SPORT ENGLAND BOARD - MINUTES
5 February 2019
Ground Floor, London Marathon House, 190 Great Dover Street, London, SE1 4YB

Chairman: Nick Bitel

Members: Debbie Jevans (DJ)
Kate Bosomworth (KB)
Natalie Ceeney (NC)
Ian Cumming (IC)
Mohamed Elsarky (ME)
Chris Grant (CG)
Sue James (SJ)
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)
Nico Heslop (NH)
Simon Macqueen (SMac) (Item 3)
Serena Jacobs (SJac) (Item 3)
Caroline Fraser (CF) (Item 4)
Jenny Betteridge (JB) (Item 4)
Sarah Ruane (SR) (Item 5)
Cecilia Kumar (CK) (Item 5)
Jayne Molyneux (LM) (Item 5)
Liz Aitken (LA) (Item 5)

Secretariat: Tanya van Niekerk (TvN)

WELCOME

1. The Chair welcomed everyone to the House of Sport, reflecting on some of the history of the site, the purpose of co-housing sports organisations together, and how well the model was working in helping to create a dynamic community of physical activity and sport organisations. As part of a new approach to engaging with stakeholders better, some of the resident organisations at the House of Sport would join the Board for a discussion on their experiences of dealing with Sport England and how they would like to see the relationship evolve.
2. The Chair welcomed Debbie Jevans, who returned to her role with the Sport England Board following a short sabbatical.

3. Apologies were noted for Board members Rashmi Becker and Andy Long. Members had provided the Chair with commentary on items of business which he would reflect at the appropriate points during the meeting.

4. The Chair noted this would be Kate Bosomworth’s last Board meeting following her resignation from the Sport England Board (with 8 February 2019 being her last day of service).

5. Rashmi Becker had declared an interest in absentia in relation to item 5b: Activity Alliance investment, by way of her former role on the Activity Alliance Board. Kate Bosomworth declared an interest in item 5a: Moving Healthcare Professional Programme, as Public Health England was a client of M&C Saatchi, where she worked as Chief Marketing Officer.

6. The minutes of the Board meeting held on 12 December 2018 were APPROVED as a correct record.

7. The Board NOTED the Matters Arising from the Board meeting on 12 December 2018 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board’s agenda.

8. CJ updated the Board on anticipated timing for reporting on the action relating to the Parklife programme. Following the fall through of the sale of Wembley National Stadium, Sport England had commissioned a review of the operator market, through the Football Foundation, which would help inform the review of Parklife. This report would be presented at the May 2019 Board meeting.

9. NP updated the Board on the Comprehensive Spending Review (CSR). Government had provided an indicative funding range (percentage increase and decrease) which allowed Sport England to undertake some modelling on the Exchequer budget. The Chairman would be writing to Mims Davies, Minister for Sport, in due course about Sport England’s approach to the CSR. A copy of the letter would be shared with Board members for information.

10. The Board asked how Sport England officers were progressing on the work with DCMS looking at how Sport England translates its strategy in a way they are agreeable with. NP said this work was progressing well, reiterating this wasn’t about changing any of the detail of the strategy and what Sport England is delivering, but rather how this work is described and framed.

**CEO REPORT**

**Stakeholder Engagement**

11. TH updated the Board on the range of partners and stakeholders he had met with since his appointment as CEO and some of the key themes which had emerged from those
conversations, including a strong desire for Sport England to create leadership for the sector in terms of working together more collaboratively.

**Funded Partners Update**

12. TH updated the Board on recent National Governing Body (NGB) and other funded partner issues, including the substantial senior personnel changes at UK Athletics. A process was now in place for a new Chair to be appointed, following which a new CEO would be appointed. Sport England would be writing to the Interim Chair and the UK Athletics Members Council about the importance of the new chair being demonstrably independent, and the values and behaviours the individual would need to demonstrate.

13. The Board discussed the underlying issue of the relationships between bodies Sport England funds and bodies that make up their constitution, of which Athletics was an example. While the Code for Sports Governance had been instrumental in driving positive change in the sector, its ability to affect the behaviour change needed from constituent bodies was constrained. The mindset needed to shift from being about the preservation of individual organisations, to how to work together for the better of the whole sector. Members considered the next investment cycle provided an opportunity for Sport England to be more active (as an investor) to help drive the change that was needed.

