

# Board Effectiveness Reviews – People, Process, Culture and Performance Considerations

**Thursday 22 February 2018, 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



One of the key good practices of any board or governing body is to review its own effectiveness on a periodic basis, affording members an opportunity to reflect on what is done well and where improvements can be made. In this regard, the board effectiveness review is an assessment of the board's 'fitness'. A review should be somewhat retrospective but also looking ahead to the future, including future challenges and priorities. All of the governance codes refer to the need for an effectiveness review and the more recent state body code requires an annual review of board and committee effectiveness with external facilitation at least once every three years. An externally facilitated process provides an element of independent assessment (and assurance) and can allow for candid interviews, board/committee documentation review and even observing the board in session.

The purpose of this Forum session is to reflect on this good governance requirement and explore methods, processes, areas of focus and new thinking around reviews. The agenda will consider key questions, such as:

- How do we ensure that a review is more than just a tick box exercise?
- What should be the key areas of attention?
- What are the possible methods and what works well?
- How does a board learn?
- How can we improve the 'mental fitness' of the Board and its members, and assess mental fitness in reviews?

## Guest Speakers:



**Julie O'Neill** is a highly experienced independent non-executive director. She is currently Chairperson of the Sustainable Energy Authority of Ireland, a non-executive director of Ryanair PLC, Senior Independent Director and Chair of the Remuneration Committee at Permanent tsb PLC and a non-executive director of AXA Life Europe. She was previously Chairperson of the Audit Committee at Trinity College Dublin and a member of the Board of the Irish Museum of Modern Art and of the Institute of Public Administration. Julie had a distinguished public service career culminating in a 7 year term as Secretary General of the Department of Transport.



**Dr. Tom Ward** and **Ariane Alex** are two members of the Governance Team at the IPA, delivering a range of governance services to IPA clients in the state and non-profit sectors. Both have been involved in a significant number of Board review assignments, including for state bodies, government departments, higher education institutions and non-profits, which have entailed survey, interview, documentation review and workshop methods. Tom was previously Secretary to two state boards and is currently a non-executive Director of a sport national governing body, and a non-executive member of a state body Audit & Risk Committee.



**Neil O'Brien** founded Time to Fly! In 1998 following a 24-year career in banking and since become one of Ireland's top thinkers and speakers on the topic of mental fitness. Neil has worked with a range of blue chip companies as well as coaching elite and professional sports people on their mental fitness and has advised Ryder Cup golfers, pro and elite athletes, the GAA and FAI. He has broad and diverse knowledge and insights into what makes for a 'fit' team.

## Time & Location

The briefing will take place on Thursday, 22 February 2018 at the IPA, 57-61 Lansdowne Road, Ballsbridge, Dublin 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 €175 per person. Bookings can be made using the attached booking form or by contacting Jane Greer (jgreer@ipa.ie)