratulations once again on your appointment. We look forward to working with you and your team on all of these issues. And thank you to Ambassador Tuula Yrola for her excellent job in acting as Secretary General and Officer in Charge, during the important period at the end of last year.

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## NHS Test and Trace meets new year surge in demand with faster turnaround times

- 13% of all PCR swab tests since start of pandemic carried out in first fortnight of January 2021
- Significant improvement in test turnaround times: 85.0% of in-person test results returned the next day after the test was taken, compared with 63.0% the week before

NHS Test and Trace has continued to reach a high volume of cases and contacts and, with improving turnaround times for tests, the service has seen a record-breaking start to the new year.

In the first 2 weeks of January, NHS Test and Trace has carried out more than 13% of the PCR tests conducted to date. Approximately 331,000 people received a positive result, with NHS Test and Trace identifying an estimated 47% of

new infections.

Not only are record numbers of people being tested, but NHS Test and Trace has successfully reached 86.7% of the people who received a positive test result, and 92.9% of their contacts, making a real impact in breaking chains of transmission. In total during the week of 7 to 13 January, 874,552 people who had either tested positive or were a recent close contact of someone who had tested positive, were reached and told to self-isolate – people who might otherwise have gone on to unknowingly infect others.

People can also have confidence that if they have symptoms and need a test, they can get one quickly and conveniently. NHS Test and Trace's vastly expanded test site network now has more than 800 test sites in operation, including 448 local test sites. The median distance travelled for a test is just 2.2 miles, compared to 5.1 miles as recently as September.

Test results are also coming back more quickly. For this reporting period, 85.0% of in-person test results returned the next day after the test was taken, compared with 63.0% the week before.

The Lighthouse Laboratory at Charnwood, which began processing at the end of November, has met its target capacity of delivering 50,000 test samples a day by early 2021 following its ramp up phase. The Charnwood Lighthouse Laboratory, 1 of 2 operated by Perkin Elmer, sits alongside Alderley Park, Cambridge, Glasgow, Milton Keynes and Newport, and will be joined by the Newcastle, Brants Bridge and Plymouth laboratories in the coming months.

In addition to the growing Lighthouse Lab network, we have partnership agreements with Randox in Northern Ireland, the University of Birmingham and a range of public, private and academic sectors including NHS trusts, commercial suppliers and not-for-profit organisations.

Last week the government announced an additional £20 million to local authorities to cover the cost of the Test and Trace Support Payment Scheme, to ensure people continue to have access to the support they need to stay at home and reduce the transmission of COVID-19. This includes an additional £10 million to enable local authorities to continue making discretionary payments to people who fall outside the scope of the main scheme, but who will still face hardship if required to self-isolate.

Health Minister Lord Bethell said:

NHS Test and Trace has delivered impressive results so far this year, not least in demonstrating its ever-increasing testing capacity. More than 13% of PCR tests conducted to date were carried out in the first 13 days of January 2021 – a phenomenal achievement for a national service that has existed for just 9 months. Week by week, people are able to access tests faster and more conveniently than before, underlining the continuous improvement being made to the service.

While our testing capacity continues to grow as part of the

government's winter plan, NHS Test and Trace is also deploying hundreds of thousands of rapid tests to identify asymptomatic cases. Almost one million LFD tests were conducted in this reporting week and we will continue to innovate and evolve our testing capability.

Around 1 in 3 people with COVID-19 don't display symptoms, meaning you can infect others unknowingly. It is therefore crucial that we continue to follow public health guidance, and all play our part by following the rules and reducing our social contact to slow the spread of the virus.

Interim Executive Chair of the National Institute for Health Protection, Baroness Dido Harding, said:

The pace of our response has been set by the virus and I would like to thank everyone who has worked so hard to ensure NHS Test and Trace is meeting this challenge. It has been a strong start to the year. More than 7 million people had been successfully contact-traced since the start of NHS Test and Trace, a testament to the service's performance levels.

There is no doubt that as we have built and scaled the service, we have learnt more and more about how to counter the spread of the virus. This is an overall national effort and no one organisation or team can do this on their own. With 290 local tracing partnerships now in operation, the combined local expertise of local authorities with the data and resources of NHS Test and Trace ensures that the service continues to grow from strength to strength.

## Testing

As of 20 January, more than 62 million tests have been processed in the UK in total since testing began, more than any other comparable European country.

In the latest reporting week, 971,537 lateral flow device (LFD) tests have been carried out, with 2,599,617 conducted in total since first introduced in October.

