

# Good Governance and Culture: Features and Assessment

Thursday, 10 October 2019, 8.00am – 10.30am

Institute of Public Administration, 57-61 Lansdowne Road, Dublin D04 TC62  
A light breakfast will be served at 8am and the proceedings will commence at 8.30am

Organisational culture has come more explicitly to the fore in recent times in terms of governance discourse and considerations. This has been prompted in part by the UK Corporate Governance Code (2018), which references culture a number of times, including the Board's role in ensuring that the company's culture is aligned with its purpose, values and strategy, and that the Board 'should assess and monitor culture'. It followed on from the FRC's 2016 report on *Corporate Culture and the Role of Boards*. In many ways, Codes are catching up with the practical reality, when we consider the emphasis that has been placed on values, ethics, assurance and performance management over many years.

This Forum event will bring together four highly experienced speakers to consider this theme from their unique perspectives. Among the questions to be considered by the speakers and peers at the event will be:

- How do we assess organisational culture?
- What kind of assurances can a Board or Senior Team seek and receive in respect of organisational culture?
- What role can a Board and Senior Team play in setting the tone and shaping culture?
- What are key features of a progressive culture, which we should aspire to within our organisations?
- What might be the key barriers to realising a desired culture?



**Eilish Hardiman** is Chief Executive of Children's Health Ireland, a single organisation consisting of three Dublin children's hospitals at Crumlin, Temple Street and Tallaght, as well as the Paediatric Outpatient and Urgent Care Centre at Connolly Hospital, Blanchardstown. CHI has an annual budget of €325m (2019) and 4,000 staff. Prior to taking up the role, Eilish had served as Chief Executive of Tallaght University Hospital, Deputy CEO and Director of Nursing of St. James' Hospital and CEO to the previous National Paediatric Hospital Development Board.



**Maria Gannon** is a Director in Mazars with responsibility for providing Culture Audit services. Maria has 15 years of experience assisting clients in overcoming Governance and Risk challenges and in recent years has been responsible for delivering cultural audit services to clients using the award winning Mazars Culture Audit Tool. The Mazars approach to culture goes beyond risk culture and assesses culture in the context of an organisation's mandate, strategy and goals.



**Johanna Bradley** is an accomplished HR Consultant and HR Auditor with Mazars and has a background in Learning & Development and a passion for developing capability. She has significant multi-disciplinary and multi-sector Project, Auditing and HR experience gained over 15+ years in Ireland, the UK and the Middle East with experience in Culture Audit and broader HR Audit, Organisation Development and capability development within the public sector and the sectors of Banking, Financial Services, Engineering.



**Siobhán Bradley** is a Senior Leadership and Change Specialist at the Institute of Public Administration. She works with a wide range of organisations in the public sector, including government departments, state bodies, local authorities and the health sector, with much of her work focused on helping organisations to align to the public sector strategic focus, to the people strategy objectives and cultural change goals. A key area of focus is building collaborative and innovative capacity and developing the capacity of senior managers to think differently about policy formulation and service delivery.

## Time & Location

The briefing will take place on Thursday, 10 October 2019 at the IPA, 57-61 Lansdowne Road, Ballsbridge, Dublin 4, D04 TC62.

A light breakfast will be served from 8.00am. The presentations and open forum discussions will commence at 8.30am and conclude at 10.30am.

## Cost and Bookings

Members of the Forum may nominate up to two participants to the briefing without charge. The cost for additional nominees is €100 per person. The cost for non-forum members is €250 per person but subject to availability. Bookings can be made using the attached booking form or by contacting Jane Greer or Lili Pereira ([governance@ipa.ie](mailto:governance@ipa.ie) / 01-2403600)