**Campaigns – This Girl Can (TGC) and The Richmond Group**

14. TH provided an update on campaign activity. To give Sport England more time to prepare the organisation and external customers, the advertising investment for this year had been refocused, which was important as it demonstrated the organisation’s commitment to TGC as a point of engagement with strategically important partners and allowed partners to build to the main burst in May. This would be followed by a September burst, which would have a strong focus on the teen audience. More work with digital partners and how Sport England can engage social media platforms to penetrate to its target audiences was needed. TH noted that some brand partnerships were in train, but further opportunities were also being explored.

15. KB reflected on the need to be careful not to lose the essence and sense of brand with TGC. The campaign broke boundaries in 2015 - since then the sector and the ‘global conversation’ had moved on and Sport England had a real opportunity to be ambitious again. Furthermore, there was some risk that people in the market were referring to TGC in the past tense. Commercial partnerships must be focused and strategic, looking at the value they could add both now and in the long term.

*NH arrived.*

**Children & Young People Update**

16. MD updated the Board on activity since the publication of the first results from the Active Lives Children’s Survey, including he and TH attending a roundtable discussion chaired by the Education Secretary with a group of NGBs, Mims Davies MP, Minister for Sport and Nadhim
Zahawi MP, Minister for Children and Families at DfE. The Culture Secretary had attended for part of the discussion.

17. NH reflected on his conversations with school sports bodies as to what they felt was needed to help drive forward change and get the third of children who are less active doing more. Damian Hinds MP, Education Secretary, was due to give a speech on 7 February 2019 on the importance of all children building character through, amongst other things, access to a wide range of sports activities.

18. There was some reflection on the changes in recent years to the national curriculum for physical education which had become more academic in nature resulting in fewer youngsters taking up related programmes of study. The issue of providing a balanced PE curriculum would be considered at an upcoming Talent Advisory Inclusion Group meeting, which CG chaired.

**Internal HR Update**

19. TH updated the Board on some changes in staffing. The resignation of Dave Newton, Director Mass Markets, provided an opportunity to re-focus how Sport England centralises its advocacy and campaigning, and to maximise the impact of the mass markets team on the organisation’s strategic ambition.

20. There was some reflection on the need for Sport England to deliver central campaigns across the organisation and its approach to cross-sector working - taking advantage of all opportunities for collaborative engagement, for example, contributing to the NHS’s review of its workforce strategy which was currently underway.

*Sjac and SMac joined the meeting.*

**COO REPORT**

**Strategy Report**

21. SMac presented the item which provided an update on progress against feedback from the November Investment Committee and December Board meetings which had focused on: the pace and volume of the work being undertaken and the plans to manage this; the culture of the organisation and the challenge to work in a different way; and the need for clearer messages on what Sport England is prioritising.

22. Sport England officers had been working with DCMS to develop a suite of communications which allowed ministers to talk succinctly about what Sport England does. As NP had said earlier, this wasn’t about changing any of the detail of the strategy and what Sport England is delivering, but rather how to describe what the organisation does succinctly and with clarity.

23. Work was progressing on how to articulate the economic impact of sport and physical activity. There were some challenges to getting consensus on a set of numbers which could be used across all government departments. Two areas were being considered – quantifying the financial and social benefits of getting someone from inactive to moderately active, and from
moderately active to active, and quantifying the average cost, or cost range, of getting someone from inactive to moderately active and from moderately active to active. The work which had been commissioned was positive, however this was an area of significant complexity and a question was raised as to when it might develop further – for example to where it could inform thinking about the economic impact in relation to children who are in the care system, children with obesity etc. LOK said this was an intended next phase of the work.

Management Accounts

24. SJ presented the report, updating the Board on some movement to the Lottery income assumptions following the latest cost forecast from the Gambling Commission.

25. The weighting of commitments towards the last quarter was noted, a fair proportion of which related to the Local Delivery Pilots programme, making the progress of moving ideas to delivery important. This would continue to be closely monitored by Sport England officers, and regularly discussed by the Audit Committee.

26. The level of operating flexibility in the current funding cycle was noted and would need to be considered carefully in terms of cost targets and planning for the next investment cycle (2021-25).

Active Lives Contract Variation

27. LOK set out the rationale for the proposal to vary the Active Lives contract with Ipsos MORI, who manage the Adult and Children & Young People surveys.

28. 

29. Following the success of the first year of the child survey, Sport England now wished to commit to a further two years of the child survey, on the same basis.

