

# Objectivity

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podcast

# the public good



Jaco Marais: Hello, and welcome to the Good Governance Institute, Public Good podcast. In this episode, we'll be having a conversation about objectivity. The Nolan Principles require holders of public office to act and take decisions impartially, fairly, and on merit, using the best evidence and without discrimination or bias. My name is Jaco, I am your host, and I think you'll want to listen to this.

This episode of the Public Good podcast was pre-recorded with Cedi Frederick. He is a successful and highly commercial business leader with over 25 years of CEO-level experience and 30-plus years of non-executive director experience. Cedi is now using his experience in a portfolio career that includes

**Fenella McVey,  
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founding and running Article Consulting, working as a strategic coach and results mentor, along with holding a number of non-executive directorships including as chair of the Kent & Medway integrated care board, and chair of NHS London's vaccine legacy and health inequalities board. Welcome, Cedi, thank you for joining us.

Cedi Frederick: Thanks, Jaco. It's a pleasure to be here.

Jaco Marais: And we're with Fenella McVey, a senior consultant working with the Good Governance Institute. She has over 20 years' experience as a management consultant in both the public and private sectors. Welcome Fenella.

Fenella McVey: Thank you, Jaco. Also delighted to be here.

Jaco Marais: So, Cedi, with your experience in both the public and private sector, is objectivity or the process of decision-making different in either the public or private sector?

Cedi Frederick: Potentially... that's not meant to be an opt out answer. But I think it's about outcomes - the outcomes that you are looking to achieve, where you start your journey to achieve those outcomes. So I don't think it is as simple and as straightforward as saying that it's one or the other. I think in the private sector, when you are thinking particularly about shareholder return, share price, etc., that's a very different dynamic and very different pressure than in the public and/or not-for-profit sectors where your measures of outcomes are potentially very different. So like a lot of these things, Jaco, it's not binary,

it's not one thing or the other.

Fenella McVey: Yeah, that's really interesting, actually. There's something about the objectivity word that is a bit of a red herring. It makes it sound as if you plug the data in and out comes an answer that is the best possible answer for all situations. Actually, that's not really how decision-making works. You have principles that you need to start with - agreed principles if you're in a system - and, as you were pointing out in the private sector, it would be shareholder value as the kind of dominant lens. Then it's against those principles that you're looking at information and evidence, and then you sort of want outcomes to be part of that equation as well.

So just saying objectivity, you're narrowing in on one, tiny part of decision-making that

doesn't really make sense outside that context.

Jaco Marais: Okay, so let's pick this definition if I may, Holders of public office making decisions. So who are these holders of public offers, and why do we trust them to make decisions on our behalf?

Cedi Frederick: Well, we've been on a journey in that respect. If we go back and reflect on what prompted the introduction of the Nolan Principles in 1994-5...

Jaco Marais: '95, yes.

Cedi Frederick: ...but prior to that, I think it might have been John Major's government where there was considerations of cash for questions and all sorts of things, which perhaps was the tipping point. Because I think it's fair to say that you could never say that right across public life things have not been done in ways that might be questionable or questioned. But I think that the profile of that situation brought things to a head where clearly the consensus was that classic 'something needs to be done', and the Nolan Principles came out of that work.

So I think we've been on a journey. One might argue, and wishing to stay as far away from politics as possible, that's been tested in the last couple of years. But perhaps there are issues there on that journey where there have been pressure points, there's been times when we've all had to stand back and reflect on what we mean by this word, objectivity.

So I mean, that's my view. I mean, Fenella, you might have a different take and perspective.

Fenella McVey: Yeah, it's really interesting, you're absolutely right, the context in which these principles were formed with the extreme situation of the cash for questions. Because if you look at them without that context, they almost feel not adequate enough. Like, if they're trying to describe what we want from our leaders, it's very passive. Fairness is one obvious thing around considering others and future generations, but there's also something about being efficient and effective, making the world a better place, continuous learning and improvement. They're very passive qualities and not active, impactful qualities in this list. So the context seems to have limited them somewhat. The question now is, could they be refreshed for today's world and today's challenges in systems?

Jaco Marais: Yes, I think that's an excellent question to go onto next. Has our understanding of impartially, fairly, on merit, without discrimination or bias, has that changed since 1995 to today, Cedi?



