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Entry Level Board Survey

# Sample Organisation
# Board Effectiveness Report

December, 2024

Benchmarking **Board Performance**

# Contents

# Introduction

## Purpose of this Report

The purpose of this Board Effectiveness Report (this "Report") is to form the basis upon which your Board can enhance its effectiveness. It highlights areas of strength and areas where improvements can be made. It also acts as a baseline against which to measure the impact of initiatives that will increase board effectiveness and ultimately, organisational performance.

Please Contact Us if you would like additional review procedures (eg. Interviews) or one of our global experts to advise you how to interpret and act on this Report.

## Inherent limitations of this Report

This Report reflects the perceptions of your respondents who participated in the Survey during the period leading up to the date of this Report. No steps have been taken by us to verify the accuracy or completeness of the responses of any individual respondents.

This Report and the Survey upon which it is based, by themselves, do not constitute a comprehensive review of the effectiveness of the board.

## Third party reliance

This Report is intended for your Board's sole and exclusive use and must not be used for any other purpose or distributed to any other party without our prior written consent. This Report has been prepared in accordance with our standard terms and conditions. Our organisation, its directors, members, employees, agents and representatives each expressly exclude all responsibility or liability arising in any way from reliance placed by a third party on this Report. Any such reliance is solely at the risk and responsibility of that third party.
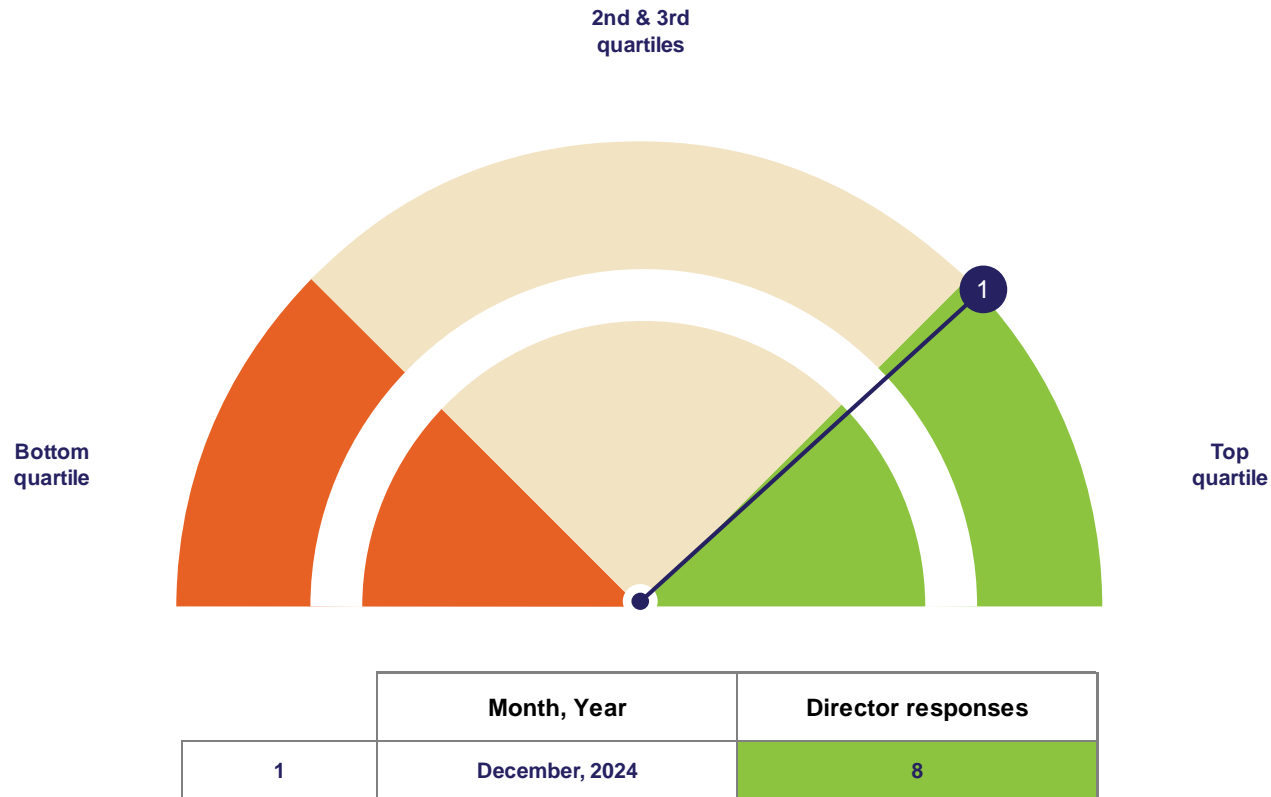
## Terminology

