



Effective Oversight in a Growth Environment

24 September 2019

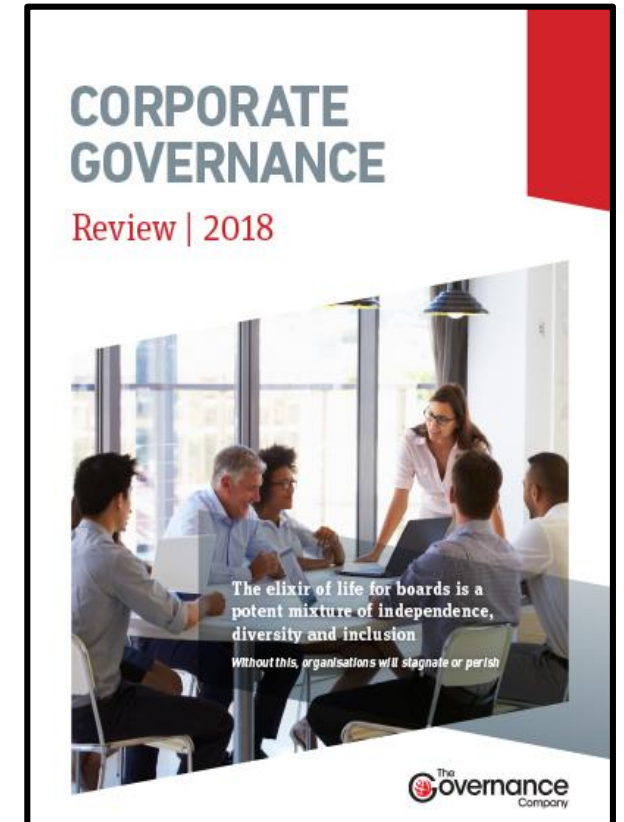
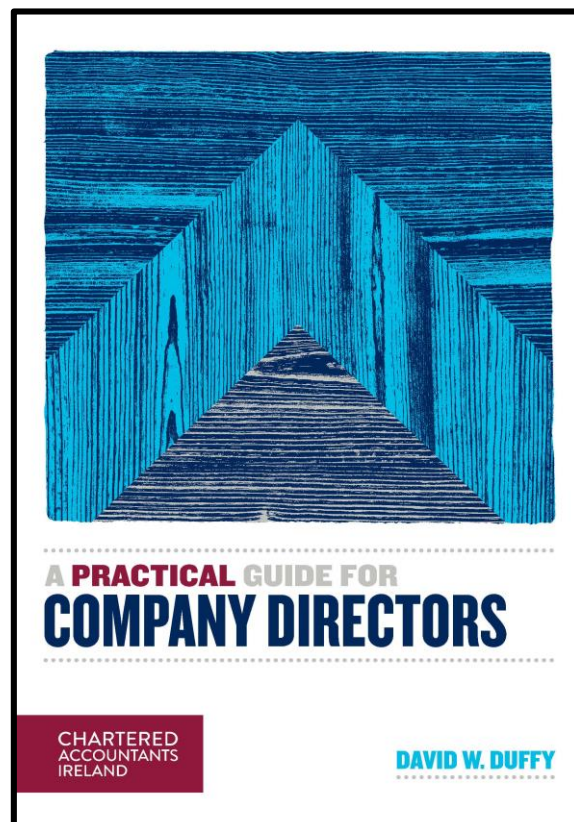
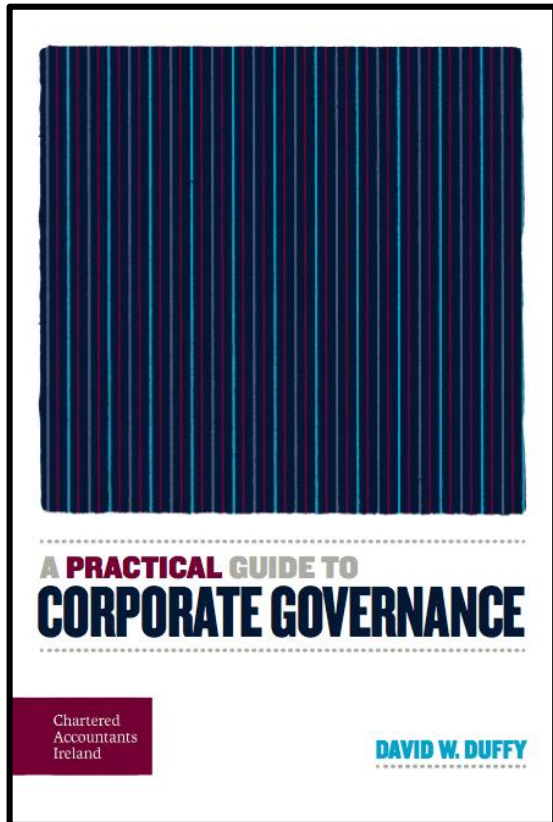
David W. Duffy

