

Achieving Effective Board Performance

Delivering a complete range of services to help Boards meet their full potential



Our services

- **Good Governance** –The foundation of great Boards, make sure you have the right structures and procedures to support your Board.
- **Board Reviews** –a bespoke approach to analysing how best to help your Board to perform to its potential.
- **Board Development** – all teams need to keep up with change and focus from time to time on particular challenge; we can help.
- **Director Development** – events designed for induction and development purposes focusing on the skills and knowledge needed by Directors in today's world.

Why engage us?

Our clients say we are different because we are:

- Pragmatic
- Intelligent
- Insightful
- Skilled
- Discreet

Our approach

Experience counts – each time our consultants work with a Board they add to the many years of business experience another insight into what makes a great Board.

Our consultants are not one dimensional. They have worked in a range of disciplines in their careers and have the ability to distinguish good practice from poor and the skills to work with groups and individuals to gain positive commitment to change.

We don't just audit governance structures, our business acumen combined with disciplined investigation provides a firm platform to move forward and achieve the best possible performance for you and your Stakeholders.

Just call for a meeting to discuss your requirements 020 7764 0721

Good Governance

Governance is the hot topic of this decade. The structure you adopt and the clarity of the responsibilities and powers of your Board and its Committees should be known, understood and followed in practise. In the cut and thrust of business formal structures often fall by the wayside.

Clients normally call for our help when an issue arises that prompts them to seek independent expertise. Examples include:

- the fast growth of a new venture
- a catastrophe that calls their structure into question
- a high proportion of new Board members
- a new Non-Executive Director that challenges the effectiveness of the structure
- The regulator requires a review

Our external and expertly delivered services can resolve long standing issues and provide the catalyst for dynamic change.

Our services help you to have in place:

- The right governance structures for your business
- An accessible Board control manual with all relevant information up to date and in one place.
- Board controls that ensure the Board receive the right information at the right time.
- A strategic plan that is properly constructed with key elements monitored by the Board.
- A risk management approach that is embedded and helpful in managing the business.
- Clear culture and ethics leadership communicated and lead by the Board.
- Succession planning that works.

“Global market forces will sort out those companies that do not have sound corporate governance.” - Mervyn King S.C. (Chairman: King Report)

Board Reviews

Reviewing your Board performance? First time you've conducted an external evaluation? Not sure where or how to start? At BP&E Global we create the right approach and focus on delivering intelligent insights and practical recommendations.

It's good business sense to undertake an externally facilitated evaluation from time to time. If you are a FTSE350 company it's a UK Corporate Governance code requirement.

In our experience Board Reviews act as a catalyst for improvements and can substantially improve the effectiveness of the Board.

“You can have the best Board documentation in the world but to be effective takes conscious, sustained effort. Our Board evaluation gave us some superb guidance to move forward.”
Chairman, Insurance sector

A fresh pair of eyes can often deliver a new understanding and easy solution or make us face the things we have been avoiding. How a Board evaluation is undertaken to best deliver value depends on many factors.

We pay particular attention to those issues identified by the many enquiries following the financial crisis

- The effectiveness of the Board
- The leadership of the Chairman
- How the Board spends its time
- Quality and oversight of strategy
- Use of risk management information
- Decision making and suitable challenge on issues
- Board member support and ongoing development
- Board composition and diversity
- Information flows and presentations, including reporting to shareholders and stakeholders
- Oversees ownership

Board Development

Responding to the market, devising and implementing successful strategies and meeting stakeholders expectations is no easy task.

Boards want to be able to address specific issues and obtain the right experts at the right time. At BP&E our team of specialists can help a Board to:

- Plan and communicate the right messages at the right time
- Formulate successful strategies
- Make risk management a useful tool
- Improve the quality of debate and decision making
- Improve the usefulness of the information it receives

Board meetings inevitably are concerned with moving the business forward and time is of the essence to make substantial improvements, an investment of time, focused on resolving a particular issue is invaluable.

Coaching is not just a one to one exercise. A Board coach works with the whole team to gain agreement to the challenges and help a Board to overcome them.

If you have a specific issue you want to address or have received the results of a Board evaluation and are looking for ways to improve call us to arrange a meeting and we will devise a bespoke solution to move forward with confidence.

“Judy brought a different perspective to the Board evaluation than I have previously experienced with other external providers. Not only did she provide a full analysis of the Board and its processes, but also useful insights into behaviours and attitudes enabling us to further develop our effectiveness. I am pleased to recommend her evaluations of Boards of Directors to all Chairmen or Chief Executives who would like to enable their Boards to become even more effective.” Lady Judge CBE, Chairman, Pension Protection Fund.

Director Development

Individual Directors need to have a broad grasp of all matters that the Board is responsible for overseeing, and collectively, the Board should have the necessary depth of knowledge and experience to challenge the information it receives.

The competence of Directors has been under the spotlight from regulators, but as importantly the right mix of skills, knowledge and behaviours is what make a company successful.

On appointment an in depth assessment of a new Director's competence for the role provides the information for an induction programme that will fill any gaps.

“I enjoyed the debate at our Board session immensely and the final outcomes will be most helpful.”

Andrew Kendrick, Chairman, ACE European Group

The business world never stops changing and a CPD programme for Directors can be designed to refresh and keep individuals up to date.

We offer a range of executive workshops and master classes covering the key areas of a Directors' responsibilities which run in the City of London on a regular basis.

- Board Reporting
- Strategy
- Risk
- Governance
- Regulation
- Finance
- Culture and Ethics

Full details and current dates for events can be found at [Board CPD Events](#)

BP&E Global provides specialist Board services to all types of organisation but we specialise in the regulated sectors of financial services, not for profit and education. We concentrate on these sectors because of our in depth knowledge of the regulatory standards and their application in practice.

We know that our ability to understand the markets our clients operate in is important. We match the experience of our consultants with the sectors they assist recent clients include:

- The Pensions Regulator
- Financial Ombudsman Service
- Bupa
- Sheffield Hallam University
- Railway Pensions Scheme
- Saga Group
- Building Constructions and Engineering Group (BC&E)
- Munich Re
- Rathbones
- Standard Life
- Beazley plc

We tailor our approach to suit our clients. Each assignment has its own challenges and informed by experience there are some key steps we take to ensure that we fulfil the goals set.

- We carefully plan each stage of the work in advance and make sure that all parties are aware of what is happening and when.
- We ensure that our people bring the right experience and skills to the assignment and that you have one point of contact throughout, leading the work.
- Things change. We are flexible and respond appropriately - in the past we have worked through takeovers, new appointments and departing directors.
- We know that business matters and understand that you have other priorities.
- We always discuss the initial results of any work and make sure that a consensus is reached before producing a comprehensive report.
- Board issues are often sensitive and we ensure that we provide a professional and discreet service.

The directors of BP&E Global have sound commercial backgrounds in the financial services industry, are former regulators and have been consultants for a number of years. We are members of the European Corporate Governance Institute, Institute of Directors, European Mentoring and Coaching Council and regularly speak or write on governance for organisations including the ICAEW and Thomson Reuters. We work with consultants we have usually known for many years and who we hand pick for different assignments.

Clients repeatedly return to us for more services. More importantly than what we say about ourselves is what our clients say about us. You can find more on our website at www.bpandeglobal.com

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