Director / Trustee Induction Manual for

Voluntary Board Members of Get Berkshire Active (GBA)
The County Sports & Physical Activity Partnership for Berkshire

Registered Charity
No: 1150486

Contact the CEO Brett Nicholls
brett.nicholls@getberkshireactive.org
07912178654
Contents

1 Background [Page 3-5]
1.1 Welcome
1.2 What we do
1.3 Why we do it
1.4 Unique value proposition
1.5 Our Values

2 Board Members & Governance [Page 6-8]
2.1 Role
2.2 Duties
2.3 Obligations
2.4 Commitment
2.5 Benefits

3 Induction Process [Page 9]
3.1 Getting to know GBA
3.2 GBA Board
3.3 Relevant policies
3.4 Important documents
3.5 Other information
3.6 Feedback

4 Good Governance [Page 10]
4.1 Definition
4.2 Principles
4.3 Good Conduct

Contact the CEO Brett Nicholls
brett.nicholls@getberkshireactive.org
07912178654
Hello and welcome to the Board of Get Berkshire Active (GBA) 
the Sports & Physical Activity Partnership for Berkshire

I am delighted to welcome you as a Board Member of Get Berkshire Active and look forward to working with you to influence the development and provision of sport and physical activity in Berkshire.

Sport and physical activity play a vital role in individual health and wellbeing—social, emotional, physical and mental health—and a significant role in keeping the nation healthy, preventing ill-health and the associated costs the NHS and the social care budgets. Sport also helps develop positive individual traits such as physical robustness and mental resilience, can help prevent social isolation and anti-social behaviour. From an economic perspective active people take less time off sick and are more productive.

I hope you enjoy your time with us and feel that you are able to use your skills and contribute your time in a worthwhile manner.

Sue Anstiss
Chair GBA
What we do:
GBA is a charity dedicated to delivering improved sporting and physical activity for all.

History:
Get Berkshire Active is one of a national network of 44 County Sports Partnerships across England. We were established in 2011 as a Company Limited by Guarantee becoming a Charity in January 2013 and have quickly and successfully established ourselves in the county with our key stakeholders including our primary funding partner – Sport England.

Vision: Get more people, more active, enjoying the benefits of more and better sport and physical activity in Berkshire.

Why? – some statistics:
- Half of women and a third of men in England are not sufficiently active to stay healthy
- Being inactive brings major health risks—depression, dementia, obesity, diabetes, heart disease, cancer and premature death
- Only 2% of inactive children become active adults
- Only 2 in 10 children aged 5-15 years meet the government recommendations for physical activity (21% boys & 16% girls)

Unique Value Proposition:
We bring funding and expertise down from national sources to inspire, enhance, co-ordinate and deliver physical activity and sporting outcomes where they matter locally:

- Advocate the health and wellness benefits of physical activity to individuals, communities, workplaces and to key influencers
- Deliver national programmes to the needs of Berkshire
- Champion the power of sport to transform lives and strengthen community cohesion
- Support, encourage and develop local provision (with tools and training)
- Bring together disparate groups (including public bodies) and providers creating efficiencies and enhancing delivery
- Provide opportunities for matched funding making local money go further
OUR VALUES

- **Making a difference** – We focus our energy and resources on projects and programmes that make a tangible difference to the lives of Berkshire residents through sport and physical activity.
- **Innovation** – We challenge ourselves to do things in new and better ways.
- **Quality** – We deliver our services with quality at the forefront of our thinking and aim for the sporting experience of Berkshire residents to reflect that belief.
- **Inclusion** – We collaborate with organisations and individuals with an interest in sport and physical activity and develop productive two way relationships underpinned by professionalism, integrity and respect. We believe in removing the barriers to sport and physical activity for those who are under-represented.

**Berkshire** is a diverse and complex county.

There is no county council but rather 6 unitary authorities: Slough, The Royal Borough of Windsor and Maidenhead, Bracknell Forest, Reading, Wokingham and West Berkshire.