My background in Corporate Governance



- Founder of The Governance Company
- Backed by Enterprise Ireland
- 100 board reviews + governance assignments
- Online and Offline products
- Focus on:
 - Charities
 - Housing Associations
 - Credit Unions
 - Sports organisations
 - State Boards
 - Membership Bodies

Our experience is captured in the following publications:



8

AREAS OF FOCUS FOR AN EFFECTIVE BOARD

1. CULTURE
2. PROPORTIONALITY
3. COMPOSITION
4. TOOLS
5. RISK
6. TIME ALLOCATION
7. IMPACT
8. QUESTIONS TO ASK

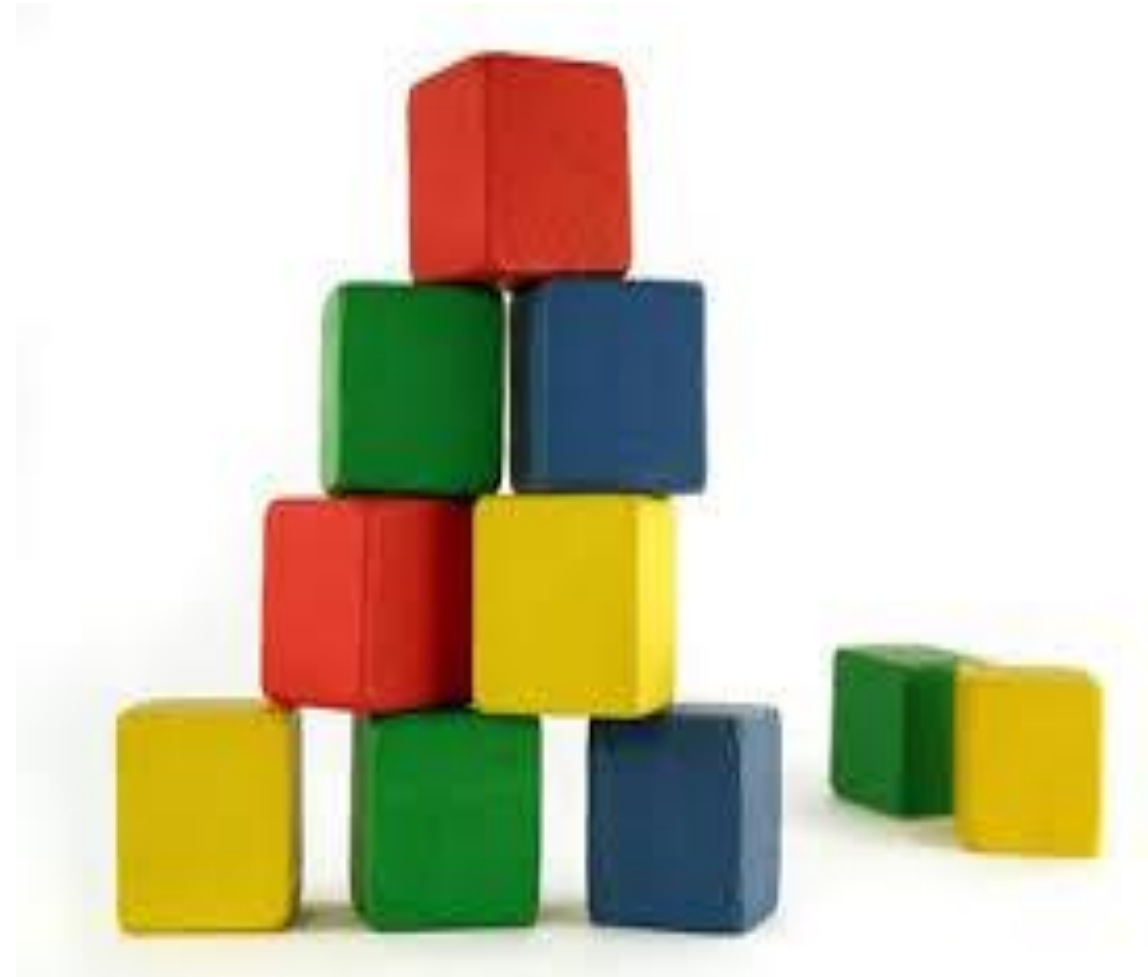
1 CULTURE

- DO YOU KNOW WHAT IT IS?
- CAN YOU ARTICULATE IT?
- IS IT THE APPROPORATE ONE?
- IS IT ALIGNED WITH YOUR STRATEGY?



2 PROPORTIONALITY

- SCALE OF OPERATIONS
- ASSETS UNDER MANAGEMENT
- RANGE OF STAKEHOLDERS
- STAGE OF DEVELOPMENT
- GROWTH RATE
- BUSINESS MODEL
- SUSTAINABILITY