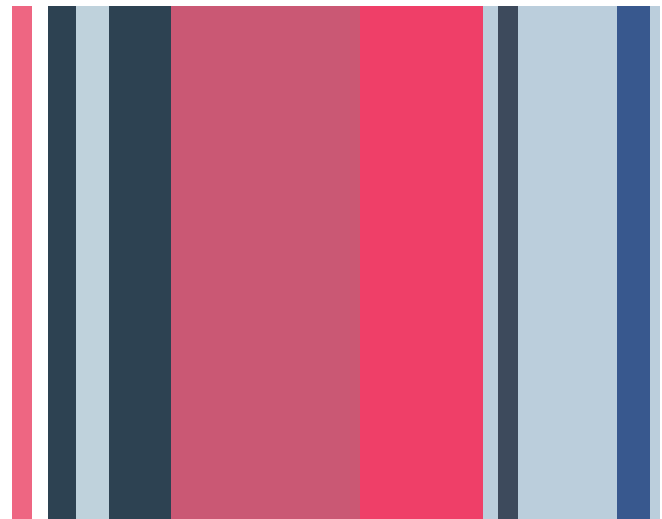
Cedi Frederick: Well, I think it has, and it's had to, because of the evidence and data that now informs the discussion and debate. One might argue that in 1995, and the years that immediately followed, there wasn't the level of data and information that we currently have at our disposal. In the field that I operate in most at this point in time, the NHS, we've seen how, for example, what started in 2015, with Roger Kline's *Snowy White Peaks* report and the development of the RES framework and the RES data, what we have now is information and data that I think strengthens - or should strengthen - our resolve.

Similarly, if we fast forward to the most recent pandemic, I have never seen as much data collected as we saw over the course of the pandemic, and that data has driven decision-making, policymaking and action since. I think we will keep going back to that when we look at inequalities, for example, and how that develops policy and our prioritisation of resources as we go forward.

Can I just go back to the point Fenella made about the construct of the principles? I think, and again, personal perspective, I think if the principles had been written in another way, they may not have lasted the test of time, so to speak, 25 years. I think the fact that they've been written in a way that allows different parts of our public sector, our society, to work with them, to interpret them as per their sector, so to speak. I think they are maybe something that we talk about in due course, they are as relevant today as they were then.

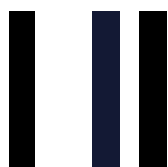
Fenella McVey: I'm so pleased you've been jumping in on the answers as well. I think that the quality that you put in there is absolutely

right, they have been written in a way that is still relevant, and that is remarkable and admirable about them. But I still find them quite passive. They were formulated in an extreme never-happen situation like cash for questions or COVID parties now, which - but one would hope that one's expectations for being in office and leadership might also have some something about - you could be all of these things, be a general good egg, and have no real impact.



Jaco Marais: Well, I'm of the view, if I may, that some of these definitions of without discrimination or without bias and things like that can be updated to a more modern understanding. Now the scepticism of people making decisions on our behalf impartially, that's the one I have a problem with, since we've learned so much that we need to improve representation of diverse groups of people on boards. Have you got any thoughts about that, Cedi?

Cedi Frederick: I think evidence has shown and continues to show that irrespective of all the







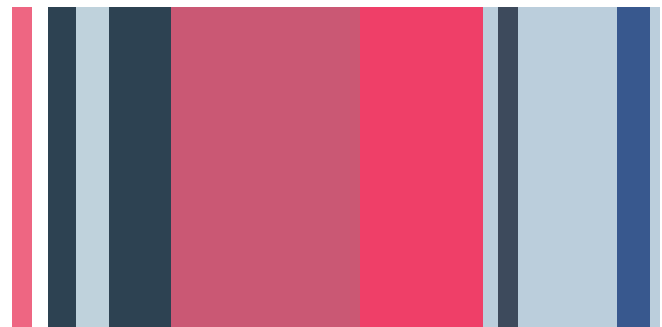
efforts that have been made over the last 10-15-20 years plus, the needle hasn't moved, the dial hasn't moved. I think that whatever efforts have been made - and earlier on I referred to data, information measurement, it has not moved the needle.

I was doing a bit of research in preparation for today's podcast, and from my perspective and working in the NHS as I do, as chair of North Middlesex University Hospital, I was only one of 10 chairs across 230-plus NHS trusts from an ethnic minority background. At that time, there were only eight chief executives across the NHS from ethnic minority backgrounds.

Now with the establishment of integrated care boards, we now have one chief executive of an integrated care board from an ethnic minority background, we have more chairs of integrated care boards from ethnic minority backgrounds and that's a good thing. I operate in the southeast region of the NHS and of our six ICBs, four chairs come from an ethnic minority background, so that's a really positive thing. But if we look more broadly, for example, 1% of university professors in the UK are from an ethnic minority background - 94% of vice-chancellors of universities are *not* from an ethnic minority background. There are only five female black barristers, only 17 black male barristers. The evidence is in front of us, but we're still not able to really move forward in a way that one could argue and back to our objectivity and process and this whole notion of fairness, because it's really about how people feel, what they see, and how that impacts how they feel, and if they don't see people from ethnic minority backgrounds, for example, in these positions of leadership, that will impact their belief that they too, or people

like them, can achieve that.