The same terminology used in the survey is also used in this report.

| Terminology | Description |
|---|---|
| Board | Board, General Committee, Committee, Council |
| Chair | Chair, Chairman, President, Chancellor |
| Director | Director, Board Member, General Committee Member, Committee Member, Council Member |
| CEO | CEO, Executive Director, General Manager, Vice-Chancellor, Principal |
| Committee | Committee, Sub-Committee |

# 1. Overall benchmarking of your board

This section shows how the overall responses of your directors are benchmarked against the overall responses of directors of comparable boards in our database. Section 2 shows you how your board is benchmarked against comparable boards in each of the important factors of a board's effectiveness.



**2nd & 3rd quartiles**

**Bottom quartile**

**Top quartile**

| | Month, Year | Director responses |
|---|---|---|
| 1 | December, 2024 | 8 |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile  **Note:** The benchmarking is explained in section 6

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# 2. Benchmarking of each effectiveness factor

This scan shows how your board is benchmarked against comparable boards in each of the four WhatWhoHowDo™ framework dimensions and in each of the following important factors of a board's effectiveness. Section 4 shows you how your board is benchmarked against comparable boards in relation to each survey item that comprises each important factor of a board's effectiveness.

| | | Dec 2024 |
|---|---|---|
| **What** | **1. Board Role Clarity** | 🟩 |
| **Who** | **2. Board Composition and Renewal** | 🟩 |
| **How – Board Processes** | 3. Chair leadership | 🟫 |
| | 4. Boardroom dynamics | 🟫 |
| | 5. Board/CEO relationship | 🟩 |
| | 6. Information management | 🟫 |
| | **Board Processes** | 🟫 |

| | | Dec 2024 |
|---|---|---|
| **Do – Board Tasks** | 7. Board priorities | 🟫 |
| | 8. Organisational culture and integrity | 🟫 |
| | 9. Governance of risk and compliance | 🟩 |
| | 10. Adds organisational value | 🟫 |
| | **Board Tasks** | 🟫 |

| | Dec 2024 |
|---|---|
| **Sample Organisation Board Effectiveness** | 🟩 |

Legend: 🔴 Bottom quartile  🟫 2nd and 3rd quartiles  🟢 Top quartile  **Note:** The benchmarking is explained in section 6

# 3. Highest and lowest rated survey items

This section shows the five highest and lowest rated survey items, based on their benchmarking. It also shows the profile of director responses to each survey item on the 1 to 7 survey response scale where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

## Highest rated survey items (highest first)

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - - - - - 2 6 |
| 2.2 | New directors receive a comprehensive induction. | - - - - - 2 6 |
| 9.1 | The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies). | - - - - - 2 6 |
| 9.2 | The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated). | - - - - 1 3 4 |
| 5.1 | The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent). | - - - - - 1 7 |

## Lowest rated survey items (lowest first)

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 7.1 | The Board carves out time during the year to 'deep dive' into the most important issues. | - 1 - 2 3 2 - |
| 10.2 | Overall, the Board is effective. | - - - - 2 5 1 |
| 8.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | - - - 1 2 5 - |
| 8.2 | The Board takes an appropriate role in shaping the organisation's culture (including understanding both the current and desired culture and overseeing any cultural change required). | - - - 2 2 4 - |
| 3.1 | The Chair builds healthy Boardroom dynamics (i.e., relates well with Directors and Management, deals effectively with dissent and works constructively towards consensus). | - - - - 1 4 2 |

