



BOARD EXCELLENCE

ENABLING HIGH-PERFORMING BOARD TEAMS

External Board Evaluation

**Non-profit, Charity,
Public sectors**

boardexcellence.ie



ABOUT BOARD EXCELLENCE



Board Excellence is a specialist board consultancy practice that enables boards, working as teams, and individual directors, to excel in effectiveness, performance and corporate governance.

Our core ethos is that a highly effective high-performing board team adds huge value to an organisation and has a significant impact on overall organisational performance

External Board Evaluation for Non-Profit & Charity boards

We provide a comprehensive, independent and objective board evaluation (outlined in Figure 1 overleaf) based on compliance with the provisions of and key best practices of



- Irish Charities Governance Code (2018)
 - Governance Code for Community, Voluntary and Charitable Sector in Ireland (for sporting bodies)
 - Charities Act 2009
 - Irish Company Law
 - Internationally recognised best practices in non-profit and charity governance
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External Board Evaluation for State boards

We provide a comprehensive, independent and objective board evaluation (outlined in Figure 1 overleaf) based on compliance with the provisions of and key best practices of



- Code of practice for the Governance of State Bodies
 - Sector-specific governance codes
 - UK Corporate Governance code
 - UK FRC guidance on board and committee effectiveness
 - Internationally recognised board best practices
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Our key focus in our external evaluation process is to add significant value to the board team and support the board team improving its effectiveness and performance.



We welcome the opportunity to discuss your requirements and to support you with a very high-quality and constructive external board evaluation process.

A collection of colorful geometric shapes (triangles and diamonds) in shades of red, purple, green, and yellow, located in the bottom right corner of the page.

Overview of Board Excellence External Board Evaluation Process

Phase 1 : Meeting with the chairperson and secretary to agree objectives, process, scope

Phase 2 : Dissemination/completion of online questionnaires (reviewed/signed off by Chairperson and Secretary)

Main board questionnaire

Audit & Risk Committee

Nominations Governance Committee

Remuneration Committee

ESG Sustainability Committee

Phase 3 : Review of the last 12 months board materials for the main board and committees

Board packs (executive reports)

Agenda and Meeting minutes

Governance materials

Risk register Risk management framework

Strategy related materials

Culture, talent, succession materials

Phase 4 : Collation and analysis of questionnaire responses (board and management team)

Phase 5 : (Optional) Attendance by the external evaluator as an observer at a board meeting

Phase 6 : One-on-one confidential interviews with chairperson, secretary, non-exec directors, exec directors

Phase 7 : (Optional) Implementation of a board skills and experience audit

Phase 8 : Completion of first draft of the external evaluation findings and recommendations report

Board Information model

Process Procedures Succession/Induction

Governance code compliance

Board meeting dynamics, challenge, debate

Quality of board oversight & decision-making

Engagement with Stakeholders

Executive – Non-executive engagement

Oversight of financial & internal controls

Strategy

Risk management (incl. cyber-security)

Chair leadership

Culture, talent, diversity, ESG reporting

Phase 9 : Board Chair and individual director evaluations

Support to Board Chair on annual board member evaluation – best practice guide

Support to Senior Independent Director on annual Board Chair evaluation – best practice guide

Phase 10 : Meeting with the chairperson and secretary to discuss first draft and incorporate feedback

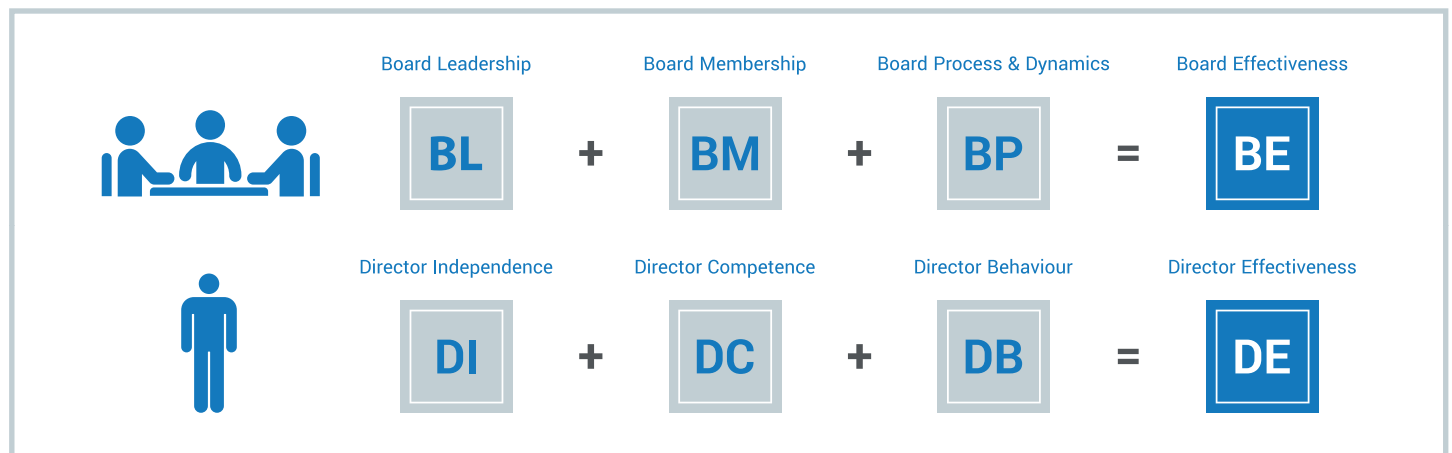
Phase 11 : Revision of draft report to incorporate feedback

