

## **Risk, opportunity and governance in turbulent times**

*A Question Time style debate*

**To book a place at this event please email  
[networks@london-excellence.org.uk](mailto:networks@london-excellence.org.uk) or call Rose Viggiani on 020 8405 5064**

**When:** Thursday 23<sup>rd</sup> March, 5:15 – 8pm  
**Where:** CIPFA, 77 Mansell Street, London, E1 8AN  
**Cost:** Free of charge to members and new contacts

### **Overview:**

We have seldom seen more turbulent times than we have at the present. What with Brexit in the UK and the election of Trump in the USA, there is no evidence of the uncertainties abating in the foreseeable future.

Whilst the Leave campaign speak loudly of the opportunities arising outside of the EU, others see significant risks.

Alongside this political uncertainty, the pressures are mounting on our public services whilst the private sector has seen many high profile failures with the likes of BHS departing from our high streets, leaving the taste of poor governance lingering behind it, blighting the lives of so many people.

Out of this uncertainty, what seems clear is the importance of developing agile organisations that can react quickly to opportunities. This in turn requires leaders and managers who can steer a way through the uncertainties.

Join us for a lively debate as we explore the issues facing us over the next few years and consider what we need to do to minimise the risk of catastrophic incidents, adverse publicity and organisational failure. Join us to explore how we can help our people, our organisations and our country grow and emerge stronger.

### **Agenda:**

**17:15 Registration and networking**  
**17:30 Panel discussion and debate**  
**19:00 Networking**  
**20:00 Close**

### **Panel Members:**

**Stephen G Mungavin**, Head of CIPFA in Northern Ireland

**Estelle Clark**, Executive Director – Policy at Chartered Quality Institute, Chair LRQA Technical & Advisory Committee

**Chris Craggs**, MD, McFarlane Telfer

**Professor Tony Bendell**, MD, Services Limited

**Stephen G Mungavin**, Head of CIPFA in Northern Ireland



Steve Mungavin is the Head of CIPFA in Northern Ireland and has over 30 years' experience of working in and with local and central government throughout the UK, Ireland and more recently in West Africa. Whilst working at CIPFA over the last 10 years, Steve has developed numerous initiatives aimed at improving leadership and governance in public bodies and in the third sector. This includes development and delivery of new training courses; practical support for Chairs, Boards and Audit Committees; developing guidance; and boardroom 'troubleshooting'.

During this time, Steve has conducted over 60 governance and related reviews for Boards, including advising on some politically sensitive issues. Steve has practical experience as a Board Member of a public body for five years and as Chair of an Audit Committee for two years.

Recently, Steve has developed CIPFA's 'Governance Mark of Excellence' – an accreditation tool that publicly recognises well governed public bodies.

**Estelle Clark**, Executive Director – Policy at Chartered Quality Institute, Chair LRQA Technical & Advisory Committee



Estelle is a board level director with a 25+ year track record of delivering bottom line results through robust corporate governance, practical change management and motivational business process improvement.

Passionately customer orientated, with a successful background in business assurance, consultancy, strategic sales and project management, Estelle was, until recently, the Group Director of Business Assurance for Lloyd's Register, responsible for ensuring that the management system is effective in delivering the strategic direction and mitigating

business risk. Prior to this, she held similar roles at Alstom Power, Fujitsu and the UK Financial Ombudsman Service. Her professional background is in major account development and project management.

In 2009 Estelle was awarded the Women in the City lifetime achievement award by Coutts Bank. In 2006-2007 she was both UK and European Quality Leader of the Year. Estelle is a Chartered Quality Professional and a Fellow of the Chartered Quality Institute. She is currently the Executive Director - Policy for the CQI and Chair of the LRQA Technical and Advisory Committee, Estelle has strong personal business ethics focussed on looking after lives, livelihoods and the environment.

**Chris Craggs**, MD, McFarlane Telfer



Chris started his working life working in restaurants in France, coming back to the UK to get into hotel management before setting off on his own account more than 30 years ago. Since 1992 he has owned and run McFarlane Telfer, commercial kitchen engineers, HQ in Maidenhead, now with 97 staff in the UK and 35 in the Gulf. His wealth of experience includes a variety of successes and learning experiences – most self-inflicted or self-exacerbated – and very few down to Brexit, Syria or US presidents! Chris is keen to encourage SME's to aspire to Operational Excellence – and to be bold.

**Professor Tony Bendell**, MD, Services Limited



Tony is a well-known invited keynote speaker and master class leader at Conferences and Events worldwide and was formerly the Rolls-Royce funded Professor of Quality & Reliability Management, at the University of Leicester. Tony has had both an outstanding academic career and an extensive professional consultancy and training role at the highest level within both private sector organizations and the public sector.

He is a leading figure in the UK and international quality and productivity improvement and excellence, and public sector transformation, movements. He has published extensively and is principle author of the best selling Financial Times book on Benchmarking for Competitive Advantage, which is available in 6 languages, as well as the FT book on Implementing Quality in

the Public Sector. His last book on 'Developing Anti-Fragile Organizations; Governance, Opportunity and Risk in Turbulent Times' was published by Gower in July 2014.

He has trained Senior Civil Servants for the Cabinet Office, and has advised and mentored senior managers and Board members, to the highest level.