Fenella McVey: It's stark. I mean, there's no response to that is there? It's shocking. And similarly for women. If you're looking at the gender pay gap that still persists, the amount of the housework, and the looking after children that falls on women as well as their careers, the way that careers stagnate after they have children, the number of women who are chief executives of certainly private sector, but also public sector bodies. So yes, there's no response other than shocked silence, I think, to some of those things that you've been pointing out.



And there is also increasing evidence so that *Rebel Ideas* by Matthew Syed is really interesting, because it talks about diversity - the impact of diversity on the success of these organisations themselves. So it's not just not fair, it's not effective.

So the classic example of the CIA being full of brilliant people who are all brilliant in the same way that together sum up to a very limited, unintelligent organisation at the time of the Twin Towers, because they just didn't have things on their radar. So this whole idea of cognitive diversity, which I think is something that has really been tried to put in through the guidance and the makeup of the ICBs, making sure that on the board there are





different perspectives, from the local authority and from general practice, and that you have the ICP, which also is this partnership with broader input, and then some ICSs are having citizens assemblies as well.

So that might be a build on this objectivity. It's not just on evidence, but also broad evidence that is fully informed by all the stakeholders who are affected or involved. So something like that, someone's really encouraging that, making sure that the right types of information and discussions are in the room when decisions are made.



Jaco Marais: Yes, that's extremely interesting. I want to talk about evidence. Of course, evidence can be collected to support any purpose. What's driving getting better evidence and getting the evidence that is needed to make good decisions now for public institutions?

Cedi Frederick: Without evidence and data, one could argue all you have is anecdote. I think there's an increasing curiosity now to understand difference. There is a saying, what gets measured gets done, but I think that has been tested to destruction and proves, in some cases, not to be the case. But I think now that there is growing challenge out there, and if we consider, for example, how the data and evidence around the disproportionate impact of COVID on ethnic minority communities,

how that then sparked not just looking at that through the clinical lens, but looked at that through employment, for example, housing, houses in multiple occupation, generally occupied by extended families and so on and so forth... there were significantly higher levels of COVID amongst those communities.

We all had our own COVID experience, but for those people who perhaps had to go to work in those more challenging environments, as opposed to someone like myself who spent most of his time in front of his screen away from potential risk, it's a very, very different experience. And we saw that throughout communities.

So if we think about the how COVID not just impacted the country on a medical or clinical, viral level, but the impact that it has had on discussions right across society, whether it's been employment, whether it has been family makeup, whether it has been housing, education. We had situations, as we saw, where millions of young people were being educated at home, and that experience being different depending on your socioeconomic background. My grandchildren had their workspace, laptops, everything. There were discussions about how young people in much more disadvantaged situations were trying to do work on their mobile phones, and didn't have enough data.

So that gathering of data and evidence, which on the face of it absolutely was clear and objective, that then sparked conversations that communities were ready to have. I remember being part of lots and lots of webinars, where people were talking about their lived experience. So what was highlighted during





the COVID pandemic, hadn't just miraculously appeared, it had been there for years, but COVID proved to be the catalyst, so to speak for much wider discussions.

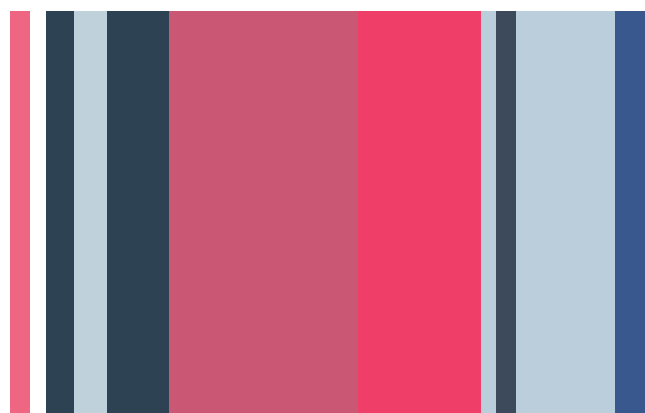
Jaco Marais: So the Nolan Principle of objectivity, I suppose it could be argued, sounds a little bit cold or detached, very rational. One of the most shocking things during the pandemic was the murder of George Floyd and there was a reaction throughout public services to that. Could you tell us something about the response and how that then becomes measured decision-making, a measured response that's impartial and objective?

