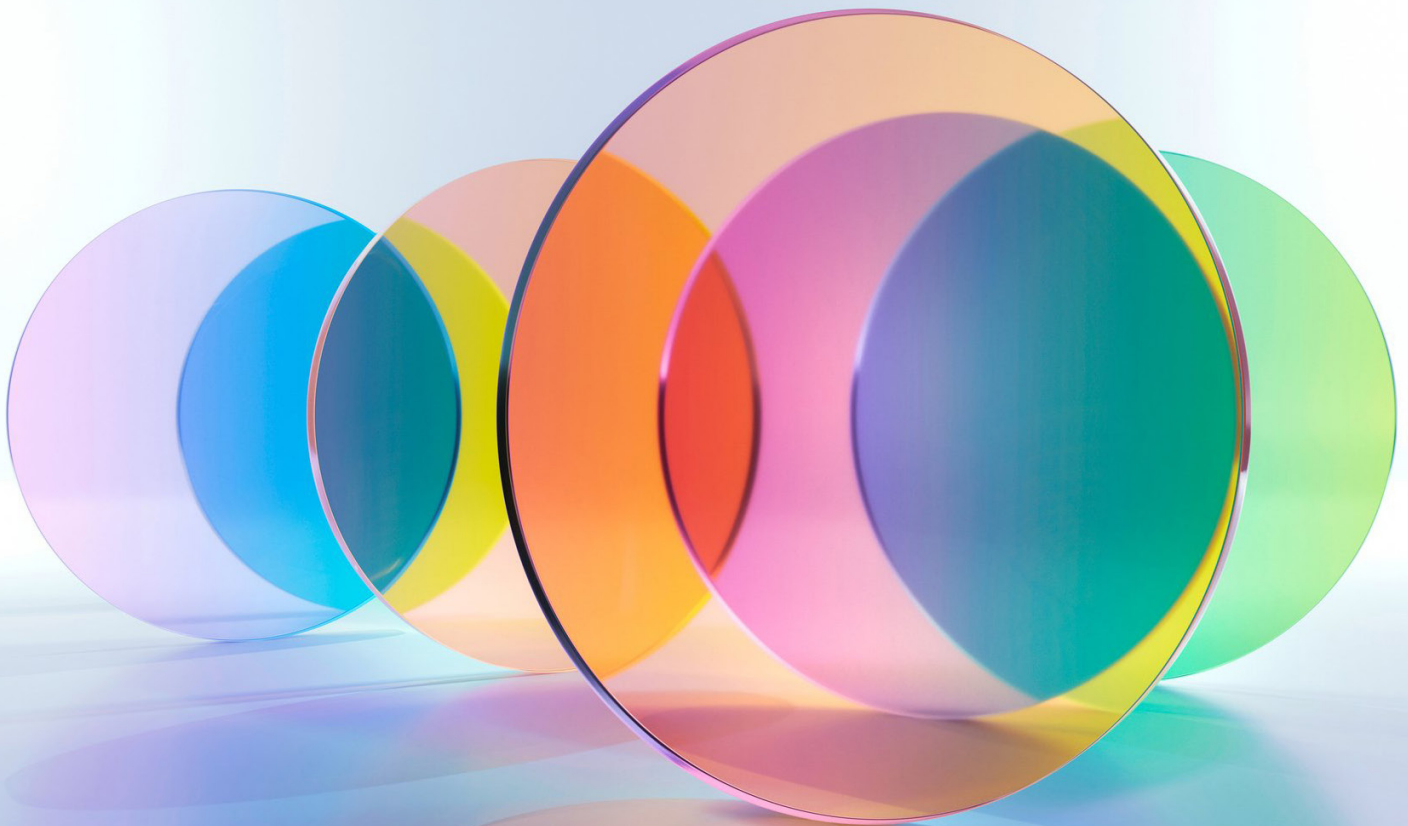


On Point: CMS Scotland's Annual Business Conference 2026

Leadership in Turbulent Times

1 October 2026

Edinburgh International Conference Centre
The Exchange Morrison St, Edinburgh



The Agenda

Leadership in Turbulent Times

8.15am	Registration and Breakfast
9.00am	Welcome Allan Wernham, Managing Director, CMS Scotland
9.05am	Introduction Kirsty Wark, Broadcaster and Journalist
9.10am	Managing the Geopolitical Headwinds Andrew McDougall, Managing Director, Group Head of Geopolitical Risk, Barclays (Former Diplomat and British Army officer)
9.35am	What Does Scotland Need and Want from Its leaders in 2026? Emma Congreve, Deputy Director, Fraser of Allander Institute
9.55am	Lessons in Leadership Phil Batty, OBE, CEO of Glasgow 2026
10.15am	Panel: Leading Through Uncertainty <i>Chair: Kirsty Wark</i> <i>Andrew McDougall, Barclays</i> <i>Emma Congreve, Fraser of Allander Institute</i> <i>Phil Batty OBE, Glasgow 2026</i> <i>David D Murray, Murray Capital</i>
10.45am	Brunch Break
11.20am	Leadership in the Age of AI: What Does It Look Like? Dr Stephanie Hare, Broadcaster and Author on AI and technology, and the co-presenter of the BBC's AI Decoded Presentation, followed by Q&A with Kirsty Wark
12.10pm	What Makes a Great Leader? Rory Stewart, Professor in the Practice of International Relations at the London School of Economics, former Conservative Cabinet Minister and diplomat, best-selling author and Co-Host of The Rest is Politics Podcast Presentation, followed by Q&A with Kirsty Wark
1.10pm	Closing Reflections Allan Wernham, Managing Director, CMS Scotland
1.15pm	Close

Meet our speakers

(In order of appearance)



Allan Wernham

Managing Director, CMS Scotland

Allan Wernham is Managing Director Scotland and a partner in the Real Estate group based in Glasgow.

With over 30 years’ experience, Allan specialises in major development and regeneration projects with a particular focus on prime retail and city centre assets, and in advising large energy and utility companies on their property needs. Allan’s experience covers the whole range of development work, from initial acquisitions and development agreements through to letting, financing and disposals.

As Managing Director Scotland, Allan is responsible for leading the firm’s ambitious growth strategy in Scotland, building on over 260 years of heritage and a market-leading reputation in the key sectors of the 21st century economy.



Kirsty Wark

Broadcaster and Journalist

Kirsty Wark is one of the UK’s trailblazing female news journalists. She presented BBC’s Newsnight for 30 years, stepping down after the 2024 General Election. Her long career on Newsnight has seen her holding politicians and public figures to account with her formidable interviewing skills. She made her reputation as a journalist and producer on BBC Scotland, memorably reporting from the scene of the Lockerbie bombing, before joining BBC 2’s arts strand The Late Show as a presenter, moving on to Newsnight in 1993.

