

**HOW WE DELIVER
THE INED FUND
BOARD COURSE**



HOW WE DELIVER THE INED FUND BOARD COURSE

We keep the number of delegates across each cohort small, to encourage as much interaction and idea-sharing as possible.



1

FUND BOARD PRINCIPLES

- Fund structures and how a typical fund board operates
- The role of good governance, outlining key issues, internal audit requirements and board evaluation. We'll look at the 'comply or explain' principle and end with a group exercise to consider what you need to know before joining a fund board.
- How a fund board typically operates and works with the wider boards of Asset Managers and key legislation signposts



2

REGULATORY CULTURE DRIVERS AND LINKS TO OUTCOMES FOR CUSTOMERS

- Why understanding a firm's culture is important
- How technology can be used to understand a firm's culture
- The benefits of analysing culture



3

SMCR AND GOVERNANCE

- Regulatory expectations of NEDs under the Senior Managers Regime. We'll provide an overview of the regime, the impact on fund boards and the topic of accountability
 - Outcomes and treating customers fairly. Why is it still important for fund boards to consider outcomes.
 - Regulation of UK fund structures. We'll be covering areas such as COLL, CASS, COBS, MIFIDII and the Central Bank of Ireland UCITS Regulations
- Corporate Governance code
- Key issues including internal audit requirements and board evaluations
 - Comply or explain principal
 - Regulatory overlap
 - Understanding behaviours - How behavioural science impacts decision making on boards and the importance of diversity to decision making. We'll also cover the area of group think and how to avoid it.



4

MARKETING AND PRODUCT GOVERNANCE

Regulation of marketing and product governance.



Understanding the focus on product management

- An overview of the regulator’s thinking
- The goals of the FCA
- Post MiFID II rules on product governance
- Good or poor practise? Identifying indicators

Determining key elements of a product management process

- An overview of the product development process
- The life cycle of a product

Highlighting key steps, from new product development to withdrawal and maturity

- Distributors
 - Understanding products and their distribution strategy
 - What to do with upstream data from distributors
- Building a governance framework around products
- Making sure the audit trail is robust

Understanding when escalation is needed

5

ASSET MANAGEMENT MARKET STUDY AND VALUE FOR MONEY ASSESSMENT

Value for money assessments. Criteria and good practice governance. This will conclude with a case study that encompasses a review of a firm’s approach to product management and consider the steps required to comply with regulatory expectations. We’ll examine the brief and decide at which stage board approval is needed. Finally, we’ll identify the responsibilities of each party and deciding what action to take and detail the risk involved



6

INVESTMENT CASE STUDIES

Investment case studies. How to evaluate funds. This will encompass a case study built around ‘Woodford’. Learning how to evaluate funds and ask the right questions is critical in the fund board governance process.



7

UNDERSTANDING THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE LANDSCAPE

ESG or sustainable investing is becoming mainstream and will eventually be integrated into fund security selection (both at a fixed income and equity level).



- Different ESG concepts in the market today
- How to evaluate if a fund has proper ESG credentials or is greenwashing
- Understand climate change risk

8

PREPARATION FOR REGULATORY INTERVIEW

Preparing for an FCA visit and putting your learning into practice.



- When could the FCA request to interview an INED
- What information is being requested of firms?
- Consider the conduct risks in Fund Management

Preparing for a regulatory interview

- Clearly articulating your business and its model
- Explaining your levers of control
- Learn interview 'dos and don'ts'
- Management information – how is it used and what is it telling you?
- Understanding your "3 Lines of Defence"

9

BEHAVIOURAL SCIENCE

- Decision making and how to look for biases on fund boards.
- Avoiding group think
- Importance of diversity to decision making





MosaicNED
1 Royal Exchange Avenue
London
EC3V 3LT
+44 (0)20 7464 4235
info@mosaicNED.com

mosaicNED.com

