

SPORT ENGLAND BOARD - MINUTES

31 July 2019

Sport England, Rooms 11-13, Lower Ground Floor, 21 Bloomsbury Street, London, WC1B 3HF

Chairman: Nick Bitel

Members: Debbie Jevans (DJ)
Rashmi Becker (RB)
Natalie Ceeney (NC)
Mohamed Elsarky (ME)
Chris Grant (CG)
Sue James (SJ)
Andy Long (AL)
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)
Anna Deignan, DCMS (AD)
Danny Coleman-Cooke, DCMS (DCC)
Dame Katherine Grainger, UK Sport (KG)
John Harrison (JS) (Item 3)
Naomi Shearon (NS) (Item 4)
Jane Megginson-Hall (JMH) (Item 4)
Anne Storey, Positive Dynamics (AS) (Item 4)

Secretariat: Tanya van Niekerk (TvN)

WELCOME

1. The Chair welcomed AD, DCC and KG to the meeting.
2. Apologies were noted for Board member Ian Cumming.
3. There were no declarations of interest.
4. The minutes of the Board meeting held on 18 June 2019 were **APPROVED** as a correct record.

5. The Board **NOTED** the Matters Arising from the Board meeting on 18 June 2019 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board's agenda.
6. TH updated the Board on a recent meeting between Sport England, the Commonwealth Games Team and DCMS. Areas of discussion had included: the success of Team England; the games-led and legacy-led facilities programme; how the volunteering agenda was shaping up, with a focus on ensuring volunteers were representative of the local community; and legacy for physical activity and wellbeing in Birmingham. Legacy plans and potential legacy opportunities for the games' facilities, particularly the Alexander Stadium, remained a challenge. Genuine, lasting, sustained change in the region on physical activity and wellbeing should be a central aspiration of the legacy programme. Sport England would like to help contribute to this agenda, and the Local Delivery Pilot programme provided a rich source of information about what might work to help create this legacy. It was noted that funding for the Birmingham LDP was reserved for the LDP i.e. it did not contribute towards funding the legacy plans.
7. There were no updates on when the Government Equalities Office (GEO) was likely to release its recommendations on the Gender Recognition Act. Sport England needs to continue to wait until the recommendations from the GEO were publicised before it could release its guidance. It was agreed that Board members should be provided with an update on the subject, including how the issues can play out in sport, prior to publication of the guidance.
8. The Long-Term Health Conditions Campaign, which had been discussed at the previous Board meeting, would launch on 29 August 2019.
9. The Chairman updated the Board on the Board recruitment process.

CEO REPORT

10. The report provided updates on: All Colleagues day / Culture & Values; Sport England's work on Knife Crime; Beyond Sport UK Conference; National Lottery 25th Celebration Plans; Laying of Annual Report & Accounts; Local Delivery Pilots Partnership Funding; Active Places Data Validation; the Extension of Facilities Management Services; and an update on Sport England's social and economic value work.
11. TH commended the huge amount of work that had gone into the All Colleagues day and reflected on how successful the event had been. TH commended CP and his team on the work they had done at short notice on Knife Crime, and NP and his team for expediting the investment process in relation to this investment.
12. The Chairman had updated the Board previously on the consultation on Society Lottery Reform, which had looked at options for amending sales and prize limits for large and small society lotteries. The outcome of the consultation had proposed an increase to the prize fund and the prize limits. The Lottery Distributors had raised concerns about this decision as there was little evidence as to the effect of these changes. Concerns had also been raised by the Lottery Distributors about the lack of control of marketing spend by society lotteries and

therefore the absence of a true level playing field in terms of sales promotions. The letter sent to the former Secretary of State about this issue by the chairs of the NLDBs would be shared with the Board for information.

13. The Board **APPROVED** the extension of Adetiq's Active Places data validation service contract for a final one-year period to 31 October 2020 (end of contract) at a cost of £387,000 taking the total contract value to £2,196,000.

JH joined the meeting.