Cedi Frederick: Well, for me, there was a whole series of unique situations that came together at the same time. Yes, we had the very tragic murder of George Floyd, which then in turn sparked the re-emergence of the Black Lives Matter movement. At the same time, we had COVID ripping through this country, the US, and other countries. Once we started recognising the disproportionate impact of COVID, as I said, it sparked a much wider discussion. But interestingly, not just amongst particular groups. Every organisation on the planet, I think, took a step back and reflected and paused.

We saw, dare I say, the virtue signalling of a statement on a company's website. But equally, we then saw organisations that used these circumstances to fundamentally and radically rethink who they are, what they do, why they do it. I think those companies will be more successful as we go forward.

I recall being contacted, as I mentioned earlier, as one of 10 chairs from ethnic

minority backgrounds, and I remember being contacted by a number of white chairs, from NHS organisations, and others, including local authority chief executives, private sector CEOs who found me through LinkedIn and all sorts of different ways, wanting what I would describe as a safe space conversation, because they wanted to talk about the implications of all of this with someone who wouldn't judge them because they didn't understand the language, they didn't appreciate the fact that perhaps, even though 40% of their workforce came from an ethnic minority background, they had no real understanding of what those people's lives were like, they had no real understanding of indications of what people were living through. They didn't know - they were fearful of using the wrong word, the wrong language, and they wanted someone to check in with about what they thought and the fears that they had as individuals.



I remember talking to one chief executive of a private company who said that he thought he had a good understanding of the lives of people of colour because he and his wife had been on a Caribbean cruise and had experienced jerk chicken for the first time in his life, and loved it. Now, I almost had to say what I really thought, but I thought if I said what I really thought he would struggle to continue the conversation.







But that's where a lot of people were at that point in time.

And it's interesting going back to objectivity and the Nolan Principles, that chief executive would probably have argued that within his organisation the systems and the structures that they had in place, the processes and procedures were objective at that time. But of course, if he looked around him, and he looked at his own executive team for example, and perhaps the level below that, and below that, he might well have reflected that actually, whatever systems and processes they had in place around things like recruitment, promotion, remuneration, etc., were not objective, were unfair.

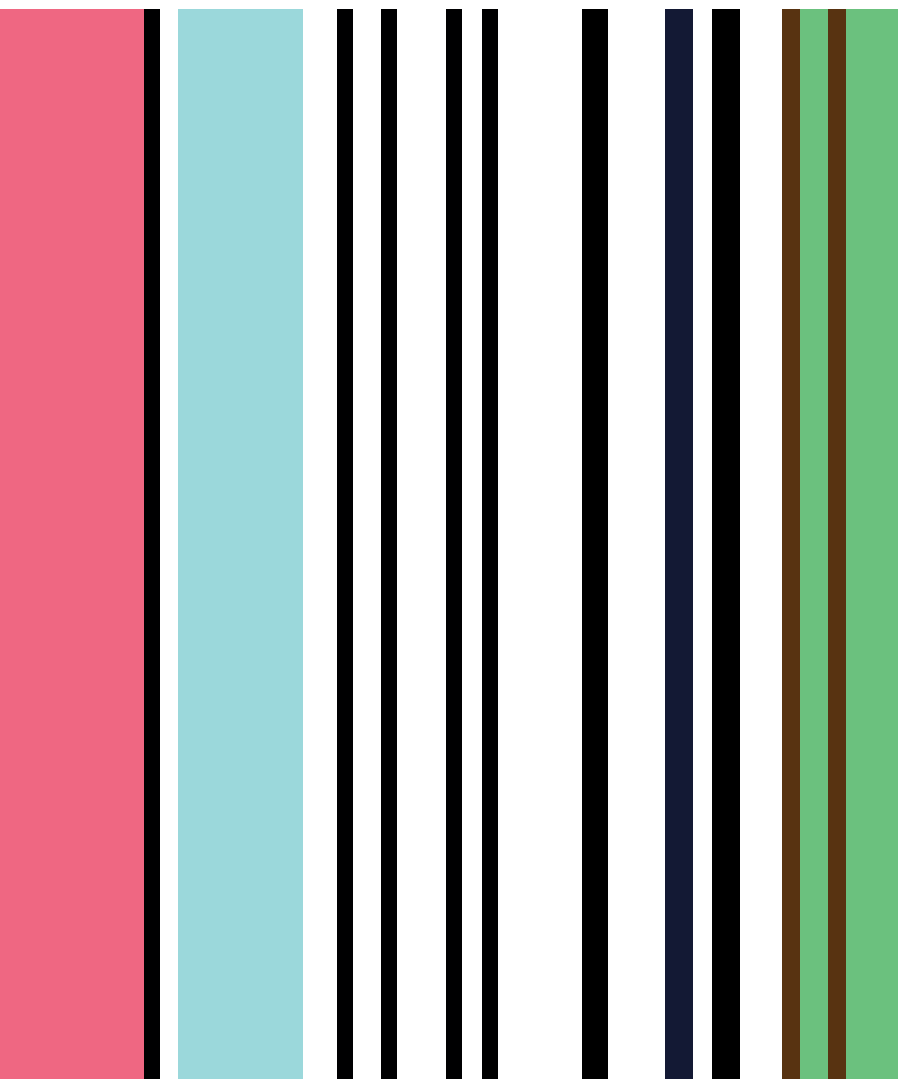
So I think it's great that we're having these conversations. I hope they spark different and more conversations out there. But I don't think the objectivity discussion arising from the Nolan Principles have ever really been truly tested.

