SPORT ENGLAND BOARD - MINUTES
19 June 2018
Sport England, Rooms 11-13, Lower Ground Floor, 21 Bloomsbury Street, London, WC1B 3HF

Chairman: Nick Bitel

Members: Debbie Jevans (DJ)
Kate Bosomworth (KB)
Natalie Ceeney (NC)
Ian Cumming (IC)
Chris Grant (CG)
Andy Long (AL)
Charles Reed (CR)

Attendees: Jennie Price (JP)
Mike Diaper (MD)
Charles Johnston (CJ)
Lisa O’Keefe (LOK)
Chris Perks (CP)
Nick Pontefract (NP)
Phil Smith (PS)
Andrew Honeyman (AH)
Serena Jacobs (SJ)
Simon Macqueen (SM)
Caroline Fraser (CF)
Stuart Armstrong (SA)
Rachel Graham (RG)
Jayne Molyneux (JM)
Simon Pang (SP)

Guests: Peter Rowley (PR), Chair of the Sports Council Trust Company
Steve Welch (SW), Relationship Manager, Capital Projects

Observer: Mohamed Elsarky (ME)

Secretariat: Erin Stephens
Hannah Kerly

WELCOME

1. The Chair welcomed the new members to their first Board meeting, introductions were made around the table, noting ME was in attendance in an observatory role.
2. Apologies were received from Sport England Board members, Sue James, Wasim Khan and Karen Pickering.

3. It was noted the Denise Barrett-Baxendale had resigned from her position as Sport England Board member, effective immediately; however, the Chair confirmed we have an additional new Board member; Rashmi Becker joining the Board and Investment Committee on 23 July 2018.

4. The following interests were declared:
   - NB, former Trustee Wembley National Stadium Trust (WNST) Item 2
   - DJ, English Football League (EFL) Item 2
   - CG, former Trustee Youth Sport Trust (YST) Item 6
   - LOK, Mountain Training Trust (MTT) Item 8

5. The minutes of the Board meeting held on 28 April 2018 were APPROVED as a correct record.

6. The Board NOTED the Matters Arising from the Board meeting on 28 April 2018 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board’s agenda.

**CEO REPORT**

7. JP introduced the report.

   Wembley

8. DJ left the room for this part of the CEO Report.

9. JP updated the Board on discussions held to date regarding the proposed sale of Wembley National Stadium. JP confirmed Sport England’s position was consistent with the negotiating parameters as previously agreed by the Board.

10. The Board discussed the risks and benefits of the sale; and noted that reinvestment of the proceeds of the sale would release significant investment into grassroots football. It was recognised that football is a sport where there are high participation numbers in less advantaged areas.

11. The Board CONFIRMED they were happy for JP to proceed with Wembley negotiations as outlined and in accordance with the negotiating parameters already agreed.

   **Update on Sport England’s Diversity Work**

12. NP took the Board through the dashboard which was devised by a cross-organisational group and focused on six tactics where equality, diversity and inclusion are key. The purpose of the
dashboard was to track and report back to Board against the success measures set for these six focused tactics and the specific priority groups where attention will be directed.

13. The Board discussed the benchmarking of the initial targets within each success measures to ensure they contain credible baselines to measure success and demonstrate progress over time. The Board discussed whether the specific priority groups were representative and the need to ensure any group had not been missed. NP explained that the dashboard was not intended to be a comprehensive summary of all of the Group’s work, but to identify some key projects on which progress would be regularly reported to the Board.

14. The Board queried whether all barriers had been identified, as if the targets within the success measures were to be achieved, we needed to genuinely ‘move the dial’ and change culture. The Board recognised this would be an on-going challenge to bring about culture change as we cannot intervene on everything. The Board asked the Executive to review the proposed outcomes and consider what is the right level of scrutiny and intervention to deliver transformational change within the six tactics.

15. The dashboard will go back to the Equality, Diversity and Inclusion Group for further discussion and will be presented back to the Board at a future meeting.

**Talent Plan**

16. PS took the Board through the broad approach to inclusion within the talent performance system to ensure the national teams are representative of the population as a whole. The three areas identified for initial focus for inclusion are BAME and LSEG representation, along with workforce in the talent system.