There are also 6 Public Health teams and 7 Clinical Commissioning Groups. The county ranges from very rural (West Berks) to urban and deprived areas in Reading and Slough. There are also areas of high wealth and the M4 corridor is home to some very large national and international corporate HQs.

**We look forward to working with you as we navigate this diverse and complex county**
GOVERNANCE

GBA has a strong board structure that supports a permanent workforce of around 10 members of staff headed by the CEO. The Board has a Chair and a separate Finance & Governance Committee. GBA is currently funded primarily via Sport England but also receives other funding locally from other organisations commissioning us to do work on their behalf (for example Public Health and Clinical Commissioning Groups, Local Councils).

ROLE OF A BOARD MEMBER

The charity is governed by a Board of Trustees who also act as the members and directors of the company. The company aspires to implement the highest standards of corporate governance in line with Company and Charity laws and guidelines. It must also be Level 3 (the highest) compliant with the UK Code of Sports Governance. Board members help to define, protect and champion the vision, mission, values and reputation of the organisation. They also ensure that the Board’s decisions take full consideration of the environment in which it operates and that those decisions are made in the best interest of the organisation.

GBA’s Board members have the skills, expertise and connections to strategic networks to help us achieve our vision and to ensure good governance of all aspects of the organisation.

We are fortunate to have a wide range of Board Members operating at a senior level with experience of successful networking and partnership working who can take a lead in driving forward participation and widening access across Berkshire. Board members need to ‘champion’ GBA and be able to create new opportunities and links to support GBA in developing and achieving its vision. We champion diversity and welcome applications from all members of society.

Duties:

- To develop an agreed GBA vision and strategy through actively contributing and feeding back on discussions and draft documentation
- To be a strong advocate for the work of GBA and for sport in Berkshire
- To take an overview on the performance of GBA
- To ensure equality is a thread in all discussions and decision making processes
- To comply with GBA’s ‘Principles of Good Governance’ document (see appendix 1)
- To add value to the work of GBA using individual skills, knowledge and experience to assist GBA to achieve its vision.
GOVERNANCE

Obligations

- Ensure GBA operates within the law and agreed levels of governance and authority
- Act in the company’s best interests, taking everything relevant into account
- Respect the company’s constitution and decisions taken under it
- Be diligent, careful and well informed about the company’s affairs
- Understand the importance and purpose of meetings and be committed to preparing adequately and attending regularly
- Analyse information and appropriately challenge constructively
- Be able to maintain confidentiality on sensitive and confidential information

Commitment

The time requirement for Board members is likely to be:

- quarterly Board meetings
- preparation for Board meetings (reading papers etc.)
- 1 away day session per year
- 2 Events per year eg Berkshire School Games, Berkshire Participation & Inspiration Awards

Board member training and development opportunities will be provided.

What can you expect to get out?

We all know that leading an active lifestyle helps to improve people’s health and wellbeing. However, it can also contribute to social cohesion and community safety, regeneration, lifelong learning, career opportunities and economic growth.

You’ll be at the heart of taking people on that crucial journey from inactivity to activity and be responsible for supporting those already committed to S&PA in achieving their personal best.

In the process of making that difference you’ll have the opportunity to enhance your career and grow your network or, alternatively, make a valuable contribution in retirement.
Job Description—Board Member

Remuneration
This is a non-salaried position. Travel and other reasonable expenses can be reimbursed.

Term of office
An initial term of 3 years. Maximum 3 terms.

