

Board Meeting Minutes – 25 June 2024

Room 1.15 10 South Colonnade, Canary Wharf

Members

Chris Boardman, Chair	Jason Fergus
Rashmi Becker	*David Mahoney
Mel Bound	Elena Narozanski
Michelle Cracknell	*Tove Okunniwa
*Natalie Daniels (upto item 10)	*Helene Raynsford

Executive Officers

Jeanette Bain-Burnett – Executive Director, Policy and Integrity
 Lisa Dodd-Mayne – Executive Director, Place
 Tim Hollingsworth – Chief Executive Officer
 Nick Pontefract – Chief Strategy Officer
 Phil Smith – Executive Director, Partnerships
 *Ben Wilson – Executive Director, Digital, Marketing and Communications

Officers

Jenny Betteridge – Strategic Lead Volunteering (item 14)
 Greg Clements – Director of Partner Relationships (item 9)
 Ciaran Crean – People Lead, Place, Collaboration & Learning (item 14)
 Sarah Forster – Director, Finance
 Cassie Goodison – Strategic Lead, Sport Policy
 Darcy Hare – Strategic Lead, Evaluation (item 9)
 Louise Hartley – Head of Legal (item 12)
 Jo Lea – Research and Evaluation Lead (item 9)
 Simon Macqueen – Director, Strategy
 Jitendra Patel – Strategic Lead, Corporate Governance
 Adam Rigarsford – Director, Place Relationships
 Andrew Spiers – Strategic Lead, Research and Analysis (item 13)
 Viveen Taylor – Director, Equality, Diversity and Inclusion
 Tomos Watts – Head of Partner Performance (item 9)
 Steve Welch – Strategic Lead, Place Development (item 11)

Attendees

Adam Conant – Head of Sport, Sport and Gambling, DCMS
 Kelly Johnson – Head of National Lottery Forum, Lottery Forum (item 10)
 Anna Mellitt – Director of Public Affairs, Allwyn (item 10)
 Alastair Ruxton – Chief Strategy & Corporate Affairs Officer, Allwyn (item 10)
 Andria Vidler – CEO, Allwyn (item 10)
 Thomas Moore – Associate Director, Mazars (Observing)
 *Attending via MS Teams

1. Chair's Introduction

The Board noted that it was Rashmi Becker's last Board meeting and acknowledged her valued contribution throughout her tenure. Participants were requested to prioritise 1:1 sessions, as part of the Board Effectiveness Review. It was noted that feedback on the trial of an updated decision-making template will be discussed at the debrief (Board and CEO) following the meeting, with the aim to focus context on what success looked like.

2. Apologies for Absence

Sarah Forster deputised for Lizzie Hanna, Chief Finance Officer. The meeting was quorate.

3. Declarations of interest

No new interests were declared by Board Members. David Mahoney, as a board member of Netball England, would recuse for item 15

4. Minutes of Meeting of 26 March 2024

The Board **approved** the minutes of the previous meeting.

5. Matters arising

The Board noted progress on the action log but agreed that 'in hand' as a status update should be avoided, with time-bound specific actions where possible. On specific actions:

Board Member roles;

Remaining roles will be revisited by CRC following the Board Effectiveness Review.

Approved Jason Fergus as the new EDI Board Champion.

System Partners/Sport and Recreation Alliance (SRA);

Noted that Helene was a previous Board member of SRA.

Supported the proposed action following Tim's update on the historic funding arrangement with the SRA which is approximately valued at £1.2m per annum (as per the 5-year system partner term).

Action 01-250626 Tim Hollingsworth: Tim to write to the Chair of SRA with context of the system partner relationships and related expectations and ability to influence change, rather than explore the legal route to challenge the current arrangement Effectiveness of Active Partnerships (APs);

Action 02-250626 Phil Smith / Lisa Dodd-Mayne: Phil and Lisa to lead on the update of APs at September Board, including the perspective of key APs as part of the report.

6. CEO's Report

The Board noted the update including:

- The planned Board session on the Implementation Plan build on the progress of the 2022-25 plan to deliver UtM.
- The pending publication of the updated accessible and inclusive sport facilities guidance in July.
- Preparedness of the post-election period, to align Sport England's position with manifesto priorities, including Health and Wellbeing, and engagement with regional Mayors aligned with the place-based approach.
- An update on the strategic return on investment model, to build the evidence for investment into sport and physical activity, and the contribution modelling element of KPIs.
- Rashmi Becker's assurance on the EDI report as the EDI Board Champion

Agreed The need for Board awareness in positioning Sport England as part of the spending review.

