

FACT SHEET

The High-Performance Board Evaluation Assessment Tool (HPBEAT)

Methodology and Background

The Office of Sport engaged governance consultants [Board Matters](#), to develop HPBEAT - the High Performing Board Evaluation Assessment Tool a Survey delivered via the Survey Manager platform to assist larger NSW State Sporting Organisations (SSOs) and SSO Boards with a Chief Executive Officer (CEO) or equivalent to further improve their governance capabilities and maturity.

Typically, large SSOs in NSW will have a CEO or equivalent, have both a Strategic and Operating Plan, and have total revenue as recorded in the income and expenditure statement (i.e., gross receipts) for a financial year of more than \$250,000 or current assets are more than \$500,000.

Whilst the focus of the design of this Survey is for **larger SSOs** with a CEO and paid staff, the HPBEAT is not restricted to larger SSOs. It can be undertaken by any SSO looking to improve their governance performance. It should be noted though that this tool is premised on your SSO having paid staff and in particular, a CEO, with whom the Board delegates key functions.

How was the HPBEAT developed?

HPBEAT was developed with the objective of providing high performing and larger SSOs with the opportunity to self-assess current governance maturity levels and identify opportunities for improvement through an in-depth Survey evaluation tool.

An extensive desktop review of the SSO governance environment was undertaken to align good governance concepts at a national level, along with those that specifically address SSOs' governance needs in NSW, now and in the future.

This culminated in identifying the **10 Key Governance Areas** below which inform and shape this Survey.

1. Purpose, vision, and strategy
2. Integrity and values
3. Stakeholder engagement and accountability
4. Policy and oversight
5. Risk management
6. Working with and through the CEO
7. Board dynamics
8. Board administration and structures
9. Board composition
10. Board Chair

Before using HPBEAT

HPBEAT has been designed with the following frameworks, standards and principles in mind and it is recommended SSOs review the following key governance documentation to provide the necessary contextual framing to help understand references to practices and concepts.



- the Office of Sport's [Board Evaluation Framework](#)
- the Office of Sport's [Sports Governance Capability Framework](#)
- Australian Sports Commission [Sport Governance Standards](#)
- Australian Sports Commission [Sport Governance Principles](#)
- Sporting Integrity Australia's [National Integrity Framework](#)
- Australia Institute of Company Directors [Not-for-Profit Governance Principles](#)

What will the HPBEAT involve?

The HPBEAT Survey comprises 73 questions, **6 administrative** questions followed by **67 assessment** questions across the 10 Key Governance Areas, to assess your SSO's current governance maturity and performance. All questions are quantitative and must all be completed to create the detailed results report.

The **67** assessment questions will culminate in **10 scores**, one for each '**Key Governance Area**' once your Survey is completed.

It is anticipated the Survey will take **30 minutes** to complete. It is recommended to complete the HPBEAT on a computer or tablet device.

Each question will prompt you to provide a response rating on a **5 point 'level of confidence' scale**. The response rating options, and their respective scores are as follows:

1. Not at all confident
2. Not very confident
3. Generally confident
4. Very confident
5. Completely confident

Note: The confidence scale is used because it provides a summary of the implications based on the score received giving an immediate indication of an organisation or individual's level of confidence. This can then be used to specifically identify areas that need improvement based on these findings.

Scoring

Using the **Governance Maturity Rating and Scoring Matrix Table** below, response scores (**1 - 5**) will both be tallied for an overall score (out of 335 points), and a score and respective maturity ranking for each section of the Survey.

Note: The Survey scorecard will provide each SSO Board with an **individualised maturity rating for each of the 10 Key Governance Areas, not an overall maturity rating**.

This approach allows for each SSO Board to determine the areas in which it can look to improve on a more granular basis to support its governance maturity journey through value-adding improvement efforts.

Table: Governance Maturity Rating and Scoring Matrix for each of the 10 Key Governance Areas.

Governance Maturity Rating	Definition
<p>Optimised governance maturity means the SSO Board has processes and practices that are specifically tailored to allow the Board to meet and exceed its governance role and significantly optimises their decision-making dynamic.</p>	<p>An organisation with a score of 90% or more per Key Governance Area</p>
<p>Integrated governance maturity means the SSO Board has processes and practices that are integrated to uplift the Board’s governance role and meaningfully supports their decision-making dynamic.</p>	<p>An organisation with a score of between 70% - 89% per Key Governance Area</p>
<p>Defined governance maturity means the SSO Board has many defined processes and practices that support the Board’s governance role with improvement areas identified and articulated.</p>	<p>An organisation with a score of between 50% - 69% per Key Governance Area</p>
<p>Developing governance maturity means the SSO Board has some processes and practices in place that support the Board’s governance role, however there are areas that require improvement opportunities to be identified and articulated.</p>	<p>An organisation with a score of 49% or less per Key Governance Area</p>
Maximum scores for each of following 10 Key Governance Areas	
1. Purpose, vision, and strategy	35pts
2. Integrity and values	40pts
3. Stakeholder engagement and accountability	25pts
4. Policy and oversight	35pts
5. Risk management	25pts
6. Working with and through the CEO	30pts
7. Board dynamics	35pts
8. Board administration and structures	50pts
9. Board composition	40pts
10. Board Chair	20pts
Total	335pts



Who should complete the HPBEAT?

It is recommended that all your SSO Board be involved in completing the HPBEAT Survey. The Survey can be completed by one or more individuals (i.e., the Chairperson and/or another Director) or through a collective discussion amongst a number of people from the board and even the CEO).

When an SSO completes the Survey through a collective discussion amongst nominated individuals, or individually one person should be designated as the primary contributor (to receive the report) and the details of the other contributors should also be listed in the Administration section of the Survey.

When you complete the HPBEAT Survey, you can download your scorecard results using **'Print Results'** and save it as a pdf document or click on **'Email Results'** to email your results to a **nominated email address**.

How to get the most value from the HPBEAT

The HPBEAT scorecard will include 'dynamic responses' for each response, and a scoring matrix against each of the Key Governance Areas to provide an accurate and granular representation of your SSO Board's current governance maturity and capabilities.

What is the PAIST?

PAIST or the Performance Assessment Implementation Strategy Tool is a word document which can be downloaded at [Governance | NSW Government](#).

It has been developed to complement and support SSO Boards in collating individual reports from the HPBEAT scorecard to help identify areas for improvement, assign key performance indicators to uplift capabilities, and ultimately enhance SSO Board governance performance and maturity.

A note about the HPBEAT and board evaluations

It is understood and acknowledged that there is no single **'right'** way of undertaking a board performance evaluation. Both internally and externally facilitated approaches can be effective. SSOs are encouraged to use the HPBEAT as just **'one'** tool to assist the governance performance of their SSO Board. SSOs can be guided by the Office of Sport's Board Evaluation Framework which outlines various board performance approaches.

The best approach for any board, whether an SSO Board or otherwise, is to undertake an evaluation that is **fit-for-purpose** in meeting the needs and desired outcomes of that board.

If your Board wishes to engage with an external consultant or advisor, it can help to enable greater objectivity, transparency, and openness towards the board evaluation process from its participants. Board Matters as authors of HPBEAT are available to consult and advise in this regard on a fee for service basis and can undertake other further bespoke scopes of work identified by HPBEAT.

Please note that Board Matters and the Office of Sport NSW accept no responsibility for the accuracy of the information in this fact sheet or your reliance upon it.

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