


# COEFFICIENT

Board Evaluation and Training from David Venus  
& Company, part of the Equiniti group of companies

A photograph of a conference room with a row of black leather chairs. The chairs are arranged in a line, and their reflection is visible on the surface of a table in the foreground. The background is a plain, light-colored wall.

When did your Board  
last look in the mirror?

Investors value companies that demonstrate good governance, good performance and work to address shareholder issues. This adds real value to your bottom line.



### Could your board do better?

If you're honest, the answer has to be yes. Your board may function well but in the same way as the company expects improved performance from its staff, your employees and shareholders will expect more from you and your directors.

But many Boards have shied away from looking at themselves in the mirror with the formality and rigour the Governance Code requires. Lots of reasons have been given but they distil down to three themes:

- can outsiders understand the business and really give us insights?
- will the time and resource involved be worth it?
- will exposing our weaknesses to outsiders be too uncomfortable?

All good questions. But not an excuse for doing nothing. Which is why the Financial Reporting Council has placed the responsibility squarely on your Chair to champion governance, ensure effective annual reviews, develop your directors, and for larger companies use external facilitation at least every 3 years. The public sector has followed suit as have many private companies and trusts. So is it time you embraced it too?

### Coefficient. Created for you, tailored by you

We can help you with both your internal and external reviews. We take a pragmatic and practical approach to help you produce meaningful and effective appraisals. Coefficient combines advisory skills and proven online software to add value to your reviews and assist with your ongoing management of corporate governance.



## Equipping you for a more professional approach to your annual review

Most companies conduct an annual review themselves with the Company Secretary tweaking last year's questionnaire to stimulate points for a board discussion. But ask yourself if that meets the Governance Code's formal and rigorous test?

We still leave you to conduct your own appraisal. But we give you proven tools to do it professionally. Our package includes:-

- an extensive bank of regularly updated questions to pick from to freshen your review or focus on a particular aspect
- an online questionnaire to allow your board to complete it when convenient
- an ability to collate, analyse, segment and professionally present results and issues
- a facility for compiling tailored action plans for your board and development plans for your directors
- access to results controlled by you to encourage openness from participants
- easy access to our library of corporate governance sources and a platform for delivering your own board materials securely to your directors
- benchmarking anonymously with your peer group if you wish

If you want further help we can assist. If you want to run it in house, we provide a quality system your board will see demonstrates best practice. Our systems and support give you the tools you need to conduct an effective review.

## Helping you get the best out of your externally facilitated review

Periodically you will want external assistance in a more thorough board performance review. Coefficient can help you in a way designed to deliver real insights and practical value through a process run with complete confidentiality.

We sit down with you to understand your priorities and issues. Having a focus for the review is important to delivering worthwhile outcomes. You may want to focus on your board team and their interaction with the business; on organisation culture and whether your strategic leadership of the business is being followed; on whether you are getting an accurate picture through board reports; on business risks, appetite and controls; or on how your board time could be spent more productively. It's up to you. We'll work with you building on the online evaluation and face to face interviews with directors, management and other stakeholders to deliver positive suggestions and practical recommendations on your key issues.

Our report won't be something rigid or focused on strict compliance with academic excellence. Our people have all sat round the board table and been on the receiving end. They're experienced but open minded. And tactful in delivering difficult messages while still to the point.

What comes out of the review has to be meaningful feedback with practical suggestions you can implement. It has to be of real value to the business so you will judge it a success.

On completing the review, we don't just say job well done. We will help you draw up an effective action plan to deliver agreed changes. This could include board training and individual development programmes.

## About Coefficient's experienced team

Coefficient is a new venture from the established governance practice of David Venus and Co, a leading firm of company secretaries in practice, part of the Equiniti group of companies. It is headed by Robert Armour, who was General Counsel at British Energy Group plc and David Venus, who has acted for many companies as non executive director, company secretary or adviser.

Our core team have a thorough understanding of good governance practice. To ensure you get maximum value from the review process we have also assembled a panel of experienced, listed company non executives, one or more of whom can help with each assignment. All have hands on experience of board evaluations, are independent and know what Chairs and boards expect. The calibre of our team is crucial to delivering the best results from your review.

## What will it cost?

Every company has different requirements and every board evaluation is distinct. But we're very conscious that boards are looking for value and that's key to our pragmatic approach. Talk to us about what you want and we think you'll be pleasantly surprised on cost.

## How do you contact us?

If Coefficient's approach appeals and you think we could help you please call Robert Armour or David Venus on 01372 478127 or email us on [robert.armour@coefficient.org.uk](mailto:robert.armour@coefficient.org.uk) or [david.venus@coefficient.org.uk](mailto:david.venus@coefficient.org.uk) or visit our website at [www.coefficient.org.uk](http://www.coefficient.org.uk)

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