Time Commitment
As a minimum, attendance and preparation for:
• An induction training event
• Four meetings of the GBA Board annually
• Annually development day
• Attendance at high profile events / networking / conference (diary permitting)

Main duties
• Support the Chairman in the leadership of a high-performing Board
• Be advocates for sport and physical activity across Berkshire
• Actively participate in policy development and strategic direction
• Contribute to the development of common aims, joint priorities, shared commitments and realise potential funding opportunities
• Champion the impact and added value of GBA Board and the Core Team
• Positively promote and raise the profile of GBA
• Monitor and evaluate the implementation of the strategy for sport and physical activity in Berkshire demonstrating positive impact in participation
• Review performance outputs and outcomes facilitated by the Core Team
• Review financial information received on a quarterly basis
• Monitor levels of continual improvement
• Ensure effective communication amongst the networks
• Stay abreast of new developments and trends to ensure that GBA is able to respond positively and effectively to them
• Take the lead on specific areas of work supported by a member of the GBA Core Team through functional action groups or acting as a mentor
• Establish task groups to work on specialist projects as determined by the Board
• Read papers and reports in advance of board meetings and respond appropriately
• Actively participate in an annual self-review
The Induction Process

To get the most out of your time on the board it is important that this simple induction process is followed.

1. The induction process starts at the recruitment stage where you will have received some initial information about GBA. This pack confirms this original information and expands on it with links provided to important documents that you should read.

2. You also have an opportunity to spend up to half a day at the offices of GBA where you can meet the staff and get a feel for the different roles and programmes they are involved in. Please speak to the CEO to make arrangements. You can read a little about each of the staff members here.

3. You can find out a little about your fellow board members on the meet the board page of the GBA Website. You will be introduced to your fellow board members at your first Board Meeting.

4. The board has one important sub-committee—The Finance & Governance Committee. The CEO can provide you with its TORs on request.

5. You can read the GBA Strategic Intent Document 2017-2021 here.

6. You can find: Articles of Association, Board Member TORs, last set of Audited Accounts and copies of previous board minutes at the bottom of this link.

7. In order to be registered as a Board Member with Companies House & the Charities Commission you will be asked to provide a variety of information; we will also need to provide some details to our Bank (Barclays) although only a limited number of Trustees need have financial authority. The CEO can provide you with an expenses claim form template on request.

8. GBA is a member of the County Sports Partnership Network (CSPN) who are umbrella organisation at a national level. CSPN have a useful website and a portal accessible by login only. This contains useful information for board members and there is often training material pertinent to board members available. We will arrange for your registration to the portal. In the mean time here is the link to their main website.

9. The Government also publish information on the roles of charity trustees which you can access here.

10. Appendix 1 to this document also outlines the Principles of Good Governance.

11. The GBA Board is always keen to improve its Ways of Working and the Chair and CEO are very open to receiving your honest feedback on how we could improve. You are most welcome to talk to us in confidence at anytime about your experience on the board and any thoughts you have on it. More formally the board members undertake an anonymous online survey each year the results of which are discussed in detail at a full board meeting.
GBA will adopt the following good governance practice on all Board related matters in order to build and maintain the confidence of Board members and the key partners with whom we engage.

**INSTITUTE ON GOVERNANCE’S DEFINITION FOR GOOD GOVERNANCE:**

“The process by which stakeholders articulate their interest, their input is absorbed, decisions are taken and decision-takers are held to account.”

**PRINCIPLES OF GOOD GOVERNANCE:**

- Accountability of decision makers to stakeholders
- Participation so that all stakeholders are represented when decisions are taken
- Responsiveness of the organisation to its stakeholders
- Transparency about the information on which decisions have been based, the decisions themselves, and the way those decisions are implemented.

**GOOD CONDUCT FOR BOARD MEMBERS:**

Board members occupy positions of public trust. In order to maintain that trust and confidence, it is not sufficient to *do* the right thing or *act* in the right way, it is vital also to be *seen* to be doing so.

The principles established by the Committee on Standards in Public Life provide a good model for Board members conduct:

- **Integrity:** Board members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties
- **Objectivity:** In carrying on business (including making appointments, awarding contracts, or recommending individuals for rewards or benefits) Board members should make choices on merit
- **Accountability:** Board members are accountable for their decisions and actions and must submit themselves to whatever scrutiny is appropriate to their office
- **Leadership:** Board members should promote and support these principles by leadership and example.