Pillar 1 test results made available within 24 hours is the same as last week's total (94.7%) and this has remained broadly consistent since Test and Trace began. 92.9% of satellite tests were received within 3 days after the day they were taken, compared with 86.8% the previous week. For satellite test centres, 87.5% were received within 72 hours compared to 75.4% in the previous week.

Over the past months, the government has put in place the largest network of diagnostic testing facilities created in British history. NHS Test and Trace

now has the capacity to carry out more than 790,000 tests per day, compared to 2,000 just 9 months ago.

## Tracing

So far, more than 7 million cases and contacts have been reached and told to self-isolate by contact tracers.

Tracing performance has remained high with 86.7% of cases and 92.9% of contacts reached last week. The proportion of contacts reached within 24 hours once identified as a contact was 98%.

351,567 positive cases were transferred to contact tracers between 7 and 13 January, with 304,789 reached and told to self-isolate.

Between 7 and 13 January, 613,524 people were identified as recent close contacts, with 96.2% of those with communication details provided reached and told to self-isolate. Since Test and Trace launched 88.5% of close contacts for whom communication details were provided have been reached.

## Background information

The [weekly statistics from the 33rd week of NHS Test and Trace](#) show in the most recent week of operations (7 to 13 January):

1. The proportion of contacts reached by tracing service remains consistent at 92.9%
2. 86.7% of people who tested positive and were transferred to the contact-tracing system were reached and asked to provide information about their contacts, compared with 87.7% the previous week
3. 96.2% of contacts where communication details were given were reached and told to self-isolate, compared with 95.9% the previous week
4. 85.0% of in-person test results were received the next day after the test was taken, compared with 63.0% of tests the previous week (England only)
5. 94.7% of pillar 1 test results were made available within 24 hours, consistent with last week's total
6. 53.7% of in-person test results were received within 24 hours after the test was taken, compared with 31.6% the previous week
7. 92.9% of satellite tests were received within 3 days after the day they were taken, compared with 86.8% the previous week. For satellite test centres, 87.5% were received within 72 hours compared to 75.4% in the previous week. In the most recent week, approximately 82% of tests from satellite test centres were care home tests and removing the 18% of tests from other sites slightly decreases the percentage of tests received within 3 days after the test was taken to 92.6%
8. Launched on 28 September 2020, the Test and Trace Support Payment scheme is administered by lower tier and unitary authorities in England, with an initial £50 million of government funding for local authorities to cover the cost of administering the scheme
9. As of 13 January, the NHS Test and Trace app has been downloaded

21,416,429 times and 785,085 QR posters have been generated

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## **£102-million investment in detect and destroy system for British Army**

Press release

The British Army has invested £102-million in a high-end surveillance system which allows frontline soldiers to detect and engage enemy targets in seconds.



Elbit Systems UK (ESUK) – which currently supports over 500 jobs across the UK – will deliver a state-of-the-art ‘sensor to shooter’ system creating an additional 40 highly-skilled engineering and manufacturing jobs split across Bristol and Sandwich, East Kent.

Utilising state-of-the-art thermal sight technology, the Dismounted Joint Fires Integrator (DJFI) will enhance soldiers’ ability to find and identify targets on the Battlefield. It then provides the crucial targeting information necessary to fire more quickly and accurately than ever before.

Using specialist software on a tablet, information gathered by the DJFI is sent digitally to an artillery system or aircraft to instantly engage the target, while the soldier operating the system remains hidden.

### **Defence Procurement Minister Jeremy Quin said:**

This contract with Elbit Systems UK not only delivers the very latest in battlefield technology to our frontline soldiers, but also invests in the British defence industry, sustaining more than 500 jobs across the UK.

ESUK has also confirmed all five subcontractors will also be UK-based.

Additional jobs are expected to be sustained elsewhere through the UK supply chain between now and 2026.

DJFI will deliver six distinct Fires Integration equipment suites – each tailored to specific battlefield mission roles – to be combined with existing hardware and software. The technology is designed to be integrated and used alongside similar equipment used by allied forces, meaning the UK can play a pivotal role in joint overseas operations.

**Major General Darren Crook, Director of the Land Equipment Operating Centre for Defence Equipment & Support, the procurement arm of the MOD, said:**

Our commitment to equipping and supporting our Armed Forces has never faltered and I am delighted that we have been able to continue to secure state-of-the art equipment for the British Army.

**Colonel Sheldon, Assistant Head of the Army Joint Effects Delivery team: said:**

DJFI will enable rapid and highly accurate target engagements. In addition to being fielded across the Army to our fire support teams and joint terminal attack controllers, DJFI will also deliver capability to 3 Commando Brigade, the RAF Regiment and our special forces. This is a key system that will contribute directly to modernising our forces to face future threats.

