

## SPORT ENGLAND BOARD - MINUTES

7 May 2019

Boardroom, London Marathon House, 190 Great Dover Street, London, SE1 4YB

Chairman: Nick Bitel

Members: Debbie Jevans (DJ)  
Natalie Ceeney (NC)  
Ian Cumming (IC)  
Chris Grant (CG)  
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)  
Charlotte Lawrence, DCMS (CL)  
Serena Jacobs (SJac) (Item 3)  
Naomi Shearon (NS) (Item 3)  
Greg Clements (GC) (Item 3)  
Simon Macqueen (SMac) (Item 3 & 4)  
Joel Brookfield (JB) (Item 5)  
Duncan Truswell (DT) (Item 6)

Secretariat: Tanya van Niekerk (TvN)

### WELCOME

1. Apologies were noted for Board members Rashmi Becker, Sue James and Mohamed Elsarky, all of whom had provided the Chairman with commentary on items of business which he would reflect at the appropriate points during the meeting. IC would be arriving slightly late. DJ would be leaving slightly early.
2. There were no declarations of interest. CG confirmed that he was not conflicted in relation to Item 4: Made By Sport as he had had no involvement with the project for at least six months and had not had a formal role in the project at any time.
3. The minutes of the Board meeting held on 27 March 2019 were **APPROVED** as a correct record.

4. The Board **NOTED** the Matters Arising from the Board meeting on 27 March 2019 and earlier meetings, all of which had been completed, carried forward or dealt with elsewhere on the Board's agenda.
5. Sport England was awaiting the release of the Government Equalities Office recommendations on the Gender Recognition Act before releasing guidance on transgender inclusive facilities for the sports sector. TH provided feedback on a recent Sport England meeting with the representative group Fair Play for Women to discuss some of the issues relating to gender recognition in sport, including the ways in which the rules relating to transgender participation were impacting largely elite but also community sport.

## **CEO REPORT**

6. The report provided updates on the Comprehensive Spending Review; Executive Director Recruitment; Sport England Culture & Values; Consideration of Sport England Race & Ethnicity; Open Data Conference; ukactive Partnership; Commonwealth Games (CWG) Legacy; Recognition Policy; Local Delivery Pilot ownership of learning IP; Active Lives Adult Survey Results and the This Girl Can campaign May/June burst.
7. The Board discussed CWG Legacy planning, specifically the need to create a legacy from the sporting infrastructure for the local community in Birmingham. TH updated members on his recent meeting with Ian Ward, Leader of Birmingham City Council, noting that civic pride, infrastructure legacy and what it means in terms of sport and activity legacy were the three areas of focus for the Council. Sport England is funding a four-year post to help coordinate the physical activity theme of the Council's approach to legacy and would continue to use its profile, structures and relationships through the Birmingham Local Delivery Pilot to help influence legacy planning. Volunteering Legacy is also being discussed with Birmingham City Council as part of broader discussions with them about the Games.
8. The Board highlighted the importance of having a strong focus on ensuring that the Alexander Stadium was sustainable post the games. CJ updated members on the current position in relation to the Stadium in terms of legacy plans and potential legacy opportunities.
9. In relation to Sport England's work on consideration of race and ethnicity and what direct interventions could be taken to start addressing the stubborn inequalities within the sport and physical activity sector, it was asked whether setting specific equality targets that are embedded in the way Sport England funds partners should be implemented. The subject of additional targets had been raised with Sporting Equals at a recent event and whilst it was something that should be considered, it was important to listen to the voices of those in the sport sector to understand what they wanted and what they felt would make a difference.
10. The Chairman updated the Board on the Board recruitment process.
11. The Chairman informed members that it would be announced later that day that the chief executive of England Hockey, Sally Munday, was to become the new head of UK Sport, replacing Liz Nicholl as Chief Executive in the autumn.