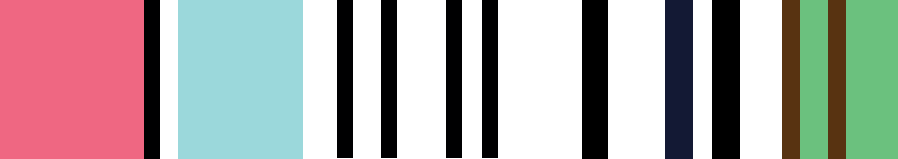
Fenella McVey: I'm just also reflecting on what Cedi said. You're a very powerful speaker, Cedi. I'm distracted by the fact that we're doing a podcast. Obviously, there are some good things like you need understanding, not just data and things like that, but actually listening to Cedi it's not the objectivity, we're asking the wrong questions. We're not asking the right questions. And data is never going to solve that. So that's the issue.

So one of the issues has been having same people making decisions in the same way, because we're all caught in our little ways of thinking. So, it's how do you break that down and learn from other sectors, other geographies, but also have completely different people with different backgrounds and ways of thinking in the room?

Jaco Marais: I might be wrong, but points of view and how people feel about things and their experiences is becoming extremely important. It's a little bit different to objectivity, but it is a collection of evidence. How do we collect evidence, do it from points of view, different perspectives?

Cedi Frederick: Well, it may not be how we collect evidence, but it may well be how we interpret evidence and interpret data. I'm no expert in this field, but it prompts me to think about the notion of unconscious bias and confirmation bias. If we reflect on what is now, I think, universally considered as the discredited Sewell report, it was very much how the commission that looked at the data interpreted that data. And I think, just circling back momentarily, it goes back to Fenella's point about cognitive diversity. Because whilst the majority of the people around that table





were from an ethnic minority background, one might argue that their journey has taken them to a point where, irrespective of what the evidence told them, their own personal perspectives really came to the fore, and coloured much of the tone and the content of that report.

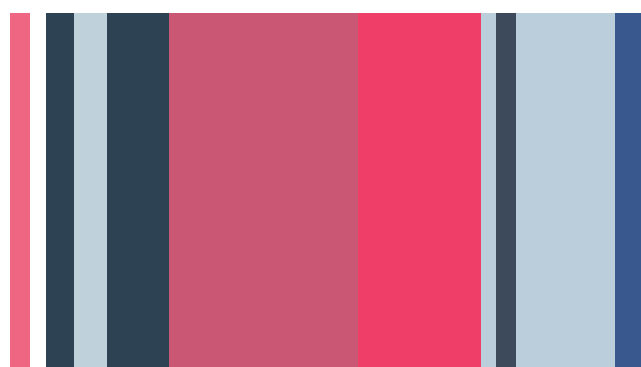
That was why I think when the report was published, it was so widely pilloried by not just people of colour, ethnic minority communities, but others as well, because it was so far away from people's lived experience.

I think that's where this notion of objectivity, this notion of impartiality, I think gets really tested. I think that most of it comes down to leadership, which is obviously another one of the Nolan principles but in the context of this conversation, if you are the chair of an NHS trust, for example, you may well have different faces around the board table, but does your style of chairing, the culture of the board that you have fostered, does it enable everybody's voice to be heard? Do you create a space where people's lived experience and their experiences can influence others? Do others listen with fascination - I love that expression - listen with a quiet mind where people say, 'well, actually, your road to getting to where you are was very different to mine. But it's equally valid.'

