GET BERKSHIRE ACTIVE

BOARD APPRAISAL FEEDBACK
DECEMBER 2014

Championing sport and inspiring an active lifestyle
PROCESS UNDERTAKEN:

• 10 interviews completed
  – 4 phone interviews (Amanda, William, Sue and Andy)
  – 6 face to face interviews

• Full co-operation and engagement by all board members

• Open, positive and constructive discussions

• Feedback below:
  – Green text – more than 2/3 people shared this view
  – Purple text – individual or 1-2 people’s views
KEY OBSERVATIONS:

- Motivated Board Members who are passionate and committed to the journey – all rate their GBA experience as extremely positive
- Board Meetings are extremely well run – great efficiencies, structure, process and chairing of meetings
- Board feel the CEO has settled well into post and is doing a great job in championing and leading the GBA Staff Team
- Future financial stability of GBA is high on everyone’s agenda
- Succession planning for the Chair of the Board is high on people’s agenda
- Consensus on the need to re-visit “what’s next”, and the destination of GBA taking into account financial risk, self-sustainability and succession planning
- Board Members recommend that the CEO has his own stamp/brand/anchor project to develop brand Brett/, build trust and develop key relationships and profile in the sporting/community/public sector world, and are keen to help Brett achieve this
SUMMARY OF KEY RECOMMENDATIONS MADE BY BOARD MEMBERS:

• Future discussion to share thinking and agree future direction/destination/ambition of GBA in light of:
  – Funding risks
  – Self-sustainability
  – Succession planning

• Succession plan in place for GBA Chair of Board (discussions already underway by Board)

• Board Members to support the CEO in delivering a anchor/key project to raise profile of CEO, and to further develop trust and key relationships within the County to benefit GBA

• Build on sharing the vision and key messaging for GBA to strengthen / build relationships with key players and partners to position GBA for the future
HOW BOARD MEMBERS RATED THEIR BOARD EXPERIENCE:

- Extremely positive
- Very useful and productive Board Meetings
- Mix and technical expertise of Board Members is “right”
- Baseline functions/services of GBA are now in place
- Feelings of guilt/letting others down when not able to attend
- Welcomed this process of review and appraisal of Board Members
- Inclusive and welcoming environment
- Trust and confidence in fellow Board Members
- Feeling of adding value and expertise
- “It’s an impressive journey”
- Proud to be a Board Member
- A very rewarding experience
- Feel that contribution and time is valued
- Board make up, process and organisation is great to learn from and apply to other Board experiences and contexts
- Need to ensure that the Board stays strong through creativity and innovation

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WHAT’S GOING WELL WITH THE BOARD:

- Well organised Board
- It’s a “smart” Board
- Extremely efficient governance and processes
- Communications between meetings
- Getting to know other Board Members over lunch/social
- Board turnover is staggered and well managed
- Engagement of public health sector and LAs
- Great traction with mix and balance of Board Members
- Visibility and presence of GBA staff at Board meetings

Board Meetings:
- Are well planned, scheduled and chaired
- Always well run and kept to time
- Pre-Board paperwork is excellent
- Are very efficient

Split views by Board Members (personality type driven?):
- Meetings encourage debate and discussion which are well concluded by the Chair
- Meetings lack time for creative and innovative discussions

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HOW THE BOARD COULD PERFORM MORE EFFECTIVELY:

- Re-examine / clarify the vision and destination
- Provide clarity on need/viability of being self-financing/sustaining and how to get there
- Leveraging creativity and innovation to achieve the above
- Succession planning - Chair
- “Exploiting” /capitalising on Board Members skills and expertise more – need for the Chair and CEO to ask Board Members how they can help with solutions and time/expertise
- Assisting the CEO to build relationships, gain trust and funding potential through the community/local sectors
- By capitalizing more on public health agendas
- Equipping Board Members and CEO to “pull” partners into sport
- Consistency in attendance by all Board Members to ensure marginal gains and maximise collective performance of GBA
- Learning more about sectors that other Board members work in to gain collective knowledge
PROGRESS AGAINST PREVIOUS RECOMMENDATIONS IN 2013:

Please note, some Board Members differed their views on the below, but this was the majority view:

Being achieved:

• Improved communications to Board Members between meetings
• Board Member Induction Programme
• Clarity on Board Member’s accountability and responsibility as a trustee
• Profiling Board Members on the website

Need to re-visit:

• Check and challenge the GBA vision and destination with the board to ensure alignment
• Clarify what the next “phase” for GBA looks and feels like

Some Board Members not sure that this has been achieved:

• USP approach with each Board Member
• More creative board meetings and for Board Members to advocate/champion GBA with agreed key messages

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CEO FEEDBACK AND AREAS OF DEVELOPMENT:

- Extremely efficient
- Excellent organisation, administration, systems and process skills
- Excellent leadership to the GBA staff team, caring and nurturing
- Noticeable change in confidence and stature over last 12 months
- Has done a great job
- Keep on doing what you are doing
- Need to have own project to anchor/stamp mark within GBA (Brand Brett)
- To challenge the Board Members more on where and how Board Members can help Brett
- Need to develop profile in the sporting world e.g. outside GBA
- Need to be known and trusted within local community sector (building effective relationships to build trust and traction)
- Need to be able to demonstrate and influence others on what GBA can offer to partners (solution focussed)
- Presentation skills particularly in articulating a powerful vision and underpinning convincing messages
CHAIR FEEDBACK AND AREAS OF DEVELOPMENT:

• Doing a great job
• Extremely credible, people person, gets best out of people at Board Meetings
• Gives confidence to others, gives credibility to the Partnership
• Great connections and networks within sport
• Perhaps overpowered Brett at start (but could be supportive) – shift now seen in allowing Brett to fly
• Managed transition of new CEO well
• Inspiring, highly skilled, great at steering the Board
• Carry on doing what you are doing
• Right time now to drive discussions to re-clarify/re-visit destination of GBA and its funding, growth and development
• Further capitalise on Board Members skills and expertise – where and how can they help/add value
• Need to succession plan
MOST IMPORTANT AREAS FOR BOARD MEMBERS:

• Self-sustaining/financing agenda

• Clarifying destination/ambition of GBA including discussing/capitalising on:
  – Income streams and funding risks
  – School Sport agenda
  – Public Health agenda
  – Understanding key issues impacting growth and sustainability

• Succession planning
LINKAGES TO OTHER BOARD RESEARCH AND GOVERNANCE

• TO BE COMPLETED