Legend: ● Bottom quartile  ● 2nd and 3rd quartiles  ● Top quartile  **Note:** The benchmarking is explained in section 6

# 4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

## Board role clarity

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 1.1 | All Directors demonstrate a clear understanding of their role (including how it differs from the role of management). | - - - - 1 6 1 |
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - - - - - 2 6 |

| | |
|---|---|
| **Board role clarity** | |

## Board composition and renewal

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 2.1 | The Board has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.). | - - - 1 2 2 3 |
| 2.2 | New directors receive a comprehensive induction. | - - - - - 2 6 |
| 2.3 | Directors, as a whole, have the abilities, expertise and experience that match the current and future strategic needs of the organisation. | - - - - 1 4 2 |

| | |
|---|---|
| **Board composition and renewal** | |

Legend: ● Bottom quartile   ○ 2nd and 3rd quartiles   ● Top quartile   **Note:** The benchmarking is explained in section 6

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# 4. Benchmarking of each survey item (by factor)

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## Chair leadership

| | Survey item | Director Responses<br>1 2 3 4 5 6 7 |
|---|---|---|
| 3.1 | The Chair builds healthy Boardroom dynamics (i.e., relates well with Directors and Management, deals effectively with dissent and works constructively towards consensus). | - - - - 1 4 2 |
| 3.2 | The Chair ensures that boardroom discussions do not get side-tracked from key issues. | - - - - - 6 1 |

| Chair leadership | |
|---|---|
| | |

**Note: The Chair's responses have been removed in relation to all the Chair Leadership survey items.**

## Boardroom dynamics

| | Survey item | Director Responses<br>1 2 3 4 5 6 7 |
|---|---|---|
| 4.1 | The Board works constructively as a team (i.e., through collegial, productive working relationships that foster trust and respect). | - - - - - 4 4 |
| 4.2 | Directors feel free to speak out openly and honestly without fear of criticism, even when voicing a minority position. | - - - - 1 4 3 |

| Boardroom dynamics | |
|---|---|
| | |

Legend: 🔴 Bottom quartile  🟡 2nd and 3rd quartiles  🟢 Top quartile  **Note:** The benchmarking is explained in section 6

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# 4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

## Board/CEO relationship

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 5.1 | The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent). | - - - - - 1 7 |
| 5.2 | The Board displays confidence in the overall performance of the CEO. | - - - - - 1 7 |

| Board/CEO relationship | |
|---|---|
| | |

## Information management

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 6.1 | The Board receives the information it needs (i.e., relevant, concise, insightful, timely, forward looking and in an appropriate format). | - - 1 - - 4 3 |
| 6.2 | Strategic issues are presented to the Board with adequate time for reflective thought. | - - - 1 2 4 1 |
| 6.3 | The Board receives appropriate information on the organisation's performance (including financial and non-financial indicators and insights into the drivers of performance). | - - - - 1 5 2 |

| Information management | |
|---|---|
| | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile  **Note:** The benchmarking is explained in section 6

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# 4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

## Board priorities

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 7.1 | The Board carves out time during the year to 'deep dive' into the most important issues. | - 1 - 2 3 2 - |
| 7.2 | The Board ensures that its meetings have an appropriate balance between strategic, performance and compliance matters. | - - - 1 1 5 1 |

| Board priorities | |
|---|---|
| | |

## Organisational culture and integrity

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 8.1 | Our Board sets a high tone from the top in relation to the organisation's culture, ethics and integrity. | - - - - 1 3 4 |
| 8.2 | The Board takes an appropriate role in shaping the organisation's culture (including understanding both the current and desired culture and overseeing any cultural change required). | - - - 2 2 4 - |
| 8.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | - - - 1 2 5 - |

| Organisational culture and integrity | |
|---|---|
| | |

Legend: ● Bottom quartile  ● 2nd and 3rd quartiles  ● Top quartile   **Note:** The benchmarking is explained in section 6