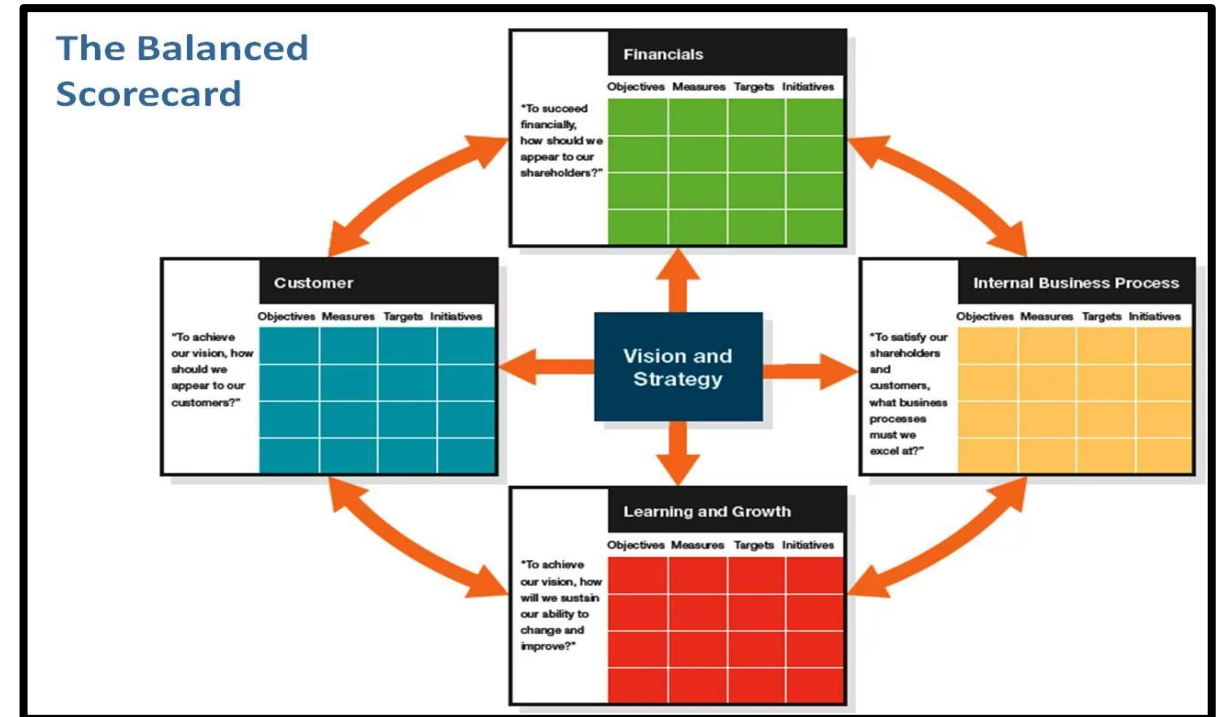
3 COMPOSITION

- SKILLS ALIGNED WITH FUTURE AMBITION
- STRATEGIC RECRUITMENT
- FRESH AIR
- PERFORMANCE EVALUATION
- SELL THE OPPORTUNITY



4 TOOLS

- STRATEGIC PLAN
- ANNUAL BUSINESS PLAN
- SUPPORTING BUDGET
- FINANCIAL STATEMENTS
 - Cash flow forecast
 - Profit and loss account