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## [Helen Stephenson CBE speech at the ICAEW Charity Conference 2021](#)

Good morning,

I am delighted to be taking part in the ICAEW Charity Conference 2021. ICAEW – and all of you as its members – are important partners for the Commission as we deliver against our purpose.

Back in the autumn, when I accepted this invitation, I had hoped to speak with you about the light at the end of the tunnel, about the slow and difficult process of recovery and renewal ahead.

Sadly, we're not quite in that recovery phase yet. The pandemic continues to rage, taking a complex, varied and in some cases devastating toll on the charity sector. It will be a long while before we can tally up the losses and credits, and draw up, as it were, a final account of the impact Covid has had on the sector.

So as we start this conference, I would like to take it as read that charities are facing challenges of an unprecedented scale. And I'd like to examine first not that upheaval, but instead those things that have remained unchanged – perhaps even been reinforced – as the crisis has unfolded. The pandemic has shown that charities make a vital contribution to public life: whether large, national charities, relied on to provide life-saving services; or small, local community groups innovating and helping people, in support of a common cause.

The charity sector has always been made up of this range of organisations. But the entire charity sector is dependent upon – literally fuelled by – public support; whether the impulse of people to offer money, expertise, support, time to help; or the tax benefits charities receive.

I'd like to examine the fundamental principles guiding the relationship between charities and wider society and between the Commission and charities, as well as the important role finance professionals play in these dynamics.

And I'll start with the Commission itself. Like that of so many charities, businesses, and public institutions, our work has been challenged and changed by the pandemic.

But our core purpose, or our guiding tenet, remains: we continue to put the public, and the public interest, at the heart of everything we do.

Whatever is thrown at us, or at the charities we regulate in the months ahead, we will not divert from that fundamental principle.

Because we recognise that charities rely on continued public goodwill and support and because the public – that's all of us – need well governed, efficient and accountable charities that we can support with confidence.

The diversity of the sector we regulate is such that many charities have little in common. But collectively, all charities represent the expression of people's willingness to give time, or money, and to help others, to make a positive difference in their communities and around the world. This is the essence of charity and it is what unites charities, whatever their size or purpose.

Most people will be touched by the work of a charity. Charities curate so much of what is joyful in our lives, and it's to charities we often turn when things are hardest, like now. In both these contexts, and whenever we encounter a charity, legitimacy and trust are crucial. They are the life-blood of all organisations on our register, in one way or another.

The Charity Commission exists – as one of the oldest regulators in continuous existence in the world – precisely because our society, through Parliament,



has recognised that it is vital to protect and nurture a functioning relationship between the public and the charities through which we channel our better natures. To maintain and protect the legitimacy, the status of charity in the minds of the public.

I see our job as helping to safeguard what is essentially a covenant between the public, charities and the state. A covenant founded on a bond of trust which is why Parliament set us the statutory objective to increase – not maintain – but to increase public trust and confidence in charity. And we will strive to change and adapt as a regulator only insofar as it makes us better able to uphold that covenant.

Of course that same covenant shows up in other ways too. As you will know well, it is reflected not least in a fiscal system that incentivises charitable donations and charitable activity generally.

It's reflected in the work of government to ensure assets released from dormant bank accounts go to registered charities. It shows up in the rights many employers grant their staff to take special leave every year to volunteer. Or in the recognition we place on those volunteers through the honours system (and I was thrilled to see so many of those people recognised in the honours system this year).

But it's the Commission – our functions, as well as our authority and voice – which exist as the primary guardian of the relationship between the public and charitable institutions.

Some in the sector may have hoped the Commission's explicit, and vocal focus on serving the public interest was just a passing fashion.

Far from it.

The covenant I have mentioned was implicitly recognised in 1853, when the Charity Commission was established. But it is even more vital that we protect it now, in the 21st century, as people's deference for institutions and authorities has given way to scepticism, scrutiny and the expectation of transparency.

The Commission has adapted to this age of scrutiny in the way we regulate, to protect the legitimacy of charity into the future, and for the next generation.

That's why we take charities to task when they have failed to meet the expectations of the law or our guidance and in that sense have broken the covenant. And why we call out behaviour which, whilst not a technical breach of the law, goes against the reasonable expectations of the public that charities should behave differently from private or commercial entities.

That's why we hold charities to exacting standards of probity and accountability, improving the online register of charities, and working as part of the SORP-making body to ensure the accounting framework remains up to date, and serves the public.

And it's the reason we must meet every concern that is raised with us about a charity with respect, regardless of the worldview that informs or motivates it. Not all complaints will lead to regulatory action from us, but every single one is heard, and taken seriously.

