



# Board Effectiveness Programme For Senior HR Leaders 2025



Delivered by

NEDA

Supported by

CIPD

evelyn  
PARTNERS



# Introduction and Objectives

Our primary objective is to foster a clear understanding of what constitutes an effective board and how it operates. This is fundamental for aspiring, new and experienced board members who wish to contribute real value and make a meaningful difference in the Boardroom.

Executive directors, non-executive directors (NEDs), trustees and governors all need to stay up to date - both technically and in the development of softer personal skills and board room competencies – in order to remain ‘match-fit’ in an ever-changing world.

This practical and interactive course aimed at senior HR Leaders with board activities or aspirations, is designed to impart the knowledge and skills they need to perform their roles more effectively. A distinctive feature of the programme is its focus on preparing individuals for board responsibilities through the right mindset, effective approaches, essential documentation and valuable insights from experienced board professionals who have successfully made the transition.



# People Management at Board Level - Time for Change

According to a CIPD research report in 2023, *The value of people expertise on corporate boards*

“Only around a quarter of FTSE 350 companies have anyone on them with a strong HR background, and only 2 per cent have HR directors in executive board roles”.

Now in its fourth year, the Board Effectiveness Programme jointly run by the HR Company and NEDA - with the support of the CIPD and Evelyn - responds to the need for this to improve.

The Programme Agenda on Page 6 provides an overview of the knowledge and attributes that Senior HR Leaders need to acquire to be effective in a board capacity. Of equal importance is the value that the HR profession brings when addressing organisational people issues. The CIPD’s research identified 7 key areas:

## The Value of People Expertise on Corporate Boards



This is aside from the workforce management activities that enhance organisational culture, foster employee engagement, impact brand reputation and add value to the changing world of work in terms of AI and skills development.

## About Us



The HR Company was formed in 2015 and is progressing through the livery world as it aims to provide the opportunity for senior leaders to 'give back' to the profession. Its objectives are to provide education, charitable and pro bono services and to thereby support HR people, its charity partners and the wider City. This is predominantly the Lord Mayor, other liveries and the City of London Corporation. *Supporting this programme are Andrea Eccles, Caroline Sheridan and Keri Garrod*



The Non-Executive Directors 'Association ('NEDA') seeks to support Non-Executive Directors ('NEDs') by providing a range of training, education, mentoring and advisory services to both individuals and organisations, across all sectors. The Association was established in 2006-7 as a members 'body to represent Non-Executive Directors and ensure they are professionally trained and developed. NEDA currently has over 10,000 members and contacts in its NED community. *Supporting this programme is Nick Blackwell, CEO*

## HR Company Guiding Pillars

### Fellowship

Create a strong community of HR Leaders engaging socially and professionally at a wide range of events and functions

### Development

Create great HR Leaders through our development and mentoring programmes such as the apprenticeships and HRLP

Support our members with advice and guidance from our network

### Giving Back

Grow and distribute our Charitable Foundation to HR related good causes

Provide Pro Bono support to charities and organisations to help put people first in the world of work

### Livery Tradition

City of London Company

Livery Tradition

Working to achieve Worshipful

Company status within the City of London

## Supported by

The Chartered Institute of Personnel and Development (CIPD) is the professional body for HR and people development. Their purpose is to champion better work and working lives by setting professional standards for HR and people development, as well as driving positive change in the world of work. *Supporting this programme at the CIPD are Peter Cheese CEO and David D'Souza, Director of Profession*



One of the UK's leading wealth management organisations Evelyn have been experts in wealth and business advisory services since 1836. Evelyn offers the full range of financial services including, financial advisory, investment management and corporate employee benefit structures working with a range of clients, to design bespoke joined-up solutions that target their needs. Through strategic alliances, the firm is also able to support businesses internationally – ensuring global coverage. *Supporting this programme at Evelyn is Steve Cave*





# The Four-Part Programme



## One Day Programme (In Person or Remote)

- Being a board member or trustee today
- Corporate governance
- The director's role, responsibilities and duties
- Director competencies, behaviours and attributes
- The committees – remuneration, audit and risk, nominations
- What does good look like?
- Board performance evaluation
  - Strategy, risk, finance and ESG updates. Focus on culture and EDI