 - Balance sheet



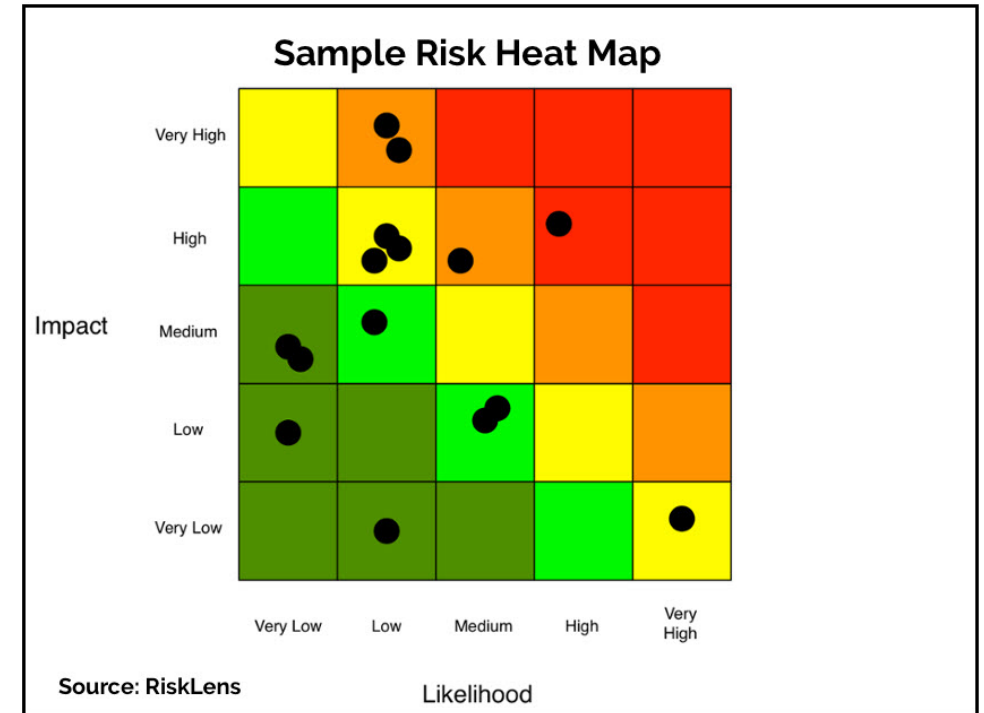
4 TOOLS

- ANNUAL BOARD WORKPLAN
- LETTERS OF APPOINTMENT TO THE BOARD & COMMITTEES
- CODE OF CONDUCT
- GOVERNANCE HANDBOOK
- MATTERS RESERVED FOR THE BOARD
- CLEAR ROLES AND RESPONSIBILITIES
- TOR – ALL BOARD COMMITTEES
- BOARD POLICIES
- CPD PLAN
- D & O INSURANCE