Action 04-250626 Tim Hollingsworth: Tim to ensure Board awareness of the spending review process, if the spending review commences prior to September Board, and advise with the support of the Chair as required.

7. Chairs' reports

The Board noted verbal summaries of recent Investment Committee (IC), Audit, Risk and Governance Committee (ARGC), English Sports Development Trust Ltd (ESDT) and Sports Council Trust Company (SCTC) activity.

Tove Okunniwa highlighted key points of the previous IC. Board noted discussion on delivery projects including Place progress; Open funding pilot; the Digital Media and Communications Strategy, and Buddle. Assurance was provided on the updates in line with the Implementation Plan. In addition, the effective of the KPI dashboards and related measures were also noted.

Michelle Cracknell highlighted key points of the previous ARGC. Board noted discussion on the impact of CSR;; Investment Processing System; Sports Survival Package; and challenges on the transformation programme.

David Mahoney reported on the ESDT meeting, highlighting the next steps and priorities following approval of s27, including a new membership and related governance arrangements as part of the DCMS conditions; and the importance of sustained impact of campaigns as a measure of success.

Lisa Dodd-Mayne, on behalf of its Chair Geoff Wilson, reported on SCTC highlighting

progress on the NSC contract extensions and options appraisal work for the direction of travel for Plas y Brenin. Governance arrangements, with support of the legal team were also noted.

8. Performance Reporting

Simon Macqueen presented an overview of the second quarter of performance reporting against the agreed KPIs, in addition to the progress of work to implement performance management processes, highlighting information in the dashboard and the further requirements to demonstrate trends and trajectories in future reporting.

The manual process, and unintended consequences of decisions taken in meeting individual KPIs as balancing factors were also highlighted. The Board recognised the progress in reporting and reflected that a 'traffic light' system to highlight areas within the dashboard would be beneficial.

The Board:

Noted the contribution modelling context to support the spending review process, with the risk of being unable to complete the fieldwork to demonstrate the evidence base, if the process initiates pre-recess.

Noted the update on the social return on investment model which is expected to be ready in time for a spending review, along with an updated Gross Value Added position to the economy.

Agreed for future reports to be less narrative based.

9. System Partner Evaluation and Impact 18-month report

Phil Smith and Greg Clements provided context for the development systemic investment approach for partners. The progress, challenges and partner performance aligned to expectations and place-based ways of working were highlighted and discussed.

It was also recognised that there is a current gap in the connection between investments and overall impact, that is being built on a Theory of Change logic and contribution modelling.

The Board discussed the challenges and clarity of prioritisation against capacity and capability within partners. It was noted that the Evaluation and Learning Partner also aimed to support and shape partner capacity and measure trust between partners and Sport England. The approach and breadth of challenges, expectations and support for Active Partnerships were also highlighted.

It was noted that an update on Active Partnerships will follow at September Board.

The Board considered the Business Case for years 4 and 5 of System Partner delivery funding, including the creation of an investment process.

The Board:

Noted the report including context, progress and challenges in line with the Partner Impact and Learning Model, and related objective and subjective measures.

Approved the development of an investment process that will determine future Delivery and Talent funding for system partners for the period 2025–27.

Approved the allocation of up to £27.3m Lottery Funding and £4m Exchequer Funding for up to 2 years to system partners (2025–27).

Action 05–250626 Nick Pontefract: Nick to provide further detail on the Theory of Change logic to Investment Committee in September.

10. Allwyn CEO update and Q&A

Andria Vidler presented an overview of Allwyn’s strategy and market proposition, which included championing the lottery’s impact. An overview of the funding mechanism was provided by Alastair Ruxton

Given the uncertainty and challenges, the Board sought assurance on the accuracy and expected timelines of forecasting, and the mechanisms for managing contingencies for distributors.

The Board:

Noted the update, including the revised transformation roadmap, following the testing period, expected by the end of 2024.

Noted the challenge to the accuracy of forecasting projections, impacting on planning decisions for funding distributors, pending the conclusion of the testing period.

Agreed to support the need for storytelling and connection with local messaging, being mindful of Sport England resource constraints.

11. Bisham and Lilleshall National Sports Centres Future Operating Arrangements – Contract Extension

Steve Welch and Lisa Dodd-Mayne presented the update on the proposed process of contract extension for Serco, also highlighting their performance, including external validation.

The Board:

Noted the rigour of the process including independent review and SCTC discussion.