30. It was noted the funding (for both surveys) would be met from the existing 2018/19 Insight budget and/or were reflected in the 2019/20 Insight budget request.
32. The Board reflected on the credibility of the survey in the market, which was now seen as a valuable source of insight and which had helped build more understanding amongst NGBs as to why results differ across sports.

33. The Board APPROVED the proposed costs.

2018-19 Annual Report and Accounts

34. SJ presented the item, noting the report delivered an opportunity to review the performance of the organisation, celebrate success and preview future priorities and work. SJ highlighted the relatively tight timescales for delivering the report and invited Board members to comment on any additional areas they felt should be included or particularly concentrated on.

35. Whilst the report (largely) followed the same format as the previous year’s report, members encouraged Sport England officers to think about the tone and feel of the report such that it reflected the significant sense of ‘travel’ and change during the period, and wherever possible use case studies quoting real people to help illustrate and provide tangible examples of the organisation’s achievements.

36. The report should reflect the tone of the organisation and should use modern language (e.g. steering away from phrases such as ‘in this increasingly digital age’) to ensure its relevance not only to its formal audience (DCMS) but across the sector and amongst the wider public.

37. Sport England officers were encouraged to consider producing accessible versions of the report (or a summary thereof).

SJ ac & Smac left the meeting. CF & JB joined the meeting.

VOLUNTEERING TARGETS

38. NP introduced the item, reminding the Board that as a result of the significant decrease in volunteering numbers in the last Active Lives Survey, Sport England had decided to pause its work on volunteering targets so that it could consider the implications. Sport England officers had subsequently discussed the approach to this work at the Volunteering Priority Group meetings, with discussions having focused on setting targets, retaining volunteers and some indicative partnership plans.

39. The Board discussed the opportunity for Sport England to use its funding to encourage those it funds to create more opportunities for volunteers and recruit more volunteers, for example, by requiring details of volunteering opportunities as part of every investment (whether individual targets or a volunteering ‘strategy’) for partners to be eligible to receive funding.
40. The Board considered how Sport England could tap into the level of social currency around volunteering - young people were more community-minded than ever before and this provided opportunity for developing innovative and forward-thinking ways to engage with this audience.

41. The Board asked to what extent Sport England asks recipients of funding about the diversity makeup of their volunteers, and whether Sport England should require (relevant) investments to have specific volunteering KPIs focused on our target audiences. It was confirmed Sport England already does this where volunteering is something the organisation receiving funding does, or where projects in which Sport England invests have specific volunteering aspects.

42. It was recognised that often volunteer effort was critical in supporting people transitioning from inactive or less active to becoming more active, however this was a very different population from the traditional volunteering market. The volunteering strategy was clear about the types of people Sport England was targeting, which included both the traditional and non-traditional cohort of volunteers. There was some discussion about what is done to ensure volunteers who have completed existing initiatives, such as the volunteering section of the Duke of Edinburgh’s Award Scheme, are retained and continue to volunteer.

43. Sport England recognised there was positive and important leverage to be gained in working with other non-sport specific organisations that have volunteer targets and programmes and were looking at targeting organisations like the Office for Civil Society (OCS), who could contribute significant resources and reach to this work. NC suggested there was an opportunity with the OCS and government to make a significant impact - a strategy building up to the Commonwealth Games, coupled with a campaign to engage young people, would be well received.

44. It was discussed that a national ‘vision’, or creation of a place or brand that would encourage disruptive and innovative partners to come to the table and which Sport England could ‘hang’ investments on could be considered.

45. A view was expressed on what a complex area of work this was and whilst recognising the significant amount of work already done, the need to ensure the approach Sport England takes is not too broad in nature (trying to ‘be everything to everyone’).

46. The importance of sharing best practice, for example, collecting case studies and sharing benefits and best practice with Sport England’s network and stakeholders was noted. As an example, the way in which some NGBs engaged with their volunteering cohorts could be unproductive; sharing best practice and helping them to learn from organisations that do this well would be beneficial.

47. The Board was asked to consider adopting a National versus Organisational target. The Executive Team had proposed the use of a numerical target attributable to Sport England investments initially, up to 2021 and then consider national, sector-wide volunteering targets from 2021. The Board broadly agreed with this approach, but asked if this would be a single target, or if it would be broken down further, for example, to show where there is an
imbalance in female volunteering. JB clarified it would be a single target, but Sport England would like to see targets that were aspirational towards targeting the specific groups the organisation is interested in (i.e. Sport England will be discretionary). Targets would be numerical but with some nuance, demonstrating an ambition to close the gaps and inequalities we see in volunteering.