5 RISK

- APPETITE
- BALANCE
- KEEP IT ALIVE
- TRACK IT
- RESPOND



6 TIME ALLOCATION

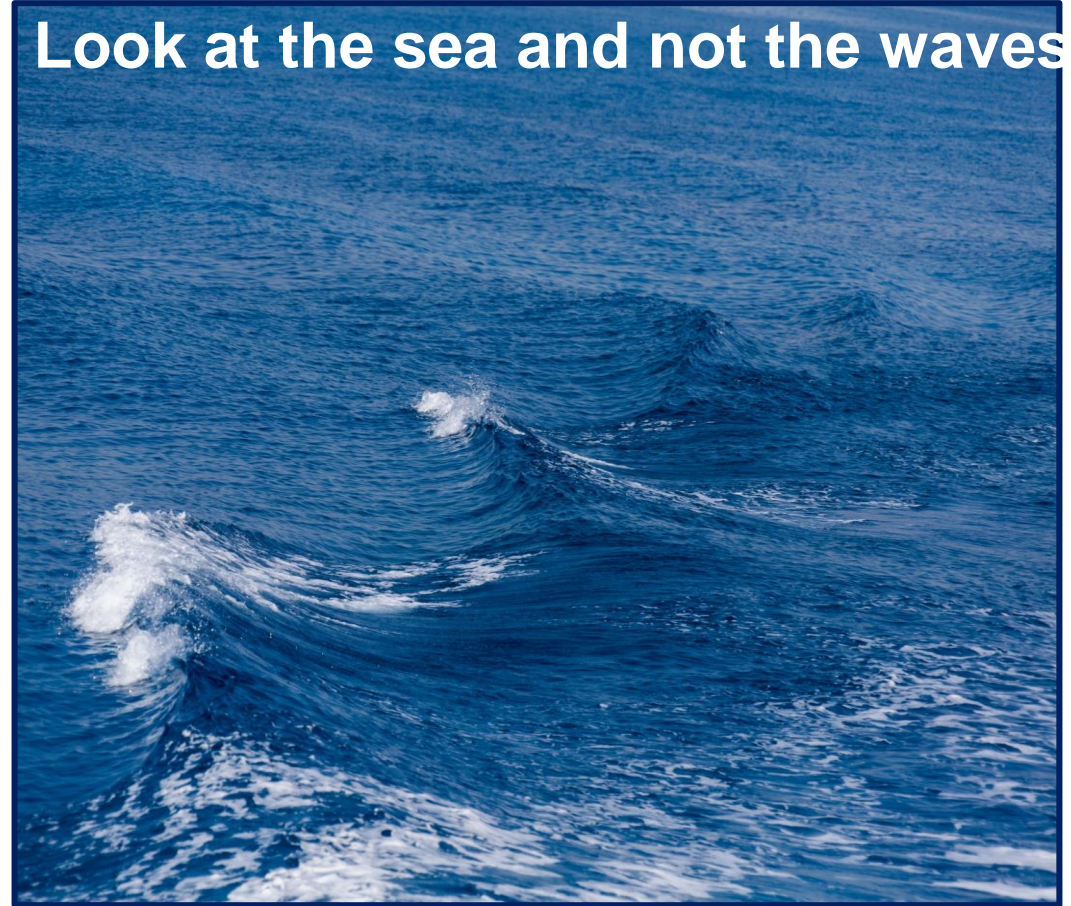


- Company Administration – 15%
- **Strategy – 40%**
- Business Performance – 30%
- Any Other Business – 15%

7 IMPACT

- COMMIT
- PREPARE WELL
- READ WIDELY ABOUT THE SECTOR
- CONTRIBUTE AND CHALLENGE
- INTERROGATE THE DATA NOT THE INDIVIDUAL
- SHOW ME THE EVIDENCE

Look at the sea and not the waves



8 QUESTIONS

- DOES THE BOARD PACK ENABLE US TO ASSESS PERFORMANCE?
- DO WE REALLY UNDERSTAND WHAT IS HAPPENING IN THE EXTERNAL ENVIRONMENT?
- DOES THE EXECUTIVE UNDERSTAND OUR ROLE AND HOW THEY CAN HELP?
- ARE WE FIT FOR PURPOSE?



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