## STRATEGY

*NS, SJ, CG and SMac joined the meeting. IC arrived part way through the item.*

12. The Board discussed the overall approach to the development of the 2021-25 Strategy, focusing particularly on guiding principles, process and some of the fundamental matters, or major questions to be answered, that will determine the scope and focus of the future strategy. It was agreed that further sessions would be held at upcoming Board meetings including a facilitated strategy workshop at the June Board.
13. The Board welcomed this important piece of work; **NOTED** the analysis within the papers and presentation; **AGREED** the key conclusions set out in the Executive Summary; and **DISCUSSED** the developing 2021-25 Investment Strategy.

### Delegated Authorities Policy

14. The delegated authorities policy was last updated in early 2018. The update was substantial in making the document fit for purpose and to improve efficiencies by removing process description, including procurement authorisations, making Exchequer and Lottery approval limits consistent and increasing payment sign off limits. The organisation was looking to make further changes to realise benefits and gain efficiencies as part of wider coordination of internal ways of working through more effective decision making, of which the delegated authorities policy formed a key part.
15. SJ described the proposed changes to the policy, how it would be used in the organisation, and the under-pinning decision-making process. The Audit Committee had scrutinised the changes and supported these. It was noted that the proposals represented a significant shift for the business and the behaviours of the organisation would need to adapt to the new way of working.
16. The Board agreed that overarching principle/strategy investment decisions must remain with the Board, as should decisions about stopping funding and funding novel, contentious or repercussive investments, all of which were stipulated in the revised policy.
17. The Board discussed cumulative funding i.e. where one organisation might be in receipt of funding from more than one investment area, and where the decision-making point for these investments would sit i.e. determined against the individual award or the cumulative value of all awards to that organisation. SJ said that as part of the business case (Stage 2 of the decision-making process), colleagues would be required to identify all strands of funding an organisation currently received. A determination would then be made by officers as to the most appropriate approval route based on considerations such as length of relationship with the organisation, nature of what Sport England would be funding etc. It was suggested that it would be helpful to bring some consistence to this process, for example, if when assessed against the Code for Sports Governance there was an 'Amber' around the leadership of an organisation, the investment decision be taken up to Investment Committee or Board even if the value was below the threshold.

18. The Board **APPROVED** the revised delegated authority policy, limits and principles to take effect from 1 June 2019.

*NS, GC and SJ left the meeting.*

#### **MADE BY SPORT**

19. The Board discussed Sport England's involvement with and support of Made by Sport (MBS), a high-profile national campaign the primary focus of which will be to raise the profile around the power of sport as a distinct approach to addressing social inequalities and change the lives of young people in some of the most disadvantaged communities. To do this, MBS plan to work in partnership with the Sport for Development Coalition to make best use of their knowledge and expertise in delivery.
20. The Board **AGREED** in principle to support this campaign.

*SMac left the meeting. JB joined the meeting.*

#### **LOCAL DELIVERY PILOT - BRADFORD**

21. The report presented proposals for investment in the Bradford Local Delivery Pilot.
22. A question was raised as to whether the partnership funding of £700,000 was high enough given the number of partners involved and how it compared with partnership funding across the other pilots. CP said that the levels of partnership funding varied across the pilots; however, there were un-costed resources from other government departments and sectors which could be included in the calculation of partnership funding and this would be looked at going forward.
23. It was noted that the faith dimension to the Bradford pilot offered real opportunity in terms of providing insight into some of the social and religious barriers to sport and physical activity. The diversity of Active Bradford's leadership was positively noted.
24. The investment approach for Bradford differed to that of the other pilots in that Sport England was partnering with the Teaching Hospitals NHS Foundation rather than local authorities (LAs). CP assured the Board the Foundation was able to connect with and was part of all local systems in Bradford and would work hand-in-glove with the LAs.
25. The Board **APPROVED** an award extension of up to £2,990,000 of Pathfinder investment to Bradford Teaching Hospitals NHS Foundation Trust for the delivery of the Born in Bradford Local Delivery Pilot, of which £2,620,000 revenue funding is confirmed and £370,000 of capital investment is in-principle subject to further technical detail and scrutiny of proposals; **DELEGATED** the conversion of the £370,000 in-principle amount and approval of all additional special conditions of award, as set out in the paper, to the Executive Director for Local Delivery.