48. The Board was supportive of investment being targeted to support existing volunteers through making gains in changing culture, balanced with identifying scalable practices with new, more diverse audiences, with a target number of 160,000 volunteers in total (80,000 being new and 80,000 current volunteers) engaged.

49. The paper recommended striking a balance between supporting targeted groups within the current volunteer-cohort to continue or develop into leadership roles, with on-going efforts to explore ways to engage those diverse audiences new to volunteering. The Board discussed the need for Sport England to look across the whole volunteering landscape and outline how it will make changes in all areas – i.e. a ‘national ambition’. Sports were required to ensure their participants were diverse and reflected the population of England, likewise the volunteering cohort must be the same and the Board asked when it could expect to see this. NP said he would like the opportunity to discuss this with the Volunteering Priority Group as the scale and Sport England’s ability to make an impact on that sort of ambition would need to be considered.

50. There was some discussion about whether volunteering for sport should be solely focused on volunteering in sport for the purposes of sport. Whilst volunteering was important for the benefit of sport, the purpose of a volunteering strategy was not just to provide tools and work for others to engage in sport and physical activity, but also the broader positive impacts to the people volunteering, such as the physical and mental wellbeing benefits. It was also recognised that some traditional types of volunteering/approaches to volunteering could be a barrier, whereas the Parkrun model, for example, was welcoming and inclusive.

51. The Sport England Board APPROVED that Sport England use volunteering targets that are discrete and attributable to Sport England’s work programme until 2021, and then consider national, sector-wide volunteering targets from 2021.

52. The Board AGREED the indicative investment partners and mapping of potential investments to a range of approaches, including direct investment, scale, disruptors, influence and culture change. (These approaches, along with the four building blocks for success; Diversity, Experience, Modern Ways of Volunteering and Growth, were previously shared at November 2018 Board meeting.)

53. The Sport England Board REQUESTED a further proposal on the balanced portfolio approach supporting target-audiences among current volunteers and recruiting diverse audiences new to volunteering be brought back to Board.

*CF & JB left the meeting. SR, CK, JM and LA joined the meeting.*

**MOVING HEALTHCARE PROFESSIONAL PROGRAMME**
54. KB stepped out of the meeting.

55. The Chairman confirmed IC was not required to step out of the meeting as no conflict arose resulting from Health Education England (of which IC was Chief Executive) involvement in the programme.

56. SR presented the item.

57. In September 2018, the Board approved the solicitation of an application from Public Health England (PHE) of up to £4.5 million over three years for a significant expansion (phase two) of the Moving Healthcare Professionals programme. IC reflected on support for the programme, with stakeholder buy-in and real opportunities within the healthcare workforce.

58. Healthcare professionals cited the complexity and potential risk of providing advice as the most frequent barrier in talking to people about the benefits of physical activity and the opportunities. Whilst advice about smoking and alcohol consumption was easy, depending on an individual’s health condition, physical activity promotion could potentially increase risk (if the person is guided into the wrong activity). Furthermore, the CMO guidelines are difficult to understand. Sport England was continuing to work with the health sector on social prescribing and exercise referral and with PHE on opportunities to simplify messages about physical activity. The Local Delivery Pilot in Exeter had some good examples of simple messaging in place which was already seeing results.

59. The Board discussed the potential opportunities of place-based targeted intervention. The Board was assured the aspirations of the programme included identifying opportunities to be impactful in concentrated areas and delivering maximum outcomes in a locality. This was about having the right leadership and climate in those places to ensure buy-in locally and then joining the national programme resources with local ambition, alignment and funding.

60. It was recognised the programme would have application in other areas, for example, social care and where this was the case, Sport England had a role to play in ensuring relevant learning was shared.

61. A question was raised as to how Sport England would be able to evidence that investing in healthcare and these types of initiatives would deliver future savings, whether for the NHS or more broadly. The Active Hospital pilot would track patient outcomes through sampling, identifying changes made to that patient and what that might mean to the system. Building an evidence base was a vital part of the programme, with 11% of programme funding going towards evaluation.

62. It was noted that unfortunately, despite the many outcomes that being active can bring to those interacting with the health sector, physical activity promotion was not yet inherent in NHS culture or policies. The Board reflected on the importance of the evidencing and strategy for the programme resulting (in the longer term) in changing clinical practice effectively so that it becomes business as normal for the NHS.