But we help charities meet those legitimate public expectations not just by holding them to account when things go wrong, but also by helping them to realise greater impact for the good of society- to help them get it right.

In fact, it requires us to ensure that when a charity or a member of the public has to deal with us – whether at the point of registration, when filing their annual documents, looking for guidance, or reporting a concern – the service they receive from us is user-friendly, effective, efficient.

During this, the second year of implementing our strategy, a priority was for the Commission to be open for business. Signalling to all our potential customers – trustees, the public, whistleblowers, finance professionals– that we want them to come to us, and that we are here to provide a service. Even- indeed all the more so- during these testing times.

We've made important progress. We've invested in our contact centre and increased its capacity, ensuring it provides a full-time service.

And I am especially proud that during the upheaval of the first lock-down, as we moved within days from working across our 4 offices, to home working, our Bootle-based contact centre didn't miss a beat. The brilliant team has been open, answering calls, every working day since the pandemic hit – helping 43,000 customers since last March. Not every public service can point to such an effective, continuous service, and I'm really proud that we were able to be there for charities when they needed us.

We've also, crucially, strengthened our approach to dealing with whistleblowing reports, ensuring people who take the brave step of coming to us with concerns about a charity they are close to, feel heard and supported.

We've introduced a new online form for charities themselves to report serious incidents, which means we now receive the information we need up front, and don't have to enter into protracted correspondence with charities before we can arrive at an initial assessment.

That makes us more efficient, saves precious time for the charities involved and means we can be on the case quicker where further investigation is merited.

Our work to improve our online offer for charities is another crucial part of becoming in every sense open for business.

We know charities don't always find our gov.uk site easy to navigate, and our guidance in the past has not always been as accessible and focused as it now needs to be.

Again, we've made big strides in recent months.

I am immensely proud of the new 5-minute guides we launched in November.

They cover what we are calling the 'core syllabus' of charity management, spanning the basics that we expect all trustees to be across, including, of course, the basics of financial oversight for trustees.

We are clear that full subject experts – finance professionals such as yourselves – will find the guides a little simple.

But we know from our case work that many trustees are lacking precisely that basic understanding of how their duties and responsibilities play out in practical situations, and these guides are designed to help bridge that entry-level knowledge gap.

And as I'm on the subject of guidance – last week we announced that we are reviewing our guidance on responsible investments. A listening exercise last year revealed that many trustees find our current guidance on responsible investments does not give them confidence to consider that form of investment.

We know that the public cares about charities staying true to their stated purpose, including in the way they invest their assets. And that how trustees meet their charity's purposes is as important to public trust and confidence as what they do. So while it's not for the Commission to direct all charities to adopt a responsible investment approach, our guidance should certainly not be putting them off.

We're hoping to publish the revised guidance for consultation in the spring, and I encourage anyone with an interest in charity management and finance to take part in that consultation, and share their views.

As well as ensuring the commission becomes more 'open for business', I have also focused this year on building a better, more professional organisation.

Again, this is driven by the public interest, ensuring we make the most of the public funds that support us, ensuring that as a relatively small organisation, we continue to punch above our collective weight.

Over the past year, we've welcomed a great wealth of new expertise into the organisation, across our diverse functions – from intelligence, policy and communications to investigations.

That new expertise and increased capacity is helping to improve our assessment of, and response to, risks facing the sector, ensuring that we are as proactive as possible, and target our interventions where they can make the biggest difference.

We cannot just respond to catastrophes in individual charities, or scandals impacting the sector – we must help charities prevent issues developing into crises in the first place.

Including by thinking creatively about policy levers, as well as operational or investigatory interventions.

So expect to see some innovative work coming out of the Commission in the months and years ahead.

Finance professionals, of course, can play a crucial role in supporting trustees to avoid problems from arising, and responding quickly when they do.

We're pleased that reporting of matters of material significance has improved – we are seeing more timely reports from auditors than in the past, and I am grateful for ICAEW's concerted efforts to encourage better reporting. There is more still to do in that respect, but the progress has been welcome.

And, more fundamentally: I mentioned earlier the covenant between the public, and charities, and the role the Commission plays in upholding that.

You are part of that covenant too.

We know what the public – as donors, volunteers and as beneficiaries – expect from charities. The expectations are quite simple – not easy, perhaps! – but simple:

- they expect charities to 'live their values' – behaving, as I mentioned earlier, consistently in ways that align with their purpose and mission
- they expect charities to make a positive difference – to make their little patch of the world demonstrably better thanks to the work they do, and the way in which they do it
- and they expect openness, and transparency – for charities to give a true and fair account of how they are run, and how they spend their money

You can play a role in helping charities meet each and every one of those expectations.