## Remote Session 1.5 hours

- \* Presenting the skills and experiences required to be an effective board member/NED or trustee - both as a CV and as part of "your elevator story"
- \* How to identify potential opportunities whilst understanding the board and wider stakeholder requirements using a bespoke career planning document as part of a self-assessment tool
- \* Plot your own path

## One Mentoring Session (To Suit Delegate and Mentor)

- \* Opportunity to embed the learning from the one-day Board Effectiveness Programme
- \* Test personal career plans and documentation
- \* Rehearse your "board transition" elevator story with a professional who operates at this level.
- \* Finalise your Board or Trustee CV showing different strengths to your professional background (ie HR or other)

## NEDA Board Effectiveness Certificate Test

- \* A multiple choice, open-book test which can be taken at any time within 12 months of the course
- \* Questions are drawn from an extensive question bank **based on the course text** which should therefore be studied in advance of taking the test.
- \* **Six months 'complimentary NEDA membership** including The Non-Executive Directors ' Handbook to support course learning and act as reference guide during your career as a Board Director, NED, Trustee, leader and board committee member

## Underpinned by Expert Insights

View from the boardroom – guest board director's view of boards

Hear about the personal experiences of senior professionals with significant Exec, NED and Trustee roles

Share your career plan based on the Board toolkit and finalise your CV against the guidance document.

One-year discounted membership of the HR Company of £200 plus VAT.

# Part One - Becoming an Effective Board Member

Delivered by NEDA (One Day Programme in person or via remote access\*)

This formal part of the programme combines a blend of technical learning with the personal soft skills and behaviours needed to operate, interact or support the Board.

## Overview Agenda

- Being a board member today
- Corporate governance – current developments and updates
- The director's role, responsibilities, duties, competencies and attributes
- The committees – remuneration, audit and risk, nominations
- The 'effective board' – what does a good board look like
- Board performance evaluation – how to determine required performance
- Strategy, risk, finance and ESG updates

\*  
*The on-line session will mirror the face-to-face session in terms of content, depth and interaction and will similarly include a range of exercises, discussion points and input from the rich blend of attendee experience.*

Understand what it means to be a professional company director (executive, non-executive, trustee, governor)

Keep up-to-date with best-in-class governance practices aligned to stakeholder interests and mindful of potential changes to organisational culture

Main learning  
objectives/outcomes

Appreciate what an 'effective board' looks like now and in the future and understand how you, as a board director should be adding tangible value to the organisation.

Gain from the knowledge and experience of the Non-Executive Directors' Association (NEDA), the leading board and NED training and support organisation



# Part Two - Preparing for board level opportunities

(Delivered via remote by the HR Company with input from NEDA)

It takes different skills, experience and mindset to be eligible for a board appointment as well as carefully crafted documentation. This part of the programme provides insights from board directors who have successfully made the transition on:



# Part Three - A Personal Mentoring Session with a Board Director

This is an opportunity to embed the learning from the one day Board Effectiveness Programme and to test personal career plans, documentation and your elevator story with a professional who is - or has - operated at this level. Our mentors will include but not be limited to the following

Annette Andrews MBA FCIPD Experienced NED, Senior Coach and Past CHRO, Lloyd's Speaker



Annette is a senior Executive Coach and Consultant to HRDs and Business Leaders having been the Former CHRO at Lloyd's of London where she led on the Global HR Talent Strategy. Now a Chairman of the Board, RemCo Chair and Non-Executive Director in both the Private and Charity Sector. NED roles currently held include a leading estate agency, an on-line car insurer and a FinTech. Using all of her prior knowledge and experience to add values in these roles, whilst continuing to learn about new businesses and sectors. Annette is a Certified Coach and Mediator with an MBA and is a Fellow of the CIPD.

Peter Cheese BSc FCIPD, CEO CIPD, NED College of Policing, Chair Engage for Success



Peter is a CEO, Chair and NED with extensive insight on both leadership and HR professional development. He is also a respected speaker, consultant and author. Peter is the Master of the HR Company from October 2025 to 2026 and will be providing an in-person or remote introduction for this Board Effectiveness Programme.