Jaco Marais: I hear a lot about groupthink, and that sort of goes in the opposite direction of objectivity. What is groupthink and how can we avoid it?

Fenella McVey: Classic groupthink is Kodak isn't it?

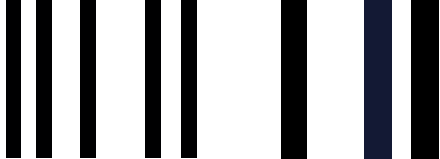
Cedi Frederick: Absolutely. Again, I think groupthink for me comes down to the culture of a board, because it may not necessarily be everyone thinking the same. But what it may well be is some louder voices and others thinking the same and other voices not having the strength or the space to challenge the received wisdom. And it comes down to the chair. You were talking earlier, Jaco, about the size of boards. The Kent and Medway ICB board is 23 people. We've had three meetings now and we still haven't got the configuration of the room right in order to ensure that everyone feels that they're able to take a full and active part.



I'm really conscious as chair of this new developing board. It's really important for me to find ways to ensure that everybody's voice is being heard within the time constraints that we have of our meetings. I don't think I've got it right yet, but I hope to get it right in due course. Probably the largest board I've ever chaired, if I'm honest with you.

But it comes back to whether everyone feels able to have their voices heard. Because all too often, what tends to happen is in a meeting, whether it be a board meeting or team meeting, a decision may be taken and people may well subscribe to that decision publicly. But they'll





go out and by the coffee machine, they'll say, 'well, I don't think that's probably the right thing to do,' but we didn't feel able to say it in the meeting itself. So I think that's a challenge.

This is the thing about, going back to objectivity, the decision taken on merit. Now, you can use that word in any way that you wish, this word merit. Merit to whom, merit for what, for what outcomes? Going back to our discussion about what's shareholder value? If you're talking about P&O, for example, was it P&O sacking all of their staff?

Jaco Marais: Yes.

Cedi Frederick: ...that was clearly driven by shareholder merit, irrespective of the impact it had, not just on those individuals, but their families, their communities and the like. So I am almost conceding Fenella your original point about the wording of the Nolan Principles being a little bit passive in that respect. Yes, 15-love to Fenella, I think.

Jaco Marais: Should we add fairness to the list of Nolan Principles, and how would we define it?

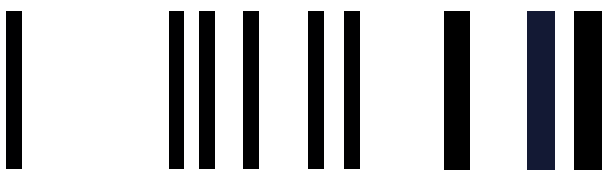
Fenella McVey: I'm torn as to whether you add it as a separate principle, or whether you actually weave it into each one so it's embedded?

Cedi Frederick: I think similarly, Fenella. I've reflected on this and my fear in adding it as another Nolan Principle is that it gets the same response as the other Nolan Principles. What I do think, and I've done some work on this with another hat on, we talked about the fairness framework, so how do you try to put some

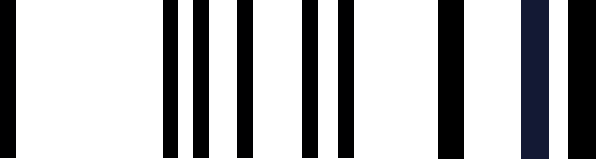
structure to this word fairness? And what we talked about was leadership, of course, and how the style of leadership either encourages and supports fairness or not. We talked about culture as an important part of that framework. We talked about how you look at that through things like staff surveys, pulse surveys, 360-degree feedback, and so on and so forth. We talked about wellbeing at work, and how people feel, and this notion that fairness for many people is this sense of how that my environment, how does my relationship make me feel? Do I feel that I have been treated fairly? Is there evidence that I've been treated fairly?

Now, we know that a huge amount of work around recruitment has been done here - whether it is blind shortlisting, whether it is having observers on recruitment panels - that efforts have been made, not just within the NHS, but elsewhere too, to make the recruitment process as fair as possible. However, if the person being interviewed feels, going in for interview, that the odds are stacked against them, that the whole system is unfair, they will not give of their best in that interview.

What causes that, and I know that you mentioned earlier, Jaco, some of the work that I have done and do around coaching and mentoring, and much of my focus is working with ambitious middle managers from ethnic minority backgrounds who want to get up the ladder, so to speak. And much of my work with them is working with them to change their mindset going into an interview. Because in many cases, their life experience would have had a whole series of unfairness from their perspective, whether that's experience of the education system, the judicial system.







