

SPORT ENGLAND BOARD - MINUTES

11 September 2019

Sport England, Room 9, Lower Ground Floor, 21 Bloomsbury Street, London, WC1B 3HF

Chairman: Nick Bitel

Members: Azeem Akhtar (AA)
Rashmi Becker (RB)
Natalie Ceeney (NC)
Ian Cumming (IC)
Mohamed Elsarky (ME)
Chris Grant (CG)
Sue James (SJ)
Andy Long (AL)
Tove Okunniwa (OT)
Karen Pickering (KP)

Attendees: Tim Hollingsworth (TH)
Mike Diaper (MD)
Charles Johnston (CJ)
Lisa O'Keefe (LOK)
Chris Perks (CP)
Nick Pontefract (NP)
Phil Smith (PS)
Alison Donnelly (ADo)
Anna Deignan, DCMS (AD)
Michael Stark, DCMS (MS)
Luke Thomson (LT) (Item 4)
Pat Brosnan (PB) (Item 5)
Lynsey Tweddle (LTw) (Item 6)
Victoria White (VW) (Item 6)

Secretariat: Tanya van Niekerk (TvN)

WELCOME

1. The Chair welcomed new members TO and AA to their first Board meeting since being appointed to the Sport England Board on 2 September 2019. The Chair welcomed incoming Executive Director, Alison Donnelly, who would be observing the meeting. Alison would take up her role at Sport England in early November.
2. Apologies were noted for Board member Debbie Jevans, incoming Board member David Mahoney, and Executive Director, Lisa O'Keefe. AD would need to leave the meeting early.

3. The Chair noted that this would have been Debbie Jevans' last Board meeting before she retires from the Board on 27 October 2019. The Chair reflected on Debbie's outstanding contribution to Sport England during her six years of service, including serving as Vice-Chair of the Board and Chair of the Workforce Committee. The new Vice-Chair (who would be one of the current Board members) would be appointed by the Secretary of State for Digital, Culture, Media & Sport in due course.
4. Although not a formal member of the Board TH declared an interest in relation to agenda item 4 – football investment decisions – by way of his role on the Football Foundation Board. TH would remain in the room for discussion of the items but would step out at the point at which the investment decisions were taken. There were no other declarations in relation to the items of business at this meeting.
5. The minutes of the Board meeting held on 31 July 2019 were **APPROVED** as a correct record.
6. The Board **NOTED** the Matters Arising from the Board meeting on 31 July 2019 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board's agenda.
7. Sport England's Transgender Inclusive Guidance would be brought to the November Board for approval, ahead of publication. The intimation from Ministers was that the government timetable for the release of the outcomes of the Gender Recognition Act consultation was likely to be further delayed.

CEO REPORT

8. The report provided updates on the 2021-25 Investment Strategy; Organisational Values; Commonwealth Games 2022; This Girl Can and the partnership with Vic Health; and the We Are Undefeatable Campaign.

2021-25 Investment Strategy

9. [REDACTED] The Board discussed the overall approach to the development of the 2021-25 strategy, including the engagement process to date, the key concepts which have emerged through these discussions and how these will define the next strategy period, and the proposed strategy timeline from now through to the date of publication of the strategy.

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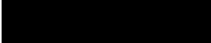

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Organisational Values

20. TH highlighted the values work, which was intrinsically linked to the new strategy and how Sport England will operate. There had been wide-spread engagement with colleagues and the process had been true to the promise that the values would be owned internally. TH thanked the Board for their insight and contribution to this work at the last Board meeting.
21. Four themes had emerged from the extensive consultation exercise:
- i. Collaboration / Partnership / Team / Working Together
 - ii. Action / Delivery / Pace / Personal Responsibility
 - iii. Diversity / Inclusivity / People Centred Leadership
 - iv. Agility / Creativity / Exploration / Finding New Ways / Innovation / Always Learning / Fun / Pride / Wanting to do the best job possible
22. Work was progressing to develop these into the organisation's values, which would be presented to the Board for approval in November, ahead of publication before Christmas.