NATIONAL GOVERNING BODIES 2017-21 INVESTMENT – PORTFOLIO PERFORMANCE

14. PS introduced the item, reminding the Board of why Sport England chose to invest in National Governing Bodies (NGBs) in 2016, what we had asked them to do, and how that work aligned with our current strategy. The report presented what Sport England had learned after two years (of the four-year investment cycle) of collaborative working with the NGBs.
15. JH described the robust performance management framework which manages the portfolio at multiple levels (portfolio, partner, intervention, individual) to ensure that Sport England is optimising performance and driving value from its investment. Several tools at each level allow Sport England to track progress, gather insight, check and challenge, and share learning.
16. Due to the portfolio investment approach taken, the portfolio figures did mask the fact that some NGBs were overperforming and could do more, and that some were underperforming in certain areas. However, the framework was robust and enabled Sport England to critically evaluate performance at multiple levels whilst seeking out insight and challenges, allowing us to focus on sharing learning and optimising performance through appropriate support mechanisms.
17. In response to a question from the Board about targets for building foundations for change, JH explained that Sport England works with all the NGBs to collect data across multiple targets using the framework. This data is then used to identify common themes and establish ways to address these. Where there are specific issues in an NGB, Sport England works with that NGB to understand why particular areas may not be working as well as they could, and what can be done to address this.
18. Work was continuing in the NGBs to drive good governance practices through their structures (member bodies, regions and counties). A central knowledge hub for all aspects of NGB work was also being trialled with ten partners, with positive feedback received so far.
19. The portfolio was performing well, with the year 2 portfolio target for participation exceeded by about 6%. The talent portfolio had performed very well, with the majority of NGBs hitting or exceeding their targets.
20. The portfolio was doing less well at reaching LSEG and BAME participants. 14 NGBs had LSEG targets, with mixed results, and Sport England was working with the portfolio to help them develop understanding here. While recognising the potential of some, the Board discussed

the extent to which NGBs as a whole are able to reach beyond their traditional audiences, particularly those sports that are expensive to participate in, balanced against the need for Sport England to prioritise interventions that were positioned to gain maximum returns.

21. The Board asked how connected the NGBs were to the learning emerging through the LDP programme. There were varying levels of engagement and understanding, with some affiliated clubs entirely embedded in the 'fabric' and comfortable with engaging with communities at the forefront, and others less so. A growing number of local officers were actively increasing their interest in how to reach and engage harder to reach audiences, demonstrating curiosity and a desire to work differently. Overall, NGBs were keen to get involved at local level, however, it was important that this was done in a coordinated way and only where the NGB concerned could add real value.
22. The Board reflected on the changing nature of the relationship between Sport England and the NGBs, with the approach to working together having become more open, positive and collegiate.
23. NGBs are in a period of substantial change in leadership and a significant shift in understanding their strengths, along with the need to change and develop. The Board agreed that Sport England should continue to look at how to help shape this part of the sector to reflect current times, as opposed to the NGBs' historic role and more traditional ways of working. It was recognised that time is needed for the structures below leadership level i.e. regional/county level, and the sports themselves, to develop.
24. The Board reflected on the 2021-25 strategy development session at the June Board meeting, where members had started to formulate Sport England's vision and mission for the next strategy period. The next step was to discuss the principles and practical implications of the emerging direction on Sport England's investment approach to help inform decisions about individual funding awards and the nature and dynamic of our relationships with all our funded partners, active partnerships, sport for development etc.
25. The Board recognised the financial challenges the NGBs would be facing in years 3 & 4 of the cycle, including the need to generate more commercial income in a challenging market. This could, potentially, impact the NGBs' focus on reaching certain target audiences as they may consider they are able to generate more revenue from their traditional, more affluent participants. There was some reflection on the short-term nature of this view and Sport England's role in continuing to help NGBs understand the value of growing their market among under-represented groups.
26. CG reflected on where UK Sport is now versus 25+ years ago in terms of the success of high-performance sport. Optimism was a key contributing factor to this success; but getting the right people with the right vision involved and getting the belief into every sport that they can deliver against the challenges, with the differences between the sports recognised, was essential. KG described some of the measures being considered outside Sport England in relation to the financial challenges the NGBs faced, including the potential value of/opportunity to generate income by connecting all the NGBs i.e. bringing together all the

recognised rights, including NGB names and titles, and running their own sport content channel.

27. PS noted that planning for the next NGB investment cycle (commencing 2021) had already started. It was important that this planning was aligned with the 2021-25 strategy planning and development, but this presented a challenge in terms of the alignment between the strategy timeline and the timetable of current award agreements.

28. Many NGBs had front-loaded Sport England income into years 1 and 2 and as a result targets were far more challenging for years 3 and 4 and could present a risk. The Board was assured this would be carefully monitored. The next set of portfolio performance data would be submitted by NGBs at the end of October 2019 and anything of significance would be reported to the Board, with a view to a full update (and any subsequent decisions) being taken in 12 months' time.

29. The Board thanked PS and JH for the thoroughness of the portfolio presentation.

JH left the meeting.

SPORT ENGLAND VALUES & ORGANISATIONAL CULTURE

30. The Board and Executive participated in a facilitated discussion session, the purpose of which was to explore the organisational behaviours and values the Board believe are important to deliver the current and emerging Sport England vision, purpose and strategy.

AOB

31. There were no further areas of business.

PRIVATE SESSION

32. No private session was held.

The meeting closed at 1.00pm.