I don't know - actually, that's unfair, I might know one or two black men who have not been stopped by the police at some point in their life. There are many stories of how people felt that the education system has been unfair, research looking at how the education system affects black boys. You get to the age of 14-15, something fundamentally changes in the education system, that minimises black boys' ability to give their best. And when all of that is carried into an interview, subconsciously, it makes it very difficult, especially if the panel is all white, which is less the case now but used to be the case, you walk in and your subconscious sees your headmaster, your subconscious sees the policeman who stops you as you're going to the shops, and so on. And it's very difficult in those circumstances to give it your best.

If you're a white man walking into an interview, you immediately feel at ease, because you look at the table and there are lots of people like you around the table.

So this sense of objectivity, I think, really can be stress-tested to the point of destruction, but it's going to be really, really difficult to overcome. But I commend not just the NHS, but every organisation that's trying to change that. It's not going to be easy.

Jaco Marais: I have carefully listened to what's

been said. And I have to come back to this point about feelings. I've never heard such a good explanation of how subjective truth like feelings and experience influence what kind of objective judgments we can make about a person when recruiting.

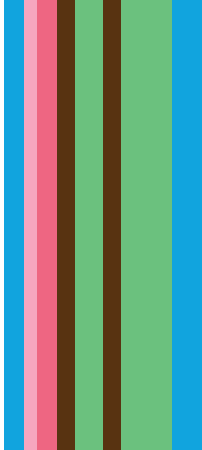
I wanted to move it along, so now we've recruited somebody to represent a certain group of people or certain issues when they are in the boardroom. How do you chair to help bring those experiences and feelings to the board, to the decision-making that makes for a better objective truth?

Cedi Frederick: From my perspective, and it's a personal perspective, much of that work is done outside of the boardroom, outside of the governance framework, and it starts with the recruitment of the non-executives around that board table, it starts with the recruitment of the executives. As a new ICB, like all the other 41 ICBs across the country, we had to go out and recruit a whole new group of non-exec directors. I chose to recruit five independent non-executive directors, and we were blessed to have some really good applicants.

We were not able to attract as diverse a slate of applicants as I would have hoped. I think part of that was to do with our location and all sorts of things, but we worked very, very hard to do that. But we have diversity. And it was really about how we tested people's willingness to challenge. I use that word a lot. You've got to create a culture where people feel able to challenge themselves and each other.

We then went out and started recruiting our executives. It started with our chief executive Paul Bentley, and I was looking for a particular





kind of person with a particular character to lead this working with me and others, and we'd carry that forward in our recruitment of executive directors.

So I've had the opportunity to speak to many of the applicants who've applied to become executive directors of Kent and Medway, and one of the things I've said to them all is that, from my perspective, I'm looking for us to recruit people who have a chip on their shoulder. I've seen some quizzical looks on the screen when I said that. So I clarify that by saying, for me, it's not people who bang doors or who slam their fist on the table, or who shout at people, but people - and they may well be people who have worked in the NHS for many years - who carry the frustration that we can do things differently, we can do things better. And I want those people to come into our ICB and feel able to share that frustration, and say actually, guys, we can do things differently.

And we've had those discussions with our partner non-executive directors who have joined the board, and I'm hoping that will give us the best chance of changing what we do and how we do it within Kent and Medway for the benefit of the 1.9 million people that we're here to serve.

So I think, going forward, that part of our collective challenge - it's not my challenge as an individual - is to do that and nothing else. But what I've got to do is try and create a culture

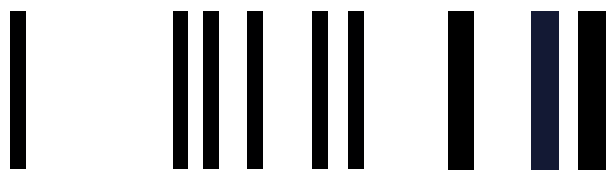
around that board table that then percolates and permeates across the organisation where we have created a culture where people feel able to speak their truth.

I said in a meeting recently that one of my main objectives is to put our freedom to speak up guardian out of business. I think if we get to that point, we will have achieved a lot. We're still some way away from that. I think many people have to unlearn and relearn and challenge themselves, their own values, and so on and so forth. But that's the objective.

Fenella McVey: A lot of the kind of board development will be going and having coffee with a paramedic, or meeting up with a local parishioner and meeting a family, and just getting out and having all of that. It's not just from data and documents. It's understanding the why. It's not just the what, it's the why that one really needs to understand. So that's outside in these kinds of lived experiences.

