SPORT ENGLAND BOARD - MINUTES
06 November 2019
Sport England, Room 11-13, Lower Ground Floor, 21 Bloomsbury Street, London, WC1B 3HF

Chairman:  Nick Bitel

Members:  Natalie Ceeney (NC)
Rashmi Becker (RB)
Ian Cumming (IC)
Mohamed Elsarky (ME)
Chris Grant (CG)
Sue James (SJ)
Andy Long (AL)
David Mahoney (DM)
Tove Okunniwa (TO)
Karen Pickering (KP)

Attendees:  Tim Hollingsworth (TH)
Mike Diaper (MD)
Alison Donnelly (ADO)
Charles Johnston (CJ)
Lisa O’Keefe (LOK)
Chris Perks (CP)
Nick Pontefract (NP)
Phil Smith (PS)
Anna Deignan, DCMS (AD)
Jon Fox (JF)
Jamie Hooper (JH) (Item 3)
Cathy Hughes (CH) (Item 3)
Vicky White (VW) (Item 4)
Jenny Betteridge (JB) (Item 4)
Justine Blomeley (JBI) (Item 5)
Nick Evans (NE) (Item 5)
Andrew Spiers (AS) (Item 5)

Secretariat:  Hannah Kerly (HK)

WELCOME

1. The Chair welcomed DM to his first Board meeting since being appointed to the Sport England Board. The Chair welcomed HK in her position as Interim Board Secretary and JF, who would be supporting HK.
2. The Chair congratulated NC, whom had been appointed Vice Chair of Sport England (SE).

3. Apologies were noted for Board Members Azeem Akhtar and Mohamed Elsarky.

4. There were no declarations of interest to be noted.

5. The minutes of the Board meeting held on 11 September 2019 were APPROVED as a correct record, subject to one minor amendment; paragraph 11 currently read evolution versus revolution. This would be updated to read ‘Evolution of what we are doing and revolution in how we are doing it.’

6. The Board NOTED the Matters Arising from the Board meeting on 11 September 2019 and earlier meetings, all of which had been completed or carried forward.

7. It was noted, there had been a small shift in the order of the agenda. Item four, the SE Strategy would be discussed prior to Item three: SE Transgender Facility Inclusion Guidelines.

**CEO REPORT**

**Active Lives Adult Survey Results**

8. The Board were informed of the results of the Active Lives Adult Survey, highlighting the strong position SE was currently in. The report revealed positive results in the overall activity of adults, and in particular positive shifts in levels for those with disabilities and long-term health conditions. It was noted, however, that there was still a way to go for the Women’s target.

9. It was noted there had been no significant shift in the top ten activities. While this was considered positive, it could be observed that team sports were still coming in flat in terms of participation rates – with the notable exception for the period of Netball.

10. The question was raised by Members whether we truly as an organisation understood the issues around participation of Women and girls? SE Officers noted the growth in women’s activity had primarily come from the older age group, however the SE target was only for women aged 16-60. It was confirmed, there was a plan and strategy in place to reach the Women’s target, with This Girl Can being a key element to this plan. LOK confirmed she would be happy to take any member through this strategy offline.

11. It was noted the Active Lives Survey was particularly informative for the National Governing Bodies (NGB’s), as it allowed for them to use this data to establish what they needed to be focusing on and what ‘good’ looked like.
12. The Active Lives Children survey results were due to be released on 20 November. Due to Purdah, the results could be published but not publicised in any way. Board would be taken through the results at the December meeting.

**Lottery and Exchequer admin flexibilities**

13. The CEO updated the Board on discussions with DCMS around the potential for greater flexibility around Sport England’s Lottery and Exchequer Administration spend. The argument had been made to DCMS that while the organisation’s responsibilities had grown considerably in the past few years, the amount of administration that could support that had not.

14. Following discussions, the DCMS had agreed to provide more flexibility on both Lottery and Exchequer, with an additional amount of administration spend allowed for the rest of 2019/20 and for 2020/21, and greater flexibility about what Lottery spend was considered under the ‘Sport Development’ budget.

15. DCMS commended Sport England on how they had approached this, and the Board welcomed the outcome that would allow the organisation to manage administration cost pressures more effectively for the remainder of the cycle.

**Additional Resources**

16. No additional information or updates were provided at the meeting.

**2021-25 Strategy**

17. No additional information or updates were provided at the meeting. It was noted a full discussion would be held at the December Board

**25th Birthday of the National Lottery**

18. In addition to the other activity planned, Board Members were informed their invitation to the celebration of the 25th Birthday of the National Lottery had been sent out.

**Made By Sport**

19. SE continued to move forward with the planned partnership with Made by Sport. Currently, a framework agreement was being discussed to establish how both organisations would mutually invest in accordance of the framework.