17. It was explained that while there is a willingness within sports, disruptive interventions outside the traditional NGB system are required to bring about some elements of this change. These are currently being identified and developed with other partners, for example with the Core Cities. Collaboration is also on-going with UK Sport, the BOA and BPA.

18. The Board discussed the culture within the talent system and encouraged the talent team to explore what quick wins were on offer which could be scaled and spread across the whole talent system. The Board discussed the need to make training more accessible in terms of access to facilities, and the need to ensure there is a robust evidence base to measure success which includes demonstrating the benefits of sports participation on individual development and attainment.

19. The Board **ENDORSED** the overall approach and **APPROVED** the areas of initial focus described in paragraph 17 of the CEO Report.
Local Delivery Pilots

20. Discussed under the COO’s Report below.

Risk Reporting

21. SJ joined the meeting for this part of the CEO Report and Item 3.

22. The Board NOTED the risk report and full corporate risk register.

2017-18 ANNUAL REPORT

23. SJ introduced the report, highlighting some of the key areas of activity since the previous version to the Board in April.

24. AL reported the preparation went more smoothly this year, and that he was reassured that only minor issues had been raised by the NAO/KPMG. He also noted the progress made in the telling of Sport England’s story in the narrative section of the Report. AL praised the work of SJ and her team, which was endorsed by the Board.

25. The Board raised concerns about the lack of reference to diversity in the ARA and felt it was not reflective of all the positive work the organisation had done around diversity in the preceding year. It was noted this absence was not intentional and would be better represented next year. In the interim, NB suggested the website should be used as a platform to highlight diversity activities.

26. NB drew the Board’s attention to paragraph’s 18-20 regarding the Accounting Officer and Board’s responsibilities in approving the Annual Report and Accounts.

27. The Board REVIEWED and APPROVED the presented 2017/18 Annual Report and Accounts, after which the ARA will progress to laying before Parliament.

28. The Board CONFIRMED its agreement that the CEO and the Chair may sign-off any minor amendments to the ARA, should they be required between the date of Board approval and the laying of the ARA before Parliament.


ARG Annual Report to Board

30. AL summarised the ARG Report to the Board noting the composition of the ARG. The Board discussed the role of the internal audit function and presence at ARG meetings, and their willingness to speak up and be bold.

31. The Board NOTED the contents of this report.
STRATEGY

COO REPORT

Delivery of the Strategy – Performance Management Process

32. SM joined the meeting for this item.

33. NP took the Board through the proposed approach to reporting against the Priorities and Tactics. A mapping exercise had been conducted across the business with a move to a collaborative matrix style of working. NP presented the performance report which sits behind the performance ratings and links to the insights and outcomes with a high-level RAG status.

34. The proposed update report is designed to provide Board and Investment Committee with a snapshot of relevant information which will feature in individual decisions that Board and Investment Committee will be asked to make, and ensure a joined-up approach to investments. The report would be updated on a periodic basis and presented to Board every six months.

35. The Board thanked NP and SM, and noted this was the type and level of information they had requested be presented to both Board and Investment Committee. This will provide an impact status and show progress against the Priorities and Tactics which will be influenced by multiple interventions and investments.

Local Delivery Pilots (LPD)

36. The Board confirmed they were comfortable with the overall LDP approach and willing to delegating and making in-principle decisions in order to ensure investment reached the pilot projects much more quickly.

37. CP took the Board through Greater Manchester LDP, a dynamic approach to investment and community engagement through a test and learn approach working alongside the pilot.

38. The GM partnership meant they were able to scale initiatives that worked, and were an early example of genuine community engagement especially with LSEG. This LDP was seen as a driver for opportunity with significant investment for the area.

39. JP gave the Board other examples of similar programmes that were already live including the ‘Walk to School’ programme; encouraging both parents and children to walk to school and Hackney Council’s projects on Cycling, in particular with the LSEG Community.

40. All of these are programmes that are already successfully operating, and whom we have an opportunity to learn from. Equally, once the LDP is successfully implemented, any additional knowledge or learning lessons can be reciprocated.

41. CP commented that approving this principle allocation would provide some early confidence for the project.
42. The Board was in agreement that this was a very exciting project, especially as it would be taking a collaborative approach, and it was recognised this was a way of working the Board had been advocating for some time. It was felt that if this project went well, this could be the blue print for other cities to follow.

