



Board Effectiveness Review Prospectus





Creating High Performing Boards

An independent board review plays a vital role in promoting good governance, enhancing decision-making processes, building stakeholder trust, managing risks, and improving organisational performance and sustainability. Assessing the board's effectiveness enables to capitalise on its strengths and address any shortcomings that may hinder its ability to fulfil its responsibilities.

This process, when conducted effectively, leads to a more cohesive, aligned, and high-performing board, driving overall organisational performance. Our approach ensures that feedback is not influenced by internal biases or conflicts of interest, leading to more accurate insights into the board's strengths and weaknesses.

Tailored Approach for Sport and Recreation Boards

A Code for Sports Governance, requires funded sports organisations to 'undertake an external evaluation of the Board facilitated at least every four years to seek independent perspective on the performance, effectiveness, culture and function of the Board.'

Our board review provides an assessment of a board's effectiveness and offers assurance to its stakeholders. This process allows boards to demonstrate their accountability to improve performance and adherence to best practices.

Our review focuses on the board's strategic direction, director conduct and contribution, board's operation as an entity, future focus and committee effectiveness.

OUR TRACK RECORD

01

Representative Body

The Sport and Recreation Alliance represents nearly 300 sport and recreation organisations in England, including all recognised National Governing Bodies (NGBs) and UK-wide organisations.

02

Governance & Policy Expertise

The Alliance leverages its governance, policy, and research experience to support members with industry insights and best practices.

03

Governance Support Programmes

We offer training, workshops, governance assessments, board skills audits, recruitment, and evaluations to strengthen organisational leadership.

04

Proven Impact

We have supported over 90 NGBs and grassroots organisations, completing 25+ board evaluations and various governance projects, including bespoke board development sessions.



WHAT WE OFFER

Our process follows sector best practices, A Code for Sports Governance, and industry expertise. Board evaluation is a key governance tool, helping boards and trustees identify areas for improvement and reflect on board dynamics.

Our structured seven-step board review process assesses performance against governance standards. It evaluates strategic alignment, governance practices, board dynamics, and individual contributions to ensure effective leadership.

We use a mix of quantitative and qualitative methods, including board surveys and individual director interviews. This comprehensive approach provides valuable insights into board performance and effectiveness.

By combining feedback with board observations, we identify key themes, trends, strengths, and areas for improvement, supporting continuous governance development.

Key steps of the evaluation process:

Initial Consultation – We'll consult with the Chair, CEO, and governance lead to review current processes, define key focus areas, and finalise the evaluation timeline.

Board Survey – We'll create a tailored survey for directors, building on the internal evaluation, to assess areas like strategy, composition, and individual performance.

Board Observation – We'll observe a board meeting to understand dynamics, interactions, and the meeting process.

Director Interviews – We'll conduct one-on-one interviews with directors to explore key issues in-depth.

Analysis of Responses – We'll analyse survey and interview responses to identify strengths, gaps, and actionable improvements.

Board Evaluation Report – We'll produce a report summarizing findings, identifying strengths and weaknesses, and recommending improvements to foster high performance.

Presentation – We'll present the final evaluation results, actions, and next steps for the board.



OUR PEOPLE

The Alliance will provide guidance, and administrative and project management support from within our governance team and research team. Our Head of Governance and EDI, Vijaya Panangipalli, will lead the board evaluation. The proposed leadership and delivery team is as follows:



Cameron Yorston

*Director of Communications,
Partnerships and Member Services*

Cameron joined the Alliance in July 2023. Previously, he was a Director at Hanover Communications and spent over 10 years in central government, including roles at HM Treasury, DCMS, and as Private Secretary to the Minister for Sport. He oversees Member engagement, EDI, Governance, and Public Affairs.



Vijaya Panangipalli

*Head of
Governance and EDI*

Vijaya joined the Alliance as Governance Manager in 2016, leading governance support for members and stakeholders. With extensive UK governance consultancy experience, she was also seconded to Sport England to help draft A Code for Sports Governance. Previously, she worked with HSBC and Goldman Sachs and served as a trustee for Three Cs. She holds a CIPFA Corporate Governance certification.



Serena Mahandru

*Governance
Officer*

Serena joined the Alliance as a Governance Officer in 2022. She holds an MSc in Sport Management, Politics, and International Development and has experience in sport-for-development programs. Serena collaborates with Alliance members to support and highlight their EDI initiatives.



Richard Boardman

*Head of
Research and Development*

Richard joined the Alliance as Research Manager, overseeing research and development to identify new projects, services, and funding opportunities. His work supports the Alliance's objectives, funding goals, and the broader sport and recreation sector.

Testimonials

What our clients say:

Sam Orde, Chair Activity Alliance

“It was helpful to have a Board Evaluation from an independent body which knows about our sector. SRA were helpful with the process and communication was good throughout.”

Nick Webborn OBE, Chair British Paralympic Association

“Our Board Evaluation helped highlight where we could make improvements in a very practical way, but also reassured the board where we were working well. Many of the suggestions were simple to implement and stimulated excellent discussion and clarified areas for future development.”

Andrew Scoular, CEO British Judo Association

“The British Judo Association board evaluation was carried out over three months and consisted of a questionnaire, one-to-one interviews and attendance/observation at a British Judo Board meeting; all of this was conducted in a very open and warm manner, which allowed free and frank discussion.”

CONTACT US

Email

governance@sportandrecreation.co.uk

Website

<https://sportandrecreation.org.uk>

Location

Holborn Tower, Floor 5
137-144 High Holborn
London
WC1V 6PL

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