

The Secretary and Board-Executive Relations - 'Between a Rock and a Hard Place'?



Round Table Network Lunch Wednesday, 11 September 2019, 12.30pm – 2.30pm

Institute of Public Administration, 57-61 Lansdowne Road, Dublin D04 TC62

The second Board Secretary Network event of 2019 will focus on the theme of Board-Executive relations and the 'bridging' role played between the two by the Board/Company Secretary - on this basis, we provocatively suggest 'between a rock and a hard place'! The Secretary is required to have good constructive relationships with the Chairperson and Board members on the one hand, and with the CEO and Executives on the other; it can't just be with one 'side' or the other. In this challenging context, the Secretary needs to be able to build a rapport with all key actors and call upon powers of influence and persuasion. Emotional intelligence and nous are key attributes.

In this context, this event will hear from two experienced governance practitioners who will provide their reflections on what makes for a good Board/Company Secretary, particularly in bridging the Board and Executive relationship.

The event will consider key areas, such as:

- Building effective relationships (e.g. Chairperson, members, CEO, Executives)
- Establishing authority as Secretary and influencing the Board and Executive in delivering good governance
- 'Dos and Don'ts' in the context of common governance scenarios
- Participants are welcome to raise any other matters for discussion with their peers (ideally before the event)
 - Please contact the Network convener, Tom Ward with your suggestions – tward@ipa.ie



Brid Horan is a highly experienced Chairperson, Board Member and former Senior Executive. Brid is the previous Deputy Chief Executive of ESB, having spent eight years on the ESB Executive Team with responsibilities including the Group's retail business and internal Group services. Brid is Co-Chair of Balance for Better Business, Chair of Nephin Energy Ltd, Bank of Ireland Staff Pension Fund Trustees and PM Group Pension Trustees and a Non-Executive Director of PM Group, a member of TLAC (Top Level Appointments Committee), Director of Dublin Theatre Festival and Council member of Irish Management Institute. She has served as an Independent Non-executive Director of FBD Holdings plc (2011-2016), IDA (1996-2006) and as a Commissioner of National Pensions Reserve Fund (2001-2009). Brid is a Chartered Director and Fellow of the Institute of Directors, an Actuary and Fellow of the Irish Institute of Pension Management.



Niamh Duddy is Company Secretary and Head of Company Secretarial at Investec Ireland. She has responsibility for all aspects of Corporate Governance and Company Law Compliance across the Irish group. A key advisor to the Boards of Directors and Executive, she has extensive experience in the development and management of corporate governance frameworks, monitoring and mitigating corporate governance risks, in addition to the development and enhancement of board processes and controls. Prior to joining Investec in January 2013, she held senior company secretarial positions in London with Prudential Plc and Wilton Group. Niamh holds an Honours Degree in Business & Law, is a Fellow of the Institute of Chartered Secretaries (ICSA) and Council Member for ICSA Ireland, and is a Licentiate member of the Association of Compliance Officers Ireland (LCOI). Niamh has also completed the Diploma in Corporate Governance at UCD Michael Smurfit Graduate Business School.

Time and Location

The network event will take place on Wednesday, 11 September 2019 at the IPA, 57-61 Lansdowne Road, Ballsbridge, Dublin D04 TC62.

Tea/Coffee will be served from 12 noon. The presentations and open forum discussions will commence at 12.30pm and conclude at 2.30pm.

Cost and Bookings

Alongside members of the Network, Members of the Governance Forum are invited to send one nomination (the Board Secretary) to the Board Secretary Network event. Bookings can be made using the attached booking form or by contacting Jane Greer (jgreer@ipa.ie), 01-2403661.

Non-Forum members may join the Board Secretaries' Network for an annual fee of €395. Please contact Jane Greer for more information.