Kirsty continued to span both arts and news/ current affairs, hosting The Review Show for over a decade, as well as a range of BBC Arts series and documentaries. Over the years she has had memorable encounters with everyone from Margaret Thatcher to Madonna, Harold Pinter to Pete Doherty, Damian Hirst to George Clooney and the likes of Toni Morrison, Donna Tartt and Philip Roth.

Kirsty hosts Radio 4’s long-running flagship series The Reunion, and regularly presents of Start the Week. She continues to present arts programmes on TV and Radio, cultural history series such as The Women Who Changed Modern Scotland and Panorama specials.

Kirsty has won several major awards for her work including BAFTA Awards for Outstanding Contribution to Broadcasting, Journalist of the Year and Best Television Presenter. In 2024 she was honoured with a lifetime achievement award at the RTS Journalism Awards.



Andrew McDougall

Managing Director, Group Head of Geopolitical Risk, Barclays (Former Diplomat and British Army officer)

Andrew McDougall is Group Head of Geopolitical Risk for Barclays and advises Barclays Board and executive leadership on global affairs. He joined Barclays from the UK Foreign Office, where he gained extensive experience working on some of the most important global issues over the past two decades. His particular expertise is Europe, Russia, and China, but also worked closely on Iran and South Asia (India/Pakistan/Afghanistan) earlier in his career. Andrew’s final posting was in Brussels (Political Counsellor in the UK Mission to the EU and NATO) but also served in Switzerland, India, and the Middle East. As a British Army officer he served in Northern Ireland, the Balkans, and Iraq, before joining the Foreign Office. He read Law and International Relations at university.



Emma Congreve

Deputy Director, Fraser of Allander Institute

Emma Congreve is Deputy Director and Principal Knowledge Exchange Fellow at the Fraser of Allander Institute at the University of Strathclyde. She works across a wide range of economic and public policy issues affecting Scotland, including public finances, taxation, labour markets, business and productivity, and poverty and inequality. A key part of her role is engaging with policymakers, businesses and other organisations, bringing economic research and analysis to bear on current policy challenges. Emma is a regular commentator on the Scottish economy and contributes to public and policy debate through research, events and media appearances.



