SPORT ENGLAND BOARD - MINUTES
18 June 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 Ceenev (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)
Michael Stark DCMS (MS)
Serena Jacobs (SJac) (Item 3)
Sarah Ruane (SR) (Item 3)
Al Strang (AS) (Item 3)
Naomi Shearon (NS) (Item 4)
Jon Fox (JF) (Item 4)
Steph Vidal Hall (SVH) (Item 4)

Secretariat: Tanya van Niekerk (TvN)

WELCOME

1. Apologies were noted for Board member Ian Cumming. SJ would be leaving slightly early.

2. There were no declarations of interest.

3. The minutes of the Board meeting held on 7 May 2019 were APPROVED as a correct record.

4. The Board NOTED the Matters Arising from the Board meeting on 7 May 2019 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board’s agenda.
CEO REPORT

5. The report provided updates on Executive Director Recruitment, Sport England Culture and Values work, This Girl Can results, Commonwealth Games (CWG) Legacy, and Beyond Sport UK. The report requested ratification of the recent appointment of independent members to the Audit, Risk & Governance Committee and a variation to the Active Lives Contract.

6. TH provided a verbal update on the Made By Sport (MBS) campaign. Several members of the Sport England Board and Executive Team had attended the official launch of the campaign on 12 June 2019. The launch had been a beneficial event for the network of individuals and organisations present and was illustrative of the positive environment the project could create to galvanise the sport for development sector. Sport England’s involvement in the launch had provided an opportunity to demonstrate its commitment to and understanding of the purpose of MBS and what it is trying to achieve, and Sport England’s strategic ambition within that. Sport England’s presence in the project was welcomed as providing ballast and gravitas for the brand and the campaign.

7. It would be important for Sport England to help MBS with the thought process of how the sport for development sector comes together, and to ensure that the range of organisations and funders MBS engages with includes those who may not be at the forefront of sport and physical activity delivery.

8. CJ provided an update on CWG legacy planning in terms of infrastructure and broader non-infrastructure legacy. Since the last update to Board, open, positive conversations were continuing with Birmingham City Council, the Organising Council, DCMS and through the Birmingham Local Delivery Pilot about the approach to legacy planning. The Board discussed some of the ongoing challenges to legacy planning and how best to approach these. The Sport England funded post to help coordinate the physical activity theme of the Council’s approach to legacy would help significantly in addressing some of these issues. CP reflected on a recent meeting with local stakeholders, where a strong commitment to important principles about how the work around legacy now moves forward and recognition of the need to collaborate more effectively had come through strongly. A paper setting out the legacy proposals would be brought to a future Board meeting.

9. The Board RATIFIED the appointments of Hugh Spicer and Alison Lees to the Audit, Risk & Governance Committee.

10. The Board NOTED the approval by the Insight Director of a variation to the Active Lives Contract.

11. The Chairman updated the Board on the Board recruitment process.
STRATEGY PERFORMANCE REPORT

12. NP presented the report.

13. A recent internal audit report on the adequacy and effectiveness of the implementation of the strategy had been broadly positive. Some areas for further improvement had been identified: mandatory use of the measurement and evaluation framework; aligning resources against the strategic priorities, which the Executive Team was already looking at; prioritisation of the current priorities and merging the delivery of tactics, where appropriate; and better sharing of data relating to the strategic priorities with critical friends and to support learning lessons and best practice across the organisation.

14. The report reflected the significant value of the control framework Sport England had put in place, but also recognised the challenges of shifting an organisation in pursuit of strategic goals, with some areas of the business having not yet fully adopted the new ways of working (for example, consistent use of the measurement and evaluation framework).

15. The Board discussed the development of the Social Return on Investment (SROI) model in conjunction with Sheffield Hallam University. The Board welcomed its development, and the transparent and conservative approach being taken to its development. It was agreed that, when presented with options during its construction, Sport England should default to options which the organisation can explain and defend. It was confirmed that it is our intention to share this model externally, and with a range of partners including National Governing Bodies. It was noted that the Football Association had developed its own model (to be published shortly), but that there remained an opportunity to approach this work in a more coordinated way with key partners in the sector. The arts sector had done some work on the value of arts and culture to people and society which would be worth reviewing as Sport England continued the development of the sport and physical activity model.

16. The Board REVIEWED and DISCUSSED the report and NOTED the Investment Plan summary, including the current financial profile and forecast.

SJ joined the meeting.

2018-19 Annual Report and Accounts

17. SJ presented the 2018-19 Annual Report and Accounts (ARA), noting there had been some minor changes to the ARA since it had been circulated to the Board.
19. AL, Chair of the Audit Committee, reflected on discussion of the ARA by the Committee, with the Committee having heard from the Internal Auditors around general assurances and assurances specific to the ARA process. AL noted what a clean audit report it had been and congratulated SJ and her team for an excellent piece of work and a well-run process.

20. The Board noted that the Senior Information Risk Owner report (which formed part of the suite of ARA reporting) served as a summary of information risk reported to the Audit Committee over the previous year. In response to a question from the Board, NP described the general nature of Freedom of Information requests received by Sport England.

21. The Board **REVIEWED** and **APPROVED** the 2018/19 Annual Report and Accounts.

22. The Board **CONFIRMED** its agreement that the CEO, the Chair, and the Chair of the Audit Committee may sign-off any minor amendments to the ARA should they be required between the date of Board approval and the laying of the ARA before Parliament.