Valerie Gordon Walker BA FCIPD Senior Independent Director (SID), Chair of Remuneration & Nomination Committees in Financial services, Aviation and Government



Named by Cranfield's 2017 FTSE Board Report as one of the 100 Senior Women to watch, Valerie is a highly experienced independent non-executive director and chair. Her Executive career as a MD, Executive Committee Member and Group Head of People spanned banking, insurance, retail and energy and, since 2009, a strong non-executive portfolio career. Valerie is a UK & International NED within the aviation industry and at one of the leading Lloyd's Managing Agents, chairing both Remuneration and Nominations Committees. She has also been a Board member and Chair of Remuneration for DWP Digital and an Independent Senior Board Advisor to the FCA and the PRA at the Bank of England. Valerie is a graduate of University College Dublin and a Founder member of the Guild of HR Professionals.

Stephen Sidebottom MBA MA FCIPD – Chair, NED, Senior Coach and CHRO Speaker



Stephen has held global HR leadership roles including at Standard Chartered and Nomura International, and has led on major organisation change, OD, culture and performance, and complex people solutions. He is Chair of the Institute of Risk Management (IRM) and Kent Savers Credit Union. He is also a Non-Executive Director at ANZ and Chair of their Remuneration Committee. He has an MBA from London Business School, an MA from Oxford and is a Fellow of the CIPD and a Past Master of the HR Company.

## Optional Part Four - NEDA Board Effectiveness Certification

Participants on the programme can obtain the NEDA Board Effectiveness Certificate by passing the post-course certificate test. This is an online test based on the NED Handbook and the training course taken at the delegates convenience.



## Faculty and Speakers

Andrea Eccles MA FCIPD Programme Co-Leader  
Former CEO, past PLC Board Director, Past Master



Andrea has held board and senior leadership roles for over 25 years. She is currently a Senior Advisor to the board of the City HR Association Limited, having been their CEO for 16 years until 2023. She is the Past Master of the Company of Human Resource Professionals, and is also the Past Chair of their separate Charitable Trust. Prior to this she was on the board of Fairplace PLC post the acquisition of her HCM services company. She commenced her career in HR in two leading Investment Banks. She has a Masters Degree in HR Management and is a Fellow of the CIPD.

Nick Blackwell FCA, CEO NEDA Programme Co-Leader



Nick is CEO of the Non-Executive Directors' Association (NEDA) whose mission is to develop trusted professionals and highly effective boards by promoting good governance and diversity of thought in the boardroom. Nick is a leading authority in Governance, Audit and Assurance and Finance. He has 17 years' experience delivering CPD, exam, and train-the-trainer courses both online and in-person worldwide. Nick has co-authored several books including 'The NED Handbook (6th edition)', 'Essential Governance, Risk and Business Ethics' and 'Essential Audit and Assurance'. Nick is a visiting Fellow at the University of Reading Henley Business School and also an ICAEW-qualified FCA having specialised in audit, internal control, risk and strategy at big4 accountant PwC, investment bank Lehman Brothers and finance training company Emile Woolf International.

Caroline Sheridan MA FCIPD Programme Co-Leader  
HR Company  
Board Director, Coach and Leading Mediator



Caroline is the founder and CEO at Sheridan Worldwide leading a global faculty of coaches and facilitators to help people and organisations realise their brilliance. Caroline is listed in various directories for her work as a workplace and employment mediator and rated annually Chambers UK, Legal 500. A fellow of the Civil Mediation Council, she chairs their workplace and employment group where she was previously a board member. She is a Court member for the Company of Human Resource Professionals where she co-leads the Faculty for the Board Effectiveness Programme.

Keri Garrod Mentor Lead



With over 20 years of global senior leadership experience, Keri has led large-scale business and cultural transformations across Oil & Gas, Mining, and Agriculture sectors. She has shaped strategic people initiatives in complex multinational environments and served as a trusted advisor to executive teams and boards. Her leadership philosophy centers on engaging people thoughtfully to foster a sustainable culture of empowerment, collaboration, and growth.