Jaco Marais: I think anyone listening to this would have learned today how subjective truth, like experience or feelings, becomes data evidence that decisions can be made objectively about.

Cedi Frederick: If we go back, another - I know I referenced Matthew Syed's books earlier, let me reference another one, *Black Box Thinking*. In that book, Matthew talks about the fact that in a healthy environment, for example, in an operating theatre, that hierarchy and the lead clinician, the lead surgeon, creating an environment where people do not feel able to challenge his or her practice, and that resulting in something tragic happening in operation for example. That's why it's so important.



We do have hierarchies. We need that structure and we understand the reasons why. But there is a responsibility on us as leaders to create environments in which people feel able to challenge on the basis of their knowledge, their experience. And all too often, when we look back at tragic situations that have happened in the NHS, we find that actually their culture did not encourage challenge, not just the NHS but whether it's social care, for example. If you go back as far as Winterbourne View, and so on, people in that service knew what was going on, but didn't feel able to challenge their peers or didn't feel able to challenge the management to do something about it.

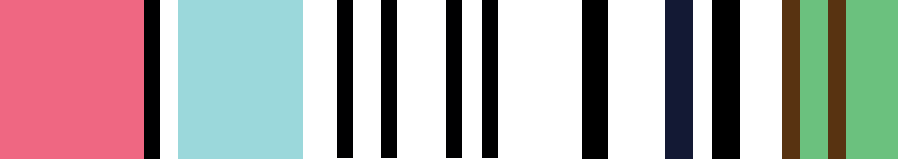
I think, as indicators that you talk about, they are generally speaking there if you look for them, if you give yourself a space to analyse them over time.

Jaco Marais: That's probably the reason why the Nolan Principles come as a set. Accountability and leadership really account for subjectivity whereas objectivity then becomes another way of making decisions or working with the evidence.

Cedi Frederick: Again, it's probably 30-love to Fenella now, because the more I think about the Nolan principles maybe one of the reasons why they lasted 25 years-plus is the fact that they're written in a way that gives everybody what they want. They give people the opportunity to maintain the status quo where they want, and they give people an opportunity to drive change in their own behaviour and their organisations where that's what they want.

I think, perhaps, certainly a refresh is needed, a new discussion or series of discussions. I remember when the Nolan Principles first came out, it led to a tremendous number of discussions across all sectors in terms of what they actually meant, how they should be used, how they should be the catalyst in organisations to change how things are done. But 25 years later, one might argue that they haven't delivered the kind of enduring,





embedded change that they were designed to.

Jaco Marais: Well, we're pretty much out of time. And I just wondered whether you wanted to look up that Michael that you wanted to quote?

Cedi Frederick: Michael West, who coined the phrase 'listen with fascination'. Yes, it did come back to me. I prefer 'listen with a quiet mind', which is really, really hard to do. But it's fundamental to leadership.

Jaco Marais: Wonderful, thank you very much. I've learned a lot. I've learned how subjectivity becomes objectivity and how the Nolan Principles can be interpreted in many different ways. Thank you very much for that.

Was there anything that you wanted to reconsider from what you've said or anything like that? Anything we didn't touch on?

Cedi Frederick: Not from my point of view. I'd like to thank you both for making this so easy. I was, as you would expect, slightly nervous in terms of how this was going to go, but no, you've made it really fun actually. So thank you both very much indeed. You got a great style Jaco and, Fenella, just whether it's your intonation or your pace, you just create calm so thank you.

Jaco Marais: Absolutely. I do find that about Fenella.

Fenella McVey: Like my daughter.

Cedi Frederick: That's being a mum. That's very different. I'm guessing.

Fenella McVey: Yeah, well thank you Cedi. It's been really fascinating and great to hear you in conversation today.

Cedi Frederick: Good stuff. Thank you.

Jaco Marais: That would have been a better question, how to remain objective as a mum.

Cedi Frederick: That's a subject for another podcast altogether. Over to you Fenella on that one. Thank you both.

Fenella McVey: The Mum Principles.

Jaco Marais: Thank you for joining me in the Public Good podcast to discuss the Nolan Principle of objectivity. I look forward to hearing your comments about today's discussion.

I think the discussion really highlighted that to get a more colourful picture of the truth we need to look beyond black and white objective facts and consider the complex realities of people's lives, as told through their stories of lived experience and the way they feel about their place in society.

My name is Jaco Marais. If you have any questions or comments related to today's discussion on the Public Good podcast, please don't hold back. We look forward to responding to you on Twitter @goodgoverninst and by email [advice@good-governance.org.uk](mailto:advice@good-governance.org.uk)