# 4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

## Governance of risk and compliance

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 9.1 | The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies). | - - - - - 2 6 |
| 9.2 | The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated). | - - - - 1 3 4 |
| 9.3 | The Board actively oversees the risk of IT breaches and cyber attacks (including risk of loss of customer, proprietary and other sensitive information). | - - - - 2 6 - |

| | |
|---|---|
| **Governance of risk and compliance** | |

## Adds organisational value

| | Survey item | Director Responses 1 2 3 4 5 6 7 |
|---|---|---|
| 10.1 | The Board adds value to the organisation (including to its performance, sustainability and reputation). | - - - - - 7 1 |
| 10.2 | Overall, the Board is effective. | - - - - 2 5 1 |

| | |
|---|---|
| **Adds organisational value** | |

Legend: 🔴 Bottom quartile  🟤 2nd and 3rd quartiles  🟢 Top quartile  **Note:** The benchmarking is explained in section 6

# 5. Written responses to the open questions

**Please advise the three main strengths of the Board.**

- Written comment …

- Written comment …

- Written comment …

- Written comment …

- Written comment …

**Please provide three suggestions to increase the Board's effectiveness.**

- Written comment …

- Written comment …

- Written comment …

- Written comment …

- Written comment …

# 6. How to interpret this report

This section provides you with advice on how to interpret and act on your Report.

## How the benchmarking works

Your Report includes benchmarking in three main areas.

- Overall benchmarking of your board included in Section 1.
- The key factors of effectiveness included in Section 2.
- The benchmarking of each survey item included in Section 4.

Items, factors and overall effectiveness is shown by colour coding as being in the bottom quartile (red), the 2nd and 3rd quartile (beige) or the top quartile (green).

If the average response of your directors to a survey item is sufficiently below the average response of directors of comparable boards your board will be rated in the bottom quartile and will be assigned the colour red in relation to that survey item. If the average response of your directors to another survey item is sufficiently above the average response of directors of comparable boards your board will be rated in the top quartile and will be assigned the colour green in relation to that survey item.

The average response of directors in relation to each survey item differs. Some survey items are much easier to agree with and therefore have a higher average response than other survey items. Conversely, other survey items are much harder to agree with and therefore have a lower average response. This means that there can be different benchmarking for different survey items even if both survey items have the same profile of director responses. It also means that a better looking profile of director responses will not always be associated with a more desirable colour.

If there are one or more outliers in relation to a survey item (ie. with one or more directors more negative than most other directors) those outliers are likely to drag down the average director response. This often results in the relevant item being rated in the bottom quartile and being shown with the colour red.