Approved an overall budget of up to £19.250,000 to extend the contract for the operation of Bisham and Lilleshall National Sports Centres (NSCs) comprising:

- **Approval** for SCTC to extend the contract with Serco for Bisham and Lilleshall NSCs for up to seven years at a total contract cost of up to £8.750,000.
- **Approval** of up to £10.500,000 of Sports Development budget for the administration costs associated with Sport England's responsibilities under the contract.

12. Legal Panel Framework

Louise Hartley presented the rationale for the recommendation which aimed to provide timely access to legal advice, aligned to value for money principles. It was noted that a previous separate supporting NGBs was not being utilised with NGBs procuring their own legal advice.

The Board **approved** the re-procurement of a new Legal Panel for a total spend of up to £2,900,000 + VAT over four years.

13. Movement Fund – Evaluation, Learning, Development and Innovation partner

Andrew Spiers provided context for the Movement Fund and related rationale for the procurement recommendation.

It was noted that there are several evaluation partners with respective approaches to programmes, and a requirement for cross-referencing aligned to their Theory of Change.

The volume and variety of funded organisations, their challenges and risks in terms of effectiveness was raised, with an estimated volume of between 1500–2000 awards per year across a breadth of requests.

The Board:

Approved the award of a contract valued at £2,500,000 + VAT to PA Consulting for evaluation, learning, development and innovation services for the Movement Fund, over 4 years, subject to the provision of a break clause being included within the contract.

14. Leading the Movement

Ciaran Crean and Jenny Betteridge provided an overview of the four lots in supporting the leadership development offer for System and Place partners, as

detailed:

- Lot 1A of £1,053,010 to Continuum Leisure for Knowledge Hub Support,
- Lot 2B of £1,907,213 to Improvement and Development Agency for the Local Government Association for Place-based Leadership Offer,
- Lot 3C of £2,249,979 to The Activation Project for Coaching & Mentoring,
- Lot 4D of ££241,755 (ex VAT) to CFE Research for Impact, Evaluation and Learning.

The Board:

Approved the award £5,451,957 (inc VAT for lots 1, 2 and 3) over 4 years 7 months for four contracts to deliver the 'Leading the Movement' programme, 2024-2029, subject to the provision of a break clause being included for Coaching & Mentoring contract.

Agreed to delegate any decision to change supplier, relating to delivery concerns of the Coaching and Mentoring offer, to the Executive Director of Policy and Integrity.

Correction for accuracy: An error in the paper has been advised to correct the delivery figures to be reflected across the duration of the contract, and not applicable per annum.

For Lot 3C 'Coaching and Mentoring' the recommended supplier, The Activation Project CIC, will reach 1,500 leaders from our System Partner organisations over the duration of the contract (Sept 2024- March 2029). This is more than other shortlisted suppliers and comparatively delivers value-for money.

15. Netball Re-imagined

Cassie Goodison provided an overview and assurance on leadership and confidence around the franchise process. The infrastructure challenges around the franchise selection were noted, particularly geographically within the South West.

The award conditions for England Netball, including progress against a plan for talent pathway funding to be integrated into the future NSL financial model, were noted.

The Board **approved** the award of £5,000,000 over 4 years to England Netball to deliver 'Netball Reimagined', subject to the conditions outlined in the paper.

16. Moving Communities NTEA

Lisa Dodd-Mayne outline the rationale for the request, prior to the plan to return to Board in December to re-procure fully from March 2025.

The Board **approved** the NTEA to extend the Moving Communities contract by 5

months, with a value of £976,172 + VAT including third party income of £750,000 (Set against total investment value of £ 4,418,422 + VAT including £2,950,000 of third party income). Additionally adding the commitment to complete a Swimming Pool Support Fund Evaluation report as agreed with DCMS as part of the delivery of SPSF in Year 2.

17. Place Deepening: Exeter and Pennine Lancashire LDP IRRS

Lisa Dodd-Mayne and Adam Rigarlsford provided context (aligned to related data) to support the recommendation on deepening decisions, as part of the Place Expansion work, outlining the proposed impact and outcomes.

The Board:

Approved Stage 3 (Investment) proposals for Place deepening decisions in Pennine Lancashire and Exeter and Cranbrook, comprising:

- Award £497,435 to Blackburn with Darwen Council on behalf of Pennine Lancashire Place Partnership.
- Award £2,026,934 with a further £310,000 in-principle to Exeter City Council on behalf of Exeter and Cranbrook Place Partnership (Total £2,336,934).

Agreed to delegate the approval of the in-principle £310,000 to the Executive Director Place following a more detailed plan being agreed with Sport England on the outputs and outcomes of this strand of investment.

18. Any other business

There was no other business