Phase 12 : Presentation of draft external evaluation report to the board of directors

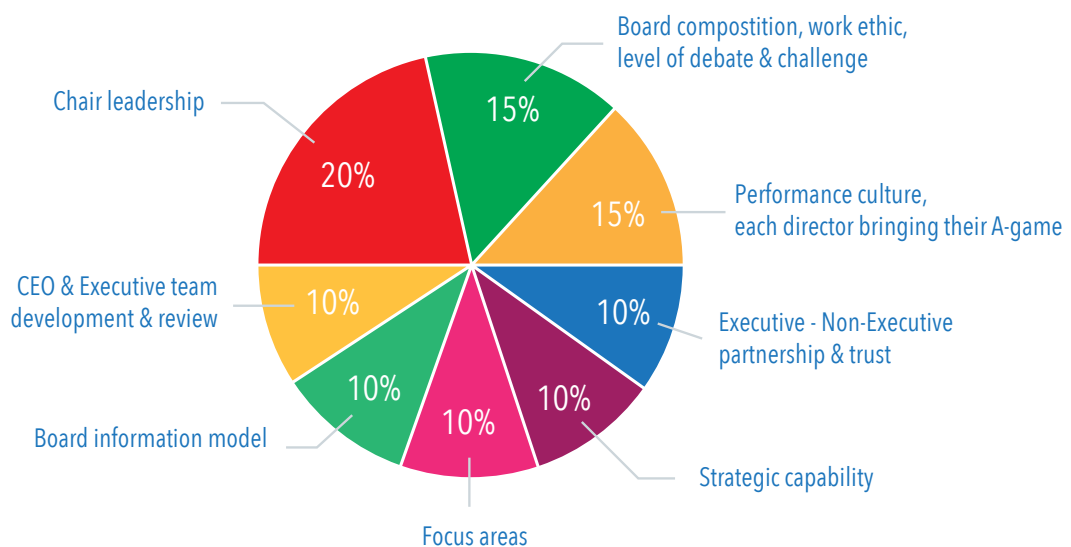
Phase 13 : (Optional) Support service to Chairperson and Secretary on implementation of recommendation or general board effectiveness, performance and corporate governance queries over next 12 months

WE DRAW ON INTERNATIONAL BEST PRACTICE AND PROPRIETARY MODELS

Board effectiveness and performance model

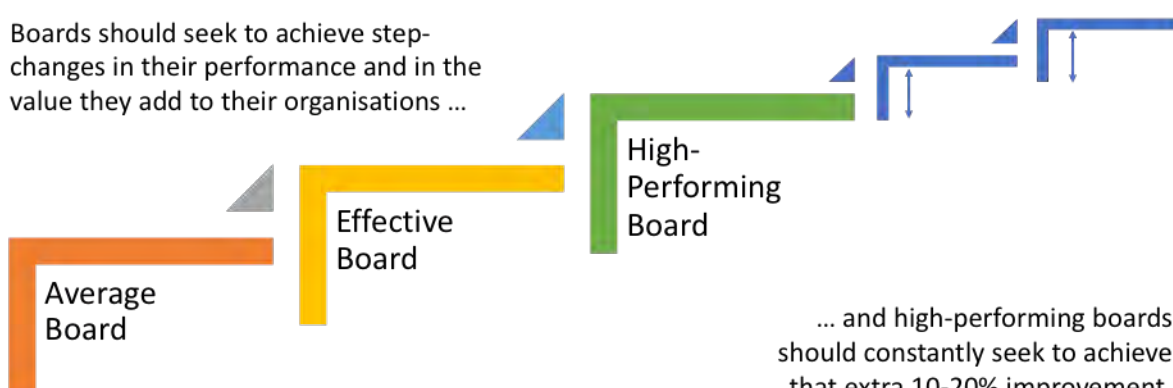


Characteristics of high-performing effective board teams



Driving a step-change in your board's effectiveness and performance

Boards should seek to achieve step-changes in their performance and in the value they add to their organisations ...