## Our WhatWhoHowDo™ framework

This Report uses the world recognised WhatWhoHowDo™ framework of board effectiveness. The extensive research involved in developing the most important factors of a board's effectiveness is set out in research articles included on Board Benchmarking's website.
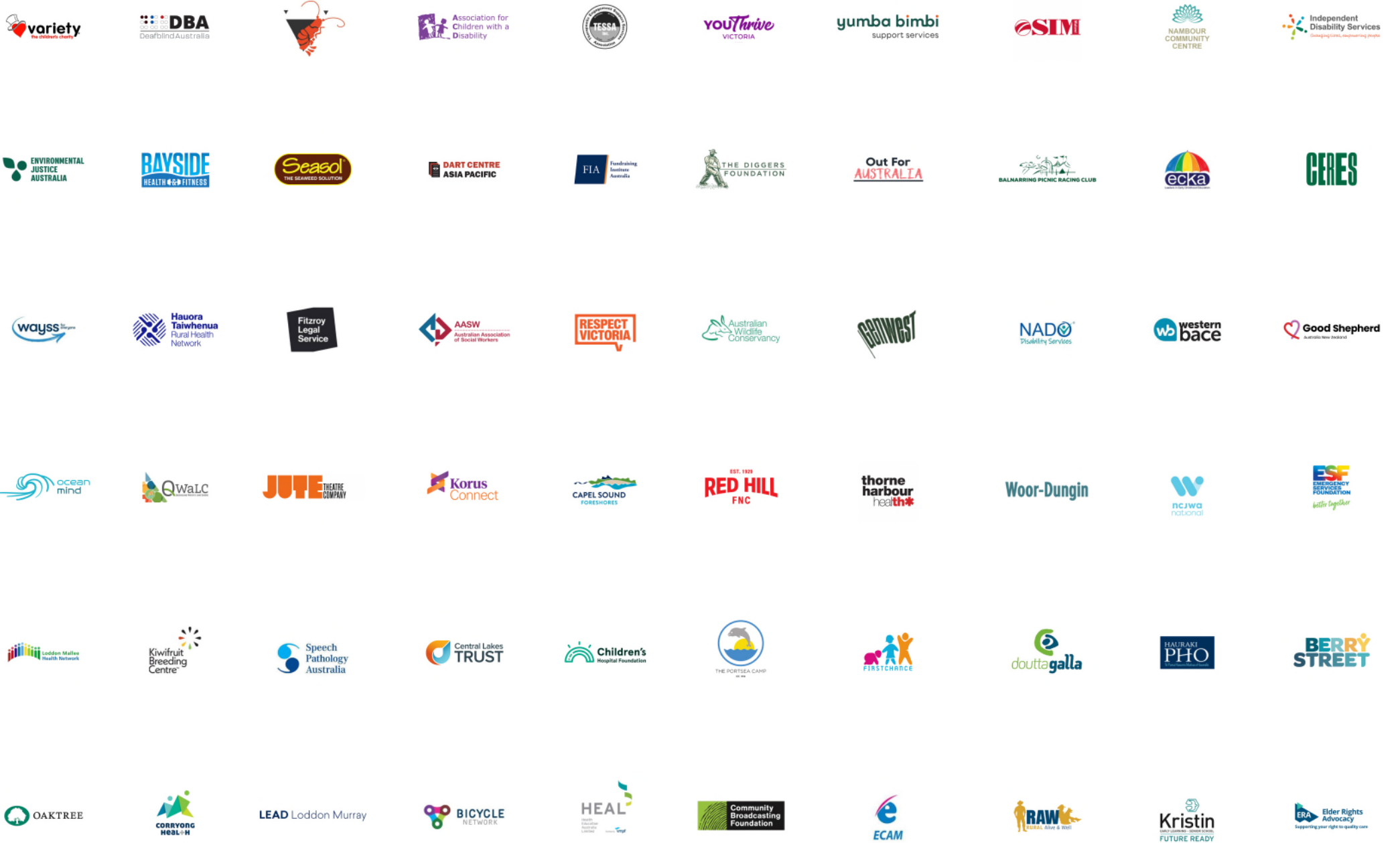
## Our global network of advisory experts

If you would like one of our global network of experts to advise you on how to interpret and act on this Report please contact us.

## Articles, research and insights

There are numerous additional articles, research papers and insights on our website that will help you interpret and act on this Report and become a better board. If you would like to subscribe to receive our insights on a regular basis please do so on our website.

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# Boards of smaller organisations in our database of over 500 reviews

## About the Institute of Community Directors Australia (ICDA)

The ICDA is an independent social enterprise focused on supporting not-for-profits and social enterprises across Australia.

As a dedicated governance network, ICDA provides a comprehensive range of resources, including training programs, tools, events, and qualifications, designed to address the unique needs of not-for-profit groups and schools.

Their offerings help organisations navigate governance complexities and improve their overall effectiveness.

## About Board Surveys

Board Surveys specialises in providing fit-for-purpose surveys that empower organisations to assess and enhance their board performance and effectiveness.

With a user-friendly self-service platform, clients can efficiently manage their survey processes, ensuring cost-effectiveness and control.

Board Surveys also offers optional extras such as light touch reviews of committees and individual directors and expert governance advice to help drive and sustain improvement.

## Why did Board Surveys and ICDA decide to partner?

We believe this collaboration marks a pivotal milestone in the improvement of governance of community organisations in Australia.

Board Surveys' purpose is to assist thousands of boards in measuring and enhancing their performance and effectiveness. Meanwhile, ICDA provides valuable information, tools, training, events, qualifications, and credentials to elevate the governance of over 600,000 not-for-profit groups and schools across Australia.

Together, our accessible and practical surveys, tools, and training will be a game changer for the improvement of governance and effectiveness of countless boards.

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