Professor Nelarine Cornelius – Professor of  
Organisation Studies and Faculty Guest Speaker



Nelarine Cornelius is Professor of Organisation Studies at Queen Mary's University of London. Between 2017 and 2023: the School's Associate Dean People, Culture and Inclusion; Co-Chair of the School's Equality, Diversity and Inclusion Committee and Member of the School's Steering Group (Senior Management Team). At the College level, she is a Member of the QMUL Equality, Diversity and Inclusion Steering Group, Gender Equality Action Group, and Disability Inclusion Action Group. She is currently a member of the School's PhD Committee. Before joining Queen Mary, she was Professor of HRM and Organisation Studies, Associate Dean, Research and Knowledge Transfer and Director, Bradford Centre for Business in Society, at the University of Bradford. Professor Cornelius' research is in the areas of social justice, business in society, the evolution of management practices in emerging, fragile economies, and international management.



# Testimonials

Kate Hamilton, Trustee,  
Coach and HR  
Consultant.

“I attended the Board Effectiveness Programme in 2023 and have found it incredibly helpful during my applications and appointments to Board roles. The programme gave me the knowledge I was seeking and the confidence to apply for roles as I transitioned from my Executive to Non-Executive career. It has since been helpful as I embark on a new Trustee role for a Charity; an area I had previously been unfamiliar with”.

Richard Higginson,  
FCIPD Senior Reward  
Leader and Court  
(Board) Member

As a long-established Reward Director, I've had extensive board interaction particularly on important reward and general people topics. It was great to get a one-day deep dive on the other activities, drivers and attributes of an effective board, which has helped me to align myself better with the overall business agenda

Sian Evans, HR  
Consultant and Past  
CHRO

“Having attended the Board Effectiveness Programme in 2024, I found it very useful in terms of deepening my understanding of the role of a NED and what organisations look for in appointing a suitable person to the role. Hearing the lived experiences of others who have been in NED roles was helpful and really clarified the responsibilities that are incumbent on NEDs. Having a mentor/coach to support and assist after the programme is a great added benefit and I found that session particularly valuable.”



# Fees

The fee for attending the Board Effectiveness Programme is:-

- In person: £1300.00 plus VAT (City location and inclusive of all refreshments)
- Remote: £1300.00 plus VAT (for those unable to travel)

The fee is inclusive of Parts 1 to 3 of the programme and all course materials including the NEDA NED Handbook, available through the NEDA portal. There is an additional fee of £50 for the optional on-line NEDA Certification Test and Certificate.

Delegates do not need to be members of the HR Company to participate in the programme but a reduced Company of HR Professionals membership fee of £200.00 plus VAT (first year introductory offer) is available for any individual who subsequently joins.

## To Apply

Please complete the application form on our website at <https://hrprofessionals.org.uk/board-effectiveness-programme>

We welcome all applications and are happy to have an exploratory chat. Please contact us via our Faculty Administrator, Mary Alder-Bentley, on [info@hrguildleadershipprogram.org.uk](mailto:info@hrguildleadershipprogram.org.uk)

### Meet The Faculty

1<sup>st</sup> October

- 09:00 – 10:00 In person
- 10:30 – 11:30 Remote

### Board Effectiveness Programme (1 Day led by NEDA)

- 4<sup>th</sup> November In Person – City of London
- 14<sup>th</sup> November Remote

## Dates for 2025

### Preparing for Board Level Opportunities

- 21<sup>st</sup> November - Remote – 16:00 – 17:30

### Mentoring

- Individual Times allocated throughout November and December to suit delegates

NEDA Certification Test to suit each  
delegate's timetable

As a CPO I am actively involved in board discussions on a wide range of business and people issues. Having attended the inaugural programme, I believe that this programme will help HR leaders - and those from other professions - to interact at Board level, to Chair Trusts and to aspire to take their own place at the top table.

Nicki Auret  
Master of the Company of Human Resource Professionals  
2024-25

I have long believed that leadership encompasses so many elements of people management in addition to the core elements of strategy, governance, performance, risk and culture. Board effectiveness increasingly relies on workforce management, employee engagement, diversity and inclusion and shared values and beliefs which underscore the organisation's business and reputation. It is good to see programmes evolving, such as this, which provides early insight and preparation for Board and Trustee roles

Peter Cheese, CEO, CIPD

For more information please visit our website  
<https://hrprofessionals.org.uk/board-effectiveness-programme>  
or contact us via our Faculty Administrator, Mary Alder-Bentley, on  
[info@hrguildleadershipprogram.org.uk](mailto:info@hrguildleadershipprogram.org.uk)

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