TESTIMONIALS - IRELAND & UK NON-PROFIT BOARD CLIENTS

“ The Governance and Culture Review for the Institute and Faculty of Actuaries touched on a wide range of issues from process through to behaviours. Board Excellence carried out a very thorough diligence with a full range of stakeholders and, despite the complexity of the picture, quickly identified the key issues. Where they needed to dig deeper they did so quickly and sympathetically leaving virtually all interviewees feeling that their input had mattered. The conclusions were clear and are already being put into practice. Though it is still early days the signs are encouraging that Board Excellence have given us a platform and a roadmap from which to build.

(Ronnie Bowie, Former President, Institute and Faculty of Actuaries, London, UK) ”

“ Cork Simon Community conducted an externally facilitated board review with Board Excellence. Board Excellence were outstanding in guiding us through the review process. The board review process shone a light on key areas where Cork Simon Community could add value. The board review process was very thorough and the board of Cork Simon Community found it to be very worthwhile and enlightening.

(Eoin McCuirc, Board Chair, Cork Simon, Irish Homelessness charity) ”

“ Kieran Moynihan and Board Excellence have been working with the Board and Chief Executive of Cope Foundation assisting them to improve their Board information model during 2017. Kieran’s easy style and manner has assisted the Foundation to firstly review its Governance and Board information processes and then to put in place a structure and methodology that firstly ensures that the Board has all of the information and detail it requires to ensure that Board members can fulfill their obligations and secondly to ensure compliance not only with Company Law but also with best practice for charitable and voluntary organisations. It is with great pleasure and the utmost confidence that I am providing this recommendation.

(Sean Abbott, CEO, COPE Foundation, an Irish-based adult & children intellectual disability charity) ”

“ Board Excellence ran an in-house workshop for our Board of Directors on the subject of board best practices and impartiality. The planning and preparation for the workshop, coupled with the delivery of the training on the day were exceptional. We worked closely with Kieran throughout, which ensured the content was useful, relevant, and it gave us further best practice to incorporate into our general board practices and impartiality committee procedures

(Kate Milligan, Chief Operating Officer, Organic Trust, Certification Body, Ireland) ”

EXAMPLE IRELAND & UK NON-PROFIT BOARD CLIENTS



Institute
and Faculty
of Actuaries



University College Cork



THE BOARD EXCELLENCE TEAM

The Board Excellence team consist of experienced practicing board chairs, non-executive directors and executives with broad and deep international experience across large companies, SMEs, family-owned companies, private equity backed companies and PLCs.



Kieran Moynihan MANAGING PARTNER

E: kieran@boardexcellence.ie M: +353 (0)86 835 8135

Board Excellence is led by Kieran Moynihan, an experienced board chair and leading thinker in the area of board dynamics and performance. Kieran has over 20 years experience serving on boards as a CEO, executive director, non-executive director and board chair. Kieran is an internationally-recognised thought-leader in board dynamics and has written and presented extensively on the unique challenges of achieving a high-performance board of directors. Kieran is currently the board chair of a number of internationally-focused companies across a number of industry sectors.



Eileen Cole PARTNER

E: eileen@boardexcellence.ie M: +353 (0)87 929 0071

Eileen is an experienced executive, board chair and management consultant with an excellent track record over her 25-year career. Eileen has utilised her deep expertise in corporate finance, mergers and acquisitions and company re-structuring to support executive and board teams in companies across multiple sectors. Eileen holds a Diploma in Company Direction from the Institute of Directors in Ireland, an Executive MBA from UCC and is a member of the Mediators' Institute of Ireland.



David O'Callaghan PARTNER

E: david@boardexcellence.ie M: +353 (0)86 852 7660

David is an experienced board chair, non-executive director and a seasoned senior executive with broad experience in the financial services sector, including extensive senior leadership experience across a range of core activities in Allied Irish Banks p.l.c. He is a highly competent and experienced board and corporate governance professional having previously been AIB Group Company Secretary. David is a Master of Business Administration (MBA) and a Chartered Certified Accountant (ACCA).



Pat McGrath PARTNER

E: pat@boardexcellence.ie M: +353 (0)87 254 0521

Pat is an experienced board chair and executive with deep international experience. He is the former CEO and current non-executive Deputy Chairman – International Development, PM Group, which is an engineering consultancy company employing over 2,000 personnel operating in over 30 countries worldwide. Pat was non-executive Chairperson of the Health Information and Quality Authority (HIQA) from 2007 up to 2013. Pat has a distinguished board chair track record in Ireland and is the current board chair of a number of internationally-focused companies across a variety of industry sectors.

Board Excellence Ireland,
Cork, T23 X310,
Ireland

E-mail: info@boardexcellence.ie
Tel.: +353 (0)86 8358135

Board Excellence UK,
London EC2A 4NE,
United Kingdom

E-mail: info@boardexcellence.co.uk
Tel.: +44 (0)203 871 7966