KB returned to the meeting.

ACTIVITY ALLIANCE INVESTMENT 2019-21

64. CK presented the paper.

65. The role of Activity Alliance (AA) in supporting the delivery of the Sport England strategy is focused in three stated areas for a two-year period between 2019-2021; Research and Insight, Marketing and Communication, and Engagement. They underpin and provide support for the package of investments Sport England makes to support disabled people to be active or play sport.

66. Some further work was required to refine the delivery plan, largely relating to who AA will be targeting/the partners it will be working with. There was some risk of an over reliance on a small number of partners. AA had plans in place to continue to diversify its income; a working group had been developed to look at this issue, and AA had increased some of its income streams through acting as a consultant to drive revenue.

67. The Board discussed the fear disabled people sometimes have that if they become too active, they might lose benefits. Sport England was in discussion with the Department for Work and Pensions about how to address this issue.

68. The Board was assured the AA’s work would be complimentary to Sport England’s partnership with the Richmond Group (which was looking to develop a specific campaign focused on supporting those with long-term health conditions doing less than 30 minutes of exercise to increase their physical activity). The work with the AA was about increasing capacity and capability in the sector and Sport England was working with them to ensure there was no duplication of effort with any of the partners with whom they worked/would work.

69. There was some discussion about the amount of work required and whether the scale of the delivery plan may be too ambitious for the level of investment. The Board was assured the plan continued to build on the work the AA had been doing for the last two years and had been co-designed with Sport England. Sport England would continue to monitor and work closely with the AA.

70. The Sport England Board APPROVED an Exchequer award to Activity Alliance of £1,214,495 for the year 2019/20, and an in-principle award of £1,214,495 for the year 2020/21; and AGREED to delegate conversion of the second year of the award to the Investment Committee.

TRANSFER OF EXCHEQUER FUNDS TO ECORYS FOR SCHOOL GAMES ORGANISERS

71. Sport England receives £11 million (£4 million from the Department for Digital, Culture, Media and Sport (DCMS) and £7 million from the Department of Health and Social Care (DHSC)) per
year to fund the national network of c450 School Games Organisers (SGOs). Of this, £10.71 million of the Exchequer grant aid goes directly to the School Games Organiser hosts (£23,800 x 450 = £10.71 million) and the remaining £290,000 (just 2.6% of the total budget) covers the Ecorys administration costs plus some other associated programme costs.


**APPROVAL TO SOLICIT – TRAVEL TO TOKYO**

73. LA introduced the paper.

74. Get Set Travel to Tokyo builds on the highly successful Get Set 2012 and Road to Rio programmes which ran in the build up to the 2012 and then 2016 Olympic and Paralympic Games. The programme focuses on inspiring young people and their families to fulfil their potential, lead healthy active lifestyles and participate in sport through a variety of initiatives and activities, and to learn about and live the Olympic and Paralympic values.

75. The Board considered the sustainability/lasting impact beyond the programme, and integration with other sport and physical activity initiatives and programmes in and around schools. Sport England must take advantage of opportunities through this investment to move forward Sport England’s broader Children & Young People agenda.

76. The Board was assured this fund would be complimentary to other initiatives/funding to schools and this would be evidenced in the application; the key difference being Travel to Tokyo reaches beyond school and into pupils’ families, encouraging family activity.

77. The Sport England Board APPROVED the solicitation of a Lottery funding application from the British Olympic Foundation (on behalf of the Get Set youth engagement programme owned jointly by the British Olympic Association and British Paralympic Association,) of up to £3 million between April 2019-December 2020 to expand the Travel to Tokyo pilot to national roll out.

*SR, CK, JM and LA left the meeting.*

**MINUTES FROM COMMITTEE MEETINGS**

78. The Board requested that, going forward, Committee minutes be provided to Board as soon as they were drafted, rather than waiting to receive them until after approval by the relevant Board/Committee.

AOB

79. The Chairman thanked KB for her many years of service to Sport England. KB had served with distinction and would be greatly missed by both the Board and Sport England staff. The Chairman wished KB every success for the future.
80. CG mentioned Board members might like to take the opportunity to watch the recently aired BBC documentary *Bats, Balls and Bradford Girls*. The 50-minute documentary followed the first British all-Asian girls’ cricket team over the 2018 summer holidays as they trained for their last tournament together.

81. There were no further areas of business.

The meeting closed at 12:20pm.

**PRIVATE SESSION**

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