20. The Board were informed Sophie Mason had recently joined Made By Sport as CEO, whom TH was confident understood the landscape.
21. SE Officers noted there were still some issues and questions that needed to be resolved to ensure an effective partnership, however it was early days and SE were confident both parties had an interest in ensuring the organisations worked in collaboration.

Cross-Government School Sport and Activity Action Plan

22. No additional information or updates were provided at the meeting.

Sport for All? Ethnicity, Sport and Physical Activity event

23. Following the briefing on planned activity, several Board Members expressed an interest in being involved with the event. TH agreed to send through relevant details [ACTION]

SPORT ENGLAND TRANSGENDER FACILITY INCLUSION GUIDANCE

24. PS introduced the item, introducing CH and JH. He started by explaining that having presented the Guidance initially for decision, more work was needed before it could be published. Additionally, he recognised the sensitivities that existed around the issue and therefore the views of the Board would be important in shaping the way in which the guidance was presented. On that basis the request for decision had been withdrawn and the paper was presented for discussion.

25. PS said that the current plan for publication was early in the new year as the guidance was increasingly sought after by Operators in particular looking for assistance. However, SE would not publish until it was deemed to be finalised in terms of content. There was also the potential to wait until the Government published the updated Gender Recognition Act, which would bring further clarity with regard to the law in this area.
30. The Board complemented the SE officers on the work they had undertaken on the Transgender Facility Inclusion Guidelines to this point. Following discussion on the content, Officers agreed to review the document and consider when best to time any publication and announcement following further consideration by the Board.

**STRATEGY**

**New Sport England Values**

31. Following an introduction from TH, VW presented the item. She informed the Board that since the Spring SE had embarked on a detailed consultation process to develop new values and behaviours, with a view to these then shaping and defining Sport England’s approach to its relationships and ways of working.

32. The Board were reminded of the comprehensive consultation process undertaken to get to this point, including the Board session held in July. As a result, the new values had been created and decided by the organisation and were guided by how colleagues at all levels felt about what they should represent. Around 95% of the internal staff in the organisation had had the opportunity to feed in in some way and the feedback from the Steering Group in particular was very positive.

33. The structure around the four new values statements allowed for greater information to be provided depending on the audience – with the ‘what’ statement of definition being followed by a ‘why’ statement of purpose with regard to Sport England’s current mission, and the ‘how’ statements detailing the behaviours that should be recognisable in anyone living the values.

34. The new Values’ importance to the development of Sport England’s future strategy was also highlighted, given how much initial emphasis was being placed on a more collaborative and inclusive way of working.

35. The values would be launched at an all colleague day on Tuesday 19 November 2019, after which the process of embedding each Value and bringing them to life across the organisation would commence.
36. The Board were very supportive of the process SE had been through to reach this point. The Board did question the Executive as to where they felt SE was now as an organisation, in comparison to where we wanted to be? In response to this the Exec suggested that Inclusive and Innovative were more currently relatable in terms of what SE was doing now, whereas Collaborative and Ambitious were foreseen as the slightly more challenging values. It was noted the Values Launch day would be a good opportunity for colleagues across the business to provide insight into where they saw SE as an organisation now in terms of the behaviours required.

37. The Board Members were positive on the values themselves, suggesting they represented a natural progression for SE. They highlighted their belief that the test of their success would be in their embedding and how they were lived going forward – not least by the Executive Team,

38. On the back of the discussion the Sport England Board APPROVED the adoption of the four values as set out below – under the overall theme “We Are... Sport England”:

- **We are ... Collaborative**
  
  *One team committed to delivering together and working with others to make a difference to people’s lives.*

- **We are ... Ambitious**
  
  *Determined in pursuit of our goals, prioritising work and partnerships that will most advance our mission, help us succeed and make a positive impact on the nation.*

- **We are ... Inclusive**
  
  *Harnessing our collective strength and respecting difference to create the conditions for everyone to engage and to excel.*

- **We are ... Innovative**
  
  *Curious, optimistic and relentless, we question established ways of working and learn from each other and from our experiences.*

39. TH thanked the Board for their support and extended an invitation to all Board members to attend the Sport England Values launch day on Tuesday 19 November. It was noted that NB would be attending and speaking at the event on behalf of the Board. [ACTION].

**Volunteering Priority Update**

40. Jenny Betteridge joined the meeting, thanking members for their continued support in this area. She reminded them she had attended the Board meeting in February 2019, where the Board had requested this item return later in the year with a further update on progress.
41. JB highlighted both the challenges and positive outcomes as noted in the paper, particularly emphasising approaches to scaling this work.

42. It was acknowledged there were some examples of programmes that had performed well: for example, our investment in the ECB to provide opportunities for South Asian women to volunteer around cricket and Parkrun’s increased focus on LSEG communities were prime examples. SE is also working closely with two large Leisure Centre chains to launch volunteer programmes that aligned with the activities people were interested in. There was also work focusing more on a place-based method, and what benefits this could achieve.