43. The Board would be content to agree the principle of co-investment of a specific amount in a Local Pilot where the case was sufficiently strong,

but would expect this to be backed up in due course by detailed plans showing how the money would be spent and how that would contribute to the desired outcomes, and that these matters should be scrutinised by the Investment Committee. A report back to the Board on progress would also be helpful at a future meeting.

44. The Board **APPROVED** the ‘in principle’ commitment of £10 million of funding to Greater Manchester, subject to the above actions.

45. The Board **DELEGATED** to the Investment Committee the scrutiny and approval of the more detailed proposals.

**WORKFORCE STRATEGY**

46. CF and SA joined the meeting for this Item.

47. It was noted the Workforce Strategy had previously been presented to Board, and a substantially revised version had now been produced, which had already been debated and approved by the Workforce Committee, who were now recommending approval by the Board.

48. DJ, as Chair of the Workforce Committee, assured the Board that a ‘deep dive’ had been taken into the issues the Board had previously raised.

49. The Board discussed the terminology used in the Workforce Strategy, and discussed how it linked with the Coaching Strategy. It was agreed that the definition on page 8 of the Workforce Strategy would be reviewed to consider how it takes into account the diverse arrangements across sports.

50. The Board agreed the ultimate goal was to improve the experience and outcome for the customer at each touch-point. The Board also discussed leveraging best practice that exists in the market, and the need to ensure these are transferrable skills.

51. The Board discussed the reliance on CIMPSA in terms of implementing the strategy. PS provided the Board with assurances in that regard, noting they had a new, clear strategy, and strong leadership, including an effective new Chair and three new board appointments. The Board also discussed CIMPSA’s role in terms of driving the supply of apprenticeships, which will be key in the sector over the next five years.

52. The Board **APPROVED** the Professional Workforce Strategy.
INVESTMENT DECISIONS

FUNDED PARTNER INVESTMENTS

StreetGames

53. CP took the Board through the proposal to solicit.

54. The Board reflected on StreetGames’ ability to deliver at scale in LSEG communities, and on the quality of their leadership team. JP noted that Jane Ashworth has been a pioneer in reaching LSEG communities, and the StreetGames Board has enhanced its capacity and governance structures over the years as the organisation has grown in size.

55. The Board also discussed the organisation’s capability to deal with the additional investment and its sustainability. CR confirmed this had been discussed at Investment Committee and the Committee had satisfied itself on those points, citing its commercial partnerships as an example of its diversity of funding.

56. The Board noted StreetGames’ track record of demonstrating social impact, and the positive value for money per user of their programmes.

57. The Board APPROVED an award to StreetGames UK of £6,650,000 for the period 2018-2021, towards a total project cost of £11,450,010.

Youth Sport Trust

58. JM joined the meeting for this item.

59. JM updated the Board on the partnership working with the YST to ensure their programmes align with Sport England’s strategy.

60. JM reported YST had demonstrated a move towards being more collaborative and sharing of IP. It was noted YST are open to learn from other organisations and share across networks. An example was the approach taken by Bristol University on their programme that engages with girls and peer to peer influencing that has been shared with the YST, who have adopted some of these behaviour-change aspects in their programme.

61. It was commented that there is a strong leadership team in place; a mutually supportive environment; regular meetings and very active discussions. YST had recently appointed a new Chair, and have a strong diverse senior leadership team in place who are working closely with the Chair to ensure success.

62. The Board APPROVED the recommendation of the Investment Committee to approve a Lottery award to the Youth Sport Trust of £7,742,814; of which £3,872,455 is awarded in full for 2018/19 and £3,870,359 is in principle funding for 2019/20 subject to satisfactory progress.
63. The Board **DELEGATED** to the Investment Committee the conversion of the in-principle award for 2019/20.

**School Games National Finals Update**

64. The Board discussed the proposed change to the School Games Finals to every other year would require the approval of the Sports Minister and notification to the Home Countries Sports Councils.

65. The Board discussed the risk associated with this change and reputational issues. MD reported that it would not have a detrimental impact, rather than it would add to the quality of the experience with a feeling of being part of something ‘bigger’. The Finals would be next held in 2020 to coincide with the Summer Olympic and Paralympic Games, and in 2022 to coincide with the Birmingham Commonwealth Games. The Board also noted the need to ensure the Finals aligned with Sport England’s targets and tactics.