Commonwealth Games 2022

23.  CJ updated the Board on the ongoing concerns in relation to Games facilities, outlining the challenges faced by the three major venues – the Athletes Village, the Alexander Stadium and the Aquatic Centre at Sandwell.
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We Are Undefeatable Campaign

28. MD outlined reaction to the campaign since its launch in late August. It had been very well-received, with people citing the creativity and uniqueness of the content and it being the first time they have seen ‘people like us’ on TV. Change was already being seen in the health and social care charities leading the campaign, making them think differently about how they worked i.e. through the lens of people having more than one long-term health condition. The work was also championing Sport England’s new way of working – co-owned and delivered through an “extended workforce” model.
29. In response to a question about measurement and evaluation of the campaign, MD said that how people are changing their behaviours and how the charities and the local offer evolve as a result of the campaign will be tracked. Targets on the campaign’s reach and impact on sustained behaviour change and outcomes would be set in the next cycle.
30. AA and TO reflected on how well-received the campaign had been amongst the active partnerships, with AA noting that Active Essex had already found 20 local champions in Essex to drive this and embed it in the local community, and TO noting how well it had landed given the challenges of reaching this audience and motivating and giving them confidence.

LT joined the meeting.

STRATEGY AND FINANCE

2016-21 Quarterly Strategy Report

31. NP presented the item.
32. The next round of Active Lives data would be available in October, with the next quarterly report to Board reflecting the latest statistics. Sport England had exceeded the overall population target and was continuing to make progress on the Women’s target. The LSEG target was based on individual projects rather than Active Lives data, with a significant

amount of work being done internally to review what investment is directly contributing to this target.

33. NP described the proposed changes to some priorities and tactics to either consolidate or remove them, and the rationale for this. Internal resource and capacity continued to be a significant challenge for the organisation. The Executive Team had taken steps to offset some of this, but it would continue to be an issue. The subject of the treatment of the administrative cost target (Lottery and Exchequer admin flexibilities) was being actively discussed with DCMS.
34. The Board discussed the proposed changes. Members were assured that the removal of the volunteering tactic (VOL3) did not mean that this work was no longer taking place, but rather reflected that the nature of the activity i.e. its 'influencing role', made it difficult to report against in this reporting style.
35. The Board discussed the extent to which Sport England was deploying enough resource to capture data and measure the organisation's aims and ambition in relation to the LSEG target. This was an area where Sport England was feeling resource constraints more keenly, and where the need to work across the business and for colleagues to understand and identify, where relevant, how their work contributed to the target was essential. That said, the target showed growth and work continued to update projections and validate contributions from both new and existing investments. It was suggested that segmenting the activity target data by group i.e. men, women, disabled etc., would help indicate if any group(s) within the LSEG audience were not being reached.
36. The Board discussed the proposed replacement of the safeguarding priority with a tactic added to the Leadership and Governance report (to cover the work around Safeguarding) and the proposal for the six-monthly Safeguarding Report to be presented to the Audit Committee instead of the Board. This was an important area of work for the organisation and the Board agreed that it would be best practice for safeguarding to continue to be reviewed and discussed by the Board twice a year.
37. The Board **REVIEWED** and **DISCUSSED** the performance assessment for each Strategic Priority; **REVIEWED** the key considerations identified by Sport England's Senior Leadership Team; and **NOTED** the changes agreed to Priorities and Tactics by the SLT for future reports. The Board **AGREED** the six-monthly Safeguarding Report should continue to be brought to the Board for discussion.

AD left the meeting.

Strategy Investment Budget Update

38. NP presented the item.
39. The report set out Sport England's four-year investment plan for the current strategy period and the financial projections for Lottery income and cash flow forecasts. Sport England's assumption of lottery income over the last three years was a steady decline; however, the income was fairly steady and was therefore exceeding assumptions.

40. AL reflected on the Audit Committee's consideration of the investment plan. The economic metric model provided by the Gambling Commission coupled with the quality of Sport England's strategy process and reporting meant that there was greater confidence in the forecast than before.
41. The current stability of Lottery income meant that there was almost no risk that Sport England would breach the £50 million Lottery target for minimum bank balance. The Board discussed what level of Lottery bank balance it would be content with at the end of the current strategy period.
42. Sport England officers would be reviewing spend across all programmes with a view to identifying opportunities to scale up projects and programmes that are performing well and where these can positively impact targets within the reporting period. Reflecting on earlier discussions, a consideration within this was resource - properly resourcing the delivery of programmes sometimes prevented Sport England from scaling up - and the ability to be more flexible about admin spend. The Board would be kept informed about the outcome of this exercise and would be engaged where any board-level decisions were required as a result. The Board suggested that it would be helpful to involve the Investment Committee in this work.
43. The Board **REVIEWED** and **DISCUSSED** the Investment Plan and the updated financial projections (income and Awards cash flow).