43. The Board discussed some of the weaker elements of progress that needed a more comprehensive focus, for example questioning the methods currently used to encourage more volunteers from diverse backgrounds and the BAME community. It was noted there were some interventions that were being used successfully to recruit BAME volunteers, yet currently many organisations including some NGBs were not taking advantage of these methods.

44. As part of the discussion the Board considered the ‘dual benefit’ of volunteering and what the volunteer in particular gets from the activity. Specifically, this focused on the opportunity volunteering can provide for young people in particular to get work experience and potentially qualifications that could help them become more employable in the future. Within this it was recognised that some of this benefit was not necessarily captured in SE’s numerical targets for volunteering and therefore the other, wider benefits should be more actively considered in the next strategy period.

45. The Board also raised the importance of the quality of the volunteering experience: most significantly ensuring that volunteers had a positive experience and were well treated. In seeking to assure around this JB highlighted that SE continued to share best practice in this area, including the positive benefit of reward and recognition.

46. The Board asked about the role of Employer-supported volunteering, and whether this could be explored further in support of our ambition. TH noted he had an upcoming meeting with both BITC and the CBI with regard to the attitude of the business community to physical activity and how employees could be mobilised to support volunteering in their communities alongside being more active themselves.

47. In conclusion the Board thanked JB for her work, acknowledging that while there continued to be challenges within the programme the direction of travel was positive and progress had been made.

The Board had a 10-minute break.
INVESTMENT DECISIONS

Birmingham Commonwealth Games 2022

CJ presented the item, noting the clear direction and guidance the Board had given in the discussion at the previous Board meeting. Since that meeting, SE Officers had undertaken a significant amount of work internally and externally with DCMS and the Commonwealth Games Delivery Team. The Board were reminded the Commonwealth Games in 2022 would be the largest sporting event in the UK in the period of SE’s next strategy cycle and presented a significant opportunity to contribute to a number of SE’s current strategy priorities and likely future priorities.

The Board agreed there was a real benefit for SE in engaging positive and actively with the Birmingham Games, however the organisation was not responsible for the delivery of the event itself and its infrastructure nor the physical activity legacy. Rather the focus should be on how best to play a supportive role leading into the Games and afterwards with both the organising committee and Government, to maximise its impact on our existing investments and work programmes in the city and region. This may involve further investment of resources but only when that investment supported clear strategic benefit for SE.

48. With this in mind, and following discussion, the Sport England Board were in a general consensus on the principals and APPROVED:

I. The overall approach to supporting Birmingham 2022 Commonwealth Games as set out in the proposed 5 domains in the Proposal Aims section of this business case;  
II. As part of our legacy planning for the Games agree option 3 for the capital infrastructure element with the final award decision to be approved under the relevant Stage 3 delegated authority;  
III. For officers to continue to explore the need for an additional capital budget to deliver additional legacy benefits through further facility provision with a further business case to be presented at an appropriate time;  
IV. Pursuing an option supported by DCMS to fund, by an application falling under section 27 of the National Lottery etc. Act 1993, a time-bound Project for Sport England internal resource to support the development and legacy of the Games venues. This would be up to £1m over a period to 2023/2024;  
V. Agree to receiving a further business case setting out the detail of a revenue award of up to £2.5m for legacy (Local Delivery and Volunteering) subject to leveraging government/Local Authority partner funding and ensuring appropriate levels of authority and accountability. Officers will continue to scope the legacy project, both internally and with selected external partners, to help identify and determine legacy interventions.
CP and AR joined the meeting.

Local Delivery Pilot Investment – Pennine Lancashire

49. CP and JB presented the item.

50. The Board were informed Pennine Lancashire was the third biggest pilot, made up of six districts with a total population of 530,000, of whom 150,000 people were inactive. There were significant challenges across the six districts including: health and wealth deprivation, mental health and significant levels of physical inactivity inequalities. This pilot was seeking path finder investment to test and learn new approaches to getting people more active.

51. SE had started seeing impacts within the LDPs as a whole, with an emerging difference in approach in how the sport sector is working with local communities. There were early indicators of the sport and physical activity sector incorporating this. It takes time, as often the best approach is to have a very different conversation and approach with communities where sport and physical activity is not the starting point.

52. AL updated the Committee on his recent visit to Pennine Lancashire, noting the quality of leadership, breadth in partnership and the extent of this new conversation and how this extended past sport and on to the outcomes of sport and physical activity on people’s day to day lives.

53. The Board asked whether SE colleagues had any concerns on Pennine Lancashire. Officers responded that there would be challenges; for example, with six different districts, keeping them to the nine identified principles and not reverting to just the traditional well meaning ‘projects’ that don’t really deliver systemic change.