   *SJ left the meeting. SR and AS joined the meeting.*

**LONG TERM HEALTH CONDITIONS CAMPAIGN**

24. SR and AS presented the item.

25. The Long Term Health Conditions (LTC) campaign aims to challenge and change the misconception that those with LTCs can’t or shouldn’t be active and will provide a strong emotional platform to engage and motivate sustainable behaviour change across all conditions/charities and beyond. This work is being delivered through a variety of work strands with different partners that tackle challenges linked to attitudes and motivations.

26. The Board considered the sustainability of the media buying element of the campaign in terms of the message being ‘heard’ and the length of time it takes for people to absorb messages. The media approach was informed through analysis of audience data and insight, and at the level of spend, would have an 88% reach and be seen on average by the target audience 7.5 times over a six-week campaign period. Should the campaign deliverables meet expectations, further funding would be made available for additional media buying for a second burst in early 2020.

27. In response to a question from the Board, SR and AS outlined that equal consideration had been given to both the campaign and its activation, and that lessons had been learnt from the This Girl Can Campaign. A multi-layered approach would be taken, considering what work is required at a policy level, what support needs to be provided to the health and sport and physical activity sectors, and championing charity and stakeholder activation to ensure those living with LTCs are supported to be active in a way that is right for them.
28. The approach included supporting those at the frontline i.e. partner charities, carers, healthcare professionals etc. as well as the sport and physical activity workforce so they are prepared and feel comfortable and supported to deliver a positive experience, in keeping with the campaign sentiment.

29. The Board reflected that for people with LTCs, much of their time was spent in their homes or in close vicinity to their homes, therefore self-directed activity (walking to the local shop, exercising at home etc.) would be featured in the campaign alongside more formal or supervised activity. Often the first step people will take is to do something in their own home and the activation plans reflected this.

30. The Board was assured that the campaign was making good progress engaging with the partner charities, with strong support at the most senior levels, and through the partnership agreement, at least a minimum level of engagement would be secured from all by September. In most cases the charities planned to do much more.

31. The Board reflected on the excellent way in which Sport England had engaged the sector to date and asked what opportunities there were to connect the work back to Sport England’s work with its traditional partners, making sure they were able to support people living with LTCs in an appropriate and sensitive way. Sport England had engaged with numerous traditional partners, for example, inviting some National Governing Bodies to attend webinars alongside the health sector and a range of other influential stakeholders. Sport England was also working with CIMSPA and UK Coaching to explore what resources could be provided to support the workforce working across the sport and physical activity sector so that they could provide a positive experience.

32. A question was raised about whether there were any delivery gaps i.e. any concerns about the 88% of the audience reached being able to gain access to advice and opportunities to take action. Officers had mapped out the customer journey, which was varied and would require advice and guidance for individuals. Officers were confident that the campaign would have the reach needed to match the proportion of people motivated to be able to easily access advice and activities. The importance of ensuring the cost of activity was not a barrier for those seeking to take up activity, particularly for the LSEG audience, was raised.

33. The accessibility of the campaign in terms of disability and sensory needs (e.g. audio and visual access etc.) was emphasized. Both physical and mental health conditions were addressed through the campaign. Furthermore, Sport England was delivering the campaign through the charities and partners who knew the best way to reach the target audience. This way of working was an example of how Sport England works well with partners who understand the audiences it is trying to reach, leveraging partners’ expertise and insight.

34. The Board asked for clarity on the outcomes of the project, specifically how the Board would be able to measure the success of the campaign. Evaluation would measure advocacy, policy changes, behaviour change of individuals, and impact on carers, family and friends. The evaluation agency would also make predictions on the number of people the campaign might reach and motivate into activity.
35. Sport England would want to see evidence that suggests a shift in individuals’ attitudes and behaviours, and in the partner charities’ behaviours, ahead of the next round of investment, at which point consideration would be given to setting a target. This was a challenging audience to reach and a campaign of this nature had never been done before. The need to collect data to be analysed and develop learning to inform future decisions, including future KPIs and targets, was therefore essential.

36. The Board APPROVED an increase in the funding envelope for Decreasing Inactivity Tactic 4 by £504,323 and APPROVED an increased award to Age UK of £3,000,000 to fund the media buying element for the Long-Term Health Conditions campaign. This was in addition to the awards to Age UK already approved of £999,900 in March 2019 and £941,023 in May 2019, under CEO and Executive Group delegated authority awarded for the creative development of the campaign.

37. The Board ENDORSED £2,000,000 of potential further funding for media buying, should the campaign deliverables meet expectations, which would be agreed under Executive Group delegated authority and subject to scrutiny and approval of the award by the Investment Committee.

SR and AS left the meeting.

TERMS OF REFERENCE – BOARD AND INVESTMENT COMMITTEE

38. At the 7 May 2019 Board meeting, members approved the revised Sport England Delegated Authorities Policy, limits and principles. The Terms of Reference for the Board and the Investment Committee had since been updated to reflect the new delegated authority limits.

39. The Board APPROVED the revised Terms of Reference for the Board and for the Investment Committee.

SVH, NS and JF joined the meeting.

2021-25 STRATEGY DEVELOPMENT – facilitated session

40. In recent months the Executive Team, Investment Committee and Board had each discussed the overall approach to the development of the 2021-25 Sport England Strategy. The focus so far had been on shaping the principles and process (including consultation) that would guide the strategy development. A set of fundamental questions had also emerged, the answering of which would determine the scope and focus of Sport England’s future strategy.

41. The Board and Executive participated in a facilitated discussion session, the purpose of which was to discuss these questions, understand the range of views that Board members and Executive held, find common ground and direction, and set the parameters for Sport England’s approach to the 2021-25 strategy thinking and wider consultation and engagement.
AOB

42. There were no further areas of business.

The meeting closed at 2.30pm.

PRIVATE SESSION

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