Phil Batty, OBE, CEO

Glasgow 2026, Birmingham 2022 and other major sporting and cultural events

Phil is Chief Executive Officer of the Glasgow 2026 Organising Company, responsible for delivering the 23rd edition of the Commonwealth Games in summer 2026. Phil brings extensive experience of leading major projects and large-scale events across culture, sport, heritage and place-making. He has been at the heart of some of the UK’s most ground-breaking events over the last decade.

Prior to Glasgow, Phil was CEO of SKYMAGIC, a world-leading drone light show business, where he worked internationally to deliver global shows and events across four continents.

At the Birmingham 2022 Commonwealth Games, Phil led the Opening and Closing Ceremonies, watched by a global audience of millions in 2022 and organised the late Queen’s Baton Relay throughout the 72 nations and territories of the Commonwealth during the global pandemic.

Phil managed the strategic campaigns and marketing for the first-ever London Borough of Culture in Waltham Forest, and was Chief Operating Officer of the WOW Foundation, overseeing the expansion of a programme of global festivals in 65 countries worldwide. He has an outstanding track record of realising the social impact from events, having been Director of Public Engagement for the £32m Hull UK City of Culture in 2017. In this role Phil led the marketing, place-making, and education initiatives for a 365-day artistic programme in Hull.

He is Vice Chair of the Bradford UK City of Culture 2025 Board of Trustees and services as a Board member of Spirit of 2012, the London Olympic and Paralympic Legacy Funder. Phil was awarded an OBE in December 2022 as part of HM The King’s Inaugural New Year Honours for services to sport and culture.



David D Murray

Managing Director, Murray Capital

David leads the team at Murray Capital Ltd, the family investment office of the Murray Family, of which he is a second generation family member.

Prior to taking up his role at Murray Capital, David worked for IMG in the Far East and Bank of Scotland’s corporate division.

During his career, David has been involved with a number of successful and high profile transactions. He holds non-executive directorships on the boards of various portfolio and family owned companies. He is a past Chairman of the Institute of Family Business in Scotland, a member of the YPO Scotland Chapter and is a non-executive director of National Trust for Scotland Enterprises.

David is also an Ambassador for Maggie’s Cancer Centre in Edinburgh.



Dr Stephanie Hare

Broadcaster and Author on AI and technology, and co-presenter of BBC’s AI Decoded

Dr Stephanie Hare is a researcher, broadcaster and author focused on technology, politics and history.

She co-presents “Artificial Intelligence: Decoded” on BBC television and contributes to the BBC World Service.

Her first book, Technology Is Not Neutral: A Short Guide to Technology Ethics, was named a Financial Times Best Technology Book of summer 2022, and her writing has featured in the Financial Times, The Washington Post, the Guardian/Observer, the Harvard Business Review, WIRED and Computer Weekly.

She has worked at Accenture, Palantir, and Oxford Analytica; held the Alistair Horne Visiting Fellowship at St Antony’s College, Oxford; and earned a PhD and MSc from the London School of Economics and Political Science (LSE) and a BA from the University of Illinois at Urbana-Champaign, including a year at the Université de la Sorbonne (Paris IV).



Rt Hon Rory Stewart OBE

Professor in the Practice of International Relations at the London School of Economics, former Conservative Cabinet Minister and diplomat, best-selling author and Co-Host of The Rest is Politics Podcast

Rory Stewart is Professor in the Practice of International Relations at the London School of Economics, a former UK cabinet minister, diplomat and Member of Parliament for Penrith and the Border. He served in Iraq and Afghanistan, taught at Harvard and Yale, has written six books, and co-presents The Rest Is Politics with Alastair Campbell.

Rory served as UK Secretary of State for International Development, Minister of State for Justice, Minister of State in the Foreign Office and DFID, and Chair of the House of Commons Defence Select Committee.

After a brief period as an infantry officer, he joined the UK Diplomatic Service, serving in Jakarta, as British representative to Montenegro after the Kosovo crisis, and as coalition Deputy-Governor of two provinces in southern Iraq following the 2003 intervention. He later undertook a two-year walk across Afghanistan, Iran, Pakistan, India and Nepal.

In 2005, he founded the Turquoise Mountain Foundation in Kabul, restoring part of the old city, establishing a clinic, primary school and arts institute, and supporting Afghan crafts. In 2008, he became Ryan Professor of Human Rights at the Harvard Kennedy School and Director of the Carr Center for Human Rights Policy. He later served as Brady-Johnson Professor of the Practice of Grand Strategy at Yale and remains associated with Yale’s Jackson School of Global Affairs.

His books are The Places in Between, Occupational Hazards (published in the US as The Prince of the Marshes), Can Intervention Work?, The Marches, Politics on the Edge: A Memoir from Within, and Middleland: Dispatches from the Borders, published in October 2025.

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