*JB left the meeting. DT joined the meeting.*

## TALENT UPDATE

26. The report provided an update on progress to deliver the Talent Plan for England.
27. The Talent Team were now principally focussed on: ongoing workforce development and talent plan implementation; performance management of existing investments; investment planning for post 2021, including the relationship with UK Sport; and creating and maintaining momentum for Talent Inclusion.
28. CG, who chaired the Talent Advisory Inclusion Group, reflected on what an important area of work this was. Some of the key questions emerging for the Inclusion Group included the relationship between the legacy structure that exists currently, which is quite successful but where gaps are apparent, and how to create new gateways and mini-pathways which connect into existing pathways; and how to ensure pathways are ready to receive more diversity as it comes through e.g. addressing specific cultural and economic challenges of those with protected characteristics.
29. There was some confusion in the sector about what support was available for young athletes in the England talent system given the varied strands which support the development and progression of athletes. The same issues arose for talented officials and coaches and would similarly need to be addressed. Conversations about what could be done to coalesce and bring some consistency to the system (for athletes) were starting to take place; both were likely areas of consideration for the Advisory Group to explore.
30. The Board **NOTED** the recent progress made and the proposals outlined in the paper.

*DT & DJ left the meeting.*

## SAFEGUARDING CHILDREN & YOUNG PEOPLE AND ADULTS AT RISK

31. The report provided an update on Sport England's Safeguarding work.
32. Sport England continued to receive correspondence regarding safeguarding concerns within sport, albeit the number of cases continued to settle down to the numbers received prior to the historical cases in football which surfaced in 2016. In response to a question about whether this was a positive or negative position (in terms of wanting to continue to shed light on the issue), MD said this was difficult to answer as the number of cases reported by clubs was going up whilst those handled by Sport England had stabilised. It was noted that most of the Sport England cases were in relation to how complaints had been handled by sports.
33. The Board discussed the provision of training and education about safeguarding issues and how effective this had been in changing the attitude to safeguarding throughout the system.
34. Internal capacity was being extended by an additional post to allow Sport England to accelerate the delivery of the safeguarding priority tactics, which included additional support to NGBs to ensure greater consistency and customer care. Sport England was also conscious

of what was needed from the Child Protection in Sport Unit and Anne Craft Trust and what support Sport England gave them to ensure the relationship did not become 'mechanistic'.

35. Safeguarding was about the whole continuum of physical and emotional mistreatment. Whilst messages about sexual mistreatment were now widely and well understood, the same level of awareness and understanding was needed across the full safeguarding landscape.
36. There was some discussion about Sport England's role in safeguarding. The organisation wasn't a regulator, but its duty was more than that of simply a funder, and in some cases Sport England was being asked to adjudicate even where it did not fund the sports body/organisation against which a complaint had been brought. It was agreed Sport England's role was to provide leadership on safeguarding to the sports sector.
37. The Board **NOTED** the contents of the report.

#### **MANAGEMENT ACCOUNTS**

38. The Audit Committee had discussed the accounts at its 17 April meeting with key areas of discussion being the underspend of Exchequer income being beyond what was anticipated going into year-end; achievement of the Lottery cost target; and a transactional issue.
39. The Board **NOTED** the overview of the Management Accounts for the full year ended 31 March 2019.

#### **MINUTES FROM COMMITTEE AND SUBSIDIARY COMPANY MEETINGS**

40. The Board **NOTED** the minutes from committee and subsidiary company meetings.

#### **AOB**

41. NC had been leading an independent review on the impact and implications of cashless technology which had determined that approximately 20% of the UK population - this being the most vulnerable portion of the population - would be negatively impacted by a shift to paying for things digitally as a sole method of payment. A leisure centre had recently announced it had gone cashless and Sport England might therefore want to think about developing some guidance on this for the sports sector to help ensure people fully thought through the implications of cashless technology for the audiences they were trying to reach.
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.