Management Accounts

44. NP presented the item.
45. The lottery cost target forecast was at [REDACTED] but it was anticipated the organisation would return to the budget of 8.4% by year-end.
46. The Executive Team had identified c.£900k of potential savings and while not all of these identified savings were reflected in the current forecast, they had alleviated some of the pressure, particularly within staff costs.
47. The Board asked what sort of work might be moved out of the sport administration budget (depending on the response from DCMS following its consideration of the target). [REDACTED]
48. The Board **NOTED** the report.

LT left the meeting. PB joined the meeting.

INVESTMENT DECISIONS

Football Facilities Investment

Place-Based Football for LSEG

49. CJ introduced the two football items.
50. Sport England's Investment Strategy has identified leverage of football facilities investment as a key tactic to help reach the LSEG activity target. The £18million investment into Football Facilities and future potential facilities investment works in tandem with Sport England's £12million revenue proposal to reach the LSEG audience through a Place-Based Approach using football.
51. CJ reflected on the power of football as an influencer on Sport England's targets, particularly the LSEG activity target, and the relationship with the Football Partners – The FA, Premier League, The Football Foundation (The FF) and the English Football League Trust – which had transformed from where it was a few years ago. The FF had responded well to the review by Portas Consulting of its Operating Model and whilst the organisation still faced some challenges, it was continuing to work to become more flexible and outcome-focused. The working relationship between Sport England and The FF was strengthening, with The FF recognising the need to change its culture and approach to become a more effective delivery partner.
52. In reference to earlier discussions about the sport administration budget, the Board asked if any reprofiling of this spend would influence the decision about the preferred delivery model for the LSEG investment i.e. Option 3b - delivery through one delivery partner, The FF – versus Option 3a – direct delivery by Sport England.
53. Officers had considered the various delivery models in depth. The preferred option aligned with Sport England's current approach where The FF act as the delivery partner for the implementation of the National Football Facilities Strategy and the Local Football Facilities Plans, with Sport England acting as a strategic Funding Partner. Using this existing channel and expanding through this channel was the right way to deliver this programme.
54. The Board discussed the issue of availability of facilities for small-sided/recreational football given current priority was often given to affiliated football. This was an ongoing concern amongst the small-sided provider Leisure Leagues who wanted better rates and access to 3G facilities for their franchise model. Sport England was confident that changes to The FF delivery model for 3G pitches, which aim for all 3G pitches to provide a 'balanced programme of use', would ensure suitable opportunity for small-sided providers to use funded facilities alongside affiliated football.
55. The Board reflected on the advantages of multi-sport offers in getting people more active, the importance of ensuring there were accessible 'entry points' for people to be able to access sport in their local community, and whether there was opportunity for developing a more structured approach to what can work in these settings. PB said that the provision of free, accessible park-based activities would stimulate activity and encourage 'self-organised' activities. Working with football measurement and evaluation to determine whether it is the

location of the facilities or the audience in an area which stimulate the most activity would provide further insight into this issue. There was some reflection on the opportunity to use the leverage of club brands to help drive this agenda.

56. [REDACTED]

57. Poor quality facilities were a barrier for people, as was the cost of facilities for some, and the commercial model predominately served only a small part of the market. The Board asked how this issue would be tackled through this investment.

58. The balance between the social and financial objectives required a rounded view on facilities investment. The place-based proposal helped tackle the issue of cost of facilities and a local delivery framework based on community engagement provided accessible parks-based recreational football activities which, in the longer term, would develop local facility priorities in a way that encouraged strong buy-in from the community.

59. Previous attempts to address the issue of poor facilities and the cost of facilities had been hampered by tying facilities to rigid business models. The FF moving to a more outcome-focused model which concentrated on getting the facility in the right place and managing it in the right way would further help to address this issue.

60. With discussion of the papers concluded, the Chairman invited TH to step out of the meeting.

61. The Board agreed that the proposed model for delivering Place-Based Football for LSEG through The FF was the right approach; [REDACTED]
[REDACTED]
[REDACTED]

62. [REDACTED]

63. In response to a question from the Board, CJ said that the funding for Place-Based Football would be released in stages over the six-year investment period. The programme would be measured and evaluated throughout and should provide assurance that over the life of the investment funding was reaching wider than the traditional 'football family', genuinely engaging local stakeholders and embedding community ownership of the programme.

64. The Board **APPROVED** the conversion to full award of the in-principle 2019-20 Exchequer awards of £18 million to The Football Foundation comprising of £10 million towards the Single Site programme and £8 million towards the Parklife programme.