66. The Board **NOTED** the update on the School Games National Finals.

**OTHER BUSINESS**

**Swimming and Cycling**

67. LOK took the Board through the key points relating to the recent decline in participation numbers in both swimming and cycling. This has been attributed to a number of factors, including the need for both NGBs to better understand the behaviours of their customers and the practical barriers to participation. The NGBs are part of the system for a solution to the reduction in these numbers, but there is a need for a multi-agency and department response by those who have the ability to influence.

**Swimming**

68. The Board discussed the practical barriers within the sport, noting that 1 in 5 adults and 1 in 3 children in England cannot swim. PS took the Board through the role of the ‘Swim Group’ and the key role of the leisure operators in addressing this issue. The Board discussed the influence of central Government in respect of children learning to swim, and whilst this policy was owned by the Department of Education (DfE), it was not as successful as it could be. The Board were reminded that a KPI relating to swimming in Sporting Futures was owned by DfE, and it was agreed that the Chair would write to the Minister on this issue.

69. The Board discussed the tensions which exist within the swimming infrastructure between user groups; how commercial operators timetable and use their facilities, which can have an impact on the experience for the customer. The Board also discussed looking for a solution at a macro-level, given the scale of the issue. The Board noted the tactics needed to be clear about the additional benefits from swimming, such as mental well-being and individual development.
Cycling

70. The levelling off of numbers within cycling had been an early warning sign of the decline in participation numbers. The NGB needs to further improve its understanding of the attitude of customers to cycling, for example for leisure and active travel. The Board discussed, as with swimming, issues relating to learning to cycle being a barrier for participation and the fact that only 50% of schools receive cycling instruction. Confidence on the road and safety were two issues for those who have not learnt to cycle. MD noted the Department for Transport was reviewing its cycling policy.

71. The Board discussed the interventions which Sport England funds British Cycling to deliver, and noted the NGB is not responsible for everyone who cycles, for example those who cycle for transport, as opposed to for a sport or leisure reason. British Cycling are however working with some Local Authorities on road safety infrastructure issues (such as potholes), as well as the customer experience for those getting on a bike for the first time through the Sustrans programme. The Board also discussed the role of commercial partnerships and bringing different providers together to commoditise cycling.

72. The Board discussed the physical literacy agenda in the context of both swimming and cycling, and a broader approach needing to be taken for example children being expected to swim/cycle by a certain age. It was felt the forthcoming government spending review could be a good opportunity, if there was sufficient Ministerial support, to raise the physical literacy agenda.

Annual Presentation of Sports Council Trust Company (SCTC) Report to Board

73. PR and SW joined the meeting for this Item.

74. SW took the Board through a presentation which highlighted the work being undertaken across the National Sport Centres and what they have delivered over the past year, along with plans to get all three National Sport Centres to be running at a trading surplus. PW reported SCTC has a new Board and while they are Code compliant, noted they had a focus on diversity as more needs to be done in this area.

75. The Board discussed the future of Plas Y Brenin (PyB), and whether SCTC should be owning this property. PR noted the positive changes since the change in the Board and senior management team at the Mountain Training Trust (MTT). The new CEO has a commercial focus which is starting to have an impact. CJ also noted the collaboration with the other mountaineering centre in North Wales and the combining of offers to complement the respective facilities. PR noted SCTC has a track record of divesting however there is not a market at present.

76. JP noted the advantages of being the owner of PyB as it is a world leader in training mountain guides, and regarded as a centre of excellence for climbing. CJ added Sport England brokers collaborative working with stakeholders, and there was a risk that a new owner would not have that focus. SW emphasised the positive programmes being commercialised at PyB – workforce development, activity development and coach education – which will reduce the required subsidy.
MINUTES FROM COMMITTEE AND SUBSIDIARY COMPANY MEETINGS

77. The Board **NOTED** the minutes from the Committee and Subsidiary Company meetings.

**AOB**

78. The Board were reminded the next Board meeting is 25 September 2018, with a dinner being held the evening before, which will be an opportunity to say goodbye to both JP and CR.

79. There were no further areas of business.

80. The meeting closed at 15:00pm.

**PRIVATE SESSION**

81. A private session for the Board members and CEO was held.

82. The Board approved the procedure for the appointment of a new CEO. This would include a two-stage interview process with the final appointment being subject to the approval of the Minister.