54. The Board discussed whether joining the six districts together had been the right decision and if we ran the selection process again would we be happy with this ‘footprint’. SE Officers noted within the 12 LDPs they had wanted a variety of places and selected a deliberately diverse mix to maximise the learning. With regards to Pennine Lancashire there is a natural collaboration, it is a health system footprint, well understood by the public sector (and to a degree communities) and has its roots in its history as former mill towns. They are coming together more and more in this way and looking at how best to utilise their assets both within each community and across the whole area where there it will make sense to operate in this way.

55. The Board noted there had been recurring patterns in terms of interventions across the LDPs. All the LDPs were growing and deepening their work, particularly the ones that had received further investment. Capacity funding to create time and space to work though the changes needed has been fundamentally important. Currently the team were reflecting on SE’s role going forward as providing capacity at the core of each of the Pilots has been key to driving the work in each place. It was essential they we use the lessons learnt and did not fall into a trap of ‘fund and forget’.
One of the lessons learnt from the LDPs is that human resource as much as financial resource was what was needed. One of the challenges identified was the pressure to use existing measurement systems, which are often output, and target based, when systems create outcomes and therefore measurement needs to be more nuanced.

The Chair of the Investment Committee (NC), asked for a detailed paper to be brought to the next Investment Committee to update the members on the learning coming from LDPs and what this might mean for future strategy work. CP agreed to this and said the work was already in train [ACTION].

Following discussion, the Sport England Board APPROVED an award extension of up to £3,000,000 of Pathfinder Investment to Blackburn with Darwen Council for the delivery of the Pennine Lancaster Local Delivery Pilot of which £2,799,370 revenue funding is confirmed and £200,630 is in-principle (to be converted in accordance with the Delegated Authority Policy).

PROCUREMENT

Active Places and Data Validation

NE joined the Board for this item. He reminded Members that Active Places was the National Sports Facility database, that underpinned the work within SE’s Facilities & Planning work and was used across the sector to help strategically plan for Sport. The Contract for its operation was due to expire, and Board was asked for its approval of the next steps to start procurement.

NC informed the Board that the Investment Committee had had a significant debate on this area, noting the data set was important, yet the economies of the current model were not currently working and were not sustainable in the long term.

On the back of this, the Board discussed the merits of proceeding with the re-procurement but using the additional time this extension provided to consider the database in more detail and how a more efficient model for its delivery in the long term could be developed. This was considered the best approach to ensuring that the data continued to be made available while a review of the economic model for the database was undertaken.

There were discussions around whether the timeline for the procurement was realistic. SE Officers confirmed that previously only a small number of tenders were received, which was the reason behind the timeline set and they were confident it could be managed.

The Sport England Board APPROVED Option 3 – Procurement – Flexible commercial approach for the procurement of Active Places Data validation via OJEU Open Procedure up to a value of £2.406million over a maximum period of five years. Initial Contract term would be 3+1+1 years

The Sport England Board DELEGATED the final decision on the preferred supplier to the Investment Committee, due to their previous interest in the project, with their decision being reported back to the Board in the CEO Report.
Active Lives Surveys

65. LOK introduced the item, noting AS was the architect behind the Active Lives Adult and Children and Young People surveys. Both Surveys were entering the final year of their contracts. It was noted this was the first step of Procurement and the team would be returning to the Board in March 2020 to continue the process.

66. The Board were provided with some background to the Ipsos Mori contract. It was acknowledged, when Sport England had first entered into a contract with Ipsos Mori, this had been the biggest project of this nature they had undertaken, and due to this, some of the assumptions made had been unrealistic. At that time, no one had attempted this form of work on this scale. Going into the procurement this time, the market place had matured, with more experience on similar projects being undertaken globally. Organisations were better equipped and more educated to working on this scale now.

67. The Board recognised that the granularity of insight SE increasingly has across its investments largely comes from the depth of information the Survey contains and involved a complex analytical approach alongside the main data project. Therefore this work from IPSOS Mori had value beyond just the survey data capture.

68. In terms of the procurement approach, the Board discussed whether SE would approach the market with an exact specification in terms of what they wanted, or if they would allow for a more flexible approach, giving the agencies opportunities to present their own ideas?

69. AS confirmed that unlike the original procurement, this time they would share a core brief with the agencies.

70. It was confirmed Sport England owns and holds all Active Lives Data and have worked hard to establish an online tool that is used alongside it. The purpose of this procurement would be to discuss the collection of the data only.

71. The Sport England Board APPROVED the re-procurement of the Active Lives Adult Survey for up to [redacted] over five years and Active Lives Children and Young People Survey for up to [redacted] over five years.

AOB

There were no further areas of business.

PRIVATE SESSION