65. The Board **AGREED** the business case for a targeted place-based football approach aimed at the LSEG audience to the value of £12 million lottery revenue. This will be subject to both Section 25A (external delegation) and Section 27 (funding bodies which SE controls) approval from the Secretary of State for the preferred delivery route through The Football Foundation.

66. TH returned to the meeting.

PB left the meeting. LTW joined the meeting.

GOVERNANCE

Quarterly Risk Report

67. LTW presented the item.

68. The report provided an update on Sport England's corporate and directorate/operational risk profile and had been discussed by the Audit Committee at its 3 September 2019 meeting. LT summarised the changes to the register since it had last been presented to the Board, none of which were significant.

69. Management of Sport England's reputation was a theme which was considered throughout discussion of all the organisation's corporate risks. The Board reflected on the potential reputational damage to Sport England as a result of something a third party does which Sport England has no control over, but where the public perception is that we should have either influenced or taken some action. The Audit Committee had had a similar discussion in relation to safeguarding, where safeguarding-related incidents may occur in any organisation in which we invest, and people would naturally make a connection between Sport England and that third-party.

70. The Board considered why a no-deal Brexit did not feature on the register. Whilst it was not a featured risk on the corporate register, the Board was assured that officers had undertaken exploratory work to understand the potential impact a No-Deal Brexit may have from an operational perspective. The main area of risk identified by both Sport England and DCMS related to data transfers. Officers would continue to keep abreast of the Brexit situation and ensure mitigations were in place where there was risk identified.

71. Referring to earlier discussions about the Lottery bank balance, the Board agreed that whilst the stability of Lottery income had improved and there was more certainty about the organisation's Lottery income, the volatility of the current political climate and the potential for this to impact Lottery sales meant that the risk scoring for Risk 1 should remain the same.

72. The Board **REVIEWED** and **COMMENTED** on the corporate risk register and the summary of directorate risks.

LTW left the meeting. VW joined the meeting.

Sport England's Equality Work (Internal)

73. VW presented the item.

74. The Board discussed the workforce demographics for ethnicity and disability. 11% of Sport England's workforce was BAME and over the past year, 19% of new recruits identified as

BAME. In response to a question from the Board, VW said that the organisation's workforce was roughly evenly split between London, Loughborough and the rest of England, with the London office having the highest concentration of Sport England's BAME staff and as such was representative of London.

75. BAME representation and other special characteristics were weighted towards more junior roles in the organisation. The organisation had initiatives in place to help address this issue and to encourage career progression for junior colleagues (grades 7 & 8), many of whom have a BAME background.
76. The Board noted the increase in the percentage of colleagues reporting as disabled over the past 18 months and asked about the split between physical and mental disability. The change was likely a result of colleagues becoming more confident in declaring any disabilities. The information was self-declared, with people less-likely to report mental versus physical disability.
77. It was noted that since writing the report, discussion about the role and responsibilities of Sport England's Equality Committee had progressed, with the intention being that the Committee would focus on the organisation's internal work only. External equality work would continue to be supported and championed through Sport England's strategic priorities and tactics that focus on under-represented groups e.g. the Women's and LSEG priority groups.
78. It was agreed that the Board should be provided with statistics showing the makeup of Sport England's workforce - age, disability, sexuality, ethnicity, gender - by job, grade and department.
79. The Board **NOTED** the contents of the paper.

Other business

80. CG said that he had recently received an update on progress made in identifying a diverse cohort of Board-ready individuals who might wish to apply for Non-Executive roles in the sport sector. This initiative was designed to counter the common assertion by funded bodies that they were not receiving applications from people beyond their traditional, narrow demographic.
81. The recruitment consultancy Perrett Laver (PL) had been appointed with the target of identifying 30 individuals in the first instance, with an ultimate target of 160. PL confirmed that their first cohort of 30 had been over-subscribed; that 60% of its members are female, and 84% BAME. While these individuals would receive briefings and support in identifying roles for which they might be suitable, they would still go through the normal application and competitive selection processes, with appointments at the discretion of the relevant organisations.
82. These are highly qualified individuals with senior experience across a range of sectors. At mid-September, six of the cohort had already been recruited to funded bodies' Boards and PL

projected that a further six would be appointed within the next few weeks, thereby more than doubling BAME representation on sports Boards since 2016.

83. An event would be held in October at which cohort members and representatives of funded bodies would have the chance to meet and the initial success of the project would be celebrated. Efforts would be made, within future cohorts, to address other inequalities on sporting Boards, most notably in relation to disability.

VW left the meeting.

AOB

84. There were no further areas of business.

PRIVATE SESSION

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

The meeting closed at 2.00pm.