You can help charities find ways of reporting authentically, and meaningfully on the impact they make.

You can help ensure charities prepare clear, accurate, and compelling accounts.

You can help your charities make prudent decisions that make the most of the funds and assets as their disposal.

You too, as finance professionals, need to play your part in helping charities to do better and to be better.

Thank you for the work you are doing, but my challenge to you, as a profession is to play your full part in helping charities thrive, to maximise their positive impact in a way that inspires trust.

Of course, as I alluded to earlier, you are doing your jobs under circumstances that would have been unimaginable this time last year.

Many charities have seen demand for their services sky-rocket, just as they are having to make painful decisions to reduce their offer, or suspend their

work entirely.

And while a few have seen their income increase dramatically, not least because of heroic fundraising efforts by the likes of Captain Sir Tom Moore, many, many more charities are grappling with significant reductions in income.

We do not yet know what the full scale of the pandemic will be- and it could be months or years before we realise the true nature of the impact of the crisis on the shape and size of the sector. Certainly, the Commission's data does not yet allow us to identify very firm trends or arrive at definite conclusions.

I won't pretend I have anything to offer by way of comfort or resolution to those charities that are in crisis.

But what I can promise is that, just as the Commission kept going during the first lockdown, focusing our work where it offered the greatest public benefit, so we will this time around.

We continue to deal swiftly with permissions case work, such as requests to change a charity's objects, where that is needed to help it respond to the pandemic.

We will continue to reduce, where possible, short-term regulatory burdens or hurdles that may get in the way of charities responding to urgent need.

For example, as many of you will know, we introduced a facility allowing charities to apply for a postponement of their annual reporting deadline. That cannot remain in place forever, but nor is it coming to an end imminently.

We will continue to ensure public donations are accounted for in line with the charity law framework and, where relevant, that public expectations have been considered. We will continue to hold charities to account where there has been serious wrongdoing.

And we will continue to prioritise applications for registration from organisations responding to the pandemic.

These responses can't fundamentally alleviate the financial or delivery pressure on individual charities.

But I am confident that they play some small role in helping the sector as a whole pull through, with public trust and legitimacy enhanced, rather than damaged, by this crisis.

We have all seen how deep charity runs in our society over the past year. How important it is for people of all walks to life to get involved in charity – whether by giving their time or their money – and to help find solutions to the challenges their communities face.

Together with our partners in the professions, and with charities themselves,

that public enthusiasm and trust is what the Commission exists to nurture and protect.

That remains, as I said at the start, the Commission's unwavering focus.

Thank you.

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## Deputy Cabinet Secretary to stand down

Press release

The Deputy Cabinet Secretary, Helen MacNamara, has today announced that she will be standing down from her role in the Civil Service



Helen MacNamara, the Deputy Cabinet Secretary, will be leaving the Civil Service in February. She will take up a new role in the private sector later this year.

Helen has spent the last three years at the Cabinet Office, joining as DG, Propriety & Ethics before being promoted to Deputy Cabinet Secretary in March 2020.

**The Prime Minister, Boris Johnson said:**

"I would like to congratulate Helen on her tremendous public service over the last two decades. I am hugely grateful for her support during my time in office and I wish her all the best in her future endeavours."

**Cabinet Secretary, Simon Case said:**

"Helen and I have worked together in various roles over the last decade and throughout that time she has been a close friend and colleague. She has been instrumental in transforming the Cabinet Office over the last three years and I am especially grateful for the personal support she has given to me in my role. She will be greatly missed and I hope that she may one day return to the Civil Service."

**Helen MacNamara said:**

“It’s been an absolute honour to have served as a civil servant over the last two decades. I am very grateful for the support I’ve had from the Prime Minister and the Cabinet Secretary and I wish them and all my friends and colleagues in public service every success for the future.”

**Notes to Editors:**

Before joining the Cabinet Office in 2018, Helen was Director General for Housing and Planning from 2016 to 2018.

She was previously Director of the Economic and Domestic Secretariat in the Cabinet Office, working for the Cabinet Secretary from 2013 to 2016. She was responsible for brokering collective agreement in the coalition government, coordinating government preparations for the 2015 General Election and contingency preparations for the Greek Eurozone crisis.

She worked in the Department of Culture, Media and Sport from 2002 to 2013 where she held a variety of roles including working on the Olympic bid, as Principal Private Secretary to the Rt Hon Tessa Jowell and as Director for media policy.

She spent the early part of her career working in the digital and creative industries.

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